



RESEARCH ARTICLE

## A Study on the Influence of Employees' Culture Intelligence on Their Inclusion

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ARTICLE INFO	ABSTRACT
Received: Oct 14, 2024 Accepted: Dec 19, 2024	Under the intertwined influence of globalization and the development of Internet technology, economic ties and cultural exchanges around the world have never been as close as they are today. The cultural diversity environment people are facing is becoming increasingly obvious, and cultural collisions and cross-cultural conflicts are becoming increasingly fierce. Organizational employees are increasingly embedded in cultural diversity work environments. The diversity of organizational culture and the resulting cultural conflicts have increased the impact of cultural environmental factors on the tolerance of individual employees and have also put forward new requirements for organizational culture management. This article's research on the connotation and construction of cultural intelligence, as well as the exploration of the relationship between employee cultural intelligence and employee tolerance, not only enriches the organizational management theory and innovation management theory of enterprises, but also has important practical significance in guiding enterprises to build innovation oriented organizational culture, enhance cultural intelligence, and promote innovation performance of employees and enterprises. The most importantly This research demonstrates a direct link between cultural intelligence and employee inclusion, highlighting the importance of CQ in helping employees feel welcomed and integrated into a diverse team in a cosmopolitan workplace.
<b>Keywords</b> Cultural Intelligence Employee's Inclusion Enterprise Performance Cross-Culture Management	
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### INTRODUCTION

In the era of globalization, international division of labor, international trade, and corporate internationalization have made economic ties between countries more closely interconnected, leading to increasingly evident cultural conflicts faced by enterprises. Cultural conflicts have become an important environmental factor for organizational activities in the era of globalization. Organizational conflict refers to incompatible activities within an organization, including task conflicts, relationship conflicts, and interest conflicts. The ongoing cultural conflicts in the context of globalization remind us that cultural biases, misunderstandings, and confrontations are inevitable, posing severe challenges for organizational management. In current organizational practices, the escalating cross-cultural conflicts and contradictions stemming from cultural differences are increasingly having negative impacts on individual and organizational performance. For instance, cultural conflicts can lead to negative emotions and insecurity among employees, reduce organizational commitment and trust, and ultimately result in higher turnover rates.

In studying cross-cultural work situations with a variety of values, the theories surrounding cultural intelligence (CQ) have caught the attention of researchers. Cultural intelligence, a term introduced by Earley and Ang in 2003, refers to how well people can operate and manage effectively in diverse cultural settings. Research indicates that those with high cultural intelligence tend to be better at communicating, coordinating, and collaborating with individuals from different cultural backgrounds or value systems. As a result, an employee's level of cultural intelligence can greatly influence their job performance in a positive way (Ott et al., 2018; Acar, 2019). In conclusion, enhancing cultural intelligence among employees is essential for improving communication and collaboration in diverse work environments, ultimately leading to better job performance.

Currently, there have been a lot of studies in the theoretical community about how cultural intelligence affects employee cognition and behavior, as well as job performance. However, the impact of cultural intelligence on employees' sense of belonging hasn't received enough attention yet. Inclusiveness is about how much employees feel they are part of the organization while still being able to keep their uniqueness and be their true selves within it (Shore et al., 2011). Research shows that having a sense of belonging positively influences employee performance, organizational commitment, job engagement, job satisfaction, and helps improve relationships between coworkers, while also reducing turnover intentions, absenteeism, and conflicts. Still, there isn't a clear consensus on whether inclusivity actually helps foster a sense of belonging. So, this article will look into the relationship between employee belonging and cultural intelligence from the viewpoint of employee groups. It will explore the direct link between cultural intelligence and employee inclusion, emphasizing how CQ plays a crucial role in fostering a sense of belonging that enhances employee performance and strengthens relationships within diverse teams in a cosmopolitan workplace.

