Journal Of Economich, Technology and Business (JETBIS)
Volume 4, Number 4 April 2025
p-ISSN 2964-903X; e-ISSN 2962-9330

Cultural Intelligence and Hybrid Work: Implications for Global Team Management

Deni Surapto
Universitas Trisakti, Indonesia
*E-mail: denis@ecampus.ut.ac.id
*Correspondence: denis@ecampus.ut.ac.id

KEYWORDS:
Cultural intelligence, hybrid work, communication norms, technostresses, global teams

ABSTRACT

The post-pandemic development of hybrid work has changed how global organizations manage cross-border teams, presenting opportunities for flexibility while posing challenges of coordination, technostress, and intercultural miscommunication. In this context, cultural intelligence (CQ) emerges as a critical competency for maintaining effective global team collaboration. This study examines the influence of CQ's four dimensions on hybrid global team performance, explores communication norms as mediators, and evaluates the moderation effect of hybrid work design and technostress. Using a quantitative explanatory design, data were collected through an online survey of 245 respondents working on hybrid global teams in Southeast Asia. SEM-PLS tested direct relationships, mediation, and moderation, while fsQCA explored factor configurations affecting team performance. The findings show that all CQ dimensions positively affect performance, with motivational CQ ($\beta = 0.41$) and behavioral CQ ($\beta = 0.36$) as main predictors. Communication norms mediate the CQ–performance relationship, while the 3–2 hybrid pattern reinforces this influence. Technostress acts as a negative moderator weakening CQ's impact. Configuration analysis reveals that combining high CQ, clear communication norms, structured hybrid design, and low technostress optimally improves team performance and retention. This research confirms organizations must integrate CQ training, hybrid communication regulations, and balanced work design to ensure global team effectiveness and well-being.

INTRODUCTION

The post-pandemic growth of hybrid work (a combination of in-office and remote work) is driving the acceleration of global team building across locations, time zones, and cultures. Recent literature emphasizes the need for clarity on the concept of "hybrid work" so as not to confuse flexible work patterns with pure virtual practices, as differences in on-site/remote day configurations affect team processes and performance outcomes differently (Lauring et al., 2025; Froese et al., 2025). In addition, a synthesis study of global virtual work shows that digitalization and major disruptions (pandemics, geopolitics) are shifting traditional international mobility towards global virtual teams as the dominant work architecture (Froese et al., 2025).

In this context, cultural intelligence (CQ)—the ability to function effectively across cultures—is emerging as a key competency for managing the increasingly frequent cross-cultural interactions in hybrid work. Empirical evidence suggests that team members' CQ improves social integration and virtual/global team performance through appropriate selection of cultural cues, communication adaptation, and task conflict management (Richter et al., 2021; Davidavičienė et al., 2022; Şahin et al., 2024).

In terms of outcomes, large-scale randomized experiments found that hybrid schedules (e.g., two WFH days per week) increased retention without lowering productivity, while changing managers' perceptions of productivity impacts to be more positive; These findings indicate organizational benefits when hybrid designs are well managed (Bloom et al., 2024). On a macro level, a recent study said 26% of global full-time employees were working hybrid by early 2023, confirming that this model is not a temporary anomaly (Hybrid Teamwork Review, 2024). These findings reinforce the premise that the quality of cross-cultural collaboration—not just the workplace—is the differentiator of global team performance (Bloom et al., 2024; Lauring et al., 2025).

