

Culture Meets Emotion: Integrating Hofstede-Based Cultural Distance and Emotional Intelligence to Explain Expatriate Adjustment

Munirah Mohamed*, Idris Osman, Noorain Mohd Nordin, Nurhaslinda Hashim, Nurul Azrin Ariffin

Faculty of Business and Management, UiTM Kampus Bandaraya Melaka, Malaysia

*Corresponding Author

DOI: <https://doi.org/10.47772/IJRISS.2026.100800652>

Received: 26 August 2026; Accepted: 31 August 2026; Published: 15 September

ABSTRACT

Expatriate adjustment is important for the success of international assignments, as employees working abroad must adapt to different cultural values, social expectations, communication styles, and workplace practices. Although previous studies have examined several factors influencing expatriate adjustment, cultural and individual factors are often discussed separately. This conceptual paper addresses this gap by integrating Hofstede-based cultural distance and emotional intelligence (EI) within a moderated framework. Hofstede-based cultural distance represents differences between expatriates' home and host cultural environments and is expected to create greater adjustment difficulties as cultural distance increases. EI represents an individual capability that helps expatriates understand and manage emotions, deal with stress, communicate effectively, and develop relationships in unfamiliar environments. Drawing on the person–environment fit perspective and cross-cultural adjustment literature, the paper proposes that EI has both a positive relationship with adjustment and a buffering role: emotionally intelligent expatriates may be better able to manage the uncertainty and emotional demands created by greater cultural distance. Three propositions are developed. First, greater home–host cultural distance is negatively associated with expatriate adjustment. Second, EI is positively associated with expatriate adjustment. Third, EI moderates the relationship between cultural distance and adjustment by weakening its negative effect. The framework focuses deliberately on cultural distance and EI to provide a parsimonious explanation of the interaction between an external cultural challenge and an internal emotional resource, while recognising cultural intelligence, language ability, international experience, and organisational support as relevant contextual influences. Future research should test the framework using longitudinal and multi-country samples, compare objective and perceived cultural distance, and examine general, interaction, and work adjustment separately.

Keywords: cultural distance; emotional intelligence; expatriate adjustment; Hofstede's cultural dimensions; international assignments

INTRODUCTION

International assignments remain important for multinational organisations, but working and living in a foreign country can create significant cultural, social, and emotional challenges. Expatriates must adapt to unfamiliar values, communication styles, workplace expectations, and social practices that may differ from those in their home countries (Jenkins & Mockaitis, 2010; Tsegaye & Su, 2017). Their ability to manage these differences is reflected in expatriate adjustment, which is influenced by both personal characteristics and conditions in the host environment (Han et al., 2022; Reed et al., 2023). This suggests that adjustment cannot be fully understood by focusing only on cultural differences or individual characteristics.

Two factors are particularly relevant to this issue: cultural distance and emotional intelligence (EI). Cultural distance reflects differences between home and host cultures and may create unfamiliar expectations and behaviours that expatriates need to manage. However, cultural differences alone may not explain why expatriates facing similar environments adjust differently. Individual capabilities also matter. EI may help expatriates

understand and regulate emotions, manage stress, communicate effectively, and build relationships in unfamiliar cultural settings (Koveshnikov et al., 2014; Singh et al., 2019; Wechtler et al., 2015). Recent research has continued to highlight the importance of emotional and cultural capabilities in international assignments (Draoui & Sossi Alaoui, 2026; Kokubun et al., 2026).

Despite these developments, research on expatriate adjustment often examines cultural factors and individual capabilities through separate perspectives (Han et al., 2022; Toumi & Su, 2025). Simply placing these factors together as independent predictors provides only a limited explanation of why expatriates respond differently to the same cultural challenges. This paper therefore proposes a more specific mechanism: greater Hofstede-based cultural distance increases adjustment demands, while EI may help expatriates manage the emotional strain, uncertainty, and interpersonal difficulties created by those differences. In this way, EI is expected not only to support adjustment directly but also to weaken the negative effect of cultural distance on adjustment. The framework deliberately focuses on this cultural challenge–emotional resource mechanism to remain theoretically focused, while recognising cultural intelligence, language ability, international experience, and organisational support as important influences that future empirical studies may include as contextual or control variables.

LITERATURE REVIEW

Expatriate Adjustment

Expatriate adjustment refers to the extent to which individuals become comfortable with living and working in a foreign environment. It is commonly viewed through three dimensions: general, interaction, and work adjustment. General adjustment concerns everyday living conditions in the host country, interaction adjustment involves relationships and communication with host-country nationals, while work adjustment refers to adapting to new job responsibilities, expectations, and workplace practices (Hechanova et al., 2003; Peltokorpi, 2008). These dimensions show that adjustment is not a single experience. An expatriate may adapt successfully to work responsibilities while still facing difficulties in daily life or social interaction.

