

THE ROLE OF CULTURAL INTELLIGENCE IN THE TRUST AND TURNOVER OF FRONTLINE HOTEL EMPLOYEES IN THAILAND

Akaraphun Ratasuk

Faculty of Food Business Management, Panyapiwat Institute of Management, Thailand

ABSTRACT

Corresponding author:

Akaraphun Ratasuk
akaraphunrat@pim.ac.th

Received: 25 August 2020

Revised: 19 October 2020

Accepted: 29 October 2020

Published: 7 July 2022

Citation:

Ratasuk, A. (2022). The role of cultural intelligence in the trust and turnover of frontline hotel employees in Thailand. *Humanities, Arts and Social Sciences Studies* 22(2): 348-358.

Employee turnover is a challenging organizational issue that managers cannot avoid. It limits a company's performance and causes substantial unnecessary expenses and loss, such as in training expenses, time, and effort. In an intercultural context like that of the hotel industry, particularly for those employees who work in the frontline encountering guests and colleagues of diverse cultural backgrounds, employee turnover is a severe and inevitable problem. This research examined whether cultural competence can help solve this problem. Its main objective was to investigate the role of cultural intelligence (CQ) in the turnover intention of frontline hotel employees and the mediating role of interpersonal trust. The sample group was chosen using stratified random sampling. Six hundred questionnaires were issued to frontline hotel employees working for 30 hotels located in five of the world's most famous tourist-destination cities, namely, Bangkok, Pattaya, Chiangmai, Krabi, and Phuket. Four hundred twenty-eight valid questionnaires were returned and computed using a partial least squares (PLS) regression analysis. The results show that CQ lowered the turnover intention of frontline hotel employees directly. CQ also increased the interpersonal trust among the employees. Apparently, the development of interpersonal trust among the employees reduced their turnover intention. The Sobel test results show that interpersonal trust is partially mediated between CQ and the frontline hotel employee turnover intention. The results also show that employee age positively moderated the relationship between CQ and the turnover intention. Hence, hotel human resource managers should include CQ training as a part of their employee management and development activities to foster trust and discourage turnover intention among employees.

Keywords: Cultural intelligence; turnover intention; interpersonal trust; hotel; frontline employees

1. INTRODUCTION

The hotel industry is among the world's fastest-growing sectors shaped by globalization. Thailand, one of the most popular tourist destinations in the world, is home to hundreds of hotels providing accommodations along with various types of services to guests from diverse cultures (Jensiratanakorn, 2018). According to

Jensiriratanakorn (2018), there were 1,023 chain hotels in Thailand operated by 237 brands, both domestic and international, in 2017. Additionally, there are a significantly growing number of non-chain hotels. Under such a competitive situation, hotel businesses are challenged to provide excellent service and differentiate themselves from other enterprises to remain competitive in the market.

Although several factors affect a hotel's business performance, frontline hotel employees play an essential role in driving business achievements (Lee et al., 2015; Ozturk and Karatepe, 2019). According to Lu et al. (2016), frontline hotel employees act as representatives of their hotels to meet guests, provide them services, and optimize their satisfaction. However, they can also create problems for their organizations. A severe problem for human resource management in the hotel business is the high employee turnover, potentially leading to severe organizational issues (Rahim et al., 2015). A high employee turnover increases human resource expenses and, at the same time, lowers service quality and therefore business performance (Haldorai et al., 2019). Frontline hotel employees cannot avoid cultural diversity in their work environments. They must interact with guests of various cultural backgrounds from all over the world. Their job is to effectively provide excellent service and accurate information to the guests to ensure their highest satisfaction. To this end, the employees must coordinate with the people in their team as well as other teams. There may be cultural differences among the team members because many hotels employ multicultural teams, which are believed to benefit their businesses in several ways (Ratasuk and Charoensukmongkol, 2020). Because the hotel industry in Thailand is open to hiring non-Thai employees, and Thailand is one of the world's most popular tourist destinations, the industry attracts many hospitality professionals from across the globe. Additionally, even among Thai employees, there is cultural diversity because Thailand has several disparate subcultures. The cultural diversity among the employees provides many benefits, such as new knowledge, new skills, creation, innovation, etc. (Ratasuk and Charoensukmongkol, 2019).

Unfortunately, cultural diversity can also cause tension, stress, and other negative feelings among employees and eventually motivate them to leave their jobs (Akhil and Liu, 2019; Hsiao et al., 2020). Research has shown that positive feelings, such as trust, can encourage employees to be engaged with their organizations while discouraging their turnover intentions (Ozturk et al., 2014).

However, to build interpersonal trust and reduce employee turnover intention in multicultural environments, a cross-cultural competence that effectively deals with cultural diversity must be developed. Therefore, the concept of cultural intelligence (CQ) was proposed in this study to help address these issues. Although there have been a few studies on the relationship between CQ and the turnover intention, none of them focused on the total effect of CQ on the turnover intention. Additionally, this connection has not yet been explored in the context of frontline hotel employees. Moreover, a study of the mediating role of interpersonal trust between CQ and the turnover intention has never appeared in the literature.

The objective of this investigation was to fill the research gaps in the study of intercultural work environments. Concerning the theoretical framework, this study used social identity theory to explain the issues caused by cultural diversity in a work environment that affect interpersonal trust and motivate frontline hotel employees to leave their jobs and how CQ helps solve this problem. Therefore, this research should provide new knowledge in CQ, interpersonal trust, and turnover intention studies. It also gives hotel managers and human resource managers a useful guideline to better manage the high turnover rate of employees, which is a severe organizational problem.

