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Original Article

The Influence of Cultural Intelligence (CQ) on the Work Performance of Indonesian Employees in the Context of China-Indonesia Collaborative Engagements

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Abstract: *As China's Belt and Road Initiative (BRI) continues to influence worldwide infrastructure expansion, intercultural collaboration has emerged as a critical success factor in joint venture operations. This study examines the relationships between Cultural Intelligence (CQ) and work performance among Indonesian employees in an Operation and Maintenance (O&M) China-Indonesia joint venture within a power generation company established under the BRI framework. Employing a quantitative research design, data were gathered through the Cultural Intelligence Scale (CQS) and Individual Work Performance Questionnaire (IWPQ) to assess the four dimensions of CQ (Meta-cognitive, Cognitive, Motivational and Behavioral) and their association with task and contextual performance. The data were examined using Partial Least Squares – Structural Equation Modeling (PLS-SEM). It shows that CQ positively influences employee performance, with the motivational dimension (Drive CQ) showing the strongest effect. While the impact of each CQ dimension varies, the findings emphasize that overall CQ development is vital for supporting employee effectiveness in cross-cultural work environments. The study identifies a lack of structured intercultural training and language support as persistent challenges that limit the full realization of employee potential. These insights highlight the strategic value of integrating CQ development into organizational learning and HR practices, particularly in multicultural joint venture settings. The research contributes to the larger discourse on workforce localization and cross-cultural competency in emerging economies and provides actionable recommendations for enhancing collaboration and productivity in multinational operations.*

Keywords: *Cultural Intelligence, Work Performance, Joint Venture, Belt and Road Initiative, Cross-cultural collaboration.*

I. INTRODUCTION

The Belt and Road Initiative (BRI), initiated by Chinese President Xi Jinping, is a comprehensive global development framework to strengthen international cooperation. Its objective is to strengthen international connectivity and stimulate economic development through strategic infrastructure investments and trade partnerships. Often described as a modern revival of the Silk Road, its initiative has two main components: the Silk Road Economic Belt, which connects China to the Middle East, Europe, and Central Asia through land routes, and the 21st Century Maritime Silk Road, which links China to Southeast Asia, South Asia, Europe, and Africa through maritime routes. Covering over 140 countries across multiple continents. Indonesia is pivotal in the BRI, particularly under the Maritime Silk Road component. Projects like the High-Speed Railway connecting Jakarta and Bandung and investments toward developing industrial zones, ports, and energy infrastructure highlight China's involvement in Indonesia's development (Damuri et al., 2019).

Over the past decade, economic ties between Indonesia and China have grown stronger, reflecting a joint commitment to achieving mutual prosperity. Former President Susilo Bambang Yudhoyono encouraged China to invest in vital industries like mining, infrastructure, industry, and agriculture to help implement his goal of creating economic corridors throughout Indonesia in 2011 (Priyambodo, 2011). The collaboration further strengthened in 2014 with the inauguration of President Joko Widodo, who initiated the implementation of China's BRI within Indonesia. President Joko Widodo attended the first BRI in Beijing in May 2017. By enhancing infrastructure, including roads, railroads, ports, energy, and power, the BRI principally seeks to increase sub-regional, regional, and inter-regional integration and facilitate commerce among participating countries. Furthermore, the initiative aligns with Indonesia's ambition as outlined in the Global Maritime Fulcrum agenda of President Joko Widodo (Pramono et al., 2022).

Three key challenges can be identified concerning the future development of the BRI in Indonesia. First, the lack of comprehensive mutual understanding between the two nations has contributed to the escalating challenges, yet often unfounded, concerns about China's strategic framework under the BRI among Indonesians. Second, public opinion in Indonesia is heavily shaped by the daily narratives presented by national and local media regarding China in the context of the BRI. Third, perceptions

of the BRI within Indonesian government bodies and the perspectives of business entities and academic institutions are generally more favorable than those of the broader public, largely due to ongoing and increasingly robust collaboration and exchanges with China (Yuniarto, 2019).

