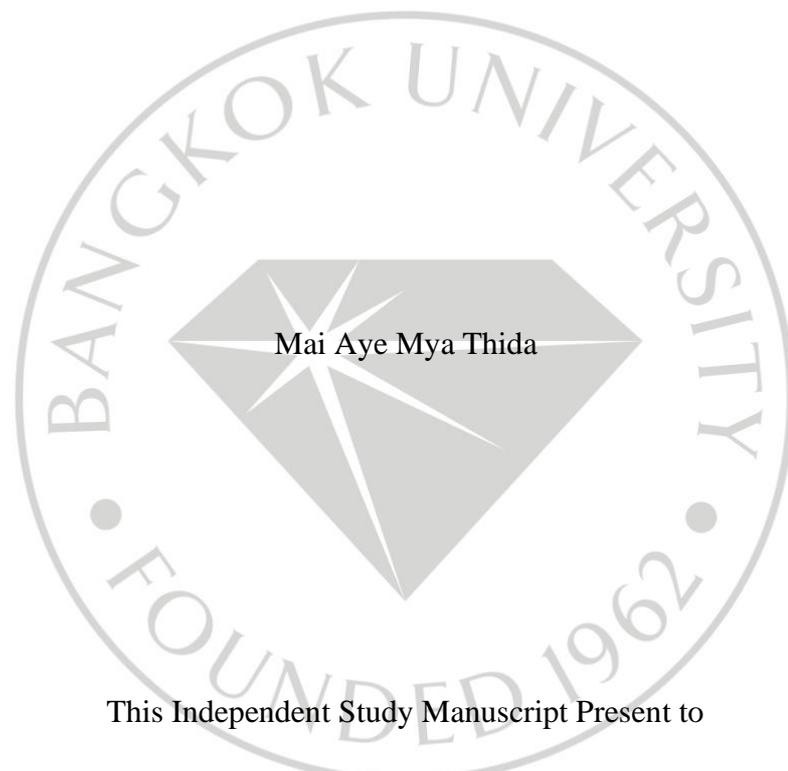


THE IMPACT OF CULTURAL INTELLIGENCE ON COMMUNICATION AND
CREATIVITY OF LOCAL EMPLOYEES WHO WORKED AT DIVERSE
CULTURAL COMPANIES IN MYANMAR



THE IMPACT OF CULTURAL INTELLIGENCE ON COMMUNICATION AND
CREATIVITY OF LOCAL EMPLOYEES WHO WORKED AT DIVERSE
CULTURAL COMPANIES IN MYANMAR



This Independent Study Manuscript Present to
The Graduate School of Bangkok University
in Partial Fulfillment
of the Requirements for the Degree
Master of Arts in Communication Arts

2019



©2019

Mai Aye Mya Thida

All Rights Reserved

**This Independent Study has been approved by
the Graduate School
Bangkok University**

Title: THE IMPACT OF CULTURAL INTELLIGENCE ON COMMUNICATION AND
CREATIVITY OF LOCAL EMPLOYEES WHO WORKED AT DIVERSE
CULTURAL COMPANIES IN MYANMAR

Author: Miss Mai Aye Mya Thida

Independent Study Committee:

Advisor



(Asst. Prof. Dr. Patama Satawedin)

Field Specialist



(Assoc. Prof. Dr. Pacharaporn Kesaporn)



(Suchada Chareanpunsirikul, D.B.A.)

Dean of the Graduate School

August, 2019

Mai, A.M.T. MA (Communication Arts), July 2019, Graduate School, Bangkok University.

The Impact of cultural intelligence on communication and creativity of local employees who worked at diverse cultural companies in Myanmar (67 pp.)

Advisor: Asst. Prof. Patama Satawedini, Ph.D.

ABSTRACT

The study is to demonstrate the concept of Cultural Intelligence (CQ) as a key competency in communication and creativity in Myanmar private companies due to its diverse cultures. Cultural Intelligence is a skill which helps increase the ability of employees to interact effectively with colleagues belonging to other cultures. This study was, therefore, to observe how Cultural Intelligence (CQ) had an impact on communication effectiveness and creativity which were related to job performance of local employees who were working at Private Companies in Myanmar and were communicating with foreigners from diverse cultures. The data for the study had been collected from 132 employees from private companies in Myanmar. The study was a practical study that used quantitative Likert scale survey method to collect the data online with Google Form. Data were analyzed by using ANOVA, Model Summary and Correlation with significance level of .05 to find the mean and standard deviation. The result revealed that 75% of respondents agreed on the factor of cultural intelligence is important when interacting with people from different cultural background. Besides, they are interested in improving cultural intelligence skill for better communication in their workplace by 61% respondents upon CQ has positive

effect on their communication. Another fact is that the employees' creative thinking for their projects and their problem-solving skill has been improved while working with the diverse cultural team said by 80% of respondents. Lastly, local employees' job performance has been motivated and improved by the result of these effective communication and creativity factors. As reported by the result, among these two factors: communication effectiveness and creativity, communication effectiveness has higher impact on motivating local workers' job performance than creativity factor.

Keywords: cultural intelligence, cross-cultural adaptability, communication effectiveness, job performance, creativity, private companies, Myanmar



ACKNOWLEDGEMENT

My special thanks will be to my advisor, Assistant Professor Dr Patama Satawedin for her kind supervision, suggestion and support from the beginning to the accomplishment of this individual study. I would also love to show my gratitude to other lecturers Assistant Professor Dr. Pacharaporn Kesaprakorn, Assistant Professor Dr. Tiwa Park, Dr. Vimviriya Limkangvanmongkol and Dr. Napaphat Limvarakul for their valuable supports and approval on my survey questionnaires.

My sincere appreciations would also go to my friends and colleagues in Myanmar who aided me during survey collection. Moreover, I personally thank to all the respondents for their time and participation in survey collection period. Lastly, I am thankful to all my classmates here in Bangkok University International, Master of Communication Arts (Global Communication), who helped me in some ways for this project.

Mai Aye Mya Thida

TABLE OF CONTENTS

	Page
ABSTRACT.....	iv
ACKNOWLEDGEMENT.....	vi
LIST OF TABLES.....	ix
LIST OF FIGURES.....	x
CHAPTER 1: INTRODUCTION	1
1.1 Background and Problem Statements.....	1
1.2 Research Questions	5
1.3 Objectives of Study	6
CHAPTER 2: LITERATURE REVIEW	7
2.1 Related Literature and Previous Studies	7
2.2 CQ and Communication Effectiveness.....	11
2.3 CQ and Creativity	17
2.4 Conceptual Framework of the Study.....	21
2.5 Research Hypotheses.....	21
CHAPTER 3: METHODOLOGY.....	22
3.1 Research Design	22
3.2 Survey Instruments.....	22
3.3 Sampling Size.....	24
3.4 Data collecting procedure.....	25
3.5 Reliability Test.....	26

TABLE OF CONTENTS (Continued)

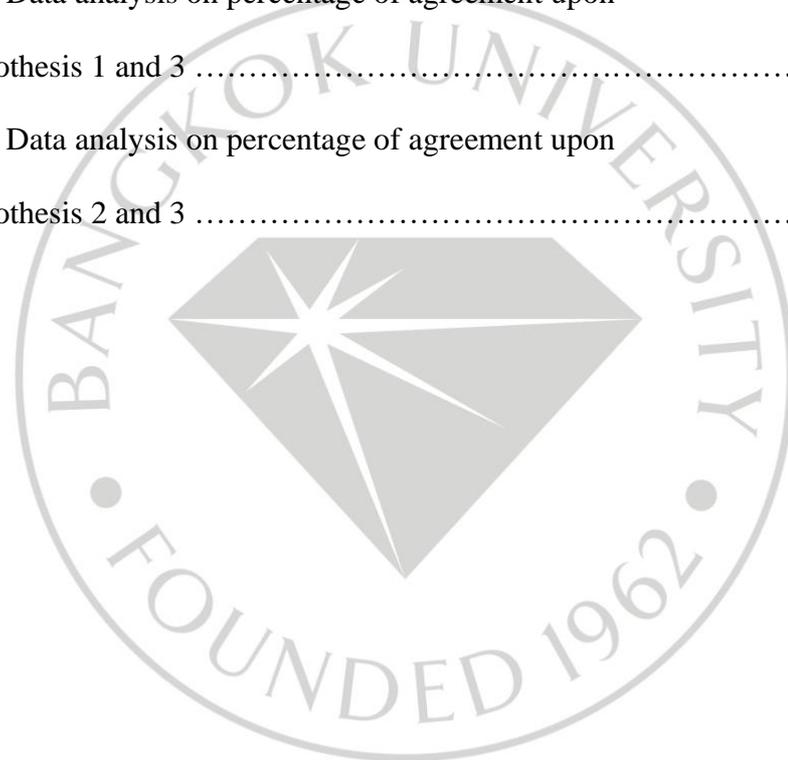
	Page
CHAPTER 4: RESULTS AND FINDINGS	28
4.1 Summary of Demographic Data	28
4.2 Factor Analysis.....	29
4.3 Results of Hypothesis Testing	33
CHAPTER 5: CONCLUSION	42
5.1 Research Findings and Conclusion.....	42
5.2 Discussion.....	43
5.3 Recommendation for Future Application.....	48
5.4 Recommendation for Future Research.....	49
5.5 Limitations of the Study	50
BIBLIOGRAPHY	51
APPENDICES.....	53
APPENDIX 1: Survey Questionnaire (English language)	54
APPENDIX 2: Survey Questionnaire (Myanmar language)	60
BIODATA	67
LICENSE AGREEMENT OF INDEPENDENT STUDY.....	68

LIST OF TABLES

	Page
Table 3.1: SurveyMonkey sample size calculator.....	24
Table 3.2: Reliability Statistics	25
Table 3.3: Item-Total Statistics for reliability test.....	26
Table 4.1: Demographic data of respondents.....	28
Table 4.2: Mean scores of the degree of agree (individual questions).....	30
Table 4.3: Descriptive Statistics by ranking.....	32
Table 4.4: Descriptive statistics of agreement upon hypothesis 1.....	36
Table 4.5: Model Summary of Cultural Intelligence on Communication.....	37
Table 4.6: ANOVA analysis of Cultural Intelligence on Communication.....	37
Table 4.7: Coefficients of Cultural Intelligence on Communication.....	37
Table 4.8: Descriptive statistics of agreement upon hypothesis 2	38
Table 4.9: Model Summary of Cultural Intelligence on Creativity.....	38
Table 4.10: ANOVA analysis of Cultural Intelligence on Creativity	38
Table 4.11: Coefficients of Cultural Intelligence on Creativity.....	39
Table 4.12: Model Summary of Job Performance test.....	40
Table 4.13: ANOVA analysis of Job Performance	40
Table 4.14: Coefficients of Job Performance	40

LIST OF FIGURES

	Page
Figure 1.1: Contribution to Service Sector Growth (%) (GOM, WB Staff Estimates)	4
Figure 2.1: Components of cultural intelligence (CQ).....	9
Figure 2.2: Conceptual Framework.....	21
Figure 4.1: Data analysis on percentage of agreement upon hypothesis 1 and 3	35
Figure 4.2: Data analysis on percentage of agreement upon hypothesis 2 and 3	36



CHAPTER 1

INTRODUCTION

1.1 Background and Problem Statements

Nowadays, human beings are living in a world beyond borders with the help of technology developments that assist to connect globally. The working ability of human resources has been no longer limited by geography. Moreover, corporations are communicating internationally and expanding their businesses globally. The whole business environment is moving and building on the platform of culture, belief and nationality. That is the reason why understanding cultural intelligence becomes very important to survive, to operate successfully in this global world. Cultural intelligence (CQ), defined as “a person’s capability to adapt effectively to new cultural contexts” (Earley & Ang, 2003, p. 59). “Cultural intelligence (CQ)—defined as the capability of an individual to function effectively in situations characterized by cultural diversity” (Ang & Van Dyne, 2008). Cultural Intelligence helps people to understand and adapt other cultures which are new for them. “Cultural intelligence (CQ) incorporates the capability to interact effectively across cultures” (Inkson & Thomas, 2009). “Interacting effectively across cultures is now a fundamental requirement for all of us in today’s global environment” (Inkson & Thomas, 2009, ps.19). These are a few definitions about Cultural Intelligence from 2003- 2009. From above Classifications of Cultural Intelligence (CQ), we can see that around 2003, Cultural Intelligence was described as understanding and adapting diverse culture. But later in 2009, Cultural Intelligence was defined not only understanding the

diverse cultures but also interacting across the culture diversities and it became the fundamental necessity for all people from worldwide.

According to the culture context study, the United States is the world's Lowest-context culture, followed by Canada, Australia, the Netherlands, Germany and the UK respectively. People with a high-context culture such as Japan, India, China and many Asian countries including Myanmar learn a very different style of communication that depends on unconscious assumptions about common reference points. If you don't say it straight in the Western countries, they do not think you are reliable. If you are from a low-context culture like the U.S.A, a high-context culture person, who is from Asian culture, can be seen as secretive or unable to communicate effectively (Meyer, 2014).

