

# The Role of Cultural Intelligence in Cross-Cultural Leadership Effectiveness: A Qualitative Study in the Hospitality Industry<sup>1</sup>

## Kültürel Zekânın Kültürlerarası Liderlik Etkinliği Üzerindeki Rolü: Konaklama İşletmelerinde Nitel Bir Araştırma

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*Öz: Bu araştırmanın temel amacı kültürel zekânın kültürlerarası liderlik etkinliği üzerindeki rolünü belirlemektir. Araştırma verileri İstanbul bölgesinde faaliyet gösteren beş yıldızlı konaklama işletmelerinde görev yapan 6 yabancı genel müdür ve orta ve üst düzey yönetici pozisyonunda görev yapan 13 yerli Türk müdürlerden toplanmıştır. Bu çalışmada kültürel zekânın etkisini belirlemek amacıyla kültürel analiz kullanılmıştır. Bu çalışma yabancı yöneticilerin kültürel zekânının kültürlerarası liderlik etkinliğini olumlu yönde etkilediğini göstermektedir. Yönetim uygulamaları tartışılmış, gelecekte yapılacak olan araştırmalar ve kültürel zekâ teorisi hakkında tavsiyeler verilmiştir.*

**Anahtar Kelimeler:** Kültürel zekâ, Kültürlerarası liderlik, Liderlik etkinliği, Türkiye

*Abstract: The main purpose of this study is to examine the role of cultural intelligence in cross-cultural leadership effectiveness. Derived from information and insights gathered through a series of in-depth interviews with 6 Western expatriate managers and 13 local Turkish managers who represent top and middle-level executives working in a five star hotel operating in Istanbul region. In order to determine the impact of cultural intelligence, ethnographic analysis was used in this research. This study confirms that expatriate leaders' CQ positively impacts their cross-cultural leadership effectiveness. Implications for cultural intelligence theory, future research directions and management practice are discussed.*

**Key Words:** Cultural intelligence, Cross-cultural leadership, Leadership effectiveness, Turkey

## 1. Introduction

In today's globalized world requires an ability to adapt to a variety of cultural situations. Issues of cross-cultural management and leadership, emphasizing the importance of globalization and adapting to new cultures, are receiving increased attention from both researchers and practitioners (Chrobot-Mason, Ruderman, Weber, Ohlott and Dalton 2007; Fisher-Yoshida and Geller 2008; Avolio, Walumbwa and Weber 2009).

Leadership in cross-cultural context requires leaders to (1) adopt a multicultural perspective rather than a country-specific perspective, (2) balance local and global demands which can be contradictory and (3) work with multiple cultures simultaneously rather than working with one dominant culture (Rockstuhl et al. 2011).

Tourism sector, which has great advantages in international competition in Turkey, is a strategic sector. Istanbul, which embodies the cultural differences, is one of the most important destinations in Turkey.

In such a perspective to reconcile the cultural particularities and to turn into an advantage for the management skills and leadership effectiveness is closely related to Turkey.

The study consists of two parts. In the first part of the study; cultural intelligence and cross-cultural leadership effectiveness are emphasized. In the second part; evaluations are presented to determine the relationship between cultural intelligence and cross-cultural leadership effectiveness related to the research conducted in the hospitality industry.

<sup>1</sup> This research is produced from master thesis titled "Kültürel Farklılıkların Yönetiminde Kültürel Zekânın Rolüne İlişkin Konaklama İşletmelerinde Bir Araştırma."

## 2. Cultural intelligence

Cultural intelligence refers to the ability to adapt effectively to new cultural settings (Ng and Early 2006, 7). Researchers of cultural intelligence seek to understand the construct of cultural intelligence and why some people are more effective than others when they have to adapt to new cultural settings (Ng and Early 2006, 5). According to Early and Mosakowski (2004, 10) cultural intelligence is an outsider's seemingly natural ability to interpret someone's unfamiliar and ambiguous gestures in the way that person's compatriots would, even to mirror them. Cultural intelligence is a system of interacting knowledge and skills, linked by cultural meta-cognition that allows people to adapt to select and shape the cultural aspects of their environment (Thomas et al. 2008, 126).

There are various theories on the composition of the construct. Thomas and Inkson (2005, 5) describe cultural intelligence as a construct that consists of three components which provide a platform for intercultural flexibility and competence, namely knowledge to understand cross-cultural phenomena, mindfulness to observe and interpret particular situations and adapting one's behaviour to act appropriately in culturally different situations.