Research suggests that adjustment develops through a combination of individual and environmental factors. Personal characteristics and motivation can influence how expatriates respond to unfamiliar situations, while relationships with colleagues, local people, and other social networks provide information and emotional support that can ease adaptation (Bayraktar, 2019; Johnson et al., 2003; Wang & Takeuchi, 2007). Organisational and family support can further strengthen the adjustment process by providing practical and psychological resources during international assignments (Lee & Kartika, 2014; Sterle et al., 2018).

More recent research supports a broader view in which psychological, social, and cultural factors work together in shaping adjustment (Mumtaz & Nadeem, 2022). This perspective is important to the present study because expatriates must respond not only to differences in the cultural environment but also to the emotional demands created by unfamiliar situations. Expatriate adjustment therefore provides an appropriate outcome for examining the complementary roles of Hofstede-based cultural distance and emotional intelligence.

Hofstede-Based Cultural Distance

Cultural distance refers to the degree of difference between the cultural environments of an expatriate's home and host countries. Hofstede's framework provides a widely used basis for understanding these differences through six dimensions: power distance, individualism–collectivism, masculinity–femininity, uncertainty avoidance, long-term orientation, and indulgence–restraint. Differences across these dimensions can shape expectations about authority, communication, relationships, decision-making, uncertainty, and workplace behaviour (Blanton & Barbuto, 2005; Merkin, 2006; Tetteh et al., 2023). For expatriates, large differences between home and host cultures may therefore create unfamiliar situations that require changes in behaviour and expectations.

Hofstede's framework remains useful in cross-cultural and international management research because it provides a structured way to compare national cultural environments (Wenchang et al., 2024). However, its use also requires caution. National cultural scores represent broad country-level patterns and should not be assumed

to describe every individual within a country. Cultural values may vary within countries and can also change over time (Fang, 2010; Venaik & Brewer, 2016). Therefore, Hofstede's dimensions are more appropriately used to understand differences between cultural environments than to predict the behaviour of individual expatriates.

In this paper, Hofstede's dimensions are used as a basis for conceptualising home–host cultural distance. This distinction is important because the framework does not assume that national culture directly determines individual behaviour. Instead, cultural distance represents an objective contextual indicator of the cultural differences expatriates may need to manage when entering a host environment. Such differences may increase the difficulty of adjusting to daily life, social interaction, and workplace expectations. Because national scores cannot fully represent individual cultural experience, the framework treats Hofstede-based distance as a contextual approximation rather than an individual-level measure. Future empirical work should therefore compare it with expatriates' perceived cultural distance.

Cultural Distance and Expatriate Adjustment

Cultural distance can shape expatriate adjustment because greater differences between home and host cultures may increase uncertainty and require expatriates to change familiar ways of thinking and behaving. These differences may affect communication, workplace relationships, social interaction, and expectations about acceptable behaviour. Research supports the importance of cultural distance in expatriate experiences, but its effect on adjustment is not always straightforward. Cultural distance may create psychological adjustment difficulties, while social support can help expatriates manage these challenges (Akhimien & Adegunle, 2023). Cultural differences may also interact with individual capabilities, suggesting that expatriates do not respond to the same level of cultural distance in the same way (Song et al., 2023).

Importantly, the relationship between cultural distance and adjustment may depend on how cultural distance is understood and measured. Objective measures based on national cultural differences and expatriates' own perceptions of cultural distance may produce different results (Drogendijk & Slangen, 2006). Earlier research also shows that cultural distance can be asymmetric, meaning that moving between two culturally different countries does not necessarily create the same adjustment experience in both directions (Selmer et al., 2007). Recent expatriate studies further show that adaptation involves more than simply responding to national cultural differences; social relationships and experiences within the host environment also influence how expatriates understand and manage cultural challenges (Mumtaz & Nadeem, 2023; Perdhana et al., 2026).

Overall, the literature suggests that greater cultural distance can make expatriate adjustment more difficult by increasing unfamiliarity, uncertainty, and the need to change established behaviours. Although this effect may vary according to how cultural differences are experienced and the resources available to manage them (Akhimien & Adegunle, 2023; Song et al., 2023), the expected overall direction is negative. Therefore, this paper proposes:

P1: Greater home–host cultural distance is negatively associated with expatriate adjustment.

Emotional Intelligence

Emotional intelligence (EI) refers to an individual's ability to understand and manage emotions in oneself and others. In international assignments, this ability is particularly important because expatriates often face unfamiliar social situations, communication difficulties, stress, and different workplace expectations. EI can help individuals regulate emotional responses, build effective relationships, and manage challenging situations in culturally diverse environments (Gabel-Shemueli & Dolan, 2011; Mallick, 2026). Unlike cultural intelligence, which focuses specifically on functioning effectively across cultures, EI provides a broader emotional capability that may help expatriates respond to the emotional and interpersonal demands of living and working abroad (Kokubun et al., 2026).

