

LEBANESE AMERICAN UNIVERSITY

**Linking Cultural Intelligence and Perceived
Organizational Justice to Turnover Intention in the
Lebanese Hospitality and Tourism Industry**

By

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Dedication

“Nothing worth having comes easy.”

Theodore Roosevelt

This study is dedicated to all the hard-working employees in the hospitality sector who put on a smile every day and try to create the best customer experience. Thank you for filling out my survey and contributing to the results of the study. I would also like to dedicate this work to the family, friends and people I met while working on my thesis who supported me and taught me the know-how of research. Lastly and most importantly, thank you God for guiding me in the right direction and putting helpful people in my way. I owe everything to you my Lord.

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Thank you for helping me start with my very first step into the world of research.

Linking Cultural Intelligence and Perceived Organizational Justice to Turnover Intention in the Lebanese Hospitality and Tourism Industry

Sarah Abi Abdallah

ABSTRACT

Purpose: The everlasting search for reducing turnover remains present and on-going in the world of business especially in the hotel and tourism industry, where turnover rates are extremely high. The primary aim of this study is to assess whether or not employees who possess high levels of cultural intelligence (CI) are less or more likely to want to leave their job, and the effect of perceived organizational justice on the relationship between CI and turnover intention (TI) within the Lebanese hospitality and tourism sector.

Design: Literature review, quantitative analysis, and a survey filled by 185 respondents via convenience sampling were conducted. The survey gathered demographic information about the service employees in the hospitality and tourism sector as well as answers pertaining to their level of CQ, POJ, and TI. The data obtained were then analyzed using the Statistical Package for Social Sciences SPSS (version 26) Descriptive and inferential statistics were administered.

Findings: CI had a positive relationship with TI. POJ did not moderate the relationship between CI and TI. However, most of the respondents held low-end jobs and belonged to generation Y and Z (age group: 18-34).

Originality: The study took place in Lebanon, a relatively under looked geographical area in research. Moreover, the fact that the study provides practical, theoretical and future research recommendations in the hospitality and tourism sector is a worthy addition for the world of research.

Keywords: Cultural Intelligence, Perceived Organizational Justice, Turnover Intention, Lebanon, Hospitality and Tourism Industry

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List of Abbreviations

CI: Cultural Intelligence

CQ: Cultural Quotient

CQS: Cultural Quotient-Strategy

CQK: Cultural Quotient-Knowledge

CQM: Cultural Quotient-Motivation

CQB: Cultural Quotient- Behavior

POJ: Perceived Organizational Justice

DJ: Distributive Justice

PJ: Procedural Justice

IJ: Interactional Justice

TI: Turnover Intention

TWA: Theory of Work Adjustment

SEM: Structural Equation Model

Chapter One

Scope of the Study

This chapter comprises an introduction, a focus on the importance of the research and the exploratory questions.

1.1 Introduction

Same machinery, similar physical spaces, yet one business is more successful than the other. The reason for the latter is that success is related to people. At the end of the day, it is the employees who push a firm upward to its peak or drag it down to hit rock bottom failure (Pfeffer & Veiga, 1999).

Attracting the right employees and placing the right person in the right position is key, but retaining is the critical part. Certain variables may either arouse an employee's intention to quit or may hinder it (Cosack et al., 2010). A proposed variable is cultural intelligence (CI).

Disruptive technology (ground-breaking inventions), globalization, and transportation advancements, have turned the world into accessible and transparent villages where interaction and business take place. The business world is now open to one another where encounters between culturally diverse persons has become the norm. It is no longer enough to discuss intellectual quotient when looking at curricula vitae. Requirements and skills have evolved to inculcate capabilities such as cultural quotient (CQ), the advanced skill needed in

today's inclusive business world. This is particularly true in the hospitality sector where service employees are exposed to culturally diverse clients and customers (Bharwani & Jauhari, 2017).

Another anticipated factor related to turnover intention is perceived organizational justice (POJ). The latter refers to the fairness alleged in the workplace (Meisler, 2013). Man has always fought for the presence of justice and went through extreme measures such as war to attain it. Hence, its presence in the work arena is no different.

It is crucial to approach turnover intention within the hospitality and customer service sectors, since projected shortages could present substantial and overwhelming effects such as the loss of skilled employees as well as increased hiring and training costs (Beecroft, 2008). This study is founded on the theory of work adjustment (TWA) that came to light in the 1960s and contributed to the world of vocational psychology and human resources. The theory explored different variables that helped workers adjust to their work environment (Dawis, 1968). One of the main points of TWA is that in order for an employee to adjust to his/her work environment and consequently decrease the intention to quit, he/she must possess certain skills (Bharwani & Jauhari, 2017). The aim of this research is to explore whether or not cultural intelligence will be a capability that will influence turnover intention. This paper will examine the effect of cultural intelligence on turnover intention and the moderating role of perceived organizational justice within the Lebanese hospitality and tourism sector.

1.2 Importance of the study

The aim of this paper is to study the relationship between cultural intelligence and perceived organizational justice to turnover intention drawing from the literature review and an empirical study. Specifically, it explores the potential moderation of perceived organizational justice among cultural intelligence and turnover intention.

Despite extensive research on CQ and its effect on turnover intention, to my knowledge, no study have examined justice as a moderator to the latter relationship. Costers (2019) suggested the need for research that focuses on self-rated CQ data, probes the effects of CQ as a personal employee resource and explores the effect CQ in settings where CQ is especially relevant (the hospitality industry). Moreover, this study will be adding validity to the constructs of cultural intelligence, perceived organizational justice and turnover intention. The examination of the above representation contributes to the literature on cultural intelligence, justice, and turnover intention by explicitly questioning their underlying relationships and shedding light on the latter in Lebanon's hospitality and tourism sector.

The Lebanese hospitality and tourism sector was chosen as the bases for this study because it is one of Lebanon's most promising and economically supportive sectors to the country's GDP (Jallat & Shultz, 2011). According to Hofstede, Lebanon is a collectivistic society, i.e. it fosters hospitable actions and openness to cultural and group interactions (Halder, 2019). In addition, Lebanese

people are known for their hospitable nature (Azar & Mullet, 2001)), cultural knowledge and passion for cultural exposure (Sidani & Gardner, 2000). Finally, this industry helps us study whether and how employees act and interact in a setting where culturally diverse clients are present, while studying the effect of the latter on turnover. Figure1 below illustrates the intended research model.



Figure 1: Hypothesized relationship among study variables

1.3 Definition of Operational Terms

1.3.1 Cultural Intelligence

(Ang et al., 2015) defined cultural intelligence (CI) as the capability to function effectively in culturally diverse settings characterized by cultural diversity and measured through a cultural quotient CQ Cultural intelligence has four dimensions:

1.3.2 Strategy CQ1

Strategic cultural intelligence is defined as the method or the approach used by an individual before, throughout, and after carrying out intercultural communications and interactions. That is how an intercultural encounter is planned for and mitigated.

1.3.3 Knowledge CQ1

Knowledge CQ is the understanding of the context, norms, values, traditions, mindsets, rituals... of other cultures mostly gathered from reading and studying about other cultures.

1.3.4 Motivation CQ1

It is not enough to get to know the culture of another in the work field, one must first be driven to do so with a genuine interest. Personal motivation, efficacy, and openness to experience are major factors that contribute to motivational cultural intelligence.

1.3.5 Behavior CQ1

Sometimes referred to as the silent or hidden language of cross-cultural communication. It is the tendency to quickly pick-up on verbal and non-verbal cues, impressions, and self-presentation of other individuals. Possessing a low behavioral CQ means that the person is very unlikely to recognize when and what certain conducts mean and is unaware of the cues.

1.3.6 Perceived Organizational Justice

According to Byrne and Cropanzano (2001) organizational justice is a professed perception of fairness which categorizes employees' feelings on the subject of treatment within an organization. There exists three dimensions for organizational justice:

1.3.7 Distributive Justice

Pertains to the distributions and allocation of resources. It is also explained as the distribution of compensation, rewards and other benefits that meet up expectations of

employees with respect to their inputs (Crow et al., 2012).

1.3.8 Procedural Justice

Involves the process of distribution and allocation of resources among the employees, which relates to the decision-making process (Dayan and DiBenedetto, 2008).

1.3.9 Interactional Justice

Deals with the interpersonal behavior via-à-vis the supervisor and other colleagues at the workplace (Leung, 2014).

1.3.10 Turnover Intention

Turnover intentions are seen as an indicator of an employee's affective commitment to an organization and their job embeddedness (Mitchell et al., 2001).

1.4 Research Questions

This study was directed by the following research questions:

RQ1: Does high cultural intelligence in service employees lead to low turnover intention?

RQ2: Does low cultural intelligence in service employees lead to high turnover intention?

RQ3: Does perceived organizational justice moderate the relationship between service employees' cultural intelligence and turnover intention?

This paper will examine the above hypothetical research questions by collecting and analyzing quantitative data that will be analyzed using different statistical methods.

1.5 Thesis Overview

This research is set to explore the moderating effect of perceived organizational justice on the relationship between cultural intelligence and turnover intention. The structure of the paper is as follows:

Chapter 1- Introduction: This chapter introduces the topic, need for the study and the setting

Chapter 2- Literature Review: includes a review of the literature to establish the prevalent definitions of the three variables-cultural intelligence, perceived organizational justice, and turnover intention.

Chapter 3- Hypotheses Formation: this chapter gives the hypothetical setting to the relationship between the variables

Chapter 4- Methodology & Statistical Findings: depicts the strategy by which information was gathered and analyzed for this experimental investigation.

Chapter 5- Discussion: measurable discoveries are exhibited and the acknowledgment or dismissal of the hypotheses with justification.

Chapter 6- Implications, Limitations & Recommendations: incorporates the findings, implications for management and proposals to future research.

Chapter Two

Literature Review

The following chapter will cover the literature review. Each of the three variables- cultural intelligence, perceived organizational justice, and turnover intention will be reviewed. The history of each variable, its constituents and earlier research work will be discussed. In addition, the relationship between the variables leading to the hypothesis will be presented.

2.1 History and Outcomes of Cultural Intelligence

“We are, at almost every point of our day, immersed in cultural diversity: faces, clothes, smells, attitudes, values, traditions, behaviors, beliefs, rituals.”