Early and Ang (2003), Van Dyne and Ang (2005) and Ng and Early (2006) believe that cultural intelligence consists of four components (Du Plessis 2011, 31):

**Meta-cognitive CQ** is an individual's cultural consciousness and awareness during interactions with those from different cultural backgrounds (Van Dyne, Ang and Koh 2008, 17). It is based on high level cognitive strategies and deep information processing that allows individuals to develop heuristics for social interaction across cultural contexts (Van Dyne, Ang, Ng, Rockstuhl, Tan and Koh 2012, 298).

**Cognitive CQ** is an individual's cultural knowledge of norms, practices and conventions in different cultural settings which reflects fundamental knowledge of cultural universals and knowledge of cultural similarities and differences in specific context (Van Dyne, Ang and Koh, 2008, 17).

**Motivational CQ** is defined as an individual's capability to direct energy and attention toward cultural differences (Van Dyne, Ang and Koh 2008, 17). According to Kanfer and Heggstad (1997, 39) motivational capacities provide agentic control is important because intercultural interactions include some difficulties that can generate uncertainty and anxiety. Individuals high in motivational CQ have the desire, drive, and efficacy to continually translate information to generate strategies to deal with working, living, and interacting in the new cultural environment (Templer, Tay and Chandrasekar 2006, 161).

**Behavioral CQ** is defined as an individual's capability to exhibit appropriate verbal and nonverbal actions when interacting with people from different cultural backgrounds (Van Dyne, Ang and Koh 2008, 17). Behavioral CQ allows people to manage and regulate social behaviors in intercultural encounters so there is minimal misperception and misattribution (Van Dyne et al. 2012, 304).

## 3. Cross-cultural Leadership Effectiveness and Cultural Intelligence

Over 350 definitions exist for the word leadership (Daft and Lane 2005) and leadership involves an interaction between leader, the followers and the situation (Hughes et al. 2002, 22). Some leadership behaviours that appear effective within one situational context may be ineffective in another (Avery 2004) and these considerations demonstrate us to the need to outline a comprehensive theoretical framework that captures the influence process within the situational importance of culture (Yukl 2002).

Because the core of leadership effectiveness lies in the influence process between the leader and the followers, the emotional dimension of human nature must be understood. Hughes et al. (2002, 8) argue that leaders are more effective when they influence people at both the emotional level and the rational level. Specifically, they propose that leadership includes actions and influences based on reason and logic as well as those based on inspiration and passion.

Successful leadership behaviors differ within various cultures (House et al. 2004). Dickson, Den Hartog and Mitchelson (2003) asserted that different cultural environments require different managerial behaviors. Schein (1997, 15) stated that culture and leadership are two sides of the same coin. Hence, cultural difference is a crucial factor in leadership effectiveness. The relationships between cultural differences and leadership have been studied by many researchers (Hofstede 1980, 2001; Trompenaars 1993; Trompenaars and Hampden-Turner 1997; House et al. 2004). Hofstede (2001, 1) presented that culture is a collective programming of the mind. However, Cultural differences may create some difficulties in the provision of cross-cultural leadership effectiveness. As a consequence, researchers (Earley and Ang 2003; Peterson 2004; Thomas and Inkson 2004) have begun to assert a new perspective in effectively managing cross-cultural differences: The perspective of CQ. Research demonstrates that effective cross-cultural leadership isn't just a matter of emotional intelligence (Ang, Van Dyne, Koh, Ng, Templer, Tay and Chandrasekar 2007). Just as emotional intelligence focuses on a leader's ability to work effectively with people by paying attention to the emotions of self and others, cultural

intelligence focuses on a leader's ability to function effectively with people from different cultural backgrounds (Van Dyne, Ang and Livermore 2010, 133).

Cultural intelligence provides an opportunity to interact effectively with diverse cultures through sensitivity, adaptability and learning to embrace a diverse cultural heritage that is rewarding, stimulating and empowering. Leveraging differences in the workplace through cultural intelligence is a mechanism for chance (Arora and Rohmetra 2010, 225).

Researches have shown that cultural intelligence is determinant of leadership potential (Kim and Van Dyne 2011; Şahin and Gürbüz 2012) and it is associated with cultural adaptation, performance, decision making, trust, interaction (Ng, Van Dyne and Ang 2009), leadership effectiveness (Rockstuhl et al. 2011) in an intercultural environment. As well as a number of researchers in the field (Early and Ang 2003; Bibikova and Kotelnikov 2004; Early and Mosakowski 2004; Peterson 2004; Thomas and Inkson 2004; Janssens and Brett 2006) have claimed that CQ can help leaders successfully deal with different national, organizational and professional cultures.