## LITERATURE REVIEW

Since Earley (2002) introduced the idea of "CQ" in his research on how cross-cultural factors interact with organizational management, scholars both domestically and internationally have been diving deeper into this concept. The fields of study related to it have broadened, showing a pattern of back-and-forth between theory and empirical research. The definition that's most widely accepted today comes from Earley and Ang (2003), which describes CQ as a person's ability to adapt effectively to a new cultural setting. Later, Ang et al. (2007) built on this definition, explaining CQ as the ability to take on roles and manage well in a culturally diverse environment. In their 2003 monograph, Earley and Ang not only clarified what CQ is but also identified three key dimensions: cognitive, motivational, and behavioral. This was the first structural analysis of cultural intelligence, and many subsequent studies have relied on this framework. After a lot of empirical research, Ang et al. (2006) expanded these three dimensions into four, splitting the cognitive dimension into metacognitive and cognitive parts for further study, which led to the well-known four-dimensional cultural intelligence theory. Since then, a bunch of literature has explored the factors that come before and after CQ based on this theory.

The CQ measurement scale is constantly being developed and evolved, and the most influential and representative scale is CQS (Cultural Intelligence Scale). Almost all empirical articles are based on CQS for scale analysis. To measure CQ, Ang et al. (2007) developed and validated 20-item CQS (Cultural Intelligence Scale), which is a four-factor measure. The 20 items consist of four metacognitive CQ, six cognitive CQ, five motivational CQ, and five behavioral CQ. The authors validated the CQS by testing the relationships between different facets of CQ and specific outcomes related to social media effectiveness.

The idea of inclusivity in organizational management really took off as a way to deal with diversity issues, and it keeps growing to include different research angles like group participation, identity recognition, individual cognition, and group cognition. Researchers look at this from three levels: the organization, teams, and individuals. First, when we talk about group participation, inclusivity highlights how individual employees engage in diverse settings, and studies on this topic are often labeled as inclusive practice. Shore et al. (2011) and Jansen et al. (2014) argue that employee tolerance is understood as the degree to which employees perceive themselves as part of the

organization and their true selves by experiencing the satisfaction of belonging and unique needs provided by the organization. Next, the identity recognition perspective dives into individual cognition, focusing on how people feel accepted, which is grounded in social identity theory. This theory unpacks how people form their identities and where their behaviors, attitudes, and beliefs come from within organizations. Basically, it suggests that individuals want to belong to a group to shape their personal identities (Hogg et al., 1995). Lastly, from the group cognition angle, inclusivity is about the overall atmosphere in an organization, looking at how employees share a common psychological experience. Nishii (2013) introduced the concept of an organizational inclusive atmosphere, emphasizing learning and integration, and this idea has gained a lot of traction in the field.

Current research on organizational inclusivity mainly looks at three key areas: first, inclusive practices through the lens of employee participation; second, the organizational inclusive atmosphere as seen from group perceptions; and third, workplace inclusiveness viewed from individual cognition Shore et al. (2011) and Jansen et al. (2014). This article focuses on how employees perceive organizational inclusivity, which ties into the individual cognitive perspective. Among the different ideas about individual tolerance in the workplace, this piece brings together insights from Shore et al. (2011) and Jansen et al. (2014). They suggest that employee tolerance is about how much workers feel they belong to the organization and can be their true selves, which comes from meeting their needs for belonging and uniqueness that the organization provides.

Employees from various regions, ethnicities, and cultural backgrounds come together to form diverse work teams. With the evolution of culture and the rise of cross-cultural communication thanks to social media, employees' values and beliefs are becoming more personalized. In managing cultural diversity, the focus has shifted to employee inclusion. Inclusion, in this context, means the environment created by an organization that can effectively support and make use of cultural diversity. It allows employees to feel welcomed and helps those with different values and personalities find a sense of belonging and connection to the organization (Shore et al., 2011; Jansen, 2014).

### **Hypotheses Development**

Research indicates that boosting employee tolerance is a crucial way to effectively handle cultural diversity. Organizations need to recognize cultural diversity and develop effective management strategies to turn into inclusive workplaces, which is vital for managing cultural diversity within the organization (George et al., 2019). The optimal specificity theory backs up the idea that cultural intelligence positively influences employee tolerance. This theory suggests that when employees possess high cultural intelligence, they can identify similarities with their coworkers in a culturally diverse environment, which fosters a sense of belonging while still appreciating their own distinct cultural traits and experiences. By feeling this sense of belonging and meeting their unique needs in a multicultural setting, employees start to see themselves as valued members of the organization (Shore et al., 2011). This increased sense of value not only boosts individual morale but also enhances overall team cohesion and productivity, creating a more harmonious and effective workplace.

