

The Relationship between Cultural Intelligence and Organizational Citizenship's Behavior in Aqiq Tile Employees in Yazd

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Abstract: This study aims to investigate the relationship between cultural intelligence and organizational citizenship behavior in employees of Aqiq tile in Yazd. This study is correlational. The population is consisted of all employees, contract employees and also junior employees of Aqiq tile and the sample size according to population (560 people) to simple random sampling method using a sample of 230 people were selected with using Cochran formula. To analyze the data Pearson correlation and multiple regressions were used. The results showed that there is a positive and significant relationship between cultural intelligence and organizational citizenship behavior and also there is significant relationship between the subscales (cognitive cultural intelligence, cognitive cultural intelligence, motivational and cultural intelligence and behavior of wild intelligence) of cultural intelligence and organizational citizenship behavior. The results of multivariate regression analysis showed that the cognitive cultural intelligence 0.22 times and teh cultural intelligence cognitive 0.38 times increases the OCB variable deviation.

Keywords: Cultural Intelligence, Cognitive Cultural Intelligence, Motivational and Cultural Intelligence, Behavioral Cultural intelligence, Organizational Citizenship Behavior.

Introduction

Advancement of information and technology, made the barriers of space and time somewhat meaningless while globalization is defined means a growing need for communication and interaction with people of other cultures. In today's world people's skills to work in a multicultural environment are crucial because on the one hand the effective management of people is the secret of effectiveness of organizational and on the other hand enterprise environments are growing to multiculturalism. But we need to realize that cultural organizations with complex challenges cannot be solved by using the thinking of previous generations. Then we need to develop ideas and create new paradigms are. According to Richard Daft management in the new era, Creative solutions must be found to solve the problems of today's organizations because in addition to traditional skills, new capabilities for managing the current volatile environment that has undergone political turmoil, economic insecurity about the future are generally required (Hall, 2009). In the past, the criterion for evaluating employee behavior, to adapt their performance to the job description approved while today the behavior beyond them such as extra-role behavior and organizational citizenship behavior are considered. Importance of the concept of organizational citizenship behavior stems from the premise and the organizational citizenship behavior is beyond the formal requirements of the job and if this extra role behaviors and voluntary cooperation of employees are repeated over time, organizational

effectiveness will double (Korkmaz, 2009). Due to this it is necessary that the organizational citizenship behavior does not occur in any cultural conditions and individual and organizational features helps to emerge and spread of these behaviors. One of the issues which organizations and their managers need to know is that junior members of a group or team work can be from different cultures and one of the important challenges for managers is that they should work with the people different cultural backgrounds, for this issue they should have an important capability which is cultural intelligence. Cultural intelligence is the key for management's competencies in the twenty-first century and this is a way of thinking and action to teach managers and leaders to act in any cultural context to be effective.

Organizational citizenship behavior in the literature of organization and management has attracted particular attention and definitions, determinants and consequences of this phenomenon are discussed in the workplace. Organizational citizenship behavior is a voluntary behavior that increases the effectiveness of an organization's performance and it's not organizing with official reward organize system directly or indirectly. Due to the increased effectiveness has always been one of the issues and concerns of managers, understanding organizational citizenship behavior can be considered effective and helpful step in the right direction. Some of these behaviors are volunteering to do things that are not necessary, new recommendations to improve the organization, violated the rights of workers, voluntary participation in committees and expert groups.

