

The Sustainable Value and Belief of Multicultural Intelligence on Start-ups

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Abstract

Korean society is changing into multicultural society with increasing international marriage and immigrant influx. The increasing number of immigrants in Korean society suggests the necessity of social and economic integration of people with diverse cultural backgrounds. We study the entrepreneurial intention of multicultural immigrant. Cultural intelligence is closely related with sustainable value and belief to their eagerness in surviving of the 2nd country. Cultural intelligence is the individual's capability to function or manage effectively in different cultural settings or in multicultural settings. It is assumed that the cultural intelligence of multicultural immigrant might affect the entrepreneurial intention. Based on the theory of planned behavior, we set up the research model. 243 usable responses of multicultural immigrants in Korea were analyzed. Our findings suggest that cultural intelligence positively affected entrepreneurial intention by affecting subjective norm and perceived behavior control. This study contributed the study of the entrepreneurial intention and multicultural immigrant.

Keywords : Sustainable Value, Belief, Cultural Intelligence, Entrepreneurial Intention, Start-up

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1. Introduction

Korean society is changing into multicultural society with increasing international marriage and immigrant influx. According to the results of An Analysis on the National Survey of Multicultural Families 2015, the multicultural residents living in Korea are grouped into four categories of: multicultural families, marriage immigrants and naturalized citizens, spouses with multicultural backgrounds, and children aged 9 to 24. The numbers for residents are estimated in each group as follows: 278,036 multicultural families; 304,516 marriage immigrants and naturalized citizens (among whom 248,142 are females and 56,374 males in gender); 241,311 spouses with multicultural backgrounds (among whom 39,442 are female and 201,869 males in gender); and 82,476 children aged 9 to 24 (among whom 40,578 are female and 41,898 males in gender). The average monthly household income of multicultural families is 30.4% less than 2~3 million won, (23.8%), less than 3~4 million won (20.5%), and more than 4 million won is 16.5%. The monthly income of multicultural families is relatively low, considering the monthly average income of Korean households is 4.37 million won [KOSTAT, 2016]. In addition, multicultural families which rely on low-cost, low-skilled and temporary employees has lower employment status than Korean ordinary families. Multicultural families are difficult to obtain high quality jobs due to language and cultural barriers. Considering that economic stability is important for adaptation of Korean society to multicultural families, we should pay attention to the economic activities of multicultural families. The increasing number of immigrants in Korean society suggests the

necessity of social and economic integration of people with diverse cultural backgrounds.

According to previous studies, self-employment of immigrants is more appropriate rather than organizational employment because immigrants' education or career experience is difficult to adapt to host society [Kanas et al., 2009]. In developed countries (the United States, the United Kingdom, Canada, and Australia), the number of immigrant entrepreneurs is higher than that of native entrepreneurs [Lofstrom, 2017]. The employment difficulty of immigrants pushes them to start their own business. An immigrant entrepreneur faces many obstacles in the host country. To succeed the business, immigrant entrepreneurs have ethno-cultural, financial, managerial, psycho-behavioral, and institutional competences [Chrysostome and Arcand, 2009]. In the study of Latin American immigrant entrepreneurs, local ethnic diversity, immigration history, and economic structure have provided a variety of opportunities for them to start and maintain their business [Wang and Li, 2007]. Cultural elements have been emphasized as a factor for immigrants to start a business in their host country. However, few studies have examined the influence of individual cultural factors on entrepreneurial intentions.

Cultural intelligence is the ability of individuals to adapt successfully to a new cultural environment [Jie and Harms, 2017]. Cultural intelligence does not simply refer to a level of knowledge of particular culture, but also to the understanding of the behavioral attitude when faced with the cultural conflicts [Ang et al., 2015]. In the study of cultural intelligence, the influence of cultural intelligence on trade business was mainly

studied [Johnson et al., 2006; Muzychenko, 2008; Ang et al., 2007]. However, the effect of the cultural intelligence on entrepreneurial intention has not revealed yet. Considering the cultural factor is one of the success factors for immigrants business, we assume that cultural intelligence influenced immigrant entrepreneurs to have the entrepreneurial intention.