The advancement of globalization and the increasing prevalence of cross-border organizational partnerships highlight the increasing complexity of challenges related to varying standards, cultural expectations, and ethical frameworks (Yu & Cannella, 2007). Recognizing and addressing cultural differences is a crucial factor in ensuring the success of multinational enterprises. Modern concepts like Cultural Quotient (CQ), also known as Cultural Intelligence, have emerged as a result of the growing emphasis on applied and context-specific kinds of intelligence, which aim to explore how individuals perform within organizational settings (Ang et al., 2007). Organizations that actively cultivate CQ are more likely to attract and retain skilled professionals capable of meeting the complex demands of globalized work contexts (Shaffer & Miller, 2008).

The study focuses on an Operation and Maintenance (O&M) joint venture company in Indonesia where Chinese and Indonesian employees work together in a power generation company. The company was selected because it reflects real cross-cultural collaboration under the BRI, substantially shaping business partnerships in emerging economies. It offers insight into how Indonesian employees manage workplace cultural differences, such as communication gaps, language barriers, and leadership styles. These challenges are common in organizations where employees from different cultural backgrounds must interact daily (Beamer, 1992). The joint venture also follows a long-term localization strategy, which makes it important to understand how Cultural Intelligence (CQ) affects Indonesian employee performance and engagement.

This study aims to understand how employees adapt to cultural differences in communications, leadership, and work expectations and how these factors impact task and contextual performance. This study offers a data-driven evaluation of intercultural challenges within joint venture operations by utilising quantitative data collected through standardised measurement instruments. Although certain limitations may arise from organizational confidentiality and contextual constraints, the findings offer practical insights for enhancing employee adaptability, informing training and development strategies, and strengthening collaboration in comparable multinational organizational environments.

II. LITERATURE REVIEW

A) Cultural Intelligence (CQ)

Cultural Intelligence (CQ) is a four-dimensional construct grounded in extensive research on intelligence and intercultural interaction. This intelligence comprises a collection of competencies that equip individuals to engage and communicate effectively with individuals from various cultural backgrounds (Charoensukmongkol, 2016). Each of the four dimensions is integral to fully realizing the advantages associated with high levels of CQ. These dimensions include Drive CQ, Strategy CQ, Action CQ, and Knowledge CQ. Linn Van Dyne & Soon Ang (2008) have suggested particular subdimensions within each of these fundamental elements.

Drive CQ (Motivational) refers to the ability to acquire new cultural norms and adapt their conduct in situations where they are in a foreign culture (Charoensukmongkol, 2016). The ability to control psychological and emotional stress during cross-cultural contact is also included in this category. Furthermore, internal and external motivational variables significantly encourage individuals to adapt effectively within culturally diverse environments (Nosratabadi et al., 2020).

Knowledge CQ (Cognitive) refers to the ability to grasp different cultures' behaviors, values, and norms. This knowledge is typically gained through structured education and practical professional experiences (Ang et al., 2007). Under the influence of this dimension, individuals are motivated to acquire comprehensive and objective knowledge regarding the customs, traditions, and behavioral patterns of diverse cultures. This knowledge is typically obtained through intentional learning processes or accumulated personal experiences.

Strategy CQ (Meta-cognitive) is closely linked to the cognitive dimensions, as it involves the mental processes applied to cultural knowledge acquired through personal experience or formal training (Ang et al., 2006). This dimension encompasses formulating strategic plans for intercultural interactions, assessing the accuracy and effectiveness of these strategies during such interactions, and adjusting cognitive frameworks when discrepancies are identified (Moon, 2010).

Action CQ (Behavioral) pertains to the ability to exemplify culturally appropriate nonverbal and verbal behaviors during intercultural communications (Ang et al., 2007). Within this Action CQ, individuals can display effective nonverbal and verbal behaviors during intercultural interactions, guided by their overall assessment and understanding of unfamiliar cultural contexts (Gregory et al., 2009).

Ang et al. (2007) created the Cultural Intelligence Scale (CQS), a set of 20 items assessed on a 7-point Likert scale, with 1 denoting "strongly disagree" and 7 denoting "strongly agree." The CQS is intended to evaluate a person's skill in each of the 4

dimensions of CQ.