2. LITERATURE REVIEW AND HYPOTHESIS DEVELOPMENT

Social identity theory

Many social theories have been used to explain social phenomena in intercultural environments. In this research, the social identity theory (SIT) developed by Tajfel and Turner (1979) has been widely applied to explain the negative social phenomenon caused by cultural differences (Hogg, 2016; Mangum and Block Jr, 2018). According to SIT, individuals identify and classify themselves and other people by characteristics they commonly share, for example, gender, religion, race, ethnicity, nationality, social class, and culture (Trepte and Loy, 2017). SIT states that individuals tend to regard those they share characteristics with as the in-group and those they differ from as the out-group (McKeown et al., 2016). They also treat in-group members better than out-group ones (Wickramasinghe and Nandula, 2015). This result explains why cultural diversity can develop such undesired organizational outcomes, such as stress and conflict, and divide people into groups in multicultural work environments (Hogg, 2016; Ratasuk and Charoensukmongkol, 2020).

Cultural intelligence (CQ)

CQ is defined as an individual's ability to perform effectively in cross-cultural settings (Ang et al., 2015). According to Van Dyne et al. (2012), CQ is a multidimensional concept comprising four aspects. First,

cognitive CQ refers to an individual's knowledge of cultures and cultural environments, such as the beliefs, norms, and customs of different cultures (Van Dyne et al., 2017). Individuals with a high level of cognitive CQ tend to be more culturally knowledgeable and competent in applying their cultural knowledge in intercultural situations (Ang et al., 2015). Cultural knowledge helps them understand the various aspects of cultures and how these cultures differ (Van Dyne et al., 2017). Second, metacognitive CQ refers to a level of cultural mindfulness of individuals that controls their cultural knowledge and understanding (Van Dyne et al., 2012). This dimension allows individuals to apply their knowledge in planning how to interact appropriately in intercultural situations. Metacognitive CQ promotes a dynamic learning process for coping with unexpected and complicated intercultural situations (Ang and Van Dyne, 2015). Individuals with a high metacognitive CQ tend to be mindful of cross-cultural situations and question their cultural assumptions (Ang et al., 2015). They are open to new and unexpected intercultural interactions and ready to adjust their cultural knowledge according to the actual cross-cultural situations for the best outcomes (Earley, 2002). Third, motivation CQ refers to an individual's devotion to learning and engaging in cross-cultural situations (Van Dyne et al., 2012). Individuals with a high level of motivation CQ tend to enjoy challenging and involving situations shaped by cultural diversity (Van Dyne et al., 2017). Finally, behavioral CQ refers to an individual's ability to perform verbal and nonverbal actions when interacting with people of different cultural backgrounds (Ang et al., 2015). Individuals with a high level of behavioral CQ tend to have flexible and appropriate behaviors, both verbal and nonverbal, across cross-cultural situations (Van Dyne et al., 2012).

Contribution of CQ to trust and the turnover intention

The employee turnover intention is an undesired organizational phenomenon in which employees voluntarily leave their jobs, causing organizations to struggle with a shortage of human resources (Rahim et al., 2015). Prior research found that turnover intention had a negative effect on organizations, such as through decreasing the organizational performance and productivity and wasting corporate resources, such as through additional training efforts and expenses (Cohen et al., 2016; Lu et al., 2016). In intercultural environments, the employee turnover intention can be driven by the embedded cultural diversity (Akhal and Liu, 2019; Froese et al., 2016). Cultural diversity discourages desirable organizational factors, such as trust among employees and job satisfaction, and fosters undesirable organizational outcomes, such as conflict and job burnout, that may motivate employees to leave their jobs (Ariyabuddhiphongs and Kahn, 2017; Tschopp et al., 2014).

Trust is a crucial concept used to explain social phenomena at different levels, particularly in social interaction processes (Balliet and Van Lange, 2013). This study focuses on interpersonal trust between colleagues. Interpersonal trust includes expectations of trustworthiness and the willingness to accept vulnerability in others (Afsar et al., 2020; Costa et al., 2018). Trust can lead to desired organizational outcomes, such as better work performances and more innovation (Mach and Baruch, 2015; Ratasuk and Charoensukmongkol, 2019). Furthermore, trust reduces undesired work outcomes, such as stress, conflict, and job burnout (Ratasuk and Charoensukmongkol, 2019), which motivate employees to leave their jobs (Chieh and Dogan, 2016; Lu et al., 2017).

CQ allows employees to effectively adapt themselves to fit in unfamiliar cultural environments and develop cordial relationships with people from different cultural backgrounds (Ang et al., 2015; Ratasuk and Charoensukmongkol, 2020). In a multicultural work environment, this benefit of CQ allows employees to perceive a lower degree of differences and overcome problems caused by cultural diversity to connect with people who are different from them as explained by SIT and build satisfying relationships and work environments (Ratasuk and Charoensukmongkol, 2020). Given the friendly work environment and conditions, employees have a positive attitude and greater trust of each other. Afsar et al. (2020) found that CQ increases the interpersonal trust of employees in multinational corporations in Saudi Arabia. Trust among employees encourages their work and organizational engagement, preventing them from leaving their jobs (Froese et al., 2016; Tuan and Chris, 2016). Zeffane and Shaker (2017) showed that interpersonal trust is negatively associated with the service sector employee turnover intention in the UAE. Therefore, CQ is likely to increase interpersonal trust among employees and cause them to enjoy and remain at their jobs (Akhal and Liu, 2019).