The intention of entrepreneur is based on theory of planned behavior (TPB). According to the theory of planned behavior, behavior can be predicted by intention and the intention is influenced by attitude toward the behavior, subjective norm and perceived behavioral control [Ajzen, 1991]. Based on the theory of planned behavior, Krueger argues that entrepreneurial intentions develop from perceptions of desirability and feasibility of entrepreneurial action. Many articles of behavioral intentions have been studied by adding extended factors to the basic TPB [Zhang et al., 2014; Swartz and Douglas, 2009; Segal et al., 2005]. The studies of entrepreneurial intention also have followed this way.

The purpose of this study is to investigate the effect of cultural intelligence on the intention of entrepreneur from the perspective of multicultural immigrants. The purpose of this study is to investigate the effect of cultural intelligence on the extended TPB. The immigrants' entrepreneurship is mainly dealt with in multi-ethnic countries. The researches on immigrants' entrepreneurship in a homogeneous country like Korea were rare. Also, the researches of the predisposing factor of immigrant's entrepreneurial intention were few. This study will contribute academically and practically in the multicultural and immigrant entrepreneur field.

2. Literature Review

2.1 Cultural Intelligence(CQ)

Cultural intelligence is the individual's capability to function or manage effectively in different cultural settings or in multicultural settings [Ang et al., 2007; Brislin et al., 2006]. Thomas et al. [2008] defined cultural intelligence is a system of knowledge and skills, linked by cultural meta-cognition that allows people to adapt to, select and shape the cultural aspects of their environment. Earley and Ang [2003] defined cultural intelligence as the ability of individuals to function with cultural sensitivity in culturally diverse environments. Jie and Harms [2017] also stated that cultural intelligence is the individual's ability to successfully adapt to a new cultural environment. Cultural intelligence is an important concept that includes not only a level of understanding or knowledge of a specific culture, but also an understanding of how to behave when various cultures interact or collide [Ang et al., 2015]. Individual cultural intelligence is influenced by the culture of the country of origin and is also influenced by environmental factors such as encouragement, education, and experience. Therefore, individual's cultural intelligence can be developed by education and experience [Triandis, 2006].

The cultural intelligence is conceptualized as having four dimensions: meta-cognitive, cognitive, motivational, and behavioral cultural intelligence [Ang et al., 2007]. Meta-cognitive cultural intelligence reflects an individual's mental capability that the individual has in understanding and acquiring knowledge about different cultures [Ang and Van Dyne, 2008; Özsoy and Ataman, 2009;

Simpson and Yinger, 2013]. Because individuals with high metacognitive CQ have their cross-cultural knowledge, they will improve their cultural knowledge based on their experiences and interactions with individuals from different cultural backgrounds [Brislin et al., 2006; Triandis, 2008]. The cognitive dimension is an individual's knowledge of culture and relates to the content knowledge and understanding about other cultures' values [Ang and Van Dyne, 2008]. High cognitive cultural intelligence makes people develop a broad cultural knowledge and the skills to perform effectively in cross-cultural settings and have a broad knowledge based on other cultures' political and economic systems, languages, as well as the norms, values, and religious beliefs [Earley and Ang, 2003]. Individuals with high cognitive CQ can identify similarities and differences between cultures [Brislin et al., 2006]. The motivational cultural intelligence is the individual's energy and attention to learn a new culture and to adapt it [Ang et al., 2007; Ang and Van Dyne, 2015]. High motivational cultural intelligence can support individuals to apply their cultural knowledge, skills, and abilities to cross-cultural interactions and activities [Earley and Ang, 2003]. The behavioural cultural intelligence relates to the ability of the individual to represent proper verbal or non-verbal behaviours in the context of different cultures [Ang et al., 2007; Ang and Van Dyne, 2008]. Individuals with high behavioral cultural intelligence are able and willing to appropriately change their verbal and non-verbal behaviors in the different situation of different cultures, if needed [Earley and Ang, 2003].

The cultural intelligence is useful for developing effective relationships within diverse

workplaces as well as interactions across national borders [Thomas et al., 2008; Earley and Ang, 2003]. Johnson et al. [2006] suggested that the cultural intelligence is one of the important personal attributes to work with people from different cultural, ethnic, and demographic backgrounds. From this perspective, managers and leaders with cultural intelligence are important for organizations employing the employees with diverse cultural backgrounds [Yeşil, 2010]. For the entrepreneurial activities of organizations, managers' cultural intelligence and level of entrepreneurship are useful [Antonio et al., 2014; Crowne, 2013; Fidan and Oztürk, 2015; Javalgi et al., 2014].

