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The Role of Cross-Cultural Adaptability to Mediate the Effect of Cultural Intelligence on Knowledge Sharing of Workers of Expatriates in Bali

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Abstract---This study aims to determine the role of cross-cultural adaptability in mediating the influence of cultural intelligence on the knowledge sharing of expatriate workers in Bali. This research was conducted on a sample of 167 respondents who are expatriate workers who work in the province of Bali. Determination of the sample is done by using non-probability sampling with incidental sampling technique. Data analysis was performed using Structural Equation Modeling (SEM) using the Partial Least Square (PLS) approach. The results showed that cultural intelligence and cross-cultural adaptability had a positive and significant effect on knowledge sharing and cross-cultural adaptability was able to partially mediate the influence of cultural intelligence on knowledge sharing. These results illustrate that the knowledge sharing displayed by expatriate workers will be better if the cultural intelligence they have is high. High cultural intelligence will support good adaptability to new environments, and good adaptability will help expatriate workers to communicate and share knowledge with local workers better. Expatriate workers who have high cultural intelligence will have better cross-cultural adaptability, which will have an impact on the ability to share knowledge that is getting better.

Keywords---cross-cultural adaptability, cultural intelligence, expatriate workforce, knowledge sharing, multinational companies

Introduction

The key role of expatriates, both assigned (AEs) and expatriates of their own accord (SIEs) is to share their knowledge, expertise, and technology with the local workforce in the country visited (Heizman et al., 2018). Ramayah et al. (2014), defines the construction of knowledge sharing as a set of individual behavior in sharing the knowledge and expertise possessed in terms of work with other members of an organization, which can contribute to the effectiveness of organizational goals.

The theory that explains the factors that influence individual knowledge sharing in multicultural companies is Social Identity Theory. The theory that was first put forward by Henri Tajfel in 1957 is included in the study of social psychology in an effort to explain prejudice, discrimination, social change, and conflict between groups. Tajfel & Turner (2004), argue that individuals tend to categorize themselves and others into social groups based on the prototypical characteristics of certain groups. Tajfel & Turner (2004), show that employees exchange more knowledge with employees from the same cultural group because of cultural similarities, whereas they tend to share less knowledge with groups of employees from different cultures. Knowledge sharing between people from diverse cultural backgrounds is a complex process because cultural differences such as language, social norms, and other social attitudes can hinder knowledge sharing between local employees and expatriates (Bogilovic et al., 2017).

Social Identity Theory itself states that identity is attached to classify group membership. Hogg (2016), states that Social Identity theory is intended to look at the psychology of social relations between groups, group processes, and

social self. Social Identity Theory deals with all the responses that group members try to increase their position and that of the group. This theory generally discusses individual behavior that reflects larger social units such as social groups, organizations, cultures, and social groups that become references for each individual behavior.

The individual's ability to adapt in cross-cultural contexts is called cross-cultural adaptability. Kim (2017), states that humans, as an open system, adapt and co-evolve with the environment through all forms of communication, from mere observation to intense social engagement and from face-to-face encounters to communication activities mediated by today's technological advances. Kim in his theory further explains that individuals will transform in the evolutionary process through various environmental challenges so that individuals are driven to make adaptive changes from within themselves (Koveshnikov et al., 2014; Pant & Yadav, 2016; Krisnanda & Surya, 2019). Their original cultural identity can never be completely replaced with a new one, but this adaptation process provides a new perspective to become a person who is more open to cultural differences and able to participate intellectually and emotionally with other people of different cultures. Expatriates who work abroad will be forced to adapt and interact with other cultures outside their own culture. The failure of expatriates to adapt to the local culture and with local coworkers can give the perception of being a "foreigner" in the workplace (Makkonen, 2016).