Given these contributions of CQ to interpersonal trust and the turnover intention under SIT's perspective, the hypotheses were proposed (see Table 1).

Table 1: Hypotheses

Hypotheses	
H1	Trust has a negative relationship with the turnover intention of frontline hotel employees.
H2	CQ has a positive relationship with trust among frontline hotel employees.
H3	CQ has a negative relationship with the turnover intention of frontline hotel employees.
H4	Trust positively mediates the relationship between CQ and the turnover intention.

3. METHODOLOGY

Sample and data collection procedure

The research context of this study focuses on frontline hotel employees in Thailand. These employees routinely function in a cross-cultural work environment interacting with colleagues and guests of various cultural backgrounds. A self-administered questionnaire survey was used for data collection. The samples were selected from employees of chain hotels located in the five most popular tourist-destination cities in Thailand, namely, Bangkok, Chiangmai, Pattaya, Krabi, and Phuket, which are home to international chain hotels and cultural diversity. A stratified random sampling method was used. A total of 500 frontline hotel employees from 25 international chain hotels, five hotels from each city and 20 employees from each hotel, were randomly approached with the survey; however, only 428 participants agreed to complete the survey.

The researcher initially contacted the HR departments of the hotels asking for permission to conduct the survey. The study was explained in detail and confirmed to be anonymous and used only for this research before the questionnaires were deployed to the respondents who voluntarily participated.

Measurement

All question items were rated on five-point Likert scales ranging from 1 (Strongly Disagree) to 5 (Strongly Agree).

CQ was measured using the 20 item CQ scale (CQS) of Ang et al. (2007). For example, "I am conscious of the cultural knowledge I use when interacting with people with different cultural backgrounds," and "I know the cultural values and religious beliefs of other cultures."

The turnover intention was measured using a three-item turnover intention scale adapted from Froese et al. (2016). For example, "I am considering leaving my job," and "I am searching for a new job."

Trust was measured using the sixteen-item interpersonal trust scale adapted from Kucharska and Kowalczyk (2016). Sample items were "My colleagues are open and honest when problems occur," and "My colleagues help me make critical decisions."

Control variable

This research consisted of five control variables, namely, gender, age, hospitality education, international experience, and locality. These variables were found in previous research as factors that affected organizational outcomes, especially in intercultural contexts. Table 2 shows the characteristics of the sample.

Table 2: Sample Characteristics

Characteristics	Descriptive statistics
Gender	Male: 239 (55.97%) Female: 188 (44.03%)
Age	Mean: 29.494 SD: 6.48
Hospitality Education	Yes: 231 (54.10%) No: 196 (45.90%)
International Experience	Yes: 238 (55.74%) No: 189 (44.26%)
Locality	Yes: 132 (30.91%) No: 295 (69.09%)

Data analysis

This research used partial least squares (PLS) structural equation modeling to analyze the proposed model. PLS incorporates a principal component analysis, a path analysis, and a regression analysis to estimate the measurement item standardized regression coefficients for the model paths and factor loadings (Sarstedt et al., 2017). Moreover, PLS performs well with non-normal distributed data (Hair Jr et al., 2017). WarpPLS 7.0 was chosen and considered suitable for this study because, according to the normality test, all of the variables were not normally distributed (Hair Jr et al., 2017).

This data collection process and tool have been approved by the Research Ethics Committee (REC), and the reference number of PIM-REC 001/2563 was granted.

4. RESULTS

Prior to the structural equation modeling, model estimates were measured using the parameter values. 1) The convergent validity was proved using the factor loading values, which are suggested to be 0.7 or

larger to be ideal (Hair Jr et al., 2010). The findings, presented in Table 3, indicated that the measurement model's convergent validity was satisfactory. 2) The discriminant validity was examined using square root values of the average variance extracted (AVE), and it is suggested that these values must be greater than all other relevant correlations of the same construct (Ab Hamid et al., 2017). The correlations presented in Table 5 show that the discriminant validity of the measurement model was satisfactory. 3) The reliability was assessed using Cronbach's alpha and composite reliability coefficients, both of which must be at least 0.7 (McNeish, 2018). Table 4 shows that all of these coefficients were higher than 0.9; therefore, the reliability was satisfactory. 4) A multicollinearity test was performed using the full variance inflation factor (VIF) statistics, suggesting that the full VIF should not reach 3.3 (Kock and Lynn, 2012). The analysis indicated a satisfactory level of full VIFs ranging from 1.021 to 1.627, which do not reach 3.3; therefore, multicollinearity was not a severe issue. Finally, the common method bias (CMB) was examined. As with the multicollinearity, it can be detected through a full collinearity assessment approach (Kock, 2015). All VIF values were lower than 3.3 (Hair Jr et al., 2017; Kock, 2015); therefore, CMB was not a crucial concern in this analysis.