In the field of cultural intelligence research, the study of trade companies and entrepreneurs with cultural intelligence has been dealt with. Researchers proposed that the cross-cultural competence of an entrepreneur is an important factor in the success of international business for international business [Johnson et al., 2006; Muzychenko, 2008]. Ang et al. [2007] suggested that the cultural intelligence helps individuals making decision and employees understanding more effectively and acting properly in diverse cultural situations. Managerial cultural intelligence was studied in Canadian small business. It revealed that the cultural intelligence of small business manager in international business was higher than that of small business managers in domestic-only firms and managerial cultural intelligence was positively related to corporate reputation and employee commitment [De la Garza et al., 2010]. The research of the cultural intelligence on communication effectiveness, job satisfaction and anxiety of Chinese managers working for foreign multinational en-

terprises in China was conducted. In that study, manager's cultural intelligence has reduced anxiety and influenced both effective communication and positive job satisfaction [Bücker et al., 2014]. Helms et al. [2014] suggested that international experience is positively related to cultural intelligence which is related to commitment to entrepreneurial education and cultural intelligence mediated between international experience and commitment. Engle et al. [2012] studied the role of multicultural behavior and the likelihood of job acceptance. They proposed that cultural intelligence is antecedent of the likelihood of job acceptance in a country with a very different culture from the research of the United States. Presbitero and Quita [2017] studied that for the Philippines, career adaptability was positively related to overseas career intentions and cultural intelligence was moderated between career adaptability and overseas career intentions.

There have been many studies on the relationship between trade business and cultural intelligence, however the researches on the business and the entrepreneurial intentions of multicultural immigrants in host countries is few. Dheer and Lenartowicz [2016] studied entrepreneurial intentions of bicultural individuals and the relationships among identity integration, cognitive and metacognitive cultural intelligence, and entrepreneurial intention. They suggested that the perception of harmony and integration (vs. dissonance and conflict) between biculturals dual (or multiple) cultural identities can positively impact their entrepreneurial intentions. Biculturals with high identity integration displayed higher entrepreneurial intentions than those with low identity integration. Also they suggested that cognitive cul-

tural intelligence will positively impact one's ability to recognize and create entrepreneurial opportunities. Although the relation between cultural intelligence and the entrepreneurial intention of bicultural individuals was studied, statistical validation of cultural intelligence was lacking as a leading factor of entrepreneurial intentions.

2.2 Entrepreneurial Intention

Entrepreneurial intention is a positive attitude toward entrepreneurship and is a leading factor in entrepreneurial behavior. It is also an essential concept to predict and explain the overall phenomenon of the entrepreneurship process [Bird, 1988]. According to theory of planned behavior (TPB), the behavior can be predicted by intention and the validity and the attractiveness of the behavior determine the intention [Ajzen, 1991]. The intention of the entrepreneur is determined by three factors: the subject's attitudes toward the behavior, subjective norms indicating whether another person's opinion is about the behavior, and the subject's perception of behavioral control. Attitudes toward behavior are anticipated behavioral outcomes, and the behavioral control is the level of self-efficacy [Krueger et al., 2000].

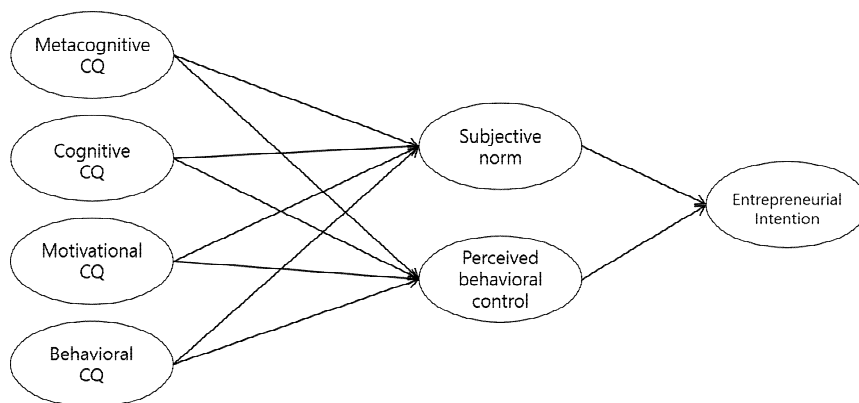
Many studies on behavioral intentions have been conducted based on TPB. The intentions of entrepreneur also have been studied by adding researchers' interest factors based on TPB. For example, the researches on entrepreneurial intentions using the expanded TPB has studied social support, risk preference, educational background, and national culture [Segal et al., 2005; Gnyawali and Fogel, 1994; Li et al., 2008; Schlaegel et al., 2013; Zhang, 2015].

