

CHAPTER V

CONCLUSIONS AND RECOMMENDATIONS

5.1 Conclusions

5.1.1 Summary of the Major Research Findings

This study analyzed the impact of metacognitive cultural intelligence, cognitive cultural intelligence and motivational cultural intelligence on employee engagement and employee productivity in multinational corporations in Sierra Leone. The study also examined the mediating effect of the level of employees engagement between the dimensions of cultural intelligence and employee productivity. In conclusion, the results of the SmartPLS analysis yield several major findings:

- a. Metacognitive cultural intelligence is positively and significantly correlated with employee engagement in the multinational companies in Sierra Leone. The discovery suggests that when employees can plan, monitor and reflect on their own cultural assumptions in intercultural interactions, they are more likely to feel engaged in their work. Metacognitive cultural intelligence helps employees to be more aware of cultural differences, adapt their thinking when communicating across cultures, and minimize possible misunderstandings in multicultural workplaces. Thus, employees having higher metacognitive cultural intelligence have higher psychological involvement, commitment and participation of employees in organizational activities.

- b. Cognitive cultural intelligence does not have a significant effect on employee engagement. While employees might have knowledge of cultural norms, values, language, religious beliefs and social practices, having that knowledge does not automatically increase engagement at work. This discovery indicates that culture knowledge needs to be accompanied by reflective thinking, motivation, organizational support and application, and only then can it be a meaningful factor for increased employee engagement. However, for multinational financial institutions in Sierra Leone, acquiring knowledge of other cultures is not enough to make employees more emotionally attached and more actively involved in their work.
- c. Motivational cultural intelligence does not make a large impact on employee engagement. This finding indicates that interest, confidence and readiness to engage with individuals from different cultures does not lead to higher engagement among the employees. While motivational cultural intelligence can motivate employees to take a proactive stance in multicultural situations, other work-related factors, like leadership support, organizational climate, recognition, work conditions, and opportunities to participate and make meaningful contributions also influence engagement. In conclusion, while it may be crucial to have a level of motivation to interact with the other cultures, it's not sufficient to sufficiently boost employee engagement.
- d. There is a link between metacognitive cultural intelligence and employee productivity that is positive and significant. Reflecting on cultural differences and assessing cultural assumptions, and adapting strategies for intercultural

interactions enables employees to carry out their tasks in an effective manner. Employees who have this ability can minimize communication mistakes, deal with multicultural scenarios, and increase cooperation among persons who are different from themselves. Therefore, metacognitive cultural intelligence is directly related to higher productivity through enhancing employees' efficiency and appropriateness to work in multicultural organizational settings.

- e. Cognitive cultural intelligence does not have a significant effect on employee productivity. This discovery suggests that cultural knowledge is not a direct determinant of employee performance. Knowledge of other cultures can assist employees to comprehend variations in norms, values, and communication styles, but if this knowledge is not converted into actual actions, adaptive decision-making, and effective interaction in the workplace, then it is unlikely to be utilized. Thus, the multinational companies should not only focus on culture knowledge development, but also on the capacity of employees to use cultural knowledge in practical situations in the job.
- f. Motivational cultural intelligence positively and significantly impacts employee productivity. The result indicates that confidence, interest, and motivation in meeting people from different cultures are related to the work performance of employees in multicultural work settings. Motivational cultural intelligence enables employees to stay persistent, open and ready to deal with cultural challenges. Within multinational companies, this motivation can be linked to improved task completion, enhanced cooperation

and increased adaptability, ultimately leading to an increased productivity of the employees.

- g. There is a positive and significant effect between employee engagement and employee productivity. The findings are consistent with past studies, which have found that when employees are emotionally, cognitively, and behaviorally "engaged" with their jobs, they tend to exhibit superior work performance. Employees who are engaged tend to exhibit higher levels of responsibility, commitment, teamwork and motivation toward organizational success. In the context of multinational financial institutions in Sierra Leone, therefore, employee engagement holds significance in enhancing productivity.
- h. Employee engagement plays a significant intervening role between metacognitive cultural intelligence and employee productivity. This translates to an indirect, as well as direct improvement in employee productivity through the improvement of employee engagement due to the improvement in metacognitive cultural intelligence. Staff members who can reflect and adapt their cultural awareness are more likely to be engaged in their work and that in turn has a positive impact on their productivity. This is an important discovery as reflective cultural capability is identified as a key factor in engagement and performance.
- i. There is no significant mediation between cognitive cultural intelligence and employee productivity in the process of employee engagement. This finding suggests that cultural knowledge is not enough to drive the improvement of

productivity via employee engagement. Knowledge about cultural differences alone doesn't necessarily translate to greater engagement or greater productivity if it's not paired with application, adaptation, and support at the organizational level.