Randa Abdel-Fattah (Award-winning author)

From the days of the Phoenicians, up until today, being it for trade or tourism, communication has always been a challenge, and when cultural norms are added, it becomes even more of a challenge (Tuleja, 2017). Cultural intelligence (CI) or cultural quotient (CQ) is a very ancient acumen that was used whenever trade and/or intercultural meetings took place. The term “cultural intelligence” has only been directly addressed and measured when researchers Christopher Earley and Soon Ang decided to investigate further the subject in 2002. Cultural intelligence is a skill that sets an individual apart from the rest, and is defined as a group of capabilities that make people

work and adapt successfully in diverse cultural circumstances (Earley & Ang, 2003).

According to Lovvorn & Chen (2011), CI is a multidimensional concept having four components: Strategy, knowledge, motivation, and behavior. The findings in Nunes et al.'s study (2017) revealed a positive relationship between cultural intelligence and adaptability. This resulted in enhanced performance since the four components of CI integrated aptitudes that empowered the person to grasp, foresee, adjust, and predict the frames of mind, behaviors, and cultural cues in a culturally diverse setting.

Cultural intelligence is an extension of emotional intelligence; while emotional intelligence handles what makes us human, cultural intelligence goes further to relate and work adequately with individuals from various social foundations, and goes past existing thoughts of social sensibility and mindfulness (Lin et al., 2012). One might have a high intellectual quotient; however, if not equipped with cultural intelligence, might lead to problems, especially when that person is interacting with individuals from diverse cultural backgrounds in the workplace. (Earley & Ang, 2003). Being aware of one's own cultural intelligence and developing it is very crucial, so much so, that around 70 percent of global deals have failed because of the absence of cultural fluency and understanding (Livermore, 2015). Cultural intelligence is not an end in essence, but acts as a compass for controlling individuals through the globalized universe of authority. CI has been linked to several organizational outcomes (Tulja, 2017; Livermore, 2015; Crowne, 2013; Sims, 2012). For example, a 2012 "Economist Intelligence Unit Survey" targeted 500 global executives and reported that improving cross-cultural communication contributes to a company's profit and organizational success (Tuleja, 2017), consequently contributing to organizational success. Also, Crowne (2013) found

that employees with high CQ were shown to have high job performance and lower exposure to burnout since the presence of CI enhances workers' ability to handle various work-related assignments, leading to increased profitability (Livermore,2015). Moreover, a study by Sims (2012) on private high school faculty in Latin America, showed a positive correlation between cultural intelligence and job satisfaction. Educators with high cultural quotient (CQ); a measure of CI, had their yearly work contracts renewed. The answer is rooted in cultural intelligence. Figure 2 below is a visual representation of cultural intelligence and its four components.

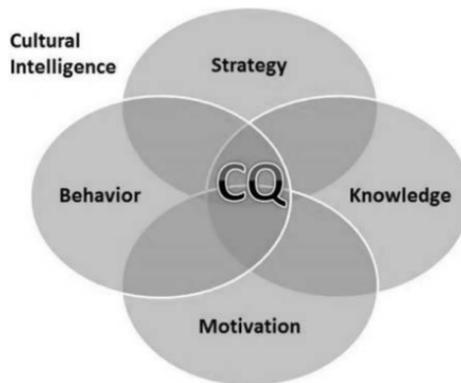


Figure 2. Components of Cultural Intelligence

2.2 Components of Cultural Intelligence

2.2.1 CQ-Strategy

There is a triggering drive in each individual for sense-making, especially in a culturally diverse ambiance (Chater & Loewenstein, 2016). CQ-strategy, also referred to as metacognitive CQ is the manner by which an individual understands intercultural encounters. It mirrors the procedure and plans people use to secure and comprehend cultural information. It is the link between knowledge and behavior. While cognitive

CQ focuses on what one knows, metacognitive CQ focuses on “understanding one’s own and other’s cognition” (Ang et al., 2015, p. 5). CQ-strategy centers on higher-order cognitive procedures and incorporates the capacity to assemble techniques prior to culturally diverse experiences, and rationally modifies designs in case of a distinction between reality and expectation (Ang et al., 2007). Individuals with high strategy- CQ have the possibility to plan, screen, and reexamine social desires for different social gatherings and topographies (Ng et al., 2012). Employees with high strategy-CQ are also highly able to recognize international opportunity and innovativeness because of their high level of resilience. Consequently, contributing to a better understanding and creation of original and unorthodox situations (Lorenz et al., 2018). Moreover, training and developing a person’s strategic CQ will help in enhancing his/her sensitivity and competence when the latter is found in culturally varied settings (Gooden et al., 2017). Lorenz et al.’s (2017) scenario-based studies showed that the presence of high strategy-CQ in service employees made them more able to adjust to cultural differences and challenges in their interactions with customers. Also, high strategy-CQ is linked to having employees better predict the consequences of culturally different encounters and exert more effort in the latter (van der Horst & Albertyn, 2018).

2.2.2 CQ-Knowledge

CQ-Knowledge, also referred to as cognitive CQ is how a person comprehends the differences and similarities between cultures. It answers the question of “what one knows”. The latter inculcates information of customs, standards, and conventions of various societies acquired through personal communications and encounters. Scientists contended that those with high intellectual CQ could decipher similitudes and contrasts

more easily in culturally diverse settings (Brislin et al., 2006). CQ-Knowledge portrays information on a higher level of understanding. This information incorporates a legitimate, social, and monetary comprehension of the multifaceted structure and qualities framework (Bücker et al., 2015). People with cognitive CQ are talented in spotting lucrative culturally diverse opportunities in the sense that they can contribute with their knowledge, information, and experiences collected and saved throughout their lifetime in coming up with solutions and ideas (Corbett, 2005). Individuals with high cognitive CQ are more likely able to discover and grasp opportunities in culturally diverse settings. This is due to the fact that they have an enhanced knowledge of customers, the market, and the strategies needed to approach the market (Lorenz et al., 2018). Employees with high knowledge CQ are also able to be innovative in diverse cultural settings since they may apply their knowledge of the culture from an outside and wider perspective. Hence, it is important to shed light on those employees' innovative and entrepreneurial behaviors (Lorenz et al., 2018).

2.2.3 CQ-Motivation

It all starts with motivation. It is an individual's enthusiasm and curiosity for encountering different cultures and connecting with people from various societies (Zhang, 2019). Individuals with high motivational CQ address social intrigue confidently with trust in diversity, and derive their motivation from their interest and drive (Jeevan & Kour, 2017). In other words, they are more likely able to show persistence and intensity when cultural challenges arise. People with high motivational CQ possess high self-efficacy and are intrinsically driven and stimulated (Earley & Ang, 2003). They not only succeed in

carrying out cross-cultural interactions, but also find joy and value in the latter as well. “The motivational aspect of CQ requires a personal sense of efficacy and desire for enactive mastery as well as a positive evaluation of such situations” (Earley & Ang, 2003, p. 138).

Motivational CQ is a critical component in determining the efficiency of a cross-cultural interaction since it boosts the learning process of cross-cultural experiences (Peng et al., 2015). In addition, it has been shown that motivational CQ bolsters knowledge CQ (Ng et al., 2012). The presence of high motivational CQ in employees helps them adapt and adjust faster in work situations that are culturally diverse to them (Zhang, 2019). In turn, self-efficacy has also been shown to lead to higher work adaptability (Palthe, 2004); a trait found in people who possess high motivational CQ. Bandura’s literature on self-efficacy (2002) states that self-efficacy directs the exercise of one’s own power and charge over motivation.

2.2.4 CQ-Behavior

Behavioral CQ, also referred to as CQ action is the capacity to exhibit verbal and nonverbal activities when conveying diversely. It is the extent to which one can smoothly adjust to a culturally diverse situation (Solomon & Steyn, 2017). This final act of cultural intelligence deals with the people around. People with high behavioral CQ are verbally (proper words, motions, enunciations, and outward appearances) and nonverbally versatile in social collaborations (Solomon & Steyn, 2017). Behavioral CQ is a pivotal component of CQ since verbal and non-verbal conduct are the most paramount features of social encounters and interactions. Hence, observers usually rely more on behavioral CQ to assess an individual’s cultural intelligence (Ang and Dyne, 2015). Behavioral CQ

is positively related to organizational commitment (Azardvand et al., 2013) and task performance (Duff et al., 2012).

2.3 Perceived Organizational Justice

Perceived organizational justice (POJ) is a social concept that focuses on perception of fairness within the working environment and aims to respond to the inquiry of "what is just". It connects the objective part of basic leadership to the emotional view of reasonableness (Cropanzano et al., 2001). Neuroscientists agree that fairness is instilled in our minds, that is the reason we search for it in each event we experience (Sanfey et al., 2003). Equity in a firm is estimated in a roundabout way by evaluating perception of justice. People lead individual assessments about the moral and good behavior of management. In light of the conduct of the association, the individual creates demeanors and practices as per their decisions (Greenberg, 1990). An ambiance of justice arises from being exposed to consistent rules and managers; mutual meanings as a result of social construction, as well as attracting, selecting and retaining certain employees over time (Karam et al., 2019).

Organizational justice has been conceptualized as the rules and measures that administer the association as far as distribution of benefits and capitals, processes related to the latter assets, relational connections, and levels of correspondence between the association, pioneers and representatives (Greenberg, 1990).

Organizational justice is of three types: Distributive, procedural and interactional (Chan & Lai, 2017); explanation of each component will be discussed further on in this paper. Past research indicated a relationship between the components of POJ and social exchange relationships (Tekleab et al., 2005). According to the social exchange theory (SET),

relationships in organizations develop over time into shared commitments based on certain norms of exchange and expectations of reciprocity (Cropanzano & Mitchell, 2005). To this effect, POJ predicts social exchange relationships between employee and the firm. For instance, interactional justice anticipates leader-member exchange (LMX), a social exchange relationship (Cropanzo et al., 2002). Moreover, procedural justice was found to be an antecedent of perceived organizational support (POS) (Wayne et al., 2002). Employees who had a high perception of organizational justice had higher organizational citizenship behavior (OCB) according to Organ (1990). Moreover, Skarlicki and Folger (1997) found that all three forms of justice when perceived by the employee lead to low counterproductive work behavior. For this study, organizational equity is operationally characterized as the decency seen by representatives, including associations with chiefs, leaders, colleagues and the organization, and the score on the POJ scale (Niehoff & Moorman, 1993) will impartially advise the level regarding the three elements of perceived organizational equity an individual has (Colquitt et al., 2001). The figure below shows the 3 dimensions of POJ that contribute to overall equity.