2.3 Hypotheses

We paid attention that the Korean society is changing into multicultural society. We studied the entrepreneurial intention of multicultural immigrants in Korea because the self-employment of them can be one of solutions to have economic stability in Korean society. Cultural intelligence is one of the important personal attributes to work with people from different cultural, ethnic, and demographic backgrounds [Johnson et al., 2006]. According to this, we thought cultural intelligence might be essential for multicultural immigrants in Korea to start their business. We investigated the effect of cultural intelligence on the entrepreneurial intention of multicultural immigrants based on the extended theory of planned behavior. In TPB, the intention was affected attitude toward behavior, subjective norm, and perceived behavioral control.

We assumed cultural intelligence might related to subjective norm and perceived behavioral control of TPB because it is the individual's ability to work with others with different environments and manage effectively in different cultural environments [Ang et al.,

2007; Brislin, 2006]. The cultural intelligence is one of the important personal attributes to work with people from different cultural backgrounds [Johnson et al., 2006]. Subjective norm of TPB is related to another person's opinion for one's behavior [Ajzen, 1991]. Because the immigrants with high cultural intelligence understand host country culture and recognize the opinions of host country, they will perceive social pressure to perform or not to perform the behavior. The perceived behavioral control of TPB refers to the perceived ease or difficulty of performing the behavior [Ajzen, 1991]. High cultural intelligence will affect immigrants' self-efficacy because the cultural intelligence helps the immigrants to manage themselves in different cultural environments. Considering the cultural intelligence is conceptualized as having four dimensions, we investigated that each dimension of cultural intelligence affected the subjective norms and perceived behavioral control and that the entrepreneurial intention was influenced by subjective norms and perceived behavioral control. Such arguments lead us to formulate the following hypothesis and this study used the research model presented in <Figure 1>.



<Figure 1> Research Model

H1: The cultural intelligence (meta-cognitive, cognitive, motivational, and behavioral cultural intelligence) has a positive impact on subjective norms of immigrant entrepreneurs.

H1-1: The meta-cognitive cultural intelligence has a positive impact on subjective norms of immigrant entrepreneurs.

H1-2: The cognitive cultural intelligence has a positive impact on subjective norms of immigrant entrepreneurs.

H1-3: The motivational cultural intelligence has a positive impact on subjective norms of immigrant entrepreneurs.

H1-4: The behavioral cultural intelligence has a positive impact on subjective norms of immigrant entrepreneurs.

H2: The cultural intelligence (meta-cognitive, cognitive, motivational, and behavioral cultural intelligence) has a positive impact on perceived behavioral control of immigrant entrepreneurs.

H2-1: The meta-cognitive cultural intelligence has a positive impact on perceived behavioral control of immigrant entrepreneurs.

H2-2: The cognitive cultural intelligence has a positive impact on perceived behavioral control of immigrant entrepreneurs.

H2-3: The motivational cultural intelligence has a positive impact on perceived behavioral control of immigrant entrepreneurs.

H2-4: The behavioral cultural intelligence has a positive impact on perceived behavioral control of immigrant entrepreneurs.

H3: The subjective norm has entrepreneurial intentions

H4: The perceived behavioral control has entrepreneurial intentions.

3. Materials and Methods

This study conducted an empirical analysis to demonstrate the effects of cultural intelligence on entrepreneurial intention in the Korean society. Based on the theory of planned behavior, this study examined the effects that cultural intelligence, subjective norm and behavioral control have on entrepreneurial intentions.

