

What Cultural Intelligence Factors Influence the Effectiveness of Cross-Cultural Negotiations?

By

Kathy So, University of Maryland Global Campus

This rapid evidence assessment investigates the determinants of effective negotiation in cross-cultural settings. For methodology, a systematic review of empirical evidence based on a thematic synthesis was performed following an evidence-based management approach. The findings reveal that the interplay of cultural intelligence and cultural values significantly influences the dynamics of the negotiation process. The negotiation styles employed by negotiators are profoundly shaped by these factors, subsequently impacting the overall effectiveness of cross-cultural negotiations. Notably, developing the metacognitive dimension of cultural intelligence emerges as a pivotal factor in enhancing adaptability, consequently elevating one's proficiency as a negotiator within the complex landscape of cross-cultural interactions. For practitioners, the

Cultural intelligence undoubtedly influences cross-cultural negotiations. However, the interplay of cultural intelligence and cultural values is the key factor in influencing the dynamics of the negotiation process through the choice of negotiation styles.

implications drawn from this assessment suggest a two-fold approach. Firstly, there is a need to underscore the development of the metacognitive facet of cultural intelligence among negotiators. Negotiators can bolster their effectiveness by enhancing their capacity for self-awareness, reflection, and adaptation in cross-cultural contexts. Secondly, a deeper understanding and consideration of the cultural values held by other parties involved in the negotiation process is paramount. Recognizing and accommodating these values can foster better communication, trust, and, ultimately, more successful cross-cultural negotiations. In summary, this rapid evidence assessment offers valuable insights into the intricacies of cross-cultural negotiations by shedding light on the influences of cultural intelligence and cultural values.

Keywords: Cross-cultural negotiations, Cultural intelligence, Cultural values, Negotiation styles

Conflict is inevitable in any business. Negotiation is the process of resolving conflict by reaching a mutually acceptable agreement between the conflicting parties (Wienclaw, 2021). The amount of time managers spend on negotiations exemplifies the importance of negotiations in business. For instance, a typical senior manager in the United States spends roughly 25 percent of the day negotiating, and managers working for international organizations spend over 50 percent of their time negotiating (Harkiolakis & Halkias, 2012; Hendon et al., 2019). Furthermore, globalization has made cross-cultural negotiations necessary for most businesses (Moon, 2010). According to Hendon et al. (2019), cross-cultural negotiations “are fast becoming a fact of life” (p. 17). However, research suggests that most negotiations, especially cross-cultural negotiations, fail to reach agreements (Gulbro & Herbig, 1996; Lim et al., 2019).

Cooperation and problem-solving are at the heart of effective negotiation. As noted in Fisher and Ury’s (1983) seminal work *Getting to Yes*, effective negotiation is rooted in principled negotiation with cooperation and problem-solving at its core. Effective communication is critical for achieving successful outcomes and building strong relationships in cross-cultural negotiations. As such, cultural intelligence (CQ) and cultural values likely play pivotal roles in a negotiator’s effectiveness in cross-cultural negotiations. Ang and Van Dyne (2008), who initially introduced the concept of CQ in 2003, defined CQ as “the capability of an individual to function effectively in situations characterized by cultural diversity” (p. 3). Cultural values refer to the shared beliefs, norms, principles, and moral standards that distinguish one group of people from another group (Hofstede, 2001).

This Rapid Evidence Assessment (REA) evaluates the findings of empirical studies on factors contributing to the effectiveness of cross-cultural negotiations. More specifically, the REA examines CQ and other factors impacting cross-cultural negotiations. REA provides an assessment through evidence-based research and systematic methodology (Barends et al., 2017). Compared to a systematic review, an REA provides a quick method of conducting a broad and detailed review (Barends et al., 2017). An REA was an appropriate methodology to provide a rigorous method of locating, appraising, and synthesizing empirical evidence of literature to answer the research question.