Cultural intelligence is an individual's ability to work effectively in a culturally diverse work environment (Ang & Van Dyne, 2008). Expatriates who have high cultural intelligence can understand, socialize, and work efficiently with local employees, which can improve the knowledge-sharing process. Their ability to interact with colleagues who have different cultures is important because cultural understanding and fluency in communication can improve the ability to share knowledge or knowledge sharing (Nooshinfard & Nemati-Anaraki, 2014).

Cultural intelligence is a tool to improve an individual's ability to interact appropriately with people outside their culture (MacNab & Worthley, 2012). This intelligence is one of the main competencies that are needed in the 21st century to manage a multicultural workforce. A culturally savvy manager or employee can detect, assimilate reasons, and act on cultural cues appropriately in situations posed by cultural diversity. This ability needs to be developed and takes a certain amount of time to learn. Culturally intelligent managers or employees are aware of the values, beliefs, behavior patterns, customs, traditions, and languages of different cultures. Early & Ang (2003), say that cultural intelligence (Cultural Intelligence) hones a person's ability to adapt effectively in a foreign cultural context. More and more organizations are expressing their need for managers and employees who can adapt quickly to cultural diversity and work well in multinational teams (Earley & Peterson, 2004). This cultural intelligence can help managers or employees to successfully carry out their roles and performance in different cultural contexts.

Several previous studies revealed that cultural intelligence (Cultural Intelligence of expatriates affects the ability of these expatriates to transfer their knowledge, and that it is a trainable ability, which training becomes part of the task of human resources. CI can also help reduce counterproductive behavior in the workplace, the existence of a team leader who has a high score of cultural intelligence in a multicultural team can help reduce knowledge hiding or knowledge hiding between one member and another (Bogilovic et al., 2017). Cultural intelligence is also able to reduce the anxiety that may arise in the process. knowledge exchange in cross-cultural contexts (Presbitero & Attar, 2018).

Cultural diversity can be a challenge and obstacle for employees in achieving maximum work performance (Jyoti & Kour, 2015). Jyoti further said that cultural diversity can have a negative impact on job performance, such as work stress, conflict, and others. An individual with a high score can understand the behavior of other people from different cultures and adapt well to different cultural backgrounds (Suthatorn & Charoensukmongkol, 2018). Cultural intelligence was chosen in this study because according to previous research, cultural intelligence has a positive and significant effect on the knowledge-sharing ability of expatriates (Stoermer et al., 2021). This was confirmed by Vljajčić et al. (2019), which provides supporting evidence about the importance of cultural intelligence in all its dimensions (metacognitive, cognitive, motivational, and behavioral), which positively affects knowledge sharing. Chen & Lin (2013), found different findings, that of the four dimensions of cultural intelligence, the metacognitive dimension is considered the most influential, either directly or indirectly, on knowledge sharing, while the other three dimensions (cognitive, motivational and behavioral) only function to complement each other's influence. other dimensions of knowledge sharing. Heizman et al. (2018), in their findings, differ that cultural intelligence has an indirect effect on expatriate knowledge sharing, but is mediated by the effectiveness of intercultural communication.

Literature Review and Hypotheses Development

The effect of cultural intelligence on knowledge sharing was specifically investigated by Vljajčić et al. (2019), which examined expatriate managers in foreign companies in Croatia, with the results of the analysis that the four components of cultural intelligence or CI (cognitive, metacognitive, motivational and behavioral) had a positive

effect on the knowledge sharing process, and the results of this study confirmed the research that they did before (Vlajcic et al., 2018). The positive influence between the two variables is reinforced by the results of research by Ali et al. (2019); Berraies (2019); Chen & Lin (2013), who explained that CI directs and assists expatriates in the process of sharing knowledge and knowledge with their multicultural team, thereby creating a positive social environment in the workplace.