Research generally supports the importance of EI in expatriate experiences. EI has been linked to better cross-cultural adjustment because emotionally intelligent expatriates may be more capable of managing stress, understanding social cues, and developing relationships in the host environment (Abdyrakhmanova & Poór, 2023; Konanahalli & Oyedele, 2016; Koveshnikov et al., 2014). However, the relationship is not necessarily

identical for all expatriates or across all forms of adjustment. Earlier research suggests that factors such as age, gender, social competencies, and self-motivation may influence how emotional capabilities contribute to adjustment (Koveshnikov et al., 2014; Singh et al., 2019; Wechtler et al., 2015).

Recent research continues to strengthen the relevance of EI in global mobility. Studies increasingly connect emotional capabilities with organisational support, cultural intelligence, and expatriate outcomes (Draoui & Sossi Alaoui, 2026; Kokubun et al., 2026). These developments suggest that EI provides a useful individual-level perspective for explaining why expatriates may respond differently when facing unfamiliar cultural environments. In this paper, EI is therefore considered a key personal capability that complements Hofstede-based cultural distance in explaining expatriate adjustment.

Emotional Intelligence and Expatriate Adjustment

Emotional intelligence plays an important role in expatriate adjustment because international assignments often require individuals to manage stress, unfamiliar social situations, and different cultural expectations. Research generally shows that expatriates with stronger emotional abilities are better able to understand their own emotions, respond to others, and manage the challenges of living and working in a foreign environment (Gabel-Shemueli & Dolan, 2011; Konanahalli & Oyedele, 2016; Koveshnikov et al., 2014). This ability can support adjustment by helping expatriates communicate effectively, develop social relationships, and respond calmly to unfamiliar situations.

However, the relationship between EI and adjustment is more complex than a simple direct effect. Different emotional abilities may contribute differently to adjustment, while personal characteristics such as age and gender can shape how EI supports adaptation (Koveshnikov et al., 2014; Wechtler et al., 2015). Adjustment also depends on the wider environment. Organisational and family support, cultural intelligence, and social relationships can work together with emotional capabilities to help expatriates adapt (Farh et al., 2010; Viswanathan et al., 2019). More recent evidence continues to highlight EI as an important personal resource in global mobility, while showing that organisational support can strengthen expatriate outcomes (Draoui & Sossi Alaoui, 2026).

Overall, the literature provides consistent support for EI as an important individual capability in cross-cultural adjustment. Recent evidence among self-initiated expatriates further connects EI and cross-cultural adjustment with positive work outcomes (Abdyrakhmanova & Poór, 2023). More importantly for the present framework, EI may be especially valuable when expatriates face greater cultural differences because emotion regulation, empathy, and interpersonal awareness can help them manage uncertainty and relationship difficulties. Thus, EI is proposed as both a direct personal resource and a capability that can reduce the adjustment challenges associated with cultural distance. Based on this evidence, the following proposition is proposed:

P2: Emotional intelligence is positively associated with expatriate adjustment.

P3: Emotional intelligence moderates the relationship between home–host cultural distance and expatriate adjustment, such that the negative relationship becomes weaker when emotional intelligence is higher.

THEORETICAL FOUNDATION AND CONCEPTUAL FRAMEWORK

Expatriate adjustment can be better understood by considering the fit between individuals and their new environment. Person–environment fit suggests that adjustment becomes easier when personal characteristics and abilities help individuals respond to the demands of their surroundings. Previous research shows that personality, communication ability, and other personal characteristics influence how expatriates adapt to foreign environments (Peltokorpi & Froese, 2012; Valenzuela & Rogers, 2021). More recent perspectives also show that expatriate adjustment involves both psychological and socio-cultural processes rather than a single factor (Banai, 2022; Mumtaz & Nadeem, 2022). This provides a useful basis for integrating cultural and individual factors within one framework.

In the proposed framework, Hofstede-based cultural distance represents the contextual challenge, while emotional intelligence represents an individual capability. Greater cultural distance can create unfamiliar expectations, uncertainty, and stronger adjustment demands (Akhimien & Adekunle, 2023; Fenech et al., 2022). In contrast, EI may help expatriates understand and regulate emotions, build relationships, and respond effectively to unfamiliar situations (Draoui & Sossi Alaoui, 2026; Koveshnikov et al., 2014). From a person–environment fit perspective, the value of EI should become particularly important when environmental demands are high. The framework therefore proposes a buffering mechanism: EI weakens the negative relationship between cultural distance and expatriate adjustment. Cultural intelligence, language ability, international experience, and organisational support are not included in the core model because the purpose is to isolate this specific interaction between an external cultural demand and an internal emotional resource. These factors remain theoretically relevant and can be incorporated as controls, boundary conditions, or extensions in future empirical tests.