Literature Summary

Data relevant to the REA question were extracted from the studies included in the synthesis. Data extraction can be used to collate the results and other relevant information in a table format (Barends et al., 2017). The data extracted from the articles typ-

Protocol

The databases searched for this study included the University of Maryland Global Campus library’s OneSearch (included databases identified in Appendix A), ABI/INFORM Collection, and Scopus. A total of 172 articles were initially retrieved. After removing duplicates, non-English language, not relevant, and non-full text articles, 13 articles were critically appraised using the transparency, accessibility, purposivity, utility, propriety, accuracy, and specificity (TAPUPAS) framework (Pawson et al., 2003). One article was assessed as low quality and was excluded from the evidence synthesis for this REA. The PRISMA diagram for our review is shown in Appendix B. The critical appraisal assessment of the articles is contained in Appendix C. Our list of codes is contained in Appendix D.

ically include general information, method-based content, and outcomes (Armstrong et al., 2015). The following information was extracted from the included studies: title, author(s), publication date, publisher, research design and methodology, sector population, sample size, purpose of study, limitations, and main findings. Table 1 includes the data extraction for the 12 included articles.

Thematic analysis and synthesis were used to summarize the findings of this paper. Thematic analysis allows the researcher to identify, analyze, and report patterns of themes within data (Braun & Clarke, 2006). According to Gough et al. (2017), thematic analysis can be conducted by building emergent themes from various types of research articles. The synthesis was conducted by coding the text of the articles, developing descriptive themes, and then generating analytical themes (Gough et al., 2017). The thematic synthesis followed the two-cycle coding process outlined by Saldaña (2021).

Forty codes were found, which were summarized into the following four categories: negotiation styles, cultural intelligence attributes, personal qualities, and variables of cultural differences. Three common themes emerged from the coding process. According to Braun and Clarke (2006), a theme represents meaningful and patterned information from the data in relation to the research question. Themes allow the analysis of different works by finding common themes among the articles (Miles et al., 2020). The three common themes were cultural intelligence factors, cultural values factors, and personal qualities. From the three common themes, four major findings were extracted. Table 2 shows the summary of findings.

Table 1: Data Extraction	
Article title	Negotiation Styles: A Comparative Study of Pakistani and Chinese Officials Working in Neelum-Jhelum Hydroelectric Project (NJHEP)
Author(s)	Abbasi et al.
Publication date	2017
Publisher	Journal of Creating Value
Research design/methodology	Quantitative
Sector population	Pakistani and Chinese managers
Sample size	303
Purpose of study	To determine the negotiation styles of Pakistani and Chinese managers working on NJHEP
Limitations	Data is from only one project; used convenience sampling which reduces randomization; demographic variables were not included; language may have limitation effects; data collected using a single method
Main findings	Pakistanis prefer accommodating negotiation style, while Chinese prefer competing negotiation style
Article title	India-Kuwait: Inter-Cultural Sensitivity, Cultural Intelligence and Conflict-handling Styles in Cross-cultural Interactions
Author(s)	Bhatt, P.
Publication date	2020
Publisher	Conflict Studies Quarterly
Research design/methodology	Quantitative
Sector population	Indian and Kuwaiti engineers and managers working in major oil and gas companies
Sample size	174
Purpose of study	To explore and test the influence of intercultural sensitivity, cultural intelligence, and conflict-handling style preferences
Limitations	Participants from specific sector limits generalizability of the results; only one researcher
Main findings	Indian respondents were more positive towards intercultural communication and Kuwait employees were more focused on understanding the process; Kuwait respondents preferred problem-solving style and Indians preferred forcing styles

Article title	The Relationship Between Cultural Values, Cultural Intelligence and Negotiation Styles
Author(s) Publication date Publisher Research design/methodology Sector population Sample size Purpose of study Limitations Main findings	Caputo et al. 2019 Journal of Business Research Quantitative Diverse and experienced employees working in various organizations 403 To examine the influence of cultural intelligence on the relationship between cultural values and individual preferences for a given negotiation style Used self-reported measures which may be vulnerable to common method bias; no possibility to control for environmental influences Cultural values affect the choice of negotiation styles, either directly or through the mediation of cultural intelligence; CQ has direct impact on both cooperative and competitive negotiation styles
Article title	Examining the Relationship between Cultural Intelligence and Conflict Resolution Styles in the Industrial Sector in Egypt
Author(s) Publication date Publisher Research design/methodology Sector population Sample size Purpose of study Limitations Main findings	ElKhouly & Amer 2013 Competition Forum Quantitative Managers working at different levels and units in industrial organizations in Egypt 154 To examine the relationship between CQ and conflict resolution styles Limited sample; used self-reported data Egyptian and European managers with higher CQ had similar preferred conflict resolution styles; gender and level of experience had no effect on CQ or conflict resolution styles