Since Myanmar had opened up in 2012 for Foreign Investment, since then, the companies from other countries steadily started to invest in Myanmar. In 2013, the economy has accelerated and real GDP has grown to 6.5 percent from 5.9 percent in 2011/12 estimate. There was strong growth in gas production, services, construction, also foreign direct investment and exports of commodities. Then foreign direct investment grew from US\$1.9 billion in 2011/12 to US\$2.7 billion in 2012/13 (Nthara, Zin, & Lynn, 2013). Along with the investment companies, they also bring their workers and their working culture to this developing country which is still dealing to adapt the changes. Moreover, most of the private companies in Myanmar nowadays have both local and foreign employees that work together to accomplish projects or campaigns and to keep up with the global trend. Private company sector in Myanmar define that including organizations such as media & PR agency, publisher,

education institute, distribution business, law firm, city development project, Telecommunication and different types of service businesses.

Since Myanmar continues to open up after years of isolation, lots of multinational and investments companies from abroad started to enter the country as well as expat entrepreneurs, employees and volunteers are being drawn to the Golden Land Myanmar (John & Pedro, 2014). The investors brought in skilled and experienced foreign workers of their own to oversee while setting up of new operations in Myanmar. According to Myanmar's Ministry of Labor, only around 500 skilled workers out of total population of Myanmar, 52 million, meet international standards. (Alexander, 2017).

Expatriate Insider 2017 report, the world's top 65 expat destinations based on a survey given to at least 75 expats in each country, showed that Myanmar comes in at #3 in the world, behind Vietnam and Colombia in one of the survey's five key factors "personal finance". The survey also contains a section on "how foreigners view their local neighbors" and they assumed that Myanmar locals are the second-most "constant and traditional" in the Asia-Pacific region (as opposed to "dynamic and innovative"), just behind Japan. They also characterized Myanmar locals as "emotional and welcoming" rather than "rational and distant" (Vera, 2017).

In 2014 two foreign companies, Telenor from Norway, and Ooredoo from Qatar to offer telecommunication services in Myanmar. These two companies were selected in 2013, after a competitive tender process (Nthara, Zin & Lynn, 2013).

This is one of the positive impacts of ongoing reforms is reflected in the growth of the services sector. Telecommunications service was rapidly expanded (Figure 4), thanks to new investments and fast-growing consumption as a result of

market liberalization. Moreover, the result of telecommunication companies' competition, there is falling costs of service and rapidly increasing access to telecommunications services. The cost of SIM cards has dropped from \$250 in February 2013 to around \$1 today. Calling costs have fallen, variety of data packages have been introduced, and also International long-distance costs have fallen. Plus, 35 percent increase in foreign visitor arrivals linked to both tourism and business (Alexandra, 2015).

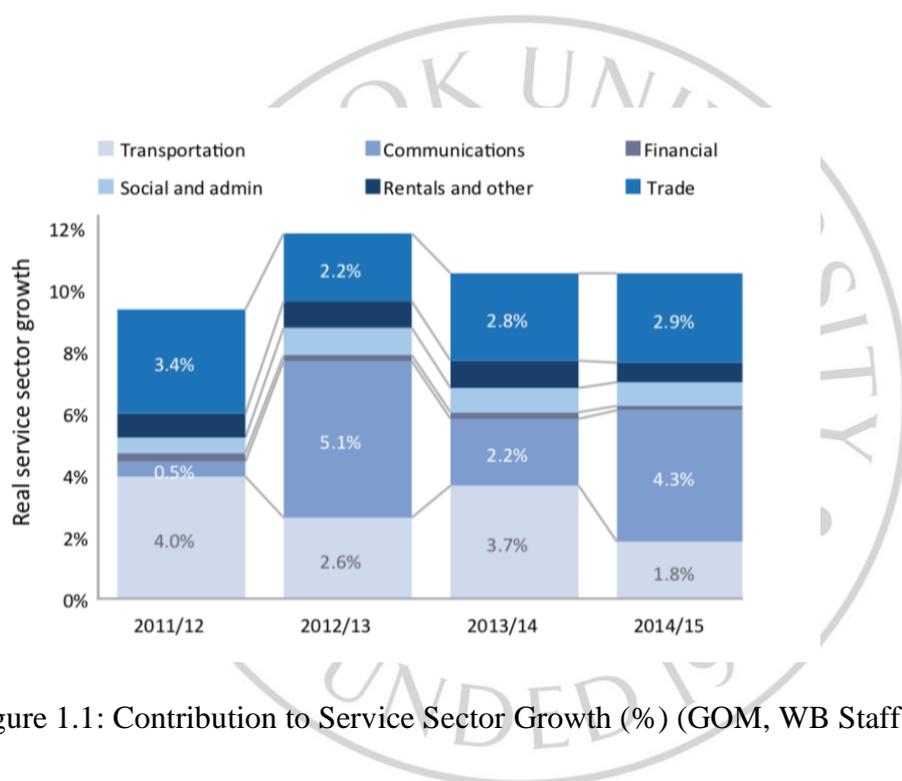


Figure 1.1: Contribution to Service Sector Growth (%) (GOM, WB Staff Estimates)

Driven by the demand expertise from foreign and increasingly local companies alike, expats from numerous countries are coming to Yangon, Myanmar. Even the local companies are starting to bring in expats and also developing joint ventures with foreign companies to become international standard companies and to connect with other international companies. Most of firms hired employees from

diverse backgrounds, including foreigners and locals. However, the majority of its employees are Myanmar people.

It was a good thing that expats are arriving but there are some disadvantages to making extensive use of employees coming from a foreign country. For example, expats need to know more about the local context, how local do business, the local culture and need to learn the local market. However, there are some expats who did not understand how important these factors are, so what happened is that there are conflicts between expats and locals (Jeremy, 2014). That is why understanding other people's culture is very important in Business world too. If the employees from different cultures do not try to understand another person's culture, there will be difficulties to communicate effectively.

1.2 Research Questions

- Is it important to understand/ have knowledge about cultural intelligence (CQ) in diverse workplace?
- Does cultural intelligence (CQ) have a positive impact on communication effectiveness, creativity that are related to job performance of local employees who are working at diverse cultural companies in Myanmar?

1.3 Objectives of Study

Since 2012 until now, Myanmar workers has to adapt the changes and also deal with the foreign colleagues and superiors from other countries who has diversity in culture. Nevertheless, these changes and culture diversity challenged employees on their ability on culture adaptation, communication, work performance and creative tasks.

The study is to demonstrate the concept of cultural intelligence (CQ) as a key competency in communication and creativity of the employees in Myanmar private organizations due to its diverse cultures. Cultural intelligence is a skill which increases the ability of employees to interact effectively with colleagues belonging to other cultures. Moreover, this study is to observe how cultural intelligence (CQ) has an impact on communication effectiveness, creativity that are related to job performance of local employees who are working at diverse cultural companies in Myanmar.

CHAPTER 2

LITERATURE REVIEW

2.1 Related Literature and Previous Studies

What is Cultural Intelligence (CQ)? Everyone else in this world is different from each other by their personality, beliefs or culture. However, we all are expecting everyone to act or think like us. If they behave differently from us, we started to think that there is something wrong with these people. We always forget about that we have to think outside of our culture and remember that there is diversity in every human being and we also need to learn to make it work in harmony with other people's ways (Inkson & Thomas, 2009).

According to the culture context study, most of the western countries are the world's Lowest-context culture. People with a High-context culture such as Japan, India, China and many Asian countries including Myanmar learn a very different style of communication that depends on unconscious assumptions about common reference points. If you don't say it straight in the western countries, they don't think you are reliable. If you are from a low-context culture like the U.S.A, a high-context culture person, who is from Asian culture, can be seen as secretive or unable to communicate effectively (Meyer, 2014). Mostly, Myanmar people are polite and say "yes" to do things even if they don't even understand the tasks that has been asked to do and shy to ask and clarify the questions again. That is why Myanmar employees who are working with foreigners from western culture in the same company are facing

difficulties in effective communication without recognizing this important culture fact.

Most of us fail to understand the cultural diversity by our unaware biases through our own cultural beliefs. For example, most people from western countries are extroverts and usually have conversations without a break while Asian people usually take a silence break in conversations. It can lead to misunderstanding between these two types of people from different culture if they are communicating without knowing other person's cultural behaviors. The way we behave are influenced by our own culture orientation and most of our behaviors are already auto programmed by our own culture. That is why we behave that way without noticing the influences of our culture. Another example is that someone who is working or staying in a foreign country for 6 months or more has faced difficulty in adaptation of other cultures and even culture shock. It can affect that person's working, living, communication or relationships if he or she cannot adjust the culture (Inkson & Thomas, 2009).

According to these examples, not understanding or unable to adjust or deal with culture diversity may result in poor performance, less personal growth and even lost business opportunities in working organizations (Inkson & Thomas, 2009).

Cultural intelligence (CQ), defined as "a person's capability to adapt effectively to new cultural contexts" (Earley & Ang, 2003, p. 59). Cultural Intelligence helps people to understand and adapt to other cultures which are new for them. "Cultural intelligence (CQ) incorporates the capability to interact effectively across cultures" (Inkson & Thomas, 2009, p. preface xi). Being flexible and understanding to other cultures, learning more about diverse cultures while interacting with it, and behaving more sympathetic to people from different cultures which all are

meant cultural intelligence (CQ). We all must learn to adapt new cultures with our knowledge and sensitivity.

We all already heard about the concept of intelligence by psychologists, it is the intelligence quotient (IQ). Moreover, we recognized emotional intelligence and the concept that how we handle our emotions is important too. The emotional intelligence quotient (EQ) defines a measure of emotional intelligence. However, Cultural intelligence (CQ) is a relatively new idea that builds on these earlier concepts but that integrates the ability to effectively interact across diverse cultures (Inkson & Thomas, 2009).

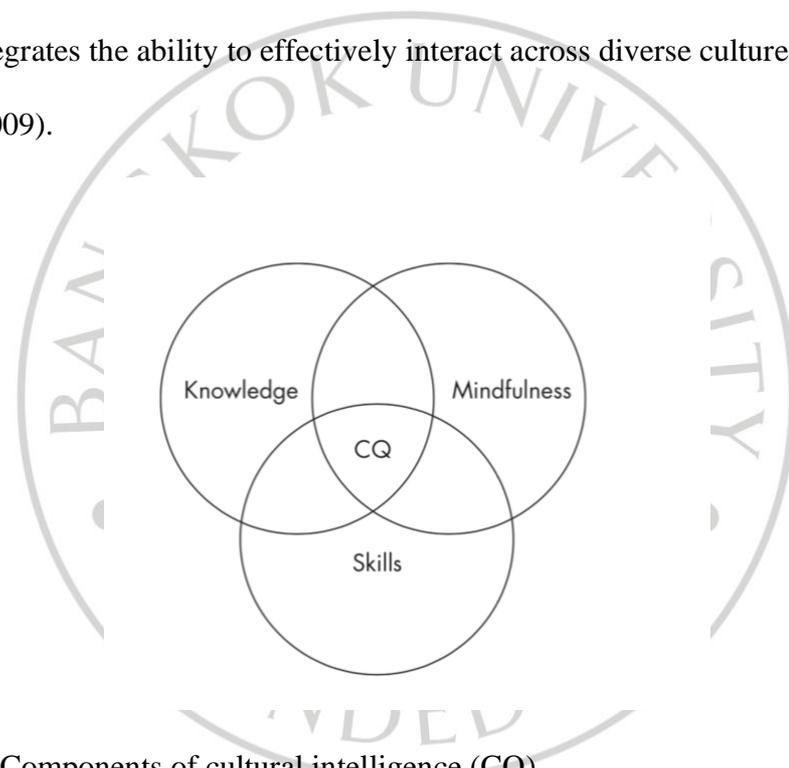


Figure 2.1: Components of cultural intelligence (CQ)

The model in figure is a graphic representation of cultural intelligence (Inkson & Thomas, 2009, p.17).

Cultural intelligence consists of three parts:

- First, the culturally smart person requires 'knowledge' of culture and the basic principles of cross-cultural interactions. This means knowing what culture is, how

different cultures are, and how behavior is affected by culture (Inkson & Thomas, 2009).

- Secondly, the culturally intelligent person must practice 'mindfulness', the ability to pay attention in a reflective and creative manner to the cross-cultural situations he faces and mindfulness to his own knowledge and feelings (Inkson & Thomas, 2009).

- Third, the culturally intelligent person develops cross-cultural 'skills' based on knowledge and mindfulness and becomes competent in a wide variety of situations. These skills involve selecting the right behavior from a well-developed behavioral range that is right for different intercultural situations (Inkson & Thomas, 2009).

If we summarize it, here are three parts to look into to become cultural intelligence person. First one is knowledge of culture and cross-cultural interactions. Second one is mindfulness about the cultural diversity which means ability to pay attention to others' feelings and knowledge. The third one is cross-cultural skill that was based on knowledge and mindfulness of culture diversity and that skill will help us choose the most appropriate interactions or behaviors when it comes to diverse cultural situations (Inkson & Thomas, 2009). "CQ refers to an individual's capability to deal effectively in situations characterized by cultural diversity" (Ang & Van Dyne, 2008, p.356).