B) Work Performance

Task performance and contextual performance are two of the many factors that make up individual work performance, while CQ has been regarded as a form of intelligence that is considered to directly predict performance outcomes (Motowidlo et al., 1997). Several prior studies (Abdul Malek & Budhwar, 2013; Ang et al., 2007; Jyoti & Kour, 2017; Postema & Kokkelmans, 2011; Ramalu et al., 2012) have consistently highlighted Cultural Intelligent (CQ) as a key determinant of employee performance in multicultural workplace settings. People with outstanding CQ are better equipped to function well in their roles and adapt to a diverse cultural context.

Task performance is the level of competence with which people carry out the core substantive or technical duties that come with their position (Campbell, 1990). Descriptive behaviors associated with task performance typically encompass the volume and quality of work produced, the application of job-related skills, and the extent of job-specific knowledge (Campbell, 1990; Rotundo & Sackett, 2002).

Contextual Performance refers to the behaviors that lead to maintaining and improving the social, organizational, and psychological environment in which core fundamental technical functions are carried out (Borman & Motowidlo, 1993). This form of performance is characterized by actions such as exhibiting diligence, supporting the effectiveness of peers and teams, fostering cooperation, and engaging in effective communication (Campbell, 1990; Rotundo & Sackett, 2002).

Koopmans et al. (2012) created the Individual Work Performance Questionnaire (IWPQ) to assess work performance. The IWPQ had 13 items that assessed task and contextual performance on a 5-point Likert scale, with 1 denoting “sometimes” and 5 denoting “always”.

C) Previous Study/Research

The potential of Cultural Intelligence (CQ) to enhance performance at work has been extensively researched, leadership effectiveness and teamwork in diverse environments. Research by Hartini et al. (2019) found that Malaysian public sector employees with high Knowledge of CQ and Drive CQ significantly improve both contextual performance and task performance. Similarly, according to Guang & Charoensukmongkol (2022), Chinese expatriates with high CQ who work in Thailand are seen as more sympathetic and perceptive, which enhances their leadership effectiveness and strengthens employee loyalty. In a team setting, Moon (2013) found that multicultural teams with high CQ improved their performance over time, overcoming initial challenges of cultural diversity.

While those studies provide valuable contributions, they are subjected to certain limitations: most studies focus on specific countries or industry sectors. Additionally, while statistical models like PLS-SEM provide strong analysis, they do not adequately capture CQ training interventions' prolonged or long-term impacts. However, emphasizes how important cultural intelligence is to attaining workplace effectiveness and calls on organizations to improve CQ through focused training and leadership development programs.

III. RESULTS AND DISCUSSION

A) Sample and Data Collection

The main data were acquired through questionnaires disseminated to Indonesian employees in an Operation and Maintenance (O&M) power generation company in Indonesia. The demographic data were obtained from 84 valid responses, representing 100 Indonesian employees surveyed in February 2025. The respondent pool was predominantly male (92%), with the majority aged between 25 and 34 (87%). Most participants were married (64%) and held a bachelor’s degree (82%). A substantial proportion occupied technical or operational positions (74%), mainly within the Maintenance (49%) and Operation (38%) departments. Interaction with Chinese colleagues was frequent, with 76% engaging in daily communication. Regarding length of service, 37% had been employed for 7-10 years, 36% with 1-4 years, and 27% with 4-7 years of tenure. A detailed overview is provided in Table 1.

Table 1. Respondent’s Profiles

	Respondent's Profile	Actual Population	Frequency	Percentage (%)
Gender	Male	93	77	92%
	Female	7	7	8%
Age	< 25 years old	N/A	6	7%
	25 - 34 years old	N/A	73	87%
	35 - 44 years old	N/A	5	6%
	45 - 54 years old	N/A	-	-
	≥ 55 years old	N/A	-	-