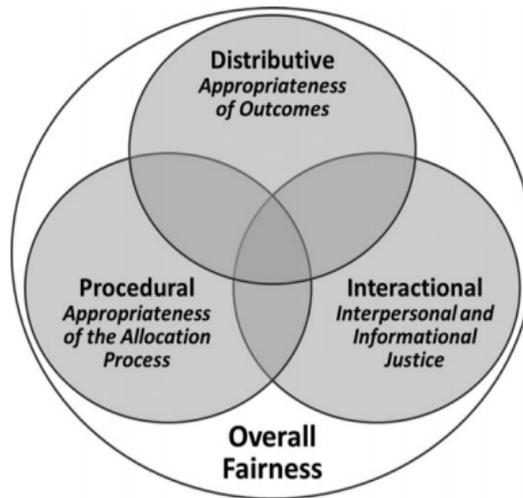


Figure 3: The three areas of perceived organizational justice that contribute to overall fairness (Ambrose & Schminke, 2009)

2.3.1 Antecedents of Perceived Organizational Justice

POJ is influenced by the practices, results, and characteristics of the perceiver (Cohen-Charash & Spector, 2001).

Organizational practices refer to whether or not rules are respected and the nature of communication and conduct with employees. Results refer to the valence of outcomes and whether or not the company abides by its rules such as need, equality and equity standards while perceiver characteristics deals with character disposition (e.g., self-esteem) and demographics (e.g., tenure, race, gender, and age) (Diekmann et., al 1997).

Employees' perception of organizational justice is also a result of cognition where employees evaluate organizational events as either just or unjust based on what they have cognized (Zapata-Phelan et al., 2009). Such evaluations will lead to employees' perceived assessment of the different components of justice: Distributive, procedural and interactional justice (illustrated in figure 4 below).

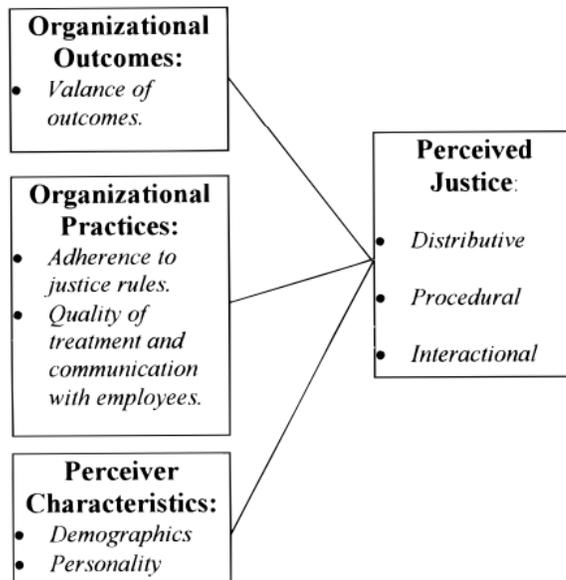


Figure 4 Antecedents of Perceived Organizational Justice (Cohen-Charash & Spector, 2001).

2.4 Components of Organizational Justice

2.4.1 Distributive Justice

Distributive justice is a component of organizational justice and is defined as the perceived fairness towards the distribution of results (Tyler, 2004). It is the part of justice that focuses on the outcomes. Distributive justice identifies with the equity theory which denotes an employee’s cognitive evaluation as to whether or not amounts and allocations of rewards are fair. In other words, if two workers of a similar position are paid similarly, yet one is contributing significantly more to the association, this worker will see the organization as unfair. Then again, the one who is performing less, feels fulfilled and

genuinely better. To know whether or not distributive justice took place, behavioral expectations are compared to the allocated rewards and costs. If there is a match between the latter, then distributive justice has taken place (Ryan and Wessel, 2015).

Perception of distributive justice was shown to enhance work performance in terms of attitude and quality (Masterson et al., 2000). It also correlates with turnover intention since it affects employee satisfaction (Hendrix et al., 1999). Additionally, individual distributive justice positively relates to organizational affective commitment (Ohana & Meyer, 2016) and perceived accountability in performance appraisals (Erdogan, 2002). In simple terms, it is “one’s belief that “everyone should get what they deserve” (Luthans, p. 273).”

2.4.2 Procedural Justice

The perceived fairness of the process by which decisions about the distribution of outcomes is made is known as procedural justice. Procedural justice can raise issues of equality i.e. the criteria used would not discriminate for example in pay and promotion. According to Folger (1987) when employees perceive that procedural justice is administered, they become more devoted and dedicated to the organization. This in turn helps employees shape the image they have of their organization. Procedural justice is reinforced when employees are given permission to express their opinions in the implementation of organizational procedures (Tremblay et al., 2010). George (2014) found that an employee’s intention to quit is decreased when perception of procedural justice is high. In addition, the exploratory work of Folger (1977) and Folger et al. (1979) found a positive relation between voice and justice by showing that subjects who were allowed to voice their opinions regarding the allocation of resources perceived them as being fairer as opposed to the subjects who refrained from using their voice.

2.4.3 Interactional Justice

An extension of procedural justice is interactional justice. It is defined as employees' perceptions of the quality of the communication and treatment received during the enactment of organizational procedures and decision-making (Bies, 2015). Interactional justice inculcates encounters that portray social compassion such as when a manager lends an ear to listen to employees' concerns, backs up decisions with reasonable explanations, shows respect, poise, and empathy to employees (Dai & Xie, 2016). Interactional justice plays a positive vital role in employee development and organizational commitment (Ghani et al., 2019) and has a negative relation with interpersonal deviant behaviors such as gossip, verbal mistreatment, and unapproved breaks (Ahmed et al., 2018). Interactional justice was shown to have an impact on retaliation at work (Bies & Tripp, 1996) change in organizations (Daly, 1995), and employee layoff (Wanberg et al., 1999).

2.5 Turnover Intention

Retaining quality employees starts by deciphering and dealing with variables that could lead to an employee's turnover intention. Mobley (1977) defined turnover intention (TI) as an employee's wish to quit the organization while still employed. In 1975, Kraut was the first researcher to reveal that intention to turnover is the first step to turnover. In 2017, two researchers, Lee and Sturm divided job quitters into three categories: the impulsive (quits without having secured an alternative job), the preplanned (quits after having secured an alternative job offer), and the conditional quitter (only quits when an unknown forthcoming incident happens).

An employee's intention to quit creates instability within the organization (Mobley,

1982). Stability and certainty are highly favored adjectives describing organizational atmospheres that may be lost when TI is high (Wadsworth et al., 2018). The art and science of retaining employees in the hospitality industry remains a pivotal issue (Guchait et al., 2015). The US Bureau of Labor Statistics (2018) showed that turnover rates in the hospitality industry were higher than any other industry. This in turn highly influences a firm's profitability and performance. Not being able to manage turnover rates will lead to ineffective knowledge management and cost-efficiency (Aliyu et al., 2018) as well as knowledge loss (Ahmad et al., 2014). TI may be the result of characteristics and elements that are found at the individual, organizational, or job level (Gupta, 2015).

One of the antecedents of employee withdrawal is commitment. Employees who know that their organization is committed to their well-being feel the need to reciprocate by committing to the organization as well (Koch and Steers, 1978). Moreover, whenever employees feel listened to and kept in the loop about business issues, their turnover intention is likely to be lower. Thus, according to Kang & Kim (2016), communication leads to low turnover intention. Also, Stress, trust relationships, job security and job-satisfaction (Malik & Khalid, 2016) were shown to be antecedents of TI. Additionally, performance appraisal satisfaction (PAS), workplace engagement (Memon et al., 2019) and perceived supervisor support (Arici, 2018) reduce an employee's turnover intention. According to Kassir et al., (2015), cross-cultural training for expats is a factor that leads to low turnover intention. Employee empowerment positively affects job satisfaction; consequently, leading to low turnover intention (Kim & Fernandez, 2017). Environmental and external factors may also be reasons for TI such as family impact (Labrague et al., 2018), social cues and correspondence (Kwon, 2017). The advantages of identifying

factors that push employees to turnover is two-fold. First, it helps human resource managers hire the candidates who will stay with the organization and second, it helps with the development of retention strategies (Jenkins, 1993).

Chapter Three

Hypotheses Formation

This Chapter discusses the relationships between cultural intelligence and turnover intention; perceived organizational justice and turnover intention, as well as the moderating effect of POJ on the relationship between CI and turnover intention. It also includes the three different hypotheses to be tested.

3.1 Perceived organizational Justice and Turnover Intention

Perceived organizational justice has been identified by several researchers as a predictor of turnover intention (Engelbrecht & Samuel, 2019; Ekmekcioglu & Aydogan, 2019; Addai et al., 2018; Al-Shbiel et al., 2018; George & Wallio, 2017). A study by Banaszak-Holl et al., (2015) on nurses in Michigan in the US showed that nurses' intention to quit was negatively affected by how just they perceived their organization's values and how much they connected to the culture, principles, and overall working environment. George & Wallio's (2017) study showed that when employees do not perceive a fair treatment from management, negative work consequences develop such as: their intention to quit or to search for an organization that inculcates fair treatment.

After having collected data from around 340 workers in a financial institution in Turkey, Ekmekcioglu & Aydogan (2019) found that POJ substantially affects TI in a negative manner. Equally important, a study by Addai et al.,'s (2018) found a

strong negative relationship between perceived organizational justice and turnover intention in senior high school teachers. Teachers who perceived high organizational justice knew that their hard work was valued and felt no need to quit the institution they worked at. Yet, no study focused on the above relationship within Lebanon (a country in the MENA region) in general and within the hospitality industry in particular.

From the above, we propose that:

- **H1:** Perceived organizational justice has a significant negative influence on turnover intention.

3.2 Cultural Intelligence and Turnover Intention

Researchers have theorized that quitting one's job may be the result of CQ insufficiency (Froese et al., 2016). Froese et al.,'s (2016) study showed that organizations who fostered CI in their workforce were better at retaining inpatriates. This may be achieved by sharing and spreading global values across a corporation's departments to help make it more culturally diverse in order to reduce TI. Previous literature has shown cultural intelligence's positive impact on communication, job satisfaction and performance, expatriate adjustment and its role in reducing anxiety and overcoming challenges in diverse contexts (Bücker et al., 2014; Huff, 2013; kim et al., 2008).

