

A bibliometric overview of Cultural Intelligence (CQ) research

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Authored by

Andrea Caputo

Associate Professor of Management

University of Trento, Italy & University of Lincoln, United Kingdom

Andrea.caputo@unitn.it

ORCID: 0000-0003-2498-182X

Mariya Kargina

PhD Student in Organizational Behaviour

University of Rome “Tor Vergata”, Italy

Mariya.kargina@uniroma2.it

ORCID: 0000-0002-7135-5963

<a> ABSTRACT

This chapter investigates, maps, and systematizes the knowledge produced around cultural intelligence in social sciences, particularly management studies, over the last two decades. A bibliometric analysis of 513 documents retrieved from the Web of Science Core Collection database has been made via the bibliometrix package in R, covering a range of studies from 2002 until 2020. The analyses present results concerning the performance of CQ research published in scientific journals, the geography of CQ research, and the identification of the main articles and topics.

Keywords: bibliometric; cultural intelligence; international management; review; CQ; bibliometrix.

<a> 1. INTRODUCTION

Management research about cultural intelligence (CQ), i.e., someone’s ability to function effectively in situations characterized by cultural diversity, has been growing exponentially in the last twenty years. As a testimony of this growth, to the end of 2020 several of the review articles and chapters have contributed to providing and updating contemporary overviews of a solid body of research. Similarly, efforts to compile handbooks and edited collections attracted a wide range of contributions from all over the world. For example, Ang and Van Dyne (2008) edited a book that collated multinational scholarship presenting the conceptual background and nomological network of the notion of CQ, as well as applications to

multicultural teams, different disciplines and related constructs, establishing future research directions.

Among the first reviews on CQ, Ang et al. (2011) emphasized the importance of empirical research, providing affirmations on CQ construct validity, and indicating a practical value of the concept and ways to expand the further research in terms of CQ measures, and team/firm – level CQ. Subsequently, the historical overview of the construct was published, where Ang et al. (2015) examine the development of the CQ concept and its theoretical conceptualization together with a practical value in addition to the measurement alternatives of CQ. More recently, two other reviews appeared. Ott and Michailova (Ott and Michailova, 2018) and Fang et al. (2018) included in their review the roles of CQ such as antecedent, mediator, or moderator in relation to various outcomes, as well as antecedents to CQ, concluding with avenues for future research that still inspire scholars from different fields (e.g., Vlačić et al., 2018).

Previous literature reviews focused on the impact and influence of CQ in related fields of study. For instance, Andresen and Bergdolt (Andresen and Bergdolt, 2017) conducted a systematic literature review on the definitions of global mindset and CQ, identifying a significant overlap between the two constructs and revealed a separation based on the three aspects of business management. Another example is a study by Solomon and Steyn (2017), where 590 CQ hypotheses were considered and separated into more than ten themes. It was discovered that 60% of all CQ hypotheses were empirically investigated and confirmed. Also, Yari et al. (2020), in one of the latest reviews identified the knowledge structure of the field of cross-cultural competence and global mindset and CQ, indicating overlaps between the three constructs and demarcating the concepts. Without a doubt the research on the concept of CQ was widely summarised with the use of comprehensive literature review tools. However, a bibliometric, comprehensive, and succinct overview of the research area is still missing.

The aim of this chapter is to provide the reader with a broad picture, contributing to the systematising efforts in CQ research. Such an effort focused on the analysis of peer-reviewed scientific articles where CQ was investigated, can provide current scholars with a better understanding of the contribution of their research as well as future scholars to understand where CQ research is published and how the field evolved over time, in terms of authorships, outputs, and topics. Moreover, practitioners and policymakers can benefit from this chapter to comprehend the dynamics of CQ research, who are the prominent scholars, and what the most influential studies and investigated topics are.

The chapter is structured as follows. The next section presents the methodological notes, providing an account of the research protocol, the construction of the dataset and the bibliometric tools adopted for the analyses. Next, a detailed section presents each bibliometric analysis providing a performance and network picture of the field of research and its evolution, including elements such as the geography of CQ research and the most studied areas. Finally, the chapter is concluded with an evolutionary picture of the topics and the thematic map for the field.

<a> 2. METHODOLOGICAL NOTES

This chapter aims to provide a comprehensive, yet succinct, map of the knowledge structure and evolution of cultural intelligence (CQ) research from social sciences. To do so we adopted a bibliometric approach in line with recent best practices and methodological innovations

(Caputo et al., 2021). We have run several complementary bibliometric analyses based on a systematic search protocol in Web of Science Core Collection.

** 2.1 Database and search protocol**

The systematic search was done through the Web of Science Core Collection (WOS) database from Clarivate Analytics in early 2021. Alternative databases, Scopus and EBSCO, were consulted to cross-validate the search. In consideration of the results of the cross-validation and the maturity of the field of research in cultural intelligence, WOS was chosen as it yielded a mix of richness of metadata, high quality of sources and high quantity of publications. Using a single database ensured the reliability and validity of the results due to the common indexing process (Caputo et al., 2021). Moreover, we searched the entirety of a scholarly database instead of a pre-set list of journals/outlets, ensuring the avoidance of potential biases and/or omissions that could occur when selecting the articles for the analysis.

The search protocol comprised the search string and including and excluding criteria. In particular, the search in WOS was done using the string “TS= (cultural NEAR/1 intelligence)”, where TS is the advanced search field tag that searches the Topic fields, which include Titles, Abstracts, Keywords and Indexing fields such as Systematics, Taxonomic Terms and Descriptors; while “NEAR/1” is the Boolean search operator that finds records where the terms joined by the operator are within one word distance. This string allowed us to search every published document that referred to the term “cultural intelligence” taken together. The search string was also validated by trying several alternatives such as the inclusion of the acronym “CQ” and the use of alternative keywords, however, no alternative search improved the results retrieved by the chosen string. This procedure enabled us to ensure that all the retrieved content was pertinent to our topic, specifically, and not incidentally, investigating CQ.