Improving employees' cultural intelligence really has a big impact on boosting their sense of tolerance. When employees enhance their cultural intelligence, they gain a better grasp of the diverse organizational culture and learn how to apply cross-cultural knowledge when interacting with colleagues from different backgrounds. This also helps them keenly observe the unique traits and cultural differences of their coworkers through their words and actions. Furthermore, it motivates employees to communicate and engage with those from different cultures, making it easier for them to handle the pressures of cross-cultural exchanges and even view these interactions as enjoyable experiences. It can also encourage employees to adapt their communication styles, like adjusting their language, pace, and tone, to better connect with others in various cultural contexts (Earley and Ang, 2003; Ang et al., 2006; Ang et al., 2007; Thomas et al., 2008; Thomas et al., 2015). As a result, employees from diverse cultural backgrounds can trust each other more, reducing conflicts and

fostering a harmonious environment, which in turn helps them feel like valued members of the organization, enhancing their sense of belonging and inclusivity.

The optimal specificity theory suggests that cultural intelligence can positively influence how tolerant employees are. Basically, when employees have high cultural intelligence, they're better able to notice the similarities they share with their coworkers in a diverse workplace. This helps them feel like they belong, even while also embracing their own unique cultural traits and experiences. Feeling that sense of belonging and having their unique needs met in a multicultural setting can help individuals see themselves as part of the organization (Shore et al., 2011). This, in turn, boosts their sense of responsibility, initiative, and overall positivism. Therefore the paper propose the first hypothesis

Hypothesis 1: Overall cultural intelligence of employees has a significant positive impact on their sense of inclusion.

Now, if we break down the four dimensions of cultural intelligence and their impact on employee tolerance through the lens of optimal specificity theory, we find some interesting points. For instance, employees' metacognition and cultural cognition can help them recognize their own cultural identities—like their values, beliefs, traditions, and even racial backgrounds. This recognition allows them to form connections with others who share similar cultural identities, ultimately helping them feel a real sense of belonging (Shore et al., 2011). For this reason the paper propose the second and third hypothesis.

Hypothesis 2: Metacognitive cultural intelligence of employees has a significant positive impact on their sense of inclusion.

Hypothesis 3: Cognitive cultural intelligence of employees has a significant positive impact on their sense of inclusion.

On the opposite side, cultural intelligence also helps employees spot the differences between their own cultural traits and those of their colleagues. They can appreciate what makes their culture unique within the organization (Shore et al., 2011). Furthermore, the motivation for cross-cultural interaction that comes with individual cultural intelligence encourages employees to engage and communicate with those from different cultural backgrounds, which can enhance their psychological adjustment and build trust (Hu et al., 2017; Tuan et al., 2016).

Hypothesis 4: Motivational cultural intelligence of employees has a significant positive impact on their sense of inclusion.

Lastly, the behavioral adjustment aspect of cultural intelligence allows employees to navigate the balance between similarities and differences when interacting with others. By adjusting their behavior, they can better connect and find their identity within the organization. Given all this, it seems reasonable to propose that employees' cultural intelligence has a significant positive impact on their sense of tolerance.

Hypothesis 5: Behavioral cultural intelligence of employees has a significant positive impact on their sense of inclusion.