The measures of all constructs were derived from the literature. <Table 2> contains the constructs and items used in this study. The measures for cultural intelligence were taken from Ang et al. [2007]. To measure desirability, self-efficacy and entrepreneurial intention, we used items from Buli and Yesuf [2015], Liñán and Chen [2009]. All items were measured on a five-point Likert scale ranging from "strongly disagree" (1) to "strongly agree" (5). An offline survey was conducted with multi-culture immigrants in Seoul, Gyeonggi, and Buyeo provinces. Participants participated voluntarily in the survey and were given one drink coupon (1000 won) for their participation. We collected 263. After discarding forms with incomplete or unreliable answers, we obtained 243 valid forms. Statistical analysis was performed using SPSS 23.0 and Smart PLS 3.0.

As reported in <Table 1>, the proportion of women (76.5%) was higher than that of men (23.5%). Most of them (43.2%) were between 30 and 39 years old. They have lived in Korea for over 10 years (19.8%), 5~10 years (42.4%), 1~5 years (32.5%) and under 1 year (5.3%). 47.7% of them had university degrees and 34.2% of them graduated high school. They were highly educated.

〈Table 1〉 Profiles of Respondents

Respondents		N	%
Gender	Man	57	23.5%
	Woman	186	76.5%
Age	20~29	65	26.7%
	30~39	105	43.2%
	Above 40	73	30.0%
Length of Residence in Korea	Under 1 year	13	5.3%
	Under 5	79	32.5%
	Under 10	103	42.4%
	Over 10	48	19.8%
Previous Nationality	China	84	34.6%
	Japan	5	2.1%
	Vietnam	56	23.0%
	Philippines	44	18.1%
	Russia	3	1.2%
	Cambodia	3	1.2%
	Etc.	48	19.8%
Education	Elementary School	7	2.9%
	Middle School	29	11.9%
	High School	83	34.2%
	University	116	47.7%
	Etc.	8	3.3%

4. Results

The research model is validated using structural equation modeling, which allows analysis of the relationships (and their strengths) between constructs. Reflecting growing use in management studies [Pavlou and Fygenon, 2006], partial least squares (PLS) is used as the estimation procedure. PLS combines factor analysis with linear regression and does not require large sample sizes; it makes only minimal assumptions about the goal of variance explanation, and makes no assumptions regarding the underlying distribution of data [Chin, 1998]. Smart PLS 2.0 and SPSS 18.0 software packages are used for data analysis.

Reliability can be defined as the overall internal consistency of the results. A standardized approach was taken to improve reliability. Construction of a well-defined survey instrument and consistent administration of the survey improved reliability. In this study, multiple items were developed to measure the statements, which describe the relationships between constructs. Reliability analysis was conducted using SPSS, using the calculation of Cronbach's alpha. The majority of individuals correctly used Cronbach's alpha as the measure of internal consistency. Cronbach's alpha reliability coefficient normally ranges between 0 and 1. The closer Cronbach's alpha coefficient is to 1.0, the greater the internal consistency of the items in the scale. 〈Table 2〉 shows the reliability of each construct and indicates that Cronbach's alpha values are greater than 0.7, which means that the measurement of the constructs maintained internal consistency.

Exploratory factor analysis is conducted using principle component analysis and varimax orthogonal factor rotation utilizing SPSS. The purposes of exploratory factor analysis are determining the number of fundamental influences underlying the domain of variables, measuring the extent to which each construct is associated with the factors, and acquiring information about their nature by observing which factors influence performance on which variables. 〈Table 2〉 lists the results of the exploratory factor analysis.

Validity represents effectiveness when producing accurate results and conclusions. Internal validity indicates the overall integrity of the experiment. External validity indicates the ability to generalize the findings of the study to the general population (i.e., beyond the limited sample). Threat sources to validity can be statistical or constructs.

