

From Hardship to Hope: the role of Cultural Intelligence to promote workplace harmony in the Indian garment industry

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ABSTRACT – REZUMAT

From Hardship to Hope: the role of Cultural Intelligence to promote workplace harmony in the Indian garment industry

Migrants often encounter circumstances that call for the use of cultural intelligence (CQ), or the ability to communicate effectively with people from different cultural backgrounds. Empirical evidence suggests that developing cultural intelligence improves migrant workers' general well-being and aids in their adjustment to new environments. The purpose of this research endeavour is to explore the impact of cultural intelligence variables like cultural intelligence strategy, knowledge, motivation and behaviour with a mediating role of multicultural workforce on workplace harmony. The study employed a cross-sectional research design and implemented a convenience-sampling technique to collect primary data through nine months from March 2023 to November 2023 through a well-structured questionnaire, which was circulated among 358 migrant women workers from readymade garment industries in the Indian states of Karnataka and Punjab. Data was collected through a structured questionnaire and analysed using Partial Least Squares-Structural Equation Model. Hypothesis shows that cultural intelligence and multicultural workforce have a significant influence on workplace harmony. The results of IPMA and PLS-MGA analysis show the similarity in the results of total effect and path relationships. This study provides theoretical foundations and empirical findings on conceptualizing the antecedents of workplace harmony. The outcomes of this research serve as significant input to policymakers and readymade garment industries to facilitate the enhancement multicultural workforce to achieve workplace harmony.

Keywords: migrants, well-being, strategy, multicultural workforce, empirical evidence, cultural intelligence

De la dificultăți la speranță: rolul inteligenței culturale în a promova armonia la locul de muncă în industria de îmbrăcăminte din India

Migranții se confruntă adesea cu circumstanțe care necesită utilizarea inteligenței culturale (CQ) sau capacitatea de a comunica eficient cu persoane din medii culturale diferite. Dovezile empirice sugerează că dezvoltarea inteligenței culturale îmbunătățește bunăstarea generală a angajaților cu statut de migranți și ajută la adaptarea acestora la noile medii. Scopul acestui studiu de cercetare este de a explora impactul variabilelor inteligenței culturale, cum ar fi strategia de inteligență culturală, cunoștințele, motivația și comportamentul, cu un rol de mediere al forței de muncă multiculturală asupra armoniei la locul de muncă. Studiul a folosit un design transversal de cercetare și a implementat o tehnică de eșantionare convenabilă pentru a colecta date primare pe o perioadă de nouă luni, din martie 2023 până în noiembrie 2023, cu ajutorul unui chestionar bine structurat, care a fost distribuit în rândul a 358 de muncitoare migrante din industria de îmbrăcăminte din statele indiene Karnataka și Punjab. Datele au fost colectate pe baza unui chestionar structurat și analizate folosind modelul Partial Least Square-Structural Equation Model. Ipoteza arată că inteligența culturală și forța de muncă multiculturală au o influență semnificativă asupra armoniei la locul de muncă. Rezultatele analizei IPMA și PLS-MGA arată similitudinea dintre rezultatele efectului total și relațiile de tip pattern. Acest studiu de cercetare oferă baze teoretice și constatări empirice privind conceptualizarea antecedentelor armoniei la locul de muncă. Rezultatele acestei cercetări servesc drept contribuție semnificativă pentru factorii de decizie politică și pentru industriile de îmbrăcăminte pentru a facilita îmbunătățirea forței de muncă multiculturală pentru a atinge armonia la locul de muncă.

Cuvinte-cheie: migranți, bunăstare, strategie, forță de muncă multiculturală, dovezi empirice, inteligență culturală

INTRODUCTION

Women are migrating in greater numbers and with more varied experiences. It is essential for promoting shared wealth, reducing poverty, and furthering human development. The number of educated working-age female migrants has increased in many

countries due to global advancements in women and girls' education as well as the growing demand for skilled labour in fields where women predominate. The likelihood for women migrant workers to contribute significantly to development is highlighted by this trend, which is referred to as the feminization of

migration [1]. The financial impact of the remittances made by migrants is frequently the focus. In many developing countries, these remittances sometimes outweigh foreign direct investment and foreign development aid. This has raised interest in utilising labour migration for economic growth. Women migrants also typically send home a greater percentage of their earnings regularly. About half of the \$601 billion in global remittances transmitted through formal channels, as estimated by the World Bank, come from female migrants who remit a sizable share of their salaries. About half of remittances from migrant workers in countries like Nepal, where they work primarily in domestic roles, come from these workers and make up roughly 23% of the GDP.

Every Indian citizen is entitled to freedom of movement and the ability to look for work anywhere in the nation under the terms of the Indian Constitution. Potential migrants, however, can balance the advantages and disadvantages of moving, taking into account several social, political, and economic aspects. India's changing demographics have been greatly impacted by migration, which has a variety of repercussions. However, there is no complete policy framework in place to deal with these implications. Though there are regional variations, it is important to note that women often show higher rates of labour market involvement following migration than they did prior [2]. Women migrate for a variety of reasons, such as urbanisation, industrialization, better infrastructure, more employment possibilities, marriage, pursuing higher education, and social issues. Nonetheless, the post-migration industry distribution of female migrants closely resembles the industrial distribution of India's female workforce as a whole. Unplanned migration can frequently have a negative impact on the economy. A study on the benefits of circular movement offered evidence of higher earnings, less reliance, and higher returns for people with strong social networks or skill sets [3]. Innovations in communication and transportation are also driving an increase in interstate movement, which is consistent with the worldwide trends of industrialization and urbanization.