## **METHODOLOGY**

### **Research design and Sampling**

To test the hypotheses of this research, quantitative research is used and a questionnaire survey was administered. Quantitative research, which emphasizes numerical data and statistical results, is the most suitable approach based on the principles of deductive research methodologies (Yao, 2020). In this type of research, investigators typically utilize surveys and experiments to collect quantitative data. This section employs empirical methods to explore the relationships between variables, so it's important that sample selection aligns with statistical patterns. The sample encompasses a diverse

range of industries and regions, aiming for a balanced distribution to lessen the negative impacts of homogeneity bias as much as possible. Regarding the regional distribution, this study has chosen provinces and cities from the eastern, central, and western regions for analysis. When it comes to occupational distribution, the research focuses on two key variables: cultural intelligence and innovation. As this article examines issues related to corporate culture—and given that organizational culture can vary significantly between different enterprises—it specifically targets companies involved in foreign-related business. Additionally, it pays close attention to the differences in questionnaire responses across these various enterprises. Data is collected and summarized on a per-enterprise basis, which lays the groundwork for cross-level analysis. In total, this article gathered employee survey data from 15 companies across three provinces and cities, ensuring a broad and scientifically sound distribution of the sample to meet the requirements of quantitative statistics.

## Measures

### Measures of Cultural Intelligence

CQ has great difficulty in measuring it. Since the concept of CQ was proposed, CQ measurement scales have been continuously developed and evolved. The most influential and representative scale is CQS (Cultural Intelligence Scale), and almost all empirical articles are based on CQS for scale analysis, CQS is widely used and recognized.

The CQS consists of 20 items in total. The first four items assess metacognitive cultural intelligence, with statements like, "When interacting with people from unfamiliar cultures, I adjust my cultural knowledge." Items 5 through 10 evaluate cognitive cultural intelligence, such as, "I understand nonverbal behavioral rules in other cultures (like body language)." Items 11 to 15 focus on motivational cultural intelligence, including, "I can change my language style (like accent and intonation) depending on the needs of cross-cultural communication." Finally, items 16 to 20 measure behavioral cultural intelligence, for example, "When cross-cultural situations require it, I will alter my speaking speed." The original scale had a Cronbach's alpha of 0.87.

In this article, experts were invited to translate and back-translate the English scale, and the scale items were modified to better fit the Chinese cultural context and the specific research topic of this article. This adjustment ensured that the scale aligned with the research content and demonstrated improved reliability. In the data analysis of the pre-survey questionnaire, the Cronbach's alpha value for the scale was found to be 0.847.

### Measures of Inclusion

The literature review indicates that there is currently no universal measurement scale for assessing employee tolerance. While many researchers have looked into tolerance, the lack of a consistent scale really hampers the findings of empirical studies in practice. Different research backgrounds and objectives have resulted in considerable variations in how items are set up. For instance, Mor Barak (2005) examined the "Inclusion Exclusion" scale from various perspectives, like work teams, executives, and organizations, primarily focusing on decision-making and participation in activities. Meanwhile, Gajendran and Joshi (2012) explored decision inclusiveness and created related scales. Additionally, Jansen et al. (2014) concentrated on subjects' feelings of belonging and authenticity, also developing their own scales.

This article hones in on employee tolerance within the context of cross-cultural management, aiming to observe the overall organizational tolerance of employees, which is quite akin to workplace

tolerance. So, when it comes to developing the scale, this work draws from Stamper and Masterson's (2002) and Pearce and Randel's (2004) studies on workplace tolerance, while also incorporating Downey et al.'s (2015) diversity and tolerance measurement scale, along with Jansen et al.'s (2014) research on employees' sense of belonging and authenticity regarding their feelings about their organizational status. As a result, we've redeveloped the scale, which now includes 6 items like "I feel like I am a part of my work organization," "I can truly be myself at work and express my thoughts," and "I have a sense of belonging in this organization (company)," among others. In the data analysis from the pre-survey questionnaire, the Cronbach's alpha value for this scale came out to be 0.841.

### **Common Method Bias (CMB)**

Since the constructs in this study primarily involve individual perceptions, the data was gathered through self-report assessments and single-source measurements. These measurements are susceptible to Common Method Bias (CMB) and pose a risk of either inflating or deflating the observed relationships between constructs. In order to mitigate possible method biases stemming from question ambiguity or lengthy scales, a survey was crafted with questions that hold personal significance for participants and concise items. During the translation and back-translation process, a meticulous selection of wording was carried out to avoid ambiguity and complexity. According to Podsakoff et al. (2003), respondents are inclined to select answers in self-assessment surveys that portray more favorable behaviors. In order to mitigate this inclination, the wording is carefully chosen to maintain a more neutral tone when describing perspectives or attitudes. The introductory section of the survey highlighted the anonymity of responses and emphasized that survey usage is solely for academic purposes. This clarification aims to promote participants' openness in providing candid answers.