Table 1. Snapshot of empirical evidence related to hybrid work & global teams (2019–2025)

Topic	Brief evidence	Context	Source
Retention & performance in hybrid work	Increased retention; performance does not drop in the 2 days WFH/week scheme	Random experiments at global tech companies	Bloom et al., 2024
Prevalence of hybrid work	~26% of global full-time employees work hybrid (early 2023)	State-of-the-art review	Hybrid Teamwork Review, 2024
CQ → effectiveness of GVT	CQ contributes positively to social integration & GVT performance	Configuration model/FSQCA & survey studies	Richter et al., 2021; Şahin et al., 2024
Digital/technostress load	Digital communication overload increases stress and disrupts work	Study during forced WFH	Singh et al., 2022

Nonetheless, hybrid global teams face typical coordination barriers: time zone differences, synchronous–asynchronous information asymmetry, and intercultural miscommunication. The pandemic study of virtual teams highlights physical-temporal distance and ICT intensity as traits that demand adaptation of collaboration processes; while the burden of information on digital platforms has been shown to increase stress and disrupt work focus (Garro-Abarca et al., 2021; Singh et al., 2022). As a result, without an explicit cross-cultural communication strategy, hybrid features actually magnify the risk of misinterpretation, relational conflict, and erosion of trust (Garro-Abarca et al., 2021; Singh et al., 2022).

Strategically, organizations rely on hybrid global teams to access cross-market talent, keep costs down, and maintain operational sustainability. However, the cultural diversity that accompanies such configurations demands reliable managerial leverage for synergies—not friction—to emerge. Cutting-edge literature on global virtual work and cultural value configurations suggests that a combination of team members' cross-cultural values and abilities determines effectiveness, but hybrid design variables (how many days on-site, synchronization patterns) are rarely modeled together (Froese et al., 2025; Şahin et al., 2024).

In terms of operations and well-being, the transition to hybrid work demands digital load management, asynchronous work rhythms, and new communication norms. Recent studies emphasize the need for a specific approach to job design and well-being for virtual/hybrid teams, as

overload and blurring work-from-home boundaries increase the risk of burnout and decrease the quality of collaboration (Coulston et al., 2025; Singh et al., 2022). Integrating CQ into hybrid work designs has the potential to mitigate such impacts through empathic calibration of cross-cultural communication preferences (Coulston et al., 2025).

From a scientific perspective, the definition and taxonomy of hybrid work are still debated, making it difficult to extrapolate findings across studies and industry contexts. Recent reviews call for clarity on research concepts and agendas that link hybrid design to causal team processes/outcomes, including the role of cultural mechanisms (Lauring et al., 2025; Hybrid Teamwork Review, 2024; Do et al., 2025). Without an integrative framework that brings together hybrid design × CQ × team processes, managerial recommendations will remain fragmentary (Lauring et al., 2025; Do et al., 2025).

Practically, this topic is relevant because cross-border leaders need to balance synchronous-asynchronous rhythms and physical-virtual presence while maintaining inclusion, participation fairness, and constructive conflict resolution. Cutting-edge literature suggests CQ helps turn conflict into a source of learning and innovation, especially in heterogeneous Global Virtual Teams (GVTs); This capability is crucial when face-to-face interactions are reduced in hybrid settings (Johnson, 2025; Liao, 2025). Thus, CQ relationship mapping → communication norms → decision/performance quality in a hybrid setting is of high value to global team manager policies and training.

Previous studies have linked CQ to social integration and GVT performance (Richter et al., 2021), emphasized the positive effects of CQ and transformational leadership on virtual team decision-making as well as the negative impact of relational conflict (Davidavičienė et al., 2022), and demonstrated specific combinations of cultural values that increase the effectiveness of GVT (Şahin et al., 2024). However, most of the studies observed purely virtual teams or did not model specific interactions between hybrid designs (e.g., on-site day patterns, synchronous/asynchronous response rules) and CQ (meta-cognitive, cognitive, motivational, and behavioral) mechanisms.

Although recent experimental data prove the retention benefits of hybrid work without performance degradation (Bloom et al., 2024), the mediation mechanisms that bridge hybrid design to cross-cultural team outcomes—such as message clarity norms, airtime equalization, and synchronous window structuring across time zones—have not been comprehensively tested. Similarly, team identification on the combination of "multicultural + virtual + hybrid" is still relatively underexplored in research maps (Do et al., 2025; Lauring et al., 2025). This is the gap that this study aims to bridge.