Table 3: Indicator Loadings and Cross-Loadings of Latent Variables

Items	CQ	Turnover intention	Interpersonal trust
CQ1	(0.817)	-0.038	0.047
CQ2	(0.818)	0.044	0.022
CQ3	(0.718)	-0.025	0.047
CQ4	(0.822)	0.045	0.066
CQ5	(0.816)	-0.046	-0.047
CQ6	(0.775)	0.002	0.077
CQ7	(0.804)	0.026	-0.002
CQ8	(0.746)	0.004	0.000
CQ9	(0.700)	0.000	0.043
CQ10	(0.797)	0.000	0.000
CQ11	(0.888)	0.033	-0.038
CQ12	(0.859)	0.094	-0.023
CQ13	(0.800)	-0.028	0.025
CQ14	(0.803)	-0.011	-0.067
CQ15	(0.810)	-0.028	-0.081
CQ16	(0.850)	0.016	-0.046
CQ17	(0.852)	0.000	-0.072
CQ18	(0.789)	-0.066	0.062
CQ19	(0.853)	0.011	0.023
CQ20	(0.725)	-0.047	0.034
Turnover1	0.001	(1.000)	0.000
Turnover2	-0.039	(0.883)	-0.047
Turnover3	0.046	(0.876)	0.017
Turnover4	0.025	(0.887)	0.004
Turnover5	-0.032	(0.901)	0.026
Trust1	0.060	-0.001	(0.879)
Trust2	0.055	-0.056	(0.889)
Trust3	0.043	0.041	(0.868)
Trust4	0.002	-0.025	(0.902)
Trust5	-0.123	0.009	(0.855)
Trust6	-0.040	0.032	(0.896)

Note(s): CQ = cultural intelligence, Turnover = turnover intention, Trust = interpersonal trust

In addition to the hypotheses testing and model assessments, the ten model-fit indices provided by the PLS model indicate the quality level of structural equation research models (Kock, 2017). According to Kock (2017), all ten model-fit indices presented in Table 4 are satisfactory, confirming that this research model has an adequate quality level.

Table 4: Model Fit Indices

Model fit indices	Coefficient	Result
Average path coefficient (APC)	0.152**	Significant
Average R-square (ARS)	0.302**	Significant
Average adjusted R-square (AARS)	0.294**	Significant
Average variance inflation factor (AVIF)	1.387	Ideal
Average full variance inflation factor (AFVIF)	1.306	Ideal
Tenenhaus GoF index (GoF)	0.524	Large
Simpson's paradox ratio (SPR)	0.889	Acceptable
R-square contribution ratio (RSCR)	0.999	Acceptable
Statistical suppression ratio (SSR)	0.889	Acceptable
Nonlinear bivariate causality direction ratio (NLBCDR)	0.778	Acceptable

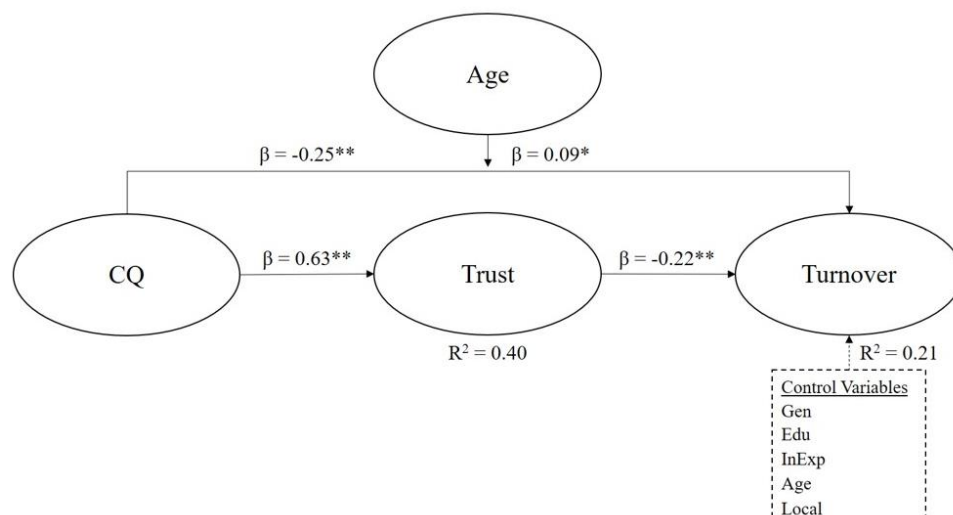
Note: ** means a p-value of <0.01

Table 5 reports the correlations among all variables in the research model and the AVEs of all latent variables. According to the findings, all square root of the AVE values were more significant than the other relevant correlations, indicating that this research model's discriminant validity was satisfactory (Zait and Berteau, 2011). Table 5 also shows that all Cronbach's alpha and composite reliability coefficients met the minimum required value of 0.7, which means that the reliability of all constructs was satisfied (Kimberlin and Winterstein, 2008). Moreover, this research model was free from severe multicollinearity issues and common method bias (CMB). The full collinearity VIF values of all latent variables, including CQ (1.627), the turnover intention (1.247), and interpersonal trust (1.573), were less significant than 3.3 (Kock, 2015).

Table 5: Correlation Among Variables and the Square Root of the Average Variance Extracted

Variables	Cronbach's alpha coefficient	Composite reliability coefficient	CQ	Turnover	Trust	Gen	Edu	InExp	Age	Local
CQ	0.960	0.964	(0.763)							
Turnover	0.948	0.960	-0.377**	(0.911)						
Trust	0.943	0.954	0.571**	-0.381**	(0.882)					
Gen	n/a	n/a	-0.229**	0.050	-0.187**	(1.000)				
Edu	n/a	n/a	0.174**	-0.065	0.136**	-0.357**	(1.000)			
InExp	n/a	n/a	0.238**	-0.126**	0.170**	-0.382**	0.376**	(1.000)		
Age	n/a	n/a	0.013	0.008	-0.003	-0.010	-0.064	-0.073	(1.000)	
Local	n/a	n/a	0.140**	-0.085	0.143**	-0.375**	0.332**	0.308**	-0.108*	(1.000)

Note: * means a p-value of <0.05 and ** means a p-value of <0.01. CQ = cultural intelligence, Turnover = turnover intention, Trust = interpersonal trust, GEN = gender, Edu = education, InExp = international experience, Age = age of participant, Local = city of birthplace; the square root values of the AVE are presented in parentheses.