We have been introduced and has to learn to understand Cultural Intelligence (CQ) because today's workplaces have become more global and diverse than ever (Ang & Van Dyne, 2008). "Interacting effectively across cultures is now a fundamental requirement for all of us in today's global environment" (Inkson & Thomas, 2009, p.19). Because of globalization, the opportunities in the business

world are dramatically increasing and that makes us to communicate and interact with people from different cultures. That's why we must learn to develop our cultural intelligence (CQ) to understand cross-culture, to integrate the differences and to think globally (Inkson & Thomas, 2009). Moreover, cultural intelligence (CQ) will make our general adjustment of culture and work performance successful in global work assignments.

2.2 CQ and Communication Effectiveness

Nowadays, organizations consist of workers who are different in nationality, ethnicity, gender, sexual orientation, age, education or social class. Therefore, employees have to interact with diverse colleagues, subordinates, managers, clients and customers.

The significance of any activity in the workplace can be measured by the amount of time employees spend on it and its impact on how efficiently and effectively the work is carried out, on job satisfaction, and on profits or other results. Among them, communication is probably the most important work activity through all these measures, especially in service-oriented organization and team-based organizations.

There is considerable evidence that both individual achievement in organizations and organizational efficiency are closely linked to employees' communication skills. Valuing workplace diversity is about recognizing, valuing and managing the differences of people and sharing power and communication. Diversity in the workplace focuses on empowering people of all kinds to develop and contribute their own unique talents to solving the business problems rather than making

employees to give up their own ethnic, gender or individual identity (Guirdham, 2005).

Because of globalizing work nature, the organizations are changing to a new kind of organization forms with multicultural teams which has diverse cultures, different understanding, interpretation and manner to respond to various situations. A group of Individuals working together from diverse cultures on the same projects or same tasks are called multicultural team. In this global marketplace, multinational organizations are expecting from the multicultural team to sustain their competitive advantages for the successful projects.

That is why the employees who works at this kind of organizations are expected to develop their values, shared common meaning's one's behavior in order to communicate effectively with other colleagues and manage their tasks efficiently. However, there are always some challenges when it comes to diverse cultural team because of some issues related to how each individual behaves on things like differences in working norms, giving respect to hierarchy, lack of common ground, the communication styles and fluency of language. All these above challenges highlight that it is important to know how to deal and communicate effectively with cultural diversity situations (Ang & Van Dyne, 2008). Therefore, cultural intelligence has to involve for solving all the conflicts and challenges and making them into effective communication and successful activities.

To explain how cultural intelligence (CQ) is so important for effective communication, here are two more examples below to highlight on that more.

Example 1: When a woman from western country had a business trip to New Delhi, India, and found difficulty in finding a restaurant direction which was told by the local hotel staff

The woman arrived a hotel from New Delhi around lunch time and she asked one of local hotel staffs to recommend a good restaurant. The hotel staff recommended a restaurant called Swagart and told her how to get there, “there is a great restaurant just to the left of the hotel. I recommend it highly and It is called Swagart. You can’t miss it.” But she could not find any restaurant called Swagart according to his direction. Therefore, she came back to the hotel to ask again. The hotel staff was very kind person and he walked her to the restaurant. She felt very thankful to the kind hotel staff but she was wondering why he hadn’t given her exact information for the direction. The direction to the restaurant was not just to the left of the hotel. Actually, it started by turning left from the hotel and walked another nine more minutes, after that you would find a big fruit store and then looked up to the second floor of that yellow building, there you will find the name of the restaurant with a sign.

According to her search for lunch in New Delhi suggests that the skills involved in being an effective communicator differ a lot from culture to culture. People are trained to communicate as literally and clearly as possible in Western cultures and good communication is about clarity and explicitness and accountability for the message's accuracy. In contrast, messages are often implicitly transmitted in many Asian cultures, requiring the listener to read between the lines. Good communication is indirect and layered which is responsible for transmitting the message shared between the sender and the receiver of the message. The fact is that

the hotel staff provided somebody from their own culture with all the information they needed to find Swagat. An Indian living in the same culture would probably have quickly found out where the restaurant is according to the direction (Meyer, 2014). This experience expressed that we all need to learn to see things and situations from not only from our culture but also from other cultural perspectives.

Example 2: The story is about misunderstanding of communication in office between American boss and his Korean administrative assistant

Bob Weber, an American boss, was a little bit angry because of his Korean administrative assistant, Joanne Park, missed to carry out a contract delivery job that he had assigned. So, he looked for his assistant to ask about it but he also made sure to calm down a bit from his anger before talking with his assistant. As he knew that he must handle this situation with an employee carefully. He found her in the lunchroom dining together with other staffs and he asked her if she forgot to deliver the contract. Joanne Park was miserable with that because of everyone around her stopped talking and they looked uncomfortable too. So, she said sorry to her boss and she replied that she will do it right away. Bob Weber replied that it is ok and to do it after lunch but he added we really needed to send the contract out today. After few hours later, Joanne Park came and told her boss that the job has done. Bob Weber's anger was gone now and he also friendly told her that don't worry about the mistake and next time let's talk it out if there is a problem. As Joanne Park was a good staff and she has never made a mistake like that before. However, Joanne Park took several days of sick leaves and there weeks later she resigned from the job.

Bob Weber and Joanne Park's actions and reactions reveal quite different perspectives on solving a problem in the office. Like most Americans, Bob thinks that

open discussion about conflicts and working through is the best way to resolve. In contrast, Joanne's cultural background tells her that after being scolded before her colleagues, she lost her face.

As a result, both Bob and Joanne put the things they value most at risk. Despite his good intentions, Bob failed to correct the administrative error and Joanne has left a job from good organization that she usually enjoyed.

For example, what if Bob may have had discussions with other managers who have Korean employees and have adjusted some of his management style and communication behavior, and Joanne may have learned some new ways to deal with her new culture. It is a story that is frequently happened in many situations around the world and the employees who are working in their own countries or abroad has difficulty in dealing with others from diverse cultures where things are done differently (Inkson & Thomas, 2009).

These stories are really good examples of how cultural intelligence (CQ) is very important in today's world communication and how we should look at things from different cultural perspectives and how we should learn to understand and adapt to the diverse culture.

2.2.1 Communication effectiveness by CQ in relation to job performance

Studies have found that workforce diversity has both positive and negative effects on performance of employees. The negative effects can be caused by poor diversity management. Although it is fundamentally more demanding to work with diversity, good diversity management can improve overall performance.

The need to adapt to cultural differences has recently become a major concern of general management, marketing and management for human resources. One reason is growing business globalization and another is that cultural differences in modern societies are insightful and affect people's behavior significantly (Guirdham, 2005). *This example story below will explain how communication on cultural intelligence has an impact on job performance of employees.*

Pat, a successful Corporation manager, has been offered the opportunity to move to China for 18 months. He was told that his success in the United States because his ability to turn his department from a mediocre to a highly profitable function, is the main reason for this job promotion.

He also knows that these opportunities are expected to be accepted. Although he worried that he does not know any Chinese and has not relationship with Chinese businessmen in the past. He thought that this experience will be a good career move and he must persuade his wife to accept the transfer and move their two preschool children to another country. They have moved twice within the United States because of company assignments. As he and his wife were able to adapt to two new U.S communities, so he thought that how could it be different!

After six months, he and his wife still don't speak any language, they aren't comfortable with food or public transport, and his wife feels that she needs to stay with her children at home instead of attempting to put them in an international pre-school where they need to deal with different languages and cultural practices.

He is angry at his new job, his colleagues and the country. Moreover, he cannot understand why everything is so different, all he wants to do is return to the United States. Nevertheless, he is afraid that to leave this task will have a negative

impact on his future in the global company. However, he decided to stick it out for more months by growing his anger and bitterness. He questions to himself that his performance in this country will be a failure because of lack of motivation and job satisfaction (Ang & Van Dyne, 2008).

The story stated that even in employee with successful backgrounds will face difficulties when it comes to deal with cultural diversity. It showed that how you developed your knowledge and communication with cultural intelligence or adapting cross-culture or understanding diversity.

2.3 CQ and Creativity

The reason why we should always strive for diversity of all kinds is diversity drives innovation! Why diverse perspectives will give you more ideas come down to a very basic fact of innovation? That is that all new ideas are combinations of existing ideas. Which means that we can innovate by combining unrelated concepts. And that is far more likely to happen if we mix people with different backgrounds.

For example, in the 60s there was an influx of Italian immigrants into Sweden and since then the pizza has been a core part of Swedish food culture and the pizza restaurants are everywhere. Now, year after year, the most popular pizza in Sweden is a pizza with a Swedish twist, Kebab Pizza which is pizza with kebab meat on it. It's very simple and it is existing ideas that combined into one new idea. However, that Kebab Pizza, the Swedish specialty, it's not really Swedish innovation or Italian. it's a result of complex forces of culture and no one planned it. This is how Culture drive innovation and creative works.

There is another successful creativity example called “burkini”. It's an Australian invention by a woman called Aheda Zanetti who is Australian but she has Lebanese background and she is Muslim. And she saw a problem for her female Muslim friends in Australia. They wanted to take part in Australian beach culture because that is a big part in Australian culture. But they also wanted to follow rules about strict clothing. So, she invented the burkini which is a bikini that covers the whole body including the hair. And it became a hit in the market. She saw a very limited target and that was these Muslim women in Australia only but she was surprised this became a global hit. It turned out there were Muslim women everywhere who found this very practical. So, 9 out of 10 bikinis are sold outside of Australia and the biggest market is the Middle East, of course. The strange thing to think about is that why didn't they invent it in the Middle East in the first place. That is because they did not have this diversity of cultures that she saw in Australia. Another interesting fact is that 3 out of 10 people who buy the burkini are not even Muslim. So, why do they buy the bikini? Well, doctors recommend it because it decreases the risk of skin cancer by covering the whole body. And also, the trend in bikini fashion is that bikinis are becoming smaller and smaller but some women would prefer if it was the opposite. This is the true power of diversity we can actively and purposefully step into the intersection of different perspectives and creativity (Ribberstrom, 2013).

2.3.1 Creativity by CQ in relation to job performance

In today's global environment, the organizations are facing the challenge of creating multicultural teams that work effectively. According to the nature of highly

diverse culture, the teams can support significant range of perspectives, insights and skills that can increase creativity of the team and enhance team performance. Working in multicultural teams affected team performance, satisfaction from working with the team, and degree of learning from the experience (Ang & Van Dyne, 2008).

Researchers have found that various people's teams are better than homogeneous organizations because they are more innovative and productive. And it's also more lucrative for businesses with higher diversity. When you bring people together from different social identities and backgrounds, they will have new and different information and perspectives to share with the group. The scientists enlisted the assistance of approximately 200 individuals who had appeared for jury duty at the local courthouse in a research study released in 2006. And because they were attempting to figure out if race in decision-making organizations made a difference. They split everyone into mock jury panels, and half of them consisted of black and white people in different meanings. The other half of the panels of the jury were homogeneous, all white people.

They showed everyone a half hour court television case involving a criminal matter and then placed them in deliberation chambers, videotaping their discussions, so the scientists could go back frame by frame and count behavioral cases to compare the two groups. And what they discovered was that the various jury boards exceeded the homogeneous jury panels. As they worked harder than the all-white panels of the jury that fell into a kind of a bit lazy information processing.

First of all, notice that the diverse jury panels deliberated longer and they spent 30 percent more time talking about the facts of the case. Besides, they actually talked about more of the facts in the case than the all-white jury panels and they made

fewer mistakes with respect to the evidence and also, they made fewer uncorrupted inaccurate statements. Moreover, they cited more of the missing evidence that they would have liked to have seen presented in the case. So, if you were the criminal defendant in this case, which jury panel would you rather have (Nalty, 2017)?

Another way to construct your inclusive intelligence and do your work better is to look at your blind spots as each of us has various identities that intersect. For example, she doesn't believe about being white or her ethnicity as a white individual in society. So, her blind spot can be the things she excluded from thinking about or forgotten. And the point of your blind spots, as poor results, you can create errors in your thinking. And that's what occurred last year in 2016 to the American Red Cross, when it sent out its swimming safety poster that was published across the nation at swimming pools. An issue pops up when a woman from Colorado took a very close look at this poster and noticed that every child of color in the poster was doing something naughty and breaking the rules. Whereas every white child in the poster was playing by the rules and being cool. American Red Cross did not do this intentionally but it turns out that all of the executives at the American Red Cross are white. And they might have forgotten about race here in their blind spot and they just did not see what this poster described.

What will you do to build your intelligence and creativity, so that you can make better decisions and performances? The key to being the creative and smartest person is to surround yourself with people who are socially and culturally different and by looking through things from different perspectives. And they will surely force you out of your comfort zone and make you think harder and work smarter and performed for better result (Nalty, 2017).