## **RESULTS**

### **Preliminary Analyses**

The sample consisted of 79.8% males and 20.2% females. The largest proportion of respondents (62.7%) fell within the age range of 40 to 49, with 18.3% aged 50 and above, and 16.4% between 30 and 39. A minority of respondents (2.6%) were under the age of 30. Since companies typically send employees with prior work experience rather than novices to their foreign branches, the majority of respondents are in their middle age. 20.3% of respondents reported having a highly advanced level of language proficiency. The language proficiency levels of other respondents were categorized as basic (26.5%), intermediate (20.2%), and advanced (17.4%).

It is typically advised to provide evidence of the validity of the constructs utilized in the study in order to enhance the robustness of the research findings, according to Brahma (2009, p.69). Exploratory factor analysis (EFA) was performed to determine the dimensions of each scale utilized in the study. Principal component analysis with a varimax rotation was employed. A high Cronbach's alpha value is frequently employed as an indicator of reliability, confirming that the items assess an underlying construct. DeVellis (2012) suggests that a correlation strength between 0.7 to 0.8 is considered respectable, while a correlation between 0.8 to 0.9 is deemed very good. All proposed constructs exhibited reliability surpassing the 0.7 threshold. Test outcomes indicated that the coefficient alphas ( $\alpha$ ) ranged from 0.7178 to 0.9309, predominantly falling within the very good range. The internal consistency, reliability, and high standardized factor loadings offer sufficient support for convergent validity (Fornell and Larcker, 1981; Graver and Mentzer, 1999).

### **Hypothesis Testing**

This chapter conducted factor analysis, structural equation modeling, and hierarchical regression analysis on survey data of 336 enterprise employees using empirical analysis tools such as SPSS 22.0, AMOS 23.0, and Mplus 7.4. We conducted empirical research on the research hypotheses established by the theoretical analysis in this article, and conducted in-depth analysis and testing on the impact of employee cultural intelligence (CQ) on their sense of tolerance. The conclusion of empirical

analysis basically verifies the hypotheses formed on the basis of theoretical analysis in the previous text which will be analyzed in detail.

The cultural intelligence of employees has a positive impact on their sense of tolerance ( $\beta=0.521$ ,  $p<0.001$ ), confirming hypotheses H1 to H5 and greatly enriching the mechanism of cultural intelligence. Research on the impact of cultural intelligence on inclusivity. This study reveals the positive impact of employee cultural intelligence on their perception of organizational inclusivity. Employee cultural intelligence is a measure of an individual's cross-cultural interaction ability and an important ability trait for cultural diversity management (Ang et al., 2007), while tolerance is the psychological experience of employees feeling organizational belonging, uniqueness, and authenticity (Shore et al., 2011). Empirical research findings indicate a direct correlation between the two, which is an important theoretical connection for both the theoretical research and application of cultural intelligence and the research on tolerance. Previous studies have shown that individuals with higher cultural intelligence in culturally diverse or new cultural environments have stronger cross-cultural adaptability, cross-cultural adjustment, and flexible work adaptability (Ott et al., 2018). There is little research on the impact of cross-cultural adjustment on employee tolerance, but the relationship between individual cross-cultural competence and tolerance objectively exists. The results of this study validate this theoretical hypothesis. The study on the antecedents of individual tolerance focused on individual differences (gender, race, age, nationality, etc.), personality traits, and organizational situational factors (Travis, 2019), but did not find early literature discussing the impact of individual cultural intelligence on tolerance. Therefore, the research findings of this article combine cultural intelligence and inclusivity studies, revealing that individual cultural metacognition, learning multicultural knowledge, cross-cultural motivation, and behavioral adjustments can change individuals' organizational tolerance, enriching the scope of research on cultural intelligence and inclusivity.