There has not been much research in the area of CQ in Turkey and most cross-cultural studies have been based upon quantitative researches. This research aims to investigate the role of CQ in cross-cultural leadership effectiveness by using qualitative research methods.

## **4. Methodology**

### ***4.1. Design of the Study***

This is a qualitative study. According to Creswell (1998, 15) qualitative research is an inquiry process of understanding based on distinct methodological traditions of inquiry that explore a social or human problem. In order to determine the impact of cultural intelligence in cross-cultural leadership effectiveness, ethnographic analysis was used. According to Creswell (1998, 58) an ethnography is a description and interpretation of a cultural or social group or system.

### ***4.2. Participants***

This research is based on data gathered from 6 Western expatriate managers (including 2 Spanish, 2 Dutch, 2 Italian) from five star hotels operating in Istanbul and 13 local Turkish managers working depending on them. The participants expressed their perceptions of the keys of successful leadership in the cross-cultural context and responded to an open ended questionnaire.

### ***4.3. Questionnaire***

Information and insights gathered through a series of semi-structured interview. The questions focused on the participants' perceptions of cross-cultural leadership effectiveness in the context of cultural intelligence. A semi-structured interview form used in this research was distributed to 6 Western expatriate managers and 13 local Turkish managers involved. The questions were deduced from the interview. The participants were instructed to give as much detail as possible in their written answers. The participants were informed that their names would remain anonymous and that the research information would not be available in raw data form to anyone other than the researchers. Interviews took approximately forty minutes.

## **Questions Relating to the Expatriate Managers**

- 1- Could you define some typical cultural differences between Turkish culture and your own culture?
- 2- Do you have any effort in learning the language of the country where you live?
- 3- As an experienced administrator, what do you suggest for young manager candidates about living and working in a foreign culture?
- 4- Which are the challenges that you faced in the process of cultural adaptation process?
- 5- Do you have effort to adapt the dominant values of your own culture to Turkish culture?

## **Questions Relating to the Turkish Department Managers**

- 1-Is there any ease of working with an expatriate manager?
- 2-To what extent is the attitude of your expatriate managers towards your culture important?
- 3-Does your expatriates managers understand Turkish culture?

#### **4.4. Data Collection and Analysis**

Maximum variation sampling which is the sub-method of purposive sampling method was used in this research. Maximum variation sampling aims at capturing and describing the central themes or principal outcomes that cut across a great deal of participant or program variation (Patton 1990, 172). This was a qualitative research which used interviewing as the way of data collection. The data for the study were collected in March - May 2013. The instruments used in the data collection consisted of interviews and open-ended questionnaires eliciting the participants' opinions in the form of written documents. The interviews were used as primary data source and the open-ended questionnaire and subject to the respondents' consent the interviews were digitally recorded and later transcribed verbatim.

Data analysis is a systematic process to organize the collected data into meaningful segments to discover regularities, patterns to be delineated regarding the purpose of the study (Bogdan and Biklen 1998). At first data were read many times by the researcher and began to analysis. Data analyses were completed in four steps. At first step, all data were written and put in an electronic format. Then, data were analyzed through descriptive analysis. Data were read more than once and the data were analyzed according to each question for each group. Then each group was analyzed within itself. Lastly, the common opinions of all groups were emerged and concluded. Finally, the meaning making process started.

#### **4.5. Reliability and Validity of the Study**

Trustworthiness is used to evaluate the quality of the qualitative research (Yıldırım 2010). In this study, the following techniques were utilized, to some extent, to enhance the trustworthiness of the study (1) triangulation method was used by employing multiple data collection, observation, interviews, and open ended questions; (2) member check were utilized while designing the interview schedules; (3) the research process was explained vividly and in detail; (4) and finally, peer debriefing were performed.

### **5. Findings and Interpretation**

#### **5.1. The Findings Concerning Expatriate Managers**

The data gathered from the interviews were coded and categorized under themes through qualitative techniques. These codes were organized around research questions and then appeared three main themes: (1) Cultural Awareness (2) Motivational Adaptation (3) Behavioral Adaptation. Besides this, the data related to the Turkish department managers were coded and categorized under three main themes: (1) The Facilities of Working with Expatriates Managers (2) The Attitude of Expatriate Managers towards Turkish Culture (3) Expatriate Managers' Understanding towards Turkish Culture.