Article title	Antecedents of Problem-Solving Cross-Cultural Negotiation Style: Some Preliminary Evidence
Author(s) Publication date Publisher Research design/methodology Sector population Sample size Purpose of study Limitations Main findings	Engle et al. 2013 The Journal of Applied Management and Entrepreneurship Quantitative University business students from U.S. and Turkey 233 To identify factors that lead to problem solving behavior in negotiations and to examine how these factors may affect negotiation style Dyadic negotiations only; use of student sample Positive relationship between CQ and problem-solving negotiation style; emotional stability may have positive moderation effect on relationship and task-orientation combination in some cultural settings
Article title	Cultural Intelligence and Conflict Management Styles
Author(s) Publication date Publisher Research design/methodology Sector population Sample size Purpose of study Limitations Main findings	Goncalves et al. 2016 International Journal of Organizational Analysis Quantitative Individuals from several regions of Portugal 399 To evaluate the extent to which variables such as CQ and self-monitoring can positively influence the ability to solve interpersonal conflicts more effectively Restrictive sample size and population CQ is a reasonable predictor of conflict management styles, whereas self-monitoring appeared as a dispositional and controversial measure in relation to those styles

Article title	Examining Cultural Intelligence and Cross-Cultural Negotiation Effectiveness
Author(s) Publication date Publisher Research design/methodology Sector population Sample size Purpose of study Limitations Main findings	Groves et al. 2015 Journal of Management Education Quantitative Fully employed MBA students 113 To examine the impact of CQ on cross-cultural negotiation performance Assessment center negotiations; limited population CQ predicted negotiation performance while interest-based negotiation behaviors partially mediated the CQ-negotiation performance relationship
Article title	The Culturally Intelligent Negotiator: The Impact of Cultural Intelligence (CQ) on Negotiation Sequences and Outcomes
Author(s) Publication date Publisher Research design/methodology Sector population Sample size Purpose of study Limitations Main findings	Imai & Gelfand 2010 Organizational Behavior and Human Decision Process Mixed-methods Online / students at large public university in the U.S. 236 / 150 To examine CQ as a potential predictor of intercultural negotiation effectiveness Research conducted in laboratory; self-reporting CQ improves intercultural negotiation process, and thereby outcomes
Article title	Biculturals in International Business Negotiations: Moving Away from the Single Culture Paradigm
Author(s) Publication date Publisher Research design/methodology Sector population Sample size Purpose of study Limitations Main findings	Khakhar et al. 2023 Journal of Organizational Change Management Qualitative Bicultural senior managers in Lebanon 35 To explore biculturals' key factors and attributes and how their cultural knowledge and identification influence international business negotiations Limited population studied Biculturals adapt and switch between the two familiar cultures

Article title	Identifying and Training Adaptive Cross-Cultural Management Skills: The Crucial Role of Cultural Metacognition
Author(s) Publication date Publisher Research design/methodology Sector population Sample size Purpose of study Limitations Main findings	Mor et al. 2012 Academy of Management Learning & Education Quantitative MBA students and crowdsourcing participants 200 MBA students / 107 American adults / 57 MBAs To bridge research and practice by identifying specific social cognitive strategies associated with CQ Self-reporting; mostly included Americans Metacognitive tendency – cultural perspective taking – can promote intercultural cooperation and be helpful for promoting intercultural cooperation
Article title	Negotiator Cultural Intelligence (CQ): Impact in Virtual, Cross-Cultural Negotiations
Author(s) Publication date Publisher Research design/methodology Sector population Sample size Purpose of study Limitations Main findings	Rao 2017 Journal of International Management Studies Quantitative Business students at a large U.S. public university 105 To understand the power of the written word in cross-cultural negotiations where negotiators had to communicate in different languages via instant messaging Limited sample of population studied CQ of negotiators impacts the efficiency and process of cross-cultural negotiations when negotiating virtually
Article title	Cultural Contingencies of Mediation: Effectiveness of Mediator Styles in Intercultural Disputes
Author(s) Publication date Publisher Research design/methodology Sector population Sample size Purpose of study Limitations Main findings	Salmon et al. 2013 Journal of Organizational Behavior Quantitative American and Turkish students 110 To examine the types of mediation tactics that are most effective in intercultural disputes given specific disputant characteristics Limited student population studied in simulation; use of standardized pure forms of mediation The effectiveness of manipulative mediation style was contingent on disputant difficulty markers

