

The Study of the Relationship between Cultural Intelligence and Organizational Commitment

Behruz Eskandarpur, Islam Nazari, Rahim Vejdan, AzraTohidi

Payame Nour University, Ardabil, Iran

ABSTRACT

Cultural intelligence, acquired skill for perceiving a culture, creates growing learning about it and gradually forming personal perception to adapt that culture till colliding with other cultures, the person adapt his behavior better with. The present paper provides summary of theoretical bases of cultural intelligence and studies its relationship with organizational commitment in Ardabil Payam-e-Noor and Azad universities. Based on the obtained results of the study, there is a profound relationship between cultural intelligence three-factor model and organizational commitment. The paper also proposes that cultural intelligence can be reckoned as vital factors of success in administrating state and non-state organizations. The obtained results can be used in identifying necessary characteristics of those who are involved in multicultural interactions, and paves the new way for academic research and scientific experiences in cultural areas.

KEYWORDS: cultural intelligence, multicultural interactions, organizational commitment, administrating state

INTRODUCTION

Not being new challenge of globalization in today's world, make organizations enter much active atmosphere of world competition and place it among the confluence of world various cultures that necessitate those who perceive cultural differences in order to utilize in a global atmosphere, and present highly effective impact on multicultural atmospheres and organizations. Since the prime capability of a good human resource manager is strategic considerations. That is, the manager should be able to find out strategic considerations and challenges of his own organization and looks for competitive advantages (Abou-Al-Alaii, 2007). All staff increasingly runs into problems of people interaction in various cultures and painful results of misunderstandings and erroneous relations. Therefore most organizations require managers that immediately coordinate themselves with multiple cultures and teamwork. Creating appropriate work situation and application warranty in multicultural conditions is a basic managerial challenge. Achieving success in this managerial challenge points out to cultural intelligence (Early & Peterson, 2004).

The term cultural intelligence refers to the one who is able to adapt and interact with people in various cultures and indicates person's ability to perceive and interpret delicate cultural differences in order to create successful relationship (Inkson & Thomas, 2003).

Organization managers found out that the most essential factor in acquiring competitive advantage is organization's human resources. Thus, considering human resource commitment and fidelity to organization and better fulfilling their specified roles and even human resource extra-role duties are one of the serious apprehensions of managers in organizations. Organizational commitment reflects the attitude of the people toward organizational values and purposes, and indicates the power that necessitates the person to stay in organization, and carry out the tasks with interest that directed toward organizational purposes.

REVIEW OF THE RELATED LITERATURE

Kheiry and *et.al* (2008) studied "cultural intelligence and its relationship with entrepreneurship characteristics of non-state organization managers in Iran". Moshabaki and Tizrou (2009) conducted a research on "the effect of excitement intelligence and cultural intelligence on leaders' success in global class". Taslimi and *et al* (2009) carried out a research on the title of "providing methods to improve state managers' cultural intelligence in international affairs". Abzeri and *et.al* (2010) studied "the effect of cultural intelligence on group effectiveness". Asgharzadeh and Ghasemi carried out a research on "cultural intelligence and its applications in organizations". Van Den Bergh (2008) conducted a research on the title of "the comparison of cultural intelligence in south African countries and the Netherland".

Zahedi *and el al* (2009) carried out the research "analysis of the psychological relationship and organizational commitment". Ansari *and et al.* (2010) researched on "organizational commitment from theorist's point of view and the role of application of human resource management in its improvement". Toolaii and Bagheri (2010) conducted their research on "the study of the effect of organizational commitment on

organizational operation". Samadi and Mahdavi khoo (2010) studied "the effect of managerial behavior on organizational commitment among Hamadan province taxation top executive bureau". Hosseini and et al (2009) carried out the research on the title of "the relationship between work life quality and organizational commitment among staff in Esfahan province top physical education bureau".

Khanfier and et al. (2009) conducted a research on "the relationship between reliability and staff organizational commitment variables".

As it was indicated in the Review Literature, cultural intelligence and organizational commitment has been understudy from various dimensions and due to different factors during recent years. These two subjects were not studied related to each other, though. Therefore, using conducted researches variables, the present study carried out a research on the relationship between cultural intelligence and organizational commitment.