In kim et al.,'s (2008) handbook of cultural intelligence, employees with high CQ were shown to successfully overcome challenges in diverse settings, thus enhancing their overall performance. As a result, these employees were recognized by the organization's management for their successful performance. This lead to a

reduction in TI for those employees. In addition, Bücken et al.'s (2014) research that included 225 Chinese managers working outside China identified CQ's role in having a positive impact on communication and job satisfaction, and a negative effect on anxiety. Also, a study by Huff (2013) on 140 expatriates living in Japan identified CQ proficiency as able to predict positive expatriate adjustments. Furthermore, a study on a sample of newcomers in a Chinese corporation showed that high employee adaptability which is part of cultural adaptability, lead to successful work role transition and consequently decreased the intention to quit (Wang et al., 2011). Moreover, high CI leads to high cross-cultural adjustment (CCA) and successful job performance according to a study on expatriates working in Malaysia (Subramaniam et al., 2011). The presence of both work adjustment (Memon et al., 2019) and job performance were found to be antecedents of low TI (Arici, 2018). Since communication, performance, anxiety, job satisfaction, work challenges and adjustments are antecedents of TI and CQ positively contributes to the latter while lowering anxiety, then employees' TI is likely to be reduced. Grounded on the theory of work adjustment (TWA), we argue that cultural intelligence will be a skill that will impact turnover intention.

From the above, the following hypothesis is proposed:

H2: Cultural intelligence has a significant negative influence on turnover intention.

3.3 Perceived Organizational Justice, Cultural Intelligence & Turnover Intention

A study by Froese et al., (2016) showed that high cultural knowledge led to low turnover intention in multinational corporations. The relationship was

moderated by intercultural communication (head quarter's language use and proficiency), which is recognized as an organizational value. Another study showed that perceived distributive justice negatively moderated variables such as: innovative work behavior (IWB) and coworker conflict and TI (Shih & Susanto, 2011). IWB and individual multiculturalism was confirmed to be fully mediated by CI (Korzilius et al., 2017). A study by Herda & Lavelle (2012) proved that auditor burnout is positively related to TI and that perceived organizational justice directly and negatively moderates the relationship between auditors' burnout and their intention to turnover. Employee burnout is related to cultural intelligence, in the sense that employees with high cultural intelligence exhibit lower burnout exposure (Livermore, 2015). The theory of work adjustment (TWA) states that adjustment with high POJ leads to lower turnover intentions. As previously stated, strategy-CQ leads to high adjustment (Lorenz et al., 2017). Thus, grounded in the theory of work adjustment (TWA) and on the basis of the above studies, we argue that perceived fairness moderates the relationship between CI and TI.

Hence, the following hypotheses is proposed:

H3: POJ strengthens the relationship between CI and TI.

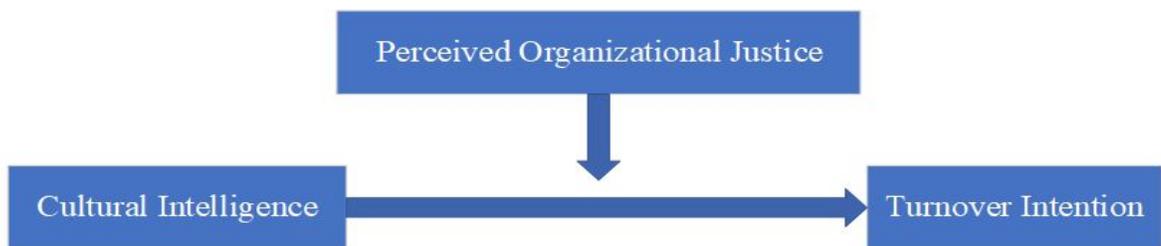


Figure 1: Hypothesized relationship among study variables

Chapter Four

Methodology & Statistical Findings

4.1 Sample

Surveys were electronically circulated using LAU (Lebanese American University) Blue in order to reach LAU graduates and graduate students (MBA and EMBA) working in the hospitality industry. Moreover, the survey was also circulated to customer service employees working in the hospitality sector based on convenience sampling, where any person working in the latter who conceded to filling out the questionnaire was approached. Survey distribution took place between September 2019 and December 2019. The survey was administered in two languages: Arabic and English in order to provide comfort and clarity to all the respondents. The survey was translated from English to Arabic by a sworn translator who also performed backward translation to achieve a reliable Arabic version (see appendix A, p.50).

IBM SPSS Statistics for Windows (Version 26.0) package was used to analyze the collected data. The results are shown below.

4.2 Construct Measures

Prior to the electronic and physical survey distribution, the Institutional Review Board (IRB) approved of the purpose of the questionnaire and the reassurance of the method used for preserving the anonymity of the respondents (see Appendix A). The survey was

made available in two languages: English and Arabic, in order to offer respondents the flexibility needed to fill the survey in their language of preference. The perceived organizational justice and turnover scales were translated from English to Arabic. Backward translation was performed to achieve a reliable Arabic version. Whereas, the Arabic version of the cultural intelligence scale was validated and taken from AL-Dossary's (2016) research on the psychometric properties of the cultural intelligence scale in a Saudi Arabian context.

All questions required participants to measure their degree of agreeableness on a 5-point Likert scale, ranging from 1 (Strongly Disagree) to 5(Strongly Agree). The survey consisted of four main parts. The first was the demographics part in which items on the biographical variables (age, gender), educational level, employment status, experience, field, industry, previous work abroad and company size were included to characterize the sample. The second section included 20 questions measuring the four components of cultural intelligence: (1) CQ-Strategy (4 items) sample statement .: I adjust my cultural knowledge as I interact with people from a culture that is unfamiliar to me; CQ-Knowledge (4 items) sample statement.: I know the cultural values and religious beliefs of other cultures; CQ-Motivation (4 items)sample statement .: I enjoy interacting with people from different cultures; CQ-Behavior (4 items) sample statement: I change my non-verbal behavior when a cross-cultural interaction requires it. The questions were based on Earley & Ang's (2003) cultural intelligence scale (CQS). This scale has been proven reliable and valid see for example (Jyoti & kour, 2015; Schwarzenthal et al., 2019).

The third part dealt with turnover intention based on Walsh et al.'s (1985) scale. It had four questions sample item: I am starting to ask my friends/contacts about other job

possibilities. This scale has been proven reliable and valid see for example (Kuman et al., 2017; Kim & Beehr, 2019).

The fourth and final section of the survey included the perceived organizational 20 question- scale adopted from Niehoff & Moorman (1993). The questions measured the three components of POJ: (1) Distributive Justice (5-items) sample item: Overall, the rewards I receive here are quite fair; Procedural Justice (6-items) sample item.: To make job decisions, my manager collects accurate and complete information; Interactional Justice (9-items) sample item: When decisions are made about my job, the manager shows concern for my rights as an employee. This scale has been proven reliable and valid see for example (Chen et al., 2015; Sanders et al., 2016).

Before sending out the survey, a pilot sample was administered to 18 respondents who are employed in the hospitality sector to guarantee the clarity of each question. Based on suggestions received from the pilot test, minor changes were made. In addition, 2 overall scores were computed using the above calculated scores for the sub-dimensions. The 1st score is the overall score of CQ, it was obtained via factor analysis conducted on the individual scores: CQS, CQK, CQM and CQB. Results are shown in Table 3 below. Similarly, an overall score for POJ was calculated via FA using the 3 calculated scores DJ, PJ, and IJ.

4.3 Demographic variables

Collection of data resulted in 185 complete and usable surveys (2 surveys were dismissed for they were incomplete).

In our sample of 185 respondents, 100 were females representing 54.1% of the sample and 85 were males (45.9%). The majority of the participants were in the age category of 18-24 (45.9 %) and the age category of 25-34 (38.9 %). As for the level of education, 20.5 % of the respondents have a high school degree or less, 54.6 % have undergraduate degrees, and 24.3 % have graduate degrees. The majority of the participants have between 2 to 4 years of work experience (40 %) followed by 5 to 8 years of work experience (22.2 %). Lower level employees represent 164 out of 185 employees. Our respondents are from the hospitality and tourism sector (52.9 % work in the restaurant/ Food & Beverage industry, while the remaining 47.1 % work in travel and tourism, recreation, and others). The distribution of the company size question indicates that 104 participants work for small and medium-sized businesses (74.9 %) i.e. less than or equal to 300 employees, while 24.1 % work in a corporation with 300 or more employees. Finally, almost a quarter of the respondents said they have worked abroad before. The results of the study's demographics are illustrated in Table 1 below.

Table 1 Demographics

| | Categories | Frequency | Percent |
|---------------------------------|---------------------------------------|-----------|---------|
| Gender | Female | 100 | 54.1 |
| | Male | 85 | 45.9 |
| Age | 18-24 | 85 | 45.9 |
| | 25-34 | 72 | 38.9 |
| | 35-44 | 21 | 11.4 |
| | 45-54 | 5 | 2.7 |
| | 55 and over | 2 | 1.1 |
| | | | |
| Education | Less than High School | 5 | 2.7 |
| | High School | 13 | 7 |
| | Master's Degree | 37 | 20 |
| | Baccalaureate or Technical (BT-TS) | 20 | 10.8 |
| | University/BA/BS Degree | 101 | 54.6 |
| | Doctorate Degree | 8 | 4.3 |
| Years of Work Experience | Less than 1 year | 19 | 10.3 |
| | 2-4 years | 74 | 40 |
| | 5-8 years | 41 | 22.2 |
| | 9-10 years | 19 | 10.3 |
| | More than 10 years | 31 | 16.8 |
| Current Work Position | Non-managerial Position | 102 | 54.6 |
| | Lower-level Manager | 21 | 11.4 |
| | Middle Level Manager | 40 | 21.6 |
| | Top Level Manager | 21 | 11.9 |
| Employment Industry | Restaurants/Food & Beverages | 99 | 52.9 |
| | Travel & Tourism, Recreation & Others | 86 | 47.1 |
| Company Size | Less than 300 Employees | 104 | 74.9 |
| | 300 or more Employees | 81 | 24.1 |
| Worked Abroad | Yes | 43 | 23 |
| | No | 142 | 76.5 |

4.4 Reliability and factor Analysis

After taking the indicators' characteristics into consideration and considering the nature of constructs, direction of causality between indicators and the latent construct, the variables of this study turned out to be reflective (Coltman et al., 2008). Moreover, the data analysis supported the reflectivity assumption. The first step taken was checking the reliability of the constructs measurement. SPSS was used to calculate the Cronbach's alpha value for turnover intention and for each sub dimension of cultural intelligence and perceived organizational justice. The results are shown in Table 2 and indicate a high reliability for all the constructs measured. The results of Cronbach's alpha also prove the uni-dimensionality of the subfactors of each variable. Table 2 below details a summary of the Cronbach's alpha coefficient and scale number items of each dimension.