The including criteria referred to the language of publication being English, the type of document peer-reviewed article, to ensure quality and richness of metadata. Additionally, to ensure the focus on social science research and quality of the publication, only articles published in outlets included in the Social Science Citation Index (SSCI) and Emerging Science Citation Index (ESCI) were considered. At this stage, 577 articles were retrieved.

The exclusion criteria were related to the timeframe of our search and the nature of the publication. We excluded publications before 2002 (-4 articles), the year when the article “Redefining interactions across cultures and organizations: moving forward with cultural intelligence” (Earley, 2002) was published, which is the first article on cultural intelligence in our dataset. Only four articles were found before 2002 and did not specifically investigate cultural intelligence. We also excluded articles published in 2021 (-58 articles) to ensure comparability of citation metadata. Finally, we excluded two articles that after checking pertained to conferences and not peer-reviewed scientific journals. The final dataset adopted for the bibliometric analyses was composed of 513 documents.

** 2.2 Bibliometric analysis**

Bibliometrics is a part of scientometrics, which applies statistical methods in order to analyse scientific activities within a particular field of research (Broadus, 1987), and also evaluate the productivity of the scientific contributions in a quantitative manner (Derviş, 2019). According to Aria & Cuccurullo (Aria and Cuccurullo, 2017) bibliometrics incorporates two main aspects: performance analysis and science mapping. Performance analysis includes *activity indicators*

(Mingers and Leydesdorff, 2015), which provide an analysis of bibliographic data based on the variation of techniques about the volume (e.g. frequency, production analysis), the impact (e.g. citation analysis), and the distribution (e.g. authorship, country) of a research field under investigation. Science mapping includes *first and second-generation relation indicators*, that produce a spatial portrayal of the interrelation of the scientific elements, emphasizing the dynamic and structural composition of the research field (Iwami et al., 2020).

The bibliometric analysis was performed with the Bibliometrix package in R Studio (Aria and Cuccurullo, 2017) that allows the use of both sets of indicators simultaneously (Derviş, 2019), and provides the opportunity to visualise the results in addition to achieving statistical completeness and reliability of the outcomes.

<a> 3. BIBLIOMETRIC ANALYSIS OF CQ RESEARCH

This section presents the results of the bibliometric analysis of CQ research looking at descriptive statistics of the analysed dataset, the analysis of sources where CQ research has been published, the analysis of the cited references, the analysis of authors, the geographical production, the analysis of articles, and the analysis of keywords.

 3.1 Descriptive statistics of CQ research

Our dataset of CQ research spans from 2002, the year of the introduction of the concept in the social sciences (Earley, 2002), until 2020. It was found that 1091 authors wrote a total number of 513 articles with average citation per article 19.46 in 307 journals. It represents quite a high number of authors who were interested in the CQ research and could be explained by multidisciplinary character and hence application and development of the concept. Collaboration is indicated as a key strategy among the publishing authors within the CQ field, as only about 18.3% (94 articles) were solely published, indicating a collaboration index of 2.42.

The nature of the CQ concept was proved to be essential for the 21st-century specialists who are dealing with the cross-cultural issues on a daily basis (Ramirez, 2010), and facing its exponential growth due to the increasing globalization dynamics. Indeed, in terms of the activity indicators, the field experienced exponential growth in published articles about CQ. The annual growth rate is about 30.47%, which illustrates quite a steady growth. The early stages (2002-2005) are characterized by steadily low production associated with the introduction of the CQ construct. The stable growth stage started in 2008 could be explained either by the increased interest in the topic or by the introduction and establishment of the predictive validity of the Cultural Intelligence Scale (CQS) by Ang et al. (Ang et al., 2007), who managed to prove that "...CQ is conceptually and empirically distinct from other individual differences..." (Ang et al., 2007). With a high level of probability, it may be stated that the maturity stage is not reached yet, due to the exponential growth of the publications, which reached 92 annual publications in 2020, from 1 in 2002.

 3.2 Where CQ research is published: analysis of sources

The retrieved articles were published in 307 journals. Table 1 indicates the most relevant journals, which contributed most to the development of the field of CQ. A total of 156 (30.41%) articles were published in the top-20 most productive academic journals regarding

the CQ research, the majority of which belong to Emerald Insight (n=7; 35%). The journal that has the highest number of publications (n=24; 4.67%) is *International Journal of Intercultural Relations* published by Elsevier, which also contributed the highest h-index (14), g-index (24), and m-index (1.27). Interestingly, among the most productive journals, the journal that received the highest number of citations is *Group and Organization Management*, 6 articles of which were cited 908 times (20.22%). This could be explained by the fact that the significance for the development of CQ papers were published there, or by the earliest starting point of the publication year in comparison with other journals among the declared top-20.

Please insert about here Table 1 - Top 20 most relevant journals for CQ Research

 3.3 What is cited by CQ Research: the foundations

The most cited local sources are presented in Table 2. The list includes different sources such as articles and books that were contained in at least one of the reference lists (bibliography) of the articles in the present dataset. The most cited journals are *Journal of Applied Psychology* (916 articles), *International Journal of Intercultural Relations* (872 articles), and *Group and Organization Management* (769 articles).

Please insert about here Table 2 - Top 20 most local cited sources by CQ Research

 3.4 Who is contributing to CQ Research: the authors

The performance of the most productive authors was assessed based on the number of publications, local citations, as well as h-index, g-index, m-index, and total number of citations to evaluate the most valuable contributors to the CQ research area (Table 3). In terms of the highest number of publications, the top author is Alfred Presbitero (15 articles), who is followed by Soon Ang (7 articles), Peerayuth Charoensukmongkol (7 articles), Jase Ramsey (7 articles), and Linn Van Dyne (7 articles). Twenty authors emerge as producing 20.85% of the whole research in the dataset (107 articles).

