

**UNDERSTANDING CULTURAL INTELLIGENCE
IN CROSS-CULTURAL WORK PRACTICES:
A QUALITATIVE CASE STUDY OF EMPLOYEES'
EXPERIENCES ACROSS INTERACTION CONTEXTS AT
COMPANY X, A MULTINATIONAL ENGINEERING DESIGN
AND RESEARCH CENTRE IN INDONESIA**

THESIS



RORO LONITA LORENSA

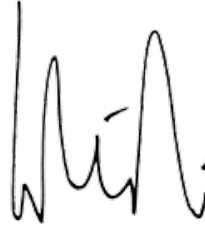
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2026**

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This thesis is my own work, and all sources, whether quoted or referred to, have been properly acknowledged.

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Has been successfully defended before the Board of Examiners and accepted as part of the requirements necessary to proceed to the next stage of thesis preparation in the Master of Management Study program, Universitas Bakrie.

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Jakarta, September 4, 2026

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IN CROSS-CULTURAL WORK PRACTICES: A QUALITATIVE CASE
STUDY OF EMPLOYEES' EXPERIENCES ACROSS INTERACTION
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DESIGN AND RESEARCH CENTRE IN INDONESIA**

RORO LONITA LORENSA

ABSTRACT

This study aims to examine how Cultural Intelligence (CQ) is implemented in cross-cultural work practices within Company X, a multinational engineering design and research centre in Indonesia. The study focuses on employees' experiences when interacting with colleagues and stakeholders from different cultural and organizational contexts, particularly India Headquarters, CX-KSA, and ASEAN operations, particularly Malaysia and Thailand. A qualitative comparative case study approach with a deductive orientation was employed, using the Four-Dimensional Cultural Intelligence Model as the analytical framework. Data were collected through in-depth semi-structured interviews, observation, and document review involving nine employees selected through purposive sampling. The data were analysed using deductive thematic analysis and compared across different interaction contexts.

The findings show that all four dimensions of Cultural Intelligence are reflected in employees' everyday work practices. Metacognitive CQ is demonstrated through preparation, reflection, assumption checking, and contextual adjustment. Cognitive CQ is reflected in employees' knowledge of working styles, organizational processes, hierarchy, technical standards, regulations, and stakeholder expectations. Motivational CQ appears through willingness to engage, learning orientation, confidence, persistence, and professional responsibility. Behavioural CQ is demonstrated through adjustments in communication style, level of formality, feedback, documentation, meeting practices, and virtual coordination. The findings also indicate that CQ implementation varies according to professional role, experience, organizational tenure, international exposure, and interaction context. Overall, CQ operates as a professionally enacted and context-dependent capability that supports effective cross-cultural collaboration while allowing employees to maintain technical and professional requirements. The findings also highlight the role of International Human Resource Management in supporting CQ development through role-based training, cross-cultural onboarding, mentoring, leadership development, virtual collaboration practices, and international exposure.

Keywords: Cultural Intelligence, cross-cultural work practices, multinational engineering organization, cross-cultural collaboration, International Human Resource Management, qualitative case study

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