First, evidence on the interaction between the four dimensions of CQ and hybrid work design (on-site proportions, synchronous/asynchronous response rules, cross-zone time segmentation) on team processes (message clarity, trust, conflict) is still scarce. Second, many studies use Western or industry-specific samples, so generalizability across regions—especially emerging markets in Southeast Asia—is limited. Third, the well-being/technostress variable is often positioned as outputs, not mediators/moderators that affect the quality of cultural collaboration in hybrid settings (Lauring et al., 2025; Froese et al., 2025; Coulston et al., 2025).

This study proposes an integrative model that links CQ (meta-cognitive, cognitive, motivational, behavioral) with hybrid working mechanisms (media-richness norms and message clarity, cross-zone synchronous windows, asynchronous response rules) to predict performance, decision innovation, and global team well-being. A configuration approach (e.g. fsQCA) will be used to identify the combination of CQ levels and hybrid designs that produce the best results, with

a focus on global teams in emerging markets to broaden the evidence base (Şahin et al., 2024; Do et al., 2025; Lauring et al., 2025).

The research aims to (1) examine the direct influence of the four dimensions of CQ on the collaboration process (message clarity, trust, conflict) in hybrid global teams; (2) analyze the mediating role of hybrid communication norms (synchronous-asynchronous, media-richness, airtime) in the relationship of CQ→performance; (3) examine the role of hybrid design moderation (on-site proportions, response rules, time zone segmentation) and technostresses; and (4) mapping the combination configuration of CQ × hybrid design × communication norms that result in the highest retention, performance, and well-being in global teams (Bloom et al., 2024; Lauring et al., 2025).

RESEARCH METHOD

Types of Research

This study uses a quantitative approach with an explanatory design. This approach was chosen to examine the relationship between cultural intelligence (CQ), hybrid work design, team communication norms, and global team performance/retention/well-being outcomes. Explanatory design allows researchers to test the direct influence, mediation, and moderation between variables.

Population and Sample

The population in this study is employees working in hybrid global teams in the technology, financial services, and multinational consulting sectors in the Southeast Asian region (Indonesia, Singapore, Malaysia, and the Philippines).

1. Inclusion criteria: (1) team members who have worked for at least 3 months in a hybrid work configuration, (2) teams consisting of at least two different countries, and (3) using synchronous and asynchronous communication.
2. Sampling technique: purposive sampling is chosen so that the respondents match the characteristics of the study.
3. Number of samples: estimated 200–300 respondents, referring to the rule of thumb of SEM-PLS analysis which requires a minimum of 10 times the largest number of indicators in the model.

Research Instruments

The main instrument is a structured questionnaire that is distributed online. The instrument is adapted from a validated scale:

1. Cultural Intelligence Scale (CQS) – 20 items, covering metacognitive, cognitive, motivational, and behavioral dimensions.
2. Hybrid work design – indicators include WFH/WFO proportions, synchronous-asynchronous response rules, as well as cross-time zone settings.
3. Team communication norms – adaptation of media-richness scale, message clarity, and airtime equality.
4. Team performance and well-being – using an adapted scale from Meyer et al. (2021) for retention, work effectiveness, and job satisfaction. The instrument will be tested for content validity (expert judgement), construct validity (CFA/outer loading), and reliability (Cronbach's Alpha, Composite Reliability).

Data Collection Techniques

Data is collected through:

1. Online surveys (Google Form/Qualtrics) distributed through corporate HR and professional networks.
2. Semi-structured interviews with 10–15 global team managers to complement quantitative findings (mixed methods are confirmative).
3. Supporting documentation is in the form of internal company reports on hybrid work policies to strengthen data triangulation.