Cultural Intelligence

The concept of cultural intelligence has primarily been claimed by Earley and Ang who were profession and vocation school researchers. These two people have defined cultural intelligence as the new pattern learning capabilities in cultural interactions and providing correct behavioral responses to these patterns (Earley & Ang, 2003). Encountering with new cultural situations, they believed that it is hardly possible to find acquaintance signs and symbols from which one could benefit creating relationship. In such cases, regarding to the given information, a person should compile a common cognitive frame even though, the frame lacks sufficient perception of local behaviors and norms. Those can afford to collect such a frame that enjoys high cultural intelligence. Cultural intelligence has been defined as an individual capability to perceive, comment, and effectively deal with situations that enjoy cultural variety and adapt to those concepts that relates to intelligence and mostly consider intelligence a cognitive capability (Peterson, 2004). Based on this definition, focusing on particular capabilities that necessitate personal relations with quality and effectiveness in various cultural situations, in actual fact cultural intelligence concentrates on the other aspects of cognitive intelligence. Cultural intelligence also encompasses individual insights that are beneficial for coping with intra-cultural situations and interactions and successful presence in multicultural work groups.

Cultural intelligence is practically and mentally the perception of interior and exterior of people. It also provides us frame and language that perceive differences and invest on them, not do we tolerate or neglect those differences (Plum et al, 2007). The one who enjoys high cultural intelligence has the ability to learn in the new situation and delights encountering new cultures (Deng & Gibson, 2008). Regarding to the multiple dimensions of intelligence from Earley and Ang point of views, cultural intelligence consists of strategic, knowledge, motive, and behavior dimensions that relates to various cultural situations.

Cultural Intelligence Knowledge: information and knowledge about norms, activities and contracts in different cultures reflects personal and educational experiences. This dimension consists of apparent insight about social, law and economic systems in various cultures and subcultures. It also contains trend knowledge that can be done through imitation and observation. Those who have high cultural intelligence perceive cultural similarities and differences (Kumar et al, 2008).

Cultural intelligence motivation: it reflects inclination and capability to learning and activity in different cultural situations (Ang et al, 2006). Psychic and motivational elements help people insist against barriers till be able to adapt themselves to other cultures. Sometimes the interaction among people with differing cultures looks like to closing two magnate with like charges (Faiiazi & Jannesar Ahmadi, 2006). Cultural intelligence motivation demonstrates individual's interest to try out other cultures and interact with people from other cultures. It also includes interior value of individuals to perform effectively (Naychie & Abbasalazadeh, 2007).

Cultural intelligence behavior: it indicates the ability to perform appropriate verbal and non-verbal behavior while relating to people from other cultures. Regarding to Hal, mental abilities for cultural perception and motivation should be complemented with the ability to perform appropriate verbal and nonverbal behavior (words, tone, facial expressions, & gestures) considering cultural values in particular situations (Ang et al, 2007). This behavior includes extensively comprehensive inflexible behaviors. Cognition and motivation lose their values without performing an effective and suitable reaction. Therefore, cultural intelligence should cover necessary abilities and skills to point out appropriate reaction to the given culture (Faiiazi & Jannesar Ahmadi, 2007).

Organizational Commitment

Organizational commitment is one of the major subjects of management particularly organizational behavior that recently absorbs most attention. The studies that directly relates to commitment and its results not only have greatly increased, but also in frequent studies which their main emphases were not also on commitment, the commitment was considered as a variable.

With respect to the fact that organizational commitment is an attitude or a behavior or both of them, it should be mentioned that it has been referred as sense of duty and honesty in the organization in the past that accepting purposes and values of the organization pertained to staff job satisfaction toward organization or

tended to cooperate with the organization. Organizational commitment like job satisfaction requires sentiments in job success. Although organizational commitment basically considers staff attitude about organization; it might relate to variables such as absence from job, quitting job and also job satisfaction. Organizational commitment has been considered as emotional and psychic connection to the organization which based on that the one, who is strongly committed, determines his position with the organization, cooperates, involves, and enjoys membership in the organization.

Attitudes about Organizational Commitment focus

REICHERS attitude: as one of the first researchers about commitment focus, Reichers believed that general concepts of organizational commitment might better be perceived when they were considered series of commitment. He supposed that staff could experience various commitments regarding to different group values from inside. Therefore, perception of organizational commitment is not important only inside the organization, but considering commitment focuses is also mandatory. Reichers claimed that staff commitment focuses included commitment to organization's top management, supervisors, work group, colleagues, clients, and also believed that the staff could differently commit to these focuses regarding to the adaptation degrees of their purposes and values (Shiuan & el al 2003 p:313).