Table 2: Findings

Finding	Sources
Cultural intelligence predicts negotiation performance and improves the process and outcomes of cross-cultural negotiations.	Groves et al. (2015); Imai and Gelfand (2010); Khakhar et al. (2023); Mor et al. (2012); Rao (2017)
Cultural intelligence impacts cross-cultural negotiations by influencing the negotiation style adopted by negotiators.	Bhatt (2020); Caputo et al. (2019); ElKhouly and Amer (2013); Engle et al. (2013); Goncalves et al. (2016); Salmon et al. (2013)
Cultural values impact cross-cultural negotiations by influencing the negotiation style adopted by negotiators.	Abbasi et al. (2017); Bhatt (2020); Caputo et al. (2019); ElKhouly and Amer (2013); Engle et al. (2013); Salmon et al. (2013)
Personal qualities (gender, age, experience, and education) generally do not impact negotiator's negotiation styles.	Abbasi et al. (2017); Bhatt (2020); ElKhouly & Amer (2013); Engle et al. (2013);

Discussion

Over the past 20 years since Early and Ang's (2003) seminal work, numerous studies have been conducted on the topic of CQ. Several implications can be made after critically selecting and assessing the available empirical literature on CQ and cross-cultural negotiations. More specifically, the findings can be used to answer the research question: what CQ factors influence the effectiveness of cross-cultural negotiations? First, the findings showed that both CQ and cultural values impact the negotiation styles of negotiators during cross-cultural negotiations. CQ positively impacted the processes and outcomes of cross-cultural negotiations. Other than language skills, which could also be attributed to CQ-cognitive, personal traits did not impact negotiation styles or the negotiation process. Many articles also focused on adaptability as an important factor in positively influencing cross-cultural negotiations. CQ-metacognitive was pointed out by Engle et al. (2013) and Mor et al. (2012) as being the quality of cultural intelligence that most impacts positive negotiation styles as well as positively influencing the processes and outcomes of cross-cultural negotiations. Table 3 summarizes the negotiator's CQ, the most utilized negotiation styles, and the negotiations' outcome.

Studies found that negotiators with high CQ were able to reach an agreement during cross-cultural negotiations by choosing an integrating or problem-solving style rather than a dominating style (Bhatt, 2020; ElKhouly & Amer, 2013; Engle et al., 2013; Goncalves et al., 2016). Caputo et al. (2019) found that CQ had a higher impact on negotiation styles than cultural values. Salmon et al.'s (2013) study also determined a positive relationship between CQ and negotiation styles, with lower CQ resulting in less trust and producing more manipulative mediation styles.

The CQ factors that led to more effective negotiations were the awareness and ability to adapt to situ-

ations, cultural frame-switching, and an increase in creativity in finding solutions (Groves et al., 2015; Imai & Gelfand, 2015; Khakhar et al., 2023). Cultural frame-switching is the capability to transition from one cultural mindset to another. For example, in Khakhar et al., cultural frame-switching, including multilingual ability, allowed negotiators to communicate more effectively and become a bridge to facilitate the negotiation process and outcomes.

