YANGON UNIVERSITY OF ECONOMICS

DEPARTMENT OF MANAGEMENT STUDIES

MBA PROGRAMME

THE EFFECT OF CULTURAL INTELLIGENCE ON JOB BURNOUT AND WORK ENGAGEMENT AMONG EMPLOYEES OF MYANMAR KOEI INTERNATIONAL LTD

SU MON

EMBA II – 46

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Supervised by: **Submitted by:**

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"This thesis is submitted to the Board of Examiners in partial fulfillment of the requirements for the degree of Master of Business Administration (MBA)".

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ACCEPTANCE

This is to certify that the thesis entitled **"The Effect of Cultural Intelligence on Job Burnout and Work Engagement among Employees of Myanmar Koei International Ltd"** has been accepted by the Examination Board for awarding a Master of Business Administration (MBA) degree.

Board of Examiners

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ABSTRACT

This study aims to examine the effect of cultural intelligence on job burnout and work engagement among the employees of Myanmar Koei International Ltd. The objectives of this study are to analyze the effect of cultural intelligence on job burnout, to analyze the effect of job burnout on work engagement, and to analyze the moderating effect of coworker support on the relationship between cultural intelligence and job burnout. There are 95 employees in this company. Therefore, census sampling method is used to collect data. Primary data are gathered through online questionnaire survey method using structured questionnaires. Secondary data are collected from relevant websites, documents, published reports and articles. Cultural intelligence includes cognitive cultural intelligence, metacognitive cultural intelligence, motivational cultural intelligence, and behavioral cultural intelligence. Based on the regression analysis, metacognitive cultural intelligence has negative and significant effect on job burnout while cognitive and behavioral cultural intelligence have positive effects on job burnout. Subsequently, job burnout has negative effect on work engagement. Moreover, motivational cultural intelligence and coworker support have partial moderating effect on job burnout. It can be recommended that Myanmar Koei International Ltd., should implement work-life balance policies, more structured support system with cultural mentors or support contacts, recognition programs for employees' effort in cultural intelligence, and offer clear paths for career progression and professional development opportunities for employees.

ACKNOWLEDGEMENTS

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

LIST OF ABBREVIATIONS

3D	Three Dimensions
ADB	Asian Development Bank
AR	Augmented Reality
BIM	Building Information Modeling
BOD	Board of Directors
CIM	Civil Information Modeling
COR	Conservation of Resource Theory
CQ	Cultural Intelligence
DICA	Directorate of Investment and Company Administration
ESIA	Environmental and Social Impact Assessment
FDI	Foreign Direct Investment
JICA	Japan International Cooperation Agency
MD	Managing Directors
MEC	Myanmar Engineering Consulting Co., Ltd.
MKI	Myanmar Koei International Ltd.
MNCs	Multinational Corporations
MoIFER	Ministry of Investment and foreign Economic Relations
MoNREC	Ministry of Natural Resources and Environmental Conservation
PsyCap	Psychological capital
SEA	Strategic Environmental Assessment
VR	Virtual Reality
WB	World Bank

CHAPTER 1
INTRODUCTION

Myanmar is a developing country that has undergone significant political and economic reforms since 2011, opening to foreign investment, trade, and democracy. However, it still faces many obstacles to economic development, such as ethnic conflicts, corruption, inequality, environmental degradation, and the COVID-19 pandemic. Myanmar has attracted considerable FDI and MNCs in recent years, and has emerged as a potential destination for outsourcing, due to its low labor costs, young and literate workforce, strategic location, and favorable policies. Outsourcing can create opportunities for Myanmar's workers, entrepreneurs, and industries, as well as generate foreign exchange and tax revenues.

Outsourcing is the practice of contracting out a business process or function to a third-party provider, often in another country. Outsourcing can benefit both MNCs and host countries, by reducing costs, increasing efficiency, accessing new markets, and improving quality.

However, outsourcing also entail some pitfalls and risks, especially due to cultural barriers that can affect the performance and satisfaction of the workers and the clients. Cultural barriers refer to the differences in values, beliefs, norms, practices, and expectations that exist between people from different backgrounds and contexts. Cultural barriers can lead to misunderstandings, conflicts, miscommunication, and mistrust, which can hamper the quality and efficiency of the outsourced services or products. Cultural barriers can also cause stress, frustration, alienation, and burnout among the workers, who may feel exploited, discriminated, or isolated in their work environment. Moreover, cultural barriers can undermine the social and environmental standards, norms, and regulations that are essential for ensuring the sustainability and responsibility of the outsourcing and FDI activities.

Therefore, it is important to address and overcome the cultural barriers that may arise in the context of outsourcing, by fostering mutual respect, understanding, and collaboration among the stakeholders involved. This can be achieved by providing adequate training, education, and support to the workers and the clients, as well as by

establishing clear and transparent communication channels, feedback mechanisms, and dispute resolution procedures. Furthermore, it is essential to ensure that the outsourcing activities are aligned with the national and local development goals, priorities, and interests of Myanmar, and that they respect and protect the rights, dignity, and welfare of the people and the environment. It is important for Myanmar to embrace cultural intelligence as a key competence and value for its legal frameworks, policies, and practices, in order to utilize the most of the opportunities provided by outsourcing.

Cultural intelligence, often abbreviated as CQ, refers to an individual's capability to function effectively in culturally diverse settings and to interact and work with people from different cultural backgrounds. It is a form of intelligence that goes beyond traditional cognitive abilities and encompasses a range of cultural competencies and skills (Cavazotte et al., 2021). It is a form of intelligence that goes beyond traditional cognitive abilities and encompasses a range of cultural competencies and skills.

Job burnout is a state of emotional, mental, and often physical exhaustion brought on by prolonged or repeated stress. It is characterized by feelings of energy depletion or exhaustion, increased mental distance from one's job, or feeling of negativism or cynicism related to one's job, and reduced professional efficacy (Mslach et al., 2001).

Work engagement is defined as a motivational concept characterized by vigor, dedication, and absorption. It is a positive, fulfilling, work-related state of mind where employees feel compelled to strive towards challenging goals and accept a personal commitment to attaining these goals (Bakker & Albrecht, 2018). However, there is a current knowledge gap in determining the role of CQ in the workplace in a Myanmar context, as there is a lack of empirical studies and data on the effect of CQ on job burnout and work engagement of the Myanmar migrant workers and the foreign investors. More research is needed to explore and measure the impact of CQ on the outcomes and implications of outsourcing and FDI in Myanmar.

Myanmar Koei International Ltd. is an engineering consultant firm in Myanmar in a form of joint venture between Nippon Koei Co., Ltd. of Japan. The primary market of Myanmar Koei International Ltd. is taking outsourced works from engineering firms and projects around the world. With a workforce that spans a spectrum of ages, genders, and educational backgrounds, this diversity not only enhances the workplace atmosphere but also drives MKI's ability to offer a wide range of services that cater to a global clientele,

reflecting the company commitment to inclusivity and cross-cultural understanding. Therefore, Myanmar Koei International (MKI) presents an ideal setting for studying cultural intelligence, job burnout, and work engagement due to its culturally diverse workforce.

1.1   Rationale of the Study

Work engagement is defined as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption. It is a key indicator of a healthy and thriving workplace, where employees feel valued, involved, and connected to their roles and the company at large. Research has shown that work engagement is positively related to various organizational outcomes, such as productivity, performance, innovation, customer satisfaction, and retention.

However, work engagement is not easy to achieve in a multi-cultural organization, where employees may have different values, beliefs, norms, and expectations. Cultural differences can create misunderstandings, conflicts, and mistrust among co-workers and managers, which can undermine work engagement. Therefore, it is important to identify and understand the factors that can enhance work engagement in a multi-cultural context.

Burnout refers to a state of physical, emotional, and mental exhaustion that results from prolonged, excessive, and unrelenting stress, often associated with the demands and pressures of one's job. It can manifest as a range of symptoms, including feelings of extreme fatigue, cynicism, reduced performance, and a sense of inefficacy (Cavazotte et al., 2021). It can negatively affect employees' motivation, commitment, and performance, and reduce their work engagement. On the other hand, less job burnout can lead to more work engagement, as employees feel more energetic, enthusiastic, and absorbed in their work. They are also more likely to identify with their roles and the organization, and contribute to its success.

Cultural intelligence is particularly important in today's globalized world, where individuals and organizations frequently interact with people from diverse cultural backgrounds. For employees of international firms, cultural intelligence may lead to more successful and harmonious interactions leading to facilitating trust among themselves. So, it is possible that in a culturally diverse workplace, cultural intelligence may mitigate burnout among employees.

Cultural intelligence (CQ) could be a cross-cultural competency that allows employees to enhance relationship building with foreign colleagues when they work in a culturally diverse environment, thereby lowering their propensity to experience burnout. By developing CQ, employees can better understand, learn, and adapt to new cultures, which can help them to cope with multi-cultural situations, perform in culturally diverse work groups, manage culture shock, and facilitate effective cross-cultural adjustment, decision making, and performance.

Myanmar Koei International Ltd. (MKI) is an engineering consultant joint venture company in Myanmar that engages in outsourced engineering businesses, such as design, procurement, and environmental studies, from various countries. The workplace is a multicultural one, where international experts, mainly from Japan, collaborate with local experts, exchanging knowledge and expertise. Despite having similar levels of skills and qualifications, MKI, an engineering consultant joint venture company in Myanmar, faces the challenge of maintaining high work engagement among its multicultural employees, who collaborate with international and local experts on outsourced engineering projects. Low work engagement among the employees can result in poor performance, low quality, and high turnover, which can negatively affect the profitability and reputation of the company.

One possible factor that may influence the work engagement of MKI employees is their cultural intelligence. Cultural intelligence may also affect the level of burnout among the employees. Burnout is a psychological syndrome that results from chronic work stress, and is characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment. Burnout can have negative consequences for the health, well-being, and performance of the employees, as well as the quality and efficiency of the team outputs. It is essential for the company to explore and implement effective means to boost work engagement among its employees, such as providing clear goals, feedback, recognition, autonomy, growth opportunities, and cultural intelligence training. By doing so, MKI can enhance the well-being and performance of its employees, as well as the success and sustainability of its business.

Therefore, this research aims to explore the possible role of cultural intelligence in determining the level of burnout and work engagement among the employees. This research hopes to contribute to the literature on multicultural teams, cultural intelligence,

burnout, and work engagement, as well as to provide practical implications for MKI and other similar organizations that operate in multicultural contexts.

1.2   Objectives of the Study

The main objectives of the study are as follows:

(1) To analyze the effect of cultural intelligence on job burnout among Myanmar Koei International Ltd. employees

(2) To analyze the effect of job burnout on work engagement among Myanmar Koei International Ltd. employees

(3) To analyze the moderating effect of coworker support on the relationship between cultural intelligence and job burnout among Myanmar Koei International Ltd. employees

1.3   Scope and Method of the Study

This study aims to explore the effect of cultural intelligence on job burnout and the subsequent effect of job burnout on work engagement, with a focus on coworker support as a moderating factor among Myanmar Koei International Ltd. employees. There are ninety-five permanent employees in the company. Therefore, census sampling method is used. To collect primary data from the employees, questionnaire survey method with structured questionnaire is used. Secondary data are collected from company website, relevant websites, documents, published reports and articles. For data analysis, both descriptive and regression analysis method are used. As methodology, descriptive statistics and regression analysis are conducted to meet the objectives.

1.4   Organization of the Study

This study is organized into five chapters: Chapter one is the introduction which includes rationale of the study, objectives of the study, scope and method of the study, and organization of the study. Chapter two presents theoretical background and conceptual framework of cultural intelligence, job burnout, and work engagement. Chapter three presents profile and cultural intelligence of Myanmar Koei International Ltd., which include the diversity of culture among MKI employees. Chapter four analyzes the effect

of cultural intelligence on job burnout and work engagement of employees of MKI and Chapter five presents the conclusion with findings, recommendations and needs for further research.

CHAPTER 2
THEORETICAL BACKGROUND

In this chapter, different definitions of cultural intelligence, coworker support, job burnout, and work engagement are discussed. The discussion is followed by a conceptual framework of this study.

2.1 Cultural Intelligence

Broadly defined as a person's ability to effectively function in culturally diverse contexts (Ang & Dyne, 2008), cultural intelligence reflects a general set of abilities that facilitate an individual's effectiveness in different cultural environments (Ang et al., 2015). Building on the contemporary intelligence conceptualization at multiple focuses by Earley and Ang (2003) proposed the four-factor model of Cultural Intelligence, which includes mental (metacognitive and cognitive), motivational, and behavioral components. Metacognitive cultural intelligence reflects the mental ability to acquire and understand cultural knowledge. Cognitive cultural intelligence reflects general knowledge and cultural knowledge structures. Motivational cultural intelligence reflects an individual's ability to direct energy towards learning and functioning in intercultural situations. Behavioral cultural intelligence reflects an individual's ability to exhibit appropriate verbal and non-verbal actions in culturally diverse interactions (Ang et al., 2015). Studies have shown that cultural intelligence is distinct from personality traits and explains variance in intercultural skills beyond stable individual differences (Eisenberg et al., 2014). Therefore, cultural intelligence is not a single skill but a composite of several components that work together to enable an individual to function effectively in culturally diverse settings. While related to personality traits, cultural intelligence stands out as a distinct set of abilities that specifically contribute to intercultural competencies.

Cultural intelligence has received considerable research attention since the introduction of the four-factor Cultural Intelligence Scale (CQS) by Ang et al., (2007). Studies on samples from North America, South America, Europe, Australia, New Zealand, and Asia have shown that cultural intelligence is culture-independent and refers to intercultural ability that predicts various outcomes among expatriates, international

business travelers, foreign workers, global domestics, and international students. As a malleable capacity that can change based on cultural exposure, training, modeling, mentoring, and socialization, cultural intelligence is developmental in nature and can lead to greater expatriate effectiveness over time (Nunes et al., 2017).

According to Earley and Ang (2003), cultural intelligence consists of cognitive, metacognitive, motivational, and behavioral elements and this study applies these four multidimensional aspects of cultural intelligence because they cover all focuses of intelligence framework. Each aspect is extensively discussed below.

2.1.1 Cognitive Cultural Intelligence

Cognitive cultural intelligence refers to the knowledge that one has about cultures, including their norms, values, beliefs, and practices. Cognitive cultural intelligence involves the ability to recognize and understand the similarities and differences among cultures, as well as the commonalities and uniqueness of individuals within cultures.

