The Study on Cultural Intelligence Communication and New Quality Productivity in Organizations

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Abstract. This study explored the relationship between cultural intelligence communication and new quality productivity. Cultural intelligence promotes communication and collaboration within the organization and in cross-cultural environments, enhancing team diversity and innovation capabilities. New quality productivity improves product and service quality, efficiency, and value, and enhances the organization's competitiveness. The study found that cultural intelligence facilitates active participation and support for new quality productivity measures, while the implementation of organizational new quality productivity also promotes the development and application of cultural intelligence. These findings emphasize the close connection between the two, and provide empirical support for their importance to organizations and enterprises, while also providing new directions and insights for future research.

Keywords: Cultural Intelligence; New Quality Productivity; Cross-Cultural Communication; Organizational Competitiveness

1 Introduction

In today's globalized and diversified business environment, organizations and enterprises face increasingly more cross-cultural challenges and competitive pressures. In this context, cultural intelligence and new quality productivity are seen as two key concepts that influence the success of organizations, each playing an important role within organizations and enterprises. Cultural intelligence plays a crucial role in promoting innovation in multinational companies, as it enhances employees' innovative work behaviors through work engagement and interpersonal trust [1]. A series of studies have explored the relationship between cultural intelligence, employee performance, and cross-cultural adaptation in multinational operational contexts, with a particular focus on employee performance and cross-cultural adjustment [2]. This research emphasizes the importance of perceived organizational support, work-related stress, and innovation

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in expatriate cross-cultural adaptation [3]. Additionally, the role of cultural intelligence and knowledge sharing in sustainable innovation within culturally diverse organizations has been highlighted [4]. These findings underscore the significance of cultural intelligence in cross-cultural interpersonal interactions, especially in the context of global affairs [5]. Therefore, cultural intelligence emphasizes the ability of individuals to effectively communicate and cooperate with people from different cultural backgrounds in a cross-cultural environment through understanding, adaptation, and interaction. New quality productivity, on the other hand, focuses on improving the quality, efficiency, and value of products and services. The competition between 21st-century enterprises is essentially a competition between talents, and effective human resource management can help enterprises make reasonable human resource allocation, reduce human resource wastage, improve the application value and efficiency of human resources, and also stimulate the innovation capability of enterprises, providing inexhaustible driving force for the development of enterprises [6]. Although these two concepts have received widespread attention in management and organizational research, further research on their interrelated effects is still worth exploring.

2 Literature Review

In previous research, there have been some relevant studies on the cultural intelligence of cross-cultural communication. Earley and Ang proposed the concept of cultural intelligence, emphasizing the individual's interaction and adaptation abilities in a cross-cultural environment, and put forward four dimensions of cultural intelligence: cultural knowledge, cultural awareness, cultural skills, and cultural confidence [7]. Ang et al. conducted research on the four dimensions of cultural intelligence (metacognitive, cognitive, motivational, and behavioral), and found that they have a positive impact on cultural judgment and decision-making, cultural adaptation, and task performance in different environments [8]. Ang and Van Dyne defined the characteristics of cultural intelligence and the differences from other concepts and explored the relationship between cultural intelligence and other related concepts [9]. For productivity, most of the research has focused on areas such as enterprise quality management, production process reengineering, technological innovation, or improvement of production efficiency. Davenport and Harris discussed the impact of data analysis on enterprise productivity and competitiveness in the Harvard Business Review, proposing the importance of data analysis in enterprise decision-making and strategy formulation, which has become a classic in the industry [10]. Erik Brynjolfsson and Andrew McAfee studied the impact of digitalization and technological innovation on productivity and economic growth, exploring the economic and social changes in the digital age and proposing strategies to address the challenges of the digital age [11]. Porter and Heppelmann discussed the impact of smart, connected products on enterprise competitiveness and productivity, analyzing the changes in enterprise strategy and business models brought about by the Internet of Things and smart products [12]. Bughin et al. studied the impact of artificial intelligence on enterprise productivity and economic growth, exploring the application and potential impact of artificial intelligence in various industries, and proposing the

potential impact and future development strategy challenges of artificial intelligence in the digital domain [13]. Based on these explorations, this study believes that cultural intelligence (CQ) refers to the individual's ability to understand, adapt to, and cope with communication and adaptation in cross-cultural environments. People with cultural intelligence can effectively communicate, cooperate, and exchange with people from different cultural backgrounds, understand and respect their values, beliefs, and behavioral patterns. Cultural intelligence not only involves the cognitive awareness of cultural differences, but also emotional intelligence, that is, the ability to intrinsically accept and appreciate the characteristics of different cultures, and maintain an open, inclusive, and respectful attitude in cross-cultural interactions. The term "new quality of productivity" was first proposed at the "Northeast Revitalization Symposium" on September 7, 2023 [14]. New quality productivity involves multiple dimensions, including digitization, innovation, value creation, efficiency, sustainability, and human capital, and these dimensions jointly promote the sustainable development and competitiveness of organizations and enterprises. This study believes that new quality of productivity (New Quality Productivity) is a progressive concept that has gradually formed over time, referring to improving the quality and efficiency of productivity through factors such as innovation, technological advancement, and new ways of working, rather than simply increasing production volume. This productivity improvement includes higher value creation, lower waste, higher product quality, and more efficient production processes. Previous research has explored the interaction between cultural intelligence and new quality productivity, discussing how cultural intelligence influences an organization's innovation capability, employees' job satisfaction, and a company's competitive advantage. It also examines the role of new quality productivity in shaping cultural values and organizational culture.