2.4 Conceptual Framework of the Study

The conceptual framework of how cultural intelligence (CQ) has an impact on communication effectiveness, creativity that are related to job performance of local employees who are working at diverse cultural companies in Myanmar illustrated in the figure 2.1.

2.5 Research Hypotheses

H 1. Cultural intelligence (CQ) has a positive effect on communication of local employees who work in diverse culture team

H 2. Cultural intelligence (CQ) has a positive effect on creativity of employees who work in diverse culture team

H3. Communication Effectiveness and creativity motivate job performance of local employees from diverse culture team

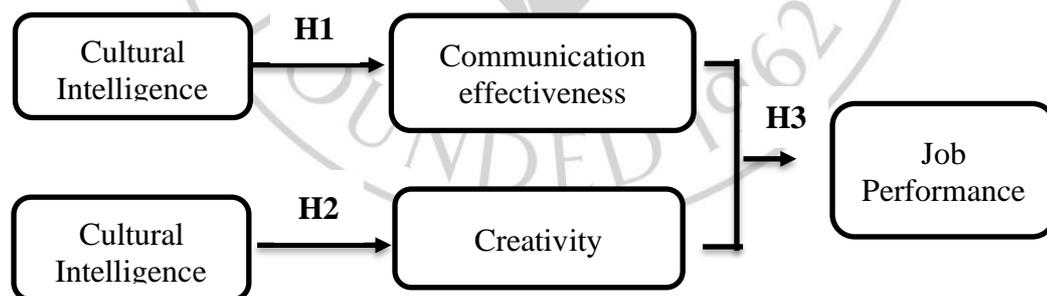


Figure 2.2: Conceptual Framework

CHAPTER 3

METHODOLOGY

The study is proposed to reveal the concept of cultural intelligence (CQ) as a key competency in communication and creativity in Myanmar private companies due to its diverse cultures. Cultural intelligence is a skill which increases the ability of employees to interact effectively with colleagues belonging to other cultures.

By operating quantitative survey questionnaires, this study is to detect how cultural intelligence (CQ) has an impact on communication effectiveness, creativity that are related to job performance of local employees who are working at Private Companies in Myanmar which involved communicating with foreigners from diverse culture. Then we will examine the data with the descriptive statistics analysis system.

3.1 Research Design

The research has applied the technique of quantitative approach to attain the purposes of the study. The questionnaire, which was used as the survey instrument, was constructed by applying the related theories and was approved by the expertise.

3.2 Survey Instruments

By implementing five-point Likert scale, the factors are formed with 1= strongly disagree, 2= disagree, 3= neither agree nor disagree, 4= agree and 5= strongly agree.

Questionnaires for each factor are created by studying example stories from the literature review about cultural intelligence (CQ) has an impact on communication

effectiveness, creativity and job performance. Those factors for each section are separated by demographic, Cultural Intelligence (CQ), Communication Effectiveness & Job Performance and Creativity & Job Performance.

Age, gender, marital status and education questions are asked in the survey for the record of Demographic factors. And one filter question about do they have any working experience with people from other cultures before answering any other question from this survey questions.

Cultural Intelligence (CQ) section has 9 questions which are measured with a 5-point Likert scale. In this section, we asked about their concern about cultural Intelligence, their knowledge upon the cultural diversity and their giving respect to others believes (Inkson & Thomas, 2009).

Communication Effectiveness & Job Performance section has 11 survey questions that are also measured by 5-point Likert scale method. And local employees are asked about how their communication became more effective with foreign employers, managers or colleagues compared to local employers, managers, or colleague. And their job performance is significantly improved because of effective communication with people from different countries. Moreover, these factors have effects on their decision making, problem solving, culture adjusting, productivity and confidence in social activities (Guirdham, 2005).

Creativity & Job Performance section has 5 questions of 5-point Likert scale. And we asked details about their beliefs on cultural knowledge has effect on their creativity and acquiring new ideas and ability to provide new and better services or products. Besides, it can also encourage them to search for more answers for each job-related problem (Ribberstrom, 2013).

3.2.1 Inclusion and Exclusion Criteria

One filter question was asked to all participants before all the other questions in the survey. By asking this filter question, “Do you have any experience working with international Boss/ colleagues/ clients/ customers? (If yes, please continue the survey)”, we can exclude participants who are not related with this study. All the participants who will be answering this survey have to have experience working in diverse cultural working environment.

3.3 Sampling Size

According to SurveyMonkey online sample size calculator, the sample size will be at least 97 employees with the confidence level of 95% and 10% margin error for the population size of 1 million employees.

Table 3.1: SurveyMonkey sample size calculator

Calculate sample size		
Population size	Confidence level (%)	Margin of error (%)
1,000,000	95%	10%
Total sample size	97	

3.4 Data collecting procedure

We collected data in Myanmar from local respondents who are working for private companies and international companies. Testing CQ's relationships with communication effectiveness and creativity and its related job performance of local employees.

The survey was delivered to the respondents from email and social media chat like messengers with the link of Google Form. To avoid misunderstand about the questions, the respondents are explained clearly by me through the phone call, chatting, and meeting with them in person.

The collecting data time was about 1 month lasted from 3 June 2019 to 29 June 2019. Most of the respondents are answered the survey form via Google Forms. 132 local employers from different private companies and organizations responded to the survey questionnaires in complete situation.

3.5 Reliability Test

Table 3.2: Reliability Statistics

Cronbach's Alpha	N of Items
0.938	24

Reliability statistics was tested for each question factor and the result is 0.938

Cronbach's Alpha. This mean all the 24 questionnaire factors are reliable because it was over 0.7 Alpha.

Detail of total items statistics are presented below Table 3.3.

Table 3.3: Item-Total Statistics for reliability test

Item-Total Statistics				
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
CQ_1	90.4194	161.075	0.491	0.937
CQ_2	90.0242	163.081	0.48	0.937
CQ_3	89.9355	164.37	0.396	0.938
CQ_4	90.4355	165.11	0.292	0.94
CQ_5	90.4758	159.016	0.604	0.935
CQ_6	90.7177	161.342	0.537	0.936
CQ_7	90.6129	162.808	0.435	0.937
CQ_8	90.0806	161.245	0.569	0.935
Com Eff_1	90.7984	159.284	0.547	0.936
Com Eff_2	90.6855	160.9	0.516	0.936
Com Eff_3	90.7258	160.233	0.59	0.935
Com Eff_4	90.4919	156.886	0.722	0.933
Com Eff_5	90.6371	157.729	0.667	0.934
Com Eff_6	90.6048	155.493	0.704	0.933
Com Eff_7	90.5968	157.495	0.697	0.934
Job Perf_1	90.5726	154.832	0.781	0.932
Job Perf_2	90.4677	157.292	0.731	0.933
Job Perf_3	90.3145	159.648	0.692	0.934
Job Perf_4	90.2097	161.322	0.633	0.935

(Continued)

Table 3.3 (Continued): Item-Total Statistics for reliability test

Item-Total Statistics				
Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation		Cronbach's Alpha if Item Deleted
Creat_1	90.4516	158.949	0.656	0.934
Creat_2	90.3629	158.753	0.659	0.934
Creat_3	90.371	157.146	0.708	0.933
JobPer_1	90.5161	157.244	0.695	0.934
JobPer_2	90.3952	157.769	0.682	0.934



CHAPTER 4

RESULTS AND FINDINGS

Data was analyzed using SPSS Version 23.0. Descriptive statistics such as means, standard deviations and regression, and then each scale was tested on the reliability with reliability coefficients, Cronbach's Alpha.

4.1 Summary of Demographic Data

Male respondents were composed for 30.2% and female for 69.8% respectively. Majority, 84.8% were aged at 21-30- year-old and 87% have Bachelor Degree and higher than Bachelor Degree. In terms of marital status, 85.4% are still single and only 14.6% are married.

Table 4.1: Demographic data of respondents

Demographic	Categories	Frequency	Percentage
Age	20 - 30	105	84.8%
	31 - 40	15	12%
	41 - 50	2	1.6%
	51 - 60	2	1.6%
Gender	Male	39	30.2%
	Female	90	69.8%
Marital status	Single	111	85.4%
	Married	19	14.6%
Education	Higher than Bachelor Degree	112	87%
	Lower than Bachelor Degree	17	13%

All respondents come from in total about 30 different companies that are foreign investment companies, local private joint venture companies.

4.2 Factor Analysis

Before we developed the scale, we find the range of numerical values from the data of responses which has to be range from 1-5. This range will give us the weight of the responses to analyze. Our total respondents are 130 and the Likert scale range is 1= strongly disagree, 2= disagree, 3= neither agree nor disagree, 4= agree and 5= strongly agree. First, we counted all responses from strongly disagree to strongly agree.

The respondents were asked to indicate their perceptions of the degree of agree of each factor on a five-point Likert scale, where we represented “strongly disagree” and 5 denoted “strongly agree.” For validation purposes, a mean value of 3.45 was fixed as the cut-off point, meaning that a factor would be considered “agree” if it received a mean score of 3.45 or more. Two statistical approaches were applied to analyze the data: (1) analysis of individual factors and (2) analysis of success factors based on the grouping of 24 factors into four categories: Cultural Intelligence (CQ), communication effectiveness, creativity, and job performance.

The long form of four categories are:

CQ = Understanding about Cultural Intelligence is important in diverse workplace

ComEff = Cultural Intelligence has positive effect on Communication of local employees from diverse culture workplace

Crea = Cultural intelligence (CQ) has a positive effect on creativity of employees

JobPerf = Application of effective communication and creativity motivates their job performance

Table 4.2: Mean scores of the degree of agree (individual questions)

Descriptive Statistics					
Factors		N	Mean	Std. Deviation	Overall mean
CQ_1	Working at different culture environment create motivation and good changes in your career.	130	3.95	0.92	Agree
CQ_2	Cultural knowledge is important when interacting with people from different cultural backgrounds.	130	4.36	0.78	Agree
CQ_3	You care about culture values and religious beliefs of other cultures.	130	4.45	0.81	Agree
CQ_4	You are able to communicate with people from other cultures by using non-verbal expressions.	130	3.94	0.96	Agree
CQ_5	You enjoy interacting with people from different cultures.	129	3.91	0.88	Agree
CQ_6	You feel comfortable while socializing with people from different cultures.	129	3.66	0.83	Agree
CQ_7	You are able to deal with the stress of adjusting to a new culture.	130	3.75	0.87	Agree
CQ_8	You are interested in improving your cultural intelligence skills.	130	4.31	0.78	Agree
ComEff_1	It is easier to discuss about idea or project with foreigner Boss/or/ Manager than local Boss/or/ Manager.	130	3.61	0.94	Agree
ComEff_2	Decision making is faster and easier with foreigner Boss/or/ Manager than local Boss/or/ Manager.	130	3.69	0.88	Agree
ComEff_3	My foreigner boss /or/ manager/or/ client explains well what needs to be done.	129	3.67	0.82	Agree
ComEff_4	My foreigner boss /or/ manager shows me how to improve my skill with helpful advice.	130	3.92	0.85	Agree
ComEff_5	My foreigner boss /or/ manager guides me with clear instructions for solving job related problems.	129	3.74	0.87	Agree
ComEff_6	My problem-solving skills improved with the guidance of foreigner boss /or/ manager.	130	3.78	0.96	Agree
ComEff_7	Foreigner Boss/or/ Manager shows trust in me and give decision making authority for related cases than local Boss/or/ Manager.	129	3.78	0.86	Agree

(Continued)

Table 4.2 (Continued): Mean scores of the degree of agree (individual questions)

Descriptive Statistics						
Factors	N	Mean	Std. Deviation			Overall mean
Job Perf_1	My decision-making skills improved while working with foreigner boss/or/ manager.	128	3.80	0.90		Agree
Job Perf_2	My productivity increased while working with foreigner boss/or/ manager.	129	3.94	0.83		Agree
Job Perf_3	I am able to adjust to changes and cultural diversity because of the working experience with foreigner boss/or/ manager/or/ client.	130	4.06	0.77		Agree
Job Perf_4	I gain more confident in socialization because of working experience with foreigner boss/or/ manager/or/ client.	130	4.15	0.71		Agree
Creat_1	New products or new services can be created from mixing different culture.	130	3.92	0.82		Agree
Creat_2	I get new idea (or) I look for more new ideas when working with foreigner boss/or/ manager/or/ client.	129	4.04	0.82		Agree
Creat_3	I learn how to think outside of the box while working with foreigner Boss/or/ Manager/or/ client.	130	4.04	0.87		Agree
JobPerf_1	The way I see problems has changed and I began to focus more on solutions while working with foreigner boss/or/ manager.	129	3.89	0.87		Agree
JobPerf_2	I can come up with new solutions than ever before while working with foreigner boss/or/ manager/or/ client.	129	4.01	0.85		Agree
Valid N (listwise)		124				

a

For the purpose of marking the overall perceptions of respondents, the following scoring system designed by Sarrafzadeh et al. (2010) was used: mean 1–1.44 = Strongly Disagree; mean 1.45–2.44 = Disagree; mean 2.45–3.44 = Neither agree nor disagree; mean 3.45–4.44 = Agree; mean 4.55–5 = Strongly Agree. A mean value of 3.45 was fixed as the cut-off point, meaning that a factor would be considered “Agree” if it received a mean score of 3.45 or more.