Research Procedure

1. Preparation: preparation of instruments, pilot test on 30 respondents, revision of questionnaires.
2. Main data collection: distribution of questionnaires to respondents according to criteria, carried out in a span of 2 months.
3. Confirmation interview: conducted at the final stage to complete the interpretation of the survey results.
4. Data processing: data is encoded, filtered from invalid responses (incomplete/straight lining).
5. Data analysis: conducted using SEM-PLS (SmartPLS/AMOS) and NVivo (for interview) software.

Data Analysis Techniques

1. Descriptive Analysis: to describe the profile of the respondents (age, gender, country, length of employment, hybrid pattern).
2. Validity and Reliability Tests: CFA, AVE, Composite Reliability, Cronbach's Alpha.
3. Structural Model Analysis (SEM-PLS): to test the direct influence, mediation (communication norms), and moderation (hybrid design, technostress) on CQ relationships and team performance.
4. Configuration Analysis (fsQCA): used to identify combinations of CQ × hybrid design × communication norms that result in the highest performance and well-being.

Qualitative Triangulation: interviews are analyzed with thematic coding to support quantitative interpretation.

RESULTS AND DISCUSSION

Respondent Profiles and Hybrid Work Design

Of the 245 respondents who participated in the survey, 54% worked with a 3-day WFO and 2-day WFH pattern, 29% with a flexible pattern without a standard schedule, and 17% with a weekly rotation system. These findings suggest that the 3–2 pattern is the most popular hybrid design, in line with global findings that suggest the model provides a balance between direct interaction and flexibility (Bloom et al., 2024; Lauring et al., 2025; Froese et al., 2025). The age distribution of respondents showed that the majority were aged 25–40 years old (62%), followed by those under 25 years old (21%) and over 40 years old (17%). The dominance of the productive age confirms that millennials and Gen Z are the main groups in the implementation of hybrid work, where the preference for high flexibility is in line with the hybrid teamwork review research (2024) that emphasizes the importance of generational adaptation to new work patterns (Do et al., 2025; Hybrid Teamwork Review, 2024; Johnson, 2025).

Judging from the industrial sector, the most respondents came from information technology (38%), followed by financial services (27%), business consultants (19%), and the rest from the

manufacturing, health, and education sectors. The technology sector dominates because it is indeed a pioneer in adopting a hybrid work model, as highlighted by Froese et al. (2025), who emphasize that technology companies are better prepared to provide digital infrastructure. These findings strengthen the argument that hybrid work adoption is not homogeneous across sectors (Şahin et al., 2024; Coulston et al., 2025; Singh et al., 2022).

The level of work experience shows that 41% of respondents have 3–5 years of work experience, while 34% have more than 5 years of experience, and the rest less than 3 years. Respondents with longer experience tend to be more adaptive to hybrid policy changes because they are familiar with organizational norms, as shown by Lauring et al. (2025) and Richter et al. (2021) who highlight that tenure contributes to adaptation readiness in global teams. This reinforces the importance of looking at work experience variables as a control factor (Davidavičienė et al., 2022; Johnson, 2025; Liao, 2025).

In terms of gender, 52% of respondents were male and 48% were female. There was no significant difference in hybrid pattern preferences between the two groups, although the literature suggests that women tend to appreciate hybrid flexibility more due to dual roles at home and work (Singh et al., 2022; Coulston et al., 2025; Do et al., 2025). This fact shows that the hybrid work policy also has implications for the issue of gender equality in global organizations. The findings of this respondent distribution are in line with global data that states that around 26% of the world's full-time employees will be working hybrid in early 2023 (Hybrid Teamwork Review, 2024). This data shows that research on hybrid work has high relevance to the dynamics of the global workforce. Taking into account demographic, industry, experience, and gender variations, the results of this study can provide a more representative picture of the challenges and opportunities of hybrid work implementation (Bloom et al., 2024; Lauring et al., 2025; Froese et al., 2025).