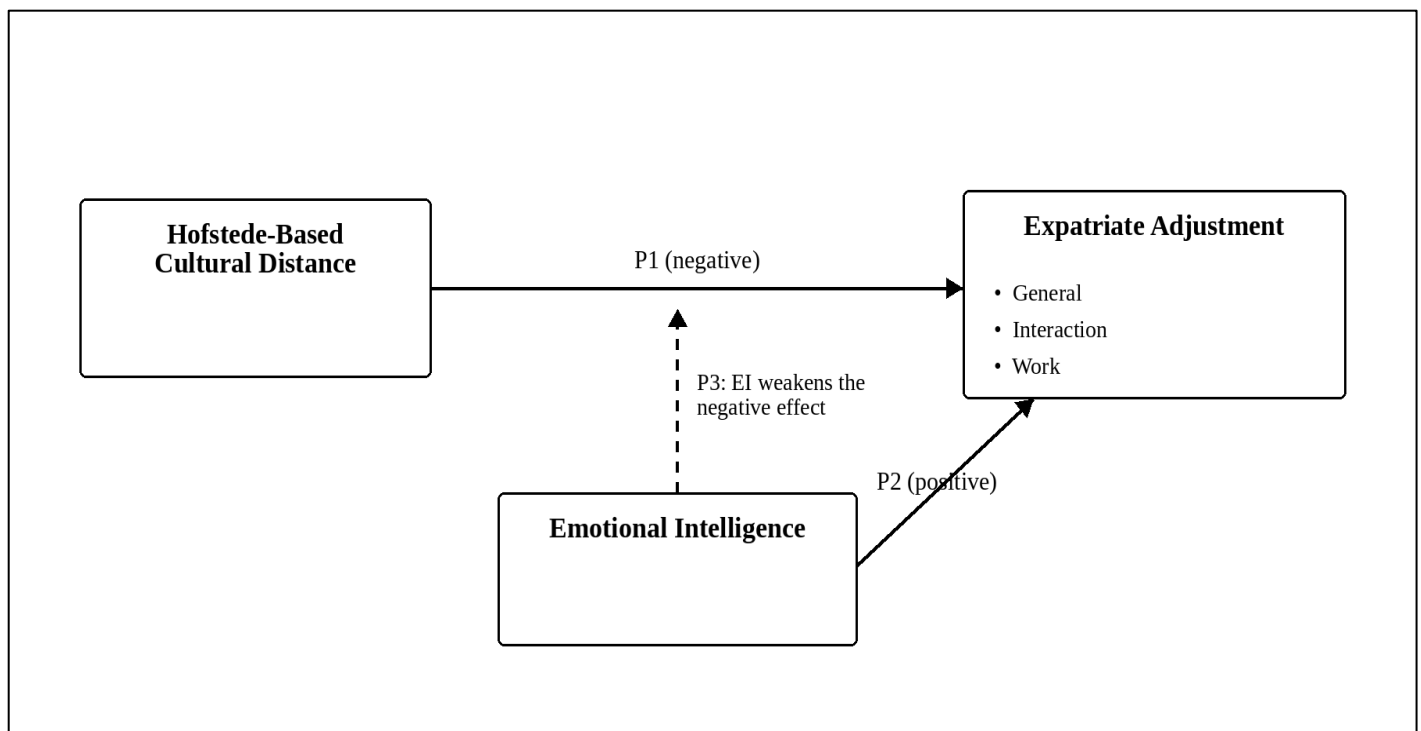


Figure 1. Proposed Conceptual Framework

P1: Greater home–host cultural distance is negatively associated with expatriate adjustment.

P2: Emotional intelligence is positively associated with expatriate adjustment.

P3: Emotional intelligence moderates the relationship between home–host cultural distance and expatriate adjustment, such that the negative relationship becomes weaker when emotional intelligence is higher.

DISCUSSION AND IMPLICATIONS

The revised framework offers a clearer explanation of how cultural and individual factors work together in expatriate adjustment. Greater cultural distance can increase unfamiliarity, uncertainty, and difficulties in interpreting social and workplace expectations (Akhimien & Adekunle, 2023; Fenech et al., 2022). However, expatriates are unlikely to respond to these demands in the same way. Research on individual capabilities shows that personal resources can shape responses to cross-cultural challenges (Malay et al., 2023; Song et al., 2023). The key argument of this paper is therefore not simply that cultural distance and EI independently predict adjustment, but that EI can change how strongly cultural distance affects adjustment.