Marital Status	Single	N/A	30	36%
	Married	N/A	54	64%
Education Level	High School/Equivalent	N/A	-	-
	Diploma Degree	N/A	6	7%
	Bachelor Degree	N/A	69	82%
	Master Degree	N/A	9	11%
	Doctoral Degree	N/A	-	-
Job Level / Position	Staff/Technician/Engineer/Operator/Equivalent	77	62	74%
	Supervisor/Shift Leader/Equivalent	18	18	21%
	Manager/Equivalent	4	4	5%
	Executive/Top Management Level/Equivalent	1	-	-
Department	Maintenance	41	41	49%
	Operation	48	32	38%
	General Affair	3	3	4%
	Procurement	3	3	4%
	Health, Safety and Environment	2	2	2%
	Others	3	3	4%
Interaction Frequency	Seldom (1-2 times per month)	N/A	1	1%
	Quite often (1-2 times per week)	N/A	10	12%
	Often (3-5 times per week)	N/A	9	11%
	Very often (every working day)	N/A	64	76%
Length of Service	< 1 year	N/A	-	-
	1 - 4 years	N/A	30	36%
	4 - 7 years	N/A	23	27%
	7 - 10 years	N/A	31	37%
	> 10 years	N/A	-	-

B) Measurement Model

The Smart PLS 4.1.1.2 program investigated and evaluated the measurement model. The evaluation process included testing both convergent and discriminant validity. PLS integrates principal component analysis, regression, and path analysis, making it an appropriate method for several reasons. First, PLS is particularly effective for analyzing datasets with a relatively small sample size, consistent with the sample size employed in this investigation (n= 84). Secondly, PLS produces fewer biased results when the data deviates from a normal distribution.

C) Convergent Validity Analysis

Convergent validity refers to the degree to which the indicators of a given construct show internal consistency. Accordingly, researchers in earlier studies, such as (Fornell & Larcker, 1981), incorporated reliability assessment as a fundamental criterion for evaluating convergent validity. It is commonly acknowledged that an appropriate degree of dependability is indicated by a Cronbach's alpha score greater than 0.7. Lance et al. (2006) noted that Nunnally (1978) and Carmines & Zeller (1979) advocated for a higher threshold of 0.8 in most research contexts. Hair et al. (2009) stated that Composite Reliability (CR) values equal to or exceeding 0.7 indicate satisfactory reliability. An Average Variance Extracted (AVE) number of 0.5 or higher is necessary to demonstrate adequate convergent validity (Fornell & Larcker, 1981). Table 2 summarises the assessment's result:

Table 2: Analysis of Convergent Validity

Construct(s)	Cronbach's alpha	CR[a]	CR[c]	AVE
SCQ	0.834	0.901	0.887	0.664
KCQ	0.904	0.930	0.924	0.670
DCQ	0.886	0.910	0.916	0.687
ACQ	0.836	0.869	0.884	0.607
TPERF	0.876	0.883	0.910	0.670
CPERF	0.869	0.886	0.894	0.515

Note: Composite Reliability (CR), Strategic Cultural Intelligence (SCQ), Average Variance Extracted (AVE), Knowledge Cultural Intelligence (KCQ), Drive Cultural Intelligence (DCQ), Action Cultural Intelligence (ACQ), Contextual Performance (CPERF), Task Performance (TPERF). Based on Table 2, all of the CR values were over 0.70, indicating strong internal consistency. The AVE values, which varied from 0.515 to 0.687, likewise went above and beyond the Hair et al. (2011) suggested minimum threshold of 0.50. These results confirm that all constructs fit convergent validity criteria.

D) Discriminant Validity Analysis

According to Fornell & Larcker (1981), discriminant validity between two constructs, X and Y, is proven when the squared correlation, or Shared Variance (SV), is less than the AVE for each concept. Accordingly, each latent construct explains a larger percentage of the variance in its corresponding indicators than any other construct. In order to verify this requirement, the latent variables and their associated AVE values were displayed in a correlation matrix with the square roots of the AVEs bolded along the diagonal. The findings support the establishment of discriminant validity, as shown in Table 3.