It is clear that organizations need to adapt themselves with a global mindset and acceptance of different cultures within the organization in order to survive in the twenty-first century and change their leadership to participate in the global competitive environment, and human resources with various skills. Managers must learn how to manage organizational cultural diversity because it's obvious that human resources are the only source of eternal and immortal. That is not only easily accessible but also something that if properly managed will provide management development fields. That is not only easily accessible but also something that if properly managed will provide management development fields. Principles and rules related to organizational citizenship behavior and appropriate conditions for employees and their development under the acceptance of different cultures, the necessary context to implement this treatment provides achievement of organizational goals. Aqiq Tile Company was built in 1999 in a land of fifteen hectares in the northeast of Yazd, with an annual production target of three million square meters of floor and wall tiles. This company is now the largest floor and wall tiles in Iran have started extensive activities in international markets. Given the range of what the company requires large amounts of human resources, it requires human resources with different technical capabilities from everywhere in the Islamic homeland with the need for peaceful coexistence despite the different cultures. It's expected from intelligent staff with high cultural intelligence to accept people with their differences and can guide the diverse collection, but aligned and integrated into the organization's goals. These conditions demand a capacity such as cultural intelligence, because having cultural intelligence can ignore the negative effects of diversity and differences which is the result of organizational citizenship of employees' behavior, so the researcher plans to answer the basic question of cultural intelligence and organizational citizenship's behavior:

What is the relation between cultural intelligence and organizational citizenship behavior?

The importance and necessity of research: OCB can enhance the employee's productivity and the efficiency of the operations groups, for example, the involvements of the new employees in behavior causes the auxiliary or sacrifices and they acquire the knowledge which they need to improve quality of the service. In the other hand civil participation leads to improve and increase the interaction between managers and employees and if any problems happen will be resolved quickly. High levels of attention, respect and sportsmanship in the shadow of different cultures reinforces esprit de corps among colleagues and rather than argue with colleagues, managers may have more time to spend on efficiency goals organization or group. In addition, the work environment and friendly relations among colleagues improve their support and it may lead to high levels of maintenance for staff. On the other hand culture determines what we consider as the basis of trust or what kind of behavior we should deem reliable? Gibson & Dibble (2009) believe that the culture influence the behavior of individuals and groups in addition to the direct impact, it effects of the values and beliefs (Dietz et al., 2010). Therefore, it is essential that the effects of cultural intelligence directors to promote organizational citizenship behavior and a deeper look at them.

Research purposes

The main purpose: Understanding the relationship between cultural intelligence and organizational citizenship behavior

Secondary purposes

1. Understanding the relationship between cognitive cultural intelligence and organizational citizenship

- behavior
2. Recognition of the relationship between motivation cultural intelligence and organizational citizenship behavior
 3. Understanding the relationship between behavioral cultural intelligence and organizational citizenship behavior
 4. Understanding the relationship between cognitive intelligence and organizational citizenship behavior

Literature

Cultural Intelligence: Cultural challenges of complex problems cannot be solved by thinking of previous generations, we need to develop new thinking and models and we should have a new look for differences, and it's a competitive advantage rather than a constraint blocking. The proper functioning of the third millennium depends on managements' knowledge and the use of careful planning, flexibility in different environments, logical thinking and new thinking in the field of cultural diversity which are the factors to consider culture and cultural challenges. If the managers don't know how to interact with the employees who has different mental, emotions and feelings, their guidance and leadership will fail. The key of managers' successes is to control cultural challenges to the world due to the intelligence cultural organizations in every dimension. 20-year-old prospect on the horizon of the Iranian society, a society developed, in accordance with the requirements of cultural, geographical and historical, moral principles and values on national and Islamic revolutionary emphasis on religious democracy, social justice, freedom of self-preservation dignity, human rights and benefit from social security and judicial impression so That for the realization of such a society, and elevating the status of economic, social, educational and cultural needs tools such as technology, learning structures, smart organizations ,we will be creative.

Why is Cultural Intelligence important?

Our cultural background effects on our thinking, behavior, the way we interpret the behavior of others success or failure in our relations. Cultural intelligence as the ability to act and behave appropriately in multicultural situations and having an open minded feature and curious mind are essential to accept the differences of new information for the life in today's world. It is necessary to learn how to be curious to others instead of filtering and sorting the differences, we should make it clear. Cultural intelligence may be as academic research from all academic researchers around the world, but the point is that it is easy to reach its findings and it will bring benefits for all of us (Livermore, 2011). Changing realities of the world around us, globalization and global communication network, is a kind of liberation from ethnic competitions. Statistics show that 60% of world growth over the next 10 years will be in the developing countries (compared to 20% the past decade).One million tourists get visas and this amount is increasing. 49% of 5 years old or younger children are colored in America. China in the future will be the first English-speaking country. 67% Investments and incomes will be given to international air travels in Asia and the Middle East airlines and it will have annual increase percentage. More than one million university students will study abroad annually. Annually 4.5 million residents of North America will participate in religious advertising trips (Livermore, 2011). The point is that we are different from each other but we expect others to be like us and if they don't behave like us we call them wrong. The problem is: Why we cannot think outside of their small cultural rules? And accept diversity of the human and enjoy of living with the others.