Table 2 Reliability Analysis

| Construct | Dimension | Cronbach's Alpha Coefficient | Number of Scale Items |
|----------------------------------|-----------------------|------------------------------|-----------------------|
| Cultural Intelligence | CQ-Strategy | 0.755 | 4 |
| | CQ-Knowledge | 0.814 | 6 |
| | CQ-Motivation | 0.797 | 5 |
| | CQ-Behavior | 0.808 | 5 |
| Perceived Organizational Justice | Distributive Justice | 0.809 | 5 |
| | Procedural Justice | 0.856 | 6 |
| | Interactional Justice | 0.943 | 9 |
| Turnover Intention | | 0.846 | 4 |

The results shown in the table above indicate high scale reliability as all Cronbach's alpha values are above the required threshold of 0.7.

Table 3 Confirmatory Factor Analysis

| Latent Variable | KMO | Bartlet's Test Chi Square (p-Value) |
|-----------------|-------|-------------------------------------------|
| CQS | 0.723 | 187.210 (0.000) |
| CQK | 0.843 | 311.350 (0.000) |
| CQM | 0.802 | 274.434 (0.000) |
| CQB | 0.755 | 317.471 (0.000) |
| TI | 0.714 | 363.185 (0.000) |
| DJ | 0.822 | 290.027 (0.000) |
| PJ | 0.854 | 493.990 (0.000) |
| IJ | 0.901 | 1423.742 (0.000) |

The results of Kaiser-Meyer-Olkin Measures test of the adequacy of sample data and the Bartlett's Tests of Sphericity shown in Table 3 above prove the adequacy and suitability of the factor analysis for this sample data. The Bartlet's Test Chi Square values shown in Table 3 are less than 0.05 of the significance level indicating that a factor analysis is useful with the data. Thus it was acceptable to proceed with the analysis. Factor analysis results showed good factor loadings as almost all values were above 0.7. See tables 4,5, and 6.

Table 4 CQ Component Matrix

| Component Matrix | | Component Matrix | | Component Matrix | | Component Matrix | |
|------------------|------|------------------|------|------------------|------|------------------|------|
| CQS1 | .721 | CQK1 | .688 | CQM1 | .712 | CQB1 | .725 |
| CQS2 | .797 | CQK2 | .686 | CQM2 | .792 | CQB2 | .739 |
| CQS3 | .854 | CQK3 | .738 | CQM3 | .775 | CQB3 | .849 |
| CQS4 | .658 | CQK4 | .749 | CQM4 | .807 | CQB4 | .748 |
| | | CQK5 | .758 | CQM5 | .649 | CQB5 | .715 |
| | | CQK6 | .696 | | | | |

Table 5 TI Component Matrix

| Component Matrix | |
|------------------|------|
| TI1 | .725 |
| TI2 | .883 |
| TI3 | .888 |
| TI4 | .806 |

Table 6 POJ Component Matrix

| Component Matrix | | Component Matrix | | Component Matrix | |
|------------------|------|------------------|------|------------------|------|
| DJ1 | .634 | PJ1 | .644 | IJ1 | .772 |
| DJ2 | .761 | PJ2 | .816 | IJ2 | .813 |
| DJ3 | .835 | PJ3 | .850 | IJ3 | .823 |
| DJ4 | .782 | PJ4 | .874 | IJ4 | .822 |
| DJ5 | .767 | PJ5 | .749 | IJ5 | .894 |
| | | PJ6 | .649 | IJ6 | .778 |
| | | | | IJ7 | .821 |
| | | | | IJ8 | .866 |
| | | | | IJ9 | .877 |

Factor analysis was used to construct a score for each component of cultural intelligence and each component of perceived organizational justice as well as a score for turnover intention resulting in 8 scores, CQB, CQK, CQM, CQS, DJ, IJ, PJ and TI. These scores will be used to assess the influence of cultural intelligence and perceived organizational justice on turnover intention. Also, the influence of each particular component of cultural intelligence and perceived organizational justice on TI was assessed using structural equation model (SEM). The analysis was conducted using the Smart PLS 3.0 software.

First, we examined the result of the influence of perceived organizational justice on turnover intention. Using the parceling method (El-Kassar et al., 2017) to reduce the multidimensional construct POJ into a first order latent variable, the three scores measuring the components of perceived organizational justice were used as the indicators of POJ. We studied the model through PLS-SEM using SMART PLS 3.2 software. Outer model analysis was analyzed using POJ scores: DJ, IJ and PJ. The outer model results showed high factor loading indicating high scale reliability. Finally, the centroid scheme was also indicated for estimating inner weights. The smart PLS 3.2 results related to reliability, validity, measurement model, and path coefficient calculations are shown in tables 7.

Table 7 Path Coefficient Results

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|---------------------|---------------------|-----------------|----------------------------|--------------------------|--------------|
| POJ -> TI | -0.307 | -0.323 | 0.062 | 4.958 | 0.000 |

The validity of the model was demonstrated as most of the factor loadings were above 0.7 (Table 8).

Table 8 Outer Loadings

| | Original Sample (O) | Sample Mean (M) | Standard Deviation (STDEV) | T Statistics (O/STDEV) | P Values |
|---------------------|---------------------|-----------------|----------------------------|--------------------------|--------------|
| DJ <- POJ | 0.841 | 0.838 | 0.052 | 16.080 | 0.000 |
| IJ <- POJ | 0.925 | 0.922 | 0.045 | 20.495 | 0.000 |
| PJ <- POJ | 0.856 | 0.849 | 0.054 | 15.968 | 0.000 |
| TI1 <- TI | 0.654 | 0.639 | 0.088 | 7.417 | 0.000 |
| TI2 <- TI | 0.888 | 0.882 | 0.053 | 16.756 | 0.000 |
| TI3 <- TI | 0.915 | 0.911 | 0.049 | 18.800 | 0.000 |
| TI4 <- TI | 0.813 | 0.808 | 0.058 | 14.115 | 0.000 |

Bootstrapping with 2000 samples demonstrated the significance of the factor loadings as all P-values were less than 0.001 (Table 8). Also, the AVE values for both PJ and TI were well above 0.5 (Table 9).

Table 9 Construct Reliability and Validity

| | Cronbach's Alpha | rho_A | Composite Reliability | Average Variance Extracted (AVE) |
|-----|------------------|-------|-----------------------|----------------------------------|
| POJ | 0.850 | 0.917 | 0.907 | 0.765 |
| TI | 0.843 | 0.898 | 0.893 | 0.678 |

Further evidence of high scale reliability was demonstrated as all Cronbach Alpha and composite reliability values were above the required level of 0.7 (Table 9).

Finally, the discriminant validity was established since the shared variance between TI and POJ is well below the square root of the AVEs as shown in table 10.

Table 10 Discriminant Validity

| | POJ | TI |
|-----|--------|-------|
| POJ | 0.875 | |
| TI | -0.307 | 0.824 |

The path coefficient results are depicted in figure 5.

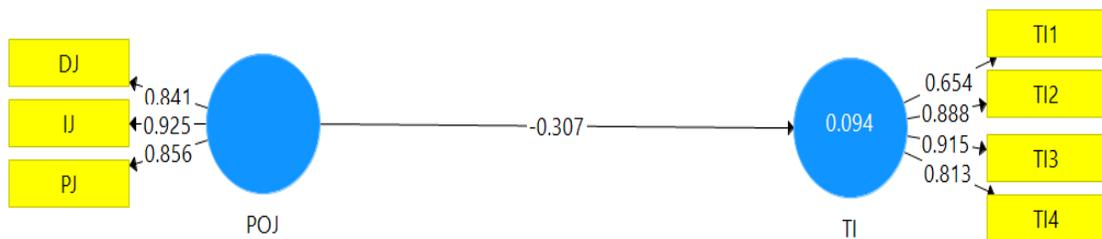
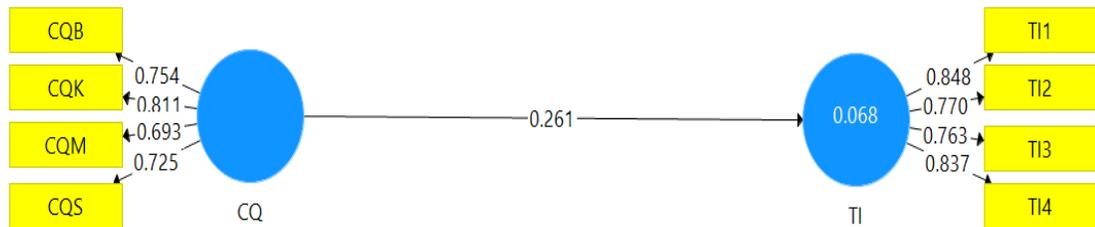


Figure 5 Structural Equation Model Between POJ and TI

The inner model results revealed a path coefficient of -0.307 with a p-value of 0.000 indicating that perceived organizational justice has a significant negative influence on turnover intention. Hence, the results support hypothesis H1.

Figure 6 Structural Equation Model Between CQ and TI



We then studied the impact of cultural intelligence on turnover intention. The structural model result depicted in figure 6.

The outer model results showed high factor loading indicating high scale reliability. Also, the inner model results revealed a path coefficient of 0.261 with a p-value of 0.001 indicating that cultural intelligence has a significant positive influence on turnover intention. Hence, the results support hypothesis H2.

To test hypothesis H3, cluster analysis was conducted using SPSS to group respondents into a group with high perceived organizational justice and a group with low perceived organizational justice. The results indicated that 101 respondents were classified into the group with high POJ. The remaining 84 were classified into the group of low POJ.

Based on the two groups, a multigroup analysis was conducted using Smart PLS. The results indicate that the influence of CQ on TI is slightly higher for the high POJ group (path coefficient= 0.335) than the low POJ group (path coefficient= 0.292). The

difference was not found to be significant. Hence, hypothesis H3 is not supported.

However, when examining the significance of the path coefficient for each group, the multigroup analysis showed that the influence of CQ on TI is significant (p-value =0.001) for the high POJ group. On the other hand, this influence was marginally significant for the low POJ group (p-value=0.068). These findings provide some evidence that POJ moderates the relationship between CQ and TI.

The results are shown in tables 7 and 8 below.