Cognitive cultural intelligence can be divided into two types: culture-general and culture-specific (Dyne et al., 2012). Culture-general knowledge is the understanding of the basic concepts and frameworks of culture, such as dimensions of cultural variation, cultural universals, and cultural relativism. Culture-specific knowledge is the information about the characteristics and features of specific cultures, such as history, geography, religion, language, and customs. Both types of knowledge are important for effective cross-cultural interactions, as they help one to avoid stereotypes, adapt to different contexts, and communicate appropriately.

2.1.2 Metacognitive Cultural Intelligence

Metacognitive cultural intelligence (CQ) is one of the four dimensions of cultural intelligence to measure the ability to function effectively in culturally diverse situations. It reflects the mental processes that individuals use to acquire and understand cultural knowledge, including knowledge of and control over their own thought processes relating to culture (Ang et al., 2007).

Metacognitive cultural intelligence involves three subcomponents: cultural awareness, cultural planning, and cultural monitoring (Ang et al., 2007). Cultural

awareness refers to the recognition and appreciation of the similarities and differences between cultures, as well as the awareness of one's own cultural assumptions, preferences, and behaviors. Cultural planning refers to the selection and application of appropriate strategies to achieve one's goals in cross-cultural interactions. Cultural monitoring refers to the evaluation and adjustment of one's strategies and behaviors based on the feedback and outcomes of cross-cultural interactions. It can be seen that metacognitive Cultural intelligence influences both cognitive and behavior of a person. Individuals with high metacognitive cultural intelligence are able to reflect on their own and others' cultural perspectives, and to adapt their actions accordingly (Ang & Dyne, 2008).

2.1.3 Motivational Cultural Intelligence

Motivational cultural intelligence is one of the four dimensions of cultural intelligence proposed by Earley and Ang (2003) to measure the ability to function effectively in culturally diverse situations. It reflects the degree to which individuals are motivated to learn about and engage in cross-cultural interactions.

Motivational cultural intelligence consists of three subcomponents: intrinsic interest, extrinsic interest, and self-efficacy to adjust (Ang et al., 2007). Intrinsic interest refers to the enjoyment and satisfaction that individuals derive from cross-cultural experiences, such as learning new languages, discovering new cultures, and making new friends. Extrinsic interest refers to the external rewards and benefits that individuals expect from cross-cultural experiences, such as career advancement, financial gain, and social recognition. Self-efficacy to adjust refers to the confidence and belief that individuals have in their ability to cope with and adapt to different cultural contexts. Individuals with high motivational cultural intelligence tend to be curious, open-minded, and optimistic about interacting with people from diverse cultural backgrounds (Ang & Van Dyne, 2008).

2.1.4 Behavioral Cultural Intelligence

Behavioral cultural intelligence is one of the four dimensions of cultural intelligence proposed by Earley and Ang (2003) to measure the ability to function

effectively in culturally diverse situations. It reflects the capability to exhibit appropriate verbal and nonverbal actions when interacting with people from different cultures.

Behavioral cultural intelligence comprises two subcomponents: verbal behavior and nonverbal behavior (Ang et al., 2007). Verbal behavior refers to the use of language, tone, and style that are suitable for the cultural context. Nonverbal behavior refers to the use of gestures, facial expressions, and body language that are consistent with the cultural norms. Individuals with high behavioral cultural intelligence are able to adapt their communication and behavior to different cultural settings, while maintaining their authenticity and integrity (Ang & Dyne, 2008).

2.2   Coworker Support

Coworker support is the extent to which employees receive assistance, encouragement, and feedback from their colleagues at work. It is an important aspect of the work environment that can affect employees' well-being, performance, and retention.

Coworker support can be classified into four types: emotional, instrumental, informational, and appraisal support (Chiaburu & Harrison, 2008). Emotional support refers to the provision of empathy, care, and trust. Instrumental support refers to the provision of tangible resources, such as time, money, and equipment. Informational support refers to the provision of advice, guidance, and feedback. Appraisal support refers to the provision of affirmation, recognition, and validation. Individuals may seek and receive different types of support depending on their needs, preferences, and situations (Chiaburu & Harrison, 2008).

Coworker support is generally seen as a positive workplace element, but it can have unintended negative effects on job burnout. While coworker support can mitigate feelings of emotional exhaustion and depersonalization, it does not necessarily address the perceived lack of personal accomplishment, which is a critical dimension of burnout (Charoensukmongkol et al., 2016). In some cases, excessive reliance on coworker support may lead to a decrease in individual autonomy and an increase in dependency, which can exacerbate feelings of incompetence and reduce job satisfaction. This indicates that while coworker support is beneficial, it must be balanced with strategies that promote personal development and self-efficacy to prevent job burnout.

2.3   Job Burnout

Job burnout is a psychological syndrome that results from chronic exposure to work-related stressors that exceed the individual's resources to cope with them (Maslach et al., 2001). Job burnout is characterized by three main dimensions: emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach & Leiter, 2016).

The concept of job burnout has evolved over time, from being initially considered a phenomenon specific to human service professions, such as nursing and teaching, to being recognized as a general occupational health problem that affects various sectors and occupations (Schaufeli et al., 2009). The most widely used definition and measurement of job burnout is based on the Maslach Burnout Inventory (MBI), which consists of three subscales: emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach et al., 2001). Emotional exhaustion refers to the depletion of emotional and physical energy due to excessive work demands. Depersonalization refers to the development of negative and cynical attitudes toward one's work and clients. Reduced personal accomplishment refers to the decline of self-efficacy and satisfaction with one's achievements. However, there are also other instruments and approaches to measure and conceptualize job burnout, such as the Pines' Burnout Measure (Pines, 1993), the Shirom-Melamed Burnout Measure (Shirom & Melamed, 2005), and the Oldenburg Burnout Inventory (Demerouti et al., 2003).

Job burnout can be caused by various factors, such as individual, interpersonal, organizational, and environmental factors (Maslach & Leiter, 2016). Some individual factors that have been found to be related to job burnout are personality, coping styles, motivation, and expectations (Swider & Zimmerman, 2010). For example, personality traits such as neuroticism, extraversion, and conscientiousness have been shown to influence the susceptibility and resilience to job burnout (Alarcon et al., 2009). Some interpersonal factors that affect job burnout are social support, feedback, and conflict (Chiaburu & Harrison, 2008). For instance, social support from coworkers, supervisors, and family members can buffer the negative effects of work stress and enhance the coping resources of employees (Halbesleben, 2006).

In addition to these, some organizational factors that influence job burnout are work overload, role ambiguity, role conflict, autonomy, and reward (Maslach & Leiter,

2016). For example, work overload, which refers to the imbalance between work demands and available resources, can increase the risk of emotional exhaustion and depersonalization (Maslach et al., 2001). Some environmental factors that cause job burnout are economic, political, and cultural factors (Maslach & Leiter, 2016). For example, economic downturns, political instability, and cultural diversity can create uncertainty and pressure for employees and organizations, and affect their well-being and performance (Schaufeli et al., 2009).

2.4   Work Engagement

Work engagement is a vital workplace concept that has attracted considerable attention in the late 20th and early 21st centuries, due to its potential to enhance organizational success and employee well-being. However, the concept is also complex and multifaceted, with various definitions, antecedents, consequences, and interventions.

Work engagement has been defined and measured in different ways by different scholars and practitioners, leading to some confusion and inconsistency in the literature. One of the most widely used definitions is that of Schaufeli et al. (2002), who described work engagement as a positive, fulfilling, work-related state of mind that is characterized by vigor, dedication, and absorption. They developed the Utrecht Work Engagement Scale (UWES) to measure these three dimensions of work engagement. However, other researchers have proposed alternative definitions and measures of work engagement, such as the Job Demands-Resources model (Bakker & Demerouti, 2007), the Work Engagement Scale (WES) (Saks, 2006), and the Gallup Q12 survey (Harter et al., 2002). These approaches differ in their conceptualization of work engagement as either a psychological state, a behavioral outcome, or a motivational process, and in their emphasis on the role of job characteristics, personal resources, or organizational factors in influencing work engagement.

Work engagement is influenced by various factors at the individual, interpersonal, organizational, and environmental levels. Some of the individual factors that have been found to be related to work engagement are personality, values, motivation, and expectations (Bakker et al., 2014). Some of the interpersonal factors that affect work engagement are social support, feedback, and leadership (Bakker et al., 2014). Some of the organizational factors that influence work engagement are job design, organizational

culture, and reward systems (Maslach & Leiter, 2016). Some of the environmental factors that impact work engagement are economic, political, and cultural conditions (Bakker et al., 2014).

2.5 Previous Studies

There are many papers that analyze the effects of cultural intelligence. As cultural values shape individuals' behavior, people from different cultures tend to have different interaction patterns (Sahin & Gürbüz, 2014). Therefore, having knowledge about culture is important as it helps individuals form an understanding and interpretation of behaviors from other cultures (Thomas, 2006). Individuals with high cognitive Cultural Intelligence (CQ) possess certain knowledge that enables them to recognize and understand both similarities and differences between cultures (Sahin & Gürbüz, 2014). They appreciate the values of each culture and the mechanisms that shape behavioral patterns (Ang & Dyne, 2008). These complex and rich cultural insights help people predict more accurately, interact more effectively, and mitigate misunderstandings with individuals from different cultures (Hansen et al., 2011).

To date, studies on cultural intelligence have focused on its antecedents and outcomes; cultural intelligence has also been studied as a mediator and moderator in the expatriate literature, where cultural intelligence has been linked to various cognitive, affective, and behavioral outcomes for expatriates, such as cultural judgment and decision-making (Ang et al., 2007), cultural adjustment (Huff et al., 2014), citizenship behavior (Rockstuhl et al., 2015), job performance (Sahin & Gürbüz, 2014), leadership effectiveness (Ramsey et al., 2016), job satisfaction (Barakat et al., 2015), adaptation in marketing and export performance (Magnusson et al., 2013), team performance (Moon, 2013), and intercultural negotiation effectiveness (Imai & Gelfand, 2010). In addition to direct relationships, several studies have included factors such as cultural adjustment (Jyoti & Kour, 2015), culture shock (Chen et al., 2011), and trust (Trong Luu and Rowley, 2016) to test the indirect effect of cultural intelligence on various expatriate outcomes. Cultural intelligence has also been studied as a moderator. Elenkov and Manev (2009), for example, in their study on senior expatriate executives and their subordinates, found that cultural intelligence moderates the effect of senior expatriate leadership on organizational innovation.

Metacognitive CQ has been found to have positive effects on various outcomes, such as cultural judgment and decision making, cultural adaptation, and task performance in multicultural settings. Cultural judgment and decision making refers to the ability to make accurate and appropriate judgments and decisions based on cultural knowledge and understanding (Ang et al., 2007). Cultural adaptation refers to the ability to adjust one's emotions, attitudes, and behaviors to fit the expectations and norms of different cultures (Ward et al., 2001). Task performance refers to the ability to achieve one's objectives and complete one's tasks effectively and efficiently in cross-cultural situations (Earley & Mosakowski, 2004). Several studies have shown that metacognitive CQ is positively related to these outcomes, both directly and indirectly, through mediating variables such as cultural knowledge, motivation, and behavior (Hansen et al., 2011).

Metacognitive strategies are generally beneficial for learning and problem-solving, but they can sometimes have negative effects. For instance, excessive metacognitive activity can lead to what is known as metacognitive overload, where the constant analysis and self-reflection hinder performance rather than enhance it (Flavell, 1979). Additionally, metacognitive processes can interfere with task performance when they become a source of distraction or when the effort required for metacognitive strategies outweighs their benefits (Nelson & Narens, 1994). Furthermore, negative self-evaluations that arise from metacognitive judgments can detract from psychological well-being, as individuals may become overly critical of their abilities or progress (Nelson & Narens, 1994). These finding indicate that while metacognition is a valuable skill, it must be applied judiciously to avoid potential drawbacks.

Metacognitive CQ can be developed through various interventions, such as training, education, and experience. Training programs that focus on enhancing metacognitive CQ typically involve activities that stimulate self-reflection, feedback, and strategy development, such as case studies, simulations, and role plays (Ang & Van Dyne, 2008). Moreover, education programs that foster metacognitive CQ usually incorporate elements that expose students to diverse cultures and perspectives, such as multicultural courses, study abroad, and intercultural dialogue (Bennett, 1993; Hammer et al., 2003; Paige et al., 2003). Another way to develop metacognitive CQ is by actively participating in culturally diverse environments, especially when it is accompanied by active learning, such as seeking information, asking questions, and experimenting with different behaviors (Thomas, 2006).

Motivational CQ has been found to have positive effects on various outcomes, such as cross-cultural adjustment, cultural judgment and decision making, and task performance in multicultural settings. Cross-cultural adjustment refers to the psychological and behavioral adaptation of individuals to new and unfamiliar cultural environments (Ward et al., 2001). Cultural judgment and decision making refers to the ability to make accurate and appropriate judgments and decisions based on cultural knowledge and understanding (Ang et al., 2007). Task performance refers to the ability to achieve one's objectives and complete one's tasks effectively and efficiently in cross-cultural situations (Earley & Mosakowski, 2004). Several studies have shown that motivational CQ is positively related to these outcomes, both directly and indirectly, through mediating variables such as cultural knowledge, metacognitive CQ, and behavioral CQ (Hansen et al., 2011).

While motivational cultural intelligence (CQ) is often associated with positive outcomes, it can have negative effects when misaligned with an individual's intrinsic motivation or organizational goals. Overemphasis on motivational CQ may lead to frustration if individuals feel pressured to engage with cultures inauthentically or beyond their comfort levels. This misalignment can result in stress, reduced job satisfaction, and even burnout, particularly if individuals perceive a gap between their personal values and the expectations of cultural engagement (Puzzo et al., 2023). Moreover, excessive focus on motivational CQ might overshadow the development of other critical skills, such as cognitive or metacognitive CQ, potentially limiting an individual's overall intercultural effectiveness (Richter et al., 2021). Therefore, while motivational CQ is a valuable asset, it must be nurtured within the context of a well-rounded intercultural skill set to avoid these potential drawbacks.

Developing motivational cultural intelligence (CQ) involves nurturing certain personality traits, values, attitudes, emotions, and goals that align with the desire to engage and succeed in cross-cultural interactions. Traits such as openness, extraversion, agreeableness, and emotional stability are foundational to fostering a mindset that embraces cultural diversity (Ang et al., 2006). Embracing values like universalism and benevolence, and cultivating attitudes of curiosity and respect towards different cultures can further enhance one's motivational CQ (Ang et al., 2007). Positive emotions like enthusiasm and a drive for mastery and learning also play a significant role in motivating

individuals to immerse themselves in and adapt to new cultural settings (Ang & Dyne, 2008).