Recommendations for Management and Scholarship

Developing CQ, especially the metacognitive aspect of CQ, could enhance the success of cross-cultural negotiations. As such, more training and promotion of CQ-metacognitive skills are recommended for management practices. Developing CQ-metacognitive involves enhancing the ability to understand and manage one's thought processes and cultural assumptions when interacting with individuals from diverse cultural backgrounds. Specifically, negotiators can gain insight by engaging in regular self-reflection to identify cultural biases and assumptions, by proactively seeking information and knowledge about different cultures, by practicing critical thinking to evaluate assumptions and challenge stereotypes, embracing ambiguity by cultivating the ability to navigate uncertainty in cross-cultural situations, and seeking guidance and feedback from peers and mentors. While this research was limited to CQ, other social intelligence, such as emotional intelligence, could be further studied along with CQ to determine how such factors influence negotiation styles, as well as the processes and outcomes of cross-cultural negotiations.

Limitations

There are several limitations to this REA. First, the rapid assessment required a concession in the breadth and depth of the search process and used a limited number of articles, including only those writ-

Table 3: Key Ideas

Negotiator's Cultural Intelligence Level	Negotiation Styles Most Used	Outcomes of Cross-Cultural Negotiations
High CQ	Integrating or Problem-Solving Style	Positive and Reaching Agreements
Low CQ	Dominating and Manipulative	Negative or Impasse

ten in English. However, the potential for sampling bias is limited as the REA included diverse primary research articles from different authors and different academic journals. The more concerning limitation of personal bias is using studies that utilize cultural intelligence and performance self-assessments in negotiation settings. This limitation is also mitigated by the use of a variety of articles from different authors and journals.

Conclusion

The influence of CQ in cross-cultural negotiations can be seen in the negotiation styles adopted by negotiators. The assessment further revealed that in addition to CQ, cultural values influence the negotiation styles that negotiators adopt during cross-cultural negotiations. Developing CQ positively impacts cross-cultural negotiations. CQ allows negotiators to become better aware of the situation and thereby better adapt to the negotiation. CQ also allows negotiators to engage in cultural frame-switching, usually through language skills. That is, allowing the negotiator to see other perspectives during the negotiation process in addition to using the language of the opposing parties. Lastly, CQ allows negotiators to become more flexible and creative in finding common grounds and compromises. Thus, negotiators should be cognizant of the ongoing need to cultivate and refine their CQ.

References

References marked with an asterisk indicate studies included in the REA.

- *Abbasi, B. A., Gul, A., & Senin, A. A. (2017). Negotiation styles: A comparative study of Pakistani and Chinese officials working in Neelum-Jhelum Hydroelectric Project (NJHEP). *Journal of Creating Value*, 4(1), 110-122. <https://doi.org/10.1177/2394964316684239>
- Ang, S., & Van Dyne, L. (2008). *Handbook of cultural intelligence: Theory, measurement, and applications*. Routledge.
- Armstrong, L., Lauder, W., & Shepherd, A. (2015). An evaluation of methods used to teach quality improvement to undergraduate healthcare students to inform curriculum developments within preregistration nurse education: A protocol for systematic review and narrative synthesis. *Systematic Reviews*, 4(1), 1-7. <https://doi.org/10.1186/2046-4053-4-8>
- Barends, E., Rousseau, D. M., & Briner, R. B. (Eds.). (2017). *CEBMA guidelines for rapid evidence assessments in management and organizations*. Center for Evidence Based Management. <https://cebma.org/wp-content/uploads/CEBMA-REA-Guideline.pdf>
- *Bhatt, P. (2020). India-Kuwait: Inter-cultural sensitivity, cultural intelligence and conflict-handling styles in cross-cultural interactions. *Conflict Studies Quarterly*, 33, 21-41.
- Braun, V., & Clarke, V. (2006). Using thematic analysis in psychology. *Qualitative Research in Psychology* 3(2), 77-101. <https://doi.org/10.1191/1478088706qp063oa>
- *Caputo, A., Ayoko, O. B., Amoo, N., & Menke, C. (2019). The relationship between cultural values, cultural intelligence and negotiation styles. *Journal of Business Research*, 99, 23-36. <https://doi.org/10.1016/j.jbusres.2019.02.011>
- Early, P. C., & Ang, S. (2003). *Cultural intelligence: Individual interactions across cultures*. Stanford University Press.
- *ElKhouly, S. M. E., & Amer, M. G. (2013). Examining the relationship between cultural intelligence and conflict resolution styles in the industrial sector in Egypt. *Competition Forum*, 11(2), 140-153.
- *Engle, R. L., Elahee, M. N., Tatoglu, E. (2013). Antecedents of problem-solving cross-cultural negotiation style: Some preliminary evidence. *The Journal of Applied Management and Entrepreneurship*, 18(2), 83-102.
- Fisher, R., & Ury, W. (1983). *Getting to yes: Negotiating agreement without giving in*. Penguin Books.
- *Goncalves, G., Reis, M., Sousa, C., Santos, J., Orgambidez-Ramos, A., & Scott, P. (2016). Cultural intelligence and conflict management styles. *International Journal of Organizational Analysis*, 24(4), 725-742. <https://doi.org/10.1108/IJOA-10-2015-0923>
- Gough, D., Oliver, S., & Thomas, J. (2017). *An introduction to systematic reviews* (2nd ed.). SAGE.
- *Groves, K. S., Feyerherm, A., & Gu, M. (2015). Examining cultural intelligence and cross-cultural negotiation effectiveness. *Journal of Man-*

