

Investigating the Managers' Cultural Intelligence Impact on Interpersonal Trust in Managers Group of Tehran Municipality

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Abstract: Pundits argue that the definition of the trust is intercultural intervention process and is gaining the kind of Cultural intelligence means being flexible and new way of seeing the world, the influence of diversity on the trust and strengthen individual is reduce and make more strength for the interpersonal trust. This study is about (The effect of the cultural intelligence group on the interpersonal confidence of Individual municipal leaders in Tehran). In this research in terms of the purpose, the time period for the data method was collection survey and the method of the data collection was survey. To analyze the data, descriptive and inferential statistical techniques were used. The analysis of the data collected the descriptive and the inferential statistical techniques were used. The results showed that the main premise of the cultural intelligence managers believe that there is a significant influence peers trust managers ($t=4.326$). Also the results showed that the cultural intelligence hypothesis of cognitive sub-managers is ($t=5.279$), cultural intelligence motivation managers is ($t=7.954$), cultural intelligence and the behavior of the managers is ($t=5.724$) and meta-cultural intelligence managers is ($t=3.496$) and have a positive and significant impact on the beliefs of the management of the trust towards each other.

Keywords: Intelligence of Organizational culture, Cultural Intelligence, Interpersonal Trust, Behavior of Cultural Intelligence.

Introduction

Advancement of the information technology makes the barriers such as space and time somewhat meaningless, while the globalization means that the growing need for the communication and interaction with people of the other cultures defined. Nowadays, skills people for working in the multicultural environment become very important, because on the one hand the effective management of the people, organizational effectiveness and the other secret for growing corporate environments are multi-cultural. But it is necessary to know that the cultural challenges of the complex problems cannot be solved by using the thinking of previous generations, and then we need to develop our ideas and create the new paradigms. According to Richard Daft, the new area of the management should find a creative solution to solve the organizations problem. In addition to the traditional skills, new capabilities for managing the current volatile environment that has undergone the political turmoil and economic insecurity are generally required in the future. For reminder, It is essential that the people with the same culture and in the same level achieve a common understanding and maintain a relationship based on the confidence in the dealing with the

norms, values and common social experiences gentle and quiet deal, because already the trust lines is familiar to them (Anbarestany, 2001).

In this study, it has been tried to look at the interpersonal trust specially and as poor trust, trust in assessment factors, including: the trust (beliefs and behaviors of the trust), trust believe content (competence, benevolence, openness of the system and forecasts), Trust belief and confidence Parent / trustee to be considered. Also among the factors of the trust beliefs / managers, in addition to the cultural quotient, situational variables (culture), overall trust / Extended (Personality variables) will be studied. In better words, this study is the comparison of the culture that determines how people are different with cultural value and different national-social history in the nature, level determinants of the trust and its effect (Bahari, 2008).

Trust is the base of modern human life, the foundation for stable relations, cooperation and a vital element of continuity not only in transaction, but in most everyday human activities (Costa, 2004). In organizations where trust is governed, open space, responsible employees, productivity and commitment to the organization, the culture of peace, teamwork, job satisfaction and participation in decision making can be observed. Evidence suggests that the organizational performance and work commitment of the workforce is low in Iranian governmental organizations, employees do not perform their duties well, motivation and work relationships is low. There is no more job satisfaction and they always think about organization leaving and job changing. The evidence suggests that the level of performance and commitment to work in Iranian government agencies and organizations is low that appear due to their low confidence in the organization. According to that Tehran municipality is the government agency and is not different from other government agency in Iran, therefore it expected to low level of the interpersonal trust in the organization and its managers are looking for the ways to get out of distrust between staff and managers. Because with the higher levels of interpersonal trust between employees and managers can expect the better performance and higher productivity. Therefore, the researcher plans to study these questions ahead of the cultural intelligence and interpersonal trust managers and answer:

Is the managers' cultural intelligence effect on the formation of the trust between individual director managers?