## DISCUSSION AND IMPLICATIONS

### Discussion

Research and application of cultural intelligence are relatively common in the fields of psychology, management, and education. Cluster analysis of literature from the WOS database reveals that cultural intelligence theory is also widely applied in fields such as medicine, life sciences, sociology, and anthropology. In a multicultural environment, individuals with high cultural intelligence are able to rationally view cultural differences, conduct scientific analyses of cultural conflicts and biases, and possess strong cross-cultural psychological adaptation and management communication skills. Cultural diversity management and employee tolerance are important issues in current organizational management. In the development of an organization, the important role played by employee cultural intelligence should be emphasized. The improvement of employee cultural intelligence has a great impact on enhancing employee tolerance, thereby promoting the overall culture and harmonious development of the organization. Employee cultural intelligence plays a decisive role in employee tolerance. Therefore, enterprise management cannot ignore the improvement of employees' cultural intelligence, in order to achieve an increase in tolerance. Inclusiveness is a new theoretical perspective for studying diversity. This study analyzes the causal effects of employees' perception of inclusivity in the diversity management paradigm from an individual perspective. The results of theoretical analysis and empirical research indicate that employee cultural intelligence can affect their organizational tolerance.

The research findings reveal the relationship between individual tolerance and cultural intelligence. Shore et al. (2011) argue that in diverse organizational environments, individuals can only perceive inclusivity when they simultaneously experience both uniqueness and a sense of belonging. The sense of belonging referred to by Shore is the need for enduring interpersonal relationships and

attachment within the organization, while the need for uniqueness pertains to an individual's desire to express their distinctiveness and differentiate themselves from their colleagues. From the perspective of management practice, higher individual cultural intelligence indicates that employees have strong cross-cultural or cultural diversity communication and management abilities in the workplace, strong cross-cultural communication motivation and behavior, more sensitive cultural perception and positive cultural experiences, which will enhance employees' organizational tolerance; Employees' perception of inclusivity in the organization means having a sense of belonging as a member of the organization and a genuine sense of being unique within the organization, which opens the door to communication, enhances trust and understanding, overcomes conflicts and barriers of diversity, and highlights the importance of employee inclusion and cultural intelligence.

### **Theoretical implications**

This study expands the research context of cultural intelligence from cross-cultural environments to cultural diversity within organizations, and explores the mechanism of employee cultural intelligence in multicultural organizational contexts. It answers the causal effects of how employee cultural intelligence affects and enhances their perception of organizational inclusivity, links cultural intelligence theory with inclusivity theory, and discusses the relationship between employee cultural intelligence and their perception of organizational inclusivity; From the perspective of organizational culture, it reveals the importance of employees' ability to manage diverse cultures and enhance their cultural intelligence and tolerance. The main theoretical contributions and innovations are as follows:

Firstly, expanding the theory of cultural intelligence from the cross-cultural research field of studying different countries and ethnic cultures to the field of multicultural management within organizations enriches the theoretical research content of organizational cultural diversity management and expands the paradigm of cultural diversity management. Previous individual studies on cultural intelligence have focused on employee expatriation in international contexts, individual cultural integration and adaptation in cross-border mergers and acquisitions, like individuals with overseas experience or multinational work experience have significantly higher cultural intelligence compared to those without such experiences (Engle and Nash, 2016; Michailova and Ott, 2018). These studies examine the impact of international exposure and cross-cultural experiences on the enhancement of cultural intelligence and have paid less attention to multicultural situations within organizations. This article argues that cultural diversity within organizations generates cultural differences and has cross-cultural situational characteristics. Especially with the deepening of economic globalization and the increasing diversity of markets and customers, the importance of employee diversity in enterprise internationalization, local market exploration, customer service, opportunity identification, and innovation continues to rise. The diversity of organizational employees' ethnicity, gender, age, nationality, values, and ways of thinking has made organizational cultural diversity increasingly significant. These diversities have also led to differences in organizational management styles and organizational responses, resulting in cultural differences within different organizations and departments. Cultural diversity management within organizations is receiving increasing attention.