##### **5.1.1. Cultural Awareness**

When we asked to expatriate managers what are some typical cultural differences between Turkish culture and their culture, most of them emphasized the *religion, sensuality and failure to comply with rules*. Most expatriate managers emphasized the importance of a deep understanding of Turkish culture and cultural differences. According to the respondents, it is crucial to learn about the main aspects of the culture and to understand the culture on a personal level because this provides to establish good relationships with employees. The following quotations are opinions of the expatriate managers regarding their cultural awareness:

*Firstly, I can say that we have some differences in terms of religion. I can express that my own religion is more comfortable because there are no rules as well as in the Islamic religion. I don't think we have too much difference except religion factor because we have Mediterranean culture and we are warm.*

*The most obvious difference is revealed in the monitoring of rules. For example, there are some rules that must be followed in Holland and we obey these rules. If you don't fulfil the rules as required in my country this means you are not serious. In Turkey, the rules are not taken too seriously. Some people fit, others don't fit the rules. I think, it stems from cultural features.*

*At the mention of certain cultural differences, most German people are meticulous and most Turkish people are comfort about everything. Beside this, Turkish people are hospitable and German people are distant. Furthermore, Turkish people are more emotional than German people.*

**Beside this, expatriate managers emphasized the importance of learning Turkish language as reported as following:**

*I can say crisply that you should learn the language of the country where you live. This allows you to better understand the culture. I know many languages but I speak a little Turkish language. I would like to speak fluently the Turkish language but I try to learn this language because if you learn the language your adaptation period will be short.*

*I speak English in the workplace but I try to speak Turkish as well. Learning foreign language allows us to understand the culture. I receive language education since 5 years and I try to speak Turkish with my employees.*

*Learning Turkish language is important. I manage a five star hotel and I have to build good relationship with my employees. So I speak Turkish with my employees and I know that it is important for their motivation as well.*

In the process of learning a foreign language, although expatriate managers speak English or their own language, it is determined that they make an effort to learn Turkish language. It is understood that this effort is important to establish good relationship with Turkish employees. Hence, It is determined that expatriate managers who live for a long time in Turkey speak Turkish language and others make an effort to learn Turkish language.

### **5.1.2. Motivational Adaptation**

According to the findings obtained in the process of cultural adaptation of expatriate managers, it is determined that the most important problems are the lack of knowing foreign language and body language. Findings are shown that effective communication between expatriate managers and Turkish department managers is necessary not only to understand the culture but also to adapt to the culture.

*When I came to Turkey, I said myself that I can't change people to be adapted to Turkish culture but I have to change myself. This was a major challenge. You have to open everything and you can not compare the values of cultures. So, I preferred to adapt to the culture. One of the challenges that I have experienced in the process of cultural adaptation was to not knowing the foreign language. I know many languages but I speak a little Turkish.*

*I had difficulty in the process of adaptation because of foreign language. Therefore, I could not interpret correctly the culture and their behavior.*

*I did not have much difficulty in the process of adaptation to Turkish culture. I had the opportunity to work in many countries before coming to Turkey. I am working in different countries since 1998. Every country has its own set of rules. I know that I can easily adapt to the cultures because I prefer to learn new cultures instead of adapting my own values to the culture that I live.*

By the way, when we asked the expatriate managers what they suggest for young manager candidates about working and being manager in a foreign culture, they repeated words such as being open minded, being open to new things, patience:

*First of all they need to be open-minded. They need to be open to new events and ideas and to adapt themselves the environment where you live. Instead of chancing the people, I advise them to change themselves. Beside this, before going to a different country I advise them to have knowledge about culture, nature and people of the country. Lastly I advise them to be respectful.*

*I advise for young manager candidates to be open new experiences, to accept other people's values and to respect the differences. Also if they are willing to listen the people, they will increase their chances of success so listening is crucial. It will be useful to learn about the culture before living in a different culture.*

*There are three things I would suggest to them: Listen, observe and take action. I have made many mistakes in understanding this culture but then I observed and tried to find appropriate behavior. In*

*addition, I can recommend them to visit many place in the country where they'll live. They may read many books and watch movies about the culture and the most important thing is to be open for new experiences.*

### **5.1.3. Behavioral Adaptation**

When we asked to expatriate managers if they have effort to adapt the dominant values of their culture to Turkish culture, they emphasized the importance of a global perspective and being open to cultures. It is determined that expatriate managers are far from ethnocentric thinking on the contrary they take as an example the positive aspects of the two cultures and they try to create a synergistic environment. Some participants, including experienced expatriate managers who have been in Istanbul for years, new arrivals as well as reported the following:

*I have no effort to adapt the dominant values of my culture to the Turkish culture. Of course, I still retain some of my values but I don't have just one culture. I visited different countries and cultures and I gained different values and I continue to gain them.*

*I believe that we should build the balance between cultures and I try to do it. I don't think that I need to ignore the values of Turkish culture, the values of my culture as well. I need to be open-minded and I am eager to learn new cultures.*

*No, I don't have such an endeavor. On the contrary, I am curious and eager to learn about new culture. If I live in Turkey, I want to learn the values of this culture. I am aware of my own culture as well but I will use the positive aspects of the cultures.*

## **5.2. The Findings Concerning Turkish Department Managers**

Turkish department manager's views about working with an expatriate manager are submitted in this section. These codes were organized around research questions and then appeared three main themes: *The facilities of working with expatriate managers, the attitude of expatriate managers towards Turkish culture and expatriate managers' understanding towards Turkish culture.*

### **5.2.1. The Facilities of Working with Expatriate Managers**

Most of the Turkish department managers emphasized that working with expatriate managers have some facilities such as *gaining a different way of thinking and discipline; flexible work style and professionalism; different perspective; openness to diversity* as reported the following:

*Expatriate managers work disciplined and principled. I have any difficulty in working with them. I you speak foreign language and if you understand what they want, ever thing is positive. On the contrary, you can learn many things from expatriate managers. There is not difficulty arising from cultural differences. Contrary to this, differences enrich us and it enables us to develop a different mindset.*

*In the globalized world, different cultures live together. This allows us to benefit in various ways. First of all, you look at the world from a different perspective and this allows you to create different ideas. Our expatriate managers pay attention to the differences and he respects. We can communicate easily with our manager.*

*In my opinion of view, expatriate managers are more professional and objective than Turkish managers. Turkish managers emote and they have ego. I prefer to work with expatriate managers. And also, they enable flexible work style. I'm very pleased to be working with an expatriate manager. It makes me think differently and I think that this allows me to be creative.*

### **5.2.2. The Attitude of Expatriate Managers towards Turkish Culture**

According to Turkish department managers the attitude of their expatriate managers toward their culture is important. Some of them emphasized that if their expatriate managers have some negative attitudes toward their culture, the relationship between them may deteriorate. At the same time they emphasized that their expatriate

managers have positive attitude and they repeated words such as *tolerance, respect, harmony, positive approach*:

*It is important. Our expatriate manager acts comprehensively. If he behaves negatively against my culture, it may create a conflict.*

*Our expatriate manager's attitude towards my culture is important for me. I can say that our expatriate manager has responsive approach and he acts compliant. We celebrate our religious festivals together and our manager respects our traditions. Our expatriate manager knows well how to manage people.*

*Our expatriate manager appreciates our beliefs, customs and tradition. He approaches very understanding against our culture. For example, we celebrate Ramadan in accordance with Islamic culture. Besides, our expatriate manager has a sense of how to handle a Muslim employees request during Ramadan. He offers flexible working hours. He is compatible.*

### **5.2.3. Expatriate Managers' Understanding towards Turkish Culture**

On the other hand the most important feature mentioned about cultural tolerance of foreign managers is to understand the culture. The most frequently mentioned issues are the effort to communicate directly with Turkish employees, to be sensitive to the traditions, creating a harmonious corporate culture, paying attention to the sensitivity of employees and to motivate them. It is stated that expatriate managers have cultural tolerance and cultural sensitivity because of long experience of working in different cultures:

*Our expatriate manager understands Turkish culture. He speaks Turkish and pays attention to speak Turkish with his employees. He knows very well how to behave for the employees. For example, he has high tolerant for the employees who want to pray in Friday. He is open and respectful against our culture. He has never restricted us.*

*He understands our culture. He is open-minded and he has travelled a lot of country because of this he respect the differences and he adapts himself to the environment. We celebrate our religious and national holidays. Also, he behaves comprehensively during Ramadan.*

*Our general manager lives in Istanbul since two months but he has experience of working in different cultures. In this case, I think that he tries to understand the culture and is respectful for the people, cultures and traditions.*

## **6. Discussion and Conclusions**

The role of cultural intelligence in cross-cultural leadership effectiveness is examined in this study. The findings demonstrate that expatriate leaders' cultural intelligence affect cross-cultural leadership effectiveness positively. Cultural intelligence is discussed under three dimensions such as cognitive, motivational and behavioural CQ.