The purpose of the research

Recognition of managers' cultural intelligence religious with the beliefs of Administrators group to each other

Concepts: In order to study the problem and achieve goals, at first we have to be aware of theoretical concept and discussion in which part explain the most important of them.

Trust: Trust is one of the concepts discussed by experts in various fields and therefore capitation paradigm of these sciences had been provided different definitions.

Perhaps to understand about trust, this must be discussed and because maintaining and building trust in the relationships within or between organizations are desirable and a necessity.

Background of trust: The trust phenomenon has a history for long time ago of the human history. The word trust is come from the mid 13's and the root of the word refers to literal loyalty, purity, and honesty (loyal). Confucius (551-479 BC) said that Trust makers were based on the preconditions considered valuable for all social relations. And some classical writers mention that philosophy and social science are extent the trust in preventing paralysis (paralysis) in the social life. Political scientists' ideas and philosophies of Locke and Hume have inherited your basic, sociologists and psychologists Freud indebted to Durkheim and Simmel. A part of the institutional history of the self-organization theory and economic returns of the trust is to create a cost-engagement approach that is more complete and more introduced as real social mechanism (along with authority and costs). Trust as a key variable number of the theories plays the leadership role, although this variable is not indicated explicitly in the theory. One of these theories can be McGregor's theory X and Y, like management systems, Argyris theory, the study by the University of Michigan, Fiedler model, leader-follower interaction, charismatic leadership and transformational leadership can be mentioned. On the other hand, the different theoretical frameworks of the trust looked like:

Transaction cost theory: economists analyze trust as calculator or a moral corrective policy.

- Agency theory: Trust, complexity and insecurity will reduce opportunistic behavior.

- View approach based on the resources: trusted human resources are known as a competitive advantage.

Cultural Intelligence: Cultural challenges of the complex problems cannot be solved by thinking of the previous generations, we need to develop the new thinking and models, and also we need to have a new look at the differences for the competitive advantage rather than the constraint blocking. If the desired managers do not know how to interact with the persons with mental, emotional differ from the guidance then they will be fail. The inhibition of key executives to the challenges of the globalization depends on the organizational culture and its dimensions are due to the intelligence.

Conceptualization and definition of cultural intelligence: Having a high cultural intelligence is not as impeccable as behavior is and instead it is stronger than of the sense of cultural identity and also it is self-evident. These people know who they are, what they believe and they are interested to know about the others knowledge. For the concept of the cultural intelligence by researchers and scholars, as is defined in Table 1 refers to some of these definitions:

Table 1. The definition of cultural intelligence.

| Focus | Definition | years | Sources |
|--------------|--|-------|----------------------|
| Outputs | When people succeed with an alien culture (the external business environment) are compatible | 2006 | Brysllyn et al |
| Capabilities | Ability to adapt effectively to new cultural areas | 2003 | Early avng |
| Capabilities | Ability to interpret unfamiliar and uncertain situations others the right way so that the mirror is fellow colleagues | 2004 | Early and Mvsakvfsky |
| Authorities | The effectiveness of diverse cultural environments and to interact effectively with people who are different in terms of his culture | 2006 | N-G and OrlyThomas |

Conduct cultural intelligence: Cultural intelligence means that effect of verbal and nonverbal behavior in the cultural practices, and also the ability to conduct the cultural interactions, this factor also includes flexibility in the language appropriate and correct application and words in the time of the message. When people have a soft and flexible interact shown to induce a sense of familiarity and they will increase the chance of the predict behavior, therefore the cultural bilateral relations and response to the treatment cultural intelligence group members trust the other person more, In other words members of the cultural intelligence and behavior to those who have more confidence. Cultural behavior is the necessary skill for any manager, and the ability to manage the cultural differences compatible with the environment and his ability to manage this, is very important. Cultural behavioral intelligence is the practical cultural intelligence after the manager's ability for the function effectively in the intercultural situations. Answer to this question is that how can intercultural situations and in the shadow of the different norms to achieve performance targets. Many cultural differences observed in the exercise of their physical ability. According to Hall, ability to perform the mental abilities for cultural understanding and for this motivation they should have an appropriate verbal and non-verbal words, Tone Sound; modes face and body on the basis of the cultural values in particular success. This behavior includes a wide range of the flexible behaviors (Ang et al., 2007). This element focuses on the cultural intelligence to show that how people act, when they are placed in the new culture (Taslimi et al., 2009; Ferrin, 2010).