Behavioral CQ has been found to have positive effects on various outcomes, such as cross-cultural adjustment, cultural judgment and decision making, and task performance in multicultural settings. Cross-cultural adjustment refers to the psychological and behavioral adaptation of individuals to new and unfamiliar cultural environments (Ward et al., 2001). Cultural judgment and decision making refers to the ability to make accurate and appropriate judgments and decisions based on cultural knowledge and understanding (Ang et al., 2007). Task performance refers to the ability to achieve one's objectives and complete one's tasks effectively and efficiently in cross-cultural situations (Earley & Mosakowski, 2004). Several studies have shown that behavioral CQ is positively related to these outcomes, both directly and indirectly, through mediating variables such as cultural knowledge, metacognitive CQ, and motivational CQ (Hansen et al., 2011).

Behavioral Cultural Intelligence (CQ) is crucial for adapting verbal and non-verbal actions in cross-cultural interactions. However, when overemphasized, it can lead to negative outcomes such as cultural fatigue, where individuals may feel overwhelmed by the constant effort to conform to different cultural norms. Additionally, high behavioral CQ might inadvertently foster opportunistic behaviors, as individuals adept at cultural mimicry could exploit these skills in self-serving ways, potentially undermining trust and authenticity in relationships (Lorenz et al., 2020). Furthermore, reliance on behavioral CQ alone, without the support of other CQ components, may result in superficial interactions that lack depth and understanding, ultimately affecting the quality of cross-cultural engagements.

Behavioral CQ can be improved through various interventions, such as training, feedback, and practice. Training programs that aim to enhance behavioral CQ typically involve activities that expose participants to different cultural scenarios and provide them with guidelines and examples of appropriate behavior (Ang & Dyne, 2008). Feedback programs that facilitate behavioral CQ usually involve collecting and analyzing data from self-reports, peer-reports, and observer-reports on the participants' behavior in cross-cultural situations, and providing them with constructive and specific suggestions for improvement (Ang et al., 2007). Practice programs that foster behavioral CQ often

involve opportunities for participants to engage in actual or simulated cross-cultural interactions, and to reflect on their performance and learning outcomes (Thomas, 2006).

Coworker support has been found to have positive effects on various outcomes, such as job satisfaction, organizational commitment, job performance, and turnover intention. Job satisfaction refers to the degree to which employees are happy with their work and its conditions. Organizational commitment refers to the degree to which employees identify with and are loyal to their organization. Job performance refers to the quality and quantity of work that employees produce. Turnover intention refers to the likelihood that employees will leave their organization voluntarily. Several studies have shown that coworker support is positively related to job satisfaction and organizational commitment, and negatively related to job performance and turnover intention, both directly and indirectly, through mediating variables such as stress, motivation, and empowerment (Chiaburu & Harrison, 2008).

Coworker support can be influenced by various factors, such as individual characteristics, interpersonal relationships, team characteristics, and organizational factors. Some individual characteristics that have been found to be related to coworker support are personality, gender, age, and tenure (Chiaburu & Harrison, 2008). Interpersonal relationships that affect coworker support include trust, friendship, and social exchange (Ng & Sorensen, 2008). Team characteristics that shape coworker support include team size, diversity, cohesion, and climate (Chiaburu & Harrison, 2008). Organizational factors that influence coworker support include leadership, culture, and policies (Ng & Sorensen, 2008).

Moreover, perception of coworker support can be different for Myanmar which is of Eastern culture. There are many researches indicating that perceptions of coworker support can vary significantly between Western and Eastern societies. Ramirez and Lahlouh (2023) explored how perceived coworker support can influence career development and organizational commitment among employees in a collectivist culture, which can be contrasted with individualistic Western cultures where coworker support is often leveraged to enhance individual abilities and career progression. In Western cultures, which tend to value individualism, coworker support is often seen as a means to enhance individual abilities and achievements. Coworkers are expected to encourage one another's unique skills and contribution to the teams. Conversely, Eastern cultures, which are more collectivist, view coworker support as an integral part of maintaining group

harmony and collective success. In these societies, support from coworkers is deeply intertwined with social identity and group belonging, and it is believed to have a more substantial impact on employee attitudes and behaviors than in Western cultures (Moores, 2021). For instance, a study in Japan found that the nationality of foreign coworkers significantly affects the perceived benefits of cultural diversity in the workplace, with Western or Chinese coworkers being associated with more positive perceptions than South Korean coworkers (Orsini & Watanabe, 2022).

Coworker support can have positive effects on job burnout. It has been found to be negatively associated with emotional exhaustion and depersonalization, which are key components of burnout (Charoensukmongkol et al., 2016). This type of support can foster a positive work environment, leading to reduced burnout and less negative work-life interference. Additionally, a supportive work environment can enhance job satisfaction by providing employees with the resources needed to cope with stress, such as sufficient job autonomy and time off from work (Xu & Yang, 2018). These findings underscore the importance of a supportive workplace in mitigating the detrimental effects of job stress and preventing burnout.

Employees express job burnout differently in different cultures. Especially, expressions of job burnout can vary significantly between Western and Eastern cultures, reflecting differing workplace norms and societal values. In Western cultures, burnout often manifests as emotional exhaustion, depersonalization, and a reduced sense of personal accomplishment, which can be attributed to individualistic work environments that emphasize personal achievement and competition (Schaufeli, 2017). Conversely, in Eastern cultures, particularly those with collectivist values, burnout may present through somatization and interpersonal behaviors, as personal emotional suffering is less likely to be openly discussed (Mahajne, 2022). Additionally, in the East, factors such as exposure to violence, terror, and low social support are associated with burnout among healthcare providers (Chemali et al., 2019). These cultural differences underscore the importance of context-specific approaches to understanding and addressing job burnout.

Job burnout can have negative consequences for both employees and organizations. For employees, job burnout can lead to physical and mental health problems, such as fatigue, insomnia, depression, anxiety, and cardiovascular diseases. Job burnout can also impair cognitive and emotional functioning, such as memory, attention, creativity, and empathy. Job burnout can also damage the organizational climate, culture,

18

and reputation, and affect the satisfaction and loyalty of customers and stakeholders (Maslach & Leiter, 2016). For organizations, job burnout can result in lower productivity, quality, and performance, as well as higher absenteeism, turnover, and costs (Halbesleben & Buckley, 2004).

However, there are also some strategies and interventions that can help prevent and reduce job burnout. For employees, some strategies that can enhance their well-being and resilience are self-care, relaxation, mindfulness, and positive psychology. Some interventions that can improve their coping and adaptation skills are cognitive-behavioral therapy, stress management, and coaching. For organizations, some strategies that can create a healthy and supportive work environment are job design, leadership, communication, and recognition. Some interventions that can foster employee engagement and commitment are organizational development, team building, and training (Maslach & Leiter, 2016).

The role of CQ on burnout are supported by prior studies. For example, Tay et al. (2008) found that CQ helps to alleviate burnout in international business travelers who face culturally diverse settings. The study of Bolat et al. (2017) found that expatriates with high CQ experience lower levels of burnout when they worked in a country that is highly different from their home country. Suthatorn and Charoensukmongkol (2018) also found that airline cabin crew members with high CQ tend to demonstrate good intercultural communication and high levels of service attentiveness, which in turn lowers their anxiety when providing service to foreign passengers.

Work engagement has been found to have positive consequences for both employees and organizations. For employees, work engagement can enhance physical and mental health, such as reducing stress, burnout, and absenteeism, and increasing satisfaction, well-being, and performance. For organizations, work engagement can improve productivity, quality, and innovation, as well as customer satisfaction, loyalty, and profitability (Bakker et al., 2014).

There are many papers that analyze the effect of cultural intelligence and job burnout on work engagement. Among them, the papers of Fu (2020) and Seriwatana (2019) are the main references for this study. These papers provide valuable insights that can significantly contribute to this study on cultural intelligence, job burnout, and work engagement. Both studies emphasize the role of cultural intelligence in managing burnout

and fostering work engagement, providing a theoretical framework and empirical evidence that can be applied this study. By integrating these studies, a comprehensive understanding of how cultural intelligence influences job burnout and work engagement can be built.

2.5.1   Previous Model of Fu

The study of the Roles of Cultural Intelligence and Psychological Capital on Coworker Support, Burnout, and Work-related Performance of Chinese Expatriates in Thailand that was studied by Fu (2020), provides an in-depth analysis of how cultural intelligence and psychological capital (PsyCap) impact the professional lives of Chinese expatriates. The research targets employees within 15 Chinese subsidiaries in Thailand, utilizing a survey of 413 expatriates to measure cultural intelligence and PsyCap levels and their influence on coworker support, job burnout, and work performance. The conceptual framework of the Liping Fu's study is mentioned in Figure (2.1).

Figure (2.1) Conceptual Framework of Fu
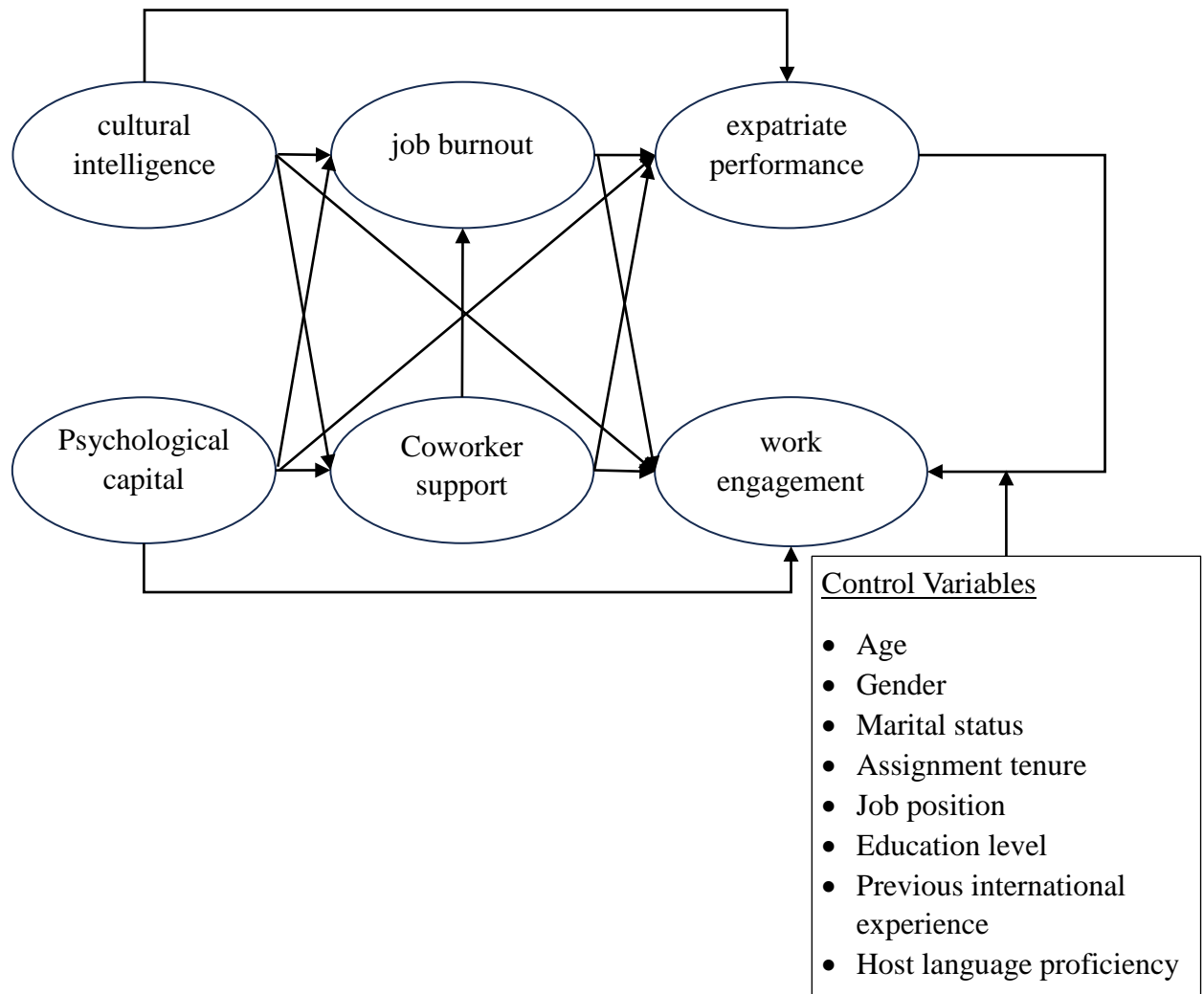
Source: Fu (2020)

The findings indicated that cultural intelligence and psychological capital (PsyCap) are key factors in reducing job burnout and enhancing work engagement and performance among Chinese expatriates in Thailand. The research highlighted that coworker support from Thais plays a mediating role, linking cultural intelligence and PsyCap to better outcomes for expatriates. This is particularly relevant in Thailand's team-oriented culture, where such support is vital for channeling the positive impacts of cultural intelligence and PsyCap, as depicted in the study's conceptual framework.

2.5.2 Previous Model of Seriwatana

This study of Seriwatna centers on investigating the impact of cultural intelligence on the quality of team relationships and burnout among Thai cabin crew members, who represent a cultural minority in non-Thai airlines. The primary aim is to understand how cultural intelligence influences team dynamics and mitigates job burnout within this specific group. Additionally, the research delves into the mediating influence of team processes to elucidate the inverse connection between cultural intelligence and job burnout.