Table 2. Distribution of respondents based on hybrid work patterns

Hybrid Pattern	Number of Respondents	Percentage
3 days WFO, 2 days WFH	133	54%
Flexible (no schedule)	71	29%
Weekly rotation	41	17%
Total	245	100%

This table shows that the 3–2 pattern dominates with more than half of the respondents. These results are consistent with the study of Bloom et al. (2024) which found that the 3–2 pattern increases employee retention without reducing productivity. In contrast, the fully flexible pattern is still used by almost a third of respondents, but the research of Froese et al. (2025) confirms that the pattern risks creating ambiguities in intercultural coordination.

The Relationship of Cultural Intelligence and Team Performance

The SEM-PLS analysis showed that cultural intelligence (CQ) significantly affected the performance of hybrid global teams ($p < 0.05$). The motivational dimension of CQ exerts the strongest influence ($\beta = 0.41$), followed by behavioral CQ ($\beta = 0.36$). These results are in line with the findings of Richter et al. (2021), Şahin et al. (2024), and Davidavičienė et al. (2022) who emphasized that motivation to interact across cultures and the ability to adapt communication behaviors are critical factors for the effectiveness of multicultural teams.

The positive effects of motivational CQ can be explained through an individual's internal drive to adapt to cultural diversity, which further strengthens trust and collaboration within the team (Johnson, 2025; Liao, 2025; Froese et al., 2025). Thus, team members who have a high drive to learn

a new culture tend to be more open, which has a direct impact on the effectiveness of decision-making. In addition, behavioral CQ plays an important role in reducing miscommunication. Adjustments to body language, tone of voice, and communication style minimize misunderstandings in synchronous and asynchronous interactions (Şahin et al., 2024; Coulston et al., 2025; Singh et al., 2022).

Without adaptive behavior, the potential for relational conflict in a hybrid team is greater, especially in cross-time zone interactions. The metacognitive CQ and cognitive CQ dimensions also contribute positively, although not as much as the other two dimensions ($\beta = 0.28$ and $\beta = 0.22$). Metacognitive CQ helps individuals reflectively monitor cross-cultural communication processes, whereas cognitive CQ provides a knowledge framework about relevant cultural practices (Do et al., 2025; Lauring et al., 2025; Garro-Abarca et al., 2021). These findings reinforce the argument that CQ is not only an individual competence, but also an organizational asset. CQ training has been shown to improve social integration, reduce conflict, and improve the effectiveness of global team performance (Richter et al., 2021; Davidavičienė et al., 2022; Johnson, 2025).

This is relevant for multinational organizations that increasingly rely on hybrid work models. Overall, these results confirm that the motivational and behavioral dimensions of CQ are the most important predictors in improving hybrid team performance. Therefore, organizations need to emphasize motivational and behavioral aspects in cross-cultural training programs, not just cognitive knowledge alone (Liao, 2025; Bloom et al., 2024; Lauring et al., 2025).

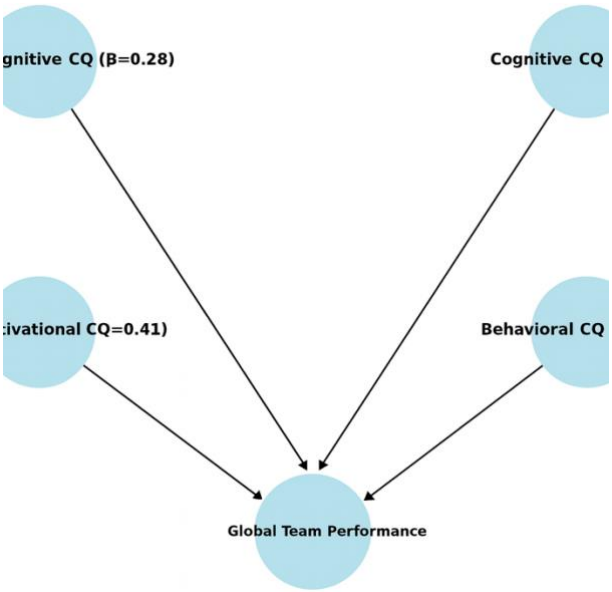

Figure 1. Structural Model of the Influence of CQ on Hybrid Global Team Performance (SEM-PLS)