3 Research Methodology

3.1 Theoretical Foundation

This study employs perspectives from cross-cultural management theories, including Hofstede's Cultural Dimensions, Harold Leavitt's cultural contrast theory, and Guido's Cultural Convergence Theory, to research the relationship between cultural intelligence communication and organizational new quality productivity. The aim is to identify the connection between new quality productivity and cultural intelligence communication within an organizational context. Cultural Intelligence Communication (CQ) is discussed based on the four dimensions proposed by Christopher Earley and Soon Ang: Motivational CQ, Cognitive CQ, Metacognitive CQ, and Behavioral CQ, which describe an individual's ability to work effectively in different cultural settings. New quality productivity is explored from the perspective of expanding enterprise competitiveness within the context of 'New Era Socialism with Chinese Characteristics.' This involves the development of new quality productivity through digitization and intelligent advancements, aiding both individual and organizational growth. The content encompasses related theories on productivity, efficiency, competitiveness, quality management, process improvement, and technological innovation.

3.2 Research Framework

Based on the theories and relevant studies of the scholars mentioned above, the research framework for this study is summarized as f shown in Figure 1.

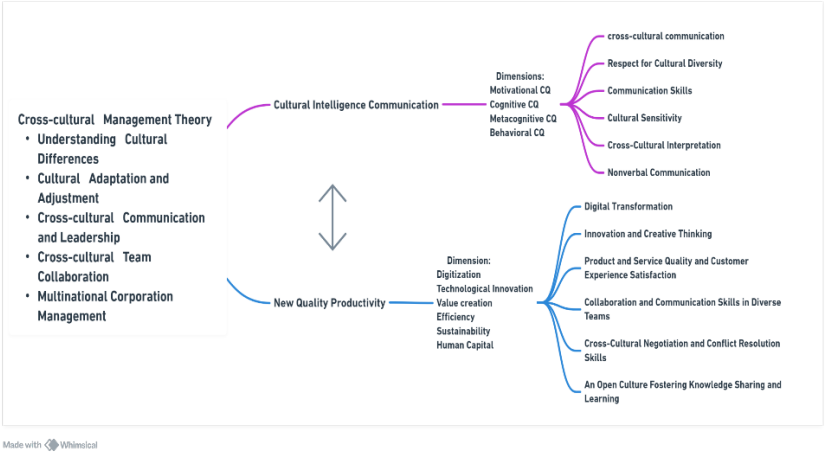

Fig. 1. Cultural Intelligence Communication and New Quality Productivity in Organizations Research Framework

4 Research Analysis

4.1 The Impact of Cross-Cultural Intelligence Communication on New Quality Productivity

Cultural Intelligence (CQ) communication impacts the New Quality of Productivity in various aspects, including organizational culture, team collaboration, innovative thinking, employee satisfaction, decision-making quality, market expansion, customer relations, and knowledge sharing.

4.2 The Impact of New Quality Productivity on Cross-Cultural Intelligence Communication

The New Quality of Productivity influences Cultural Intelligence (CQ) communication primarily through the application of technological tools, transformation of communication methods, enhancement of cultural adaptation abilities, and optimization of organizational collaboration. The newly shaped organizational culture can elevate employees' cultural intelligence levels, including the impacts of New Quality of Productivity measures on organizational structure, leadership styles, and employee motivation.

4.3 The Impact of Interaction Effects

The interaction between Cultural Intelligence (CQ) communication and the New Quality of Productivity impacts multiple mechanisms, significantly enhancing overall organizational productivity and competitiveness. These mechanisms include improving team collaboration and innovation capabilities, increasing internal customer (employee) satisfaction and engagement, optimizing decision-making quality and problem-solving, driving global market expansion, enhancing customer relations and satisfaction, promoting knowledge sharing and organizational learning, and strengthening cross-cultural project management. This interaction not only facilitates effective internal operations but also actively nurtures future industries such as new energy, new materials, advanced manufacturing, and electronic information, accelerating the formation of the New Quality of Productivity and boosting the company's adaptability and innovation in the global market.

5 Conclusions

The research found the following key points:

Firstly, cultural intelligence communication has been demonstrated as a critical factor that facilitates communication, cooperation, and collaboration within organizations and across cultural environments. In today's globalized and diverse landscape, many organizations face challenges in cross-cultural communication and collaboration. Individuals with high levels of cultural intelligence possess an understanding and respect for different cultures, as well as the ability to adapt to diverse cultural environments. They can effectively leverage the potential of multicultural teams, enhance team diversity, and improve innovation and competitiveness. Secondly, new quality productivity, as a novel management concept and production method, focuses on enhancing the quality, efficiency, and value of products and services through digitization. The study found that the implementation of new quality productivity measures can promote process optimization, resource allocation, and innovation management, thereby enhancing organizational competitiveness and performance. Finally, This study reveals the mutually reinforcing relationship between cultural intelligence communication and new quality productivity. Members of organizations with high cultural intelligence are more actively involved in and supportive of new quality productivity measures, effectively managing changes and challenges. The implementation of new quality productivity helps shape a new culture, guiding members to adapt to different cultural backgrounds and apply digital tools. Especially with the rapid development of digital and artificial intelligence technologies, cross-cultural management assists organizations in adapting to the cultural, legal, and policy differences of various countries, thereby more effectively penetrating global markets. By establishing cross-cultural teams and international collaborations, organizations can improve the quality of their products and services, enhance global competitiveness, and promote new quality productivity. These findings provide practical value for organizational leaders and managers in driving innovation and productivity, while also offering new directions and insights for future research.

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