The workforce must change if the textile and garment sectors are to remain competitive as they become more globally integrated. Professionals in various fields today need to be able to recognize and negotiate cultural differences as well as different points of view on a global scale. This is especially important because they are essential in managing the complex supply chain operations that often span international borders [4]. The workforce must be able to encourage successful communication, cooperation, and management across diverse cultural contexts due to the industry's dynamic nature. Furthermore, professionals working in the textile and clothing industries need to be able to adjust to and understand the subtleties of different foreign markets because they play a crucial role in ensuring the smooth coordination of activities within the global supply chain. This change emphasizes how crucial it is to develop a workforce

that can fulfil the demands of an increasingly diversified and linked industry landscape by possessing both technical expertise and intercultural competence. Students at universities who want to work in these fields need to get the knowledge and abilities necessary to succeed in this fast-paced, international setting. Teachers must provide learning opportunities that enable students to meet the demands of the modern workforce and achieve their professional goals.

Comprehensive and innovative curricula are required by academic institutions to prepare students for the worldwide textile and apparel sectors. This entails combining technical expertise with a thorough comprehension of global issues, cultural quirks, and shifting trends in the sector. To promote successful communication and collaboration throughout the supply chain, professionals must be aware of and sensitive to the cultural quirks inherent in different geographical areas, according to Hodges et al. [4]. Globally, the textile sector serves a wide range of consumer demands. It is crucial to comprehend cultural variances while creating items that appeal to particular consumers. Cultural intelligence allows organizations to better cater to local interests and preferences, which increases market acceptance [5]. Research conducted in 2007 by Ang et al. revealed a favourable relationship between job satisfaction and cultural intelligence. Higher cultural intelligence levels enable textile sector workers to handle cross-cultural relationships more skilfully, which enhances the work environment. Earley and Peterson [6] highlight in their research how crucial good cross-cultural communication is to raising job satisfaction. Professionals in the textile sector with high levels of cultural intelligence are better able to communicate with people from different cultural backgrounds, which lowers miscommunication and boosts satisfaction at work. According to Rockstuhl et al. [7], cultural intelligence positively influences teamwork and collaboration in multicultural settings. In the textile industry, where global teams are common, employees with high cultural intelligence contribute to cohesive and harmonious teams, leading to higher levels of job satisfaction.

REVIEW OF LITERATURE

Technique used to measure students' "Cultural Intelligence" (CQ) both before and after they participated in the learning activities to assess the project's effect on their global competency. The term "Cultural Intelligence" (CQ) is a modern notion that was first used in the literature on international business in the early 2000s [8]. Cultural Intelligence (CQ) integrates the concept of intelligence by being based on the attitudes, values, and behaviours that are moulded by cultural environments. It is a type of social intelligence that allows people to successfully negotiate a variety of cultural contexts, each with its own unique set of cultural norms [9]. The idea of cultural quotient (CQ) has become better known in the literature

because it emphasizes the capacity to adjust and engage productively in a range of cultural contexts. Additionally, scholars highlight the dynamic character of CQ, speculating that it entails ongoing learning and cultural sensitivity [10]. The complex components of CQ include motivation, strategy, metacognition, and cultural knowledge. These elements all play a part in an individual's capacity to perform well in cross-cultural encounters [8]. This approach emphasizes the significance of both cultural knowledge and the capacity to use that understanding in real-world, cross-cultural scenarios, which is consistent with the developing nature of global competence.

A theoretical framework for Cultural Intelligence (CQ) was developed by Thomas et al. [11], who distinguished three essential elements of CQ: behaviour, mindfulness, and knowledge. To be labelled as culturally intelligent, people need to have the following skills: The model integrates behavioural, perceptual, and cognitive factors that are critical for navigating a variety of cultural situations, emphasizing the complexity of Cultural Intelligence (CQ). This entails (i) understanding cross-cultural occurrences, (ii) paying attention to detail and using discernment while seeing and analysing particular circumstances, and (iii) having the capacity to modify behaviour in various contexts [11]. Academic consensus is that Cultural Intelligence (CQ) is a skill that develops gradually via experiences in cross-cultural interactions. A conceptual framework outlining the stages of the development of Cultural Intelligence (CQ) was put forth by Thomas et al. [12]. These stages are as follows: (i) initial openness to outside stimuli; (ii) recognition of different cultural norms and a desire to learn more; (iii) integration of new cultural norms and regulations into one's cognitive framework; and (iv) conversion of different cultural norms into alternative behaviours and (v) reaching the highest level of CQ, characterized by proactive cultural behaviour resulting from the recognition of evolving cues not apparent to others [12]. Thomas highlights the cumulative character of these developmental phases, claiming that people's total CQ capacities rise as they move through the phases. This viewpoint emphasizes how cultural intelligence is a skill that can be developed and enhanced over time, and how it is dynamic and ever-evolving.

Cultural Intelligence and multicultural strategies

Previous studies have highlighted a variety of proactive steps that people who are unfamiliar with a social setting take to facilitate their assimilation process [13]. These behaviours cover a wide range of tactics used to promote adjustment and assimilation in unfamiliar social environments. Studies show that people who are unfamiliar with a social environment use strategies like observation, data collection, feedback request, networking, job negotiation [14], and relationship building [15]. Cooper-Thomas and Burke [13] grouped these many approaches into three main themes based on interviews with eighty-six experienced novices: (i) changing roles or surroundings,

(ii) learning new information or improving oneself, and (iii) encouraging reciprocal progress. According to Cooper-Thomas and Burke [13] self-initiated "change role or environment" strategies include actions like task minimization (doing work that closely matches one's abilities and expertise to improve performance), demonstrating competence (proving one's skills through hard work), offering support (giving colleagues advice or information), and modelling others (adopting behaviours and work approaches observed in others). These tactics are the result of newcomers' conscious attempts to mould their environments and positions for maximum effectiveness and integration.

H₁: Cultural Intelligence significantly influences the development of multicultural strategies in the workplace with a multicultural workforce.