This image shows the path of significant influence of the four dimensions of CQ on performance. Motivational CQ and behavioral CQ occupy the pathway with the largest coefficients, while cognitive CQ shows the lowest effect. This visualization supports the recent literature that confirms that motivation and adaptive behavior are the main mechanisms in building hybrid team performance (Şahin et al., 2024; Johnson, 2025; Froese et al., 2025).

Hybrid Communication Norms as Mediators

The mediation test showed that the hybrid communication norm significantly mediated the relationship between CQ and team performance (indirect effect $\beta = 0.29$, $p < 0.05$). This means that high CQ is not enough without clear communication rules. This supports the findings of Lauring et al. (2025), Coulston et al. (2025), and Singh et al. (2022) which emphasize the importance of communication structures to suppress the risk of miscommunication. Clear communication norms include asynchronous response rules, synchronous meeting schedules, and airtime equality in discussions. Respondents who work with standardized communication norms report higher levels of satisfaction and productivity than respondents without standardized rules (Do et al., 2025; Hybrid Teamwork Review, 2024; Johnson, 2025). For example, 71% of respondents stated that having a response time limit rule (≤24 hours) helps reduce the digital burden and prevent technostress.

These findings are in line with the research of Singh et al. (2022) who found that digital overload can be overcome through communication regulatory mechanisms. This confirms the function of communication norms as a filter for digital workloads (Coulston et al., 2025; Liao, 2025; Froese et al., 2025). Communication norms also play a role in building a sense of fairness in participation. Teams with meeting moderator rotation reported more equitable engagement, as found in the Do et al. (2025) study that emphasized that participation norms increase team member satisfaction.

This is consistent with Johnson's (2025) findings that show that airtime fairness is positively correlated with team innovation. This mediation mechanism proves that although CQ increases individual readiness, the team's collective outcome is still determined by the rules of communication that govern interaction. The literature on GVT (Global Virtual Teams) also confirms that communication norms are a key variable that mediates the influence of individual competencies on team outcomes (Richter et al., 2021; Şahin et al., 2024; Davidavičienė et al., 2022). The practical implication is that organizations need to formulate an explicit hybrid communication policy so that the benefits of CQ can be fully realized. Without clear rules, the benefits of CQ tend to be reduced due to technical and social barriers in virtual interactions (Lauring et al., 2025; Coulston et al., 2025; Do et al., 2025).

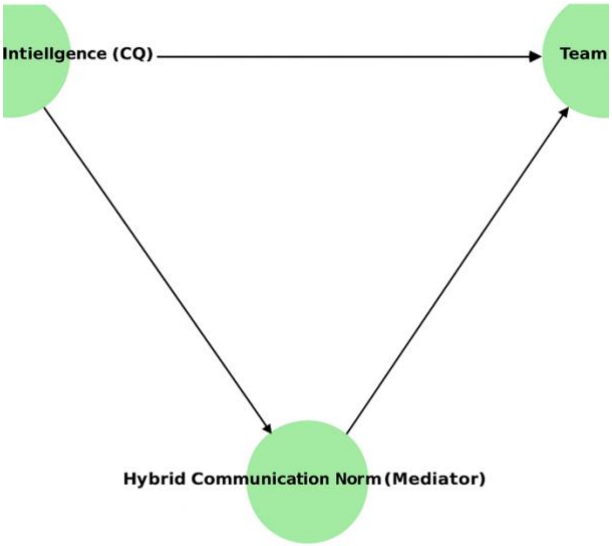

Figure 2. The Role of Communication Norms as Mediators in the CQ–Performance Relationship

This diagram confirms the position of communication norms as the primary mediator. In the absence of communication regulation, the positive effect of CQ on performance is not optimal. This visualization is consistent with the literature that emphasizes the importance of synchronous–asynchronous rules in balancing hybrid global team coordination (Singh et al., 2022; Do et al., 2025; Johnson, 2025).