In terms of most locally cited authors, Soon Ang was the author mostly cited (231 local citations) by other papers in the dataset, which is obviously attributable to the fact that Soon Ang was at the very origins of the CQ research (Earley and Ang, 2003). Also, Linn Van Dyne (229 local citations), Christine Koh Siew Kuan (147 local citations), and David C. Thomas (115 local citations) are the most cited authors in the field of CQ within the present dataset. Soon Ang is also the first ranked author in terms of the total citations (958 total citations) followed by Linn Van Dyne (777 global citations) from documents contained in the entire WOS database. The prevailing number of the total (global) citations over local citations indicate a truly multidisciplinary and global character of the CQ concept, applicable to a variety of research fields. The highest h-index (9), g-index (14) and m-index (1.5) among the authors present in the dataset appeared to be Alfred Presbitero for his 15 publications.

** 3.5 The Geography of CQ Research**

The geographical distribution of CQ research is presented here. CQ research has been produced by corresponding authors from 58 countries, the majority (n=264; 51.46%) of the scientific articles on CQ were published by the authors affiliated in the USA (n=127; 24.76%), China (n=44; 8.58%), Australia (n=36; 7.02%), United Kingdom (n=36; 7.02%), and Germany (n=21; 4.09%). Interestingly, the USA although being the leading country in volume of correspondence authors does not have a high level of international collaboration (n=22; 20.95%) in contrast with other leading countries from the rank, where the international collaboration reaches almost a half of all publications on CQ in China (n=14; 46.66%), over half of articles in Australia (n=13; 56.52%) and United Kingdom (n=15; 71.42%), and a significant majority in Germany (n=10; 90.91%). Most notably the larger the contribution (articles) to the CQ research field, the lower the percentage of international collaboration in the published research.

Figure 1 shows the social structure of the field, representing how authors affiliated with the institutions of different countries are related to each other. Assuredly, collaboration relations are resource-dependent (Pouris and Ho, 2014) and internalization of academic research significantly depends on the attractiveness of other participants in the research area of a global network, as well as access to research funds. Therefore, international collaboration may become a challenge for a variety of institutions, in particular for developing countries that may face some internal issues such as lack of funds and specificities of governmental/institutional policies that can prevent them from international cooperation with a high scientific efficiency (Shen et al., 2018). Data shows that mostly developing countries such as Saudi Arabia, Pakistan, Mexico, Serbia, and Peru, are not involved in international collaboration in the field of CQ. Hence, the global dynamics of globalization which are witnessed in the differences in terms of economic development seem to be replicated also in the CQ research where it is visible that developing countries tend to be isolated in terms of lack of collaboration and less contribution. The risk of the present situation is an expansion of the research on CQ mostly limited to the developed, often western countries. The potential solution may lie in initiatives of the researchers from the countries with more advanced research on CQ to offer collaborations to the institutions of the countries with less developed CQ research to establish a broader research network and expand the CQ research in more diverse geographical areas.

Please insert about here Figure 1. Country Collaboration Network of CQ Research

CQ research can also be investigated by looking at the distribution of scientific production frequencies around the world (considering the affiliation of each author of each paper). The results do not differ in their ranking from the analysis by the corresponding author affiliation. Within the Top 5, the USA took the leading position (409 freq.), followed by China (146 freq.),

Australia (111 freq.), United Kingdom (110 freq.), and Germany (71 freq.). A research topic of CQ is a truly global concept presenting a cross-cultural meta-skill, built upon a fundament of international expertise.

 3.6 CQ Research: the articles

Moving to the analysis of the articles in the dataset Table 4 shows the Top-20 most local cited articles according to the Web of Science database; local citations measure the number of citations an article received in the analysed dataset. Within the Top-5 in local citation descending order, the first position is taken by Soon Ang, Linn Van Dyne, and Christine Koh (Ang et al., 2006) entitled *“Personality Correlates Of The Four-Factor Model Of Cultural Intelligence”*. This article provides a report on the relationship between CQ factors and Big Five personality traits. It was discovered that conscientiousness is related to metacognitive facet of CQ, emotional stability and agreeableness are related to behavioural CQ, extraversion is related to behavioural, cognitive, and motivational CQ, and openness to experience is significantly related to all four facets of the CQ construct.

The second position is assigned to the study of Klaus J. Templer, Cheryl Tay and N. Anand Chandrasekar (Templer et al., 2006) named *“Motivational Cultural Intelligence, Realistic Job Preview, Realistic Living Conditions Preview, And Cross-Cultural Adjustment”*. The analysis demonstrated the positive relationships between motivational CQ and cross-cultural adjustment criteria (work, general, interaction adjustment) beyond the effects of demographic variables, international experience, and realistic previews of job and living conditions.

The third mostly locally cited paper is David C. Thomas’ *“Domain and Development of Cultural Intelligence. The importance of mindfulness”* (Thomas, 2006), where the author presents a reconceptualization of the construct defining CQ as a three-component concept consisting of knowledge, behavioural ability, and mindfulness as a key component connecting them together.

The fourth most locally cited paper is *“Beyond General Intelligence (IQ) and Emotional Intelligence (EQ): The Role of Cultural Intelligence (CQ) on Cross-Border Leadership Effectiveness in a Globalized World”* by Thomas Rockstuhl, Stefan Seiler, Soon Ang, Linn Van Dyne, and Hubert Annen (2011). The study was implemented with multisource data from Swiss military officers and demonstrated that general intelligence predicts domestic and cross-border leadership effectiveness, whilst emotional intelligence is a stronger predictor of domestic leadership effectiveness, and cultural intelligence is a stronger predictor of cross-border effectiveness.

In fifth position is the work of Kevin S. Groves and Ann E. Feyerherm (Groves and Feyerherm, 2011) *“Leader Cultural Intelligence In Context: Testing The Moderating Effects Of Team Cultural Diversity On Leader And Team Performance”*. The research indicated that a leader’s CQ has a predictive validity on follower perception of leader performance and team performance beyond the effects of the leader’s emotional intelligence level and other competencies, only in the situation of highly culturally and nationally diverse teams.