Cultural Intelligence and multicultural knowledge

Perceived coherence is important since team members are free to decide how much and what kind of information they share. Sharing information is another important aspect [16]. Seven-step framework for experiential Cultural Intelligence (CQ) education, which is described in length in chapter three. This training regimen's last phases include "feedback and communication" and "group discussion and social sharing". These actions emphasize the value of candid communication and cooperative discussion within groups, which promotes the sharing of knowledge, expertise, and cultural viewpoints. Collaborative Cultural Intelligence (CQ) learning can be very beneficial for heterogeneous teams for two key reasons. First, people can share experiences and insights rather than depending only on their own CQ growth. Second, developing collective cultural intelligence helps the multicultural team's interpersonal relationships and teamwork become more cohesive. This cooperative approach enhances team performance and synergy by fostering a common awareness and appreciation of cultural diversity in addition to enriching individual learning experiences. Understanding these subtleties of communication can reduce miscommunication and encourage knowledge sharing. Cultural experiences also shed light on people's preferred methods of knowledge sharing; some people may suppress information and only divulge it to those in positions of authority, while others may favor egalitarian exchanges.

H₂: Cultural Intelligence significantly influences in gain of multicultural knowledge in the workplace with a multicultural workforce.

Cultural Intelligence and motivation in multicultural organizations

Cultural intelligence facilitates a profound comprehension and admiration of varied viewpoints, principles, and modes of communication. High CQ personnel in an organization are more likely to see and appreciate the subtle cultural differences among their

peers. Regardless of their cultural background, employees need to feel included and like they belong, and this understanding helps to foster those feelings [10]. Effective interpersonal relationships and communication across cultural barriers are facilitated by high CQ levels. Employees who acknowledge and value differences are less likely to encounter miscommunications or disputes brought on by cultural differences. As a result, a peaceful workplace is established, which boosts motivation since people feel appreciated and understood [7]. Team members with different cultural origins may work together and trust each other more when they possess cultural intelligence. High Cultural Intelligence multicultural organizations frequently demonstrate a stronger inclination toward innovation and creativity. When people are free to share their special perspectives and ideas without worrying about being judged or marginalized, they are more likely to be motivated [17]. Programs for developing leaders that aim to raise managers' and executives' Cultural Intelligence can be put into place by organizations. Leaders may cultivate an inclusive and motivating culture across the entire organization by providing them with the skills they need to effectively negotiate cultural diversity [11].

H₃: Cultural Intelligence significantly motivates a multicultural workplace with a multicultural workforce.

Cultural Intelligence and adopting multicultural behaviours

The ability to exhibit appropriate verbal and nonverbal behaviours during cross-cultural contacts, such as employing language and gestures that are appropriate for the culture in question, is known as behavioural cultural intelligence, or CQ. These four components – metacognitive, cognitive, motivational, and behavioural – have different qualitative qualities, but taken as a whole, they represent the whole range of abilities needed for people to successfully negotiate and function in culturally heterogeneous environments [8]. People who have high Cultural Intelligence (CQ) are better able to gather and process information, draw conclusions, and respond cognitively, emotionally, or behaviourally to cultural cues in multicultural work settings [8, 18]. As such, they have an innate knowledge of proper conduct standards to reduce or eliminate cross-cultural miscommunication and promote constructive relationships in culturally diverse workplaces [11]. Furthermore, people with higher CQ tend to modify their decision-making procedures, communication methods, and approaches to problem-solving to conform to different cultural contexts. According to Ang et al. [10], people with high levels of Cultural Intelligence (CQ) have a greater comprehension of cultural frameworks, which helps them to correctly interpret cultural schemas, choose when and how to apply them, and actively learn new cultural norms continually.

H₄: Cultural Intelligence significantly influences in adoption of multicultural behaviours in the workplace with a multicultural workforce.

Cultural Intelligence strategies and workplace harmony

The various cultural views, habits, and traditions that various employee groups hold represent a substantial obstacle in multicultural management. Insufficient communication that takes cultural sensitivity into account can lead to employee dissatisfaction and conflict, creating internal barriers that limit overall productivity [19]. Minority groups may feel that some sectors are trying to impose their ideologies on them because their cultural values are not as strongly reflected in them. Misunderstandings and animosity often follow in these situations. To surmount these obstacles, institutions must foster strong intersectoral communication and cooperation while proactively tackling cultural disparities to guarantee a thorough comprehension and appreciation of one another's cultural perspectives [19]. Gaining knowledge of cultural differences helps foster understanding between people, which will improve the working environment as a whole. Consequently, this helps to build an organization that is more flexible and able to handle a range of problems. Collaboration and effective cross-cultural communication are essential to creating a peaceful and adaptable work environment. This proactive approach emphasizes how crucial it is to use diversity and cultural understanding within the workforce to navigate difficult business situations and meet the needs of a wide range of stakeholders.

H₅: Cultural Intelligence Strategy significantly influences the workplace with a multicultural workforce to maintain workplace harmony.

Cultural Intelligence, knowledge and workplace harmony

There has been a great deal of discussion about knowledge sharing in higher education over the past 20 years, as research by Fullwood et al. [20]. But as Bhatti et al. [21] point out, not much thought has gone into researching how multicultural workers at higher education institutions (HEIs) share information. Firms that effectively manage their human capital have a significant competitive advantage over those that do not. Knowledge sharing is closely related to human capital. Furthermore, a culture of knowledge sharing fosters lifelong learning and growth, producing a workforce that is more adaptable to change and skilled at utilizing new trends and technology. Lum et al. [22] emphasize that for social workers to effectively serve multicultural clients, they must cultivate a repertoire of knowledge and skills rooted in cultural competence. This journey towards cultural proficiency commences with the exploration and comprehension of one's personal and professional cultural awareness.

H₆: Cultural Intelligence Knowledge significantly influences the workplace, as the multicultural workforce needs to maintain workplace harmony.