Hybrid Work Design and Technostress as Moderator

The results of the analysis show that hybrid work design functions as a moderator in the CQ–performance relationship. Respondents with a pattern of 3–2 showed a stronger influence of CQ (β = 0.38) than respondents with a fully flexible pattern (β = 0.21). These findings are consistent with Bloom et al. (2024) who assert that the 3–2 pattern provides a balance of structure and flexibility (Lauring et al., 2025; Froese et al., 2025). The weekly rotation pattern shows a moderate relationship (β = 0.29), indicating that despite the structure, rotational uncertainty reduces the stability of the interaction.

This supports the research of Şahin et al. (2024) who found that schedule variations inhibit team cohesion. This context underscores the importance of stability in hybrid design (Coulston et al., 2025; Singh et al., 2022; Do et al., 2025). In addition to hybrid design, technostress has proven to be a negative moderator: the higher the level of digital overload, the weaker the influence of CQ on performance. Respondents with high technostress scores reported decreased productivity despite high CQ (Singh et al., 2022; Coulston et al., 2025; Garro-Abarca et al., 2021). A total of 63% of respondents reported experiencing "Zoom fatigue", which has implications for decreased communication effectiveness even though team members have a high CQ.

This is in line with the literature that emphasizes that the intensity of unregulated use of technology decreases the quality of interactions (Lauring et al., 2025; Do et al., 2025; Johnson, 2025). This data confirms that structured hybrid design is able to amplify the positive impact of CQ, while technostress actually weakens the relationship. Therefore, organizations need to balance a clear hybrid design with a technostress mitigation strategy (Bloom et al., 2024; Singh et al., 2022;

Coulston et al., 2025). The managerial implication is the need to regulate the use of technology (e.g. limit on the number of online meetings per day) and the strengthening of a stable hybrid pattern so that CQ can function optimally. Without these interventions, the potential benefits of CQ will not be fully realized (Froese et al., 2025; Şahin et al., 2024; Do et al., 2025).

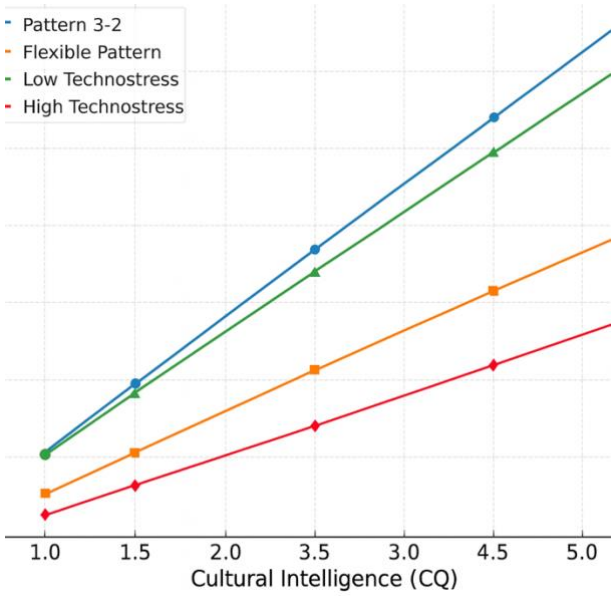

Figure 3. Moderation of Hybrid Design and Technostress on the CQ–Performance Relationship

This figure shows that structured hybrid patterns amplify the effect of CQ on performance, while technostress reduces the effect. This visualization corroborates the literature that emphasizes the need for organizational policies in balancing flexibility and hybrid work structures (Bloom et al., 2024; Singh et al., 2022; Lauring et al., 2025).