Organizational cultural intelligence: Organizational cultural intelligence has ability to obtain and maintain an effective method of the operation and administration of the various cultural areas which defined as competitive advantage. According to the basic resources, performance and competitive advantage of the resources and capabilities that are available is dependent on each other. Although today's environment, resources, technical and jurisdiction as the competitive advantage considered but these resources it does not always guarantee to the success, unless the organizations are coordinated with external changes. As individual cultural intelligence level of the multidimensional structure consists of the meta-cognition, cognitive, motivational known behavior, and organization of cultural intelligence multidimensional structures composed of the dynamic capabilities that quote for putting on the three categories.

1. Processes (routine and patterns of the work through training, reshaping, etc.)
2. Situations (such as hard knowledge): In fact, specific to each institution, such as technology, capital structure, market and even organizational boundaries.
3. Course: The historical experience of strategic options for each institution's.

According to the source theory, resources and capabilities are to enterprises a competitive advantage in the field of the cross-cultural, in addition of coherence identifying learning capabilities of internal and external organizational capability and the necessity such as technology, marketing, integration capabilities research and development of the teaching and learning and emotional ability to predict the performance of the organizations. In this model of the cultural intelligence organization (processes, position and direction) affect management

capabilities (strategic direction, organizational structure and culture) the role of mediating variables (sales of proprietary products, market entry more specific, with regard to foreign distributors and ...) to change the outcome. Of course the cultural distance on the intelligence about organizational culture and practice which affecting the cultural distance is increased, the organizations need to have the higher level of intelligence. Therefore, organizations should evaluate their qualifications and have auditing review, reduce unnecessary costs, and achieve the competitive advantage facilitate (same resources, 485). Organizational cultural intelligence is just like the individual cultural intelligence and is trying to find out that why some institutions in the global market and some other progress not?

The research model

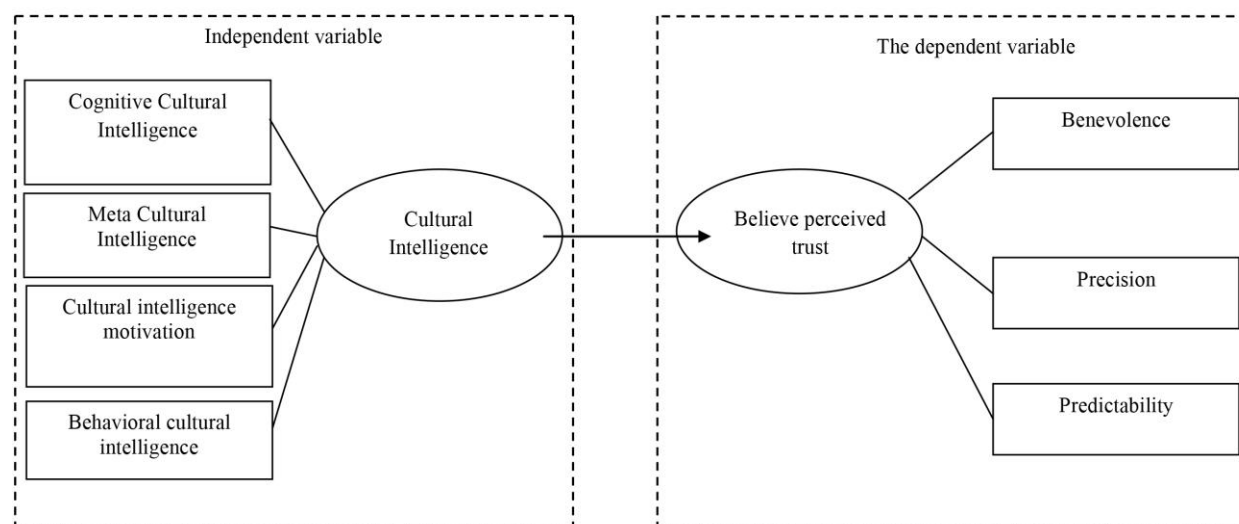


Figure 1. The conceptual model.