EI provides a plausible buffering mechanism because emotionally intelligent expatriates may be better able to regulate frustration, interpret emotional cues, maintain constructive relationships, and remain flexible when

familiar cultural expectations no longer apply (Abdyrakhmanova & Poór, 2023; Kovesnikov et al., 2014; Wechtler et al., 2015). Thus, two expatriates facing a similar level of cultural distance may experience different adjustment outcomes because they differ in their capacity to manage its emotional and interpersonal demands. This moderated explanation strengthens the integration of the two constructs: cultural distance represents the external demand, while EI represents a personal resource that can reduce the negative consequences of that demand. Other factors such as cultural intelligence, language ability, international experience, and organisational support remain important, but they are outside the core mechanism examined here and provide useful directions for extending the model.

Theoretical Implications

The main theoretical contribution of this framework is not only the integration of contextual and individual perspectives, but the specification of a mechanism connecting them. Previous research has established cultural distance as an important feature of international assignments, although its effects can vary across contexts (Akhimien & Adekunle, 2023; Fenech et al., 2022). Studies of EI likewise show that emotional capabilities contribute to expatriates' ability to manage cross-cultural experiences (Abdyrakhmanova & Poór, 2023; Kovesnikov et al., 2014). By positioning EI as a moderator, the framework explains why greater cultural distance may be more damaging for some expatriates than for others.

The framework also distinguishes EI from cultural intelligence, which has received considerable attention in expatriate adjustment research (Jurásek & Wawrosz, 2024; Song et al., 2023). Cultural intelligence concerns the capability to function effectively across cultural settings, whereas EI focuses on understanding and managing emotions. The present model intentionally isolates EI to examine whether emotional capability buffers the adjustment demands created by cultural distance. Language ability, international experience, cultural intelligence, and organisational support are therefore treated as relevant but separate influences rather than additional core predictors. This parsimonious design provides a focused proposition that can later be tested against broader alternative models.

Practical Implications

The moderated framework also has practical value for organisations managing international assignments. Cultural preparation remains important because expatriates need to understand differences between their home and host environments. However, the proposed interaction suggests that preparation should be especially strong when employees are assigned to culturally distant locations. Organisations should also consider emotional capabilities that help employees manage the stress and interpersonal demands of working abroad. Evidence linking EI with expatriate adjustment and performance supports greater attention to emotional capabilities during international assignments (Abdyrakhmanova & Poór, 2023; Singh et al., 2019).

This suggests that multinational organisations can adopt a more targeted approach to expatriate management. Pre-departure programmes can combine cultural preparation with emotional and interpersonal skills development, particularly for assignments involving large cultural differences. Support should continue after expatriates arrive in the host country, because organisational and social support may provide additional resources when cultural and emotional demands are high (Draoui & Sossi Alaoui, 2026). Rather than selecting expatriates mainly for technical expertise, organisations may therefore benefit from considering EI alongside professional skills while also providing language, cultural, and organisational support appropriate to the assignment.

Limitations And Future Research

Although the proposed framework provides a focused explanation of how cultural distance and EI may jointly shape adjustment, several limitations should be recognised. First, Hofstede-based cultural distance is a country-level approximation and may oversimplify the cultural experiences of individual expatriates. Cultural distance can also be asymmetric, and its relationship with adjustment may depend on social support and other situational factors (Akhimien & Adekunle, 2023; Fenech et al., 2022; Selmer et al., 2007). Future studies should therefore compare objective Hofstede-based cultural distance with expatriates' perceived cultural distance and examine whether the proposed moderation operates similarly across different home–host country combinations.

Second, the framework intentionally focuses on cultural distance and EI to test a specific cultural demand–emotional resource mechanism. It does not imply that other influences are unimportant. Cultural intelligence, previous international experience, cross-cultural training, language ability, and social or organisational support have all been associated with expatriate adjustment (Al-Shammari, 2023; Huff, 2013; Koo Moon et al., 2012; Song et al., 2023). Future empirical studies should include these factors as controls, competing predictors, or boundary conditions to test whether EI provides additional explanatory value. Longitudinal and multi-country designs are particularly important because adjustment changes over time and cultural contexts differ. Researchers should also test general, interaction, and work adjustment separately, as EI may buffer cultural-distance challenges more strongly for some dimensions than for others.

CONCLUSION

Expatriate adjustment remains an important issue because international assignments require employees to manage cultural, social, emotional, and workplace changes. Existing research shows that the cultural environment can shape expatriates' adjustment experiences, but cultural distance does not affect all expatriates in the same way (Baum & Isidor, 2016; Selmer et al., 2007). At the same time, individual capabilities are important in helping expatriates respond to these challenges. Emotional intelligence, in particular, can support cross-cultural adjustment by helping expatriates understand emotions, manage stress, and deal with interpersonal situations in unfamiliar environments (Abdyrakhmanova & Poór, 2023; Kovesnikov et al., 2014).