The reasons for inter-cultural failure

- ***lack of awareness of the characteristics and their cultural biases:*** As others' cultures may be strange to us also our culture can also surprising others, for example, Americans dialogues are very vocal against Asian people who know long silence as a sign of politeness.
- ***Feeling discomfort, fear or threat:*** during interaction with strangers, we may experience a feeling of inner fear.
- ***Failing to understand and explain the behaviors of those who are culturally different with us:*** An approach of "being like us" in describing the behavior of others often confuse us because they may not have the same common goals or motivation.
- ***Inability to transfer knowledge from one culture to another:*** Even those who experience multiple trips to different countries are unable to effectively convey their experiences.
- ***Inability to reconcile work and live in a foreign culture:*** Anyone who has lived for at least 6 months or more in a foreign culture surely will confirm the difficulty of the implementation, although the severity of the culture shock is different in different people.
- ***Inability to develop long-term relationships with people of other cultures:*** Even if you learn how to

understand others and make the relationship better, but more communications throw us in effort.

An important approach to overcome problems is cultural intelligence. Cultural intelligence means being flexible and having skills to understand a culture, learning better through interactions, create sympathy and the development of behavior so when we faced with those cultures, we will show a good behavior because the effective interaction in the field of culture basically is necessary in today's global world. The results show that a person with experiences in the field of international work even if it is brief review, has a better cultural consciousness than someone who has lived many years in one or both the cities and also neurological studies have shown that a person's brain learns intercultural experiences and it will effects on his approaches of problem-solving in his daily work. These findings help to individuals or organizations that how to take advantage of their opportunities (Livermore, 2011).

History of cultural intelligence

Professor Swoun Ang, senior director of leadership and cultural intelligence center at Nanyang Technological University of Singapore and a world leader in the field of cultural intelligence, has won numerous awards including the award for best writing in the Academy of Management, the Hawaii International Conference on System Sciences, etc. Since then, this concept was accepted all over the world and in different fields. In 2004, the first annual meeting of the cultural intelligence held in the Academy of Management. In 2006, the organization and management of publications devoted a number to this concept. That same year, the first international conference on cultural intelligence and the experience of international management, cross-cultural psychology, cross-cultural management, new ideas in the field of social psychology and landscape theory, empirical researches in the field of cultural intelligence held by these two. Professor Christopher Earley, Head of Organizational Behavior, London Business School with Elaine Mosakovsky a professor at the University of Colorado in their paper in October (2004) was published in the peer reviewed journal acquisition Harvard, they set the twenty questions to measure their perceptions of aspects of cultural intelligence for the first time and Mrs. Aung to join their team in the leadership and cultural intelligence, including Lynn van Diane from Michigan State University, called the questionnaire as a world's leading tool to measure their cultural intelligence and the same year (2004), many researchers around the world have used this scale to understand the needs, results consequences, associated with cultural intelligence mediators modifying expensive and today still it's offered different results on different cultural intelligence organization of conferences. For example, Professor Ang et al (2007) with the cooperation of Van Dyne, Templer and Tai in an article of his journal presented the peer reviewed on the organization and management measure cultural intelligence and they claimed that cultural intelligence with 20 questions scale in different times, with different samples and in different countries can be measured. Among other researchers and Ang's colleagues in the leadership and cultural intelligence, we can say the names :Chong Ng, the director of research at the Center for Leadership and Cultural Intelligence, Cheryl Tai Cultural Studies director, Christine Koh, director in charge of psychometrics and technology center leadership and cultural intelligence Rakstal Thomas, PhD student center to check and interested in cultural intelligence training multinational teams (center for Leadership and cultural Intelligence, 2012).