BECKER and BILLINGS attitude: in order to classify commitment focuses, Becker and Billings differentiated between those who committed to low levels of an organization such as work group and direct supervisor and those who mainly committed to higher levels of an organization such as top management and organization itself. Merging each of these low and high levels, they stated four different attitudes which have been demonstrated in figure 1. Firstly, those who had less commitment both to work group and supervisors and to top management and organization entitled non-committed. On the contrary, those who indicated high commitment to both commitment focuses entitled committed people. Between these two groups, there are those who were committed to their work group and supervisor, but were not committed to the top management and organization. These people considered as trivial committed (local) people, and those who were totally committed to the top management and organization but were not to supervisor and work group were referred as totally committed (global) people.

Becker and Billings found out that the staff attitudes were related to their behavior while they were conducting a research on an organization presenting huge military equipments. For instance, non-committed people (based on their responses to different questions) have greater interest to quitting job and less interest to assisting others. Instead those who classified as committed, were not like that. Those who were committed totally (globally) or trivially (locally), placed between these two final groups. As a result, although this differing method between commitments different focuses is not novice, but there is a hope to be able to utilize it as an instrument for understanding key dimensions of organizational commitment (Greenberg & Baron, 1997. P: 190-191).

Is Organizational commitment a one dimensional concept or multidimensional?

Porter defined organizational commitment regarding to totally assimilating force (determining identity) and a person's partnership in the organization. In this attitude, commitment derived from following three factors: 1. Accepting organization values and purposes, 2. tending to cooperate with the organization to attain its purposes, 3. willing to staying in the organization (Steezer, 1998. P: 576-577). In this attitude, commitment has been considered as a one dimensional concept, which only concentrated on emotional commitment. Concerning to noticing organizational commitment as multi-dimensional form, for many years, scholars varied our perceptions of organizational commitment. These scholars were interested in a wide set of connections between staff and organization rather than the thing that Porter stated. As Porter Concentrated on one described connection with accepting organizational commitment, subsequent researches has been concentrated on different types of commitments that could be considered to explain individual behavior and to continue it in workplace (Mowday, 1998. P: 389-1390).

Organizational commitment models

Oreily and Chatman model: they hypothesized their model on their multi dimensional pattern which provided attitudinal commitment toward organization and had mechanisms from which attitude could be formed. Thus, based on Kolman hypothesis regarding to attitude and behavioral variation, Oreily and Chatman believed that the connection between a person and an organization could take three forms: obedience, assimilation, and internalization.

Perry and Angle model: based on the analyses of obtained results of organizational commitment questionnaire, Porter *and et al* differentiated between value commitment and commitment to staying in the job. Although this questionnaire has been considered one dimensional, Perry and Angle analyses revealed two basic factor of questionnaire. One of the factors was characterized by questions that evaluated commitment to stay in a job. Another one was characterized by questions that evaluated value commitment (protecting organization purposes) (Meyer & Herscovitch, 2001. P: 306).

Schoorman and Mayer model: there were two dimensions in organizational commitment based on Schoorman and Mayer attitudes. They referred to these two dimensions as continuous commitment (tending to stay in the organization) and value commitment (tending to multiple effort). Although there were similarities between organizational commitment introduced by Perry, Angle and Schoorman, Mayer, and what was introduced by Mayer and Alen, but there was also a basic difference between their models. Three components of Mayer and Alen commitment (sentimental/emotional, continuous, and normative) differed principally based on mental frame that connected the person to the organization. The behavioral result of every three component of commitment was alike and that is to continue working in the organization.

Gould and Penley Model: Gould and Penley provided a multidimensional frame. They differentiated between three forms of commitment including: moral, arithmetic, and alienation. Moral commitment definition was closely similar to emotional commitment definition obtained from Mayer and Alen and also to value commitment obtained from Perry and Angle Schoorman and Mayer.

Three variable model of Mayer and Alen organizational commitment (1991) led to plenty of empirical studies. Three variables in this model consist of:

Emotional commitment: that is some one's emotional and sentimental belonging to organization. A person stays in the organization because he has positive attitude toward his existing mission, values, and purpose of that sentiment. S/He stays in the organization to attain these purposes and values that s/he profoundly believes. Those staff that have high emotional commitment, bond on their values and make themselves committed to attain organizational purposes.