- agement Education, 39(2), 209-243. <https://doi.org/10.1177/1052562914543273>
- Gulbro, R., & Herbig, P. (1996). Negotiating successfully in cross-cultural situations. *Industrial Marketing Management*, 25(3), 235-241. [https://doi.org/10.1016/0019-8501\(95\)00081-X](https://doi.org/10.1016/0019-8501(95)00081-X)
- Harkiolakis, N., & Halkias, D. (2012). *E-negotiations: Networking and cross-cultural business transactions*. Routledge.
- Hendon, D. W., Hendon, R. A. & Herbig, P. A. (2019). *Cross-cultural business negotiations*. Frederick Fell Publishers Inc.
- Hofstede, G. (2001). *Culture's consequences: Comparing values, behaviors, institutions, and organizations across nations* (2nd ed.). Sage Publications, Inc.
- *Imai, L., & Gelfand, M. J. (2010). The culturally intelligent negotiator: The impact of cultural intelligence (CQ) on negotiation sequences and outcomes. *Organizational Behavior and Human Decision Processes*, 112, 83-98. <https://doi.org/10.1016/j.obhdp.2010.02.001>
- *Khakhar, P., Rammal, H. G., & Pereira, V. (2023). Biculturals in international business negotiations: Moving away from the single culture paradigm. *Journal of Organizational Change Management*, 36(1), 180-194. <https://doi.org/10.1108/JOCM-04-2022-0110>
- Lim, M., Chua, J., Vlad, C., Tajiri, F., & Damaschin, A. (2019). Cultural intelligence (CQ): From new idea to conceptual model. What is it, and why is it a crucial factor in today's intercultural business negotiations? *Analele Universitatii Din Oradea*, 121-128.
- Moon, T. (2010). Organizational cultural intelligence: Dynamic capability perspective. *Group & Organizational Management*, 35(4), 456-493. <https://doi.org/10.1177/1059601110378295>
- *Mor, S., Mooris, M., & Joh, J. (2013). Identifying and training adaptive cross-cultural management skills: The crucial role of cultural metacognition. *Academy of Management Learning & Education*, 12(3), 453-475. <https://doi.org/10.5465/amle.2012.0202>
- Pawson, R., Boaz, A., Grayson, L., Long, A., & Barnes, C. (2003). *Types and quality of knowledge in social knowledge review*. Social Care Institute for Excellence. <https://www.scie.org.uk/publications/knowledgereviews/kr03.pdf>
- *Rao, A. (2017). Negotiator cultural intelligence (CQ): Impact in virtual, cross-cultural negotiations. *Journal of International Management Studies*, 17(3), 57-66. <https://doi.org/10.18374/JIMS-17-3.5>
- Saldaña, J. (2021). *The coding manual for qualitative researchers* (4th ed.). Sage Publications Ltd.
- *Salmon, E. D., Gelfand, M. J., Celik, A. B., Kraus, S., Wilkenfeld, J., & Inman, M. (2013). Cultural contingencies of mediation: Effectiveness of mediator styles in intercultural disputes. *Journal of Organizational Behavior*, 34, 887-909. <https://doi.org/10.1002/job.1870>
- Wienclaw, R. A. (2021). *Negotiations*. Salem Press Encyclopedia.