Table 4.3: Descriptive Statistics by ranking

Descriptive Statistics			
Factors	Rank	Mean	Std. Deviation
CQ_3	1	4.45	0.81
CQ_2	2	4.36	0.78
CQ_8	3	4.31	0.78
Job Perf_4	4	4.15	0.71
Job Perf_3	5	4.06	0.77
Cre_2	6	4.04	0.82
Cre_3	7	4.04	0.87
JobPerf_2	8	4.01	0.85
CQ_1	9	3.95	0.92
CQ_4	10	3.94	0.96
Job Perf_2	11	3.94	0.83
Cre_1	12	3.92	0.82
ComEff_4	13	3.92	0.85
CQ_5	14	3.91	0.88
JobPerf_1	15	3.89	0.87
Job Perf_1	16	3.80	0.90
ComEff_6	17	3.78	0.96
ComEff_7	18	3.78	0.86
CQ_7	19	3.75	0.87
ComEff_5	20	3.74	0.87
ComEff_2	21	3.69	0.88
ComEff_3	22	3.67	0.82
CQ_6	23	3.66	0.83
ComEff_1	24	3.61	0.94
Valid N (listwise)			

4.3 Results of Hypothesis Testing

Table 4.2 and Table 4.3 illustrate the mean scores of the degree of agree of 24 factors belonging to the four success factors. The mean scores of the degree of “agree” held by respondents for all factors ranged from 3.61 to 4.45.

First, we will study the degree of agreement on Understanding about Cultural Intelligence is important in diverse workplace. There are 8 questions CQ 1 – CQ 8 to check on the knowledge of cultural intelligence for individual respondents. The factors are about motivation from diverse cultural working environment, the importance of having cultural knowledge, valuing about other cultures and beliefs, non-verbal communication with foreigners, enjoy socializing with people from different cultures and feeling comfortable on that, ability to deal with stress from culture changes and willing to improve cultural intelligence skills. Among them we found the fact that “caring about other people cultures and beliefs” are ranked highest scores with 4.45 (agree). Other factors that received higher scores are “having cultural knowledge is important at diverse workplace” and “interested in improving their cultural intelligence skills” with the mean scores of 4.36 (agree) and 4.31 (agree) respectively.

The lowest rated factor was “enjoying socializing with people from different culture” with a mean score of 3.66 (agree); however, this still stays at the point of agree.

For communication effectiveness by cultural intelligence (CQ), it has 7 questions. Among them “skills improvement by helpful advice from foreigner boss/manager” ranked with highest scores 3.92 (agree). Follow by that are “guiding how to improve problem-solving skill” and “they are showed trust and given authority of decision-making by their foreign employers or manager” with 3.78 scores (agree).

The researcher found the facts that local employees' job performance is result better because of the effective communication. To test about job performance, we prepared 4 questions. First benefit from that is “they gain more confident in socialization” with the highest scores with 4.15 (agree), “able to adjusting changes” with 4.06 scores (agree), and “productivity” and “decision making” progress with the scores of 3.94 (agree) and 3.80 (agree) respectively.

For cultural intelligence (CQ) has a positive effect on creativity of employees who work in diverse culture team and it motivates their job performance, the researcher had arranged all together 5 survey questions for local employees. From the result, the local workers from diverse cultural workplace answered “they get more new idea” and “they learn how to think more creatively than before” with the highest scores 4.04 (agree). Other factors following are 4.01 score (agree) on “coming up with new solutions”, 3.92 score (agree) on “they can profit with new products and services from diverse cultural environment”.

All 24 factors scored a mean higher than 3.45, meaning that all factors were perceived to “agree” or “strongly agree” for the success of cultural intelligence has a positive effect on communication, creativity and it is motivating job performance of local employees.

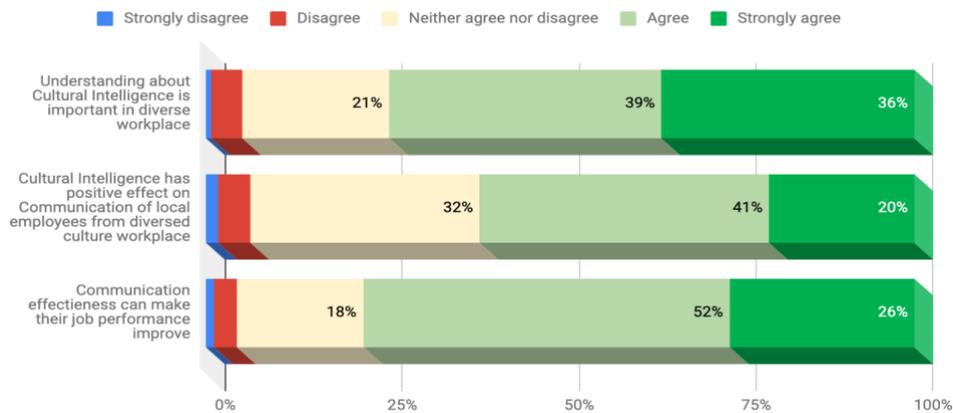


Figure 4.1: Data analysis on percentage of agreement upon hypothesis 1 and 3

Figure 4.1 illustrated the percentage of how local employees “agree” or “disagree” on important of Cultural Intelligence that contributes communication effectiveness and leads to job performance improvement. As we can see from the bar graph for understanding about cultural intelligence is important in diverse workplace, 39% of the people stated “agree”, 36% stated “strongly agree”, 21% stayed in the middle of the statement and only 4% from “disagree” and 1% from “strongly disagree”.

From then on, respondents believed that cultural intelligence has positive effect on communication of local employees from diverse work culture. 41% of respondents claimed they “agree”, 20% claimed “strongly agree” on that statement. However, people who stay in the middle of the statement are also considerable with 32% “neither agree nor disagree”.

For the statement, communication effectiveness can make their job performance improve, 52% and 26% of respondents “agree” and “strongly agree” on that respectively. Only 18% “neither agree nor disagree” on that statement.

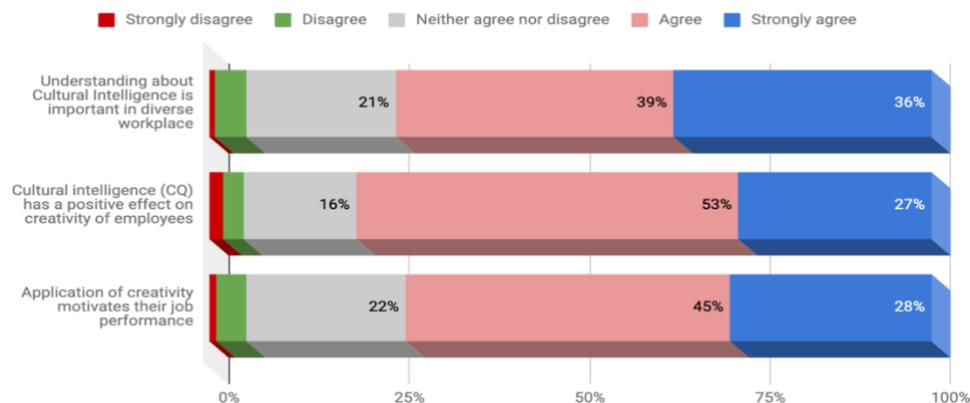


Figure 4.2: Data analysis on percentage of agreement upon hypothesis 2 and 3

From Figure 4.2, Cultural intelligence (CQ) has a positive effect on creativity of employees who work in diverse culture team and that will provide better results in their job performance, 53% of respondents answered “agree” their creativity are motivated by working in the diverse cultural team. 45% of employees also “agree” on their job performance progress because of creativity was involved. Moreover, they also “agree” on that cultural knowledge is important in workplace by 39% “agree” on that.

Table 4.4: Descriptive statistics of agreement upon hypothesis 1

Descriptive Statistics			
Factors		Mean	Std. Deviation
CQ	Understanding about Cultural Intelligence is important in diverse workplace	4.04	0.29
ComEff	Communication effectiveness because of CQ	3.74	0.10

Table 4.5: Model Summary of Cultural Intelligence on Communication Effectiveness

Model Summary^b							
Model	R	R Square	Change Statistics				
			R Square Change	F Change	df1	df2	Sig. F Change
1	.483 ^a	.233	.233	37.761	1	124	.000

a. Predictors: (Constant), MCQ

b. Dependent Variable: MCommunication Effectiveness

Table 4.6: ANOVA analysis of Cultural Intelligence on Communication Effectiveness

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.562	1	13.562	37.761	.000 ^b
	Residual	44.536	124	.359		
	Total	58.098	125			

a. Dependent Variable: MCommunication Effectiveness

b. Predictors: (Constant), MCQ

Table 4.7: Coefficients of Cultural Intelligence on Communication Effectiveness

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.370	.389		3.517	.001
	MCQ	.587	.095	.483	6.145	.000

a. Dependent Variable: MCommunication Effectiveness

From Table 4.4, to Table 4.7 confirmed the idea of hypothesis 1, cultural intelligence (CQ) has a positive effect on communication of local employees who work in diverse culture team. According to respondents, they stated that with (Mean = 3.74) scores (agree) upon their communication has been effective because of cultural intelligence. Regression analysis affirmed the hypothesis 1 with (Sig. = 0.000, $p < .05$). Therefore, we can prove that our hypothesis 1 “cultural intelligence has a

positive effect on communication of local employees who work in diverse cultural team or organization”.

Table 4.8: Descriptive statistics of agreement upon hypothesis 2

Descriptive Statistics			
Factors		Mean	Std. Deviation
CQ	Understanding about Cultural Intelligence is important in diverse workplace	4.04	0.29
Crea	Creativity advance because of CQ	4.00	0.07

Table 4.9: Model Summary of Cultural Intelligence on Creativity

Model Summary ^b							
Model	R	R Square	Change Statistics				
			R Square Change	F Change	df1	df2	Sig. F Change
1	.535 ^a	.286	.286	50.111	1	125	.000

a. Predictors: (Constant), MCQ

b. Dependent Variable: MCreativity

Table 4.10: ANOVA analysis of Cultural Intelligence on Creativity

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.618	1	19.618	50.111	.000 ^b
	Residual	48.937	125	.391		
	Total	68.555	126			

a. Dependent Variable: MCreativity

b. Predictors: (Constant), MCQ

Table 4.11: Coefficients of Cultural Intelligence on Creativity

Coefficients^a						
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	Std. Error	Beta			
1	(Constant)	1.146	.407		2.814	.006
	MCQ	.706	.100	.535	7.079	.000

a. Dependent Variable: MCreativity

From Table 4.8, to Table 4.11 also supported the idea of hypothesis 2, cultural intelligence (CQ) has a positive effect on creativity of employees who work in diverse culture team. With the scores of (Mean = 4.00), the respondents reacted (agree) upon the statement of hypothesis 2 with the 0.07 standard deviation. ANOVA analysis pointed out the result is (Sig. = 0.000, $p < .05$) which was actually less than 0.05, means that the hypothesis 2 statement was proven and confirmed by the respondents.

Table 4.12: Model Summary of Job Performance test by Creativity and Communication Effectiveness

Model Summary ^b							
Model	R	R Square	Change Statistics				
			R Square Change	F Change	df1	df2	Sig. F Change
1	.870 ^a	.757	.757	190.070	2	122	.000

a. Predictors: (Constant), MCreativity, MCommunication Effectiveness

b. Dependent Variable: MJob Performance

Table 4.13: ANOVA analysis of Job Performance by Creativity and Communication Effectiveness

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	39.593	2	19.797	190.070	.000 ^b
	Residual	12.707	122	.104		
	Total	52.300	124			

a. Dependent Variable: MJob Performance

b. Predictors: (Constant), MCreativity, MCommunication Effectiveness

Table 4.14: Coefficients of Job Performance by Communication Effectiveness and Creativity

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.564	.178		3.177	.002
	MCommunication Effectiveness	.527	.053	.556	9.895	.000
	MCreativity	.361	.049	.411	7.315	.000

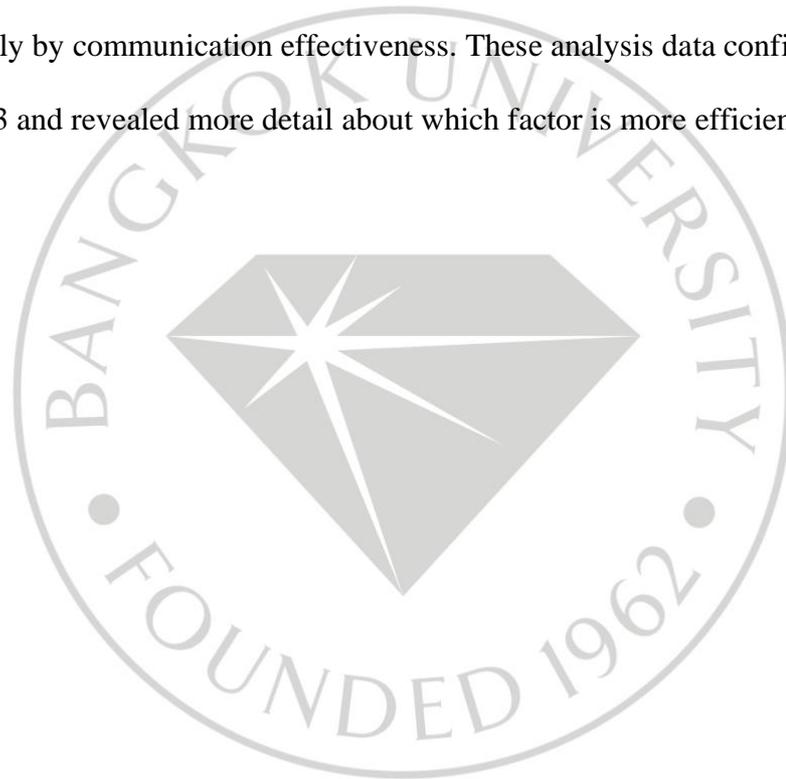
a. Dependent Variable: MJob Performance

According to the regression analysis on hypothesis 3, communication effectiveness and creativity motivate job performance of local employees from

diverse culture team, the results are showing that both of these factors are affected job performance of staffs in diverse culture workplace with the (Sig. = 0.000, $p < .05$).