**Figure 1:** Main Model Results

Note: * means a p-value of <0.05 and ** means a p-value of <0.01

The results from the PLS regression analysis are reported in Figure 1.

Hypothesis 1: Trust has a negative association with the turnover intention of frontline hotel employees. The results indicated that trust and the turnover intention are negatively associated ($\beta = -0.218$; $p < 0.001$). Additionally, the association was statistically significant. Thereby, hypothesis 1 was supported.

Hypothesis 2: CQ has a positive relationship with trust among frontline hotel employees. The results suggested that CQ and trust are positively associated ($\beta = 0.629$; $p < 0.001$). Additionally, the association was statistically significant. Thereby, hypothesis 2 was supported.

Hypothesis 3: CQ has a negative relationship with the turnover intention of frontline hotel employees. The results indicated that CQ and the turnover intention are negatively associated ($\beta = -0.246$; $p < 0.001$). Additionally, the association was statistically significant. Thus, hypothesis 3 was supported.

Hypothesis 4: Trust positively mediates the relationship between CQ and the turnover intention. The results from the Sobel test suggested by Hayes and Preacher (2014) showed the negative and significant mediation of trust ($t = -4.904$; $p < 0.001$). Therefore, hypothesis 4 was supported and, with the negative and significant association between CQ and the turnover intention, the mediation was partial.

In addition to the proposed hypotheses, the researcher conducted further investigation and found that age has a positive and significant moderating effect on the negative relationship between CQ and the turnover intention ($\beta = -0.093$; $p = 0.015$), as presented in Figure 2. Concerning the effect of the control variables, the results showed that the turnover intention associated negatively with gender ($\beta = -0.085$; $p = 0.021$), hospitality education ($\beta = -0.020$; $p = 0.337$), international experience ($\beta = -0.037$; $p = 0.219$), and locality ($\beta = -0.033$; $p = 0.246$), and positively with age ($\beta = 0.024$; $p = 0.312$). However, only the association with gender was statistically significant.

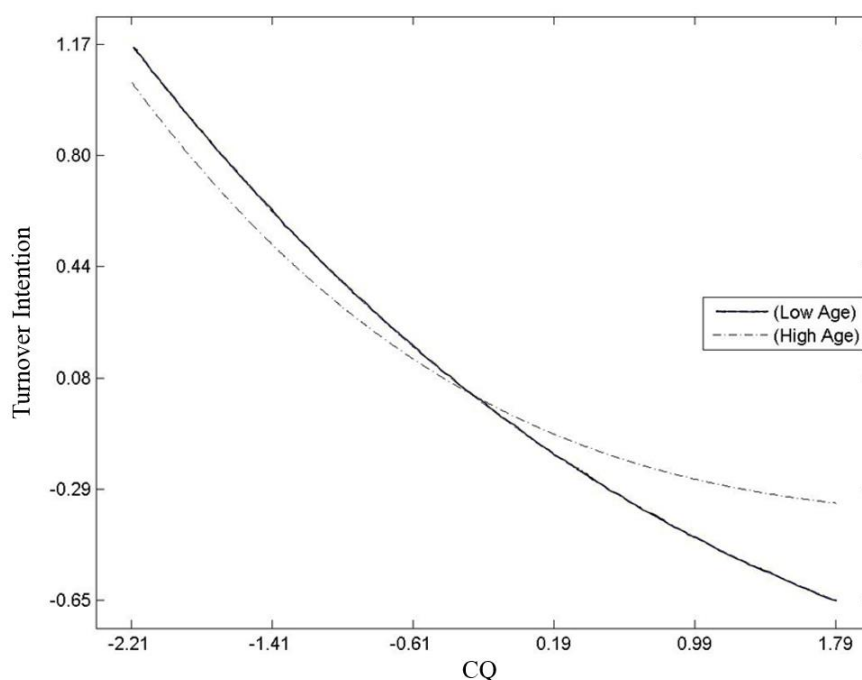


Figure 2: Moderating Effect Result

5. DISCUSSION AND CONCLUSION

This research examined the role of CQ and interpersonal trust in lowering the turnover intention of frontline hotel employees, which is a severe organizational issue in the hotel industry worldwide, including Thailand (Ariyabuddhiphongs and Marican, 2015). The results indicated that, in the hotel business where cross-cultural work environments often occur, interpersonal trust among employees is a crucial factor that helps to retain employees. This result concurs with the prior research finding that trust is negatively related to the turnover intention (Ozturk et al., 2014).