Figure (2.2) Conceptual Framework of Seriwatana
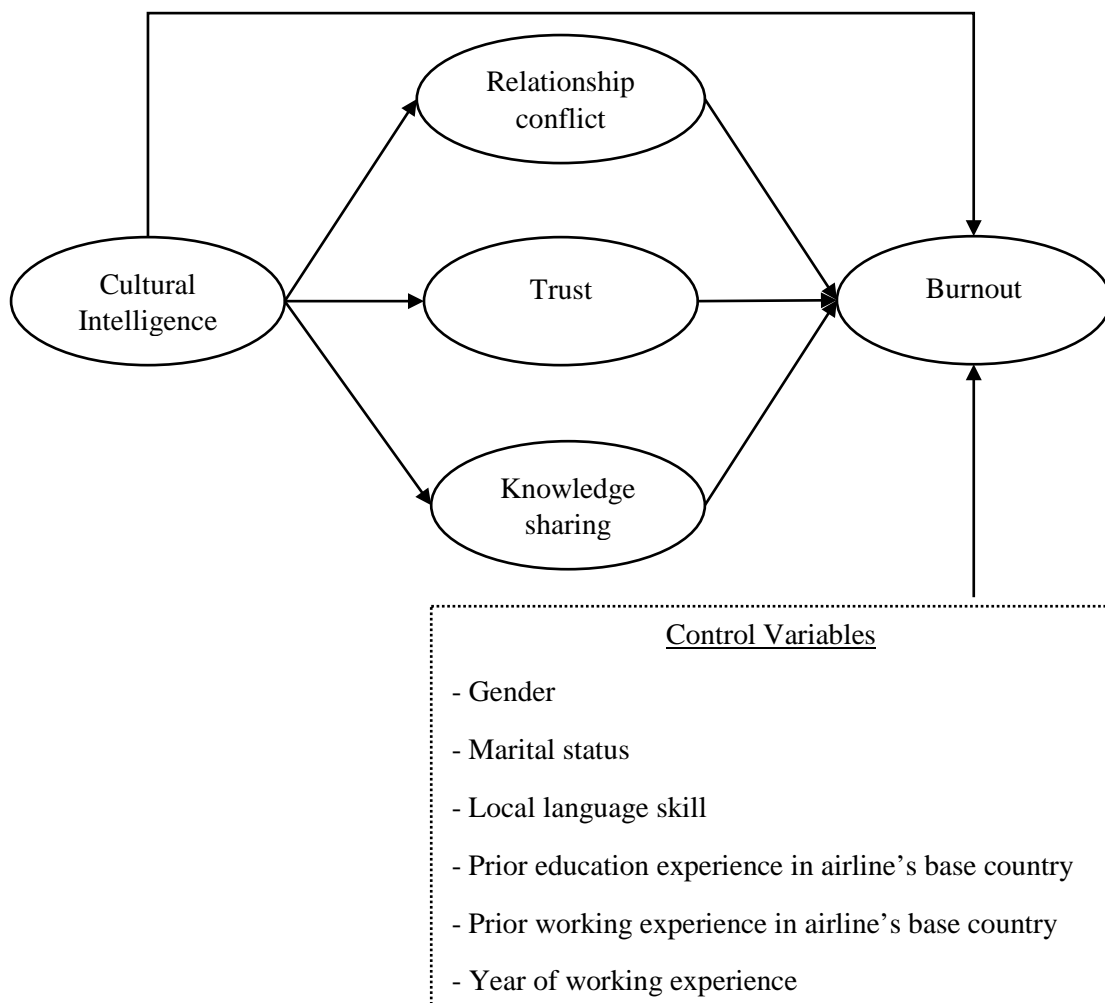
Source: Seriwatana (2019)

The Figure (2.2) is the conceptual framework of Seriwatana (2019)'s study. Seriwatana (2019) found out that cultural intelligence is positively related to trust, knowledge sharing, and lower relationship conflict among cabin crew members from

different cultures. Cultural intelligence is negatively related to burnout among Thai cabin crew members. Cultural intelligence is an important quality for cabin crew members who belong to a cultural minority group, and it should be a criterion for recruitment and training by airline companies.

2.6   Conceptual Framework of the Study

The conceptual model for this study is informed by the literature and empirical evidence from prior research. It aims to explore the influence of cultural intelligence on job burnout and the subsequent impact of job burnout on work engagement. This approach is encapsulated in the conceptual framework depicted in Figure (2.3), which is aligned with the theoretical underpinnings and findings of seminal works by Fu (2020) and Seriwatana (2019).

Figure (2.3) Conceptual Framework of the Study
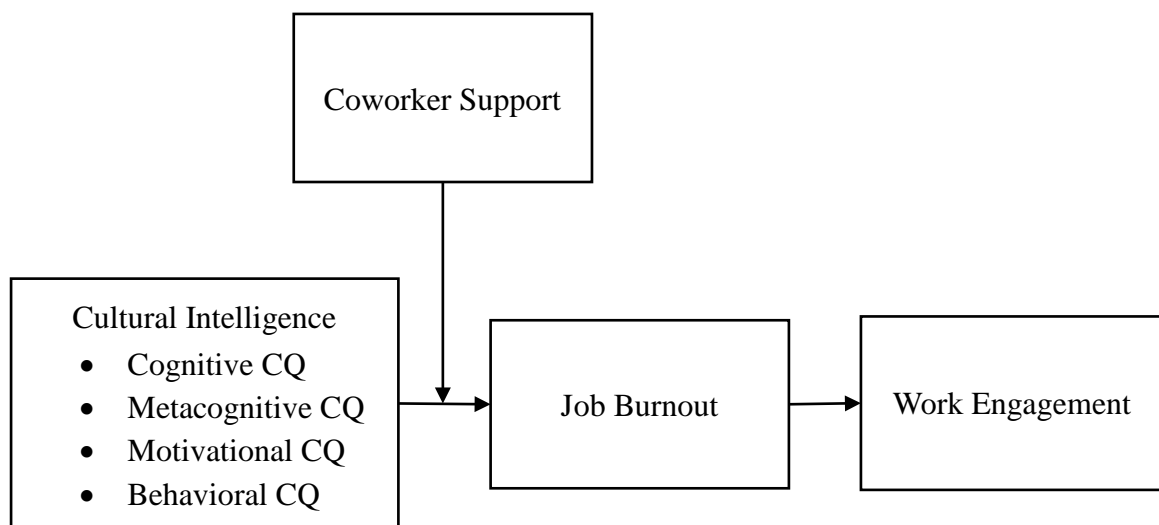
Source: Own Compilation (2023)

As shown in above Figure (2.3), this study examines the effect of cultural intelligence on job burnout and the effect of job burnout on work engagement and the moderating role of coworker support in the relationship between cultural intelligence and job burnout. The analysis begins by assessing how cultural intelligence affects job burnout levels, followed by an exploration of the effects of job burnout on employee work engagement. The study then identifies the potential moderating effect of coworker support on the cultural intelligence-job burnout dynamic among MKI employees. Cultural

intelligence was measured by cognitive, metacognitive cultural intelligence, motivational cultural intelligence, and behavioral cultural intelligence. The effect of cultural intelligence on job burnout might be moderated by coworker support. Job burnout might affect work engagement of MKI employees.

Conservation of Resource Theory (COR) and Social Exchange Theory provide a robust theoretical foundation for examining the interplay between cultural intelligence, job burnout, and work engagement. COR, as proposed by Hobfoll (2001), posits that individuals strive to acquire, retain, and protect their resources, and stress occurs when these resources are threatened or lost. This theory can support this study by explaining how cultural intelligence can serve as a resource that employees use to mitigate job burnout, thereby enhancing work engagement. On the other hand, Social Exchange Theory, introduced by Homans (1958), suggests that social behavior is the result of an exchange process where individuals seek to maximize benefits and minimize costs. This theory can elucidate the role of coworker support as a social resource that employees exchange, which can moderate the effects of cultural intelligence on job burnout. Together, these theories offer a comprehensive lens through which to understand the complex dynamics of this study's conceptual model.

CHAPTER 3

PROFILE AND CULTURAL INTELLIGENCE OF MYANMAR KOEI INTERNATIONAL LTD.

This chapter describes the background of Myanmar Koei International Ltd., the profile of Myanmar Koei International Ltd., and the working environment of the company. Subsequently, the demographic profile of the respondents is presented.

3.1 Profile of Myanmar Koei International Ltd.

As a joint venture between Nippon Koei Co., Ltd. (NK) of Japan and Myanmar Engineering Consulting Co., Ltd. (MEC), Myanmar Koei International Ltd. (MKI) has a paid-up capital of U$5 million and is registered with the Directorate of Investment and Company Administration (DICA) under the Ministry of Investment and Foreign Economic Relations (MoIFER) in Myanmar. Established in April 2013, MKI's chief executive is Mr. Kazuhisa Iwami, a Civil Engineer with more than 26 years of professional experience and expertise in project management, construction and design of port and coastal development projects. He is supported by Mr. Toru Fujino, a Civil Engineer with over 21 years of professional experience in the field of road and urban infrastructure development projects. MKI is also certified by the Ministry of Natural Resources and Environmental Conservation (MoNREC) to provide environmental and social services.

MKI has been providing nationwide advisory services to funding agencies and multilateral banks, mainly Japan International Cooperation Agency (JICA), World Bank (WB), Asian Development Bank (ADB) and private companies.

3.1.1 History of Myanmar Koei International Ltd.

Yutaka Kubota (1890-1986), Nippon Koei Founder, participated in the development of the world's largest-class power source at that time (Sup'ung Dam 700MW) in the Korean Peninsula before WWII. The founder established the Japan Industrial Technology Development Association to support Japan's post-war recovery. He

founded Nippon Koei in 1946. The founder was actively involved in international projects mainly in Burma (Myanmar), Vietnam, Laos and Indonesia. The founder is regarded as the father of international technical cooperation. The founder received a Trophy of Excellence as a Leading Consulting Engineer over the last 100 Years at the FIDIC Centenary Conference in 2013, one of only two recipients of such prestigious award.

The first overseas project of Nippon Koei was the Baluchanung No.2 Hydro-Electric Power Project (84MW) in Kayah State, which provided comprehensive engineering services from planning, design and construction supervision. Constructed in 1954, it is still one of the key hydropower plants in the country that provides electricity to millions of people for more than half a century now. The Baluchaung No.2 Hydropower Power is a symbol of cooperation between Japan and Myanmar.

3.1.2 Services of Myanmar Koei International Ltd.

MKI provides a wide range of services including environmental and social services, design, survey & investigation, tender assistance, digital services (BIM/CIM, VR, AR, Metaverse, Drone Survey), project management and construction supervision, technical cooperation, and so on.

Cheap, clean energy is essential for the modernization and economic development of any aspiring nation. The core strength of MKI is the study, design and construction of energy facilities, especially hydro-electric power stations. MKI has been engaged in hydropower development, the original renewable energy source, since its inception and has the largest global track record among Japanese engineering firms. MKI not only analyzes power needs and identifies optimal development plans, but also provides feasibility analysis, design, procurement, and construction management for dams, power stations, and transmission systems.

Urban expansion and infrastructure development are the results of economic development. However, modernization should not compromise the ancient culture and rich architectural heritage of the settings. Therefore, development plans should balance the preservation of the past and the creation of the future. MKI is aware of this challenge and undertakes urban and regional development with multi-disciplinary teams of experts in urban and social planning, architecture, environment, and engineering. MKI offers a

comprehensive consulting service that covers feasibility studies, design, master plan, procurement, and construction management for all kinds of urban and regional infrastructure projects.

MKI has global support and expertise in transport engineering, which makes it an ideal choice for conducting strategic and integrated transport planning studies. The company offers international consulting services in various transport fields, such as roads, bridges, railways, airport, and port, with a special focus on the needs of public and private sector clients in developing and emerging countries. The company provides a complete range of consulting services for all phases from preliminary studies, master plan development, to detailed design, construction supervision, and operation and maintenance.

Engineering solutions are crucial for rural development. MKI helps people in developing countries to use the infrastructure in an efficient and effective way, maintain the structures, adopt plans to replace structures, and ultimately develop the capacity to plan and implement infrastructure themselves and share knowledge beyond project boundaries.

Water is a vital natural resource, which needs to be delivered in adequate amounts and appropriate quality to meet the needs of residential populations, industrial and commercial development and agriculture. MKI offers services that cover the entire water supply cycle from surface and groundwater hydrology, dam and river engineering at source, water treatment, transmission and distribution to sewage collection systems, wastewater treatment and treated effluent disposal and reuse.

As environmental and climate change issues become more prominent, projects need to adhere to stricter environmental protection laws and regulations. To ensure projects have positive impacts on the environment and all stakeholders, MKI offers services that cover the full spectrum of environmental and social aspects. The company has a team of experts in engineering, environment, and institution that can offer practical and innovative solutions to address the key issues affecting the environment and climate today.

MKI also provides nine categories of services under its projects, which include Strategic Environmental Assessment (SEA); Environmental and Social Impact Assessment (ESIA); environmental and social due diligence; environment, health and

safety management and compliance; environmental monitoring (water, air, soil, noise and vibration, indoor air quality and indoor noise, soil, etc.); climate risk assessment and adaptation planning; biodiversity and ecological management; solid waste management; and involuntary resettlement and livelihood restoration.

MKI offers a wide range of architecture services, it starts with conceptual design development, working closely with clients to create an initial design concept. It then moves to detail design, improving the concept and creating detailed drawings and 3D models. BIM/CIM modeling is used to provide a comprehensive and integrated view of the project, enabling coordination and visualization. It also specializes in rendering images, making realistic visualizations of the architectural design. Moreover, the company can create animation videos that offer virtual walkthroughs of the building. It also provides services for the preparation of construction documents and construction supervision to ensure the project is built according to the design intent.

The company offers various visual imagery creations that have a direct and great impact on viewers. MKI's digital technology provides seamless services from the design and 3D modeling preparation to the creation of various platforms such as Virtual Reality (VR) Apps, Augmented Reality (AR) Apps, Interactive App Creation and 3D Animation Videos. The company fully supports advanced planning, design, construction through BIM/CIM, which has been widely used in many countries including Japan. Using services for these digital technologies can significantly reduce risks and unforeseen errors in design and construction stages.

To ensure quality and consistency with the design team, the company has a drone and other equipment for survey and investigation and has its own survey and investigation team. They have performed many survey and investigation services, such as general topographic mapping, 3D mapping by drone, and geotechnical investigation.

3.1.3 Organization Structure of MKI

The organizational structure of MKI is characterized by a clear hierarchy, with the Board of Directors at the apex, providing strategic direction and oversight. The pivotal position of the managing director is situated just below the board, tasked with the comprehensive management of the company's activities. Collaborating closely with the board of directors, corporate auditors play a crucial role in ensuring accountability and compliance within the organization. Reporting directly to the managing director is the

compliance officer, responsible for upholding ethical standards and ensuring regulatory adherence.

Under the managing director, MKI is segmented into four key departments: the business operation department, which oversees daily operations; the business development & promotion department, focused on identifying growth opportunities; the environmental department, dedicated to addressing sustainability considerations; and the urban infrastructure department, responsible for planning and executing infrastructure projects in urban areas.

Within the urban infrastructure department, various specialized sub-departments operate. These include the design and visualization sub-department, contributing to the creative aspects of project planning; the survey department, gathering essential data for projects; the contract department, managing contractual aspects; the civil and construction department, overseeing the physical construction phase; and the estimation department, responsible for project cost estimation and financial planning.

This well-defined organizational structure ensures a streamlined chain of command, effective communication channels, and specialized focus areas across the organization. It reflects company commitment to organized governance, strategic planning, and meeting the diverse demands of its operational landscape.

The organization chart of MKI is summarized in the following Figure (3.1).