Table 3: Discriminant Validity Analysis

LATENT CONSTRUCTS						
	ACQ	CPERF	DCQ	KCQ	SCQ	TPERF
ACQ	**0.779**	0	0	0	0	0
CPERF	0.31	**0.718**	0	0	0	0
DCQ	0.666	0.392	**0.829**	0	0	0
KCQ	0.565	0.264	0.487	**0.819**	0	0
SCQ	0.627	0.307	0.528	0.463	**0.815**	0
TPERF	0.391	0.547	0.471	0.265	0.375	**0.818**

Note: Inter-construct squared correlations are represented by the off-diagonal values in Table 3, whereas the diagonal values correspond to the square roots of the AVE. The results support discriminant validity by showing that each construct of the AVE square root is higher than its correlations with other components. This indicates that each construct demonstrates sufficient discriminant validity, confirming that the measurement items effectively differentiate between the underlying theoretical constructs.

E) Structural Model Specification

The proportion of variance explained in each endogenous latent variable is evaluated using the coefficient of determination R^2 (Hair et al., 2012). It displays the proportion of the variation of an endogenous latent variable that the corresponding exogenous latent variables may explain. According to Falk and Miller (1992), an R^2 value of 0.10 or higher is acceptable for endogenous constructs. Significant level for R^2 (Cohen, 2013): > 0.02 (weak), > 0.15 (moderate), > 0.26 (substantial). The results are depicted in Figure 1.

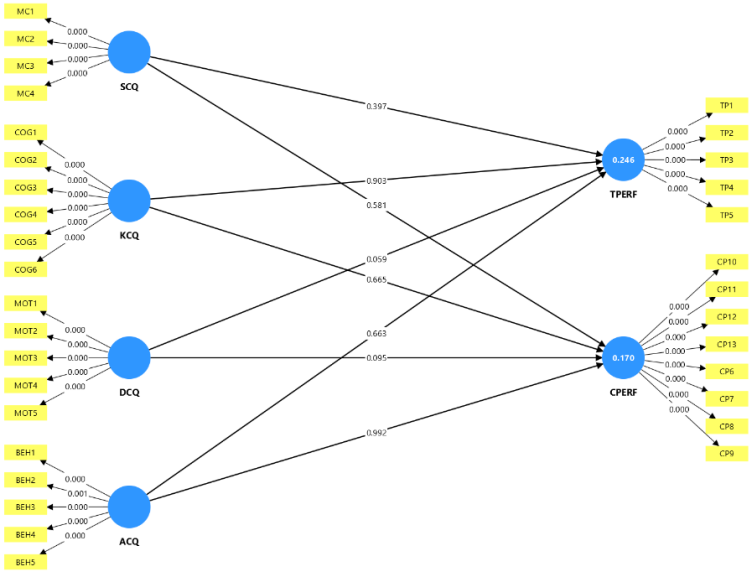

Figure 1. Structural Model Specification

As shown in Figure 1, the construct of task performance yielded an R^2 value of 0.246, while contextual performance showed an R^2 value of 0.170. These results suggest a moderate level of variance explained for both constructs. Consequently, the results have been validated to indicate that each construct meets the minimum requirements of the structure model, implying the model is appropriate for further examination in this study.

F) Path Coefficients Estimation and Hypothesis Evaluation

Path coefficient values (β) are used to assess the strength of the proposed links inside the structural model. The significance of these relationships was assessed through bootstrapping, which calculates t-statistics to determine statistical significance

(Henseler et al., 2009). As Hair et al. (2011) recommended, for a path coefficient to represent a significant leverage in the model, it must be at least 0.1. According to (Hair et al., 2017), the widely recognized crucial t-values for two-tailed are 2.57 at a significance level of 1%, 1.65 at a significance level of 10%, and 1.96 at a significance level of 5%. A summary of the hypothesis testing results is provided in Table 4.

Table 4. Path Coefficients and Hypotheses Evaluation

Relationship	β	STDEV	T	Sig.
ACQ -> CPERF	0.002	0.211	0.010	#
ACQ -> TPERF	0.071	0.162	0.435	#
DCQ -> CPERF	0.297	0.178	1.668	**
DCQ -> TPERF	0.352	0.186	1.888	**
KCQ -> CPERF	0.063	0.145	0.434	#
KCQ -> TPERF	-0.016	0.133	0.122	#
SCQ -> CPERF	0.120	0.218	0.552	#
SCQ -> TPERF	0.152	0.180	0.847	#

Note: **significant at p<0.10, #not significant

The Structural Equation Modelling (SEM) outcome, as shown in Table 4, reveals that two out of the eight proposed hypotheses were statistically significant at the p<0.10 level. Drive CQ significantly predicted TPERF (β = 0.352, t = 1.888) and CPERF (β = 0.297, t = 1.668). Nevertheless, there was no statistically significant effect of Action CQ, Strategy CQ, and Knowledge CQ on either performance measure.