H1: Cultural Intelligence has a positive and significant effect on Knowledge Sharing

An expatriate with high cross-cultural adaptability, supported by work experience and the length of time they are assigned in a new place, shows the effectiveness of the knowledge-sharing process (Halisah et al., 2021). This was also revealed in a study of expatriates in Singapore, which confirmed the positive effect of cross-cultural adaptability on the ability of expatriates to share their expertise (Templer, 2020). Chew et al. (2019), expands on previous research both conceptually and empirically on the effect of cross-cultural adaptability on expatriate knowledge sharing and find a positive and significant effect. This is in line with Ratasuk (2020), which explains the effect of cross-cultural adaptation competencies that help increase collaboration between members so that the process of sharing knowledge between members of a multicultural team can run positively.

H2: Cross-cultural adaptability has a positive and significant effect on Knowledge Sharing

Several studies confirm the effect of cultural intelligence on cross-cultural adaptabilities, such as Setti et al. (2020), who conducted research on expatriate employees in the energy sector in the Middle East, who found that cultural intelligence had a positive effect on cross-cultural adaptability, with the cultural intelligence component of motivation being the component that gave the strongest influence on cross-cultural adaptability. Sambasivan et al. (2017), confirmed in his research on 139 expatriate employees working in multinational companies in Malaysia, that the higher the cultural intelligence score of an expatriate employee, the better his cross-cultural adaptability. This was confirmed by Ratasuk (2020); Chew et al. (2019), who found a positive association between cultural intelligence and cross-cultural adaptability in their research. A previous study conducted by Guðmundsdóttir (2015), on 178 expatriates from Northern Europe working in the United States, and found that cultural intelligence is an important factor that facilitates the adaptability of expatriates from Northern Europe in the new environment in the Americas. The research of Huff et al. (2014), indicates the same thing, in his research on expatriates in Japan who work in the field of Education and Translation. The results of the Structural Equation Modeling (SEM) developed in the study by Konanahalli et al. (2014), revealed that the four aspects of cultural intelligence together have a significant influence on cross-cultural adaptability, especially the motivational and cognitive aspects.

H3: Cultural intelligence has a positive and significant effect on cross-cultural adaptability.

Chew et al. (2019), expands on previous research on the mediating role of cross-cultural adaptability, both conceptually and empirically, in relation to cultural intelligence and its influence in multicultural organizations. Adaptability in cross-cultural contexts determines an individual's ability to communicate with other individuals from different cultural backgrounds, Presbitero & Attar (2018), confirmed this in their study of 285 expatriates working in Australia. The ability to adapt across cultures is determined by the cultural intelligence of each individual. Jyoti & Kour (2017), also emphasize the same thing, namely the need for the role of cross-cultural adaptability to mediate the influence of cultural intelligence on knowledge sharing of expatriates who work in a global work environment. This is also conceptualized by Nooshinfard & Nemati-Anaraki (2014), in their research on the effectiveness of knowledge sharing in Taiwanese multinational companies and the factors that influence it, including the mediating role of cultural adaptability on the influence of individual cultural intelligence. Heizmann et al. (2018), confirm the same thing in his research on expatriates from Australia who work in Vietnam. Ratasuk & Charoensukmongkol (2020); Setti et al. (2020), also confirmed the mediating role of cross-cultural adaptability on the influence of cultural intelligence on knowledge sharing in their research.

H4: Cross-Cultural Adaptability mediates the influence of Cultural Intelligence on knowledge sharing.

Research Methods

This research will be conducted in companies that employ expatriates in Bali Province. The research location was chosen because similar research with variables of cultural intelligence, cross-cultural adaptability, and their effect on knowledge sharing in Bali Province has never been carried out. The province of Bali was chosen because of the diversity of the immigrant population who work in Bali with various cultural backgrounds, and the strong local culture of the Balinese people which is still maintained to this day. These reasons support the conduct of research based on cultural intelligence, cross-cultural and its effects (Huff et al., 2014; Elenkov & Manev, 2009; Ali et al., 2019). The population in this study are all expatriate workers who work in the province of Bali. Data from the Bali Ministry of Law and Human Rights and the Bali Manpower Office stated that the number of legal foreign workers in the province of Bali was 4,444 people. Due to the Covid-19 pandemic situation, it is not known with certainty the number of legal foreign workers who work and indeed live in Bali at this time. The technique of determining the sample using an incidental sampling technique. The data analysis technique used SEM-PLS.