Figure (3.1) Organization Chart of MKI


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                        ┌──────────┐
                        │   BOD    │
                        └────┬─────┘
                             │
                        ┌────▼─────┐
                        │   MD     │
                        └────┬─────┘
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| Business Operation Dept | Business Development & Promotion | Environment Dept | Urban Infrastructure Dept | Admin & HR Dept | Accounting Dept |

| Design Sub-dept | Survey Sub-dept | Contract Sub-dept | Civil and Constriction Sub-dept | Estimation Sub-dept |
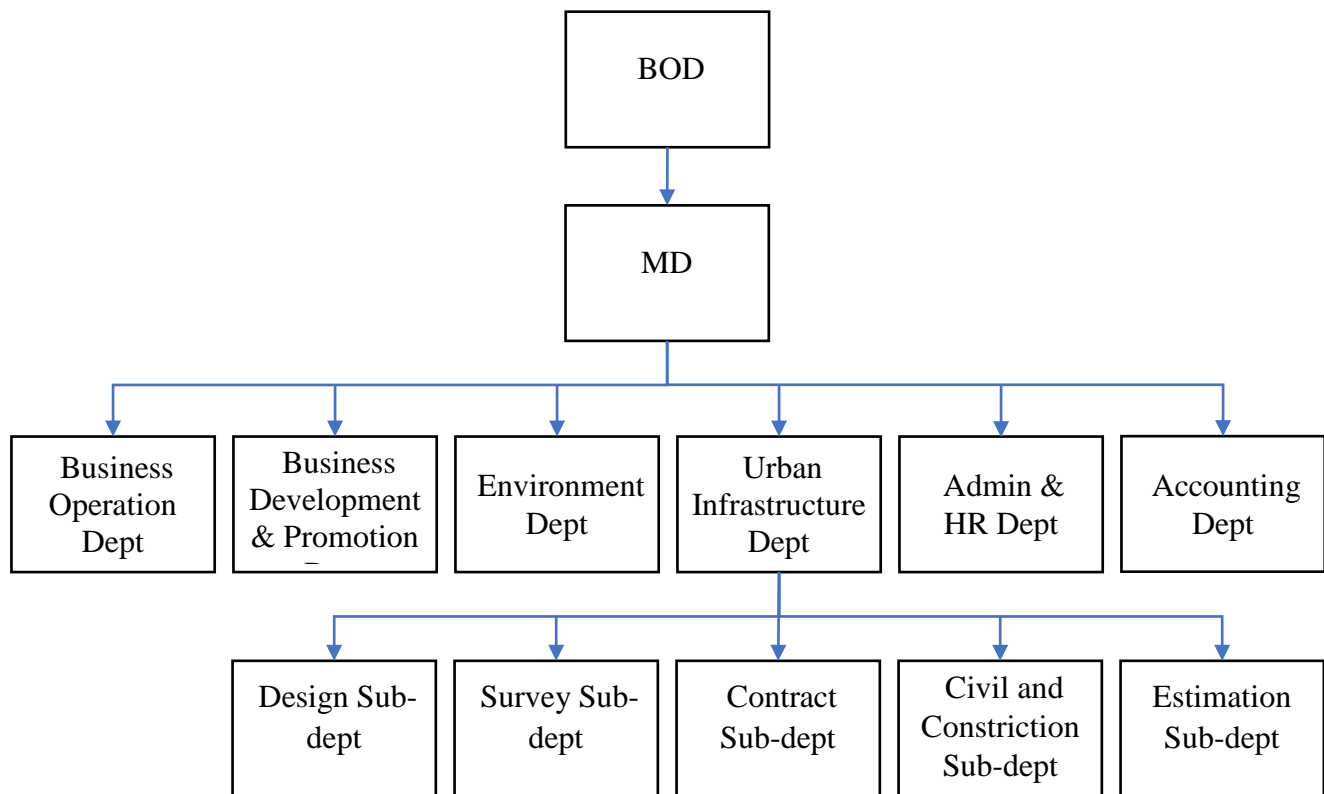
Source: Myanmar Koei International Ltd. (2024)

In January 2023, MKI boasted a growing workforce, with 95 full-time national staff members and ongoing recruitment. Among these, 50 are skilled professionals specializing in engineering and environmental expertise, while 35 contribute to administrative, accounting, and marketing functions. There are ten foreign expatriates based in Yangon, complemented by robust support from Nippon Koei's global organization. Furthermore, its workforce is extended by engaging over 63 national staff on a project basis.

3.2 Cultural Intelligence of MKI

Organizational culture and cultural intelligence of MKI are pivotal to its global operations. The company's management philosophy, Act with integrity and contribute to society through technology and engineering, reflects a commitment to ethical conduct and social contribution, which forms the core of its organizational culture. This philosophy is deeply ingrained in the company's approach to projects and client relationships, fostering

a culture of trust and integrity. Cultural intelligence is also a critical component at MKI, as it operates in over 10 countries and regions, necessitating a nuanced understanding of diverse cultural dynamics. The company's emphasis on cultural intelligence is evident in its ability to adapt to various cultural environments, ensuring effective communication and collaboration across different cultural contexts. This adaptability is not only a testament to the company's robust organizational culture but also to its strategic approach to global business challenges, where cultural intelligence plays a significant role in maintaining its position as a leading civil engineering consulting firm.

The management promotes cultural intelligence through various initiatives that reflect its global operational needs. For instance, the company invests in training programs that enhance employees' understanding of different cultures and business practices. This includes language training, cultural workshops, and international exchange programs that allow employees to experience diverse work environments firsthand.

Moreover, the company encourages its staff to engage with local communities and understand their needs, which is crucial for the success of their international projects. By doing so, employees develop a deeper appreciation for cultural nuances and learn to adapt their approaches to suit different cultural contexts.

Additionally, the company's commitment to ethical conduct and social contribution is integrated into its corporate culture, which aligns with the principles of cultural intelligence. This commitment is demonstrated through its adherence to local regulations, respect for local customs, and efforts to contribute positively to the communities where they operate.

These examples highlight MKI's proactive stance in fostering cultural intelligence among its employees, which is essential for maintaining its reputation as a leading civil engineering consulting firm with a strong global presence.

3.2.1 Cognitive Cultural Intelligence of MKI

The company has implemented a comprehensive cultural intelligence program to cultivate a workforce adept in navigating the complexities of the global market. This initiative includes extensive training workshops that cover a broad spectrum of cultural norms, business practices, and legal frameworks pertinent to the regions where the company operates. By simulating real-world scenarios, employees are encouraged to apply their knowledge practically, fostering a deeper understanding of the subtleties

involved in cross-cultural interactions. Additionally, the management promotes continuous learning through collaborations with international experts and access to a rich repository of global business resources, ensuring that their employees are well-versed in the latest international trends and regulations.

Moreover, MKI recognizes the importance of experiential learning in achieving cognitive cultural intelligence. To this end, they facilitate employee exchange programs and international project assignments that provide hands-on experience in diverse cultural settings. These opportunities allow employees to immerse themselves in different cultural environments, honing their ability to interpret and respond to various cultural cues effectively. Through these immersive experiences, the employees gain firsthand insight into the economic and social systems of their international counterparts, which is instrumental in developing strategic acumen and a competitive edge in the global business landscape.

3.2.2 Metacognitive Cultural Intelligence of MKI

The development of metacognitive cultural intelligence among employees is a strategic priority at the company. The company has instituted a series of reflective practices and training modules designed to enhance cultural awareness and self-examination. These initiatives encourage employees to critically assess their own cultural biases and preconceptions, fostering an environment of continuous personal growth and cultural adaptability. Through regular workshops and debriefing sessions, the employees are trained to engage in active cultural reflection, allowing them to refine their cross-cultural communication strategies and behaviors in real-time.

Furthermore, MKI has integrated metacognitive cultural intelligence into its performance management systems. Employees are evaluated not only on their job performance but also on their ability to demonstrate cultural consciousness in their work. This includes reflecting on their interactions with international clients and colleagues, and adjusting their approach based on these reflections. By embedding metacognitive cultural intelligence into the core competencies required for career advancement, it is ensured that its employees are not just culturally competent but also culturally intelligent leaders who can navigate the complexities of a globalized business landscape.

3.2.3 Motivational Cultural Intelligence of MKI

MKI is actively fostering motivational cultural intelligence among its employees, recognizing it as a key driver for successful international operations. The company has established a variety of initiatives to stimulate employees' intrinsic motivation to understand and engage with different cultures. This includes offering language learning programs, cultural immersion experiences, and international travel opportunities. Such programs are designed to pique curiosity and encourage employees to embrace cultural diversity. Moreover, MKI provides incentives for employees who show a strong commitment to cultural learning and collaboration, thereby reinforcing the value placed on cultural engagement.

In addition to these programs, MKI has created a mentorship system pairing employees with culturally diverse mentors. This system not only facilitates cross-cultural knowledge transfer but also fosters meaningful relationships across different cultural backgrounds within the company. By integrating motivational cultural intelligence into its corporate culture, MKI ensures that employees view cultural challenges not as obstacles but as opportunities for growth and learning. This approach has cultivated a workforce that is not only culturally aware but also genuinely interested in and motivated by the rich tapestry of global diversity they encounter in their work.

3.2.4 Behavioral Cultural Intelligence of MKI

MKI is dedicated to enhancing the behavioral aspect of cultural intelligence among its employees, which is crucial for effective cross-cultural interactions. To achieve this, MKI conducts specialized training sessions focused on verbal and non-verbal communication skills that are sensitive to cultural nuances. These sessions include role-playing exercises that simulate international business scenarios, allowing employees to practice and refine their communication styles, gestures, and etiquette to align with diverse cultural expectations. By providing a safe space for employees to learn and receive feedback, MKI ensures that its workforce is equipped with the behavioral competencies necessary to navigate the complexities of a multicultural business environment.

Additionally, MKI leverages the diversity within its own workforce to create peer-learning opportunities. Employees from different cultural backgrounds are encouraged to share their insights and experiences, thus offering colleagues a firsthand understanding of

various cultural norms and behaviors. This peer-driven approach not only fosters a culture of inclusivity and respect but also empowers employees to confidently adapt their behaviors in real-world cross-cultural interactions. Through these concerted efforts, MKI is cultivating a team that is not only culturally aware but also adept at demonstrating the appropriate behavioral responses that facilitate rapport-building and successful collaboration in the global arena.

3.3 Reliability Test

There are four domains under cultural intelligence, including cognitive cultural intelligence, metacognitive cultural intelligence, motivational cultural intelligence, and behavioral cultural intelligence. To conduct further analysis, a reliability test is carried out to assess the internal consistency of the data obtained from the Likert scale.

Research instruments, such as questionnaires, surveys, tests, or scales, are designed to collect data from participants on specific topics. These instruments are completed by subjects, and their responses are critical for the study. To ascertain the instruments' credibility, Cronbach's Alpha Scores are calculated, ensuring the tools' validity and reliability. Prior to delving into the data for in-depth analysis of effects of independent variables on dependent variables, it is essential to conduct reliability analyses on the primary survey data to validate the integrity of the results and the conclusions drawn from them.

Table (3.1) Reliability Test

No.	Factors		No. of Items	Cronbach's Alpha
1	Element of Cultural Intelligence			
	i	Cognitive Cultural Intelligence	6	.677
	ii	Metacognitive Cultural Intelligence	4	.697
	iii	Motivational Cultural Intelligence	5	.722
	iv	Behavioral Cultural Intelligence	5	.847
2	Job Burnout		10	.897
3	Coworker Support		5	.851
4	Work Engagement		10	.725

Source: Survey data (2024)

As shown in Table (3.1), the reliability test results are for questionnaire items of cultural intelligence—cognitive cultural intelligence, metacognitive cultural intelligence, motivational cultural intelligence, and behavioral cultural intelligence—job burnout, coworker support, and work engagement. The results show that Cronbach's Alpha coefficient of these sub-dimensions ranged from 0.677 to 0.897. The results shows that the questionnaire is a reliable tool for measuring the constructs of interest, with most sub-dimensions showing good to excellent internal consistency. This supports the validity of the conclusions drawn from the data regarding the effects of independent variables on dependent variables studied.

3.4 Demographic Profile of Respondents

The survey was conducted in February 2024 at Myanmar Koei International Co., Ltd., using a structured questionnaire and census sampling approach. The survey involved 95 MKI employees as participants. A detailed demographic profile of these employees will be presented in the following section.

The purpose of collecting this data was to evaluate the influence of cultural intelligence on job burnout, understand how job burnout affects work engagement, and

examine the role of coworker support in moderating the relationship between cultural intelligence and job burnout among MKI employees. The demographic information pertains to the 95 employees who responded to the survey.

Table (3.2) Demographic Profile of Respondents

Sr. No.	Particular		No. of Respondents	Percentage
		Total	95	100.00
1	Age (Years)	25-30	15	15.8
		31-40	42	44.2
		41-45	17	17.9
		46 or older	21	22.1
2	Gender	Male	41	43.2
		Female	54	56.8
3	Marital Status	Single	38	40.0
		Married	54	56.8
		Other	3	3.2
4	Education Level	Undergraduate	11	11.6
		Graduate	70	73.7
		Postgraduate	14	14.7
5	Job Position	Junior Staff	65	68.4
		Assistant Manager	16	16.8
		Manager	8	8.4
		Assistant General Manager or higher	6	6.3
6	Job Tenure in MKI (years)	0-2	20	21.1
		3-5	30	31.6
		6 or more	45	47.4

Source: Survey data (2024)

The survey data presented in Table (3.2) indicates that the largest age group among the respondents is between 31 to 40 years old, comprising 44.2% of the total. This shows a workforce that is likely in the midst of their careers, bringing a blend of experience and energy to the company. The 25 to 30 age group, representing 15.8%, may consist of relatively newer employees who are early in their career paths. Those between 41 and 45 years old account for 17.9%, with majority of them holding mid to senior-level positions, while participants aged 46 and above make up 22.1%, likely contributing seasoned expertise and leadership. Among the respondents, 43.2% of the respondents are male (41 in number) and 56.8% are female (54 in number). MKI's gender distribution leans towards a female majority reflecting the company's commitment to gender diversity.

The data indicates that the majority of respondents, at 56.8%, are married, indicating a stable life situation that may enhance their dedication and involvement at work. Single individuals account for 40% of the workforce, indicating a significant demographic with potentially varied lifestyle requirements and preferences for work. The remaining 3.2% of respondents with different marital statuses highlight the company's diverse employee background.

The educational profile of the company's employees is notably high, with 73.7% holding graduate degrees and 14.7% possessing postgraduate qualifications. This concentration of advanced degrees is indicative of the company's prioritization of academic excellence, which aligns with the demands of the engineering consultancy sector. Such roles typically require specialized knowledge and technical skills that are often developed through higher education. The 11.6% of staff with undergraduate degrees likely occupy positions that allow for career advancement through experiential learning, which is essential in a field where practical application of engineering principles is critical. This educational distribution supports the company's operational needs and its reputation as a competent and knowledgeable consultant in the engineering industry.