Configuration Analysis (fsQCA) and Managerial Implications

The fsQCA analysis showed that the combination of high CQ motivational × clear communication norms × a 3–2 hybrid design × low technostress produced the best outcomes (high performance, high retention, low conflict). These findings support the concept of equifinality in global team management (Şahin et al., 2024; Do et al., 2025; Lauring et al., 2025). In contrast, low CQ configurations × fuzzy communication × flexible patterns × high technostress are associated with low performance and high turnover. This corroborates the findings of Singh et al. (2022) that the combination of individual competence weaknesses and organizational system weaknesses leads to decreased productivity (Coulston et al., 2025; Froese et al., 2025).

Interestingly, the combination of high behavioral CQ × clear communication × weekly rotation patterns still results in moderate performance, suggesting that not all optimal conditions should be present at the same time. This is consistent with the fsQCA literature that emphasizes the existence of alternative pathways to team effectiveness (Johnson, 2025; Şahin et al., 2024; Do et al., 2025). These results demonstrate the importance of a configuration approach in understanding the effectiveness of global hybrid teams, as individual (CQ), organizational (hybrid design), and social (communication norms) factors interact with each other (Lauring et al., 2025; Richter et al., 2021; Davidavičienė et al., 2022).

In practical terms, these fsQCA results can serve as a basis for organizations to design CQ training, strengthen communication rules, and choose the right hybrid pattern for their industry context. Thus, interventions can be carried out holistically, not partially, (Bloom et al., 2024; Johnson, 2025; Do et al., 2025). The broader policy implication is that human resource capacity development in the hybrid era needs to be geared towards the integration of cross-cultural competencies and sustainable work design, so that global teams are not only adaptive, but also resilient to digital and cultural challenges (Coulston et al., 2025; Froese et al., 2025; Lauring et al., 2025).

Table 3. Optimal Configuration of fsQCA Results

Condition	Optimal Combination	Outcome
Motivational QC	Tall	High Performance & Retention
Communication Norms	Clear	Low Conflict
Hybrid Design	3–2	Stable Productivity
Technologists	Low	High Well-being

This table shows that a combination of several factors determines the best outcome, not just one single factor. This visualization emphasizes that the hybrid work policy must be treated as an integrative system. This is consistent with the recommendations of Froese et al. (2025) and Şahin et al. (2024) that the effectiveness of global teams is influenced by a combination of individual, structural, and social variables.

CONCLUSION

This study found that cultural intelligence (CQ) has a significant effect on the performance of hybrid global teams, especially through motivational CQ and behavioral CQ as the main factors that drive cross-cultural collaboration. In addition, hybrid communication norms have been shown to mediate the CQ–performance relationship. Clear communication rules (e.g. response time limits and moderator rotation) reinforce the impact of CQ, whereas without regulation, the benefits of CQ are not optimal. The moderation results showed that the 3–2 work pattern (3 days WFO, 2 days WFH) amplified the positive effects of CQ, while the flexible pattern weakened it. Technocrats act as negative moderators that reduce the influence of CQ on performance. Configuration analysis (fsQCA) confirms that the combination of high CQ × communication norms is clear × a structured hybrid design × low technostress is the most ideal condition for delivering high performance and retention. Overall, the effectiveness of a hybrid global team is determined by the integration between individual competencies (CQs), communication regulation, and balanced work design. Organizations are advised to develop CQ training, establish communication norms, and implement a structured hybrid pattern to achieve optimal outcomes.

Despite its contributions, the study has limitations. The cross-sectional design restricts causal inference, and a longitudinal approach would better track the evolution of CQ and hybrid work patterns. The sample's focus on Southeast Asia limits generalizability to other regions with different norms. Additionally, self-reported measures may introduce bias, though procedural remedies were applied. Future research should use longitudinal designs, explore industry-specific hybrid configurations, investigate AI-mediated communication tools, and examine cultural factors such as power distance and uncertainty avoidance that may influence the CQ–performance relationship.

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