Please insert about here Table 4 - Most Local Cited Articles on CQ research

 3.7 Keywords analysis

The analysis of keywords in the dataset allows us to identify the most researched topics and their evolution over time. The keywords analysis along with the keywords treemap was performed using a feature of the special WOS metadata KeyWords Plus[®]. KeyWords Plus[®] are “...index terms automatically generated from the titles of cited articles. KeyWords Plus terms must appear more than once in the bibliography and are ordered from multi-work phrases to single terms” (Clarivate Analytics, 2020). The terminology associated with CQ research identified the most frequent terms are performance (freq.123; 9%), model (freq.101; 7%), personality (freq.78; 6%), impact (freq.75; 6%), cultural intelligence (freq.75, 6%), adjustment (freq. 73, 5%), emotional intelligence (freq.52, 4%), and experience (freq.40, 3%).

<a> 4. THEMATIC TRENDS AND MAP OF CQ RESEARCH

To investigate the evolution of topics Figure 2 present the trends based on the frequency of keywords over time. Looking at the represented keywords it can be noted how the variety and richness of investigations have been growing over time. One can affirm that CQ research has reached a broad scope testimony of maturity in both methods of inquiry and insights moving from the early studies that are mostly related to international management to a broader audience that looks at aspects of psychology, human resource management, creativity, and innovation to name just a few.

Please insert about here Figure 2 - Trend Topics in CQ Research

To identify the conceptual structure of the CQ research field Bibliometrix uses the thematic map that consists of a keyword co-occurrence network analysis to define via a clustering algorithm what the research is about, identifying key themes and trends. Analysing the KeyWords Plus network of CQ research it is possible to identify eleven clusters of the given dataset (Figure 3 and Table 5). KeyWords Plus allow us to extract the contents of the article with great profoundness, variety, and credibility (Della Corte et al., 2019). The name of each bubble representing a cluster is the word with the highest occurrence value while the size of the bubble complies with the cluster word occurrences. Figure 3 shows the thematic diagram of the analysis of the dataset on CQ. The vertical y-axis of the graph shows the density that measures the strength of edges between the nodes inside the cluster. Measuring an internal theme cohesion (Paule-Vianez et al., 2020) density allows us to determine the proportion of the existing edges from all possible edges that can exist in the network (Aria and Cuccurullo, n.d.) that could be considered a proxy for the development degree of a cluster. The horizontal x-axis shows centrality, the nodes with the largest number of edges in the network (Wasserman and Faust, 1994) i.e. the centrality measures the degree of strength of external edges of a cluster with other nodes. When evaluating the level of interactions of a theme with others, the centrality can be considered as a proxy for the relevance of the theme in the whole research field. Being based on the parameters of density and centrality, each thematic cluster falls under one of the four quadrants of the strategic diagram according to the development of the theme and its importance: highly developed and isolated themes (niches), motor themes, emerging or declining themes, basic themes (Aria and Cuccurullo, n.d.).

Located in the upper right quadrant, motor themes represent the themes characterized by both high centrality and density that can be considered the more developed in the literature. Unsurprisingly, within the motor themes, we have the cultural intelligence generic theme and the intelligence cluster, which pertain to the study of CQ as a form of intelligence in the context of social identity and decision-making. Its essence is focused on the early stages of the CQ research that is characterized by the separation of CQ from other types of intelligence (i.e. cognitive, emotional) and Big Five Personality Characteristics validating the CQ scale (Ang et al., 2007). The study of CQ in relation to innovation and the personal characteristics related to innovative behaviours (self-efficacy and orientation) and education, both in terms of students' behaviour and workplace training and motivation, are also core themes in CQ research. Indeed, innovation is a topic of high importance in the field of CQ for a variety of relevant issues that are always of concern, such as innovative work behaviour (Fan et al., 2020), leadership's effects on innovation (Elenkov and Manev, 2009), innovative approaches to training and teaching CQ (Baker and Delpechitre, 2016), and innovations in knowledge management (Vlajčić et al., 2018). Education cluster refers to the sub-themes of *education* as a culturally intelligent, successful global manager starts his/her way in the classroom (Ang et al., 2006; MacNab, 2012) to implement the most appropriate training for each facet of CQ (Earley and Peterson, 2004). In this vein, tomorrow's global specialists are today's students with a high necessity to intensify their cross-cultural competencies (Mosakowski et al., 2013). In the lower-right quadrant are the themes characterised by high centrality and low density, these themes can be considered basic and transversal as they tend to be connected with different areas in the research field. Borderline between the motor themes and the basic themes is the work cluster, which is significantly important as it relates to the study of CQ contextualised in the (mostly international) workplace. The theme is associated with terms such as individual differences and job performance or international and expatriates adjustment (Moon et al., 2012; Zhang, 2013). The other three clusters that constitute these transversal themes are gathered around topics related to diversity, modelling, and performance. The theme of diversity is highly connected with terms such as trust that has been studied as a highly likely positive outcome of the international teams, members of which pose a high level of CQ (Rockstuhl and Ng, 2015); and communication as CQ was proved to have a positive influence on communication effectiveness (Bücker et al., 2014). The model cluster is related to the necessity of finding explanatory and predictive models mostly related to the different dimensions of CQ such as cognitive, metacognitive, behavioural, and motivational facets (Ang et al., 2007) and their sub-dimensions (Van Dyne et al., 2012) that are widely studied both separately and together. The cluster groups three aspects of the study of CQ, namely a methodological aspect (i.e., dimensions, metanalysis and validation), the conceptualisation of CQ aspect (i.e., competence, mindfulness, dimensions, traits, identity), and the aspect of the intercultural experience (i.e., acculturation, experiences, support, adaptation, attitude, and intergroup contact).

The largest cluster in the CQ research field is that investigating CQ in relation to performances including research on task performance (Ang et al., 2007), team performance (Groves and Feyerherm, 2011), and an important sub-theme of leadership (Kim and Van Dyne, 2012).

In the upper-left quadrant are the niche themes, characterised by high density but unimportant external links and so are of only limited importance for the field (low centrality). Borderline between niche and motor themes is the investigation of CQ in the context of cognition (Gonzalez-Forero and Gardner, 2018) and behaviour (Pratono, 2016). More niche

themes are instead the small clusters related to firm performance where for example CQ has been studied in relation to the upper echelons (Sahin and Gurbuz, 2020), and the self-cluster, which is related to terms like strategies, programs, and outcomes.