- j. Motivational cultural intelligence has a weak mediation effect on the link between employee productivity and employee engagement. Although motivational cultural intelligence has a direct significant effect on employee productivity, its indirect effect through employee engagement is not significant. This can be a direct increase in productivity due to the motivation and confidence of employees in multicultural interactions, but it does not necessarily involve more engagement. Thus motivational cultural intelligence seems more to be a direct performance-enhancing factor than an engagement-based mechanism.

In general, the results indicate that the cultural intelligence dimensions have a different impact on employee engagement and productivity. The most consistent dimension is metacognitive cultural intelligence as it greatly influences employee engagement and employee productivity which in turn is mediated by employee engagement. Motivational cultural intelligence has a significant effect on employee productivity, but not a significant effect on employee engagement, and does not explain the relationship between employee engagement and employee productivity. Cognitive cultural intelligence has no significant impact on employee engagement or on employee productivity. The results of this study indicate that reflection on culture and cross-cultural motivation have to be

developed in addition to cultural knowledge in the context of multinational corporations in Sierra Leone.

5.2 Recommendations

5.2.1 Practical Recommendations

These recommendations are derived from the theoretical and empirical findings of this study, particularly the differential effects of Cultural Intelligence (CQ) dimensions on employee productivity and the mediating role of employee engagement. The results emphasize that not all CQ components contribute equally to workplace outcomes, thereby requiring targeted managerial interventions.

Based on the findings of this study, multinational corporations operating in Sierra Leone should prioritize the development of employees' Cultural Intelligence, particularly metacognitive and motivational CQ, as these dimensions have the strongest impact on productivity. Organizations are encouraged to design targeted training programs that enhance employees' ability to reflect on and regulate their cultural assumptions, as well as build confidence and motivation to engage in cross-cultural interactions. Such training can include intercultural workshops, scenario-based learning, and experiential activities that promote adaptive thinking in diverse environments.

Managers should also foster a work environment that supports employee engagement, as engagement was found to significantly influence productivity and mediate the effect of metacognitive CQ. This can be achieved by promoting inclusive leadership practices, encouraging open communication, and creating opportunities for employees to actively participate in decision-making processes.

Additionally, organizations should not rely solely on cultural knowledge (cognitive CQ), but instead focus on its practical application by integrating cross-cultural collaboration into daily work activities.

Furthermore, human resource policies should incorporate CQ assessment and development into recruitment, training, and performance management systems. By doing so, organizations can build a culturally intelligent workforce that is better equipped to operate effectively in global and multicultural business environments.

5.2.2 Future Research

The theoretical implications of this study open several important avenues for future research, particularly in refining the understanding of Cultural Intelligence as a multidimensional construct and its varying mechanisms of influence on employee outcomes.

This research leaves some opportunities in the direction of future research. First, the role of other mediating and moderating factors, including leadership style, organizational culture, or job satisfaction are to be investigated in future studies to give a more detailed picture of the Cultural Intelligence impact on the results of employees. This would aid in revealing more intricate processes, outside of employee engagement.

Second, future studies may include behavioral CQ as an additional dimension to obtain a more comprehensive understanding of how Cultural Intelligence influences employee engagement and productivity. Future research may also examine possible moderating variables, such as CQ training, leadership

style, organizational culture, or job satisfaction, to explain more complex mechanisms linking CQ to employee outcomes.

Third, longitudinal studies are suggested to gain a deeper insight into the dynamic aspect of Cultural Intelligence and the impact of Culture Intelligence on employee engagement and productivity over time. The cross country comparative studies could also be done to determine whether the same relationships vary within the cultural and institutional backdrop.

Lastly, it is hoped that mixed-method intervention will be adopted by future researchers who will consider a combination of quantitative and qualitative data to establish more profound understanding of the real workplace situation in terms of how employees experience and utilize Cultural Intelligence.