For job position, there are 65 respondents in junior staff level at 68.4%, 16 respondents in assistant manager level at 16.8%, 8 respondents in manager level at 8.4%, and 6 respondents in assistant general manager or higher position at 6.3%. The company has a rather flat structure with many sub-departments that majority of the workforce is in junior staff levels with compact number of assistant managers and managers in vital role for overseeing various functions. This structure provides well-defined corporate ladder,

offering employees clear opportunities for career advancement within the engineering consultancy firm.

The tenure distribution at MKI indicates that nearly half of the employees, 47.4%, have been with the company for over 6 years. This reflects a group of employees with substantial experience in the engineering consultancy sector, providing a stable foundation of knowledge and expertise. The 21.1% of employees with 0.2 years of tenure highlight the company's ongoing efforts to bring in new talent, which is essential for introducing fresh ideas and staying current with industry trends. The presence of employees with 3-5 years of tenure, who make up a significant portion of the workforce, shows MKI's successful retention of professionals who contribute to the company's growth and adaptability in the market. This diverse tenure profile ensures that MKI has a well-rounded team capable of meeting the complex demands of the engineering consultancy business.

CHAPTER 4

ANALYSIS ON EFFECT OF CULTURAL INTELLIGENCE ON JOB BURNOUT AND WORK ENGAGEMENT OF EMPLOYEES AT MKI

This chapter describes the analysis of the study. The chapter is composed of three parts. This chapter also focuses on the analysis on the effect of cultural intelligence on job burnout and work engagement of employees of MKI. Firstly, it provides the descriptive analysis on (1) cultural intelligence of the employees, followed by (2) job burnout, and (3) work engagement of the employees. Moreover, the regression analysis is conducted to meet objectives. There are four categories under the element Cultural Intelligence, including cognitive cultural intelligence, metacognitive cultural intelligence, motivational cultural intelligence, and behavioral cultural intelligence. In addition, the effect of coworker support on the relationship between cultural intelligence and job burnout as a moderator is investigated as well.

Employees are required to express their level of agreement using a Five Point Likert Scale, which ranges from one to five, with one indicating strong disagreement and five indicating strong agreement. Subsequently, each statement's mean and standard deviation are computed, with mean scores spanning from 1 to 5. As per Best (1977), the mean scores are categorized as follows: 1.00 to 1.80 for strong disagreement, 1.81 to 2.60 for disagreement, 2.61 to 3.40 for neutrality, 3.41 to 4.20 for agreement, and 4.21 to 5.00 for strong agreement.

4.1 Cultural Intelligence, Job Burnout, Work Engagement, and Coworker Support at MKI

The respondent perception on cultural intelligence (cognitive cultural intelligence, metacognitive cultural intelligence, motivational cultural intelligence, and behavioral cultural intelligence), job burnout, work engagement, and coworker support were explored.

4.1.1 Employee Perception on Cultural Intelligence

Employee perception on cognitive cultural intelligence, metacognitive cultural intelligence, motivational cultural intelligence, and behavioral cultural intelligence were studied and the results are presented in this section.

(1) Perception on Cognitive Cultural Intelligence

A total of six statements reflecting cognitive cultural intelligence were included in the questionnaire set for each respondent to analyze their perception on cognitive cultural intelligence. The statistical analysis for each statement reflecting cognitive cultural intelligence is presented in Table (4.1) showing the mean score and standard deviation.

Table (4.1) Employee Perception on Cognitive Cultural Intelligence

Sr. No.	Description	Mean	Standard Deviation
1.	Knowledge of legal and economic systems of other cultures.	3.30	0.71
2.	Knowledge of the rules (e.g., vocabulary, grammar) of other languages	3.53	0.71
3.	Knowledge of the cultural values and religious beliefs of other cultures	3.70	0.65
4.	Knowledge of the marriage systems of other cultures	3.15	0.65
5.	Knowledge of the arts and crafts of other cultures	3.21	0.61
6.	Knowledge of the rules of expressing nonverbal behaviors in other cultures	3.16	0.74
	Overall Mean	**3.34**	

Source: Survey data (2024)

Table (4.1) of this study indicates that overall mean score is 3.34 which is at neutral level. The highest mean score is for the knowledge of the cultural values and religious beliefs of other cultures at 3.70 which is at agreement. The lowest mean score is for the knowledge of the rules of expressing nonverbal behaviors in other cultures at 3.16 which is in neutral level. The employees at MKI know cultural values and religious

beliefs of other cultures but they are not sure if they know much about nonverbal behaviors of other cultures.

(2)   Employee Perception on Metacognitive Cultural Intelligence

A total of four statements reflecting metacognitive cultural intelligence were included in the questionnaire set for each respondent to analyze their perception on metacognitive cultural intelligence. The statistical analysis for each statement reflecting metacognitive cultural intelligence is presented in Table (4.2) showing the mean score and standard deviation.

Table (4.2) Employee Perception on Metacognitive Cultural Intelligence

Sr. No.	Description	Mean	Standard Deviation
1.	Conscious utilization of cultural knowledge when interacting with people with different cultural backgrounds	3.67	0.59
2.	Ability to adjust the cultural knowledge while interacting with people from an unfamiliar culture	3.67	0.72
3.	Conscious application of cultural knowledge to cross-cultural interactions	3.82	0.54
4.	Verification of accuracy of cultural knowledge while interacting with people from different cultures	3.73	0.55
	Overall Mean	**3.72**	

Source: Survey data (2024)

The overall mean score of 3.72, as presented in Table (4.2), means that employees at MKI generally agree that they are mindful of their cognitive processes and can manage them in relation to cultural contexts. MKI employees can not only recognize the cultural knowledge they utilize during cross-cultural interactions but also adjust their knowledge to fit the demands of various situations.

The lowest mean scores at 3.67 for conscious utilization of cultural knowledge of MKI employees when interacting with people from different cultural backgrounds and the

ability of the MKI employees to adjust the cultural knowledge while interacting with people from an unfamiliar culture are at agree level. Therefore, Employees of MKI can communicate collaborate, and solve problems with colleagues and clients from different cultural backgrounds and they know they are using their cultural knowledge and adjust their knowledge. The highest mean score at 3.82 is also at agree level for conscious application of cultural knowledge to cross-cultural interactions. Employees of MKI know what kind of cultural knowledge they are applying when they are communicating with their colleagues and clients from another cultures.

(3)   Employee Perception on Motivational Cultural Intelligence

A total of five statements reflecting motivational cultural intelligence were included in the questionnaire set for each respondent to analyze their perception on motivational cultural intelligence. The statistical analysis for each statement reflecting motivational cultural intelligence is presented in Table (4.3) showing the mean score and standard deviation.

Table (4.3) Employee Perception on Motivational Cultural Intelligence

Sr. No.	Description	Mean	Standard Deviation
1.	Enjoyment of interacting with people from different cultures	3.76	0.71
2.	Confidence in socializing with locals in an unfamiliar culture	3.35	0.96
3.	Confidence in the ability to deal with the stresses of adjusting to a new culture	3.59	0.67
4.	Enjoyment of living in unfamiliar cultures	3.22	0.74
5.	Confidence in the ability to be accustomed to the shopping conditions in a different culture	3.75	0.49
	Overall Mean	**3.53**	

Source: Survey data (2024)

The highest mean score for the employee perception on motivational cultural intelligence, as described in Table (4.3) is 3.53 at agree level. The highest mean score is

3.76 for their enjoyment of interacting with people from different cultures and this score is at agree level. The employees of MKI enjoy and are motivated to interact with people from different cultures. However, the statement with lowest mean score (3.22) indicates that the employees are not eager to live in unfamiliar cultures. Some of MKI's projects are remote projects which means employees have to work with foreign clients and colleagues online but they do not have to go abroad. Employees of MKI can enjoy interacting with people from another cultures while working in their own culture which condition is beneficial for the company and the employees.

(4)   Employee Perception on Behavioral Cultural Intelligence

A total of five statements reflecting behavioral cultural intelligence were included in the questionnaire set for each respondent to analyze their perception on behavioral cultural intelligence. The statistical analysis for each statement reflecting behavioral cultural intelligence is presented in Table (4.4) showing the mean score and standard deviation.

Table (4.4) Employee Perception on Behavioral Cultural Intelligence

Sr. No.	Description	Mean	Standard Deviation
1.	Changing verbal behavior when a cross-cultural interaction requires	3.54	0.59
2.	Utilization of different pause and silence to suit different cross-cultural situations	3.26	0.81
3.	Varying the rate of speaking when a cross-cultural situation requires	3.42	0.80
4.	Changing nonverbal behavior when a cross-cultural situation requires	3.26	0.84
5.	Altering facial expressions when a cross-cultural situation requires	3.24	0.96
	Overall Mean	3.34	

Source: Survey data (2024)

The overall mean score of 3.34, as shown in Table (4.4), indicates employee perception of behavioral cultural intelligence at a neutral level. MKI employees can change their behaviors, verbal and nonverbal, but they are not confident. MKI have more online meetings than in-person meetings that the employees may not have to emphasize on their nonverbal behaviors. Therefore, employees gather more confidence on their verbal behavior but not on nonverbal behaviors.

The statement with highest mean score of 3.54 indicates that the employees rated their capability to modify their speech and language use according to the demands of a cross-cultural exchange as the agreeable. This shows a high level of adaptability and sensitivity to the communication styles of different cultures, which is a key aspect of effective intercultural communication. It reflects a readiness to adjust verbal expressions to bridge cultural gaps, facilitate understanding, and enhance interactions with people from diverse backgrounds. This adaptability could be essential in globalized environments where successful communication can lead to better relationships and outcomes. The statement with lowest mean score of 3.24 is for the ability to change facial expressions in cross-cultural situations and it shows that the employees find it challenging to adjust their nonverbal cues to suit different cultural contexts. Due to the prevalence of online meetings at MKI, employees do not prioritize nonverbal adaptability as much as verbal adaptability.

4.1.2 Employee Perception on Job Burnout

Job burnout's main dimensions, namely, emotional exhaustion, depersonalization, and reduced personal accomplishment, are measured by 10 statements to find out the employee perception on job burnout. The statistical analysis for each statement reflecting job burnout is presented in Table (4.5) with mean score and standard deviation.

Table (4.5) Employee Perception on Job Burnout

Sr. No.	Description	Mean	Standard Deviation
1.	Always tired	2.35	0.74

2.	Disappointed with people in the work	2.09	0.76
3.	Feeling hopeless with the job	2.30	0.82
4.	Feeling trapped in the job	2.19	0.85
5.	Feeling helpless at work	1.97	0.75
6.	Feeling depressed at work	2.14	0.86
7.	Feeling sick to go to work	1.86	0.60
8.	Feeling like a failure	1.91	0.70
9.	Having difficulty sleeping	1.99	0.78
10.	Feeling like giving up	1.82	0.69
	Overall Mean	**2.06**	

Source: Survey data (2024)

According to Table (4.5), the data indicates that MKI employees generally disagree with feeling job burnout, as reflected by the overall mean score of 2.06. The lowest (1.82) and the highest (2.35) mean scores are at disagree level. These scores show they rarely feel like giving up and are not consistently tired, pointing towards a relatively low level of job burnout among the employees. MKI employees stand out for their exceptional ability to manage work pressures, resulting in a notably low incidence of job burnout. The company's comprehensive wellness initiatives, which include morning exercise and yoga sessions, and a culture that promotes regular breaks and downtime, play a good role in preserving the mental health of the workforce. Additionally, MKI's emphasis on open communication and employee feedback ensures that any potential stressors are addressed promptly, further preventing the onset of burnout. The employees' consistent high performance and positive feedback underscore the effectiveness of MKI's strategies in fostering a supportive and thriving work environment.

4.1.3   Employee Perception on Work Engagement

Work engagement is measured by ten statements. The statistical analysis of each statement is described in Table (4.6) with mean score and standard deviation.

Table (4.6) Employee Perception on Work Engagement

Sr. No.	Description	Mean	Standard Deviation
1.	Feeling good and strong at work	3.69	0.65
2.	Ability to work for a long time without feeling tired	3.24	0.73
3.	Feeling strong in the mind while working	3.69	0.67
4.	Ability to keep going at work even when things are not good	3.84	0.51
5.	Fondness of the work	3.87	0.56
6.	Fondness of the job although the job is not easy	3.80	0.53
7.	Excitement towards the job	3.20	0.81
8.	Sense of purpose and importance in the job	3.86	0.62
9.	Intense concentration in the work	4.02	0.49
10.	Immersion in the work	3.02	0.74
	Overall Mean	**3.60**	

Source: Survey data (2024)

The overall mean score of 3.60, as shown in Table (4.6) for work engagement among MKI employees falls within the agree range, indicating a positive level of engagement with their work. While the score for immersion in work is at a neutral 3.02, showing a moderate sense of being absorbed by their tasks, the highest score of 4.02 for intense concentration reflects a strong focus and dedication when they are working. MKI adopts a task-oriented workforce with a family-type culture that employees take their jobs as if they are doing their own business and concentrate well on their tasks.

4.1.4 Employee Perception on Coworker Support

A total of five statements reflecting coworker support were included in the questionnaire set for each respondent to analyze their perception on coworker support. The statistical analysis for each statement reflecting coworker support is presented in Table (4.7) showing the mean score and standard deviation.

Table (4.7) Employee Perception on Coworker Support

Sr. No.	Description	Mean	Standard Deviation
1.	Coworkers' willingness to provide when needed	4.08	0.56
2.	Coworkers' vital role in helping one achieve one's work goals	3.99	0.65
3.	Coworkers' cooperativeness and provision of useful information	4.02	0.59
4.	Coworkers' good nature and friendliness	4.10	0.54
5.	Coworkers being good team players	4.00	0.66
	Overall Mean	**4.04**	

Source: Survey data (2024)

The data in Table (4.7) indicates that employees at MKI generally agree that they receive support from their coworkers, as shown by the overall mean score of 4.04. The score of 3.99, which is the lowest yet still within the agree range, shows that employees recognize the importance of their coworkers in achieving their work goals. Meanwhile, the highest score of 4.1 reflects a strong agreement regarding the friendliness and good nature of their coworkers. Most of the employees of MKI have been working for more than six years in the company and this long tenure has fostered a tight-knit community akin to a family. This extended tenure has likely led to deep-rooted relationships and a strong sense of community among employees. Such a close-knit atmosphere not only enhances teamwork and collaboration but also contributes to a supportive work environment where employees feel valued and connected. This familial cultural within

MKI means a positive workplace that retains its talent and nurtures employee support to each other.