The analysis did not identify themes in the lower-left emerging or declining quadrant, characterised by low centrality and low density. This is related to the fact that CQ research is still at the growing phase as evidenced by the statistics on article production, hence all its themes can somehow be considered emerging. Given this stage of the development of the field, most probably emerging themes are still scattered and in low occurrence providing insufficient references for the clustering analysis adopted.

Please insert about here Table 5 - Keyword clusters of CQ Research

<a> 5. MOVING FORWARD

The literature map constructed in this chapter allows us to draw some possible future avenues that researchers may take to move forward in the field. One aspect that comes to light from the clustering of topics is the limited application of CQ in specific contexts. Therefore, there is an opportunity for future research to stretch the boundaries of CQ research across other disciplines. It must be noted however how the study of CQ in organisational contexts and together with cross-disciplinary topics is not visible from the analysis due to their limited scope rather than absence. For example, studies looking at CQ in the context of knowledge management in international workplaces albeit scarce, exist and offer a possible future ground for expansion while the CQ field consolidates (Vlajcic et al., 2019). Similarly, the study of CQ in the context of negotiation is still in its infancy and constitutes a possible emerging theme in the future (Caputo et al., 2019). Another possible future avenue of research not yet visible from our analysis could lie in the study of CQ concerning workplace dynamics during crises. The Covid-19 pandemic has severely affected workplace dynamics together with the rising of remote working and virtual teams yet studies about CQ in these contexts are still lacking (Zaman et al., 2021).

<a> 6. CONCLUSIONS

This chapter provided a comprehensive yet succinct overview of the knowledge structure of the field of CQ research. Research on cultural intelligence is increasing exponentially year after year, and its development is quite homogeneous in terms of foundations and themes investigated solidly grounded in the broad management literature, with specific studies looking at its various declinations in the contemporary organisation (e.g., HR, international management, innovation, etc.). The picture that comes out from the various analysis is that of a flourishing research community that is expanding beyond the key initial groups of scholars. Among the many interesting factors that have emerged is the geographical representation of the CQ research, which is strongly related to Western and Developed Countries. This is reflected in the perspective and the methodologies adopted as well as the themes and topics of investigation. The authors of this chapter believe that the future of CQ research is in a more diverse and equal representation that could be achieved with increased attention to collaboration with scholars from developing countries. The investigation of CQ

from and in such areas of the world could provide a truly global perspective on a global concept.

As with every bibliometric study, this chapter suffers from the limitations associated with this method of inquiry. Even though bibliometric tools allow to provide a reliable overview of a research field, they may lack details and need the researchers' expertise in the field for interpretation. For example, our search strategy is limited to articles available in the Web of Science database, therefore leaving out possible important research published elsewhere or in journals not indexed. An eyebrow-raising case is that of Ang et al. (Ang et al., 2007) seminal publication is not retrievable from WOS because the journal *Management and Organization Review* is indexed starting in 2008. A possible solution may come from merging data from different databases (Caputo and Kargina, 2021). However, as databases use different approaches to codify the bibliographic metadata necessary for bibliometric analysis, by merging dataset the researcher may resolve one bias by creating others.

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Author Biographies

Andrea Caputo is an Associate Professor in Management at the University of Trento, Italy, and at the University of Lincoln, United Kingdom. His main research interests include entrepreneurial decision-making, negotiation, digitalization and sustainability, internationalization and strategic management of SMEs. His research was published in over 100 contributions, including articles in highly ranked journals. He is the editor of the book series “Entrepreneurial Behaviour” (Emerald), and Associate Editor of Management Decision and the Journal of Management & Organization.

Mariya Kargina is a PhD Candidate in Organizational Behaviour at the University of Rome “Tor Vergata”. She holds a Master of Science from the University of Lincoln, United Kingdom. Her research interests are Cross-cultural management, Cultural intelligence and Global Virtual Teams. Her research was published in the Journal of Marketing Analytics and presented at several international conferences.

Table 6 - Top 20 most relevant journals for CQ Research

Rank	Sources	No. of Articles	H index ¹	G index ²	M index ³	TC ⁴	PY_start ⁵
1	International Journal of Intercultural Relations	24	14	24	1.27	686	2011
2	International Journal of Human Resource Management	18	13	18	1.08	521	2010
3	Academy of Management Learning & Education	15	13	15	0.93	827	2008
4	Journal of Teaching in International Business	10	4	6	0.57	43	2015
5	International Journal of Cross-Cultural Management	8	3	6	0.43	44	2015
-	Journal of Global Mobility	8	6	8	1.00	88	2016
6	Journal of World Business	7	6	7	0.46	330	2009
7	European Journal of International Management	6	2	3	0.22	15	2013
-	Group & Organization Management	6	6	6	0.38	908	2006
-	Personality and Individual Differences	6	5	6	0.45	101	2011
-	Personnel Review	6	5	6	0.56	46	2013
8	Cross Cultural & Strategic Management	5	4	5	0.67	53	2016
-	Cross Cultural Management: An International Journal	5	5	5	0.38	145	2009
-	Frontiers in Psychology	5	2	3	0.50	15	2018
-	Journal of International Business Studies	5	4	5	0.25	484	2006
-	Journal of International Education in Business	5	1	2	0.25	7	2018
-	Management Research Review	5	4	5	0.57	38	2015
9	Cogent Business & Management	4	2	4	0.29	27	2015
-	International Journal of Educational Management	4	2	3	0.29	12	2015
-	Journal of Business Research	4	4	4	1.00	100	2018

Notes: ¹ The Hirsch index (H-index) is an journal's (or author's) number of published articles (h) each of which has been cited in other articles at least h time (Hirsch, 2005)

² "...the highest number g of papers that together received g² or more citations" (Egghe, 2006, p. 1)

³ "...the median number of citations received by papers in the Hirsch core" (Bornmann, Mutz and Daniel, 2008, p. 832)