Cultural Intelligence, motivation, and workplace harmony

Motivational cultural intelligence (CQ) is defined by Ang et al. [10] as having two main components: cross-cultural self-efficacy, which refers to the belief that one can successfully navigate culturally heterogeneous environments, and cross-cultural intrinsic motivation, which refers to an innate curiosity and interest in different cultures. This construct highlights people's capacity to interact meaningfully and adaptably across cultural divides, motivated by a sincere interest in cultural variances as well as a sense of efficacy. People who possess high motivational cultural intelligence (CQ) are more likely to concentrate their attention and energy on cross-cultural interactions because they are naturally curious and have a strong sense that they can successfully negotiate a variety of cultural contexts [10]. As evidenced by the correlation between this propensity for cross-cultural engagement and better performance on intercultural tasks [8], people with higher motivational CQ are likely to be more successful in cross-cultural settings. People with high motivational CQ have an innate interest in different cultures [10]. Their proactive attitude to cross-cultural relationships is motivated by their self-assurance, which gives them the courage to confront obstacles and take advantage of possibilities in a variety of cultural situations. Their tenacious endeavours and proactive involvement highlight their dedication to cultivating significant cross-cultural connections and attaining reciprocal comprehension within multicultural environments.

H₇: Cultural Intelligence significantly motivates the workplace with a multicultural workforce to maintain workplace harmony.

Cultural Intelligence behaviour and workplace harmony

A multicultural workforce that exhibits intercultural behaviour cultivates a vibrant atmosphere full of many viewpoints, experiences, and ideas. According to research, being exposed to a variety of perspectives fosters originality and creativity. Workers with diverse [23] cultural origins contribute special perspectives and methods of problem-solving that result in the creation of original answers to challenging issues [24]. Multicultural behaviour promotes the development of cultural competence, which is the capacity to comprehend, value, and communicate with others from a variety of cultural backgrounds. Organizations that foster intercultural behaviour and have a diverse workforce are better able to handle cultural variety on a national and international level in the modern, globalized economic world. According to Caligiuri and Lazarova [25], companies that exhibit enhanced flexibility to a variety of markets, client

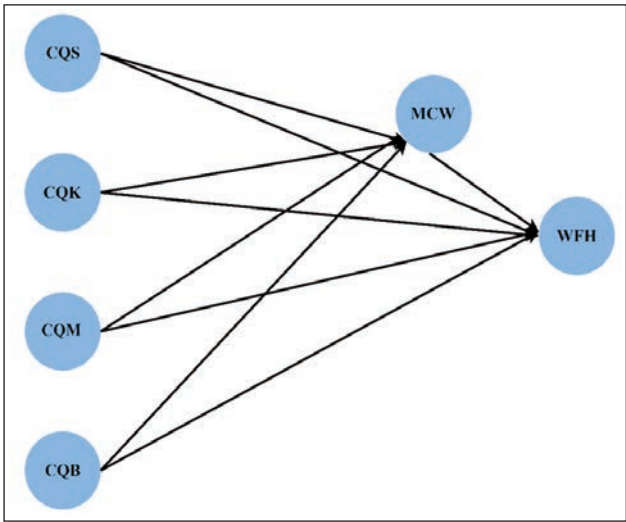


Fig. 1. Conceptual framework

demands, and global trends are ultimately better positioned to compete in the global economy.

H₈: Cultural Intelligence significantly influences the worker behaviour in a multicultural workplace, leading to workplace harmony.

Multicultural workforce and workplace harmony

Diverse viewpoints, life experiences, and approaches to problem-solving are frequently brought to the table by multicultural teams. According to Cox et al. [26] research, diversity encourages creativity and innovation because people with varied cultural origins can provide fresh perspectives and ideas that result in original solutions. More diverse workers may result in more comprehensive decision-making procedures. The quality of choices and results can be improved by this deliberate process. Employees who work in multicultural environments are more likely to become culturally competent and sensitive. According to Adler [27], being exposed to a variety of viewpoints aids in people's understanding and appreciation of cultural diversity, which promotes an inclusive and courteous work environment. Higher levels of worker engagement can be fostered by an inclusive and varied workplace where staff members feel valued and acknowledged for their unique contributions [28]. When workers feel that their identities and viewpoints are valued, they are more likely to be committed to both their job and the success of the company. Acknowledging diversity and unique perspectives can boost employee engagement and dedication to the organization's goals [28].

H₉: Multicultural workplace significantly influences workplace harmony in multicultural workplace.

EMPIRICAL SETTING AND PROCEDURE OF TESTING

This research work is highly focused on the role of Cultural Intelligence (CQ) to promote Workplace Harmony (WFH) in the readymade garment industry,

with a focus on migrant women workers and empirically validates the formulated hypothesis. The reason for the study is manifold. First, Cultural Intelligence (CQ) has a major impact on industries multicultural strategy, knowledge, motivation and behaviour as people have diverse cultural backgrounds, which has its relevance and impact on the workplace. Second, multiculturalism involves values and beliefs that migrant workers bring from different geographical locations, like ethnic diversity, language, religion, and value systems, which will have a concrete impact on workplace performance. Third, cultural intelligence in decision-making encourages a multicultural workforce, promoting cultural awareness and tolerance among workers, leading to workplace harmony. Despite the desperate need for a multicultural workforce, there is very limited research on these parameters, making our study relevant to the present working conditions.

Sample and data description

Sampling frame for any research needs to be complete, accurate and up to date. In the absence of such a sampling frame, convenience sampling was adopted. Care has been taken to ensure representativeness and reduction of bias by keeping an audit trail during the data collection stage and by making conscious efforts to select samples with homogeneous attributes. The primary data collection was made through nine months from March 2023 to November 2023 through a well-structured question-

naire, which was circulated among 358 migrant women workers from the readymade garment industries in the Indian states of Karnataka and Punjab. The study used the following inclusion criteria for the sampling unit.