Review

This article was accepted under the **constructive peer review** option. For further details, see the descriptions at: <http://mumabusinessreview.org/peer-review-options/>

Authors

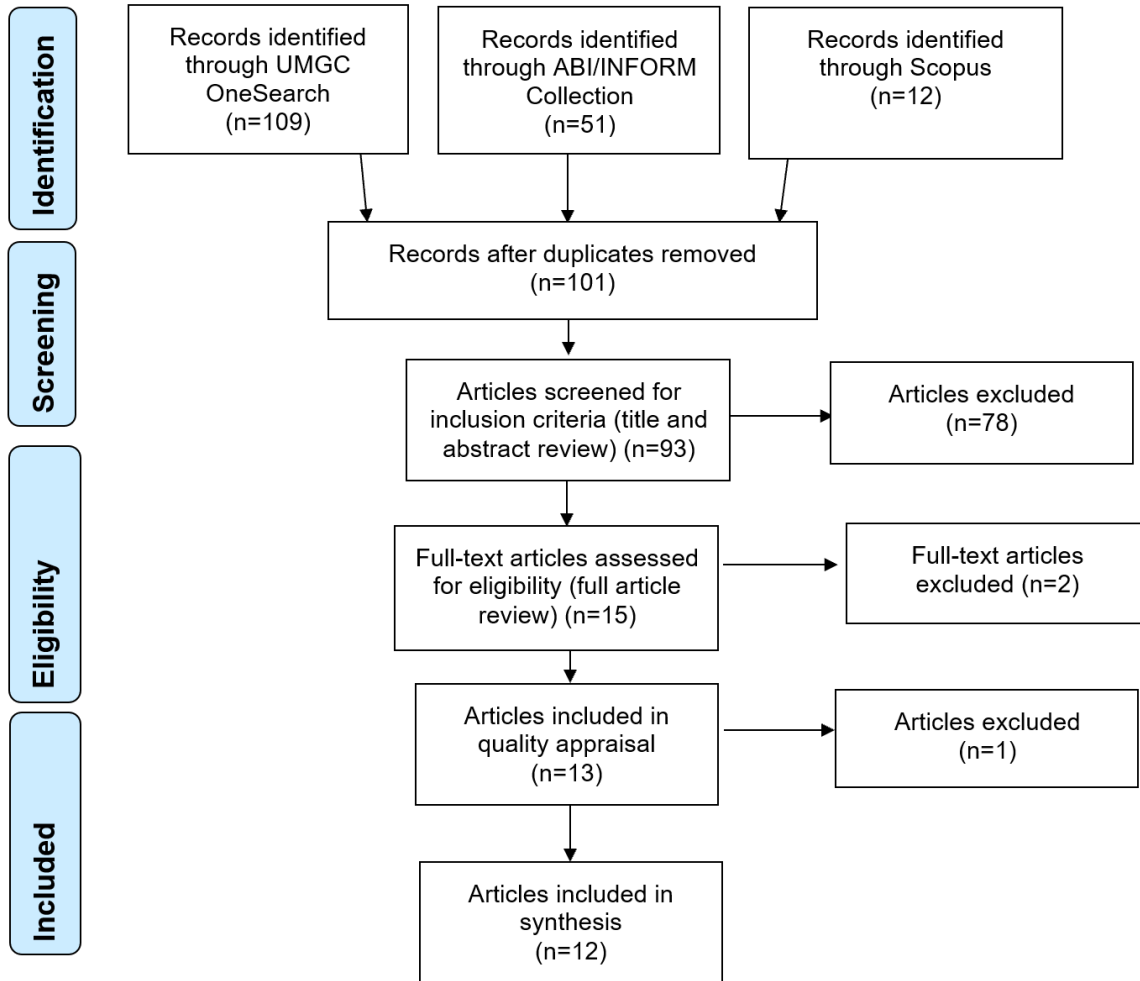


Kathy So is a Collegiate Professor at the University of Maryland Global Campus (UMGC) Europe, where she teaches graduate students in the Master of Business Administration (MBA) program. Kathy is also an attorney-at-law. She holds a BA in philosophy from Agnes Scott College, a master's degree in international studies from Ewha Womans University, an MBA from UMGC, and a juris doctorate from Georgia State University College of Law. She is currently pursuing a doctorate in business administration with UMGC.