Results and Discussion

Convergent validity

The evaluation of the model with Convergent Validity aims to measure the validity of the indicators as constructs that can be seen in the outer loading (SmartPLS output). The indicator is considered valid if it has an outer loading value above 0.70. The outer loading value can also determine the contribution of each indicator to the latent variable. A good measurement scale has a minimum outer loading value of 0.70, but an outer loading value of 0.50 is still considered safe (Ghozali, 2018). The minimum outer loading value used in this study is 0.60. Questionnaire items that have an outer loading value of < 0.60 will be removed from the model. The following is the outer loading value of each indicator of each research variable which is presented in Table 1.

Table 1
Convergent validity

Variable	Dimension	Item	Outer Loading	Determination	Information
<i>Cultural Intelligence</i>	<i>Cultural Knowledge</i>	X1.1	0,989	0,60	Valid
		X1.2	0,989	0,60	Valid
		X2.1	0,692	0,60	Valid
		X2.2	0,700	0,60	Valid
	<i>Cultural Skills</i>	X2.3	0,699	0,60	Valid
		X2.4	0,763	0,60	Valid
		X2.5	0,715	0,60	Valid
	<i>Cultural Metacognition</i>	X3.1	0,741	0,60	Valid
		X3.2	0,813	0,60	Valid
		X3.3	0,837	0,60	Valid
<i>Knowledge Sharing</i>	<i>Knowledge Donation</i>	Y1.1	0,810	0,60	Valid
		Y1.2	0,809	0,60	Valid
		Y1.3	0,807	0,60	Valid
		Y1.4	0,828	0,60	Valid
	<i>Knowledge Collecting</i>	Y2.1	0,708	0,60	Valid
		Y2.2	0,828	0,60	Valid
		Y2.3	0,860	0,60	Valid
		Y2.4	0,781	0,60	Valid
<i>Cross Cultural Adaptability</i>	<i>General Adjustment</i>	M1.1	0,847	0,60	Valid
		M1.2	0,840	0,60	Valid
		M1.3	0,788	0,60	Valid
		M1.4	0,783	0,60	Valid
		M1.5	0,777	0,60	Valid
		M1.6	0,714	0,60	Valid
		M1.7	0,702	0,60	Valid

Variable	Dimension	Item	Outer Loading	Determination	Information
	<i>Work Adjustment</i>	M2.1	0,802	0,60	Valid
		M2.2	0,789	0,60	Valid
		M2.3	0,824	0,60	Valid
	<i>Social Adjustment</i>	M3.1	0,804	0,60	Valid
		M3.2	0,771	0,60	Valid
		M3.3	0,747	0,60	Valid
		M3.4	0,731	0,60	Valid

Primary Data, 2022

Based on Table 1, it is known that all statement items in each indicator show an outer loading value of more than 0.60. This means that all of the statement items can be used to measure the variables and have met the convergent validity criteria. The cultural knowledge indicator (X1) is the strongest measure of the cultural intelligence variable (X) with an outer loading value of 0.989. The highest indicator on the knowledge sharing variable was found in the knowledge collecting dimension with an outer loading value of 0.860, while in the mediation variable M, the strongest indicator was found in the M1 indicator (General adjustment).

Discriminant validity

The discriminant validity test is carried out using two indicators, namely the AVE value and cross-loading. The first condition that must be met is that the AVE value must be > 0.50 . The feasibility of the constructs made can also be seen from the discriminant validity. This evaluation is done by comparing the value of the square root of average variance extracted (\sqrt{AVE}) of each latent variable with the correlation between variables in the measurement model. The model is said to have good discriminant validity if the value of the square root average variance extracted (\sqrt{AVE}) of each variable is greater than the correlation value between variables. Measurement of discriminant validity using the value of square root average variance extracted (\sqrt{AVE}) can be seen in Table 2.