However, the percentage of affecting on Job performance by each factor are different.

As we can see that coefficients of communication effectiveness have (Beta .556 = 55.6%) on motivating job performance of workers while only (Beta .411 = 41.1%) of their job performance are motivated by their creativity. Therefore, among these two factors, creativity and communication effectiveness, employees' job performance is driven mostly by communication effectiveness. These analysis data confirmed our hypothesis 3 and revealed more detail about which factor is more efficient.



CHAPTER 5

CONCLUSION

The purpose of this study was to observe how cultural intelligence (CQ) had an impact on communication effectiveness and creativity which were related to job performance of local employees who were working at Private Companies in Myanmar and were communicating with foreigners from diverse cultures. The data for the study had been collected from 132 employees from private companies in Myanmar. The study was a practical study that used quantitative Likert scale survey method to collect the data online with Google Form. The research finding of the study were concluded in this chapter. Moreover, the discussion of research findings and the recommendation were also included.

5.1 Research Findings and Conclusion

Factors were rated at three levels: understanding about Cultural Intelligence is important in diverse workplace, Cultural Intelligence has positive effect on Communication and Cultural Intelligence has a positive effect on creativity of employees and it motivate their job performance. The fact about understanding Cultural Intelligence knowledge were considered highest contributing factor for communication effectiveness and creativity of local workers.

According to finding result data from respondents, “understanding about Cultural Intelligence is important in diverse workplace” scored with highest (Mean = 4.04) (agree) and the other factors scored above (Mean = 3.45) this means (agree) on

all the factors. As said by Sarrafzadeh et al. (2010), the finding results agree on all hypotheses.

Hence, Cultural Intelligence (CQ) is an important facilitator in cross-cultural interactions. Because communication is a key process in developing understanding and adjustment between people of different cultures, any ability to enhance their performance on job. Plus, the ability to create new idea on projects are also supporting to motivate their job-related performances.

Cultural Intelligence (CQ) relates positively to job performance of local employees. This is an important outcome because job performance functions as a drive to continue and sustain success in their career and the companies they are working for.

Therefore, this study confirms that Cultural Intelligence (CQ) has a positive effect on communication and creativity of local employees who work in diverse culture team and that will drive them to create better job performance.

5.2 Discussion

Before going in-depth to our research hypotheses, we had studied the degree of agreement on “Understanding about Cultural Intelligence is important in diverse workplace”. All the question about this factor are; the importance of having cultural knowledge, valuing about other cultures and beliefs, non-verbal communication with foreigners, enjoy socializing with people from different cultures and feeling comfortable on that, ability to deal with stress from culture changes and willing to improve cultural intelligence skills. According the result of analysis, the data are showing that all the factors are above the scores of (mean > 3.66) and this leads to

respondents' (agree) on all the factors concerning with the knowledge of cultural intelligence. (Inkson & Thomas, 2009) stated that "Interacting effectively across cultures is now a fundamental requirement for all of us in today's global environment" and the study has supported their idea with the data.

Cultural Intelligence (CQ) theory has been developed since its inception by (Inkson & Thomas, 2009), (Earley & Ang, 2003), and (Ang & Van Dyne, 2008). Particular studies have been done with regard to finding originators of Cultural Intelligence (CQ), other studies have related CQ to its consequences, results and outcomes. So far, studies have been done with expats, leaders, and international students. In this study, the researcher has constructed more on the relationship among CQ and its results, consequents and outcomes. The researcher claims that these three variables are not very well researched, "communication effectiveness," "creativity" and "job performance," though these three factors may be essential moderators in the relationship with Cultural Intelligence (CQ). Furthermore, the researcher applies this study with a sample of local employees from Myanmar who are working with diverse cultural colleagues, managers or bosses.

Since workplaces in Myanmar are changing dramatically to multicultural style working environment, it is encouraged to find out and test staffs' cultural knowledge that will smooth and flexible to fit into the multicultural work culture. It became must have soft skill for nowadays workers' requirement to apply for jobs in these kinds of organizations. That is why the researcher has decided to test on their cultural knowledge and see the outcome of the result to support the idea.

While doing research on testing cultural knowledge of staffs, the researcher decided to include more factors that can be related with employees' behavior at work.

In every successful projects of multicultural team, there are some fundamental factors that cannot be ignored and that support the success of the projects. These fundamentals are found in how they communicate, how they put their ideas on the projects and how they perform on the tasks that has been assigned. In keeping up with these reasons, the researcher has decided to connect all the dots together to find out how related each factor are and how affected they are to each other.

According to the finding, every single proposed factor is worth finding and they are involved in as connection links to support cultural knowledge of every multicultural team staffs in todays organizations.

Hypothesis 1. Cultural intelligence (CQ) has a positive effect on communication of local employees who work in diverse culture team

For communication effectiveness by cultural intelligence (CQ), the respondents are tested with some questions that are related with their communication; “their skills improvement by helpful advice from foreigner boss/manager” with (mean = 3.92) leads to (agree), “their diverse cultural team/ leader/ boss guide them how to improve problem-solving skill” and “they are showed trust and given authority of decision-making by their foreign employers or manager” with scores (mean = 3.78) and indications to (agree).

According to respondents, they stated that with (Mean = 3.74) scores (agree) upon their communication has been effective because of cultural intelligence.

Regression analysis affirmed the hypothesis 1 with (Sig. = 0.000, $p < .05$). As we can see the above data, the study confirmed the idea of hypothesis 1, cultural intelligence (CQ) has a positive effect on communication of local employees who work in diverse culture team.

This research supports the statement from (Ang & Van Dyne, 2008), multinational organizations are expecting from the multicultural team to sustain their competitive advantages for the successful projects and that is why the employees who works at this kind of organizations are expected to develop their values, behaviors and shared common meanings in order to communicate effectively with other colleagues and manage their tasks efficiently. Therefore, cultural intelligence has to involve for solving all the conflicts and challenges and making them into effective communication and successful activities. In agreement with the previous literatures, the study found that in order to communicate effectively with other colleagues and manage their tasks efficiently, they need to develop their cultural intelligence.

Hypothesis 2. Cultural intelligence (CQ) has a positive effect on creativity of employees who work in diverse culture team

As stated in (Ang & Van Dyne, 2008), multicultural teams can support significant range of perspectives, insights and skills that can increase creativity of the team and enhance team performance. Working in multicultural teams affected team performance, satisfaction from working with the team, and degree of learning from the experience.

From the result of respond data, the local workers from diverse cultural workplace answered “they get more new idea” and “they learn how to think more creatively than before” with the highest scores (Mean = 4.04) defining (agree) on the study. Other factors following are (Mean = 4.01) expressing (agree) on “coming up with new solutions”, (Mean = 3.92) describing (agree) on “they can profit with new products and services from diverse cultural environment”.

With the scores of (Mean = 4.00), the respondents reacted (agree) upon overall statement of hypothesis 2 with 0.07 standard deviation. ANOVA analysis pointed out the result is (Sig. = 0.000, $p < .05$) which was actually less than 0.05, means that the hypothesis 2 statement was proven and confirmed by the respondents.

Consequently, the study agrees upon the previous literatures that cultural intelligence has a positive effect on creativity of workers, but degree of learning and their job satisfaction factors has to be studied further more in keeping with the statement of (Ang & Van Dyne, 2008).

Hypothesis 3. Communication Effectiveness and creativity motivate job performance of local employees from diverse culture team

Not understanding or unable to adjust or deal with culture diversity may result in poor performance, less personal growth and even lost business opportunities in working organizations (Inkson & Thomas, 2009). Studies have found that workforce diversity has both positive and negative effects on performance of employees. The negative effects can be caused by poor diversity management. Although it is fundamentally more demanding to work with diversity, good diversity management can improve overall performance. Multicultural teams can support significant range of perspectives, insights and skills that can increase creativity of the team and enhance team performance. (Ang & Van Dyne, 2008).

To experiment on job performance, we prepared some questions for the survey takers; “they gain more confident in socialization” with the highest scores with (Mean = 4.15) meaning (agree), “able to adjusting changes” with (Mean = 4.06) expressing (agree), and “productivity and decision-making progress” with the scores of (Mean = 3.94) (agree) and (Mean = 3.80) defining (agree) respectively.

According to the regression analysis on hypothesis 3, communication effectiveness and creativity motivate job performance of local employees from diverse culture team, the results are showing that both of these factors are affected job performance of staffs in diverse culture workplace with the (Sig. = 0.000, $p < .05$). However, the percentage of affecting on Job performance by each factor are different. As reported by coefficients of communication effectiveness have (Beta = .556) 55.6% on motivating job performance of workers while only (Beta = .411) 41.1% of their job performance are motivated by their creativity. Therefore, among these two factors, creativity and communication effectiveness, employees' job performance is driven mostly by communication effectiveness. Despite of the previous literature, this research presented us that communication effectiveness factor has to be involved in the process and cultivated by good diversity management to motivate the workers' performance in diverse team.

The finding of this study presented to develop the theory of Cultural Intelligence (CQ) by previous study from (Inkson & Thomas, 2009), (Earley & Ang, 2003), and (Ang & Van Dyne, 2008). Moreover, the finding confirmed that relationship among CQ and its outcomes; “communication effectiveness,” “creativity” and “job performance”, are important moderators in the relationship with CQ (Guirdham, 2005), (Meyer, 2014) (Ribberstrom, 2013) and (Malty, 2017).

5.3 Recommendation for Future Application

Cultural Intelligence (CQ) is a key variable supporting employees working in international organizations. Not only expatriates can benefit from developing Cultural Intelligence (CQ) but also host country employees who come into contact with

foreign cultures regularly. This large group, employees from host country, is often neglected in international research; because they are working in their home country, it is assumed that they do not have any adjustment problems. However, this group also feels tensions when working in a corporate culture. Therefore, this study was made for local employees who are working in diverse culture organizations in Myanmar.

1. According to the answers from respondents about attending any cultural diversity training before, 45% of respondents have not even attend any cultural related training before. However, they have learned how to deal with diverse cultural people from their experiences from their previous or present workplaces. This means that if the employers offered cultural intelligence training or coaching to their local employees, it will lead to positive outcome of better communication at internal workplaces, better effect on creating new ideas and better result in their performance. Hence, the study recommends boldly to the business owners and HR managers who has diverse cultural team members at the workplace that they should invest in training for employees' knowledge on cultural intelligence which will benefit for the company in return.

5.4 Recommendation for Future Research

1. As I mention before in recommendation for future application, this study can be done not only for the local employees in Myanmar, but also the expats from other countries who are working in Myanmar Organizations with local team. Moreover, the future results can be associated to this study by comparing between the finding of local's point of view and expats point of view.

2. The future research can also study upon the age range of local employees how they respond about the cultural intelligence and its impact on communication effectiveness and creativity. By this way, the research can be able to find out how each generation react on cultural intelligence (CQ). In keeping with the IT age, this can be quite interesting subject for further research.
3. The further study can use combination of quantitative and qualitative surveys questions to go in-depth into this subject. For now, the study has been done with quantitative questioners only and it can be improved and go deeper with qualitative research.

5.5 Limitations of the Study

1. Limitation of gender unbalance at workplace – almost 70% of the respondents of this survey are female and 30% from Male respondents because 80% of women in Myanmar are in workplace. As base on the gender perspective, the result can be differed from this finding.
2. Limitation of sampling procedure – the survey was collected from the people who are working at Yangon city in Myanmar, so that, the finding didn't represent the other areas from Myanmar.
3. Limitation of getting information from respondents by using different languages in the research instruments, which was as first developed in English and later on translated into Myanmar Language. As it was to make it easier for the survey takers and this can somehow lead to a little different in meaning of some questions.