Normative commitment: the person stays in the organization for the sake of tension imposed by norms and moralities. S/he does not quit the organization because of what people judge about while quitting the organization (because of colleagues' sentiments, paying attention to employer). Vinner (1982) stated that these groups of staff do not have profound emotional connection to the organization. This commitment is because the staff thinks that the organization treats well with.

Continuous commitment: commitment to organization is because of information about the costs of quitting the organization. That is, the one stays in the organization regarding to the analyses of the benefit expenses concludes that s/he needs to.

METHODOLOGY OF THE RESEARCH

It practically is a survey–descriptive and correlation type study. Statistical population contains all managers, Azad and Payam-eNoor university staff in Ardabil. Therefore, using accessible sampling, 100 university staff in Ardabil were selected as sample population in the present study. Earley and Ang cultural intelligence questionnaire and Mayer and Alen organizational commitment have been used. Cultural intelligence questionnaire contained three parts. It consisted of cultural intelligence knowledge, cultural intelligence motivation, and cultural intelligence behavior variables, respectively, and was measured by likert spectrum (from 1 to 5). In order to investigate the subject background and theoretical frame of the study, library study and electronic research resources have been used, and in order to analyze questionnaire, descriptive and inferential statistics using SPSS software have been utilized.

Research Hypotheses

Main Hypothesis: there is a significant relationship between cultural intelligence and organizational commitment.

Sub–Hypotheses:

H1: there is a significant relationship between cultural intelligence knowledge and organizational commitment.

H2: there is a significant relationship between cultural intelligence motivation and organizational commitment.

H3: there is a significant relationship between cultural intelligence behavior and organizational commitment.

Data Analyses:

Checking research variables regarding to normality:

Table 1: checking variable's Normality

	Cultural intelligence	Organizational commitment	Cultural intelligence knowledge	Cultural intelligence attitude	Cultural intelligence behavior
Number	100	100	100	100	100
Mean	99.43	54.32	32.65	29.68	58.73
Standard deviation	1.85	3.76	5.29	4.86	5.24
Obtained results of Kolmogorov-Smirnov Test	1.407	2.169	1.811	1.051	4.224
Significant value	0.038	0.001	0.003	0.019	0.001

Main Hypotheses:

H0: Null hypothesis: there is no significant relationship between cultural intelligence and organizational commitment.

H1: there is a significant relationship between cultural intelligence and organizational commitment.

Table2: the obtained results of Pearson correlation between cultural intelligence and organizational commitment

Variables	Correlation	Sig value
Cultural intelligence &organizational commitment	0.27	0.006

In Table 2, the obtained results of Pearson Correlation indicate that correlation coefficient is equal to 0.27 and sig = 0.006. Regarding to the fact that sig = 0.006 < 0.05, therefore, the Null hypotheses is rejected and Hypothesis1 is confirmed. That is, there is a significant relationship between cultural intelligence and organizational commitment. (*P* < 0.05)

First Sub – Hypothesis:

H0, Null Hypothesis: there is no significant relationship between cultural intelligence knowledge and organizational commitment.

H1: there is a significant relationship between cultural intelligence knowledge and organizational commitment.

Table 3: the obtained results of Pearson correlation between cultural intelligence knowledge and organizational commitment

Variables	Correlation	Sig value
Cultural intelligence knowledge &organizational commitment	0.40	0.001

In Table 3, the obtained results of Pearson Correlation reveal that correlation coefficient is equal to 0.40 and sig = 0.001. Regarding to the fact that sig = 0.001 < 0.05, therefore, the Null hypotheses is rejected and Hypothesis1 is confirmed. That is, there is a significant relationship between cultural intelligence knowledge and organizational commitment. (*P* < 0.05)

Second Sub – Hypothesis:

H0, Null Hypothesis: there is no significant relationship between cultural intelligence attitude and organizational commitment.

H1: there is a significant relationship between cultural intelligence attitude and organizational commitment.