〈Table 2〉 Exploratory Factor Analysis of Components

Constructs	Items	Factor Loadings	Cronbach's α
Entrepreneurial Intention	My professional goal is to become an entrepreneur	0.765	0.872
	I am determined to create a firm in the future.	0.725	
	I will make every effort to start and run my own firm	0.710	
	I have very seriously thought of starting a firm	0.700	
	I have the firm intention to start a firm some day.	0.693	
	I am ready to do anything to be an entrepreneur.	0.678	
Perceived behavioral control	I can control the creation process of a new firm	0.761	0.802
	I know how to develop an entrepreneurial project	0.743	
	I know the necessary practical details to start a firm	0.723	
	I am prepared to start a viable firm	0.694	
	If I tried to start a firm, I would have a high probability of succeeding	0.569	
	To start a firm and keep it working would be easy for me	0.568	
Subjective Norm	If I decided to create a firm, my colleagues would approve of that decision.	0.764	0.802
	If I decided to create a firm, my friends would approve of that decision.	0.759	
	If I decided to create a firm, my colleagues would approve of that decision.	0.622	
Cognitive CQ	I know the rules (e.g., vocabulary, grammar) of other languages.	0.718	0.843
	I know the marriage systems of other cultures.	0.714	
	I know the arts and crafts of other cultures.	0.619	
	I know the legal and economic systems of other cultures.	0.618	
	I know the cultural values and religious beliefs of other cultures.	0.603	
	I know the rules for expressing nonverbal behaviors in other cultures.	0.592	
Metacognitive CQ	I am conscious of the cultural knowledge I use when interacting with people with different cultural backgrounds.	0.752	0.827
	I check the accuracy of my cultural knowledge as I interact with people from different	0.737	
	I adjust my cultural knowledge as I interact with people from a culture that is unfamiliar to me.	0.731	
	I am conscious of the cultural knowledge I apply to cross-cultural interactions.	0.708	
Behavioral CQ	I change my nonverbal behavior when a cross-cultural situation requires it.	0.726	0.780
	I alter my facial expressions when a cross-cultural interaction requires it.	0.715	
	I change my verbal behavior (e.g., accent, tone) when a cross-cultural interaction requires it.	0.628	
	I vary the rate of my speaking when a cross-cultural situation requires it.	0.569	
Motivational CQ	I enjoy interacting with people from different cultures.	0.722	0.762
	I am confident that I can get accustomed to the shopping conditions in a different culture.	0.662	
	I am sure I can deal with the stresses of adjusting to a culture that is new to me.	0.647	
	I am confident that I can socialize with locals in a culture that is unfamiliar to me.	0.621	

Statistical threats are related to concerns of whether the observed results were due to chance or, in fact, they can be attributed to some effect of the independent variable. Construct validity is related to the concept of whether or not the operational definitions are valid measures of the various constructs. Construct validity includes empirical and theoretical support for the interpretation of the construct. There are two kinds of approaches in construct validity. First, convergent validity represents the degree to which a measure is correlated with other measures that it is theoretically predicted to correlate with. Second, discriminant validity represents the extent to which the operational definitions do not correlate with other operational definitions that, theoretically, it should not correlate with.

Convergent validity was evaluated using that composite reliability (CR) and average variance extracted (AVE) values for all constructs that are greater than the required validity thresholds. Convergent validity is considered valid if the composite reliability and AVE values are greater than 0.7 and 0.5, respectively [Chin, 1998]. <Table 3> indicates that all of the measures satisfy all of the thresholds, and thus, convergent validity is

<Table 3> Validity and Reliability of the Reflective Constructs

	AVE	Composite Reliability	Cronbach's Alpha
Metacognitive CQ	0.659	0.885	0.828
Cognitive CQ	0.563	0.885	0.844
Motivational CQ	0.585	0.849	0.763
Behavioral CQ	0.602	0.858	0.780
Subjective norm	0.717	0.884	0.803
Perceived behavioral control	0.595	0.898	0.862
Entrepreneurial Intention	0.610	0.904	0.872

satisfied. To satisfy discriminant validity, the square root of the AVE values must exceed the correlation coefficients between the construct and the other constructs in the model [Chin, 1998]. <Table 4> indicates that the square roots of the AVE values exceeded the correlation coefficients, thereby verifying discriminant validity. The fact that convergent validity and discriminant validity were satisfied means that all of measurements maintain internal consistency.

The effects proposed in the model and their significance values are estimated using PLS. <Table 5> lists the results of the structural model PLS regressions. The bootstrap method was used to evaluate the path (bootstrap resampling number = 500).