BIBLIOGRAPHY

- Alexandra, D. (2015). Foreign trade and investment. *Myanmar Economic Monitor*, 2(1), 4, 5, 12.
- Alexander, C. (2017). *Guide to employment permits for foreign workers In Myanmar*. Retrieved from <https://globalpayrollassociation.com/blogs/latest-news/guide-to-employment-permits-for-foreign-workers-in-myanmar>
- Ang, S., & Van Dyne, L. (2008). *Handbook of cultural intelligence*. Armonk, NY: M.E. Sharpe.
- Earley, P.C., & Ang, S. (2003). *Cultural intelligence: Individual interactions across cultures*. Palo Alto, CA: Stanford University.
- Guirdham, M. (2005). *Communicating across Cultures at Work* (2nd ed.). New York: Palgrave Macmillan.
- Inkson, K., & Thomas, D. (2009). *Cultural Intelligence: Living and working globally* (2nd ed.). San Francisco, CA: Berrett-Koehler.
- John, L., & Pedro, J. (2014). *Staying Legal: Immigration laws for foreign workers*. Retrieved from <https://www.mmtimes.com/business/11522-staying-legal-a-look-at-immigration-laws-for-foreign-workers.html>
- Jeremy, M. (2014). *Expat workers find their niche*. Retrieved from <https://www.mmtimes.com/business/11517-expat-workers-find-their-niche.html>
- Meyer, E. (2014). *The Culture Map: Breaking Through the Invisible Boundaries of Global Business* (1st ed.). United States: PublicAffairs™.

Nalty, K. (2017). *Diversity Makes You Smarter by Kathleen Nalty TEDxCU [Video]*.

Retrieved from

https://www.youtube.com/watch?v=kJx7_JpxlxA&feature=youtu.be

Nthara, K., Zin, M., & Lynn, K. (2013). Macroeconomic Trends and Developments.

Myanmar Economic Monitor, 1(1), 2, 13.

Ribberstrom, K. (2013). *Using diversity to drive innovation: Kristian Ribberstrom at*

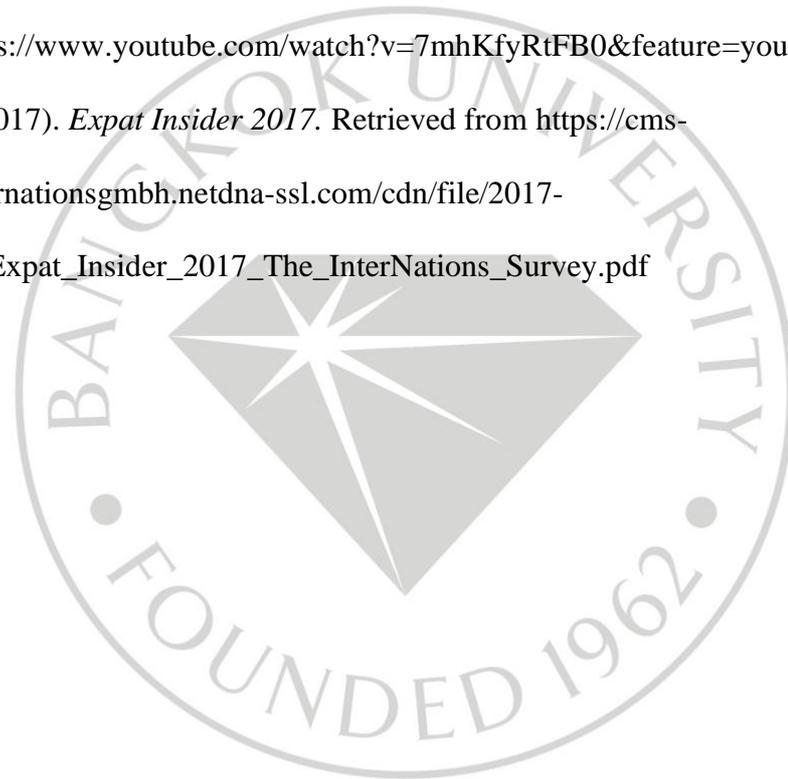
TEDxSpringfield [Video]. Retrieved from

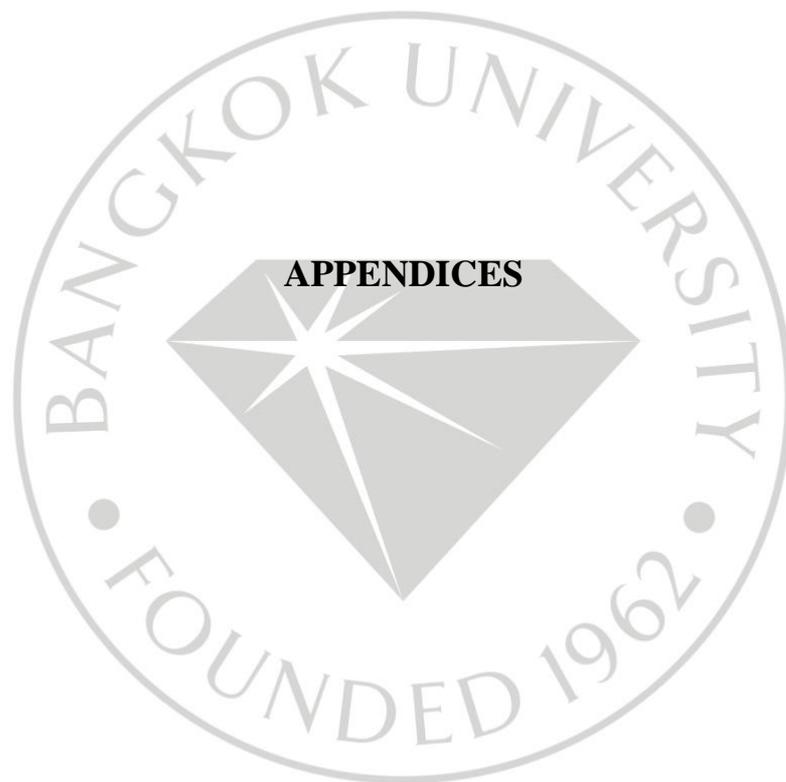
<https://www.youtube.com/watch?v=7mhKfyRtFB0&feature=youtu.be>

Vera, G. (2017). *Expat Insider 2017*. Retrieved from [https://cms-](https://cms-internationalsgmbh.netdna-ssl.com/cdn/file/2017-09/Expat_Insider_2017_The_InterNations_Survey.pdf)

[internationalsgmbh.netdna-ssl.com/cdn/file/2017-](https://cms-internationalsgmbh.netdna-ssl.com/cdn/file/2017-09/Expat_Insider_2017_The_InterNations_Survey.pdf)

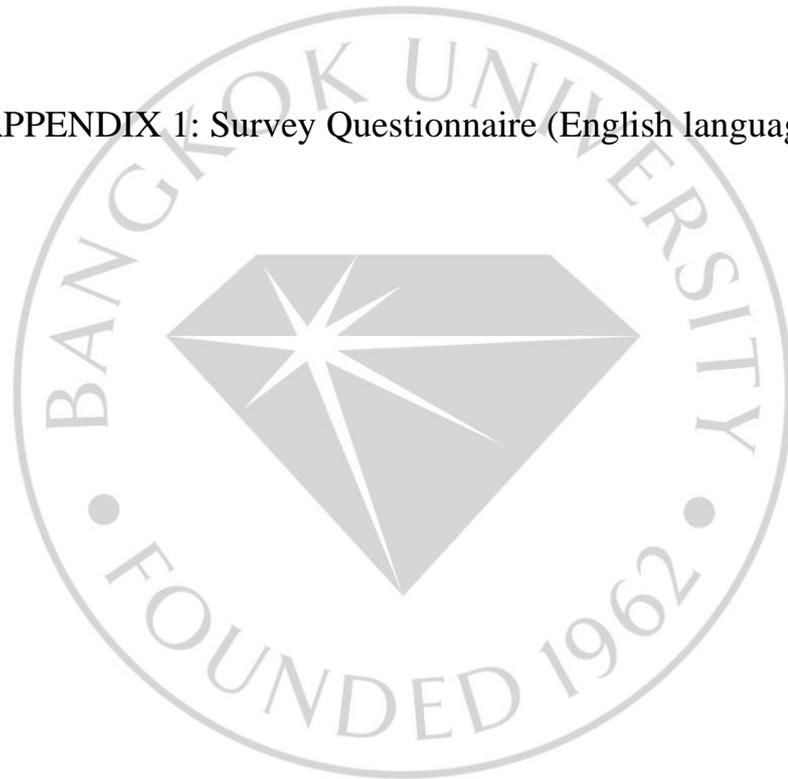
[09/Expat_Insider_2017_The_InterNations_Survey.pdf](https://cms-internationalsgmbh.netdna-ssl.com/cdn/file/2017-09/Expat_Insider_2017_The_InterNations_Survey.pdf)





APPENDICES

APPENDIX 1: Survey Questionnaire (English language)



The Impact of Cultural Intelligence on Communication and Creativity of Myanmar local employees

1. Do you have any experience working with international Boss/ colleagues/ clients/ customers? (If yes, please continue the survey)

Mark only one oval.

- Yes
 No

Demographic Questions

2. Age

3. Gender

Mark only one oval.

- Female
 Male
 Other: _____

4. Marital status

Mark only one oval.

- Single
 Married
 Other: _____

5. Education Background

Mark only one oval.

- Lower than Bachelor Degree
 Higher than Bachelor Degree
 Other: _____

Cultural Intelligence (CQ)

1 = Strongly disagree / Never

2 = Disagree / Seldom

3 = Neutral / Sometimes

4 = Agree / Often

5 = Strongly agree / Always

6. **Have you attended any cultural diversity training before? If yes, please rate according to times you have attended.**

Mark only one oval.

1	2	3	4	5	
Never	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Always

7. **Working at different culture environment create motivation and good changes in your career.**

Mark only one oval.

1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

8. **Cultural knowledge is important when interacting with people from different cultural background.**

Mark only one oval.

1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

9. **You care about culture values and religious beliefs of other culture.**

Mark only one oval.

1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

10. **You are able to communicate with people from other culture by using non-verbal expressions.**

Mark only one oval.

1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

11. **You enjoy interacting with people from different culture.**

Mark only one oval.

1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

12. **You feel comfortable while socializing with people from different culture.**

Mark only one oval.

1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

13. **You are able to deal the stress of adjusting new culture.**

Mark only one oval.

1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

14. **You are interested in improving your cultural intelligence skill.**

Mark only one oval.

1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Communication Effectiveness & Job Performance

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly agree

15. **It is easier to discuss about idea or project with foreigner Boss/or/ Manager than local Boss/or/ Manager.**

Mark only one oval.

1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

16. **Decision making is faster and easier with foreigner Boss/or/ Manager than local Boss/or/ Manager.**

Mark only one oval.

1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

17. **My foreigner boss /or/ manager/or/ client explains well what need to be done.**

Mark only one oval.

1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

18. **My foreigner boss /or/ manager shows me how to improve my skill with helpful advice.**

Mark only one oval.

1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

19. **My foreigner boss /or/ manager guides me with clear instructions for solving job related problems.**

Mark only one oval.

1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

20. **My problem solving skill improved with the guidance of foreigner boss /or/ manager.**

Mark only one oval.

1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

21. **Foreigner Boss/or/ Manager shows trust in me and give decision making authority for related cases than local Boss/or/ Manager.**

Mark only one oval.

1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

22. **My decision making skill improved while working with foreigner boss/or/ manager.**

Mark only one oval.

1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

23. **My productivity increased while working with foreigner boss/or/ manager.**

Mark only one oval.

1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

24. **I am able to adjust changes and culture diversity because of the working experience with foreigner boss/or/ manager/or/ client.**

Mark only one oval.

1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

25. **I gain more confident in socialization because of working experience with foreigner boss/or/ manager/or/ client.**

Mark only one oval.

1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	Strongly Agree

Creativity & Job Performance

- 1 = Strongly disagree
 2 = Disagree
 3 = Neutral
 4 = Agree
 5 = Strongly agree

26. New products or new services can be created from mixing different culture.

Mark only one oval.

1	2	3	4	5		
Strongly Disagree	<input type="radio"/>	Strongly Agree				

27. I get new idea (or) I look for more new idea when working with foreigner boss/or/ manager/or/ client.

Mark only one oval.

1	2	3	4	5		
Strongly Disagree	<input type="radio"/>	Strongly Agree				

28. I learn how to think outside of the box while working with foreigner Boss/or/ Manager/or/ client.

Mark only one oval.

1	2	3	4	5		
Strongly Disagree	<input type="radio"/>	Strongly Agree				

29. The way I see problems has changed and I become to focus more on solutions while working with foreigner boss/or/ manager.

Mark only one oval.