Table 4: the obtained results of Pearson correlation between cultural intelligence attitude and organizational commitment

Variables	Correlation	Sig value
Cultural intelligence attitude &organizational commitment	0.31	0.011

In Table 4, the obtained results of Pearson Correlation illustrate that correlation coefficient is equal to 0.31 and sig = 0.011. Regarding to the fact that sig = 0.011 < 0.05, therefore, the Null hypotheses is rejected and Hypothesis1 is confirmed. That is, there is a significant relationship between cultural intelligence attitude and organizational commitment. (*P* < 0.05)

Third Sub-Hypothesis:

H0, Null Hypothesis: there is no significant relationship between cultural intelligence behavior and organizational commitment.

H1: there is a significant relationship between cultural intelligence behavior and organizational commitment.

Table 5: the obtained results of Pearson correlation between cultural intelligence behavior and organizational commitment

Variables	Correlation	Sig value
Cultural intelligence behavior &organizational commitment	0.26	0.021

In Table 5, the obtained results of Pearson Correlation demonstrate that correlation coefficient is equal to 0.26 and sig = 0.021. Regarding to the fact that sig = 0.021 < 0.05, therefore, the Null hypotheses is rejected and Hypothesis1 is confirmed. That is, there is a significant relationship between cultural intelligence behavior and organizational commitment. (*P* < 0.05)

Conclusions

Review of the related literature indicates that cultural intelligence creates acquired ability to perceive one culture, generates increasingly learning about that and gradually builds one's perception to adapt that culture, until adapt his or her behavior while colliding another cultures. In other words, new pattern learning capability in cultural interactions and providing correct behavioral responses to these patterns is referred as cultural intelligence, and has been composed of three cognitive, motivational and behavioral dimensions. Commitment to fulfill a task continuously included a set of activities that concerned with preserving past storages and assets that destructed because of quitting the organization. Commitment is a process in which organizational purposes and members' purposes merge. It is a psychic trend that demonstrates a kind of tending and absolute necessity in order to continue activity in the organization and it consists of emotional, continues, and normative dimensions. The analysis of data indicates that there is a significant relationship about 0.40 between cultural intelligence knowledge and organizational commitment. This hypothesis shows that the more the one's knowledge about nature of a culture or cultural differences, the greater will be his commitment to the organization. The analysis of the results also reveals that there is a significant relationship about 0.31 between cultural intelligence motivation and organizational commitment. Review of the related literature demonstrates that cultural intelligence motivation assists people to be more stable and constant in new environment. In fact, this dimension of cultural intelligence is concerned with the person's motive to adapt with others in order to attain goals. As a result, the higher the cultural intelligence of the people, the greater the commitment will be. Data analysis also reveals that there is a significant relationship of about 0.26 between cultural intelligence behavior and organizational commitment. That is as much as the person reacts differently to various cultures, he is highly committed. With respect to significant relationship among these three factors of cultural intelligence with organizational commitment, it can be concluded that there is a mutual relationship between cultural intelligence and organizational commitment in which each of them is affected out of the other factor. Regarding to the importance and impact of cultural intelligence in organizations success in various discipline-foreign business, international negotiations, merging, work force motivations, solving arguments and inter-cultural disputes, the importance of organizational commitment in organizational effectiveness, decreasing job-quitting, reducing delays and absence in workplace, increasing productivity, reducing oppositions, homogeneity and correlations, durability in membership and security sentiment, individual effort-these two factors of cultural intelligence should be boosted and optimized in the organization. In order to organize cultural intelligence in the organization, the following steps can be taken: 1. Cultural intelligence should be used as a criterion for selection while recruitment. 2. Planning objective training programs to develop cultural intelligence, research has indicated that inter-cultural training has positive impact in stopping frustration in international environment. 3. Perceiving that developing cultural intelligence among staff and particularly top managers can be used as competitive index. 4. Considering the factor of cultural intelligence in employing people in various organizational situations. 5. Making use of criteria for evaluation, improvement and service compensation. The manager who evaluates and interprets activities and tasks of different people and groups having cultural differences regardless to existing norms in those cultures, definitely encounter a trouble in his evaluation and communication with the people. In order to organize and improve organizational commitment the following steps should be taken: 1. appropriate behavior of managers with employees, 2. to encourage having a group work (teamwork), 3. to cooperate staff in appropriate decision making, 4. Planning to help staff family, 5. application- based salary, 6. to emphasis on moral rewards, 7. to observe outsider equality, 8. to be realistic in supply(salary) theme and philosophy, 9. Widespread limited supply effort, promotion inside the organization, 10. to emphasis on informal methods of supply(salary), 11. to emphasis on job security.

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