⁴ Total Citations

⁵ Publication Year

Table 7 - Top 20 most local cited sources by CQ Research

Rank	Sources	Articles cited
1	Journal of Applied Psychology	916
2	International Journal of Intercultural Relations	872
3	Group and Organization Management	769
4	Journal of International Business Studies	706
5	Academy of Management Journal	652
6	Handbook of Cultural Intelligence	616
7	The International Journal of Human Resource Management	611
8	Academy of Management Learning and Education	516
9	Academy of Management Review	498
10	Journal of Personality and Social Psychology	477
11	Cultural Intelligence: Individual Interactions Across Cultures	475
12	Journal of World Business	410
13	Journal of Management	355
14	Journal of Cross-Cultural Psychology	308
15	Management and Organization Review	304
16	Organizational Behaviour and Human Decision Processes	269
17	Psychological Bulletin	256
18	Personnel Psychology	248
19	International Journal of Cross-Cultural Management	245
20	Journal of Organizational Behaviour	196

Table 8 – Author Local Impact in CQ research

Author	TC ¹	NP ²	h-index	g-index	m-index	PY-start ³
ANG S	958	7	7	7	0.438	2006
VAN DYNE L	777	7	7	7	0.438	2006
TOMASELLO M	698	2	2	2	0.133	2007
CALL J	669	1	1	1	0.067	2007
HARE B	669	1	1	1	0.067	2007
HERNANDEZ-LLOREDA MV	669	1	1	1	0.067	2007
HERRMANN E	669	1	1	1	0.067	2007
EARLEY PC	435	3	3	3	0.15	2002
LENARTOWICZ T	369	4	3	4	0.188	2006
JOHNSON JP	351	2	2	2	0.125	2006
APUD S	330	1	1	1	0.063	2006
NG KY	304	5	4	5	0.308	2009
KOH C	290	1	1	1	0.063	2006
LEE LY	252	5	5	5	0.417	2010
MOSAKOWSKI E	246	2	2	2	0.111	2004
THOMAS DC	246	2	2	2	0.125	2006
ROCKSTUHL T	209	3	3	3	0.273	2011
PRESBITERO A	201	15	9	14	1.5	2016
CHANDRASEKAR NA	198	1	1	1	0.063	2006
TAY C	198	1	1	1	0.063	2006

Notes: ¹ Times Cited; ² Number of Publications; ³ Year of first publication

Table 9 - Most Local Cited Articles on CQ research

Reference	Local Citations	Global Citations	LC/GC Ratio (%)
Ang, S., Van Dyne, L. and Koh, C. (2006) 'Personality correlates of the four-factor model of cultural intelligence', <i>Group and Organization Management</i> . Adler, pp. 100–123. doi: 10.1177/1059601105275267.	147	290	50.69
Templer, K. J., Tay, C. and Chandrasekar, N. A. (2006) 'Motivational cultural intelligence, realistic job preview, realistic living conditions preview, and cross-cultural adjustment', <i>Group and Organization Management</i> . Sage PublicationsSage CA: Thousand Oaks, CA, pp. 154–173. doi: 10.1177/1059601105275293.	99	198	50.00
Thomas, D. C. (2006) 'Domain and development of cultural intelligence: The importance of mindfulness', <i>Group and Organization Management</i> . Sage Publications CA: Thousand Oaks, CA, pp. 78–99. doi: 10.1177/1059601105275266.	78	180	43.33
Rockstuhl, T. <i>et al.</i> (2011) 'Beyond general intelligence (IQ) and emotional intelligence (EQ): The role of cultural intelligence (CQ) on cross-border leadership effectiveness in a globalized world', <i>Journal of Social Issues</i> , 67(4), pp. 825–840. doi: 10.1111/j.1540-4560.2011.01730.x.	71	135	52.59
Groves, K. S. and Feyerherm, A. E. (2011) 'Leader cultural intelligence in context: Testing the moderating effects of team cultural diversity on leader and team performance', <i>Group & Organization Management</i> , 36(5), pp. 535–566. doi: 10.1177/1059601111415664.	63	111	56.76
Johnson, J. P., Lenartowicz, T. and Apud, S. (2006) 'Cross-cultural competence in international business: Toward a definition and a model', <i>Journal of International Business Studies</i> , 37(4), pp. 525–543. doi: 10.1057/palgrave.jibs.8400205.	56	330	16.97
Chen, X. P., Liu, D. and Portnoy, R. (2012) 'A multilevel investigation of motivational cultural intelligence, organizational diversity climate, and cultural sales: Evidence from U.S. real estate firms', <i>Journal of Applied Psychology</i> , 97(1), pp. 93–106. doi: 10.1037/a0024697.	54	122	44.26
Elenkov, D. S. and Manev, I. M. (2009) 'Senior expatriate leadership's effects on innovation and the role of cultural intelligence', <i>Journal of World Business</i> , 44(4), pp. 357–369. doi: 10.1016/j.jwb.2008.11.001.	49	104	47.12
Ward, C. <i>et al.</i> (2009) 'The convergent, discriminant, and incremental validity of scores on a self-report measure of cultural intelligence', <i>Educational and Psychological Measurement</i> , 69(1), pp. 85–105. doi: 10.1177/0013164408322001.	41	73	56.16
Thomas, D. C. <i>et al.</i> (2015) 'Cultural intelligence: A theory-based, short form measure', <i>Journal of International Business Studies</i> . Palgrave Macmillan Ltd., pp. 1099–1118. doi: 10.1057/jibs.2014.67.	37	66	56.06
Moon, T. (2010) 'Emotional intelligence correlates of the four-factor model of cultural intelligence', <i>Journal of Managerial Psychology</i> , 25(8), pp. 876–898. doi: 10.1108/02683941011089134.	35	57	61.40
Abdul Malek, M. and Budhwar, P. (2013) 'Cultural intelligence as a predictor of expatriate adjustment and performance in Malaysia', <i>Journal of World Business</i> , 48(2), pp. 222–231. doi: 10.1016/j.jwb.2012.07.006.	31	72	43.06
Moon, H. K., Kwon Choi, B. and Shik Jung, J. (2012) 'Previous international experience, cross-cultural training, and expatriates' cross-cultural adjustment:	30	68	44.12

Effects of cultural intelligence and goal orientation', *Human Resource Development Quarterly*, 23(3), pp. 285–330. doi: 10.1002/hrdq.21131.