Research hypothesis

Main hypothesis: managers' cultural intelligence impact on the trust believe of Managers of Tehran Municipality

Secondary hypotheses: 1. Administrators' cognitive cultural intelligence beliefs the trust managers of Municipal Tehran affect towards each other.

2. Managers' cultural Intelligence motivational beliefs trust each other leaders to influence municipal Tehran.

3. Cultural Intelligence convictions behavior of the managers affects towards each other with the trust managers of Tehran Municipality.

4. Cultural Intelligence meta-cognitive beliefs managers trust each other with the leaders to influence municipal Tehran.

Materials and Methods

Current study in term of purpose and in term of method and manner of collecting research data was among the descriptive and non-experimental research (survey), and the investigation is in solidarity. The process of questionnaires, field survey method was used. To collect the information about the literature and the literature of library and internet and reading through book reviews were used, some Persian and Latin magazines and websites were used to explain the conceptual and analytical model. For the process of questionnaires field survey method was used. The dimensions, components and indicators within the Delphi model is the model and then develop and distribute a questionnaire to obtain feedback from sample data collected through a survey in order to test hypotheses and then it will be analyzed.

As mentioned above, to measure variables (premier data) standard questionnaire was used.

Managers' cultural intelligence and brand managers evaluated by cultural intelligence questionnaire (2004) in the four dimensions of cultural intelligence, cognitive, meta-cognitive, motivational and behavioral factors were assessed with 20 questions.

Interpersonal trust questionnaire, including staff competence, benevolence, openness / honesty and predictability of managers' confidence and trust were measured by the help of Mayrodevis questionnaire.

Statistical features and research domain

To get the area of the field studies and some employed executives polled in the municipality of Tehran, which is the number of 496 people was chosen to test the hypotheses. The sample is based on 216 people and the total of 225 questionnaires was distributed, 218 of them have been received. Research subject domain, the field of organizational behavior in 22 districts of Tehran Municipality was conducted in the period January 2014 to July 2015.

Analysis of the data

In this study, to analyze the data, descriptive and inferential statistical techniques were used. Mean, frequency and cumulative, including descriptions of the central parameters mean or T-test, and the correlation of analytical techniques realization are present. Some of the methods used in this study are as follows.

Table 2. Distribution of the sample by gender.

| | Frequency | Cumulative frequency | Percentage | Cumulative frequency |
|--------|-----------|----------------------|------------|----------------------|
| Female | 37 | 37 | 0.17 | 0.17 |
| Male | 181 | 218 | 0.83 | 1 |
| Total | 218 | 218 | 1 | 1 |

Table 3. Distribution of sample in record management service.

| | Frequency | Cumulative frequency | Percentage | Cumulative frequency |
|---------------|-----------|----------------------|------------|----------------------|
| Below 2 years | 65 | 65 | 0.30 | 0.30 |
| 2 to 5 years | 72 | 137 | 0.33 | 0.63 |
| Over 5 years | 81 | 218 | 0.37 | 1 |
| Total | 218 | 218 | 1 | 1 |

Results

Examine the hypotheses in term of significance: It should be noted that the Student t test was used to evaluate the data compared to a specific amount used to review research data on the basis of these results and assumptions of the following results will respectively.

Major Premise: cultural intelligence confidence Group of executive managers believes that Tehran Municipality has a significant relative effect to each other.

According to Table 4, we can say for the basic premise 4.326 t statistic and its value is significantly higher than the screw threshold of 1.96 which was obtained.