Table 2
Discriminant validity

Variable	Average Variance Extracted (AVE)	Determination	Information
Cultural Intelligence	0,501	0,50	Reliable
Knowledge Sharing	0,611	0,50	Reliable
Cross Cultural Adaptability	0,501	0,50	Reliable

Primary Data, 2022

Referring to Table 2, it is known that the value of the square root average variance extracted (\sqrt{AVE}) for each latent variable is higher than the value between other variables. This shows that all the variables in this study have met the requirements of discriminant validity.

Composite reliability

Composite reliability was carried out to measure the reliability of the research variable scale. A variable is declared reliable if it has a composite reliability value greater than 0.70 (>0.70). The results of the composite reliability test are presented in Table 3.

Table 3
Composite reliability

Variable	Composite Reliability	Cronbach's Alpha	Determination	Information
Cultural Intelligence	0,909	0,889	0,70	Reliable
Knowledge Sharing	0,926	0,908	0,70	Reliable
Cross Cultural Adaptability	0,933	0,922	0,70	Reliable

Primary Data, 2022

Based on table 3, it can be seen that the value of composite reliability and Cronbach's Alpha on each scale has a value of > 0.70 . This indicates that all scales in the study meet the requirements of the reliability criteria. Cronbach's Alpha values on all scales in this study also showed a value of more than 0.70. This value is the recommended reliability value for a research scale, so it can be concluded that the scale used in this study is a reliable scale when viewed from the composite reliability and Cronbach's Alpha values.

Value of R-Square (R^2)

The calculation of the R-Square (R^2) value aims to see the magnitude of the correlation value of the endogenous variables resulting from the PLS estimation in each path. The R-Square (R^2) value of each research endogenous variable is presented in Table 4.

Table 4
R-Square (R^2)

Variable	R-square(R^2)
Knowledge Sharing	0,601
Cross Cultural Adaptability	0,364

Primary Data, 2022

Based on Table 5.9, the coefficient of determination R-square shows that knowledge sharing is influenced by cultural intelligence and cross-cultural adaptability by 60.1 percent, while the remaining 39.9 percent is influenced by other factors not included in the model. The R-square value on the cross-cultural adaptability variable shows a score of 0.364. This means that cultural intelligence can explain 36.4 percent of the cross-cultural adaptability variance, while the remaining 63.6 percent is influenced by other factors outside the model (Alon et al., 2005; Hunt et al., 1991; Crowne, 2008).

Q-Square (Q^2)

The value of Q-Square (Q^2) is calculated to determine the value of observations generated by the model and parameter estimates. The value of Q-Square (Q^2) is calculated as follows:

$$\begin{aligned}
 Q^2 &= 1 - (1-R1^2) (1-R2^2) \\
 Q^2 &= 1 - (1-0,601) (1-0,364) \\
 Q^2 &= 1 - (0,399) (0,636) \\
 Q^2 &= 1 - 0,254 \\
 Q^2 &= 0,746
 \end{aligned}$$

The results of this calculation indicate that the value of Q^2 is more than 0 which is 0.746, so the model can be said to be good and has a relevant predictive value of 74.6 percent. This value interprets that 74.6 percent of changes or variations in the knowledge-sharing variable can be explained by exogenous variables used in the study, while the remaining 25.4 percent is explained by other variables outside the model.

Hypothesis

Hypothesis testing is done by testing two values, namely the p-value is smaller than the alpha value of 5 percent (< 0.05) and the t-statistic value must have a value greater than 1.96 (< 1.96). The results of the calculation of the significance of each relationship between variables are presented in Table 5.