<Table 4> Correlation of the Latent Variable Scores

	1	2	3	4	5	6	7
1. Subjective norm	0.847*						
2. Motivational CQ	0.514	0.765*					
3. Entrepreneurial Intention	0.517	0.389	0.781*				
4. Cognitive CQ	0.556	0.599	0.488	0.750*			
5. Metacognitive CQ	0.359	0.464	0.361	0.538	0.812*		
6. Perceived behavioral control	0.464	0.466	0.607	0.507	0.480	0.7718	
7. Behavioral CQ	0.472	0.550	0.438	0.567	0.523	0.5160	0.776*

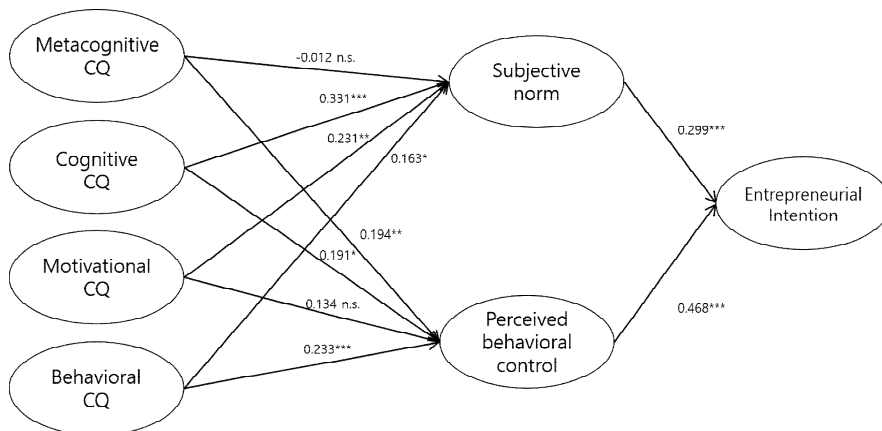
* The square root of the values of AVE.

<Table 5> Results of this Study

Hypothesis	Path	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	t-Value	Accept
H1-1	Me-CQ → SN	-0.012	-0.015	0.065	0.182	Reject
H1-2	Co-CQ → SN	0.331	0.327	0.066	5.012	Accept
H1-3	Mo-CQ → SN	0.231	0.231	0.075	3.078	Accept
H1-4	Be-CQ → SN	0.163	0.164	0.079	2.053	Accept
H2-1	Me-CQ → BC	0.194	0.193	0.071	2.726	Accept
H2-2	Co-CQ → BC	0.191	0.19	0.084	2.271	Accept
H2-3	Mo-CQ → BC	0.134	0.129	0.079	1.683	Reject
H2-4	Be-CQ → BC	0.233	0.239	0.066	3.522	Accept
H3	SN → EI	0.299	0.294	0.059	5.085	Accept
H4	BC → EI	0.468	0.474	0.059	7.978	Accept

We tested the effects of cultural intelligence on Entrepreneurial intention with the suggested research model. In the research mode l(See <Figure 2>), all of the constructs are included, and direct and indirect paths to effectiveness are tested. Hypothesis 1-1, which states that the Metacognitive CQ is positively associated with subjective norm, is not supported. This result shows that Metacognitive CQ cannot increase the degree of subjective norm Hypothesis 1-2, which states that Cognitive CQ is positively associated with subjective norm, is supported (β

= 0.331, $p < 0.001$). This result means that the Cognitive CQ can increase the level of subjective norm. Hypothesis 1-3, which states that Motivational CQ is positively associated with subjective norm, is supported (β = 0.231, $p < 0.01$). This result shows that motivational CQ can increase the degree of subjective norm. Hypothesis 1-4, which states that Behavioral CQ is positively associated with subjective norm, is also supported. This result shows that Behavioral CQ can increase the level of subjective norm (β = 0.163, $p < 0.05$).



Metacognitive CQ(Me-CQ) / Cognitive CQ(Co-CQ) / Motivational CQ(Mo-CQ) / Behavioral CQ(Be-CQ) / Subjective norm(SN) / Perceived behavioral control(BC) / Entrepreneurial Intention(EI)
 * $p < 0.05$, ** $p < 0.01$, *** $p < 0.001$.

<Figure 2> Results of this Study

Hypothesis 2-1, which states that the Metacognitive CQ is positively associated with perceived behavioral control, is supported ($\beta = 0.194$, $p < 0.01$). This result shows that Metacognitive CQ can increase the degree of perceived behavioral control. Hypothesis 2-2, which states that Cognitive CQ is positively associated with perceived behavioral control, is supported ($\beta = 0.191$, $p < 0.05$). This result means that the Cognitive CQ can increase the level of perceived behavioral control. Hypothesis 2-3, which states that Motivational CQ is positively associated with perceived behavioral control, is not supported. This result shows that motivational CQ cannot increase the degree of perceived behavioral control. Hypothesis 2-4, which states that Behavioral CQ is positively associated with perceived behavioral control, is also supported. This result shows that Behavioral CQ can increase the level of perceived behavioral control ($\beta = 0.233$, $p < 0.001$).