Appendix A: UMGC OneSearch Databases

Academic Search Ultimate
America: History and Life
APA PsycArticles
APA PsycInfo
Books24x7
Business Source Ultimate
CINAHL Complete
Computers & Applied Sciences Complete
Criminal Justice Abstracts with Full Text
eBook Collection on EBSCO
Education Research Complete
Emerald Insight
Environment Complete
ERIC
European Views of the Americas: 1493 to 1750
Funk & Wagnalls New World Encyclopedia
Gale eBooks
GreenFILE
Harvard Business Review New
Health Business Elite
Health Source: Consumer Edition
Health Source: Nursing/Academic Edition
Historical Abstracts
Humanities Source Ultimate New
JSTOR
Library, Information Science & Technology Abstracts (LISTA)
MasterFILE Premier
MEDLINE
Military & Government Collection
Nursing Reference Center Plus
OmniFile Full Text Mega
Oxford Academic (formerly Oxford Scholarly Online)
Oxford Reference
Political Science Complete
Primary Search
Professional Development Collection
Psychology and Behavioral Sciences Collection
Regional Business News
SAGE Business Cases New
SAGE Knowledge: SAGE Reference eBook Collection
ScienceDirect
SocINDEX with Full Text
Teacher Reference Center

Appendix B: PRISMA Diagram



Note. Adapted from “The Preferred Reporting Items for Systematic Reviews and Meta-Analyses: The PRISMA Statement” (Moher et al., 2009, p. 8). Adapted under the terms of the Creative Commons Attribution License, which permits unrestricted use, distribution, and reproduction in any medium, provided the original author and source are credited.

Figure B1: PRISMA Diagram

Appendix C: Critical Appraisal Assessment of Articles

	Author(s), Year	Transparency	Accessibility	Purposivity	Utility	Propriety	Accuracy	Specificity	Total Score
1.	Abbasi et al., 2017	3	3	2	2	3	2	3	18
2.	Bhatt, 2020	3	3	3	2	3	2	3	19
3.	Caputo et al., 2019	3	3	3	3	3	3	3	21
4.	ElKhouly & Amer, 2013	3	2	2	2	3	3	3	18
5.	Engle et al., 2013	2	3	2	2	3	2	2	16
6.	Goncalves et al., 2016	3	2	2	2	3	2	3	17
7.	Groves et al., 2015	3	3	2	2	3	3	3	19
8.	Imai & Gelfand, 2010	3	2	2	3	3	3	3	19
9.	Khakhar et al., 2023	3	3	2	2	3	2	3	18
10.	Lick, 2019	2	2	1	1	2	1	1	10
11.	Mor et al., 2012	3	3	2	2	3	2	2	17
12.	Rao, 2017	2	2	2	2	3	2	2	15
13.	Salmon et al., 2013	3	3	2	2	3	3	3	19

Figure C1: Critical Appraisal Assessment of Articles

Appendix D: List of Codes (a priori codes marked with an asterisk)

*Accommodating/Obliging style
Adapt
Age
*Avoiding style
*Collaborating/cooperative style
*Collectivism
*Competitive/competing/dominating style
*Compromising style
*Conflict management styles
Connection
*CQ
*CQ-behavioral
*CQ-cognitive
*CQ-metacognitive
*CQ-motivational
*Cultural values
Education
Emotional stability
Epistemic motivation
Experience
Flexibility
*Forcing/Dominating style
Gender
High CQ
*Interest-based negotiation (IBN) behaviors
*Integrating style
Intercultural communication
Language
Lower CQ
*Masculinity
*Power distance
Problem-solving style
Relationship orientation
Relationship style
Self-monitoring
*Success/effectiveness
Task management style
Task orientation
Trust
*Uncertainty avoidance