Secondly, it expands the causal effects of employee tolerance research. Currently, with the changes in the business environment and the increasing diversity of the workforce, inclusive research has become an inherent requirement for organizations to effectively manage diversity. The core of diversity management research has shifted from diversity development to inclusiveness, guiding the evolution of diversity management theoretical paradigms. Individual tolerance perception refers to the degree to which employees perceive themselves as part of the organization and their true selves by experiencing the satisfaction of belonging and unique needs provided by the organization. The literature review in the previous section indicates that current research on the influencing factors of



individual tolerance. Pay more attention to individual differences, personality traits, and organizational diversity atmosphere, and less attention to individual diversity management abilities; However, research on its mechanism of action has focused on job performance, work attitude, and individual behavior, with less research on the relationship between employee tolerance and innovation performance. This article studies the causal effect of employees' perception of organizational inclusivity, and verifies the positive impact of employees' cultural intelligence, a multicultural communication and management ability, on inclusivity from both theoretical exploration and empirical analysis.

### **Managerial implications**

The multicultural environment within the organization and the "personalization" of corporate culture require employees to face people from different cultural backgrounds. Cross cultural communication has become the norm for organizational personnel activities, and cultural differences and barriers have become important factors affecting employee behavior and performance. Cultural intelligence refers to employees' ability to manage diverse cultures. Enhancing employees' cultural intelligence is beneficial for them to perceive the inclusiveness of the organization. Cultural intelligence has a positive impact on employee job performance and adaptation. Employees with high cultural intelligence have strong communication and management skills with colleagues from different cultural backgrounds, and have strong adaptability and management abilities to the multicultural environment of the organization. They are important employee traits and qualities. Therefore, in management practice, attention should be paid to interventions that enhance employees' cultural intelligence, thereby improving the overall cultural intelligence level of the organization, enabling the organization to adapt to a multicultural environment and better innovate and develop. Especially for companies operating internationally, those located in regions with prominent conflicts such as immigration, ethnicity, race, and religion, or companies with complex and diverse internal employee composition, should pay more attention to the intervention of employee cultural intelligence. In management practice, enterprise managers should enhance employees' cultural intelligence from the following aspects.

Firstly, organizations should pay attention to employees' cultural intelligence in all aspects of human resource management. In employee recruitment, attention should be paid to examining cultural intelligence factors, selecting employees with high cultural intelligence to better adapt to a multicultural environment and integrate into the corporate culture; In human resources training, attention should be paid to cultivating employees' cognitive ability towards multiculturalism, emphasizing the education of cross-cultural knowledge, and increasing cross-cultural experience projects to enhance cultural intelligence; In the development of an employee performance evaluation system, attention should be paid to cultural diversity issues, ensuring fairness and impartiality, avoiding discriminatory clauses, and there should be corresponding incentive systems for cross-cultural interaction to encourage cross-cultural communication and exchange among employees. The process of enterprise human resource management practice is an important factor affecting employees' cultural intelligence, especially for enterprises with significant cultural diversity, which should fully consider enhancing employees' cultural intelligence in all aspects of human resource management practice to avoid cultural conflicts and improve employees' performance levels.

Secondly, establish an organizational culture environment that is conducive to enhancing employees' cultural intelligence. The multicultural environment is the background condition for the emergence of cultural intelligence theory, therefore, changes in cultural environment are also important intervention measures to enhance cultural intelligence. When there is conflict and collision between the original culture and the new cultural environment, it is easier to stimulate the subject's motivation to learn different cultural customs and norms, thereby changing their own cognition and behavior. In management practice, enterprises should create conditions for employees to experience

different cultural contexts. Within the organization, provide opportunities for employees from different cultural backgrounds to communicate with each other, such as cross departmental exchange and discussion meetings, multilingual work environments, discussions between employees of different ethnicities and nationalities, various forms of corporate cultural activities, etc., to expose employees to and learn about different cultures. Externally, strengthen corporate communication to enable employees to step out of the company and engage with diverse cultures, such as cross regional employee business trips, employee expatriation, overseas training and learning, and cross-border tourism welfare measures.