Table 11 Multigroup Analysis

| | Path Coefficients Original (High POJ) | Path Coefficients Original (Low POJ) | Path Coefficients Mean (High POJ) | Path Coefficients Mean (Low POJ) | STDEV (High POJ) | STDEV (Low POJ) | t-Value (High POJ) |
|----------|---------------------------------------|--------------------------------------|-----------------------------------|----------------------------------|------------------|-----------------|--------------------|
| CQ -> TI | 0.335 | 0.292 | 0.37 | 0.337 | 0.1 | 0.16 | 3.345 |

Table 12 Multigroup Analysis Cont.

| | t-Value (Low POJ) | p-Value (High POJ) | p-Value (Low POJ) | Path Coefficients-diff (High POJ - Low POJ) | p-Value original 1-tailed (High POJ vs Low POJ) | p-Value new (High POJ vs Low POJ) |
|----------|-------------------|--------------------|-------------------|---------------------------------------------|-------------------------------------------------|-----------------------------------|
| CQ -> TI | 1.827 | 0.001 | 0.068 | 0.042 | 0.403 | 0.807 |

Chapter Five

Discussion

Researchers are always on the lookout for uncovering factors that lead to turnover intention especially in the hospitality and tourism industry (Nivethitha & Kamalanabhan, 2014). To add to research and delve deeper in the world of HR in the hospitality and tourism sector, this study examined the moderating relationship of perceived organizational justice on cultural intelligence and turnover intention.

Data analysis showed that cultural intelligence in total had a significant positive influence on turnover intention. That is, the more the employee possesses cultural intelligence within the hospitality service industry, the more likely the employee is to turnover. Hence, hypothesis 2 was not accepted.

When analyzing the moderating effect of organizational justice, the results did not support our hypothesis (3.3): “POJ strengthens the relationship between CI and TI.” That is, the relationship between cultural intelligence and turnover intention is not affected by employees working in an organization even though they have high perception of justice. Further analysis was conducted separately for the three dimensions of CQ. Both Strategic CQ and Motivational CQ had no significant effect on turnover intention, while Knowledge CQK and Behavioral CQ both had a positive and significant influence on turnover intention. Furthermore, when the moderation effect of POJ was tested, moderate evidence was detected. Namely, the significance of the relationship between Knowledge CQ and turnover intention was observed, as the influence was

significant for the group with high perceived organizational justice (P-value=0.013), while the influence was not significant for the group with low POJ (P-value=0.313). The study results could be due to the respondents' background. Respondents were mostly non-managerial, lower-end or middle-level employees (164 out of 185 were in the lower-end jobs) which could explain the higher intentions of turnover. It is expected that employees with high cultural intelligence are more likely to have higher aspirations to move up the ladder aiming for higher positions when the opportunity permits. Moreover, the majority of respondents in the lower-end and middle-level jobs are college educated (146 out of the 164 completed/ are completing their undergraduate and graduate certificates) which explains their intention to quit making their current positions in the hospitality service industry a transitory one i.e. a step alongside their career journey and not the career journey destination itself. Also, "Possibly owing to the transient nature of the workforce and the casualization of jobs in the hotel industry (Kensbock et al., 2013)". In addition, drawing on the theory of work adjustment, individuals with high levels of cultural intelligence are known to have higher levels of adaptability (Nunes et al., 2017). According to Hu et al. (2019), an employee's perception of the ease of transitioning into other positions and opportunities are also reasons for turnover intention. It is then possible that employees working in the hospitality industry in lower-end jobs and possess high cultural intelligence are more likely to turnover. That is, they are more likely to adapt to new experiences and are less afraid of venturing to new environments/jobs. Also, results indicated that 84.8 % of the study respondents belonged to generation Y and Z (18-34). The result outcome could be explained by Mukuna (2019) who suggested that in order to retain employees belonging

to generations Y and Z, staff development policies and strategies (such as training, seminars and workshops, coaching and mentoring programs) must be implemented. Such factors could have contributed to our results. Nevertheless, they were not part of our research. Finally, it is also worth mentioning that the results were also due to the fact that economic situation in Lebanon was not at its best at the time of data collection and so it is important to take that environmental context into consideration.

Chapter Six

Implications, Limitations & Recommendations

6.1 Managerial Implications

It is recommended that human resource managers foster employee personal development plans and provide opportunities for growth to help them reach their full potential.

Human resource managers in the Lebanese hospitality and tourism industry should instill staff development programs such as sending their service employees to customer service workshops and enrolling them in online courses as well as constantly mapping out their career path within their organization. Human resources managers are also advised to provide recognition for employees coming from all work position levels. Individuals with high cultural intelligence like to be recognized for their efforts (Lorenz et al., 2018). Retaining employees with high cultural intelligence and decreasing their intention to quit requires that the HR department offer them clarity, structure, security and a well-communicated career plan. This can be a great retention strategy especially since the results of the study showed that service employees with high CQ are more likely to turnover for they aspire to move further with their career and seek progress.

6.2 Limitations & Future Research Recommendations

A replication of this study using a bigger sample size (>200) in order to further concur

the findings is a possibility for new research. Future research can focus on studying these variables by focusing on employment type (part-time and full-time employees). Since this study was limited to firms in the hospitality and tourism sector in Lebanon, future research could expand it to the MENA region so that results may then be generalized. Another future research recommendation is to study the mediating effect of perceived organizational justice between cultural intelligence and turnover intention. Mediation might reveal different results and grant us a deeper understanding when it comes to the dynamic between those 3 variables. Moreover, since the study is cross-sectional, perhaps a longitudinal study will yield more concrete results.

It is recommended to conduct similar studies in different settings such as banks or hospitals since jobs in these sectors are more stable than service jobs in the hospitality and tourism sector. Finally, research can examine the effect of other factors on the relationship between cultural intelligence and turnover intention, such as the role of compensation and benefits packages, developmental experiences, organizational support and creativity, career commitment, organizational commitment, self-efficacy, self-monitoring and locus of control. Employees' cultural intelligence and its effect on career mobility, ability to occupy central and top positions and receive promotions can also be subjects for future research. Finally, it would also be an added value to study the effect of employees' cultural intelligence on turnover intention with the moderating effect of perceived organizational justice by focusing on specific generation groups and comparing the results.

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Appendix A: Survey

English Version

Linking Cultural Intelligence and Perceived Organizational Justice to Turnover Intention

I would like to invite you to participate in a research project by completing the following questionnaire/ survey. I am a student at the Lebanese American University and I am completing this research project as part of my graduate studies. The purpose of this survey aims to examine the link of cultural intelligence on turnover intention, taking into account perceived organizational justice. There are no known risks, harms or discomforts associated with this study beyond those encountered in normal daily life. The information you provide will be used to enhance and improve practical and empirical knowledge on the link between the mentioned variables. You will not directly benefit from participation in this study. Completing the survey will take six minutes of your time.

By continuing with the survey, you agree with the following statements:

1. I have been given sufficient information about this research project.
2. I understand that my answers will not be released to anyone and my identity will remain anonymous. My name will not be written on the questionnaire nor be kept in any other records.
3. When the results of the study are reported, I will not be identified by name or any other information that could be used to infer my identity. Only researchers will have access to view any data collected during this research however data cannot be linked to me.
4. I understand that I may withdraw from this research any time I wish and that I have the right to skip any question I don't want to answer.
5. I understand that my refusal to participate will not result in any penalty or loss of benefits to which I otherwise am entitled to.
6. I have been informed that the research abides by all commonly acknowledged ethical codes and that the research project has been reviewed and approved by the Institutional Review Board at the Lebanese American University
7. I understand that if I have any additional questions, I can ask the research team listed below.
8. I have read and understood all statements on this form.
9. I voluntarily agree to take part in this research project by completing the following survey.
10. I am/was a customer service employee in the hospitality sector

If you have any questions, you may contact:
Name (PI) Phone number Email address
Sarah Abi Abdallah 76-040467
Sarah.abiadallah@lau.edu

If you have any questions about your rights as a participant in this study, or you want to talk to someone outside the research, please contact the:
Institutional Review Board Office,
Lebanese American University
3rd Floor, Dorm A, Byblos Campus
Tel: 00 961 1 786456 ext. (2546)
irb@lau.edu.lb

This study has been reviewed and approved by the LAU IRB

1

Demographics

Gender

- Female Male

Age

- 18-24 25-34 35-44 45-54 55 and over

Education

- Less than High School Baccalaureate (or Technical (BT/ATS))
 High School University/BA/BS Degree
 Master's Degree Doctorate Degree

Years of Work Experience

- Less than 1 year 2-4 years
 5-8 years 9-10 years
 More than 10 years

Current Work Position

- Non-managerial Position Lower-Level Manager
 Middle-Level Manager Top-Level Manager

Employment Industry

- Restaurants/Food and Beverages Travel and Tourism
 Hotels/Lodging Recreation
 Other

Company Size

- Less than 50 Employees 51-60 Employees
 61-100 Employees 101-300 Employees
 More than 300 Employees

Have you previously worked abroad?

- Yes No

This study has been reviewed and approved by the LAMU IRB.

| Cultural Intelligence Scale | Disagree | Agree |
|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------|----------|-------------|
| CQ-Strategy is how a person makes sense of inter-cultural experiences. It reflects the processes individuals use to acquire and understand cultural knowledge. | | |
| 1. I am conscious of the cultural knowledge I use when interacting with people with different cultural backgrounds. | 1 | 2 3 4 5 6 7 |
| 2. I adjust my cultural knowledge as I interact with people from a culture that is unfamiliar to me. | 1 | 2 3 4 5 6 7 |
| 3. I am conscious of the cultural knowledge I apply to cross-cultural interactions. | 1 | 2 3 4 5 6 7 |
| 4. I check the accuracy of my cultural knowledge as I interact with people from different cultures. | 1 | 2 3 4 5 6 7 |
| CQ-Knowledge is a person understands of how cultures are similar and how cultures are different. | | |
| 5. I know the legal and economic systems of other cultures. | 1 | 2 3 4 5 6 7 |
| 6. I know the rules (e.g., vocabulary, grammar) of other languages. | 1 | 2 3 4 5 6 7 |
| 7. I know the cultural values and religious beliefs of other cultures. | 1 | 2 3 4 5 6 7 |
| 8. I know the marriage systems of other cultures. | 1 | 2 3 4 5 6 7 |
| 9. I know the arts and crafts of other cultures. | 1 | 2 3 4 5 6 7 |
| 10. I know the rules for expressing non-verbal behaviors in other cultures. | 1 | 2 3 4 5 6 7 |
| CQ-Motivation is a person's interest in experiencing other cultures and interacting with people from different cultures. | | |
| 11. I enjoy interacting with people from different cultures. | 1 | 2 3 4 5 6 7 |
| 12. I am confident that I can socialize with locals in a culture that is unfamiliar to me. | 1 | 2 3 4 5 6 7 |
| 13. I am sure I can deal with the stresses of adjusting to a culture that is new to me. | 1 | 2 3 4 5 6 7 |
| 14. I enjoy living in cultures that are unfamiliar to me. | 1 | 2 3 4 5 6 7 |
| 15. I am confident that I can get accustomed to the shopping conditions in a different culture. | 1 | 2 3 4 5 6 7 |
| CQ-Behavior is a person's capability to adapt verbal and nonverbal behavior so it is appropriate for different cultures. | | |
| 16. I change my verbal behavior (e.g., accent, tone) when a cross-cultural interaction requires it. | 1 | 2 3 4 5 6 7 |
| 17. I use pause and silence differently to suit different cross-cultural situations. | 1 | 2 3 4 5 6 7 |
| 18. I vary the rate of my speaking when a cross-cultural situation requires it. | 1 | 2 3 4 5 6 7 |
| 19. I change my non-verbal behavior when a cross-cultural interaction requires it. | 1 | 2 3 4 5 6 7 |
| 20. I alter my facial expressions when a cross-cultural interaction requires it. | 1 | 2 3 4 5 6 7 |

For each statement below, please circle the number corresponding to your preferred answer.