This paper proposes a moderated conceptual framework that brings together Hofstede-based cultural distance as an external cultural demand and emotional intelligence as an individual emotional resource in explaining expatriate adjustment. The framework moves beyond treating the two variables only as independent predictors. It argues that greater cultural distance is expected to reduce adjustment, while EI is expected to support adjustment directly and weaken the negative effect of cultural distance. This mechanism offers a more specific explanation of why expatriates facing similar cultural differences may experience different adjustment outcomes. The model is intentionally kept simple and focused: cultural intelligence, language ability, international experience, and organisational support are recognised as important influences but are excluded from the core framework so that the cultural distance–EI interaction can be examined clearly. Future longitudinal and multi-country research should compare objective and perceived cultural distance and test general, interaction, and work adjustment separately. Overall, the framework therefore provides a clear basis for future research and may help organisations improve expatriate selection, preparation, and support.

REFERENCES

1. Abdyrakhmanova, K., & Poór, J. (2023). The role of emotional intelligence and cross-cultural adjustment on job performance of self-initiated expatriates with origins from Central Asian countries. *Journal of Eastern European and Central Asian Research*, 10(2), 326–338. <https://doi.org/10.15549/jecar.v10i2.1127>
2. Akhimien, O. G., & Adekunle, S. A. (2023). Cultural distance and expatriates' psychological adjustment: The moderating role of perceived social supports. *International Journal of Organizational Analysis*, 31(5), 1841–1866. <https://doi.org/10.1108/IJOA-06-2021-2817>
3. Al-Shammari, S. B. A. (2023). Cultural intelligence as a predictor of psychological adjustment among expatriate faculty members at University of Hail. *Dirasat: Human and Social Sciences*, 50(6), 114–135. <https://doi.org/10.35516/hum.v50i6.2693>
4. Banai, M. (2022). Toward a general theory of expatriates' cross-cultural adjustment. *International Studies of Management and Organization*, 52(1), 25–43. <https://doi.org/10.1080/00208825.2021.2023444>
5. Baum, M., & Isidor, R. (2016). The influence of the cultural context on expatriate adjustment. In *Expatriate management: Transatlantic dialogues* (pp. 165–190). https://doi.org/10.1057/978-1-137-57406-0_6
6. Bayraktar, S. (2019). A diary study of expatriate adjustment: Collaborative mechanisms of social support. *International Journal of Cross Cultural Management*, 19(1), 47–70. <https://doi.org/10.1177/1470595819836688>