Before the Erley Yang research on the cultural intelligence in 2003 that relied on the theoretical framework Sternberg and treatment (1986), any form of social intelligence, emotional or action wasn't focused on solving the problems of cross-cultural. This intelligence contains of mental ability, motivation and behavior that its main purpose is solving cultural problems. Despite its relatively short history of these structures have a significant growth path. Cognitive intelligence is used to identify and control the processes by which people acquire and apply knowledge to understand the point. Cognitive intelligence is on the knowledge structures that are in the term with "equivalent intelligence is knowledge". Motivational intelligence returns to the mental ability to steer and focus the energy on a specific skill or position motivational and cognitive ability solving real world problems and Good behavior refers to outward signs and gestures (Ang et al., 2007).

In 2004 the first scientific meeting of the annual session held in University of Management and in 2006, a certain number of management was given to the concept of cultural intelligence and experimental investigation. That same year, the first World Conference on cultural intelligence was held with scientific researchers of different majors. In 2007, Professor Ang et al in the Journal of his first paper had a review of management and organizations measure of cultural intelligence that by introducing this authentic scale a good growth took place in the study of cultural intelligence in multiple fields such as cultural applied linguistics - Military Operations, the United Nations peacekeeping operations, immigration international religious propaganda. Professor Ang et al (2007) published the book "cultural intelligence, measurement theory and its applications", which was consisted of 24 experimental and conceptual collaborations of researchers with different cultural and scientific backgrounds. Livermore published his functional book in 2009 "Navigate through cultural intelligence: The new secret of success" which contains of

useful advices and easy principles for business managers and students and in 2011 the book "different cultural intelligence: an skill which without it we cannot do economical activities in today's world"

A quick look on the path of cultural intelligence structures from the beginning until now shows the development of a theoretical concept to a measurable structure with strong psychometric properties, from theoretical to empirical evidence and statements of a collegiate structure in a global and multicultural education with a scientific framework. Cultural intelligence is comprehensive and explicit that is clearly contained the elements of behavioral, motivational, cognitive and MTC but is not included character and values.

- Theoretical Foundations of Cultural Intelligence offers a comprehensive framework for considering the multi-dimensional nature of the capabilities of cultural.

- Since intercultural competence models mainly focus on one or two dimensions of cultural intelligence so cultural intelligence offers a coherent framework to help and organize intercultural competence and composition (Ang et al., 2007)

- Cultural intelligence study on an interesting and important phenomenon which was not important in the past "cultural compatibility".