4.2 Analysis on the Effect of Cultural Intelligence on Job Burnout of the Employees at MKI

In this section, multiple regression model is applied to analyze the effect of cultural intelligence (CQ) on job burnout of employees of MKI. The result of the analysis is shown in Table (4.8).

Table (4.8) Effect of Cultural Intelligence on Job Burnout of the Employees at MKI

Independent Variable	Unstandardized Coefficients		Standardized Coefficients (Beta)	t	Sig.	Collinearity Statistics	
	B	SE				Tolerance	VIF
(Constant)	2.054	.536		3.811	.000		
Cognitive CQ	.387**	.161	.299	2.405	.018	.625	1.601
Metacognitive CQ	-.371**	.181	-.297	-2.032	.045	.450	2.220
Motivational CQ	-.124	.144	-.114	-0.857	.394	.548	1.824
Behavioral CQ	.191**	.094	.223	2.028	.046	.798	1.253
R	0.364						
R Square	.133						
Adjusted R Square	.094						
F Value	3.441***						
Durbin-Watson	2.401						

Source: Survey data (2024)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10 % level

Table (4.8) shows that with an adjusted R-squared value of 0.094, the model accounts for 9.4% of the variance in job burnout, as influenced by factors such as cognitive cultural intelligence, metacognitive cultural intelligence, motivational cultural intelligence, and behavioral intelligence. The model's validity is supported by the F value, which indicates a high level of significance at the 1% level.

The findings show, additionally, that metacognitive cultural intelligence has negative effect on job burnout which means that the more metacognitive cultural intelligence an employee has, they suffer less job burnout. At MKI, employees who handle well the complications of a multicultural environment tend to experience less job burnout. Metacognitive cultural intelligence allows MKI employees to understand and reflect on cultural differences effectively. Such proficiency not only enhances their work performance but also acts as a buffer against the stressors that cause burnout. Consequently, MKI's workforce benefits from a more satisfying and sustainable work experience, due to their ability to meet the cognitive challenges of a diverse workplace with confidence and competence.

According Table (4.8), cognitive cultural intelligence and behavioral cultural intelligence have positive effect on job burnout at 1% level. This means job burnout will be increased when the employees have more cognitive cultural intelligence and behavioral cultural intelligence. MKI employees with high cognitive and behavioral cultural intelligences have some challenges. They are aware of cultural subtleties and they become overwhelmed which leads to job burnout. MKI assigns employees who can communicate effectively with clients from different cultures to oversea projects that these employees, while knowing they need to adjust their cultural knowledge and behavior, become very stressed to change their behaviors culturally appropriate which is a tiring job. The employees need to continuously adapt and learn diverse environments which contribute to fatigue over time.

It can be concluded that among dimensions of cultural intelligence, except motivational cultural intelligence, metacognitive cultural intelligence, cognitive cultural intelligence, and behavioral cultural intelligence have effect on job burnout. The value of F test, the overall significance of the model is highly significant at 1% level. The Durbin-Watson value is greater than 2 (2.401). Therefore, it indicates that there is no autocorrelation in sample. VIF value of each variable is less than 10 which means that there is no multi-collinearity effect among independent variable. Regression analysis

49

results show that among the significant cultural intelligence dimensions, metacognitive cultural intelligence has inverse effect on job burnout and cognitive and behavioral cultural intelligence have positive effect on job burnout. It can be concluded that metacognitive, cognitive, and behavioral cultural intelligence can flatulate job burnout.

4.3 Analysis on Effect of Job Burnout on Work Engagement of the Employees at MKI

In this section, multiple regression model is applied to analyze the effect of job burnout on work engagement of employees of MKI. The result of the analysis is shown in Table (4.9).

Table (4.9) Effect of Job Burnout on Work Engagement of the Employees at MKI

Independent Variable	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	SE	(Beta)			Tolerance	VIF
(Constant)	4.306	.131		32.798	.000		
Job Burnout	-.282***	.058	-.450	-4.855	.000	1.000	1.000
R	.450						
R Square	.202						
Adjusted R Square	.194						
F Value	23.566***						
Durbin-Watson	1.951						

Source: Survey data (2024)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10 % level

The R square value of 0.202 in Table (4.9) indicates that approximately 20.2% of the variability in work engagement among MKI employees is explained by job burnout.

The model's significance, as indicated by the F value at the 1% level, confirms that the effect of job burnout on work engagement is statistically reliable.

The unstandardized coefficient (B) of -0.282 means job burnout has negative effect on work engagement and it is significant at the 1% level. This means that MKI employees will be less engaged in their work when they are burnt out at work.

The analysis in Table (4.9) presents that job burnout have significant and negative effect on work engagement. The R square value of 0.202 means job burnout can predict 20.2% of the variation in work engagement. This suggests that job burnout has the substantial influence on work engagement of MKI employees. The negative effect of job burnout on work engagement implies that reducing burnout is essential for fostering more engaged and dedicated workforce.

4.4 Analysis on the Moderating Effect of Coworker Support on the Relationship between Cultural Intelligence and Job Burnout of the Employees at MKI

In this section, multiple regression model is applied to analyze the moderating effect of coworker support on the relationship between cultural intelligence and job burnout of employees of MKI. The result of the analysis is shown in Table (4.10).

Table (4.10) Moderating Effect of Coworker Support on the Relationship between Cultural Intelligence and Job Burnout of the Employees at MKI

Independent Variable	Model 1				Model 2			
	Unstandardized Coefficients		Beta	Sig.	Unstandardized Coefficients		Beta	Sig.
	B	SE			B	SE		
(Constant)	3.447	.768		.000	1.627	6.284		.796
Cognitive CQ	.277*	.163	.214	.093	.938	2.331	.725	.688
Metacognitive CQ	-.273	.182	-.219	.137	1.642	1.771	1.316	.356
Motivational CQ	-.106	.140	-.098	.451	-2.158*	1.200	-1.984	.076

Behavioral CQ	.125	.095	.146	.194	.194	.940	.227	.837
Coworker Support	-.298**	.120	-.260	.015	.152	1.488	.132	.919
Cognitive CQ * Coworker Support					-.169	.579	-.652	.771
Metacognitive CQ * Coworker Support					-.460	.430	-2.234	.288
Motivational CQ * Coworker Support					.508*	.295	2.584	.088
Behavioral CQ * Coworker Support					-.027	.227	-.136	.905
R	.435				.475			
R Square	.189				.225			
Adjusted R Square	.143				.143			
F Value	4.144***				2.749***			

Source: Survey data (2024)

*** Significant at 1% level, ** Significant at 5% level, * Significant at 10 % level

Table (4.10) shows that the model explains 14.3% of the variance in job burnout, as indicated by the adjusted R square value of 0.143. Cultural intelligence is the predictor, and coworker support serves as a moderating factor. The model is valid because overall significance of the model, F value, is highly significant at 1% level.

The analysis indicates that unstandardized coefficient (B) of motivational cultural intelligence is -2.158. This means that motivational cultural intelligence has negative effect on job burnout. The findings means that MKI employees with higher motivational cultural intelligence will have less job burnout. The statistical significance at the 10% level indicates that the relationship between motivational cultural intelligence and job burnout is reliable.

The analysis shows the partial moderating effect of coworker support on the relationship between dimensions of cultural intelligence and job burnout. Standard coefficient (Beta) values provide additional insights into specific effect. The largest Beta

value, which is 2.584, corresponds on both motivational cultural intelligence and coworker support. This indicates that motivational cultural intelligence and coworker support are significant to job burnout.

The findings indicates that motivational cultural intelligence plays a key role in reducing job burnout, and coworker support further reinforces this negative relationship. When motivational cultural intelligence is reinforced with coworker support, this combination appears to have a cumulative effective, highlighting their interdependence in contributing to reduced job burnout. In other words, motivational cultural intelligence and coworker support have partial effect on job burnout. This means that while coworker support is substantial in this relationship, there may be other factors influencing job burnout.

This relationship suggests that MKI employees' motivational cultural intelligence to adapt and function effectively across different cultural environments becomes more effective when they receive support from their colleagues. It implies that while coworker support substantially curtails the adverse effects of inadequate cultural intelligence on job burnout, it is not the sole determinant. There exist other latent factors that may contribute to an employee's experience of burnout. These results are also significant at the 1% level. The biggest value of standard coefficient (Beta) of motivational cultural intelligence and coworker support is (2.584). Therefore, it can be inferred that motivational cultural intelligence and coworker support can reduce job burnout effectively.

CHAPTER 5
CONCLUSION

This chapter is structured into three main parts, each addressing different aspects of the research findings. Firstly, it summarizes the descriptive and regression analyses results. Secondly, it offers suggestions and recommendations for the MKI organization to reduce job burnout and work engagement. Lastly, it outlines areas for future research to address any limitations and expand on the current study's findings.

The chapter delves into the examination of cultural intelligence, job burnout, and work engagement among MKI employees, offering insights and actionable recommendations based on the analysis. Additionally, it highlights the importance of further research to bridge any gaps in understanding and explore new avenues for improving employee outcomes within the organization.

5.1   Findings and Discussions

This study's purpose is to analyze the effect of cultural intelligence on job burnout, to analyze the effect of job burnout on work engagement, and to analyze the effect of coworker support on the relationship between cultural intelligence and job burnout of MKI employees. The data were collected from all 95 employees by using structured questionnaire. The predominant age range among the survey participants falls within the early to mid-adulthood bracket. A significant portion of the respondents are women, making up more than half of the total. The most common level of education completed by the respondents is a graduate degree. The majority hold positions at the junior staff level within the organization. Additionally, the most represented tenure category consists of employees who have been part of the company for a substantial number of years, surpassing other tenure groups.

Most of the employees have positive perception on all domains of cultural intelligence. Among those domains, metacognitive cultural intelligence has the highest overall mean score. Motivational cultural intelligence has the second highest overall mean score, and is followed by cognitive cultural intelligence and behavioral cultural intelligence.

The fact that metacognitive cultural intelligence has the highest overall mean score shows that MKI employees are particularly adept at being aware of and understanding cultural differences in reflective and conscious manner. They are not only cognizant of cultural differences but also actively contemplate and adapt their cognitive processes in response to these differences. This heightened awareness and deliberate adaptation of cognitive strategies in multicultural contexts underscore their proficiency in cross-cultural communication and problem-solving. Such metacognitive agility enables them to not only anticipate but also appreciate diverse perspectives, fostering a more inclusive and considerate approach to decision-making. This skill set is invaluable in today's globalized business environment, where understanding and leveraging cultural diversity can lead to more innovative solutions and a stronger competitive edge.

Motivational cultural intelligence ranking second highest in the overall mean score indicates that employees are also motivated to learn about and engage with different cultures, which is essential for adapting and functioning effectively in multicultural settings. It can be inferred from this finding that the employees are willing to change their adaptation and knowledge in interactions with different or new cultures. The high ranking of motivational cultural intelligence among the employees suggests that they possess a strong intrinsic motivation to understand, learn from, and engage with diverse cultures. This is indicative of a workforce that values cultural diversity and is proactive in adapting their behavior and knowledge to interact effectively in various cultural contexts. It speaks to the employees' commitment to personal and professional growth through cross-cultural experiences and their resilience in overcoming cultural challenges. Essentially, it portrays the employees as culturally agile individuals who are not only open to but also enthusiastic about embracing and benefiting from the richness of global diversity.

One of the lowest mean score dimensions was cognitive cultural intelligence. The lower mean score in cognitive cultural intelligence among the employees means that while they may have a foundational understanding of cultural norms, practices, and conventions, there is room for improvement in this area. It indicates that employees might benefit from further development in this dimension to enhance their ability to navigate the complexities of different cultural contexts more effectively. Strengthening cognitive cultural intelligence is essential for executing tasks with cultural competence in a globalized work environment, and it appears to be an area where the company should focus additional training and resources.

The fact that behavioral cultural intelligence ranks similarly to cognitive cultural intelligence among the employees indicates that while they have a foundational understanding of cultural norms and practices, translating this knowledge into action is an area with room for growth. It suggests that employees may understand what is culturally appropriate but might not always be adept at adjusting their behavior accordingly. This is a critical skill in multicultural settings, as it directly affects the ability to build rapport and trust. Enhancing this aspect of cultural intelligence can lead to more effective and harmonious interactions in a global business environment. Therefore, it highlights the need for Myanmar Koei International Ltd., to provide further training and development opportunities that focus on the practical application of cultural knowledge in everyday behaviors such as communication skills workshops, behavioral feedback scheme on employees' cross-cultural interactions, focusing on both strength and areas for improvement.

In general, the survey indicates that while the company's employees know they can change and adapt to the different cultures and they are willing to learn and adapt but they do not have enough knowledge about other cultures and they are not sure whether their verbal and nonverbal behaviors are culturally adaptive.

Next, the employees disagree that they are suffering from job burnout from their work because overall mean score of job burnout is at disagree level. It suggests that the employees generally do not experience the chronic workplace stress characterized by job burnout. This could be reflective of a supportive work environment, effective stress management practices, or both. It is also indicative of the company culture that prioritizes employee well-being, which can contribute to higher job satisfaction and productivity. Maintaining such an environment is crucial for the long-term success of MKI or any organization, as it can lead to reduced turnover rates and a more engaged workforce. The management should continue to monitor these perceptions and maintain or even improve upon the practices that have led to this favorable outcome.

Overall mean score at agree level for work engagement indicates that the employees are positive that they are engaged in their work. MKI employees exhibit a robust sense of well-being and resilience in their professional roles. They possess the stamina to sustain prolonged periods of work without succumbing to fatigue. Even when confronted with challenges, they maintain a steadfast commitment to their tasks. The passion for their work is palpable, and despite occasional difficulties, it is a source of

excitement and fulfillment. They carry a sense of purpose and significance within their roles, feeling integral to the organization's mission. Their ability to focus intensely and become deeply engrossed in their work further reflects their dedication and alignment with their job's demands and rewards. To maintain this level of work engagement, the company should allow employees to have flexible work arrangements that accommodate their personal lives and work styles, prioritize employee well-being with programs that promote physical, mental, and emotional health, encourage open and honest feedback, allowing employees to feel heard and valued, provide clear career paths and opportunities for professional development, and encourage participation and socialization.

Employee perception on coworker support at MKI is at the agree level and this means that the employees perceive that they receive support from their coworkers. Majority of the employees have been working at the company for long time with more than six-year tenures that the employees have become close like a family member. They support each other through reciprocal support and this level of reciprocal support among coworkers is indicative of a collaborative culture that can contribute significantly to employee satisfaction and retention, as well as overall organizational resilience and effectiveness.