Table 4. Student's t test assumptions.

| Statistic hypothesis test | Absolute value of t- statistic | Results |
|---|--------------------------------|-----------|
| Cultural intelligence managers trust beliefs Administrators group | 4.326 | Confirmed |

Cultural intelligence of cognitive beliefs of confidence Group executive managers of Tehran Municipality has a significant relative effect to each other. According to Table 5, it can be assumed that for the first sub 5.279 t statistic and its value is significantly higher than screw threshold of 1.96. Therefore we can say that there is a significant and positive impact of the cultural intelligence, knowledge management, beliefs, faith groups and municipal.

Table 5. Student's t test assumptions.

| Hypothesis | Absolute value of t-statistic | Result |
|--|-------------------------------|-----------|
| Cultural intelligence cognitive beliefs, trust managers administrators group | 5.279 | Confirmed |

Minor Premise No. 2: Cultural intelligence of motivational beliefs confidence of executive managers group of Tehran Municipality has a significant effect. Table (5) we can say to assume the second sub 7.954 t statistics and its value is significantly higher than screw threshold of 1.96. Therefore, we can say there is a significant positive effect by strengthening the cultural intelligence motivation directors.

Table 6. Student's t test assumptions.

| Hypothesis | T-statistic absolute | Result |
|---|----------------------|-----------|
| Motivational beliefs of cultural intelligence of the trust managers | 7.954 | Confirmed |

Minor Premise 3: Cultural intelligence behavior of the managers towards each other convictions, and trust managers of Tehran Municipality has a significant impact. According to table (7) we can say to assume the third sub 5.724 t statistics and its value is significantly higher than the screw threshold of 1.96. Therefore, we can say there is a significant positive effect by strengthening the cultural intelligence managers' behavior beliefs of Tehran municipality.

Table 7. Student's t test assumptions.

| Hypothesis | T-statistic absolute t | Result |
|--|------------------------|---------|
| Cultural intelligence Behavioral beliefs of the trust managers | 5.724 | Confirm |

Minor Premise 4: Cultural intelligence of meta-cognitive has a significant effect on beliefs confidence of Group executive managers of Tehran Municipality. Table (8) subsidiary to assume fourth t-statistic and we can say it is 3.496 and its value was significantly higher than the screw threshold of 1.96. Therefore, we can say there is a significant positive effect by strengthening the directors' cultural intelligence cognitive.

Table 8. Student's t test assumptions.

| Hypothesis | T-statistic absolute | Result |
|--|----------------------|-----------|
| Meta Cultural Intelligence Beliefs of trust managers | 3.496 | Confirmed |

Prioritize cultural intelligence and beliefs confidence index: Cultural intelligence is to prioritize indicators from the perspective of municipal leaders in Tehran; therefore the Friedman nonparametric test was used. Friedman's test indicates whether there is a significant difference between the motivational factors of importance or not. If the test shows a significant level of more than 0.05, then there is not any significant difference for the motivational factors of importance. But if there is a difference, then it should give the rank of each of the motivational factors. Thus the Variable has a higher rank is the average rank of the lower other variables. The output of the Friedman test (Table 8) consists of two parts. The first part is the index of cultural intelligence, as mentioned above in the first part of the output of the test in this hypothesis, first it must check whether there is a significant difference between cultural factors in terms of importance or not. The chi-square (134.258) there is a significant difference with 3 degrees of freedom implies that the indicators of the importance of cultural intelligence (0.001). In the second part of the test, compared to the average level of the cultural intelligence indicators suggest that cognitive intelligence with an average rating of 2.36, is the highest priority, to the intelligence variables motivational and behavioral and cognitive get into the next steps.

Table 9. Friedman test results on indicators of cultural intelligence.

| Rank | Variable | Variable average | Rank test |
|------|---------------------------|------------------|-----------------------|
| 1 | Motivational intelligence | 2.36 | Qty: 218 |
| 2 | Motivational Intelligence | 2.56 | Chi-square: 134.258 |
| 3 | Behavioral intelligence | 2.89 | Degrees of freedom: 3 |
| 4 | Cognitive intelligence | 3.01 | Significance: 0.001 |

In addition to the ranking first, in the output of the test faith beliefs, assumptions checked first whether there are significant differences between the parameters of the importance of trust beliefs or not. The chi-square (10.381) with 3 degrees of freedom of belief, confidence indicators suggest that the importance of a significant difference (0.000). In the second part of the test, comparing the average rating belief confidence indicators shows that states with an average rating of 2.47, the highest priority has to variables such benevolence, competence are in the next line.