- (i) Women working in readymade garment factories who are not the permanent residents of Karnataka and Punjab &
- (ii) Temporary, permanent and contract women workers above the age of 18 years.

The instrument consists of a non-comparative-detailed rating scale utilizing a 5-point Likert scale, with 5 – Strongly agree and 1 – Strongly disagree, depending on the type of questions. The data collection procedure is based on the cross-sectional method using second-generation software, Smart PLS-4.0, for data analysis.

Measures

The exogenous construct Cultural Intelligence (CQ) is measured reflectively through the four influencing factors, ie., Cultural Intelligence Strategy (CQS) with three indicators, Cultural Intelligence Knowledge (CQK) with six indicators, Cultural Intelligence Motivation (CQM) with four indicators and Cultural Intelligence Behaviour (CQB) with four indicators. The mediating variable, Multicultural Workforce (MCW), is measured with three indicators and the dependent variable Workplace Harmony (WFH) with three indicators.

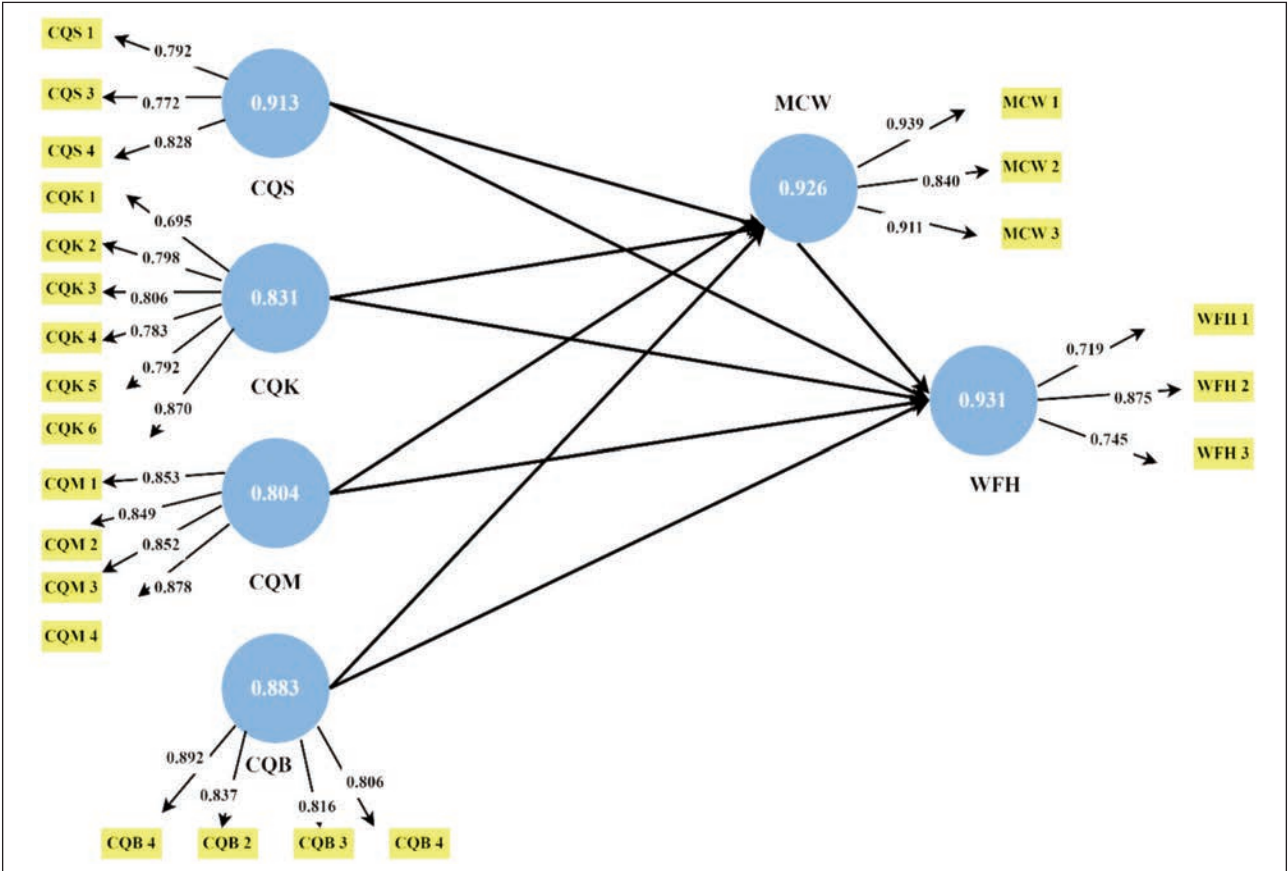


Fig. 2. Measurement model: Reliability

Table 1

| MEASUREMENT MODEL EVALUATION | | | | | | | |
|------------------------------|------------|---------------|-----------------------|-------|------------------|--------------|-------|
| Constructs | Indicators | Outer loading | Composite reliability | AVE | Cronbach's alpha | Outer weight | VIF |
| MQS | CQS1 | 0.792*** | 0.913 | 0.679 | 0.889 | 0.222*** | 1.982 |
| | CQS3 | 0.772*** | | | | 0.203*** | 2.006 |
| | CQS4 | 0.828*** | | | | 0.268*** | 2.453 |
| MQK | CQK1 | 0.695*** | 0.831 | 0.796 | 0.863 | 0.352*** | 2.316 |
| | CQK2 | 0.798*** | | | | 0.268*** | 2.919 |
| | CQK3 | 0.806*** | | | | 0.374*** | 1.079 |
| | CQK4 | 0.783*** | | | | 0.458*** | 3.745 |
| | CQK5 | 0.792*** | | | | 0.281*** | 2.372 |
| | CQK6 | 0.870*** | | | | 0.261*** | 3.019 |
| MQM | CQM1 | 0.853*** | 0.804 | 0.736 | 0.812 | 0.257*** | 2.473 |
| | CQM2 | 0.849*** | | | | 0.202*** | 2.941 |
| | CQM3 | 0.852*** | | | | 0.209*** | 2.738 |
| | CQM4 | 0.878*** | | | | 0.225*** | 3.273 |
| MQB | CQB1 | 0.892*** | 0.883 | 0.715 | 0.821 | 0.456*** | 1.929 |
| | CQB2 | 0.837*** | | | | 0.378*** | 1.715 |
| | CQB5 | 0.816*** | | | | 0.238*** | 2.016 |
| | CQB7 | 0.806*** | | | | 0.344*** | 1.619 |
| MCW | MCW1 | 0.939*** | 0.926 | 0.806 | 0.897 | 0.375*** | 3.697 |
| | MCW2 | 0.840*** | | | | 0.317*** | 2.087 |
| | MCW3 | 0.911*** | | | | 0.418*** | 2.808 |
| MFH | MFH1 | 0.719*** | 0.931 | 0.694 | 0.919 | 0.185*** | 2.404 |
| | MFH2 | 0.875*** | | | | 0.218*** | 3.006 |
| | MFH3 | 0.745*** | | | | 0.157*** | 1.944 |

Note: *** $p < 0.01$, ** $p < 0.05$ and * $p < 0.10$.

Various thumb rules explain and analyse if the observed r^2 values are high [29]. According to prior studies, the identified threshold cut-off values for endogenous constructs are 0.2 for 'weak', 0.50 for 'moderate' and 0.75 for 'high'. Figure 2 depicts the loadings of all the marked indicators of the measurement model.

Testing methods and procedure

PLS-SEM is considered an appropriate tool for this research work [29] using the software Smart PLS 4 for data analysis [30]. Among the different weighting schemes that Smart PLS provides for algorithm settings, we have chosen the structural model as a weighing method for conducting the data analysis. Raw data transformation is chosen for facilitating the incorporation of standardized data for indicators [29] to facilitate algorithms convergence, this researcher has chosen the stop criterion of $1 \cdot 10^{-5}$, which is also the threshold value for the purpose. The maximum number of iterations chosen is 300.

There are varying rules of thumb that explain whether r^2 values are high or not [29]. There is no distributional assumption. Therefore, this researcher has conducted a non-parametric test. Accordingly, the non-parametric bootstrapping procedure is invoked.

Therefore, this research work has adopted the following bootstrapping routine.