The results for the frontline hotel employees indicated that employees with a high level of interpersonal trust tend to have better relationships, attitudes, and feelings toward each other and their jobs,

preventing them from leaving their jobs. The results also showed that CQ fosters interpersonal trust, which concurs with prior research results (Cox, 2019). In the context of frontline hotel employees, those with a higher degree of CQ tend to perceive fewer differences and have good relationships with people from different cultures, allowing them to develop interpersonal trust easily. The findings also showed that CQ lowered the turnover intention, which concurs with previous research results (Froese et al., 2016). Frontline hotel employees with a high CQ level tend to perform better in cross-cultural work environments and better address undesired cultural issues that create negative feelings and motivate employee turnover. The findings also showed the mediation of trust between CQ and the turnover intention. For frontline hotel employees, CQ builds interpersonal trust, which reduces their hesitation regarding cooperation and eventually brings down their turnover intention. The moderating effect of age on the negative relationship between CQ and the turnover intention indicates that CQ has a more substantial negative effect on the turnover intention in younger frontline hotel employees. With less work and life experience, they tend to have a lower level of workplace engagement and make fast and reckless decisions to change their jobs when encountering workplace problems, such as work stress and conflicts with supervisors, colleagues, and guests. In an intercultural work environment where they must deal with cultural diversity, CQ could help them overcome this challenge and keep them in their jobs (Ratasuk and Charoensukmongkol, 2020). Finally, the positive effect of gender on the turnover intention could be explained in the context that male employees tend to have a higher turnover intention because they seem to be less engaged with their work (Camgoz et al., 2016).

Theoretical contributions

To summarize, the overall findings of this research empirically provide a theoretical evaluation of CQ and the turnover intention to the literature of intercultural work environments. The results are consistent with the explanation of the social identity theory focusing on the effects of cultural diversity that discourage relationships and interaction among employees and even with guests from different cultural backgrounds (Hogg, 2016; Trepte and Loy, 2017). It also concurs with prior findings that culturally social categorization prevents workers from cooperating with colleagues from different cultures (Ratasuk and Charoensukmongkol, 2019). From the standpoint of the social identity theory, the role of CQ is to lower employee perceptions of cultural dissimilarity toward colleagues as well as foreign guests that cause discomfort and stress (Ratasuk and Charoensukmongkol, 2020). Because CQ is a cultural competence that enables individuals to better understand people with different cultural backgrounds (Charoensukmongkol, 2019), it causes them to perceive less cultural classification and overcome unclear perceptions due to cultural dissimilarity (Ang and Van Dyne, 2015). Therefore, CQ helps employees narrow gaps with their colleagues and create trust (Afsar et al., 2020). This result allows employees to develop positive work attitudes and satisfaction that maintain them in their job (Ozturk et al., 2014). Under the perspective of social identity theory, this study provides additional theoretical evidence of CQ's importance in developing interpersonal trust among employees and reducing their turnover intention.

Research contributions and suggestions

This research provides additional evidence to CQ study in the area of interpersonal trust and turnover intention, which is still limited, particularly in the hotel industry in Thailand. It also provides a new knowledge concerning the role of trust at the interpersonal level in explaining turnover intention in an intercultural context that has never been examined. Additionally, it investigates the mediating role of interpersonal trust between CQ and turnover intention, which had not been explored. Finally, this research provides additional knowledge of CQ's relationships, interpersonal trust, and turnover intention as explained by the social identity theory.

As for the practical contribution, this research provides hotel managers a guideline for decreasing their employee turnover rate, which is a crucial indicator of business performance. According to the findings, trust should be developed among employees to address the turnover issue. Building trust among employees is necessary for improving the organizational loyalty in cross-cultural work environments. The results also showed that interpersonal trust among employees in cross-cultural work environments is well built by developing CQ. Managers are suggested to provide cultural training and team-building workshops that effectively build good relationships among employees, especially young employees who need more cultural competence to enhance their skills and enjoy their work. The programs should contain CQ training that enables them to overcome cultural barriers, allowing them to be more motivated and enjoy interacting with people from different cultures. They should also be grouped into intercultural teams to work closely together and share their culturally diverse values to achieve mutual goals that will help to develop trust among the group members. They will learn how to perform effectively in cross-cultural situations and build good relationships and trust with whomever they encounter, which will give them job satisfaction and organizational loyalty that will eventually limit their turnover intention.

Limitations and recommendations for future studies

Although this research provides several contributions to the literature of the hotel industry, some limitations still need to be considered. First, the collected data were from only five cities, which may restrict the generalizability of the findings. A future related study should collect data from more cities to improve the generalizability. Second, because only cross-sectional data were collected, identifying the causal direction of the analysis findings was restricted. Thus, the findings are to be interpreted only with respect to association instead of causation. Lastly, the self-administered aspect of the survey may have caused the results to suffer from a subjective bias. A related future study should collect data from different sources, such as supervisors or colleagues, to avoid the possibility of a subjective bias.