7. Blanton, K. K., & Barbuto, J. E. (2005). Cultural constraints in the workplace: An experiential exercise utilizing Hofstede's dimensions. *Journal of Management Education*, 29(4), 654–666. <https://doi.org/10.1177/1052562905276276>
8. Chen, Y., Yang, Z., Liu, B., Wang, D., Xiao, Y., & Wang, A. (2024). How cultural intelligence affects expatriate effectiveness in international construction projects. *Engineering, Construction and Architectural Management*, 31(4), 1696–1714. <https://doi.org/10.1108/ECAM-03-2022-0247>
9. Draoui, Y., & Sossi Alaoui, F. Z. (2026). The soft side of global mobility: Emotional intelligence meets organizational support. *Journal of Global Mobility*, 1–35. <https://doi.org/10.1108/JGM-09-2025-0089>
10. Drogendijk, R., & Slangen, A. (2006). Hofstede, Schwartz, or managerial perceptions? The effects of different cultural distance measures on establishment mode choices by multinational enterprises. *International Business Review*, 15(4), 361–380. <https://doi.org/10.1016/j.ibusrev.2006.05.003>
11. Fang, T. (2010). Asian management research needs more self-confidence: Reflection on Hofstede (2007) and beyond. *Asia Pacific Journal of Management*, 27(1), 155–170. <https://doi.org/10.1007/s10490-009-9134-7>
12. Farh, C., Bartol, K., Shapiro, D., & Shin, J. (2010). Networking abroad: A process model of how expatriates form support ties to facilitate adjustment. *Academy of Management Review*, 35(3), 434–454. <https://doi.org/10.5465/AMR.2010.51142246>
13. Fenech, R., Baguant, P., & Abdelwahed, I. (2022). Cultural distance or cultural similarity? A study of academic expatriates in the UAE. *International Journal of Business Performance Management*, 23(1–2), 76–89. <https://doi.org/10.1504/IJBPM.2022.119563>
14. Gabel-Shemueli, R., & Dolan, S. (2011). Do emotions matter? The role of emotional intelligence competences in cross-cultural adjustment for international assignment. *Management Research*, 9(3), 207–229. <https://doi.org/10.1108/1536-541111181912>
15. Han, Y., Sears, G. J., Darr, W. A., & Wang, Y. (2022). Facilitating cross-cultural adaptation: A meta-analytic review of dispositional predictors of expatriate adjustment. *Journal of Cross-Cultural Psychology*, 53(9), 1054–1096. <https://doi.org/10.1177/00220221221109559>
16. Hechanova, R., Beehr, T. A., & Christiansen, N. D. (2003). Antecedents and consequences of employees' adjustment to overseas assignment: A meta-analytic review. *Applied Psychology*, 52(2), 213–236. <https://doi.org/10.1111/1464-0597.00132>
17. Huff, K. C. (2013). Language, cultural intelligence and expatriate success. *Management Research Review*, 36(6), 596–612. <https://doi.org/10.1108/01409171311325750>
18. Jenkins, E. M., & Mockaitis, A. I. (2010). You're from where? The influence of distance factors on New Zealand expatriates' cross-cultural adjustment. *The International Journal of Human Resource Management*, 21(15), 2694–2715. <https://doi.org/10.1080/09585192.2010.528653>
19. Johnson, E. C., Kristof-Brown, A. L., Van Vianen, A. E. M., De Pater, I. E., & Klein, M. R. (2003). Expatriate social ties: Personality antecedents and consequences for adjustment. *International Journal of Selection and Assessment*, 11(4), 277–288. <https://doi.org/10.1111/j.0965-075X.2003.00251.x>
20. Jurásek, M., & Wawrosz, P. (2024). The relationship between cultural intelligence and cross-cultural adjustment. *Periodica Polytechnica Social and Management Sciences*, 32(2), 192–204. <https://doi.org/10.3311/PPso.20871>
21. Kokubun, K., Nemoto, K., & Yamakawa, Y. (2026). What kind of emotional intelligence enhances what kind of cultural intelligence: Analysis using emotional and cultural intelligence facets of expatriates. *International Journal of Intercultural Relations*, 110. <https://doi.org/10.1016/j.ijintrel.2025.102332>
22. Konanahalli, A., & Oyedele, L. O. (2016). Emotional intelligence and British expatriates' cross-cultural adjustment in international construction projects. *Construction Management and Economics*, 34(11), 751–768. <https://doi.org/10.1080/01446193.2016.1213399>
23. Koo Moon, H., Kwon Choi, B., & Shik Jung, J. (2012). Previous international experience, cross-cultural training, and expatriates' cross-cultural adjustment: Effects of cultural intelligence and goal orientation. *Human Resource Development Quarterly*, 23(3), 285–330. <https://doi.org/10.1002/hrdq.21131>
24. Koveshnikov, A., Wechtler, H., & Dejoux, C. (2014). Cross-cultural adjustment of expatriates: The role of emotional intelligence and gender. *Journal of World Business*, 49(3), 362–371. <https://doi.org/10.1016/j.jwb.2013.07.001>
25. Lee, L.-Y., & Kartika, N. (2014). The influence of individual, family, and social capital factors on expatriate adjustment and performance: The moderating effect of psychology contract and organizational