The significance of Drive CQ is consistent with previous research, which highlights its role in representing the motivational dimension of CQ. Drive CQ encompasses interest, self-efficacy, and motivation to adapt within intercultural contexts. Employees exhibiting high levels of Drive CQ tend to demonstrate greater perseverance in addressing cultural challenges and proactively engaging in learning opportunities, thereby enhancing both TPERF and CPERF.

However, it is important to critically examine the lack of substantial links for Action CQ, Strategy CQ and Knowledge CQ. One plausible explanation lies in the job roles and responsibilities of the sample. Based on the demographic characteristics observed, 74% of participants held positions within technical or operational functions, such as staff, technicians, engineers, or local operators, with only 5% holding managerial positions. The metacognitive ability to monitor, plan, and modify mental in intercultural interactions is known as Strategy CQ (Ang et al., 2006); it is more relevant for employees in higher-level decision-making roles. Since most respondents are not involved in strategic planning or policy-level cultural interactions, they may not have opportunities to utilize or develop this CQ dimension meaningfully.

Likewise, Knowledge CQ is the comprehension of cultural customs, practices, and norms (Earley & Ang, 2003) that may not be activated effectively in a work setting where intercultural dynamics are routine and procedural. Although 82% of respondents held a bachelor's degree, the technical nature of their roles and lack of managerial responsibilities might reduce the practical relevance of cultural-specific knowledge in their daily work tasks. Brislin et al. (2006) support this approach, claiming that cultural information becomes influential only when paired with the need to interpret complex cross-cultural signals, an actively more commonly found in managerial or customer-facing functions rather than operational or back-end roles. According to Thomas (2015), the cognitive dimensions of CQ can be developed through the deliberate cultivation and reflection upon one's personal experience.

Action CQ refers to the capacity to correctly adjust nonverbal and verbal behaviors during inter-cultural interactions (Ang et al., 2007). Its non-significant impact might stem from a power generation company's standardized and regulated environment. Operational settings typically demand adherence to strict procedures and communication protocols, leaving minimal room for behavioral flexibility. Furthermore, the data show that 76% of employees interacted daily with Chinese colleagues, which may lead to habituation or cultural desensitization, where adaptation becomes automatic and no longer consciously enacted, making it difficult for Action CQ to exhibit measurable influence on performance outcomes.

Moreover, age and experience may have influenced the results. The sample was relatively young and homogeneous, with 87% aged between 25-34 years old and only 6% above 35, indicating limited long-term intercultural exposure and leadership experience. Khodadady & Ghahari (2011) found that CQ development positively correlates with age, education and managerial tenure, particularly in its strategic and cognitive aspects. Most respondents' relatively early career stage could, therefore, limit the development and application of higher-order CQ dimensions such as Strategy CQ and Knowledge CQ.

This study provides evidence that Drive CQ is the most influential dimension of cultural intelligence in enhancing both contextual and task performance in the case of the China-Indonesia joint venture company. These results are consistent with past

studies, suggesting that employees with higher Drive CQ tend to accomplish their work more efficiently (Rose et al., 2010). Drive CQ represents a key dimension of CQ, as it enhances motivations and readiness to adjust and integrate into unfamiliar cultural settings (Earley & Ang, 2003; Ng & Earley, 2006). However, there was no discernible impact from Strategy CQ, Knowledge CQ, or Action CQ, likely due to the operational nature of job roles, limited strategic responsibilities, youthful demographic and routine intercultural interactions within a regulated industrial setting. According to these results, future initiatives to improve CQ in comparable settings should emphasize motivational factors (Drive CQ) while also looking into ways to foster Strategy, Knowledge, and Action CQ through specialized training, leadership development, and intercultural awareness initiatives designed for technical staff.