Cultural awareness is the foundation of communication and it involves the ability of becoming aware of cultural values, beliefs and perceptions. It is determined that expatriate managers are aware of the differences between Turkish culture and their own culture. Expatriate managers qualified the differences between Turkish culture and their own culture as a religion, sensuality and failure to comply with rules. Brislin, Worthley and Macnab (2006) and Livermore (2011) emphasized that individuals with high cognitive cultural intelligence are capable of understanding cultural similarities and differences. Individuals with high cognitive cultural intelligence can interact better with people from different culture (Ang and Van Dyne 2008, 6) and they tend to have a broad understanding in multicultural situations (Mannor 2008, 95). It can be said that expatriate managers have a high cognitive cultural intelligence.

The findings demonstrate that effective cross-cultural communication between the expatriate leader and local followers is an important way not only to understand but also to adapt to the host culture consequently communication becomes a crucial measurement of expatriate leaders CQ. In this context, it is determined that expatriate managers and Turkish department managers who do not speak any foreign language at a good level have a conflict because of a lack of common language. Besides this it is found that knowing a foreign language allows the development of a positive attitude. Javidan and House (2001) remark that effective cross-cultural communication includes finding integrated solutions, or at least compromises, that allow decisions to be implemented by members of diverse cultures. Language competence is essential not only to assist effective

cross-cultural communication but also to improve expatriate leaders' cultural awareness. So, expatriate managers should increase efforts to learn Turkish language as well as Turkish department managers should learn English language to ensure effective communication.

Evaluating the findings related to motivational cultural intelligence, the difficulties in the adaptation process that expatriate managers lived are the lack of knowing foreign language and body language. The most important problem in the process of cultural adaptation is the language. Besides this, it is determined that expatriate managers are eager to learn Turkish culture. Researchers remarked that there is a significant relationship between motivational cultural intelligence and cultural adjustment and individuals with high motivational cultural intelligence have high cultural adjustment (Templer 2006; Lee and Sukoco 2010; Tsai and Lawrence 2011). Turkish department managers stated that expatriate managers are respectful, they behave according to Turkish culture and the days and holidays which are important for Turkish people are celebrated regularly. Expatriate managers emphasized that they can be easily adapted wherever they go because they are eager to learn new cultures. As stated by the Turkish department managers, expatriate managers have cultural adjustment because of their previous overseas experience so it can be concluded that expatriate managers have motivational cultural intelligence.

The findings related to behavioural CQ demonstrate that expatriate managers are far from ethnocentric thinking on the contrary they take as an example the positive aspects of the two cultures and they try to create a synergistic environment in the workplace. They emphasized the importance of a global perspective and being open to cultures. Expatriate managers make an effort to occur the values such as intimacy, trust, compassion, solidarity, tolerance, peace and respect. Livermore remarked that (2011, 10) managers with higher levels of CQ have a better sense of how to handle a Muslim employee during Ramadan. In this study, it can be said that expatriate managers are respectful for the beliefs and have flexible working style during Ramadan. On the other hand Turkish department managers have a positive attitude in working with expatriate managers. In particular, Turkish department managers qualified the expatriate managers as a professional, respectful, understanding and valuing the differences. So, the expectations of Turkish department managers from expatriate managers are determined as an interest, respect, understanding and valuing differences. Besides this, it is determined that expatriate managers are tolerant towards employee's beliefs. All these results reveal that expatriate managers have CQ, have the characteristics of a universal manager and have a flexible attitude for the employees from different cultures.

This study assists in the understanding of both practical and theoretical discussions of the role of CQ in cross cultural leadership effectiveness in Turkey. This study has a value given the increasing interest in doing business in hospitality industry. An expatriate managers' CQ should be taken into account by such firms in expatriate selection. It could be recommended to hospitality industry that orientation training should be given before and after coming to Turkey. In further research, the relationship between cultural intelligence and leadership typologies can be examined.

## Limitations

The main limitation of this study is the numbers of the samples which represent each culture. The samples are small due to the difficulties of reaching people in hospitality industry and convincing them to participate in the study. Another limitation of this study is the exclusion of Ankara region which is as important as Istanbul region in terms of the number of expatriate managers. To get more reliable statistical results, larger samples are required thus future researches which will be held in this area may include the regions which are important in terms of numbers of expatriate managers outside Istanbul.

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