Cultural Intelligence in Managing the Performance of Employees of Organizations

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Abstract

The present research was conducted with the aim of investigating the role of cultural intelligence on the performance management of employees of the National Library and Records Organization of the Islamic Republic of Iran. The current research is applied in terms of type, and was carried out in a survey-descriptive way. In this research, the relationship between cultural intelligence and its dimensions with the performance of employees has been investigated using a questionnaire tool, and the studied community is the employees of the library deputy, the organization of documents and the national library of the Islamic Republic of Iran. The findings indicate that there is a significant relationship between cultural intelligence and employee performance. The calculated correlation value shows 0.63 between cultural intelligence and performance, 0.39 between the strategy component of cultural intelligence and performance, 0.51 between the knowledge component of cultural intelligence on performance, 0.49 between the motivation component of cultural intelligence and performance, and 0.47 between the behavioral component of cultural intelligence and performance. The components of cultural intelligence of the employees of the National Library and Documentation Organization of the Islamic Republic of Iran are, respectively, the strategy component of cultural intelligence, the knowledge component of cultural intelligence, the motivation component of cultural intelligence, and the behavioral component of cultural intelligence. There is a significant relationship between cultural intelligence and all the mentioned components with employee performance at the alpha level of 0.05

Original article

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Introduction

Many 21st century organizations are multicultural. A product designed in one country may be produced in 10 countries and sold in more than 100 countries. This fact has caused the great dynamics of relationships in

multicultural environments, in such a way that differences in language, ethnicity, politics and many other characteristics can emerge as sources of potential conflict and, in the absence of proper understanding, make it difficult to develop appropriate working relationships. (1)

Perceptual difficulties in good working relationships have led to the presentation of a new concept called "cultural intelligence". In the current working conditions where diversity and globalization have grown increasingly, this intelligence is considered an important ability for employees, managers and organizations. The concept of cultural intelligence was first proposed by Earley and Ang from London Business School. These two have defined cultural intelligence as learning new patterns in cultural interactions and providing correct behavioral responses to these patterns (2). They believed that when faced with new cultural situations, it is difficult to find familiar signs and symbols that can be used to communicate. In these cases, a person should formulate a common cognitive framework according to the available information, even if this framework does not have a sufficient understanding of local behaviors and norms. Developing such a framework can only be done by those who have high cultural intelligence.

Cultural intelligence allows people to recognize how others think and how they respond to behavioral patterns, thereby reducing the barriers of intercultural communication, giving people the power to manage cultural diversity (3). One of the most important functions of libraries has been to promote knowledge and strengthen intellectual capital by benefiting from available resources. These sources not only include information sources. Rather, they are also intellectual forces and human resources that need to be exploited by using the correct methods of identification and organized management. The emergence of cultural intelligence causes employees to expand their activities beyond service issues and cast a shadow on administrative, executive, educational and research processes. Without a doubt, the current era can be called the era

of human resource values revival based on this. The most valuable asset of any organization is the human resources of that organization and the performance of the employees in the Organization of Documents and

the National Library of the Islamic Republic of Iran can be the axis of development. Managing intercultural communication is very important.

Few researches have been done regarding cultural intelligence and its relationship with the performance of organizational employees. A researcher in his research with the topic of "investigating the relationship between cultural intelligence and the performance of employees of Al-Mustafa Al-Alamiya society" has come to the conclusion that cultural intelligence, cultural intelligence Motivational, metacognitive-cultural intelligence, behavioral-cultural intelligence and the performance of the employees of Al-Mustafa Al-Alamiya society were in a desirable level, but in terms of cognitive-cultural intelligence, they were not in a favorable situation(4). Another study found the relationship between religious attitude and cultural intelligence. He investigated the citizens of Sanandaj over 15 years of age and came to the conclusion that there is an inverse and significant relationship between them. That is, people with a religious (Islamic) attitude have a lower cultural intelligence index (5). Another study investigated the impact of cultural intelligence on the performance of managers and library staff of Islamic Azad Universities in three provinces of Hamedan, Central and Lorestan. The results showed that the knowledge, motivation and behavior of cultural intelligence in culturally diverse groups have an impact on the performance of managers and employees (6). A researcher investigated the relationship between cultural intelligence and the performance of welfare workers in Mazandaran and came to the conclusion that cultural intelligence with the performance of employees has a positive and significant relationship (7). And finally, based on the latest research conducted on 382 Filipinos working in Taiwan, it was proven that there is a significant positive relationship between cultural intelligence and employee performance, and a significant negative relationship between cultural intelligence and culture shock (8).