5. Discussion

In this study, it was concluded that the entrepreneurial intention of the multicultural immigrants was related to the cultural intelligence based on the extended theory of planned behavior (ETPB). We studied the cultural intelligence because the multicultural immigrants should have it to adapt to Korean society when they settled in Korea. In addition, since the study of entrepreneurship for multicultural immigrants was lacking, we set up a research model based on theory of planned behavior. We studied the multicultural immigrants' culture intelligence factors affect subjective norm and perceived behavioral control. Also, we verified the entrepreneurial intention are positive for subjective norm and perceived behavioral control. The results of empirical analysis of 243 samples of this

study are summarized as follows.

First, the three sub-factors of cultural intelligence (cognitive culture intelligence, motivational culture intelligence, behavioral culture intelligence) excluding metacognitive culture intelligence were positive in subjective norm. The results imply that Hypotheses 1-2, 1-3, and 1-4 should be accepted. This result supports the previous study that the cultural intelligence helps individuals to work with people from different cultural backgrounds by understating their cultures [Johnson et al., 2006]. Because subjective norm of TPB is related to another person's opinion for one's behavior [Ajzen, 1991], cultural intelligence of immigrants might help them to understand and perceive the opinions of host country people about immigrants' start-up. Second, the three sub-factors of cultural intelligence (cultural intelligence, cognitive culture intelligence, behavioral culture intelligence) except for motivational culture intelligence of multicultural immigrants had a positive influence on perceived behavioral control. Hypotheses 2-1, 2-2, and 2-4 were supported. Cultural intelligence makes individuals to work with others with different environments and manage effectively in different cultural environments [Ang et al., 2007; Brislin et al., 2006]. Perceived behavior control is the level of confidence to manage one's behavior [Ajzen, 1991]. In this sense, cultural intelligence of immigrants can influence their confidence of controlling their behaviors. At last, the extended planned behavior model of multicultural immigrants (subjective norms, perceived behavior control) all had a positive effect on the entrepreneurial intention. This result supports H3 and H4 and theory of planned behavior. This study reveals that cultural intelligence positively influences immigrants' entrepreneurial intentions.

The previous immigrant studies for cultural intelligence (De la Garza et al., 2010; Bücken et al., 2014; Engle and Nehrt, 2012) have been conducted on immigrants from multi-ethnic countries, but this study was conducted on immigrants from single ethnic countries. This study expanded the study of TPB by studying the entrepreneurial intention of multicultural immigrants. Also, the study of cultural intelligence as a leading factor of the entrepreneurial intention contributed to the study of entrepreneurial intentions. Educational and welfare measures for the adaptation of multicultural immigrants to Korean society have been studied, but economic studies have been lacking. This study can contribute to adaptation of Korean immigrants to Korean society as an economic aspect.

The implications of this study are as follows. Korea has become a multicultural society due to the increase in globalization and international marriage. First, it is important for the government and the local government to support the multicultural immigrants' economic independence. It is also important for them to support simple entrepreneurship and to cultivate the cultural intelligence of multicultural immigrants. If enhancing the cultural intelligence based on the cultural elements of multicultural immigrants promotes immigrants' start-ups, the settlement of immigrants can be stabilized economically. Second, this study can be used as a basic data for establishing an efficient entrepreneurship education program that can activate multicultural entrepreneurship.

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■ Author Profile



엄혜미

이화여자대학교에서 경영학 석사(MIS전공)와 박사(MIS전공)를 취득하였다. 다수의 공공 과제를 진행하였고 현재 헬스케어 기업 및 중앙대학교 겸임교수로 재직 중이다. 주요 관심분야는 Big Data, Business Modeling, Start-up 등이다.

Business Modeling, Start-up 등이다.



한아람

중앙대학교 일반대학원에서 2018년 경영학 석사를 취득하였다. 주요 관심 분야로는 이민자, 다문화, 창업, 문화 지능 등이 있다.