## **CONCLUSION**

Inclusivity is a new theoretical perspective in the study of diversity. This research analyzes the causal effects of employees' perceptions of inclusiveness from an individual perspective within the framework of diversity management. Theoretical analysis and empirical research findings indicate that employees' cultural intelligence influences their sense of organizational inclusiveness. The results reveal the relationship between individual inclusiveness, individual diversity management abilities, and knowledge management. This article uses a combination of theoretical and empirical analysis to explore the mechanism of the relationship between cultural intelligence and employee's inclusivity down below.

### **Limitation and future research**

This article uses a combination of theoretical and empirical analysis to explore the mechanism of the relationship between individual cultural intelligence and tolerance in the context of organizational cultural diversity. Exploring the significant impact of cultural intelligence, inclusiveness, and knowledge has theoretical and practical reference value for individual psychological and behavioral management in enterprises. However, due to limitations in academic cognition and insight perspectives, there may also be the following shortcomings.

Firstly, investigate the limitations in sample selection and data collection. The research sample of this article involves multiple industries such as education and training, manufacturing, finance, e-commerce, etc. The nature of the surveyed employees' work also varies. The advantage is that the research conclusions are universal, but lack representativeness for specific industries and occupations. The research conclusions cannot focus on a specific population, and there may be differences in cultural intelligence and innovation performance among different research samples. Future research can discuss specific industries or professions, such as the financial industry or technology developers, and explore the impact of cultural intelligence on their innovation performance, making research conclusions more specific, accurate, and of higher practical value. In terms of data collection, this article only uses questionnaires to collect data, and cross-sectional data is used, which may have potential homoscedasticity issues. In the future, multi period and multi method data collection can be adopted to improve the objectivity and scientificity of the data and enhance the comfort of the research.

Secondly, the limitations of the scale's applicability. This article did not develop a new cultural intelligence scale, but revised and adapted relevant items based on existing mature scales. The advantage is that the scale has higher reliability and better reliability and validity. However, this study involves cultural issues, and the scale may not be fully suitable for the cultural context of China, which may result in bias. In future research, data can be obtained through interviews, field research, case analysis, and other methods. Grounded theory and other research methods can be used to develop scales for cultural intelligence and organizational cultural differences, making them more in line with Chinese cultural contexts and the actual situation of Chinese enterprise management.

Finally, there are limitations in the research methodology. Due to limitations in sample and data, this article did not conduct cross layer analysis, nor did it conduct paired studies on employee survey data, which to some extent weakened the reliability of the research. Although empirical research has validated the research hypothesis of this article, a single research method also reduces persuasiveness.

## CONCLUSION

This study focuses on the core issue of the impact of employee cultural intelligence, a cross-cultural interaction ability indicator, on employees' sense of tolerance in the context of cultural diversity and cross-cultural conflict. Firstly, starting from the literature review on employee cultural intelligence that has received less attention, a detailed literature research was conducted to summarize the research shortcomings and further clarify the research core; Then, based on relevant theories, establish a research model and analyze research hypotheses; Develop relevant scales based on previous research and conduct preliminary research; Finally, based on the scale of the research object, obtain research data and conduct empirical analysis to verify and discuss the research hypotheses. Based on the above theoretical and empirical research, summarize the conclusions, theoretical contributions, and management implications of this study, while reflecting on the limitations of this study and planning future research directions. Cultural diversity management and employee inclusivity are important issues in current organizational management. In the development of an organization, the important role of employee cultural intelligence should be emphasized. The improvement of employee cultural intelligence enhances their sense of tolerance, which in turn promotes the overall development of the organization and the enterprise.

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### **Overall feedback:**

This paper gives an in-depth critical review of how CQ influences employee inclusion in diverse organizational settings. This addresses the challenges of globalization, cross-cultural interactions, and inclusive management in organizations. The methodology is good, and hypotheses are well-set with a strong theoretical basis on previous literature. The structure is coherent, flowing logically from the introduction right through to the conclusion, and supported with adequate evidence to back up the research objectives.

However, writing in some parts of the paper can be condensed because a few points were repeated and over-informed. There is a chance to enhance clarity by parceling a few complicated sentences, with avoidance of redundancy. In addition, this introduction and literature review must be more relevant to this study by identifying the gaps of the existing research.