IV. CONCLUSION

The results reinforce CQ's essential role in enhancing employee performance and fostering effective cross-cultural collaboration within China-Indonesia joint venture operations. The empirical analysis revealed that between 4 dimensions of CQ, only Drive CQ (Motivational) had a statistically significant positive influence on task and contextual performance. This suggests that Indonesian employees demonstrate a strong willingness and motivation to engage in intercultural interactions, reflecting their adaptability and openness to working with foreign colleagues, particularly Chinese professionals, in an Operation and Maintenance (O&M) in a power generation company. However, the absence of significant effects for Action CQ, Strategy CQ, and Knowledge CQ points to critical gaps in the cognitive, reflective and behavioral competencies necessary to manage intercultural complexities effectively. These gaps may not imply a lack of potential but rather an underdevelopment of specific cultural skills due to structural and contextual factors in the organization.

The low levels of Action CQ, Strategy CQ, and Knowledge CQ were observed to be closely associated with the demographic profile of the Indonesian employees surveyed. The majority of respondents are young (87% aged 25-34), male (92%), and occupy operational or technical roles (74% as staff/technician/engineer/operator), with only a small proportion in supervisory or managerial positions. This composition suggests that most employees have limited exposure to complex intercultural decision-making or direct strategic responsibilities, which may explain the underdevelopment of CQ. Similarly, while 82% hold a bachelor's degree, the practical application of Knowledge CQ may be minimal due to the task-focused nature of their jobs and limited cross-cultural learning experiences beyond daily routines. Additionally, a power plant's structured, procedural work environment may constrain behavioral flexibility, contributing to low Action CQ. Although these employees interact frequently with Chinese colleagues (76% report daily contact), such interactions may be routine and hierarchical rather than collaborative or adaptive, further limiting CQ development.

To support improvement in performance and intercultural effectiveness, organizations must implement targeted CQ interventions tailored to Indonesian employees' operational realities and career progression. Furthermore, structured monitoring, cultural feedback loops and inclusive leadership initiatives are essential to reinforce learning and support organizational transformation. Table 5 outlines critical CQ-related gaps, matched recommendations, and optimization strategies for improving employee adaptability and performance in multinational settings.

Table 5. CQ-Based Optimization Strategies for Indonesian Employees in China-Indonesia Collaboration

CQ Dimensions	Identified Gap	Recommendation Intervention	Optimization Strategy	Expected Outcome
Drive CQ (Motivational)	***Already strong;*** Need sustaining	Intercultural mentoring program, recognition awards for CQ-driven efforts	Institutionalize motivational CQ into performance appraisals and team goals	Sustained engagement, lower resistance to cultural differences
Strategy CQ (Meta-cognitive)	Limited strategic reflection; Task-oriented roles	Scenario-based leadership training, strategic decision-making simulations	Target team leaders and supervisors with planning-based cross-cultural workshops	Enhanced problem-solving and planning in multicultural contexts
Knowledge CQ (Cognitive)	Low application of cultural knowledge in daily tasks	Cultural-specific knowledge (e.g. Chinese norms)	Embed cultural knowledge into safety talks, SOP refreshers, and onboarding	Improved understanding of foreign norms and increased cultural awareness
Action CQ (Behavioral)	Inflexible communication style; limited behavioral adaptation	Role-playing intercultural scenarios, communication style adaptability training	Conduct joint Chinese-Indonesian team-building activities and feedback sessions	Better real-time behavioral adjustment and cross-cultural fluency

The success of intercultural collaboration in joint venture environments depends on employee motivation and capacity to think strategically, apply cultural knowledge, and adjust behavior in real time. This study reveals that while Indonesian employees are motivated to adapt, their ability to fully function across cultures is limited by gaps in the development of Strategy, Knowledge,

and Action CQ. Addressing these gaps requires targeted, context-sensitive interventions embedded into organizational routines. By doing so, companies can strengthen cultural agility, reduce misunderstanding, improve performance, and create a more inclusive and productive workplace across national and cultural boundaries.

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