- The total number of valid samples is 385. 5000 bootstrap samples are invoked to run the PLS-SEM algorithm by following the rule of thumb.
- Empirical t-values and theoretical/critical t-values are compared with each other for the two-tailed test. The critical t-value, which is used for comparison, is 1.96.
- To obtain the empirical t-values, the 'no sign change' option is used.
- Bootstrapping confidence intervals is also duly reported.

Composite reliability, also known as internal consistency reliability, is considered a measure of composite reliability. The threshold value of internal consistency reliability should be equal to or greater than 0.8 [31] which has been established in the present work. For a reflective model, the threshold value of path loadings should be above 0.7 [32]. The threshold value of outer loadings of all indicators is above 0.7 (table 1), indicating that the indicators of all constructs have acceptable levels of outer loading. The Average Variance Extracted (AVE) is a strongly recommended test to measure convergent validity with a threshold value of more than 0.50. AVE values of all constructs of the study are above the threshold value of 0.5 (table 1). Therefore, there exists convergent

validity in all exogenous and endogenous latent constructs. PLS is a better way to measure the discriminant validity, where the square of the correlations among the variables has been in contrast with the AVE [33]. Fornell-Lacker's (1981) criterion is the best way to measure the discriminant validity, which is a comparison between the square root of AVE and other latent variables.

The collinearity levels among constructs of the study are tested. Following the Variance Inflated Factors (VIF) guidelines. All predictor variables showed VIF levels below 5.00 (table 1). This suggests that there is no collinearity in the structural model of the study. To calculate the predictive relevance of the model, the study adopted a blindfolding procedure where samples are used repeatedly by the omission of every 7th data point of the data set of endogenous constructs. This procedure is adopted for only those endogenous constructs that have a measurement specification of the reflective type. The blindfolding process calculates the parameter estimates to assess predictive relevance, i.e. q^2 . This study has used the cross-validated redundancy method to calculate the q^2 value, which is a gauge of the predictive relevance of the model with a value larger than zero [29]. Suggested to compute Stone-Geisser's q^2 value [34, 35] for understanding the model's predictive relevance. After running the blindfolding procedure, our study arrived at the values of q^2 (table 3). All values of q^2 are above zero, which indicates that the model of this research endeavour has predictive relevance.

RESULTS

Evaluation of measurement and structural model

The evaluation of the reflective model includes a validation of outer loading, composite reliability,

Cronbach's alpha, AVE, outer weight and variance inflation are validated in this model (table 1). The Fornell-Lecker criterion [29, 33] is used to measure the discriminant validity (table 2). The discriminant validity values in this reflective construct, i.e. Cultural Intelligence Strategy (CQS) 0.824, Cultural Intelligence Knowledge (CQK) 0.892, Cultural Intelligence Motivation (CQM) 0.858, Cultural Intelligence Behaviour (CQB) 0.846, Multicultural Workforce (MCW) 0.898, Workplace Harmony (WFH) 0.833 shows that the study has established discriminant validity.

The study observed the path value and empirical t-value of all the hypotheses to be above the threshold value of 0.20 and 1.96, respectively, substantiating the validity of all the hypotheses. There are varying rules of thumb that explain whether R^2 values are high or not [29]. Prior research (*Ibid*, 2017) states that the cut-off values of 0.25 are weak, 0.50 are moderate, and 0.75 are treated to be high, respectively, in other studies. All four exogenous constructs explain 89.6% of Workplace Harmony ($R^2 = 0.896$).