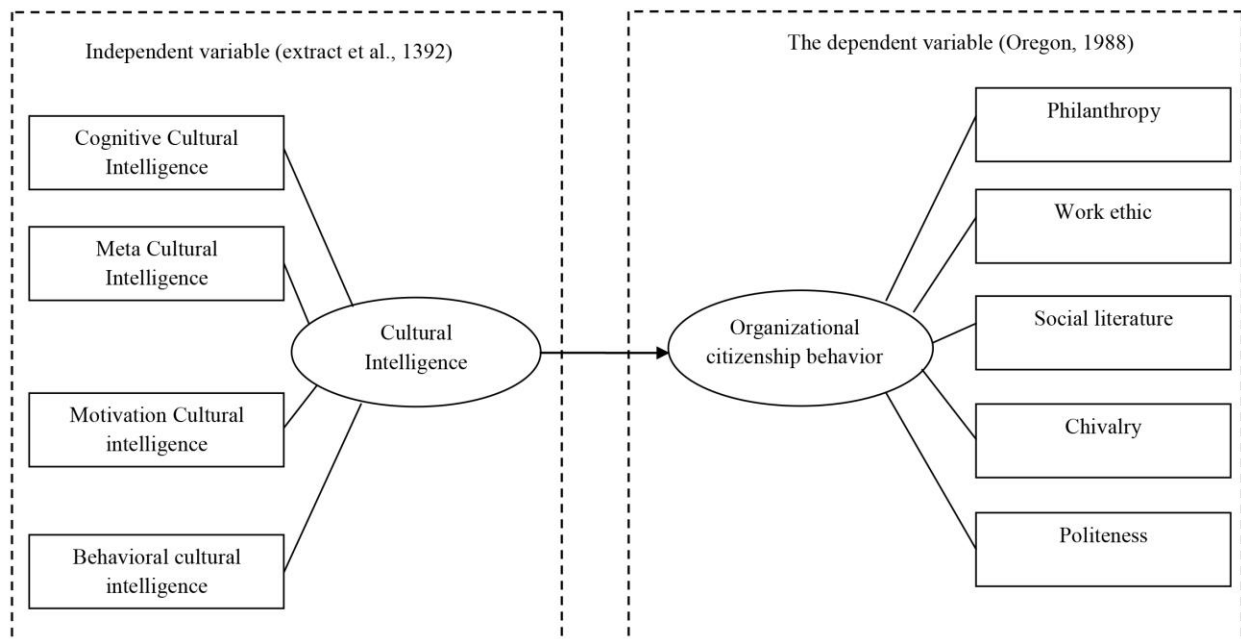


Figure 1. The conceptual model.

Hypothesis

The main assumption: There is a significant relationship between cultural intelligence and organizational citizenship behavior of Aqiq tile.

Secondary hypothesis:

- 1) There is a significant relationship between cognitive cultural intelligence and organizational citizenship behavior of Aqiq tile.
- 2) There is a significant relationship between Meta cultural intelligence and organizational citizenship behavior of Aqiq tile.
- 3) There is a significant relationship between motivational cultural intelligence and organizational citizenship behavior of Aqiq tile.
- 4) There is a significant relationship between behavioral cultural intelligence and organizational citizenship behavior of Aqiq tile.

Materials and Methods

Statistical population: Those questioned were managers and employees who are working in Aqiq tile. And 560 people were selected for testing this hypothesis.

Sample size: The sample was contained of 228 people based on Cochran formula. A total of 240 questionnaires

were distributed and 230 of them have been received.

The data collection tool

Collecting secondary data by library studies: According to the nature research to gather information on the history and literature (secondary information) library studies were used. At this stage of research we used online resources and library publications and numerous magazines, articles, books and thesis of the student.

Collecting primary data field method: andardized questionnaires were used to measure variables. Cultural Intelligence: managers' Cultural Intelligence was measured Cultural Intelligence questionnaire in 4 aspects: cognitive Cultural Intelligence, Meta-cognition, Motivation and behavior with 19 questions. Organizational citizenship behavior:

Results

Reliability of the questionnaire

To ensure the reliability of the questionnaire distributed among clients using SPSS software Cronbach's alpha coefficient was calculated for the 20 questionnaires distributed among customers.

Table 1. Cronbach's alpha reliability

Questionnaire	Components	Cronbach's alpha	Combining items	Number of items
Cultural Intelligence	Meta cultural intelligence	0.78	1-4	4
	cultural intelligence	0.86	5-10	6
	motivational cultural intelligence	0.76	11-15	5
	Behavioral cultural intelligence	0.73	16-20	5
Organizational citizenship behavior	Philanthropy	0.84	1-4	4
	Work ethic	0.79	5-8	4
	Social literature	0.72	9-12	4
	Chivalry	0.73	13-16	4
	Politeness	0.78	16-20	4

Table 2. Demographic description of the sample.

Feature	Title	Plenitude	%Plenitude
Gender	Male	179	78.5
	Female	51	21.5
Total		230	100
Education	Upper diploma	32	14
	BA	126	55
	MA	71	31
Total		230	100
Work Experience	To 10	52	22.5
	10-20	117	51
	20-30	61	26.5
Total		230	100

Table 3. The normal distribution of data.