Janssens, M. and Brett, J. M. (2006) 'Cultural intelligence in global teams: A fusion model of collaboration', <i>Group and Organization Management</i> . Sage PublicationsSage CA: Thousand Oaks, CA, pp. 124–153. doi: 10.1177/1059601105275268.	27	90	30.00
Jyoti, J. and Kour, S. (2015) 'Assessing the cultural intelligence and task performance equation Mediating role of cultural adjustment', <i>Cross Cultural Management</i> , 22(2), pp. 236–258. doi: 10.1108/CCM-04-2013-0072.	27	42	64.29
Rehg, M. T., Gundlach, M. J. and Grigorian, R. A. (2012) 'Examining the influence of cross-cultural training on cultural intelligence and specific self-efficacy', <i>Cross Cultural Management</i> , 19(2), pp. 215–232. doi: 10.1108/13527601211219892.	26	50	52.00
Groves, K. S., Feyerherm, A. and Gu, M. (2015) 'Examining Cultural Intelligence and Cross-Cultural Negotiation Effectiveness', <i>Journal Of Management Education</i> , 39(2), pp. 209–243. doi: 10.1177/1052562914543273.	24	35	68.57
Moon, T. (2010) 'Organizational Cultural Intelligence: Dynamic Capability Perspective', <i>Group and Organization Management</i> , 35(4), pp. 456–493. doi: 10.1177/1059601110378295.	20	39	51.28
Herrmann, E. et al. (2007) 'Humans have evolved specialized skills of social cognition: The cultural intelligence hypothesis', <i>Science</i> , 317(5843), pp. 1360–1366. doi: 10.1126/science.1146282.	19	669	2.84
Zhang, Y. (2013) 'Expatriate Development for Cross-Cultural Adjustment: Effects of Cultural Distance and Cultural Intelligence', <i>Human Resource Development Review</i> , 12(2), pp. 177–199. doi: 10.1177/1534484312461637.	16	36	44.44

Table 10 - Keyword clusters of CQ Research

Cluster	Words	Quadrant
Cultural Intelligence	cultural intelligence (75), perspectives (9), challenges (7)	Motor themes
Intelligence	intelligence (39), social identity (10), construct (8), decision-making (8), absorptive capacity (7)	Motor themes
Innovation	innovation (19), self-efficacy (16), orientation (9)	Motor themes
Education	education (21), students (12), motivation (11), perspective (11), scale (9), information (8)	Motor themes
Work	work (35), antecedents (21), individual-differences (18), job-performance (18), expatriate adjustment (11), international adjustment (11), consequences (10), international assignments (10), managers (9), method variance (9), selection (9), assignment (8), employees (8), expatriate (7), perceived organizational support (7)	Motor/Basic themes
Diversity	diversity (32), trust (21), communication (17), teams (11), job-satisfaction (10), perceptions (10), models (8)	Basic themes
Model	model (101), dimensions (32), acculturation (25), competence (24), united states (17), experiences (12), support (12), contact (11), adaptation (10), attitudes (9), health (9), metaanalysis (9), identity (8), intergroup contact (8), mindfulness (8), traits (8), validation (8), prejudice (7)	Basic themes
Performance	performance (123), personality (78), impact (77), adjustment (73), emotional intelligence (52), experience (40), management (38), leadership (32), business (28), mediating role (26), validity (26), organizations (24), moderating role (23), 4-factor model (22), satisfaction (22), knowledge (20), international-business (17), framework (16), conflict (15), context (15), distance (13), success (12), transformational leadership (12), values (12), cq (11), gender (11), behaviours (10), capability (9), commitment (9), international experience (9), creativity (8), fit indexes (8), leader (8), predictors (8), common method variance (7)	Basic themes

Behaviour	behaviour (35), evolution (13), cognition (10), language (10), skills (8)	Motor/Niche themes
Self	self (15), strategies (12), programs (9), outcomes (8)	Niche themes
Firm performance	firm performance (9)	Niche themes

Notes: in brackets is reported the number of occurrences of the keyword in the keyword analysis. The analysis has been run on 5,000 keywords, with a minimum cluster frequency (per thousand docs) of 15.