Table 10. Friedman believes the test results are reliable indicators.

| Rank | Variable | Average rank | test |
|------|---------------|--------------|-----------------------|
| 1 | Precision | 2.47 | Qty: 218 |
| 2 | Benevolence | 2.73 | Chi-square: 10.381 |
| 3 | Qualification | 2.91 | Degrees of freedom: 3 |
| 4 | Competence | 3.21 | Significance: 0.000 |

The relationship between variables using correlation test: Correlation test usually apply it with regression analysis, the criteria used to determine the relationship between two variables were used (note that the intensity and direction of the relationship shows only correlation, not causation). Two important indicators that were used in correlation are the correlation coefficient. If the sign is positive correlation coefficient indicates a positive relationship between the two variables and a change (increase), change the direction (increase) next to the associated variable. Also, if you sign correlation is negative, showing a negative or inverse relationship between two variables, and change variables (decreased) reverse the change (increase) in other variables as well. Finally, if the correlation coefficient is equal to zero, there is no relationship between the two variables and also it is said that the two variables are independent. To determine the correlation of coefficient, the following procedure is used: the definition of hypothesis determine the distribution of the test samples and test, and also determine the area under the curve and calculate the critical value and decision-making.

The above four steps used when you want to manually compute the correlation, but since the statistical programs in a matter of seconds all the above steps done here and outputs of SPSS in social science research is frequently used in data analysis and it can be relied upon. The SPSS output are indicative of the correlation coefficient for the relationship (positive and negative), as well as the significance level. As noted above, the correlation coefficient indicates the degree or intensity, and the direction (positive, negative) relationship between two variables and a significant level of correlation indicates whether or not the result of chance sampling error. In addition, the findings of the correlation indices cultural intelligence structures to be brought together in Table 10. All variables are positive and have significant linear relationship with each other.

Table 11. The correlation coefficient observed variables.

| | 1 | 2 | 3 | 4 | 5 | 6 | 7 | 8 | 9 | 10 | 11 |
|----------------------------------|-------|-------|-------|-------|-------|-------|-------|-------|---|----|----|
| Meta-Cultural Intelligence | 0.798 | | | | | | | | | | |
| Cognitive Cultural Intelligence | 0.498 | 0.778 | | | | | | | | | |
| Cultural intelligence motivation | 0.625 | 0.574 | 0.743 | | | | | | | | |
| Behavioral cultural intelligence | 0.632 | 0.492 | 0.485 | 0.812 | | | | | | | |
| Technical competence | 0.613 | 0.562 | 0.493 | 0.369 | 0.842 | | | | | | |
| Benevolence | 0.485 | 0.487 | 0.481 | 0.674 | 0.463 | 0.886 | | | | | |
| Clear / straight | 0.513 | 0.435 | 0.541 | 0.498 | 0.496 | 0.489 | 0.890 | | | | |
| Predictability | 0.578 | 0.521 | 0.435 | 0.493 | 0.567 | 0.674 | 0.498 | 0.840 | | | |

Note: The values in parentheses diameter, indicating internal consistency coefficient (Cronbach's alpha).

Conclusion

- In this research base on available literature, preliminary conceptual model of cultural and interpersonal trust was used and the normality of two first components was studied. One-way Kolmogorov-Smirnov test for normality

assumption components was used (this test, the null hypothesis, the normal distribution indicates a significant level of more than 0.05 indicates normal variable). Given the significant level achieved the significant all components passable (0.05) is higher, thus assuming zero is the normal distribution and it will be accepted and the normal conditions of variables is to estimate the unknown parameters and it is reliable.