		CI	OCB
N		230	230
Normal Parameters ^{a,b}	Mean	3.489	3.236
	Std. Deviation	0.984	0.961
Most Extreme Differences	Absolute	0.168	0.167
	Positive	0.168	0.167
	Negative	-0.098	-0.090
Kolmogorov-Smirnov Z		3.291	3.270
Asymp. Sig. (2-tailed)		0.059	0.089

As seen in the above table level is significantly larger than the 0.05, thus confirming the hypothesis H0 is accepted and H1 is rejected. The data are normally distributed.

Table 4. Testing hypotheses.

Hypotheses	Pearson correlation coefficient	Test result
----- Cultural intelligence Organizational citizenship behavior	0.48	Ok
----- Cognitive cultural intelligence Organizational citizenship behavior	0.39	Ok
-----Meta cultural intelligence Organizational citizenship behavior	0.42	Ok
Organizational citizenship behavior-----motivational cultural intelligence	0.51	Ok
-----Behavioral cultural intelligence Organizational citizenship behavior	0.32	Ok

Table 5. Friedman test.

Number	Variable	Test	Average
1	Behavioral intelligence	Number: 230	2.36
2	Cognitive intelligence	Square: 134.258	2.56
3	Motivational intelligence	Free degree: 3	2.89
4	Meta intelligence	Sufficiency: 0.001	3.01

Table 6. Cognitive Regression Cultural Intelligence.

	Plus	Free degree	Average	Sufficiency degree	F
Regression	1053.977	1	351.326	0.000	22.737
Remaining	1483.333	228	15.451		
Total	2537.351	229	-		

Table 7. Meta- Cognitive regression Cultural Intelligence.

	Plus	Free degree	Average	Sufficiency degree	F
Regression	1119.351	1	559.676	0.000	38.286
Remaining	1417.959	228	14.618		
Total	2537.310	229	-		

In this study, according to available literature, the initial conceptual model was traced by using two variables cultural intelligence and Organizational citizenship behavior. At first the components' normality situation were studied. Kolmogorov-Smirnov test was used for testing the normality assumption components. (In this test, the null hypothesis, the normal distribution indicates a significant level of more than 0.05 indicates normal variables). Achieved significant level is (0.05) higher than the acceptable level of significance. As a result, the null hypothesis

can be accepted that it is normal distribution. And normality variables to estimate the unknown parameters are reliable. Test results show that, one might hypothesize main hypotheses can be stated in Table 3 Spearman coefficient is 0.48, so the main hypothesis of this study is that there is a significant positive relationship cultural intelligence and organizational citizenship behavior of Aqiq tile. It can be said that with the strengthening of cultural intelligence personnel, organizational citizenship behavior will increase. The first sub-hypothesis can be stated in Table 3 Pearson statistic is to assume the first sub 0:39. The hypothesis of this study, there is a significant positive relationship between cognitive cultural intelligence personnel and organizational citizenship behavior Aqiq tiles.

Discussion and Conclusion

With respect to the issues discussed in the previous chapter, the results of this study are as follows:

- 1) The survey showed that the sample contained no significant difference in cultural intelligence between men and women.
- 2) It also concluded that there is no significant differences exist between men and women in Organizational citizenship behavior.
- 3) There is a significant relationship between cultural intelligence and organizational citizenship behavior Aqiq tile
- 4) Regression analysis revealed the Enter model with dimensions of cultural intelligence on organizational citizenship behavior showed that the cognitive cultural intelligence 0.22 as much as and Meta cognitive cultural intelligence was 0.38 can deviate the increase Organizational citizenship behavior.

According to the study hypothesis that there is a significant positive relationship between cultural intelligence and Organizational citizenship behavior, these are recommended:

- 1) During the recruitment of new staff measure their cultural intelligence with standard tests.
- 2) In positions of leadership, expertise and key posts that require significant training and costs for operator training, it's better to consider the cultural intelligence
- 3) To emphasize on practical development of cultural intelligence by teaching and modeling and also the factors influencing the growth of cultural intelligence, including personal aspects, look sublime work, relationships within the organizational, the leadership.
- 4) They should pay more attention to cultural differences for developing cultural intelligence of personnel

Conflict of interest

The authors declare no conflict of interest

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