- 1 – Strongly Disagree
- 2 – Disagree
- 3 – Neutral
- 4 – Agree
- 5 – Strongly Agree

| Turnover Intention | SD | D | N | A | SA |
|------------------------------------------------------------------------------------------------------------------|----|---|---|---|----|
| I am starting to ask my friends/contacts about other job possibilities. | 1 | 2 | 3 | 4 | 5 |
| I am thinking about quitting my job. | 1 | 2 | 3 | 4 | 5 |
| I intend to leave the company within the next six months. | 1 | 2 | 3 | 4 | 5 |
| I often look to see if positions in other firms are open. | 1 | 2 | 3 | 4 | 5 |
| Perceived Organizational Justice | | | | | |
| My work schedule is fair. | 1 | 2 | 3 | 4 | 5 |
| I think that my level of pay is fair. | 1 | 2 | 3 | 4 | 5 |
| I consider my work load to be quite fair. | 1 | 2 | 3 | 4 | 5 |
| Overall, the rewards I receive here are quite fair. | 1 | 2 | 3 | 4 | 5 |
| I feel that my job responsibilities are fair. | 1 | 2 | 3 | 4 | 5 |
| Job decisions are made by the manager in an unbiased manner. | 1 | 2 | 3 | 4 | 5 |
| My manager makes sure that all employee concerns are heard before job decisions are made. | 1 | 2 | 3 | 4 | 5 |
| To make job decisions, my manager collects accurate and complete information. | 1 | 2 | 3 | 4 | 5 |
| My manager clarifies decisions and provides additional information when requested by employees. | 1 | 2 | 3 | 4 | 5 |
| All job decisions are applied consistently across all affected employees. | 1 | 2 | 3 | 4 | 5 |
| Employees are allowed to challenge job decisions made by the manager. | 1 | 2 | 3 | 4 | 5 |
| When decisions are made about my job, the manager treats me with kindness and consideration. | 1 | 2 | 3 | 4 | 5 |
| When decisions are made about my job, the manager treats me with respect and dignity | 1 | 2 | 3 | 4 | 5 |
| When decisions are made about my job, the manager is sensitive to my personal needs. | 1 | 2 | 3 | 4 | 5 |
| When decisions are made about my job, the manager deals with me in a truthful manner. | 1 | 2 | 3 | 4 | 5 |
| When decisions are made about my job, the manager shows concern for my rights as an employee. | 1 | 2 | 3 | 4 | 5 |
| Concerning decisions made about my job, the general manager discusses the implications of the decisions with me. | 1 | 2 | 3 | 4 | 5 |
| The manager offers an appropriate justification for decisions made about my job. | 1 | 2 | 3 | 4 | 5 |
| When making decisions about my job, the manager offers explanations that make sense to me. | 1 | 2 | 3 | 4 | 5 |
| My manager explains very clearly any decision made about my job. | 1 | 2 | 3 | 4 | 5 |

Thank you for your time!

ربط الذكاء الثقافي والعدالة التنظيمية المتصورة بدوران الموظفين

أولاً، أودّ بتمّ التهنئة على هذا التقرير الذي يظهر مدى التزامكم بالعدالة التنظيمية المتصورة، كما أنتم في استضافة الأبحاث التي أجتمعت في هذا المؤتمر في بيروت، قبل أن نبدأ في العمل على هذا الموضوع. كما أودّ بتمّ التهنئة على دوركم في تعزيز العدالة التنظيمية المتصورة بين أعضاء المنظمة، كما أنتم في استضافة الأبحاث التي أجتمعت في هذا المؤتمر في بيروت، قبل أن نبدأ في العمل على هذا الموضوع. كما أودّ بتمّ التهنئة على دوركم في تعزيز العدالة التنظيمية المتصورة بين أعضاء المنظمة، كما أنتم في استضافة الأبحاث التي أجتمعت في هذا المؤتمر في بيروت، قبل أن نبدأ في العمل على هذا الموضوع.

مع خالص التحية والتقدير،
 د. طارق الخليل، مدير الأبحاث، جامعة اللبنانية الأمريكية

1. أودّ بتمّ التهنئة على دوركم في تعزيز العدالة التنظيمية المتصورة بين أعضاء المنظمة، كما أنتم في استضافة الأبحاث التي أجتمعت في هذا المؤتمر في بيروت، قبل أن نبدأ في العمل على هذا الموضوع.
2. كما أودّ بتمّ التهنئة على دوركم في تعزيز العدالة التنظيمية المتصورة بين أعضاء المنظمة، كما أنتم في استضافة الأبحاث التي أجتمعت في هذا المؤتمر في بيروت، قبل أن نبدأ في العمل على هذا الموضوع.
3. كما أودّ بتمّ التهنئة على دوركم في تعزيز العدالة التنظيمية المتصورة بين أعضاء المنظمة، كما أنتم في استضافة الأبحاث التي أجتمعت في هذا المؤتمر في بيروت، قبل أن نبدأ في العمل على هذا الموضوع.
4. كما أودّ بتمّ التهنئة على دوركم في تعزيز العدالة التنظيمية المتصورة بين أعضاء المنظمة، كما أنتم في استضافة الأبحاث التي أجتمعت في هذا المؤتمر في بيروت، قبل أن نبدأ في العمل على هذا الموضوع.
5. كما أودّ بتمّ التهنئة على دوركم في تعزيز العدالة التنظيمية المتصورة بين أعضاء المنظمة، كما أنتم في استضافة الأبحاث التي أجتمعت في هذا المؤتمر في بيروت، قبل أن نبدأ في العمل على هذا الموضوع.
6. كما أودّ بتمّ التهنئة على دوركم في تعزيز العدالة التنظيمية المتصورة بين أعضاء المنظمة، كما أنتم في استضافة الأبحاث التي أجتمعت في هذا المؤتمر في بيروت، قبل أن نبدأ في العمل على هذا الموضوع.
7. كما أودّ بتمّ التهنئة على دوركم في تعزيز العدالة التنظيمية المتصورة بين أعضاء المنظمة، كما أنتم في استضافة الأبحاث التي أجتمعت في هذا المؤتمر في بيروت، قبل أن نبدأ في العمل على هذا الموضوع.
8. كما أودّ بتمّ التهنئة على دوركم في تعزيز العدالة التنظيمية المتصورة بين أعضاء المنظمة، كما أنتم في استضافة الأبحاث التي أجتمعت في هذا المؤتمر في بيروت، قبل أن نبدأ في العمل على هذا الموضوع.

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 00961 1 786456 ext. 2546
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مع خالص التحية والتقدير،
 د. طارق الخليل، مدير الأبحاث، جامعة اللبنانية الأمريكية

| | |
|--------------------------------------------------------------------------|-------------------|
| Sarah Abi Abdallah | الرئيسة |
| Sarah.abiabdallah@lau.edu | البريد الإلكتروني |
| 76.048467 | رقم الهاتف |

جنس

- انثى
 الذكر

عمر

- 18-24
 25-34
 35-44
 45-54
 55 وما فوق

المستوى التعليمي

- غير حائز على المدرسة الثانوية
 حائز على الشهادة الثانوية
 حائز على شهادة البكالوريا أو شهادة التقنية (BT-TS)
 حائز على شهادة الجامعة / بكالوريوس / بكالوريوس
 حائز على شهادة الماجستير
 حائز على الدكتوراه

عدد سنين الخبرة العملية

- أقل من سنة
 بين 2 و 4 سنوات
 بين 5 و 8 سنوات
 بين 9 و 10 سنوات



مشور الشركات

نوع مجال النشاط

- ايطونيم / الأظمية والشعرية
- متاعه و مشور
- تفتيح / استيعاب
- الترقية
- مجال آخر

حجم الشركة

- أقل من 10 مليون
- من 10 إلى 50 مليون
- بين 60 و 100 مليون
- بين 100 و 500 مليون
- أكثر من 500 مليون

هل تمتلك سابقاً أي أسرار؟

- نعم
- لا

1 2 3 4 5

ممتاز جداً لا أوافق أبداً

أنا أعرف القشور والحرف اليدوية الثقافات الأخرى.

1 2 3 4 5

ممتاز جداً لا أوافق أبداً

أنا أعرف فوائد التعبير عن السلوكيات غير الخطية في الثقافات الأخرى.

1 2 3 4 5

ممتاز جداً لا أوافق أبداً

أنا أستطيع التعامل مع أشخاص من ثقافات مختلفة.

1 2 3 4 5

ممتاز جداً لا أوافق أبداً

أنا واثق بأنني أستطيع التعامل مع سكان مستعمرات في ثقافة جديدة بالنسبة لي.

1 2 3 4 5

ممتاز جداً لا أوافق أبداً

أنا متأكد من أنني أستطيع التعامل مع الضغوط والتأخيرات بسبب التكيف مع ثقافة جديدة بالنسبة لي.

1 2 3 4 5

ممتاز جداً لا أوافق أبداً

أنا أستمتع بالبحث في ثقافات جديدة بالنسبة لي.