Figure 1. Country Collaboration Network of CQ Research

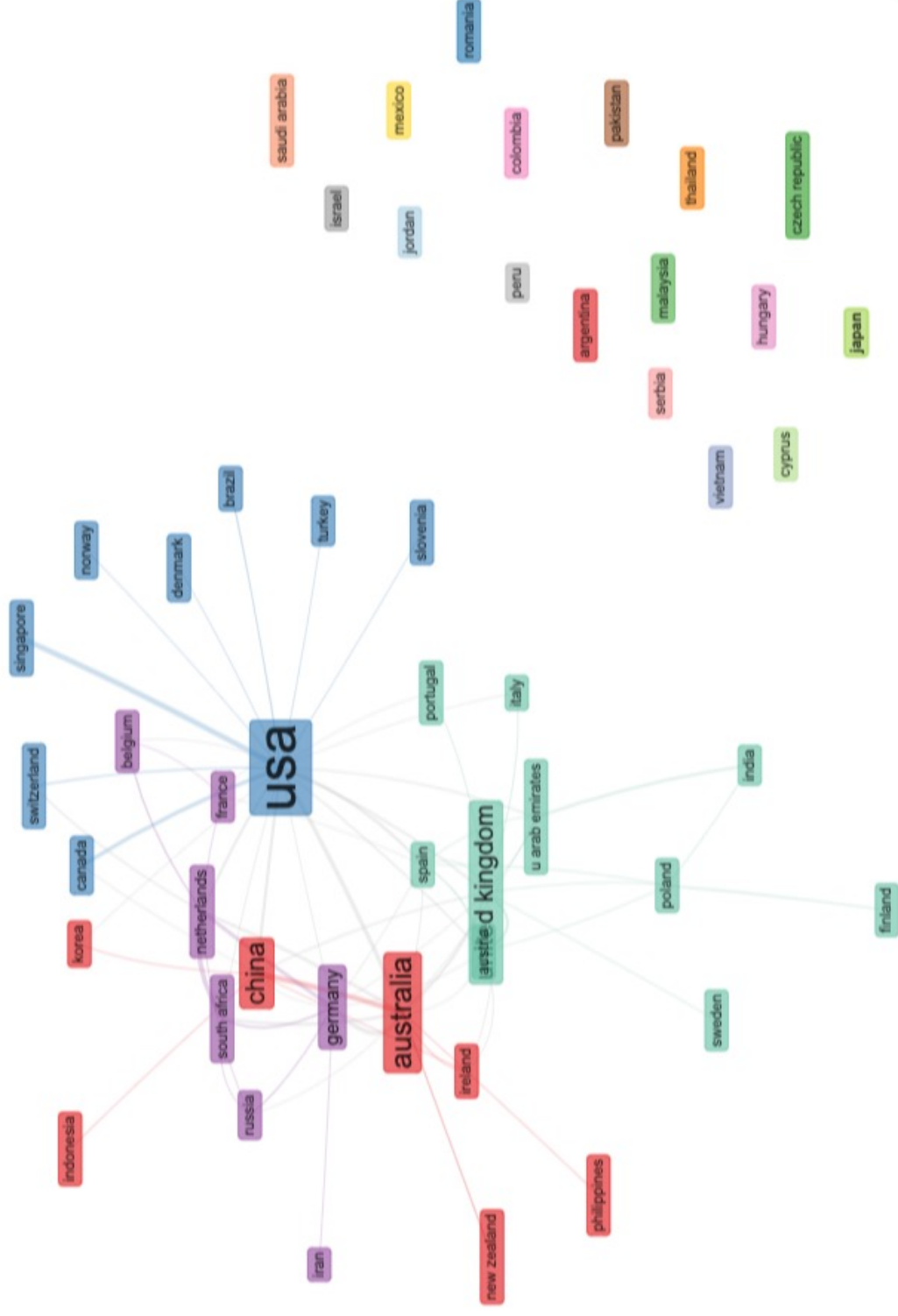


Figure 2 - Trend Topics in CQ Research

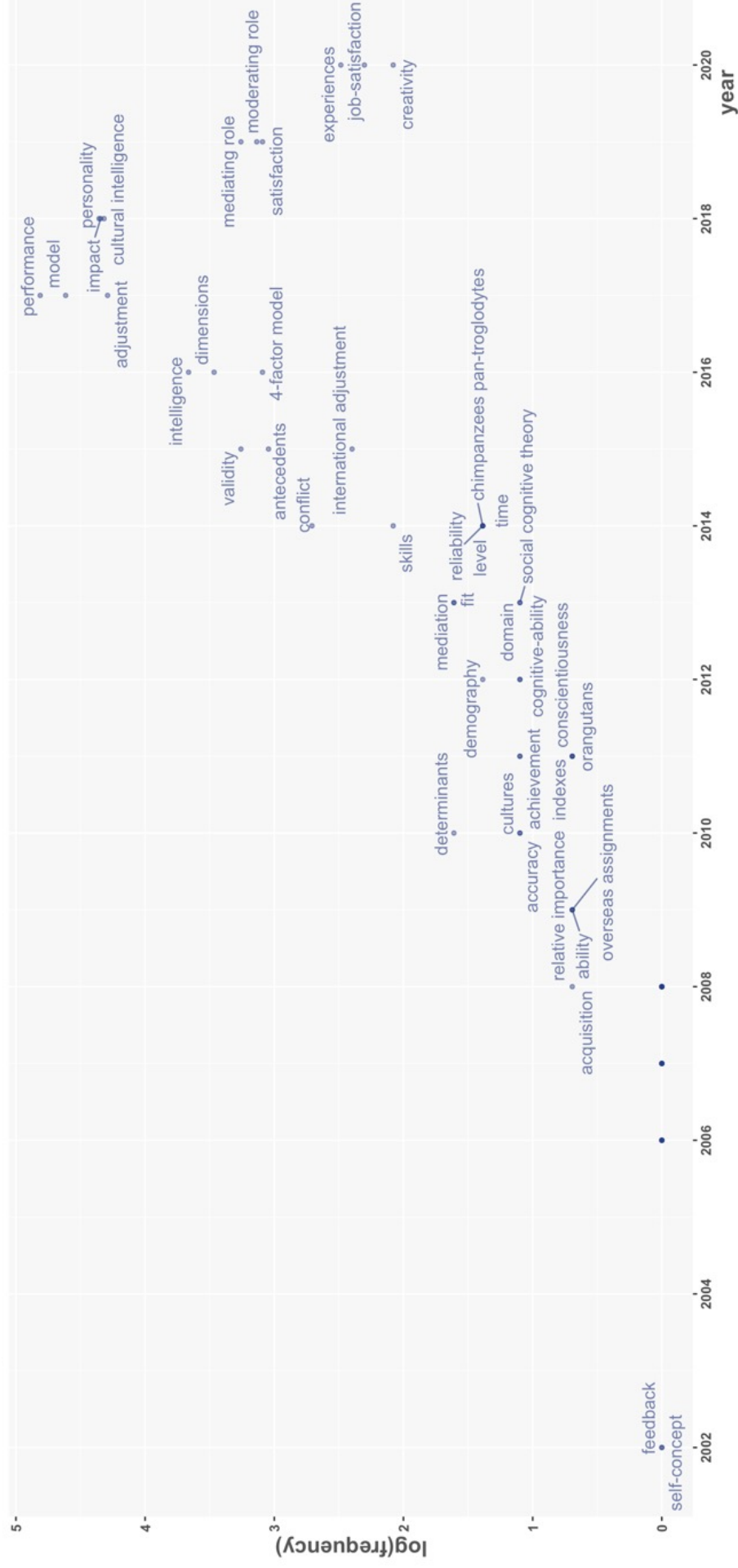


Figure 3 - Thematic Map of CQ Research