The regression analysis reveals that metacognitive cultural intelligence has negative effect on job burnout and cognitive and behavioral cultural intelligence have positive effects on job burnout. The negative effect of metacognitive cultural intelligence on job burnout means that employees who are more adept at understanding and reflecting on cultural interactions are less likely to experience burnout. This could be due to the fact that such employees are better equipped to handle the nuances of multicultural environments, leading to increased job satisfaction and reduced stress.

Conversely, the positive effects of cognitive and behavioral cultural intelligence with job burnout indicates that knowledge of cultural norms and the ability to behave accordingly are important, but they may not be sufficient on their own to prevent burnout. It is possible that the effort to constantly adapt one's behavior to fit various cultural contexts could contribute to stress, especially if not supported by a deeper understanding and reflection on cultural dynamics.

Overall, these findings underscore the importance of a well-rounded approach to cultural intelligence, where metacognitive aspects are emphasized to mitigate the risk of

job burnout among the employees. It highlights the need for continuous learning and development in cultural intelligence, not just as a professional competency but also as a protective factor against workplace stress.

The effect of job burnout on work engagement is a crucial concern in organizational behavior studies, with implications for both employee well-being and organizational productivity. According to regression results, the negative effect of job burnout on work engagement suggests that as burnout symptoms increase, employees' capacity for engagement diminishes, posing a significant challenge for both employees and the company. MKI must address factors contributing to burnout to foster a highly engaged workforce, potentially by reevaluating workloads, providing autonomy, offering rewards, and creating supportive environments. Additionally, promoting work-life balance and professional development opportunities can sustain employee engagement. Ultimately, proactive strategies to combat burnout are essential for preserving and enhancing work engagement, thus ensuring a more vibrant, productive, and resilient workforce and underscoring the interconnectedness of employee well-being and organizational success.

According to multiple regression analysis, motivational cultural intelligence has negative effect on job burnout and coworker support further reinforce this negative relationship. Motivational cultural intelligence and coworker support have partial moderating effect on job burnout. This means that MKI employees are motivated to gather more knowledge about other cultures and they are happy learning that they suffer less job burnout. The employees suffer less job burnout when they receive support from their coworker. Employees with higher levels of this intelligence are less likely to experience burnout, possibly because their intrinsic motivation and interest in engaging with different cultures help them find their work more fulfilling and less stressful. Additionally, the presence of coworker support amplifies this effect, indicating that a supportive work environment can further reduce the likelihood of burnout. However, since the effect is described as partial, it implies that while motivational cultural intelligence and coworker support are significant, they are not the only factors influencing job burnout. Other elements, possibly including work conditions, personal stressors, or organizational culture, may also play a role in employee burnout at MKI.

5.2   Suggestions and Recommendations

The objectives of this study are to analyze the effect of cultural intelligence on job burnout, to analyze the effect of job burnout on work engagement, and to analyze the effect of coworker support on the relationship between cultural intelligence and job burnout among the employees of MKI. The study found the significant effect of metacognitive cultural intelligence on job burnout. The study also found the significant effect of job burnout on work engagement.

To tackle the challenges identified through multiple regression analysis, several strategies can be implemented to alleviate job burnout and bolster work engagement.

With higher metacognitive cultural intelligence being linked to increased job burnout, MKI could implement training programs focused on developing efficient cognitive strategies for managing cross-cultural interactions. This could involve exercises in cognitive restructuring, helping employees identify and modify stress-inducing thought patterns related to cultural differences. The company already has training workshops, and exchange programs to foster cognitive cultural intelligence of its employees. To further enhance cognitive cultural intelligence, the management should provide more knowledge resources such as case studies, books, and carefully curated trainings where employees can gather extensive knowledge about other cultures.

Recognizing the crucial link between reduced job burnout and enhanced work engagement, the company should consider implementing or enhancing work-life balance policies. Measures such as offering flexible working hours, remote work options, and ensuring manageable workloads can help alleviate burnout. Encouraging regular breaks and vacations can also allow employees to recharge and return to work with renewed enthusiasm. The company should try to incorporate more informative and reflective workshops and resources in their already existing cultural intelligence enhancement schemes to further benefit from its employees' cultural intelligence.

Despite their positive effect on job burnout, motivational cultural intelligence and coworker support remain essential for a thriving workplace. MKI can establish a more structured support system to prevent over-reliance on individual employees. This may entail implementing a rotation system for cultural mentors or support contacts, ensuring that the responsibility is evenly distributed and manageable.

To foster greater work engagement, the company could introduce recognition programs that celebrate employees' efforts in cultural intelligence and support. This acknowledgment can validate their contributions and instill a sense of achievement. Additionally, offering clear paths for career progression and professional development opportunities can motivate employees to engage more deeply with their work.

By adopting these recommendations, MKI can cultivate a supportive environment that values cultural intelligence and coworker support while proactively addressing job burnout and promoting work engagement. These measures will not only benefit employee well-being but also contribute to MKI's overall success and standing within the engineering consultancy industry.

5.3   Needs for Further Research

This section explains the requirements for further studies and the current study's limitations. The current study provides a foundational understanding of job burnout factors, but it is not without limitations. The study did not account for the potential influence of personality traits or individual coping strategies, which could significantly affect the experience of burnout. For further research, it would be beneficial to explore additional factors that could influence job burnout, such as personality, individual coping mechanisms, and organizational policies. Future studies could also employ a more diverse set of measurement tools that differentiate between burnout and other psychological conditions like depression. Moreover, the sample size and demographic makeup may also limit the generalizability of the findings to other populations or cultural contexts. Investigating the impact of various cultural environments within multinational companies like MKI could provide a more comprehensive understanding of how different cultural practices affect employee well-being. This would allow for the development of more targeted interventions to reduce job burnout and enhance work engagement across diverse cultural settings.

Subsequent research should broaden its scope to encompass a variety of organizational settings, such as commercial enterprises, industrial sectors, and manufacturing units. Beyond the crucial metric of job satisfaction, forthcoming studies ought to evaluate factors like employee longevity, allegiance, dedication, and the comprehensive efficacy of the organization.

These further studies can provide a holistic view of workplace dynamics, enable the creation of sector-specific strategies, enhance employee well-being, and bolster organizational health. Such researches are pivotal for developing adaptive, resilient organizations poised for long-term success through improved employee engagement, retention, commitment, and overall performance.

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APPENDIX A

SURVEY QUESTIONNAIRE

Appendix A: Survey Questionnaire Form 20224 for MKI Employees

Dear Respondent,

I am a student from the Yangon University of Economics, Department of Management Studies, Master of Business Administration Program.

Your participation in this survey is very important to us as it will help identify the effect of cultural intelligence on job burnout and work engagement. The survey should take approximately 15 minutes to complete, and your responses will be kept strictly confidential and used only for the purpose of this study.

Please feel free to contact me at my mobile phone number if you have any questions or require further information.

Thank you very much for considering this request. I look forward to your participation.

Sincerely,

Su Mon

EMBA II – 46

Mobile Number +959 5090600

Section A: General Information

1. Age

   ☐ 25-30   ☐ 31-40   ☐ 41-45   ☐ >45

2. Gender

   ☐ Male   ☐ Female

3. Marital Status

   ☐ Single   ☐ Married   ☐ Other

4. Education Level

   ☐ Undergraduate   ☐ Graduate   ☐ Postgraduate

5. Job Position

   ☐ Junior Staff   ☐ Assistant Manager   ☐ Manager   ☐ Assistant General Manager or higher

6. Job tenure in MKI

   ☐ 0-2 years   ☐ 3-5 years   ☐ >6 years

SECTION B: CULTURAL INTELLIGENCE

Please tick the appropriate rating box to indicate how agreeable you are with the following statements.

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

1. Cognitive CQ

No.	Description	1	2	3	4	5
1.	I know the legal and economic systems of other cultures.					
2.	I know the rules (e.g., vocabulary, grammar) of other languages.					
3.	I know the cultural values and religious beliefs of other cultures.					
4.	I know the marriage systems of other cultures.					
5.	I know the arts and crafts of other cultures.					
6.	I know the rules of expressing nonverbal behaviors in other cultures.					

2. Metacognitive CQ

No.	Description	1	2	3	4	5
1.	I am conscious of the cultural knowledge I use when interacting with people with different cultural backgrounds.					
2.	I adjust my cultural knowledge as I interact with people from a culture that is unfamiliar to me.					
3.	I am conscious of the cultural knowledge I apply to cross-cultural interactions.					
4.	I check the accuracy of my cultural knowledge as I interact with people from different cultures.					

3. Motivational CQ

No.	Description	1	2	3	4	5
1.	I enjoy interacting with people from different cultures.					
2.	I am confident that I can socialize with locals in a culture that is unfamiliar to me.					
3.	I am sure that I can deal with the stresses of adjusting to a culture that is new to me.					
4.	I enjoy living in cultures that are unfamiliar to me.					
5.	I am confident that I can get accustomed to the shopping conditions in a different culture.					

4. Behavioral CQ

No.	Description	1	2	3	4	5
1.	I change may verbal behavior when a cross-cultural interaction requires it.					
2.	I use pause and silent differently to suit different cross-cultural situations.					
3.	I vary the rate of my speaking when a cross-cultural situation requires it.					
4.	I change my nonverbal behavior when a cross-cultural situation requires it.					
5.	I alter my facial expressions when a cross-cultural situation requires it.					

SECTION C: JOB BURNOUT

Please tick the appropriate rating box to indicate how agreeable you are with the following statements.

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

No.	Description	1	2	3	4	5
1.	I feel tired all the time.					
2.	I am disappointed with people in my work.					
3.	I feel hopeless with my job.					
4.	I feel trapped in my job.					
5.	I feel helpless at work.					
6.	I feel depressed at work.					
7.	I feel sick to go to work.					
8.	I feel like a failure.					
9.	I am having difficulty sleeping.					
10.	I feel like giving up.					

SECTION D: WORK ENGAGEMENT

Please tick the appropriate rating box to indicate how agreeable you are with the following statements.

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

No.	Description	1	2	3	4	5
1.	I feel good and strong at work.					
2.	I can work for a long time without feeling tired.					
3.	I am strong in my mind when I work.					

No.	Description					
4.	Even when things are not good, I keep going at work.					
5.	I like the work I do.					
6.	My job is not easy, but I like it.					
7.	My job makes me feel excited.					
8.	I think my work is important and has a purpose.					
9.	I really focus on my work.					
10.	When I work, I forget about everything else around me.					

SECTION E: COWORKER SUPPORT

Please tick the appropriate rating box to indicate how agreeable you are with the following statements.

1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree 5 = Strongly Agree

No.	Description	1	2	3	4	5
1.	My coworkers are very willing to provide when needed.					
2.	My coworkers play a vital role in helping me achieve my work goals.					
3.	They are cooperative and provide useful information.					
4.	My coworkers are good-natured and friendly.					
5.	My coworkers are good team players.					

Thank you for your participation.

APPENDIX B

REGRESSION ANALYSIS

1. Effect of Cultural Intelligence on Job Burnout of the Employees of MKI

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.364[a]	.133	.094	.52220	.133	3.441	4	90	.012	2.401

a. Predictors: (Constant), BCQM, MCQM, CCQM, MtCQM

b. Dependent Variable: JBM

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.754	4	.938	3.441	.012[b]
	Residual	24.542	90	.273		
	Total	28.296	94			

a. Dependent Variable: JBM

b. Predictors: (Constant), BCQM, MCQM, CCQM, MtCQM

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.054	.539		3.811	.000
	CCQM	.387	.161	.299	2.405	.018
	MCQM	-.371	.182	-.297	-2.032	.045
	MtCQM	-.124	.144	-.114	-.857	.394
	BCQM	.191	.094	.223	2.028	.046

a. Dependent Variable: JBM

2. Effect of Job Burnout on Work Engagement of the Employees of MKI

Model Summary[b]

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics | | | | | | Durbin-Watson |
					R Square Change	F Change	df1	df2	Sig. F Change		
1	.450[a]	.202	.194	.30893	.202	23.566	1	93	.000		1.951

a. Predictors: (Constant), JBM

b. Dependent Variable: WEM

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.249	1	2.249	23.566	.000[b]
	Residual	8.876	93	.095		
	Total	11.125	94			

a. Dependent Variable: WEM

b. Predictors: (Constant), JBM

Coefficients[a]

| Unstandardized Coefficients | | Standardized Coefficients | | |
B	Std. Error	Beta	t	Sig.
4.306	.131		32.798	.000
-.282	.058	-.450	-4.855	.000

a. Dependent Variable: WEM

3.   Moderating Effect of Coworker Support on the Relationship between Cultural Intelligence and Job Burnout of the Employees of MKI

Model Summaryc

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.435a	.189	.143	.50784	.189	4.144	5	89	.002	
2	.475b	.225	.143	.50778	.037	1.005	4	85	.410	2.274

a. Predictors: (Constant), CSM, MtCQM, CCQM, BCQM, MCQM

b. Predictors: (Constant), CSM, MtCQM, CCQM, BCQM, MCQM, BCQMxCSM, MtCQMxCSM, MCQMxCSM, CCQMxCSM

c. Dependent Variable: JBM

ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.343	5	1.069	4.144	.002b
	Residual	22.953	89	.258		
	Total	28.296	94			
2	Regression	6.379	9	.709	2.749	.007c
	Residual	21.917	85	.258		
	Total	28.296	94			

a. Dependent Variable: JBM

b. Predictors: (Constant), CSM, MtCQM, CCQM, BCQM, MCQM

c. Predictors: (Constant), CSM, MtCQM, CCQM, BCQM, MCQM, BCQMxCSM, MtCQMxCSM, MCQMxCSM, CCQMxCSM

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.447	.768		4.490	.000
	CCQM	.277	.163	.214	1.701	.093
	MCQM	-.273	.182	-.219	-1.501	.137
	MtCQM	-.106	.140	-.098	-.757	.451
	BCQM	.125	.095	.146	1.308	.194
	CSM	-.298	.120	-.260	-2.482	.015
2	(Constant)	1.627	6.284		.259	.796
	CCQM	.938	2.331	.725	.402	.688
	MCQM	1.642	1.771	1.316	.927	.356
	MtCQM	-2.158	1.200	-1.984	-1.798	.076
	BCQM	.194	.940	.227	.206	.837
	CSM	.152	1.488	.132	.102	.919
	CCQMxCSM	-.169	.579	-.652	-.292	.771
	MCQMxCSM	-.460	.430	-2.234	-1.070	.288
	MtCQMxCSM	.508	.295	2.584	1.725	.088
	BCQMxCSM	-.027	.227	-.136	-.120	.905

a. Dependent Variable: JBM