- Check the status of the main variables in the model of one independent group t-test indicated that in the four variables cultural intelligence directors, employees' trust beliefs about the trustworthiness of the managers and trust behave staff is above average results for all four variables suggests that cultural intelligence directors, beliefs perceived trust managers t values corresponding to each of the factor loadings is 1.96 so dimensions meaningfulness was approved.

- According to Friedman (Table 9) makes clear that Tehran municipal managers, cultural intelligence and cognitive-behavioral and motivational cognitive intelligence are located on the top of the next rank. Tehran Municipality staff in accordance with the beliefs of confidence table (10) showed that confidence among beliefs, belief in openness / honesty managers with an average of 2.47 is the highest rank and belief in benevolent managers in the second, and the belief in the competence / qualifications Site and The belief in the third and predictability of management contract rank is on the fourth place.

- The results of this study and hypothesis suggests that one might be hypothesize key for the table (4) and we can say for the basic premise 4.326 t-statistic and its value is significantly higher screw threshold of 1.96 was obtained. The main hypothesis of this study is the cultural intelligence of confidence group of executive managers in Tehran municipality believes that there is a significant positive effect and therefore can be said to strengthen the management of cultural intelligence, the beliefs of municipal leaders will increase the trust of the group. The first sub-hypothesis according to Table 4 can be assumed that for the first sub 5.279 t-statistic and its value is significantly higher screw threshold of 1.96 was obtained. To assume the second sub hypothesis in the table (6) t-statistic is 7.954 to assume the second sub and its value was significantly higher screw threshold of 1.96 was obtained.

- The second sub- hypothesis is the cultural intelligence of motivational beliefs confidence Group executive managers of Tehran municipality. Therefore we can say there is a significant positive effect by strengthening the cultural intelligence motivation directors, municipal administrators group believes confidence will increase. To assume the third sub hypothesis in the table (6) can be said to assume the third sub 5.724 t-statistic and its value is significantly higher screw threshold of 1.96 was obtained. And to assume the fourth side in the table (8) can be said to assume fourth sub t- statistic is 3.496 and its value was significantly higher screw threshold of 1.96 was obtained. Therefore, according to the results of the Student's t-test can be assumed that basic premise and four subsidiaries have been approved.

Cultural intelligence analysis of the relationship between managers and trust administrators beliefs (relative to peer's partners): High incentive for intelligent people, their interactions are shown flexibility and the sense of understanding similarity suggests that the possibility of more predictable behavior and the formation of the trust in the opposite side.

- In all training level, values should be respected and valued people rather than trying to modify their judgment, focused on the knowledge and understanding of the relationship between the values, behavior and cultural context.

- Development of the cultural intelligence, from one person to another or one location to the next, completely different.

- In your research staff with high cultural intelligence and knows a competitive advantage and adding to measure the cultural intelligence as part of the programs and assessed the HR job managers and it should be considered. The management of international organizations should encourage employees to recognize and promote their cultural intelligence to provide the real value to their clusters. Of course, people have different levels of education and training, cultural intelligence; especially aspects of cognitive, behavioral and cognitive team apply. Recalls in this study behavioral intelligence level of managers in Tehran municipality placed in third place.

- We have to adapt and excel with the surrounding environment automatically exercises and the development of a series of cognitive and behavioral skills as macro skills (basic skills for work and life) and it needs to include:

1. Understanding of their cultural identity: Understanding about yourself or others that is recognition of life ways.

2. Control the cultural lens: identify different cultural backgrounds and how those areas of the cultural assumptions, behavior and thinking affect us.

3. Change forward: imagine yourself somewhere else in other culture and the perspective to deal with it.

4. Intercultural relations: exchange of ideas, meanings and creating feelings of people.

5. Intercultural conflict management: coping and managing conflict between people with different cultural backgrounds it is an effective style.

6. Multicultural team building: working with various actors of different cultural backgrounds.
7. Skill prejudices identification and their prejudices and others respond to them correctly.
8. Identify and understand the dynamics of the power: recognition of cultural relations between our relationship to the world around us and understand the impact that power with others, contributing to the development of cultural intelligence it is skill.

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