REFERENCES

- Ab Hamid, M., Sami, W. and Sidek, M. M. (2017). Discriminant validity assessment: Use of Fornell & Larcker criterion versus HTMT criterion. *Journal of Physics: Conference Series* 890: 012163.
- Afsar, B., Al-Ghazali, B. M., Cheema, S. and Javed, F. (2020). Cultural intelligence and innovative work behavior: The role of work engagement and interpersonal trust. *European Journal of Innovation Management* 24(4): 1082-1109.
- Akhal, K. and Liu, S. (2019). Cultural intelligence effects on expatriates' adjustment and turnover intentions in Mainland China. *Management Research Review* 42(7): 818-836.
- Ang, S., Rockstuhl, T. and Tan, M. L. (2015). Cultural Intelligence and Competencies. In *International Encyclopedia of the Social & Behavioral Sciences*. 2nd ed., edited by J. D. Wright, pp. 433-439. Oxford: Elsevier.
- Ang, S. and Van Dyne, L. (2015). *Handbook of Cultural Intelligence*. London: Routledge.
- Ang, S., Van Dyne, L., Koh, C., Ng, K. Y., Templer, K. J., Tay, C. and Chandrasekar, N. A. (2007). Cultural intelligence: its measurement and effects on cultural judgment and decision making, cultural adaptation and task performance. *Management and Organization Review* 3(3): 335-371.
- Ariyabuddhiphongs, V. and Kahn, S. I. (2017). Transformational leadership and turnover intention: the mediating effects of trust and job performance on café employees in Thailand. *Journal of Human Resources in Hospitality and Tourism* 16(2): 215-233.
- Ariyabuddhiphongs, V. and Marican, S. (2015). Big five personality traits and turnover intention among Thai hotel employees. *International Journal of Hospitality and Tourism Administration* 16(4): 355-374.
- Balliet, D. and Van Lange, P. A. M. (2013). Trust, conflict, and cooperation: A meta-analysis. *Psychological Bulletin* 139(5): 1090-1112.
- Camgoz, S. M., Ekmekci, O. T., Karapinar, P. B. and Guler, B. K. (2016). Job insecurity and turnover intentions: Gender differences and the mediating role of work engagement. *Sex Roles: A Journal of Research* 75(11-12): 583-598.
- Charoensukmongkol, P. (2019). The efficacy of cultural intelligence for adaptive selling behaviors in cross-cultural selling: the moderating effect of trait mindfulness. *Journal of Global Marketing* 33(3): 141-157.
- Chieh, L. A. C. and Dogan, G. (2016). Impact of job burnout on satisfaction and turnover intention: Do generational differences matter? *Journal of Hospitality and Tourism Research* 40(2): 210-235.
- Cohen, G., Blake, R. S. and Goodman, D. (2016). Does turnover intention matter? evaluating the usefulness of turnover intention rate as a predictor of actual turnover rate. *Review of Public Personnel Administration* 36(3): 240-263.
- Costa, A. C., Fulmer, C. A. and Anderson, N. R. (2018). Trust in work teams: An integrative review, multilevel model, and future directions. *Journal of Organizational Behavior* 39(2): 169-184.
- Cox, K. (2019). *Integrating an Innovative Organizational Culture with Cultural intelligence in Multicultural Teams: A Case Study of an International Student Team*. Doctoral dissertation. University of Seattle, United States of America.
- Earley, P. C. (2002). Redefining interactions across cultures and organizations: Moving forward with cultural intelligence. *Research in Organizational Behavior* 24: 271-299.
- Froese, F. J., Kim, K. and Eng, A. (2016). Language, cultural intelligence, and in-patriate turnover intentions: Leveraging values in multinational corporations through in-patriates. *Management International Review* 56: 283-301.
- Hair Jr, J. F., Black, W. C., Babin, B. J. and Anderson, R. E. (2010). *Multivariate Data Analysis*. 7th ed. Upper Saddle River: Pearson Education.
- Hair Jr, J. F., Matthews, L. M., Matthews, R. L. and Sarstedt, M. (2017). PLS-SEM or CB-SEM: Updated guidelines on which method to use. *International Journal of Multivariate Data Analysis* 1(2): 107-123.