1 2 3 4 5

ممتاز جداً لا أوافق أبداً

مترادف دلتعريف حذوق اختيار درجة الاجابة من بين اربعة اجابات مسجلة أو ثلاثة

لدي معرفة ثقافية جيدة عنها في التعامل مع أشخاص من خلفيات ثقافية مختلفة

1 2 3 4 5

صراحي بضعه لا أوافق بضعه

أذا كيف معرفتي الثقافية عند التعامل مع أشخاص من ثقافة جديدة بالنسبة لي

1 2 3 4 5

صراحي بضعه لا أوافق بضعه

لدي معرفة ثقافية في التعامل بين الثقافات

1 2 3 4 5

صراحي بضعه لا أوافق بضعه

أذا أنتهي من دفعة معرفتي الثقافية كلما تعاملت مع أشخاص من ثقافات مختلفة

1 2 3 4 5

صراحي بضعه لا أوافق بضعه

أذا أحرف الألفية الكافية والإكتمالية للثقافات الأخرى

1 2 3 4 5

صراحي بضعه لا أوافق بضعه

أذا أحرف بقولك تعاليت أخرى (مثلا كلمات، أفعال)

1 2 3 4 5

صراحي بضعه لا أوافق بضعه

أذا أحرف المصطلحات الغير معروفة للثقافات الأخرى

1 2 3 4 5

صراحي بضعه لا أوافق بضعه

أنا رائدٌ وأنا أستطيع انفرادي على طريقة كرسوي في التفكير المنطقي.

1 2 3 4 5

لا أوافق أبداً

أوافق تماماً

أنا أكثر متروك الكفني (مفرد، النجدة، كنفمة) استجابةً لاحتياجات مع الاحتياجات المنطقية.

1 2 3 4 5

لا أوافق أبداً

أوافق تماماً

أنا أبدأ التصيغ كالتالي مع حالات الاختلاف بين الاحتياجات المنطقية.

1 2 3 4 5

لا أوافق أبداً

أوافق تماماً

أنا أكثر قدرة كإبني استجابةً لحالات الاختلاف بين الاحتياجات.

1 2 3 4 5

لا أوافق أبداً

أوافق تماماً

أنا أكثر سلوكي الغير كفني استجابةً لحالات الاختلاف بين الاحتياجات.

1 2 3 4 5

لا أوافق أبداً

أوافق تماماً

أنا أكثر تعبير وجهي استجابةً لحالات الاختلاف بين الاحتياجات.

1 2 3 4 5

لا أوافق أبداً

أوافق تماماً

أنا بدأت أسأل أسئلة / جهات الاتصال عن فرضي العمل الأخرى.

1 2 3 4 5

لا أوافق أبداً

أوافق تماماً

إذا افكرت في شركتك وظيفتي،

| | 1 | 2 | 3 | 4 | 5 | |
|----------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------|
| لا أوافق أبداً | <input type="radio"/> | موافق بشدة |

أقوى ترك الشركة في حضور الزملاء السنة الماضية

| | 1 | 2 | 3 | 4 | 5 | |
|----------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------|
| لا أوافق أبداً | <input type="radio"/> | موافق بشدة |

إذا في ضارب إلا حيازة بحث عن وظائف أخرى في شركتك الكبرى

| | 1 | 2 | 3 | 4 | 5 | |
|----------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------|
| لا أوافق أبداً | <input type="radio"/> | موافق بشدة |

تتناسب امتيازاتي الوظيفية مع مساهماتي عيني

| | 1 | 2 | 3 | 4 | 5 | |
|----------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------|
| لا أوافق أبداً | <input type="radio"/> | موافق بشدة |

يتناسب ورائتي مع الجهد الذي أقدمه

| | 1 | 2 | 3 | 4 | 5 | |
|----------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------|
| لا أوافق أبداً | <input type="radio"/> | موافق بشدة |

تتناسب امتيازاتي الوظيفية مع المصروفات المختلفة بجد

| | 1 | 2 | 3 | 4 | 5 | |
|----------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------|
| لا أوافق أبداً | <input type="radio"/> | موافق بشدة |

يشكل حجم المساهمات التي أحصلها عاملاً هاماً في

| | 1 | 2 | 3 | 4 | 5 | |
|----------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|------------|
| لا أوافق أبداً | <input type="radio"/> | موافق بشدة |

1 2 3 4 5
 من أرقام 1 إلى 5، اذكر رقم الإجابة الصحيحة.

يتم اتخاذ القرارات المتعلقة بالوظيفية من قبل المدير وطورته خير بكثير من

1 2 3 4 5
 من أرقام 1 إلى 5، اذكر رقم الإجابة الصحيحة.

يحرص مديري نظري الأصلاح على جميع مخاوف الموظفين قبل اتخاذ قرارات تتعلق بالعمل.

1 2 3 4 5
 من أرقام 1 إلى 5، اذكر رقم الإجابة الصحيحة.

لاخذ قرارات متعلقة بالعمل، يقوم مديرى وجميع معلومات دقيقة وكاملة.

1 2 3 4 5
 من أرقام 1 إلى 5، اذكر رقم الإجابة الصحيحة.

2

يوضح مديرى بالقرارات يتقدم معلومات إضافية وقت طلب الموظفين.

1 2 3 4 5
 من أرقام 1 إلى 5، اذكر رقم الإجابة الصحيحة.

يتم تطبيق جميع قرارات العمل بالمسؤول في جميع الموظفين المتضررين.

1 2 3 4 5
 من أرقام 1 إلى 5، اذكر رقم الإجابة الصحيحة.

يسمح الموظفون بالإعراض على قرارات المتعلقة بالعمل التي يشككوا المدير.

1 2 3 4 5
 من أرقام 1 إلى 5، اذكر رقم الإجابة الصحيحة.

1 2 3 4 5
 صراحتی باشد؟ لا آری آری آری آری

دفعه پنجم اتخاذ آفریزات: المنطقه بعملی و تعاملی المصور بتحریر نام و ذکر نامش

1 2 3 4 5
 صراحتی باشد؟ لا آری آری آری آری

دفعه پنجم اتخاذ آفریزات: المنطقه بعملی و یاخذ المصور بدون الابدعوار احتیاجی المصنوع

1 2 3 4 5
 صراحتی باشد؟ لا آری آری آری آری

دفعه پنجم اتخاذ آفریزات: المنطقه بعملی و تعاملی المصور معی و لور و قه صافه

1 2 3 4 5
 صراحتی باشد؟ لا آری آری آری آری

دفعه پنجم اتخاذ آفریزات: المنطقه بعملی و لور المصور بدون الابدعوار بتحریر نام و ذکر نامش

1 2 3 4 5
 صراحتی باشد؟ لا آری آری آری آری

نیمه پنجمی بالقرارات الفی انحصار بشأن وظیفی و شاکس المصور العام کما هیات هذه آفریزات
 صریح

1 2 3 4 5
 صراحتی باشد؟ لا آری آری آری آری

پنجم المصور بتحریر نام و ذکر آفریزات الفی انحصار بشأن وظیفی

1 2 3 4 5
 صراحتی باشد؟ لا آری آری آری آری

1 2 3 4 5

مراقب بشده لا مراقب بشده

دفعه پنجم انتخاب آفراروتك المتعلقه بعملتي ؛ يعالجني المصور باحترام وكرامهتك

1 2 3 4 5

مراقب بشده لا مراقب بشده

دفعه پنجم انتخاب آفراروتك المتعلقه بعملتي ؛ ياخذ المصور يدوي الاحكام احتياجي المتخصصه

1 2 3 4 5

مراقب بشده لا مراقب بشده

دفعه پنجم انتخاب آفراروتك المتعلقه بعملتي ؛ تعامل المصور معي بطريقه صافه

1 2 3 4 5

مراقب بشده لا مراقب بشده

دفعه پنجم انتخاب آفراروتك المتعلقه بعملتي ؛ تارة المصور يهمني اهتمامه بعملي كمرطبي

1 2 3 4 5

مراقب بشده لا مراقب بشده

لجما يتعلق بالقرارات التي اتخذته بشأن رطوبتي ؛ يناقش المصور العام تقاسمات هذه القرارات
تتبعي

1 2 3 4 5

مراقب بشده لا مراقب بشده

بأنكم المصور تميزوا مناجيا لآفراروتك التي اتخذت بشأن رطوبتي

1 2 3 4 5

مراقب بشده لا مراقب بشده

Appendix B: IRB Approval Letter



Institutional Review Board (IRB)

لجنة الأخلاقيات

NOTICE OF IRB APPROVAL – EXEMPT STATUS

To: Ms. Sarah Abi Abdallah
Advisor: Dr. Leila Messarra
School of Business

APPROVAL ISSUED: 8 July 2019
EXPIRATION DATE: 8 July 2021
REVIEW TYPE: EXEMPT CATEGORY B

Date: July 8, 2019

RE: IRB #: LAU.SOB.LM1.8/Jul/2019

Protocol Title: Linking Cultural Intelligence and Perceived Organizational Justice to Turnover Intention

Your application for the above referenced research project has been reviewed by the Lebanese American University, Institutional Review Board (LAU IRB). This research project qualifies as exempt under the category noted in the Review Type

This notice is limited to the activities described in the Protocol Exempt Application and all submitted documents listed on page 2 of this letter. Final reviewed consent documents or recruitment materials and data collection tools released with this notice are part of this determination and must be used in this research project.

CONDITIONS FOR ALL LAU NOTICE OF IRB EXEMPTION DETERMINATION

LAU RESEARCH POLICIES: All individuals engaged in the research project must adhere to the approved protocol and all applicable LAU IRB Research Policies. PARTICIPANTS must NOT be involved in any research related activity prior to IRB notice date or after the expiration date.

EXEMPT CATEGORIES: Activities that are exempt from IRB review are not exempt from IRB ethical review and the necessity for ethical conduct.

PROTOCOL EXPIRATION: The LAU IRB notice expiry date for studies that fall under Exemption is 2 years after this notice, as noted above. If the study will continue beyond this date, a request for an extension must be submitted at least 2 weeks prior to the Expiry date.

MODIFICATIONS AND AMENDMENTS: Certain changes may change the review criteria and disqualify the research from exemption status; therefore, any proposed changes to the previously IRB reviewed exempt study must be reviewed and cleared by the IRB before implementation.

RETENTION: Study files must be retained for a period of 3 years from the date of project completion.

IN THE EVENT OF NON-COMPLIANCE WITH ABOVE CONDITIONS, THE PRINCIPAL INVESTIGATOR SHOULD MEET WITH THE REPRESENTATIVES OF THE IRB OFFICE IN ORDER TO RESOLVE SUCH CONDITIONS. IRB CLEARANCE CANNOT BE GRANTED UNTIL NON-COMPLIANT ISSUES HAVE BEEN RESOLVED.

If you have any questions concerning this information, please contact the IRB office by email at irb@lau.edu.lb

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