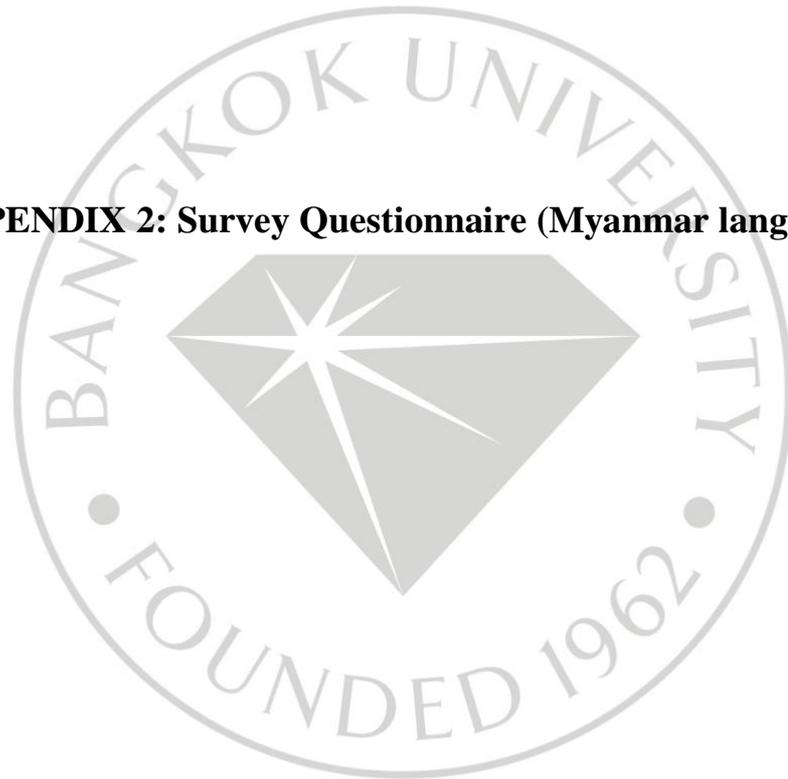
1	2	3	4	5		
Strongly Disagree	<input type="radio"/>	Strongly Agree				

30. I can come up with new solutions than ever before while working with foreigner boss/or/ manager/or/ client.

Mark only one oval.

1	2	3	4	5		
Strongly Disagree	<input type="radio"/>	Strongly Agree				

APPENDIX 2: Survey Questionnaire (Myanmar language)



The Impact of Cultural Intelligence on Communication and Creativity of Myanmar local employees

1. နိုင်ငံခြားသား Boss (သို့မဟုတ်) Manager (သို့) Colleague (သို့) Client တစ်ဦးနှင့် အလုပ်လုပ်ဖူးပါလား?
Yes လိုဖြစ်ပါက အောက်ပါ Survey Form ကို ဆက်လက်ဖြည့်ပေးစေလိုပါသည်။

Mark only one oval.

- Yes
 No

Demographic Questions

2. Age

3. Gender

Mark only one oval.

- Female
 Male
 Other: _____

4. Marital status

Mark only one oval.

- Single
 Married
 Other: _____

5. Education Background

Mark only one oval.

- Lower than Bachelor Degree
 Higher than Bachelor Degree
 Other: _____

Cultural Intelligence (CQ)

- 1 = Strongly disagree / Never
2 = Disagree / Seldom
3 = Neutral / Sometimes
4 = Agree / Often
5 = Strongly agree / Always

6. Culture နှင့် ပါတ်သတ်ပြီး သင်ကြားပေးသော သင်တန်း၊ ဟောပြောပွဲ၊ Training မျိုးတတ်ရောက်ဖူးပါသလား?
Mark only one oval.

1 2 3 4 5

Never Always

7. Culture diversity (culture မတူညီသော၊ ရောနှောထားသော) အလွန်ခွင်တင် အလုပ်လုပ်ခြင်းသည် သင့်ကို motivate ဖြစ်စေပြီး သင့် career အတွက် ကောင်းသော အပြောင်းလဲများဖြစ်စေပါသည်။ (ဥပမာအားဖြင့် နိုင်ငံခြားသားများနှင့် Local များအတူတူကအလုပ်လုပ်သောရုံးများ)
Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

8. အခြားသောနိုင်ငံမှ culture ကွဲပြားသော သူများနှင့် ဆက်ဆံရာတွင် Culture Knowledge ရှိခြင်းသည် အလန်အရေးကြီးသောအချက်ဖြစ်ပါသည်။
Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

9. အခြားနိုင်ငံမှသူများ၏ culture တန်ဖိုးထားမှုများနှင့် ဘာသာတရားယုံကြည်မှုများကို သင်သည် လေးစားမှုပေးပါသည်။
Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

10. ကိုယ်လက်အမှုအရာများကို အသုံးပြု၍လည်း နိုင်ငံခြားသားများနှင့် သင် communicate လုပ်နိုင်သည်။
Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

11. နိုင်ငံခြားသားများနှင့် ဆွက်သယ်၊ ဆက်ဆံရသည်ကို သင်ကြိုက်နှစ်သက်သည်။
Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

12. နိုင်ငံခြားသားများနှင့် social အရ ဆက်ဆံစွတော့ဆိုရသည်မှာ သင့်အတွက် comfortable ဖြစ်သည်။
Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

13. Culture အသစ်နှင့် adjust လုပ်ရာတွင် ကြုံတွေ့ရသော stress ကို သင် deal လုပ်နိုင်သည်။

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

14. Culture Intelligence skill ကို တိုးတတ်အောင်လုပ်ရန် သင်စိတ်ဝင်စားသည်။

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

Communication Effectiveness & Job Performance

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly agree

15. Idea များ၊ Project အကြောင်းများကို ငွေဆေးရှာတင် မြန်မာအလုပ်ရှင် (သို့) မန်နေဂျာနှင့် ပြောဆိုရသည်ထက် အခြားနိုင်ငံသားဖြစ်သော အလုပ်ရှင် (သို့) မန်နေဂျာနှင့် ပြောဆိုလုပ်ဆောင်ရသည်မှာ ပိုမိုလွယ်ကူပါသည်။

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

16. Decision making လုပ်ရာတွင် မြန်မာအလုပ်ရှင် (သို့) မန်နေဂျာထက် အခြားနိုင်ငံသားဖြစ်သော အလုပ်ရှင် (သို့) မန်နေဂျာနှင့် လုပ်ဆောင်ရသည်မှာ ပိုမိုမြန်ဆန်ပါသည်။

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

17. အခြားနိုင်ငံသားဖြစ်သော Boss/ Manager/ Colleague/ Client တို့မှ သင်လုပ်ဆောင်ရမည့် အလုပ်များကို ဝေသရာရှင်းပြပါသည်။

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

18. အခြားနိုင်ငံသားဖြစ်သော Boss/ Manager သည် သင်၏ skill တိုးတတ်လာစေရန် အကြံပြုလေ့ရှိပါသည်။

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

25. အခြားနိုင်ငံမှသူများနှင့် အလုပ်လုပ်ဖူးသော အွေ့တအကြံများကြောင့် social အရ ဆွတ်သယ်၊ဆက်ဆံခြင်းများ တင် ပိုမို confident ရှိလာပါသည်။

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

Creativity & Job Performance

- 1 = Strongly disagree
- 2 = Disagree
- 3 = Neutral
- 4 = Agree
- 5 = Strongly agree

26. Culture Diversity (culture မတူညီမှုများ) မှတစ်ဆင့် အသစ်သော Product/ Service များကို ဖန်တီးနိုင်ခြင်း ကောင်းယုံကြည်ပါသည်။

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

27. အခြားနိုင်ငံမှသူများနှင့် အလုပ်လုပ်ခြင်းကြောင့် idea အသစ်များ ရရှိခြင်း၊ idea အသစ်များကို ပိုမိုရှာဖွေတတ် လာပါသည်။

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

28. အခြားနိုင်ငံမှသူများနှင့် အလုပ်လုပ်ခြင်းကြောင့် သမရိုးကျနည်းအတိုင်းထက် ပိုမိုခွဲစားတတ်လာရန် သင်ယူရပါ သည်။

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

29. အခြားနိုင်ငံမှသူများနှင့် အလုပ်လုပ်ရသောကြောင့် ပြဿနာကို အာရုံစိုက်မည့်အစား ထိုပြဿနာကိုဖြေရှင်းရန် နည်းလမ်းများကိုသာ ပိုမိုအာရုံစိုက်လာနိုင်ပါသည်။

Mark only one oval.

1 2 3 4 5

Strongly Disagree Strongly Agree

30. အခြားနိုင်ငံမှသူများနှင့် အလုပ်လုပ်ရခြင်းကြောင့် အသစ်သောပြဿနာဖြေရှင်းနည်းများကို အရင်ကထက် ပိုမို စဉ်းစားတတ်လာပါသည်။

Mark only one oval.

	1	2	3	4	5	
Strongly Disagree	<input type="radio"/>	Strongly Agree				

BIODATA

Name-surname: Miss Mai Aye Mya Thida

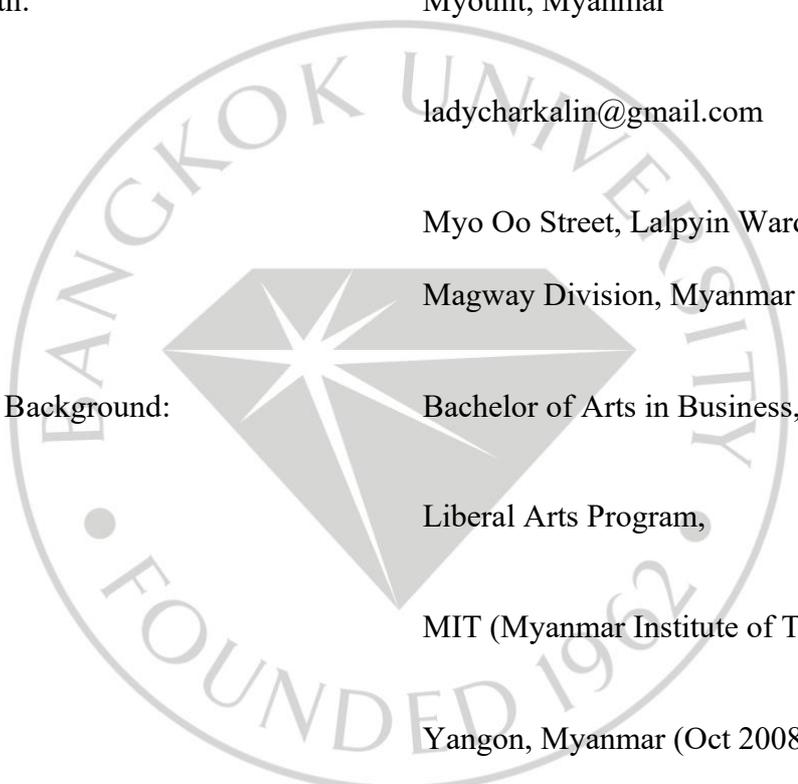
Date of Birth: 13 October 1991

Place of Birth: Myothit, Myanmar

E-mail: ladycharkalin@gmail.com

Address: Myo Oo Street, Lalpyin Ward, Myothit,
Magway Division, Myanmar

Educational Background: Bachelor of Arts in Business,
Liberal Arts Program,
MIT (Myanmar Institute of Theology),
Yangon, Myanmar (Oct 2008 – 2012)



Bangkok University

License Agreement of Dissertation/Thesis/ Report of Senior Project

Day 23 Month 01 Year 2020

Mr./Mrs./Ms [✓] MAI AYE MYA THIDA now living at BFC MANSION
 Soi 187/5 Street Bang Wua 4
 Sub-district Bang Wua District Bang Pakong
 Province Chachoengsao Postal Code 2400 being a Bangkok
 University student, student ID 7610200977

Degree level Bachelor Master Doctorate

Program MA (Communication Arts) Department - School Graduate School
 hereafter referred to as "the licensor"

Bangkok University 119 Rama 4 Road, Klong-Toey, Bangkok 10110 hereafter referred to as "the licensee"

Both parties have agreed on the following terms and conditions:

1. The licensor certifies that he/she is the author and possesses the exclusive rights of dissertation/thesis/report of senior project entitled

THE IMPACT OF CULTURAL INTELLIGENCE ON COMMUNICATION AND CREATIVITY OF LOCAL EMPLOYEES WHO WORKED AT DIVERSE CULTURAL COMPANIES IN MYANMAR

submitted in partial fulfillment of the requirement for the degree in MA (Communication Arts) of Bangkok University (hereafter referred to as "dissertation/thesis/ report of senior project").

2. The licensor grants to the licensee an indefinite and royalty free license of his/her dissertation/thesis/report of senior project to reproduce, adapt, distribute, rent out the original or copy of the manuscript.

3. In case of any dispute in the copyright of the dissertation/thesis/report of senior project between the licensor and others, or between the licensee and others, or any other inconveniences in regard to the copyright that prevent the licensee from reproducing, adapting or distributing the manuscript, the licensor agrees to indemnify the licensee against any damage incurred.

This agreement is prepared in duplicate identical wording for two copies. Both parties have read and fully understand its contents and agree to comply with the above terms and conditions. Each party shall retain one signed copy of the agreement.



Licensor

()

Licensee
(Director, Library and Learning Space)



Witness
(Dean, Graduate School)



Witness
(Program Director)