Table 5
Direct Effect

Direct Effect	Path Coefficient	SD	t-statistic	p-value	Information
Cultural Intelligence (X) \rightarrow Knowledge	0,218	0,085	2,572	0,010	Significant

Sharing (Y)						
Cross Cultural Adaptability (M) → Knowledge Sharing (Y)	0,620	0,079	7,830	0,001	Significant	
Cultural Intelligence (X) → Cross Cultural Adaptability (M)	0,619	0,051	12,134	0,001	Significant	

Primary Data, 2022

The effect of cultural intelligence on knowledge sharing

The results of the analysis show that the estimated direct influence of cultural intelligence on knowledge sharing is 0.218 ($t = 2.572$, $p < 0.05$). These results indicate that cultural intelligence shows a positive and significant direct effect on knowledge sharing. This also means that H1 is accepted. The results of the empirical analysis in this study indicate that cultural intelligence affects knowledge sharing positively and significantly. The results of testing the relationship between cultural intelligence and knowledge sharing meet hypothesis H1, where this finding supports previous research, namely [Vlajcic et al. \(2018\)](#); [Chen & Lin \(2013\)](#); [Bogilovic et al. \(2017\)](#); [Berraies \(2019\)](#); [Ali et al. \(2019\)](#); [Phookan & Sharma \(2021\)](#), about the importance of cultural intelligence to support the effectiveness of the knowledge sharing process between expatriate workers and local workers. Cultural intelligence is one of the competencies that expatriates need to possess in order to successfully complete their tasks, whether in corporate governance or knowledge transfer. Cultural intelligence, as a competency, ensures that in the knowledge-sharing process, the expatriate staff will be able to recognize the cultural environment of the country visited and control situations of cultural differences and be motivated to find ways to overcome differences and understand verbal and non-verbal actions in diverse cultures. which is very important when conveying and applying knowledge, ideas, experiences, and thoughts to colleagues with different cultural backgrounds ([Abrams & Hogg, 2004](#); [Black et al., 1991](#); [Chang et al., 2013](#)).

Smooth cross-cultural interaction requires CI, where the role of CI itself is focused on reducing the challenges that are usually posed by cross-cultural interactions so as to facilitate smooth knowledge sharing between two individuals with different cultural backgrounds. This study also provides supporting evidence about the importance of cultural intelligence, in all its dimensions (cultural knowledge, cultural skills, and cultural metacognition), as mentioned by [Thomas et al. \(2015\)](#), cultural intelligence consists of knowledge and skills developed in context. cross-culturally, and rely on the individual's metacognitive abilities, resulting in culturally intelligent behavior. H1 is supported by the results of the PLS empirical analysis and shows that cultural intelligence in all its dimensions significantly affects the knowledge-sharing process carried out by expatriates, both knowledge collection and knowledge donation. Expatriate cultural intelligence supports the process of sharing knowledge because expatriates with high cultural intelligence are easier to adapt and act in unfamiliar environments ([Ang et al., 2015](#)). The three dimensions of cultural intelligence help in communicating knowledge so as to allow the absorption of knowledge in a certain cultural environment that has its own laws and customs, in this case, Bali.

The effect of cross-cultural adaptability on knowledge sharing

The results of the analysis of cross-cultural adaptability to knowledge sharing showed a value of 0.620 ($t = 7.830$, $p < 0.001$). Based on this finding, cross-cultural adaptability has a positive and significant direct effect on knowledge sharing, so H2 in this study is accepted. The results of the analysis of this study indicate a positive and significant relationship between cross-cultural adaptability and knowledge sharing of expatriate workers in Bali, which also confirms the hypothesis tested in this study. A good level of CCA contributes to a good level of knowledge sharing. Several studies show that the ineffectiveness of the knowledge-sharing process of expatriate workers can be attributed to the inability to adapt to the culture of the country they are visiting, such as studies conducted by [Armstrong & Li \(2017\)](#); [Lee & Kartika \(2014\)](#); [Dang & Chou \(2019\)](#); [Halisah et al. \(2021\)](#); [Setti et al. \(2020\)](#); [Ratasuk \(2020\)](#); [Chew et al. \(2019\)](#); [Templer \(2020\)](#). The success of the cross-cultural adjustment process will have a positive impact on the knowledge-sharing process.