- Hair Jr, J. F., Sarstedt, M., Ringle, C. M. and Gudergan, S. P. (2017). *Advanced Issues in Partial Least Squares Structural Equation Modeling*. New York: SAGE Publishing.
- Haldorai, K., Kim, W. G., Pillai, S. G., Park, T. E. and Balasubramanian, K. (2019). Factors affecting hotel employees' attrition and turnover: Application of pull-push-mooring framework. *International Journal of Hospitality Management* 83: 46-55.
- Hayes, A. F. and Preacher, K. J. (2014). Statistical mediation analysis with a multicategorical independent variable. *British Journal of Mathematical and Statistical Psychology* 67(3): 451-470.
- Hogg, M. A. (2016). Social Identity Theory. In *Understanding Peace and Conflict Through Social Identity Theory: Contemporary global perspectives*, edited by S. McKeown, R. Haji and N. Ferguson, pp. 3-17. Cham: Springer.
- Hsiao, A., Ma, E., Lloyd, K. and Reid, S. (2020). Organizational ethnic diversity's influence on hotel employees' satisfaction, commitment, and turnover intention: Gender's moderating role. *Journal of Hospitality and Tourism Research* 44(1): 76-108.
- Jensiriratanakorn, N. (2018). Thailand is the ninth most-visited country in the world and the most visited country in Southeast Asia. The country recorded 9% growth in tourist arrivals in 2017, predominantly driven by the growth of Chinese tourists (12% growth YOY). In *Asia Pacific Chains and Hotels Report 2018*, pp. 51-54. New York: Horwath HTL. [Online URL: https://corporate.cms-horwathhtl.com/wp-content/uploads/sites/2/2019/01/2018_ASIA-PACIFIC_CHAINS-REPORT-1.pdf] accessed on June 5, 2020.
- Kimberlin, C. L. and Winterstein, A. G. (2008). Validity and reliability of measurement instruments used in research. *American Journal of Health-System Pharmacy* 65(23): 2276-2284.
- Kock, N. (2015). Common method bias in PLS-SEM: A full collinearity assessment approach. *International Journal of e-Collaboration* 11(4): 1-10.
- Kock, N. (2017). *WarpPLS User Manual: Version 6.0*. Texas: ScriptWarp Systems.
- Kock, N. and Lynn, G. (2012). Lateral collinearity and misleading results in variance-based SEM: An illustration and recommendations. *Journal of the Association for Information Systems* 13(7): 546-580.
- Kucharska, W. and Kowalczyk, R. (2016). Trust, Collaborative Culture and Tacit Knowledge Sharing in Project Management: A Relationship Model. Paper presented at the 13th International Conference on Intellectual Capital and Knowledge Management and Organisational Learning. Ithaca, New York. October 14-15.
- Lee, J.-S., Back, K.-J. and Chan, E. S. (2015). Quality of work life and job satisfaction among frontline hotel employees: A self-determination and need satisfaction theory approach. *International Journal of Contemporary Hospitality Management* 27(5): 768-789.
- Lu, A., Cheng, C. and Gursoy, D. (2016). Impact of job burnout on satisfaction and turnover intention: Do generational differences matter? *Journal of Hospitality and Tourism Research* 40(2): 210-235.
- Lu, V. N., Capezio, A., Restubog, S. L. D., Garcia, P. R. and Wang, L. (2016). In pursuit of service excellence: investigating the role of psychological contracts and organizational identification of frontline hotel employees. *Tourism Management* 56: 8-19.
- Lu, Y., Hu, X. M., Huang, X. L., Zhuang, X. D., Guo, P., Feng, L. F., Hu, W., Chen, L., Zou, H. and Hao, Y. T. (2017). The relationship between job satisfaction, work stress, work-family conflict, and turnover intention among physicians in Guangdong, China: A cross-sectional study. *BMJ Open* 7(5): e014894.
- Mach, M. and Baruch, Y. (2015). Team performance in cross cultural project teams: The moderated mediation role of consensus, heterogeneity, faultlines and trust. *Cross Cultural Management: An International Journal* 22(3): 464-486.
- Mangum, M. and Block Jr, R. (2018). Social identity theory and public opinion towards immigration. *Social Sciences* 7(3): 41.
- McKeown, S., Haji, R. and Ferguson, N. (2016). *Understanding Peace and Conflict Through Social Identity Theory, Contemporary Global Perspectives*. Cham: Springer.
- McNeish, D. (2018). Thanks coefficient alpha, we'll take it from here. *Psychological Methods* 23(3): 412-433.
- Ozturk, A. and Karatepe, O. M. (2019). Frontline hotel employees' psychological capital, trust in organization, and their effects on nonattendance intentions, absenteeism, and creative performance. *Journal of Hospitality Marketing and Management* 28(2): 217-239.
- Ozturk, A. B., Hancer, M. and Wang, Y.-C. (2014). Interpersonal trust, organizational culture, and turnover intention in hotels: A cross-level perspective. *Tourism Analysis* 19(2): 139-150.
- Rahim, M. A., Civelek, I. and Liang, F. H. (2015). A model of department chairs' social intelligence and faculty members' turnover intention. *Intelligence* 53: 65-71.
- Ratasuk, A. and Charoensukmongkol, P. (2019). The role of team trust and team conflict on innovative performance of multicultural teams in the restaurant business. *Thammasat Review* 22(2): 1-18.

- Ratasuk, A. and Charoensukmongkol, P. (2020). Does cultural intelligence promote cross-cultural teams' knowledge sharing and innovation in the restaurant business? *Asia-Pacific Journal of Business Administration* 12(2): 183-203.
- Sarstedt, M., Ringle, C. M. and Hair Jr, J. F. (2017). Partial least squares structural equation modeling. In *Handbook of Market Research*, edited by C. Homburg, M. Klarmann and A. E. Vomberg, pp. 1-47. Cham: Springer.
- Tajfel, H. and Turner, J. C. (1979). An Integrative Theory of Intergroup Conflict. In *The Social Psychology of Intergroup Relations*, edited by W. G. Austin and S. Worchel, pp. 33-37. California: Brooks/Cole.
- Trepte, S. and Loy, L. S. (2017). Social Identity Theory and Self-Categorization Theory. In *The International Encyclopedia of Media Effects*, edited by P. Rössler, C. A. Hoffner and L. van Zoonen, pp. 1-13. New Jersey: John Wiley & Sons Inc.
- Tschopp, C., Grote, G. and Gerber, M. (2014). How career orientation shapes the job satisfaction–turnover intention link. *Journal of Organizational Behavior* 35(2): 151-171.
- Tuan, T. L. and Chris, R. (2016). The relationship between cultural intelligence and i-deals: trust as a mediator and HR localization as a moderator. *International Journal of Organizational Analysis* 24(5): 908-931.
- Van Dyne, L., Ang, S. and Tan, M. L. (2017). Cultural intelligence. In *Management-Oxford Bibliographies*, edited by R. W. Griffin, New York: Oxford University Press. [Online URL: <http://soonang.com/wp-content/uploads/2017/04/Cultural-Intelligence-Management-Oxford-Bibliographies.pdf>] accessed on June 5, 2020.
- Van Dyne, L., Ang, S., Ng, K. Y., Rockstuhl, T., Tan, M. L. and Koh, C. (2012). Sub-dimensions of the four factor model of cultural intelligence: expanding the conceptualization and measurement of cultural intelligence. *Social and Personality Psychology Compass* 6(4): 295-313.
- Wickramasinghe, V. and Nandula, S. (2015). Diversity in team composition, relationship conflict and team leader support on globally distributed virtual software development team performance. *Strategic Outsourcing: An International Journal* 8(2/3): 138-155.
- Zait, A. and Berteau, P. (2011). Methods for testing discriminant validity. *Management and Marketing Journal* IX(2): 217-224.
- Zeffane, R. and Shaker, J. B. M. (2017). Trust, job satisfaction, perceived organizational performance and turnover intention: A public-private sector comparison in the United Arab Emirates. *Employee Relations* 39(7): 1148-1167.