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Emotional Intelligence and British expatriates' cross-cultural adjustment in international construction projects

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	Self Personal Competence	Other Social Competence
Recognition	<p>Self-Awareness - Is constantly being aware of one's own emotions</p> <ul style="list-style-type: none"> ▪ Emotional self-awareness- <i>Recognizing one's emotions & their consequences</i> ▪ Accurate self-assessment - <i>Knowing one's strength and limitations</i> ▪ Self-confidence - <i>A strong sense of one's self worth and capabilities</i> 	<p>Social Awareness - Is being considerate, along with the ability to understand other's outlook.</p> <ul style="list-style-type: none"> ▪ Empathy - <i>Sensing others feelings and taking an active interest in their concern</i> ▪ Service orientation - <i>Anticipating and meeting customer's needs</i> ▪ Organizational awareness - <i>Reading a group's emotional currents and power relationships.</i>
Regulation	<p>Self-Management - Is an ability to manage oneself appropriately by exhibiting the following;</p> <ul style="list-style-type: none"> ▪ Self-control - <i>Keeping disruptive emotions and impulses in check</i> ▪ Trustworthiness - <i>Maintaining/displaying honesty and integrity</i> ▪ Conscientiousness - <i>Taking responsibility for personal performance</i> ▪ Adaptability - <i>Flexibility in handling change</i> ▪ Achievement drive - <i>Striving to improve or meet a standard of excellence by being persistent in pursuing goals despite obstacles and setbacks</i> ▪ Initiative - <i>Readiness to act on opportunities</i> 	<p>Relationship Management - Is the capability to instil desirable responses in others by the encompassing the following;</p> <ul style="list-style-type: none"> ▪ Developing others - <i>Sensing other's development needs and bolstering their abilities</i> ▪ Influence - <i>Using effective tactics to influence others</i> ▪ Communication - <i>Listening openly and sending convincing messages</i> ▪ Conflict Management - <i>Negotiating and resolving disagreements</i> ▪ Leadership - <i>Inspiring, guiding individuals and groups</i> ▪ Change Catalyst - <i>Initiating or managing change</i> ▪ Building bonds - <i>Working with others towards shared goals and nurturing instrumental relationships</i> ▪ Teamwork and collaboration - <i>Creating group synergy in pursuing goals.</i>

Table 1:

The Emotional Intelligence Framework

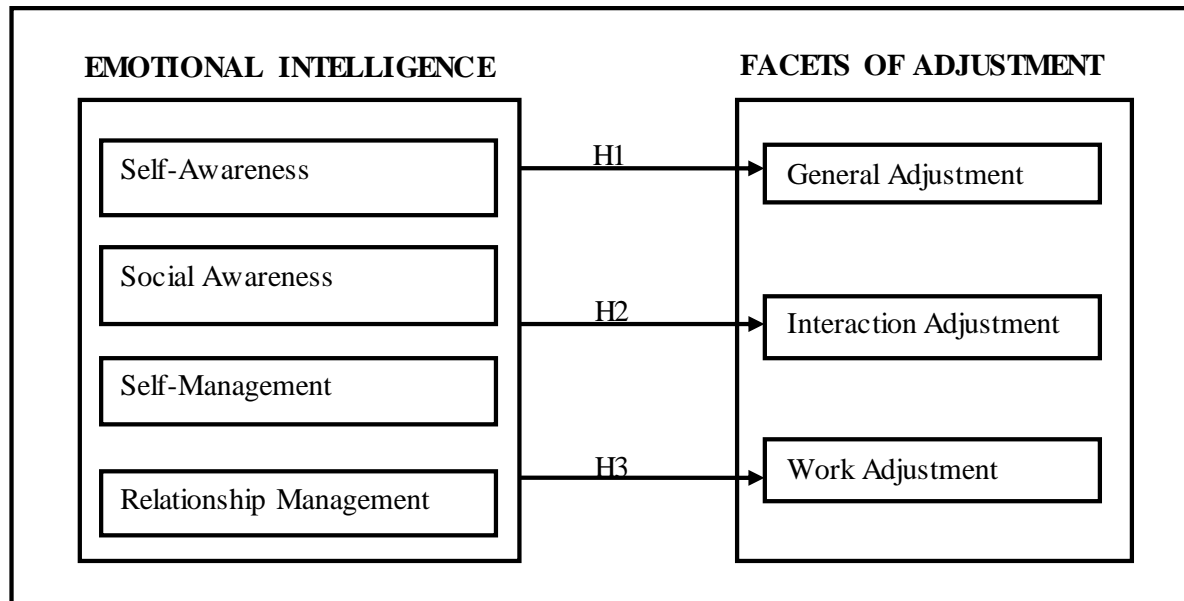


Figure 1:

Framework for EI and its impact on Expatriate Adjustment

Correlations

			SEAg	SEMg	SOAg	RMg	GAg	WAg	IAg
Spearman's rho	SEAg	Correlation Coefficient	1.000						
		N	191						
	SEMg	Correlation Coefficient	.577**	1.000					
		N	191	191					
	SOAg	Correlation Coefficient	.511**	.620**	1.000				
		N	191	191	191				
	RMg	Correlation Coefficient	.573**	.732**	.646**	1.000			
		N	191	191	191	191			
	GAg	Correlation Coefficient	.299**	.309**	.146*	.222**	1.000		
		N	191	191	191	191	191		
	WAg	Correlation Coefficient	.447**	.614**	.430**	.572**	.527**	1.000	
		N	191	191	191	191	191	191	191
	IAg	Correlation Coefficient	.373**	.512**	.439**	.491**	.366**	.520**	1.000
		N	191	191	191	191	191	191	191

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Legend:			
SEAg	Self-Awareness	GAg	General Adjustment
SEMg	Self-Management	WAg	Work Adjustment
SOAg	Social Awareness	IAg	Interaction Adjustment
RMg	Relationship Management		

Table 2:

Spearman's Correlation among variables

FIT METRIC	TARGET
Chi Square	P>0.05
Chi Square/Degrees of freedom	<2 Excellent fit 3-5 Okay fit >5 Poor fit
Goodness of Fit Index (GFI)	1 is perfect fit, >0.9 is Good
Adjusted Goodness of Fit Index (AGFI)	Values close to 1 indicate better fit, >0.9 is Good
Comparative Fit Index (CFI)	Values close to 1 indicate a excellent fit, >.95 is very good >.90 is good;
Root mean square error of approximation (RMSEA)	>.10 not good <.08 to be reasonable <.05 good
P CLOSE	> 0.05
Hoelter's n	>200 id good fit

Table 3:

Model Fit Parameters for Structural Equation Modelling

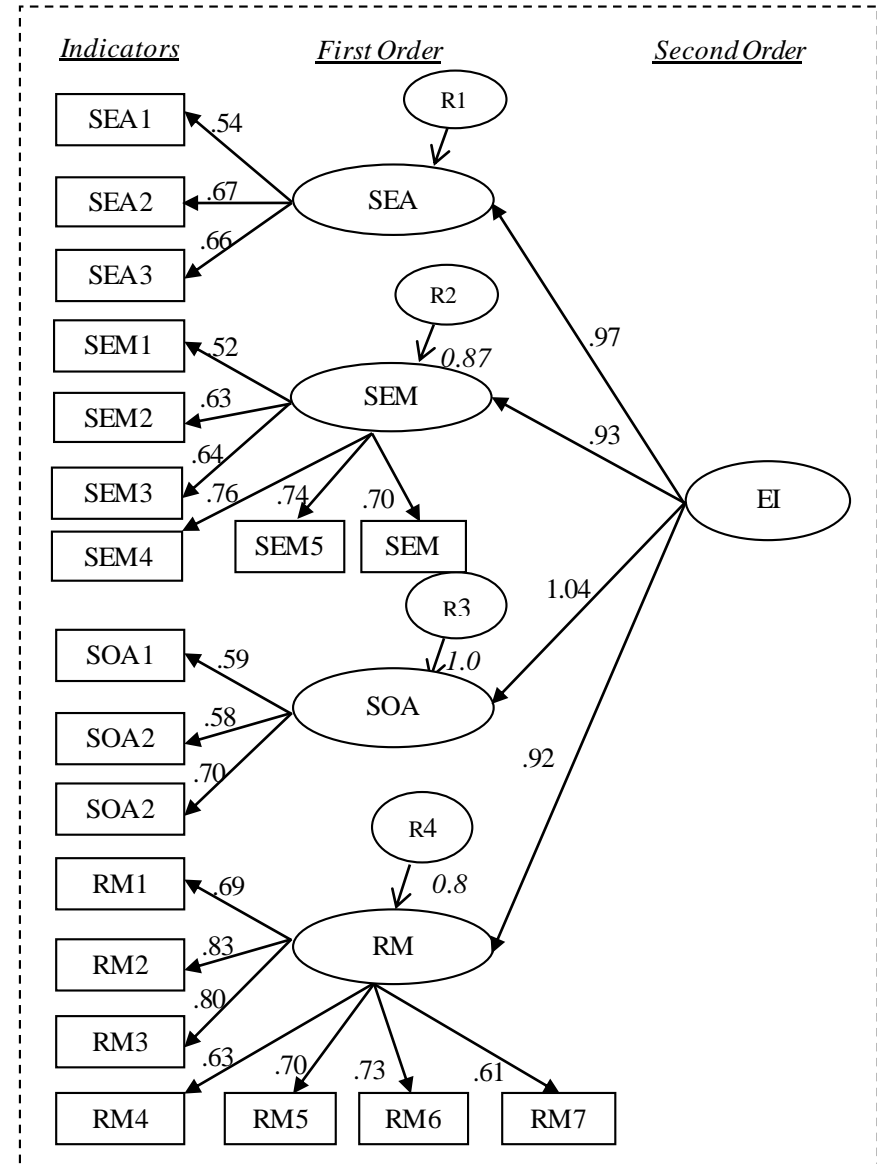
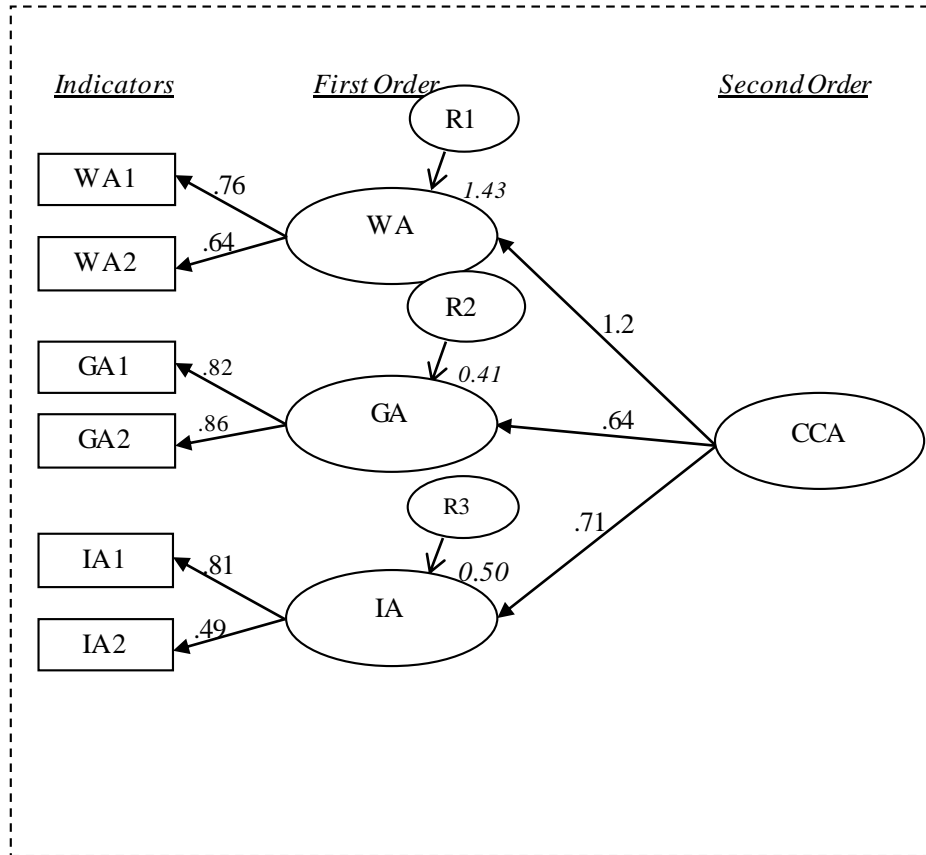


Figure 2:

Second Order Confirmatory Factor Analysis for Cross-cultural Adjustment (CCA) and Emotional Intelligence (EI)

Confirmatory Factor Analysis Results					
		Factor Loading	AVE	CR	Cronbach α
CFA Cross-cultural Adjustment	WA1 - WA	0.76	0.49	0.66	0.65
	WA2 - WA	0.64			
	GA1 - GA	0.82	0.71	0.83	0.83
	GA2 - GA	0.86			
	IA1 - IA	0.81	0.45	0.61	0.65
	IA2 - IA	0.49			
CFA Emotional Intelligence	SEA1 - SEA	0.54	0.39	0.66	0.71
	SEA2 - SEA	0.67			
	SEA3 - SEA	0.66			
	SEM1 - SEM	0.52	0.45	0.83	0.81
	SEM2 - SEM	0.63			
	SEM3 - SEM	0.64			
	SEM4 - SEM	0.76			
	SEM5 - SEM	0.74			
	SEM6 - SEM	0.70			
	SOA1 - SOA	0.59	0.39	0.66	0.73
	SOA2 - SOA	0.58			
	SOA3 - SOA	0.70			
	RM1 - RM	0.69	0.51	0.88	0.88
	RM2 - RM	0.83			
	RM3 - RM	0.80			
	RM4 - RM	0.63			
	RM5 - RM	0.70			
	RM6 - RM	0.73			
RM7 - RM	0.61				

*Note: C.R.: Composite Reliability; AVE: Average Variance Reliability; *significance level: *** $p < 0.01$ for all the factor loadings*