Good adaptability to the local environment will help expatriate workers communicate and share knowledge better with local workers. Cross-cultural adaptation was found to be a variable that significantly affects the process of knowledge sharing in the workplace and helps expatriate workers in understanding the work environment, organizational culture, and people in their organization ([Black & Gregersen, 1999](#)). Expatriate workers often need more time to adjust because they face several obstacles in an unfamiliar environment. Individual cross-cultural adaptability can reduce cultural barriers and increase their ability to share knowledge that is useful for human

resource development, building knowledge and skills for employees that are very important for any company in today's global context.

Early & Ang (2003), stated that when an expatriate workforce is faced with an adaptation process situation in a new country with a completely different culture, he will tend to feel the stress that may arise and may involve situations of uncertainty and instability. A good level of cross-cultural adaptation, in addition to overcoming stress problems that may arise, also helps the process of knowledge collection and knowledge donation between expatriate workers and local workers. Stets & Burke (2000), further explain that individuals who already feel part of a group tend to reduce the values that exist in themselves, and adjust to the values that exist in the group, which is one of the dimensions of Social Identity theory, namely depersonalization.

The effect of cultural intelligence on cross cultural adaptability

The estimation result of the direct influence of cultural intelligence on cross-cultural adaptability shows a value of 0.619 ($t = 12.134$, $p < 0.001$). This means that cultural intelligence has a positive and significant direct influence on cross-cultural adaptability, so H3 is accepted. This study explores how cultural intelligence is related to the cross-cultural adaptability of expatriate workers in Bali. The results showed that cultural intelligence was significantly and positively related to cross-cultural adaptability. The three dimensions of cultural intelligence affect each aspect, namely general adjustment, work adjustment, and social adjustment. Expatriate workers with high cultural intelligence are able to adapt better to the local workforce in Bali, both in general and specifically in social interactions and in the work environment. The results of this study are consistent with the results of previous studies by Setti et al. (2020); Huff et al. (2014); Sambasivan et al. (2017); Ratasuk (2020); Chew et al. (2019); Jyoti & Kour (2015); Guomundsdottir (2015); Konanahalli et al. (2014).

The aspect of cultural knowledge as a dimension of cultural intelligence is an important determinant of the ability of expatriate workers to minimize misunderstandings with local residents in the process of cross-cultural adaptation. The aspect of cultural skills refers to the behavior performed by an expatriate, and reflects the ability of an expatriate to adapt appropriate behavior to a new culture in the process of cross-cultural adaptation. Aspects of cultural metacognition are important for expatriate workers to know when to adapt to the local culture and when not. This aspect refers to planned flexible actions in order to be able to interact appropriately in the process of cross-cultural adaptation. An expatriate who has high cultural intelligence will be able to integrate, evaluate situations, and use appropriate verbal and non-verbal actions in the process of cross-cultural adaptation. This may also be influenced by other factors, such as length of stay in Bali.

The mediating role of the cross-cultural adaptability variable on the influence of cultural intelligence on knowledge sharing is also tested in this study. The examination of the indirect effect in this study can be seen in the explanation of the results of the analysis in Table 6.

Table 6
Indirect Effect

Indirect Effect	<i>Path Coefficient</i>	SD	T-statistik	<i>p-value</i>	<i>description</i>
<i>Cultural Intelligence (X) → Cross Cultural Adaptability (M) → Knowledge Sharing (Y)</i>	0,384	0,066	5,859	<0,001	<i>Partial mediator</i>