Table 2

| DISCRIMINANT VALIDITY (THE FORNELL-LECKER CRITERION) | | | | | | |
|---------------------------------------------------------|-------|-------|-------|-------|-------|-------|
| Criterion | CQS | CQK | CQM | CQB | MCW | WFH |
| CQS | 0.824 | | | | | |
| CQK | 0.795 | 0.892 | | | | |
| CQM | 0.541 | 0.736 | 0.858 | | | |
| CQB | 0.261 | 0.511 | 0.715 | 0.846 | | |
| MCW | 0.167 | 0.409 | 0.639 | 0.799 | 0.898 | |
| WFH | 0.128 | 0.232 | 0.482 | 0.694 | 0.763 | 0.833 |

Table 3

| HYPOTHESIS TESTING AND F ² AND Q ² EFFECTS | | | | | |
|-----------------------------------------------------------------------------|------------------|---------|----------------------------------------|----------------|----------------|
| Relationships | Path coefficient | t-value | Bias-corrected 95% confidence interval | f ² | q ² |
| H ₁ : Cultural Intelligence Strategies – Multicultural Workforce | 0.743*** | 26.475 | (0.728,0.719) | 0.412 | 0.761 |
| H ₂ : Cultural Intelligence Knowledge – Multicultural Workforce | 0.744*** | 30.842 | (0.692,0.786) | 0.314 | 0.649 |
| H ₃ : Cultural Intelligence Motivation – Multicultural Workforce | 0.358*** | 10.360 | (0.286,0.422) | 0.341 | 0.438 |
| H ₄ : Cultural Intelligence Behaviour – Multicultural Workforce | 0.626*** | 16.743 | (0.553,0.701) | 0.913 | 0.589 |
| H ₅ : Cultural Intelligence Strategies – Workplace Harmony | 0.311*** | 18.912 | (-0.580,0.590) | 0.239 | 0.368 |
| H ₆ : Cultural Intelligence Knowledge – Workplace Harmony | 0.566*** | 17.634 | (0.539,0.521) | 0.713 | 0.839 |
| H ₇ : Cultural Intelligence Motivation – Workplace Harmony | 0.477*** | 29.482 | (0.692,0.786) | 0.314 | 0.547 |
| H ₈ : Cultural Intelligence Behaviour – Workplace Harmony | 0.674*** | 27.434 | (0.739,0.621) | 0.519 | 0.861 |
| H ₉ : Multicultural Workforce – Workplace Harmony | 0.558*** | 13.736 | (0.586,0.242) | 0.839 | 0.787 |

Note: *** p<0.01, ** p<0.05 and * p<0.10.

Table 4

| MEDIATING EFFECT | | | | | |
|------------------|---------------|-----------------|--------------|-------|-----------|
| Variables | Direct effect | Indirect effect | Total effect | VAF | Mediation |
| CQS – MCW-WFH | 0.361*** | 0.468*** | 0.829*** | 56.4% | Partial |
| CQK – MCW-WFH | 0.590*** | 0.240*** | 0.830*** | 28.9% | Partial |
| CQM – MCW-WFH | 0.358*** | 0.470*** | 0.828*** | 57.5% | Partial |
| CQB – MCW-WFH | 0.358*** | 0.470*** | 0.828*** | 57.5% | Partial |

Note: *** $p < 0.01$, ** $p < 0.05$ and * $p < 0.10$ (two-sided test).

As the prior research suggests, q^2 values show the efficiency with which the path model demonstrates the predictability of values that we originally observe [29]. The q^2 of endogenous construct Workplace Harmony (WFH) is 0.787, which is above zero, indicating the model of this research has predictive relevance. The f^2 effect size of the independent variable was calculated after the calculations relating to the r^2 value, p-values, t-values, and bootstrap confidence intervals. We also calculate the q^2 effect size, which explains the “relative impact of predictive relevance” [29]. The rule of thumb that the prior research advocates, to decide upon the importance of the effect size f^2 and q^2 , states that the effect size values of 0.35 have a large effect, 0.15 have a medium effect, and 0.02 have a small effect size, respectively. From the above calculation, the f^2 effect size of the impact of Cultural Intelligence Behaviours (CQB) and Multicultural Workforce (MCW) on Workplace Harmony (WFH) is significant. The q^2 effect size of Cultural Intelligence Behaviours (CQB) on Workplace Harmony (WFH) is high, whereas Multicultural Workforce (MCW) on Workplace Harmony (WFH) has a medium effect. Model fitness is measured with SRMR criteria fit [32]. The greatest fit arises when the SRMR value is zero. A good fitness threshold value is less than 0.08. In this study work the SRMR value is 0.071 indicates good fitness of the model.

Evaluation of mediator analysis

The mediating effects of Multicultural Workforce (MCW) was assessed, to explore the consequences of its intervention in the liaison between exogenous latent variables of Cultural Intelligence viz., Cultural Intelligence Strategy (CQS), Cultural Intelligence Knowledge (CQK), Cultural Intelligence Motivation (CQM) and Cultural Intelligence Behaviour (CQB) with endogenous latent variable, Workplace Harmony (WFH). The theoretical and structural model of the present study conceptualizes the direct effect of all exogenous latent variables on the endogenous latent variable, and it was found to be significant. Further, the study tested whether the direct effect of all exogenous latent variables on endogenous latent variables would be significant after the inclusion of the mediator in the model [29].

Importance performance matrix analysis

The important performance matrix analysis (IPMA) depicts the relative importance and performance of exogenous constructs in their relationship with the endogenous construct. Total effects of exogenous constructs represent their importance, while their index values represent their performance.