Therefore, the present study tries to investigate the components of "strategy", "knowledge", "behavior", "motivation" of cultural intelligence and its effect on the performance of the deputy library staff in the records organization and the national library of the Islamic Republic of Iran to take a useful step in this direction. Answer the following questions:

1. What is the impact of cultural intelligence on employee performance?
2. What is the impact of the "strategy" component of cultural intelligence on the performance of employees?
3. What is the impact of the "knowledge" component of cultural intelligence on the performance of employees?
4. What is the effect of the "motivation" component of cultural intelligence on the performance of employees?
5. What is the impact of the "behavior" component of cultural intelligence on the performance of employees?

Research Methodology

The current research is applied in terms of type, and it was conducted in order to investigate the effect of cultural intelligence on the performance of employees with descriptive-survey method. The statistical population of this research includes all the employees of the deputy library, documents organization and national library of the Islamic Republic of Iran (210 librarians in total). In order to collect information, a questionnaire was used. The questionnaire had three parts to measure variables, the first part of the questionnaire is related to demographics such as education, work experience, gender and field of study. The second part is related to cultural intelligence questions developed by the cultural intelligence assessment center in America and localized by domestic researchers, which includes 20 questions that are divided into four parts, which are the components of cultural intelligence strategy (question 4-1), knowledge of cultural intelligence (question 5-10), includes the motivation of cultural intelligence (questions 15-11) and the behavior of cultural intelligence (questions 20-16). And the answers to the statements of this questionnaire are designed in the form of 5 options (Likert) from completely agree (5 points) to completely

disagree (1 point). However, the third part of the questionnaire related to the job performance questions was adapted to the questionnaire (6) and changes were made based on the performance of the employees of the Deputy Library, National Archives and Library of Iran. It is classified from high (5 points) to very low (1 point) and 4 yes and no questions and 4 conceptual questions have been designed.

For the validity of the questionnaire, a number of experts and academic staff members of the Organization of Records and the National Library of the Islamic Republic of Iran confirmed the components of the questionnaire without any changes, and Cronbach's alpha coefficient was used to measure the reliability of the questionnaire, and the value obtained was 0.839. , it shows that the questionnaire has a suitable and desirable reliability. Descriptive and inferential statistics were used for data analysis. Frequencies, mode, median, mean, and variance are used for the statistical distribution of data in the descriptive statistics section. To test the significant difference of each component, Pearson correlation was calculated using SPSS version 22 software.

Results

Question 1: What is the impact of cultural intelligence on employee performance?
In this question, the variable statistical indicators of the impact of cultural intelligence on job performance have been investigated, and the items of the level of cultural intelligence in interaction with other libraries; answering users' questions; attracting and satisfying users; Familiarity with the different religions, customs and cultures of the country; Trading foreign languages ; Acquaintance with the cultures of other countries has been investigated.

Table 1: Pearson correlation test to investigate the effect of intercultural intelligence on employee performance

Factors	Items	Job performance	Cultural intelligence
Cultural intelligence	Correlation value	0.63	1
	Sig.	0.0001	0.0001
	No.	40	40
Job performance	Correlation value	1	0.63
	Sig.	0.0001	0.0001
	No.	40	40

Findings to investigate the effect of intercultural intelligence on employee performance show that according to Table 1, the calculated correlation value is 63% at the alpha level of 05%, according to the reported significance level of 0.001%. As a result, cultural intelligence has a significant correlation with job performance, and there is a significant relationship between the two studied variables, in other words, with the increase in cultural intelligence of employees, their performance also improves.

Question 2: What is the impact of the "strategy" component of cultural intelligence on the performance of employees?

In this question, the variable of cultural intelligence strategy has been measured on the performance of employees

Table 2. Statistical indicators of the cultural intelligence strategy component

Description	I have cultural knowledge when interacting with people from different cultural backgrounds	I use cultural knowledge in intercultural interactions	In interacting with people of unfamiliar cultures, I adjust my cultural knowledge.	In interacting with people from different cultures, I check the correctness of my cultural knowledge.
No.	40	40	40	40
Mean	3.59	3.63	3.80	3.88
SD	0.677	0.705	0.791	0.822
Var	0.459	0.497	0.626	0.676

In Table 2, the variable options of cultural intelligence strategy have been examined on the performance of employees, and the findings show that the component "I check the correctness of my cultural knowledge in interaction with people from different cultures" ranks first with an average of 3.95. The component "In interacting with people of unfamiliar cultures, I adjust my cultural knowledge" is ranked last with an average of 3.63.