Primary Data, 2022

Based on table 6 above, it is known that cross-cultural adaptability is able to mediate in the relationship of cultural intelligence to knowledge sharing. This can be seen from the value of the coefficient of indirect influence through cross-cultural adaptability as a mediator. Cross-cultural adaptability as a mediator in the relationship of cultural intelligence to knowledge sharing showed a value of 0.384 ($t = 5.859$, $p < 0.001$). This means that cross-cultural adaptability can be a mediation in the relationship of cultural intelligence to knowledge sharing. Thus, H4 in this study can be accepted. The results of the analysis show that cross-cultural adaptability is able to mediate the influence of cultural intelligence on knowledge sharing. This means that when expatriate workers have high cultural intelligence, their cross-cultural adaptability will be better which will have an impact on their ability to share knowledge that is displayed will be better. These results indicate that in order to increase knowledge sharing of expatriate workers, training and support are needed so that the cultural intelligence of expatriates is well-honed

because with increasing cultural intelligence, cross-cultural adaptability will also increase. Good cross-cultural adaptability will encourage expatriate workers to be able to do better knowledge-sharing with local workers.

These results are supported by previous studies from [Burakova & Filbien \(2020\)](#); [Nunes et al. \(2017\)](#); [Solomon & Steyn \(2017\)](#); [Berraies \(2019\)](#); [Schuster et al. \(2019\)](#); [Ratasuk & Charoensukmongkol \(2020\)](#); [Jyoti & Kour \(2017\)](#); [Heizman et al. \(2018\)](#); [Presbitero & Attar \(2018\)](#); [Setti et al. \(2020\)](#). The influence of cultural intelligence on cross-cultural adaptability will affect knowledge sharing, this means that cross-cultural adaptability has a contribution and is able to mediate between cultural intelligence on knowledge sharing.

Conclusion

Cultural intelligence has a positive and significant effect on knowledge sharing, cross-cultural adaptability has a positive and significant effect on knowledge sharing, cultural intelligence has a positive and significant effect on cross-cultural adaptability, and cross-cultural adaptability is able to mediate some of the effects of cultural intelligence on knowledge sharing. This research also contributes to the theory of Social Identity, namely the exchange of knowledge between expatriate workers and local workers without prejudice or discrimination, due to the good cross-cultural adaptability and high cultural intelligence of expatriate workers. These findings indicate that the results of this study are able to enrich the development of human resource management science, especially related to knowledge sharing and support the results of other empirical studies related to the role of cultural intelligence, and cross-cultural adaptability to knowledge sharing.

Managerial implications

The results of the research can be used practically by the management as input and considerations related to policy making in an effort to increase knowledge sharing of expatriate workers in companies in Bali. According to research results, the ability to share knowledge among expatriate workers in Bali is good, but it is hoped that it can be maximally improved, especially in terms of knowledge-collecting skills, which tend to be lacking. Good two-way communication between expatriate workers and local workers is expected to support the achievement of company goals.

The policies that will be taken by the management of multicultural companies should also consider aspects of cultural intelligence and cross-cultural adaptability of expatriate workers. The results showed that the cultural intelligence of expatriate workers was still at a moderate level, with cross-cultural adaptability in the good category. Management of multicultural companies can conduct training on cultural intelligence and cross-cultural adaptation before expatriate workers carry out their duties and responsibilities in the company so that their cultural intelligence is higher, and cross-cultural adaptability is better. The training will be very useful to make it easier to interact positively with local workers, as well as act outside of work.

Research limitations

- 1) The scope of the research is carried out on expatriate workers who work in companies in the province of Bali, it is better if the research is also conducted on local workers who work with expatriate workers so that the results of the study are able to describe the process of cultural adaptation and sharing knowledge from both side.
- 2) Determination of the sample in this study using non-probability sampling with incidental sampling technique, it is possible that most of the samples obtained are self-initiated expatriates (Self-Initiated Expatriates) and it is suspected that there is a difference between Assigned Expatriates and Self-Initiated Expatriates, for example, provision of pre-departure training provided by companies sending Assigned Expatriates.

This study examines the mediating role of cross-cultural adaptability on the influence of cultural intelligence on knowledge sharing. Many other variables can be tested further related to knowledge sharing, as well as other research that can be explored further on the management aspects of foreign workers.

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