- support. Expert Systems with Applications, 41(11), 5483–5494. <https://doi.org/10.1016/j.eswa.2014.02.030>
26. Malay, E. D., Otten, S., & Coelen, R. J. (2023). Predicting adjustment of international students: The role of cultural intelligence and perceived cultural distance. *Research in Comparative and International Education*, 18(3), 485–504. <https://doi.org/10.1177/17454999231159469>
27. Mallick, M. K. (2026). Emotional intelligence in the age of AI: Enhancing organizational productivity and team dynamics in cross-cultural leadership contexts. In *Organizational psychology, leadership, and sustainable performance* (pp. 169–219). <https://doi.org/10.4018/979-8-2600-3189-6.ch007>
28. Merkin, R. S. (2006). Power distance and facework strategies. *Journal of Intercultural Communication Research*, 35(2), 139–160. <https://doi.org/10.1080/17475750600909303>
29. Mumtaz, S., & Nadeem, S. (2022). Understanding the integration of psychological and socio-cultural factors in adjustment of expatriates: An AUM process model. *SAGE Open*, 12(1). <https://doi.org/10.1177/21582440221079638>
30. Mumtaz, S., & Nadeem, S. (2023). Understanding the development of a common social identity between expatriates and host country nationals. *Personnel Review*, 52(1), 42–57. <https://doi.org/10.1108/PR-07-2021-0535>
31. Peltokorpi, V. (2008). Cross-cultural adjustment of expatriates in Japan. *The International Journal of Human Resource Management*, 19(9), 1588–1606. <https://doi.org/10.1080/09585190802294903>
32. Peltokorpi, V., & Froese, F. J. (2012). The impact of expatriate personality traits on cross-cultural adjustment: A study with expatriates in Japan. *International Business Review*, 21(4), 734–746. <https://doi.org/10.1016/j.ibusrev.2011.08.006>
33. Perdhana, M. S., Li, N., Raharjo, S. T., Sawitri, D. R., Hasya, A., & Dwiyanto, B. M. (2026). Cross-cultural adaptation of Chinese expatriates in Indonesia. *Pertanika Journal of Social Sciences and Humanities*, 34(3), 1511–1534. <https://doi.org/10.47836/pjssh.34.3.18>
34. Reed, M., Jones, E., Gaab, J., & Ooi, Y. P. (2023). Exploring resilience as a mediator and moderator in the relationship between cultural intelligence and sociocultural adjustment: A study of expatriates in Switzerland. *International Journal of Intercultural Relations*, 94. <https://doi.org/10.1016/j.ijintrel.2023.101783>
35. Selmer, J., Chiu, R. K., & Shenkar, O. (2007). Cultural distance asymmetry in expatriate adjustment. *Cross Cultural Management: An International Journal*, 14(2), 150–160. <https://doi.org/10.1108/13527600710745750>
36. Singh, J. S. K., Mahmood, N. H. N., & Othman, Z. (2019). Emotional intelligence, social competencies and cultural adjustment of expatriates in Malaysia: The mediating role of self-motivation. *International Journal of Engineering and Advanced Technology*, 8(5), 617–627. <https://doi.org/10.35940/ijeat.E1088.0585C19>
37. Song, H., Varma, A., & Zhang Zhang, Y. (2023). Motivational cultural intelligence and expatriate talent adjustment: An exploratory study of the moderation effects of cultural distance. *The International Journal of Human Resource Management*, 34(2), 344–368. <https://doi.org/10.1080/09585192.2021.1966491>
38. Sterle, M. F., Vervoort, T., & Verhofstadt, L. L. (2018). Social support, adjustment, and psychological distress of help-seeking expatriates. *Psychologica Belgica*, 58(1), 297–317. <https://doi.org/10.5334/pb.464>
39. Tetteh, S., Dei Mensah, R., Opata, C. N., & Agyapong, G. N. Y. A. (2023). Beyond monetary motivation: The moderation of Hofstede's cultural dimensions. *International Journal of Productivity and Performance Management*, 72(1), 156–179. <https://doi.org/10.1108/IJPPM-09-2020-0469>
40. Toumi, S., & Su, Z. (2025). A systematic review of the impact of cultural intelligence on expatriates' behavior and outcomes: State of knowledge and research directions. *Journal of Global Mobility*, 13(4), 616–646. <https://doi.org/10.1108/JGM-02-2025-0019>
41. Tsegaye, W. K., & Su, Q. (2017). Expatriates cultural adjustment: Empirical analysis on individual cultural orientation. *Journal of Applied Business Research*, 33(5), 963–978. <https://doi.org/10.19030/jabr.v33i5.10019>
42. Valenzuela, M. A., & Rogers, S. E. (2021). Strategizing personality traits: An acculturation approach to person–environment fit and expatriate adjustment. *The International Journal of Human Resource Management*, 32(7), 1591–1619. <https://doi.org/10.1080/09585192.2018.1526201>

43. Venaik, S., & Brewer, P. (2016). National culture dimensions: The perpetuation of cultural ignorance. *Management Learning*, 47(5), 563–589. <https://doi.org/10.1177/1350507616629356>
44. Viswanathan, R., Mohammed, M., Sarath Lal, N., & Parveen, J. (2019). Impact of emotional intelligence, cultural intelligence, perceived organizational supporting practices and perceived family support on cross cultural adjustment of Indian IT expatriates working in the United States of America. *International Journal of Recent Technology and Engineering*, 8(2 Special Issue 4), 368–377. <https://doi.org/10.35940/ijrte.B1072.0782S419>
45. Wang, M., & Takeuchi, R. (2007). The role of goal orientation during expatriation: A cross-sectional and longitudinal investigation. *Journal of Applied Psychology*, 92(5), 1437–1445. <https://doi.org/10.1037/0021-9010.92.5.1437>
46. Wechtler, H., Koveshnikov, A., & Dejoux, C. (2015). Just like a fine wine? Age, emotional intelligence, and cross-cultural adjustment. *International Business Review*, 24(3), 409–418. <https://doi.org/10.1016/j.ibusrev.2014.09.002>
47. Wenchang, C., Vasudevan, A., Arumugam, V., Zhang, J., Balakrishnan, R., & Rusuli, M. S. C. (2024). A case study with Hofstede's culture: Working performance of Chinese expatriates in Dubai. *Journal of Ecohumanism*, 3(4), 1674–1690. <https://doi.org/10.62754/joe.v3i4.3697>