Table 3. Pearson's correlation test to investigate the effect between the components of cultural intelligence strategy on employee performance

Factors	Item	Job performance	Strategy
Strategy	Correlation value	0.39	1
	Sig.	0.012	0.012
	No.	40	40
Job performance	Correlation value	1	0.39
	Sig.	0.012	0.012
	No.	40	40

According to Table 3, the calculated correlation value of 39% is significant at the alpha level of 05% according to the reported significance level of 012%. As a result, it can be said that there is a relationship between the two studied variables, in other words, by increasing the strategy component of employees' cultural intelligence, their performance also improves.

Question 3: What is the impact of the "knowledge" component of cultural intelligence on the performance of employees?

In this question, the variable components of cultural intelligence knowledge include legal and economic systems; cultural beliefs and values; customs and art; nonverbal behaviors; Grammar has been investigated on employee performance.

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Table 4. Variable statistical indicators of knowledge and cultural intelligence

Description	I am familiar with the legal and economic systems of other cultures	I am familiar with the beliefs and values of other cultures	I am familiar with the marriage and divorce systems of other cultures	I am familiar with the arts and crafts of other cultures	I am familiar with the grammar of other cultures	I am familiar with the non-verbal behaviors of other cultures
No.	40	40	40	40	40	40
Mean	2.95	2.98	3.1	2.98	3.23	3.18
SD	0.904	0.768	0.591	0.66	0.66	0.594
Var	0.818	0.589	0.349	0.435	0.435	0.353

The findings show that the option I am familiar with the beliefs and values of other cultures is ranked first with an average of 3.23 and the option I am familiar with the non-verbal behaviors of other cultures is ranked last with an average of 2.95.

Table 5: Pearson's correlation test to investigate the effect of intercultural intelligence on employee performance

Factors	Items	Job performance	Knowledge
Knowledge	Correlation value	0.51	1
	Sig.	0.001	
	No.	40	40
Job performance	Correlation value	1	0.51
	Sig.		0.001
	No.	40	40

According to Table 5, the calculated correlation value of 0.51 is significant at the alpha level of 0.05 according to the reported significance level of 0.001. As a result, it can be said that there is a relationship between the two studied variables, in other words, by increasing the knowledge component of employees' cultural intelligence, their performance also improves.

Question 4: What is the impact of the "motivation" component of cultural intelligence on the performance of employees?

In this question, the motivational components of cultural intelligence on the performance of the deputy library staff of the Organization of Records and the National Library of the Islamic Republic of Iran have been investigated and measured.

Table 6: Statistical indicators of cultural intelligence motivation

Description	I enjoy interacting with people from other cultures.	I enjoy living in cultures that are unfamiliar to me.	I am confident that I can communicate well with native people and unfamiliar cultures.	I am confident that I can adapt to shopping conditions in other cultures.	I am confident that I can handle the pressures of dealing with new cultures
No.	40	40	40	40	40
Mean	3.45	3.58	3.70	3.58	3.98
SD	0.846	0.747	0.791	0.984	0.891
Var	0.715	0.558	0.626	0.969	0.794

In Table 6, the statistical indicators of the cultural intelligence motivation variable are given, the findings show that the component "I enjoy interacting with people of other cultures" is ranked first with an average of 3.98 and the component "I am sure that I can cope with the pressures" Cope with dealing with new cultures" with 45.3 was ranked last.

Table 7. Pearson's correlation test to investigate the effect of the cultural intelligence motivation component on employee performance

Factors	Items	Job performance	Motivation
Motivation	Correlation value	0.49	1
	Sig.	0.001	
	No.	40	40
Job performance	Correlation value	1	0.49
	Sig.		0.001
	No.	40	40

According to table 7, the calculated correlation value of 0.49 at the alpha level of 0.05 is significant according to the reported significance level of 0.001. As a result, it can be said that there is a relationship between the two studied variables, in other words, with the increase of the component motivating the cultural intelligence of employees, their performance is also improved.