Table 5

| TOTAL EFFECTS AND INDEX VALUES OF LATENT CONSTRUCTS | | |
|-----------------------------------------------------|----------------------------|----------------------------|
| Latent constructs | Institutional performance | |
| | Importance (Total effects) | Performance (Index values) |
| CQS | 0.306 | 84.497 |
| CQK | 0.626 | 92.715 |
| CQM | 0.047 | 85.139 |
| CQB | 0.834 | 91.274 |
| MCW | 0.806 | 81.213 |
| WFH | NA | 84.206 |

Table 6

| MULTI-GROUP ANALYSIS | | | | |
|----------------------|-----------|-------------|-------------|----------|
| Variables | Path | Women | Location | Δ |
| N | | 0.566 | 0.434 | |
| Path relation | CQS – MCW | 0.349 | 0.703 | 0.83 |
| | CQK – MCW | 0.786** | 0.625** | 0.161** |
| | CQM – MCW | 0.395** | 0.211** | 0.184** |
| | CQB – MCW | 0.624 | 0.757 | 0.133 |
| | MCW – WFH | –0.023 | –0.006 | 0.029 |
| R ² | CQS | 0.519 | 0.495 | 0.123 |
| | CQK | 0.632 | 0.428** | 0.547** |
| | CQM | 0.743 | 0.391** | 0.227** |
| | CQB | 0.895* | 0.835* | 0.060* |
| AVE/CR | CQS | 0.934/0.739 | 0.840/0.522 | |
| | CQK | 0.946/0.854 | 0.845/0.660 | |
| | CQM | 0.899/0.747 | 0.818/0.604 | |
| | CQB | 0.935/0.706 | 0.932/0.698 | |
| Total effects | CQS – MCW | 0.786 | 0.703 | 0.083 |
| | CQK – MCW | 0.786** | 0.625** | 0.161** |
| | CQM – MCW | 0.867*** | 0.740*** | 0.127*** |
| | CQB – MCW | 0.624 | 0.757 | 0.133 |
| | MCW – WFH | –0.023 | –0.006 | 0.017 |

Note: *** $p < 0.01$, ** $p < 0.05$ and * $p < 0.10$.

IPMA contrasts the total effects, representing the predecessor constructs' importance in shaping a certain target construct, with their average latent variable scores indicating their performance.

IPMA analysis shows that Cultural Intelligence Knowledge (CQK) has a high performance of 92.715 in comparison with the other exogenous latent variables. On the other hand, the total effect of Cultural Intelligence Behaviour (CQB) is 0.834, which is specifically high. In terms of performance, improvement in Cultural Intelligence Behaviour (CQB) would significantly contribute to the performance improvement of Workplace Harmony (WFH) and improvement of Cultural Intelligence Knowledge (CQK) in terms of total effect would overall contribute to the improvement of Workplace Harmony (WFH).

For the demographics data, the cross-table analysis can be used to identify applicable descriptors. It is observed that only women and the location aspect of demographic features show a good fit. The two groups under demographic features are women and the location group. Table 6 shows the results of group-specific PLS-SEM. It also shows their differences. PLS multi-group analysis helps to understand the importance of differences through a double bootstrap routine.

DISCUSSION AND CONCLUSION

This research paper has significant managerial implications. It contributes to our understanding of the empirical validity of the assumptions of the impact of cultural intelligence on the multicultural workforce and workforce harmony. Cultural intelligence behaviour is vital to the success of workplace harmony. The indicator of cultural intelligence behaviour, which propagates workers' willingness to embrace a multicultural workforce, and the indicator that workers need to have an inclusive workforce, ranks the construct at the highest level about its importance. Further, cultural intelligence knowledge is also considered to have maximum influence on its importance and performance for a harmonious workplace. The importance matrix shows that the companies should focus on cultural intelligence knowledge, where the company should focus on sensitising the workers on various cultures, educating them on different cultures, their practices, and the way of life, to enable workers to blend with a multicultural workforce and focus on the assigned tasks. Therefore, decision makers should focus on these aspects to improve workplace harmony. There are numerous research studies in the literature that analyse worker

behaviour based on various research methodologies [36–38].

The mediating relationship of multicultural workforce with the exogenous variables and endogenous variables is found to be partial for all four mediations of the study. The indirect effect of the exogenous variables, cultural intelligence strategy, cultural intelligence motivation and cultural intelligence behaviour is higher than the direct effect of these variables on the endogenous variable workplace harmony. This substantiates the importance of the mediator used in the study. So, to facilitate workplace harmony, a multicultural workforce should concentrate on developing strategies that promote cultural intelligence among the workforce, develop multicultural knowledge to be sensitive to different cultural backgrounds, motivate diversity and inclusivity and shape workers' behaviours to be mutually inclusive in the workplace. Therefore, managers should focus on

- Creating a conducive environment where all the workers feel safe to work without diverting their efficiency into non-productive activities.
- Implementing strategies of inclusivity, acceptance and understanding the cultural complexities and taking steps to educate the workers on multicultural aspects.
- Refining the workers' behaviours to maintain a happy and harmonious workplace environment.

The total effects substantiate the path relationship concerning the results of the total effect of PLS-MGA, since it's similar to that of the path relationship. Therefore, this research endeavour has significant managerial implications that retail workplaces need to pay more attention to the individual segment without ignoring the locational segment since there is not much difference in values. This empirical research has a wide scope for future reference. Firstly, the structural model of the future research can take up global indicators and develop a hierarchical model for the study. Secondly, IPMA assumes a linear relationship in the study. Future research can focus on non-linear IPMA, making the analysis even more useful. There are minor limitations in the present study. The current study uses convenience sampling, which is confined to the readymade garment industry. There is a possibility of missing an appropriate sample from the garment industry. The common source bias is another limitation of the study. This is because the data for dependent and independent variables are collected from the same source. As a result, the data on the independent variable and dependent variable might be influenced and exercised an adverse impact on the study.

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