Table 4:

First and Second order CFA results for EI and CCA

Model	χ^2	df	χ^2/df	CFI	IFI	TLI	GFI	RMSEA	P-close
First-order EI	209.79	139	1.51	0.959	0.960	0.950	0.898	0.052	0.406
Second -order EI	196.87	140	1.41	0.967	0.968	0.960	0.905	0.046	0.649
First Order CCA	10.44	6	1.74	0.988	0.988	0.969	0.982	0.062	0.315
Second Order CCA	10.44	6	1.74	0.988	0.988	0.969	0.982	0.062	0.315
Overall EI on CCA	459.71	264	1.74	0.915	0.916	0.915	0.841	0.062	0.018

Table 5:

Structural Equation Modelling Results

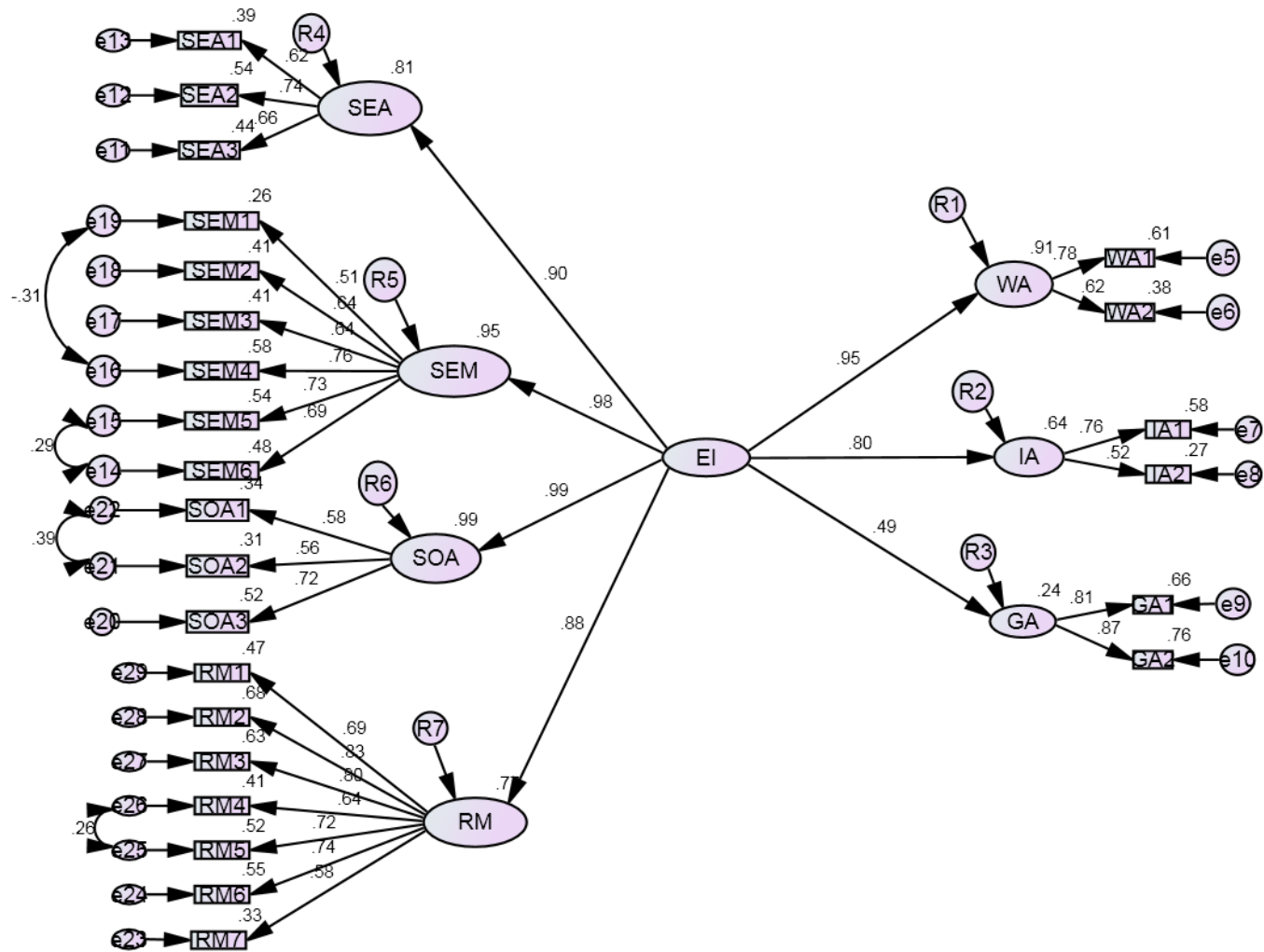


Figure 3:
Structural Equation Modelling for EI and Cross-cultural Adjustment