Question 5: What is the impact of the "behavior" component of cultural intelligence on the performance of employees?

In this question, the components related to the effect of cultural intelligence behavior on the performance of the deputy library staff of the Organization of Records and the National Library of the Islamic Republic of Iran have been evaluated.

Table 8: Variable statistical indicators of cultural intelligence behavior

Description	I change my verbal approach when a specific cultural interaction calls for it	I change my non-verbal behavior when a specific cultural interaction requires it	I use pauses and silences according to different cultural situations	I change my speaking speed according to different cultural situations	I adjust my jokes to suit different cultural situations.
No.	40	40	40	40	40
Mean	3.90	3.73	4.05	3.60	3.73
SD	0.871	0.877	0.815	0.778	0.784
Var	0.759	0.769	0.664	0.605	0.615

In Table 8, the statistical indicators of cultural intelligence behavior variables have been measured. The findings show that the component "I use pause and silence according to different cultural situations" is ranked first with an average of 4.05, and the component "I change my non-verbal behavior when a specific cultural interaction requires it" with the average of 3.60 is ranked last.
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Table 9. Pearson's correlation test to investigate the effect between the behavioral components of cultural intelligence on employee performance

Factors	Items	Job performance	Behavior
Behavior	Correlation value	0.47	1
	Sig.	0.002	
	No.	40	40
Job performance	Correlation value	1	0.47
	Sig.		0.002
	No.	40	40

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According to Table 9, the calculated correlation value of 0.47 is significant at the alpha level of 0.05 according to the reported significance level of 0.002. As a result, it can be said that there is a relationship between the two studied variables, in other words, by increasing the behavioral component of employees' cultural intelligence, their performance also improves.

Discussion

The current research showed that the components of cultural intelligence have an impact on the performance of the library staff of the National Library and Records Organization of the Islamic Republic of Iran, that is, the staff have the ability to grow personally through continuous learning and better understanding of cultural heritage, customs and values, and effective behavior with people with different cultural backgrounds and perceptions. This result was also confirmed in other studies (4, 6, 7).

The knowledge component of cultural intelligence has had an impact on the performance of employees. The knowledge of cultural intelligence is a person's understanding of cultural similarities and differences, and it shows general knowledge and mental and cognitive maps of other cultures. In the current study, the staff of the Library of the Organization of Records and the National Library of the Islamic Republic of Iran had a correct understanding of the concept of cultural knowledge. This result is confirmed in other researches (6, 7), while in other researches, the knowledge component of cultural intelligence did not affect the performance of employees (4, 9).

The component of the cultural intelligence strategy has had an impact on the performance of the employees, that is, the employees of the Deputy Library of the Organization of Documents and the National Library of the Islamic Republic of Iran understand well the nature of cross-cultural experiences. The reason for the staff is to accept the arrival of students from all over Iran with different cultures, and the staff of the Deputy Library of the Organization of Records and the National Library of the Islamic Republic of Iran deal with these students on a daily basis and are serving them. This result was also confirmed in previous studies (4, 6, 7, 9). The motivational component of cultural intelligence has also influenced the performance of employees, which previous researches have also confirmed this result (4, 6, 7, 9).

Conclusion

The result of the present research shows that the staff of the Deputy Library of the Organization of Records and the National Library of the Islamic Republic of Iran are interested in trying other cultures and interacting with people from different cultures. They want to get acquainted with cultural factors such as: religion, language, history, myths, customs, values, perspectives and understanding why the beliefs and values of other cultures, which make the image of an unknown society. This interest shows the inner value of the employees of the deputy library staff of the Organization of Documents and the National Library of the Islamic Republic of Iran for multicultural interactions that they can act effectively in different cultural situations with self-confidence.

Therefore, according to the results of the present study, it is suggested that:

1. Training workshops should be held for employees to gain knowledge of cultural intelligence and understand cultural similarities and differences to improve their performance;
2. Acquainting employees with the capabilities of cultural intelligence components, and its application in improving their work performance in libraries;
3. Inclusion of cultural intelligence components in improving the performance of the National Library and Records Organization of the Islamic Republic of Iran in the organization's strategic plan

Ethical considerations

Ethical issues (such as plagiarism, conscious satisfaction, misleading, making and or forging data, publishing or sending to two places, redundancy and etc.) have been fully considered by the writers.

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