

The survey of relationship between cultural intelligence and emotional intelligence with employee's performance

Mohammadbagher Gorji¹⁺ and Hamid Ghareseflo²

¹ Islamic Azad University, Aliabad Katoul Branch, Department of Management, AliabadKatoul, Iran

² Human Resource Management, Gonbad, Iran

Abstract: The aim of present article has been the study of relationship between cultural intelligence and emotional intelligence with performance of university employee's. present research was Applied and it's method is Survey- Correlation and The sample of study was of university employee's, people 115 selected simple Random. Data collection has been using of two standard questionnaire, for testing cultural and emotional intelligence and also existent data at organization about employee's performance, which their validity of tools was confirmed through Content method and their reliability was determined through alpha Cronbach with coefficient 0.855 and 0.823, respectively. The analysis of data has been acted using of Correlation testing Pearson and Friedman. Results showed that there is a positive and meaningful relationship between cultural intelligence, recognition cultural intelligence and motivational cultural intelligence with employee's performance and also between emotional intelligence and all of its dimensions meaning self-awareness, self-managerial, self motivational, empathy and social skill, but there wasn't a meaningful relationship between behavioral cultural intelligence with employee's performance.

Keyword: intelligence, cultural intelligence, emotional intelligence, performance.

1. Introduction

Many organizations of the 21 century are multicultural. This reality results in numerous dyadic relationships where the cultures of the two members differ. The difference may be in language, ethnicity, religion, politics, social class, and/or many other attributes.[1]

It should be say that ever-increasing growth and broadness of trades and international intelligences and inconsistency of labor force focused attention of many pundits' management and business to introducing and encouragement capabilities until can attend effectively at complex and universal dynamic environments. Among these capabilities, cultural intelligence and emotional intelligence are most important that can be used. From where organizations are in searching for increasing of performance and optimization of self orders, therefore, at first stage, we should increase performance of employee's. In attention to this subject, performance following of knowledge, skill, abilities and motivation,... and with regarding this matter that cultural intelligence and emotional intelligence is important abilities and capabilities at present conditions of organs. Present research is following this problem that is there relationship between cultural intelligence and emotional intelligence with performance of employee's?

2. Literature Review

2.1. The concept of cultural intelligence

It's obvious that say, universalized is very near to us. Activity at an universal , international and intercultural is a normal and usual reality for more organs of contemporary big.[2] One of most important

⁺ Corresponding author. Tel: 00989113751710
Email: gorjimb@gmail.com

challenges that managers and employee's face to it at international environment, that they become sure that realize completely views and ideas of performers against of international. Offerman and Phan (2002), have been defined cultural intelligence as a ((intelligence at environment)) or the ability to operate within and across a variety of culturally diverse environments that individuals are confronted with values, assumptions and expectations that are fundamentally different from their own.[3]

Cultural intelligence is ability and capability one individual for effective performance at different positions culturally. Cultural intelligence prepare insights about individuals abilities and capabilities for overcome multi cultural positions, involving at intercultural trades and performance at different working groups culturally.[4] Earley & Mosakowski say that cultural intelligence consist of three components: the cognitive, the physical and the emotional /motivational. Cultural intelligence resides in the body and the heart, as well as, the head. Although most managers are not equally strong in all three areas, each faculty is seriously hampered without the other two.[5]

- **Recognition cultural intelligence:** According to 3 factors concept framework of cultural intelligence, the first, main component is recognition. Early and et all (2006), indicated to recognition component of cultural intelligence as cultural strategic thought. The cognitive aspect refers to the skills needed to conceptualize a new culture, including developing patterns from cultural cues and gathering information about a new world.[6]
- **Motivational cultural intelligence:** Motivational cultural intelligence define as rate and level that individuals are ensure to their ability for engaging in intercultural trades and limit that they have satisfying emotion from these trades. Motivational cultural intelligence is a personal internal energy for adopting with one new cultural environment. [4] Individuals with higher motivational CQ energy interacting with people from different cultures. Unfamiliar cultures and are self-efficacious in adapting to situations of cultural diversity.[7]
- **Behavioral cultural intelligence:** Behavioral dimension of cultural intelligence express that essential of effective trade at new culture is not knowing this how behavior (recognition dimension) and stimulus (motive) in order attempting for action (motivational dimension), but also having appropriate answers at collection of individual behavioral is necessary. An error and unpleasant neglecting at more research on intelligence is this case that action and work component became regardless. Management point of view, it will be small-mindedly that separate what people think, from what do they do.[8]

Emotional intelligence supposed that individuals are familiar with self culture, so, for trading with others use of self cultural methods. Cultural intelligence is related to emotional intelligence, but it choose where that doesn't use emotional intelligence, means that where, we deal with unfamiliar environment. Early & Mosakowski determined that one main element that is joint at cultural intelligence and emotional is trends to delay judge and thought before acting.[5]

2.2. The concept of Emotional Intelligence

Emotional intelligence can play an important role in the workplace. Many studies have proved that the relationship between emotional intelligence, outputs, job satisfaction and employee's performance is predictable.[9] Emotional intelligence has been recognized as an influential factor in both individual performance and organizational performance and has been hypothesized by researchers as a potentially useful concept in identifying factors in stories of nursing practice that might be related to improved retention of nurses and patient/client outcomes.[10] Emotional intelligence is a skill by which one can govern one's moods through self-awareness, improve it through self-management, perceive its effect through empathy and behave in a way that raise one's and other's morale through managing relationships.[11]

In working with emotion intelligence, Goleman (1995) has applied the emotional intelligence concept to the workplace setting. The emotional intelligence was skill in two key areas in his emotional competence framework; "personal competence" which represented how to manage ourselves (i.e. self regulation, self motivation) and "social competence" represented how to manage relationships (i.e. empathy, social skills). Emotional was a powerful psychological that could affect behavior and performance in important way. Emotional intelligence, also constructed social skill or social effectiveness, which fulfilled personality into observed performance.[12]

Claims about the positive influence of emotional intelligence (EI) on work team performance are very numerous, both in commercial and scientific literature. However, Despite the huge amount of claims about EI's positive influence on job performance and its fast-growing use in organizations, studies investigating relationships between EI and performance at individual level suggest that the current excitement surrounding the potential benefits from the use of EI in the workplace may be premature or even misplaced. Indeed, although EI appears to be related to performance and effective outcomes in some cases, the results are very limited. [13]

Goleman announced dimensions of emotional intelligence as following:[10]

- **Self-Awareness:** Self-awareness or which is being aware of what one feels, Formed main and key part of emotional intelligence. Whosever that is having high degree of self-awareness they are honest with self and others and they know that how affect their emotions on them, other people and career's performance.
- **Self- regulation:** In other words, self regulation attribute to choosing ability of emotions that can get to positive emotions. Therefore, Don't mistake self regulation to suppress on emotions and or it's imposition to others.
- **Self-motivation:** The ability using of excitements towards positive actions, is emotional self-motivation. Self-motivation means that constant and seriousness at persistence and fulfillment of goals, even facing to main difficulties and hard and special circumstances. So, emotional self-motivation says you that use from emotions and its positive dimensions/aspects, instead of being negative and pessimistic. [11]
- **Empathy:** Empathy means that having ability of effective listing skill to others. Empathy necessarily isn't meaning agreement with others, but also it is realizing others and conditions from their view in order to improving communication, finding-problem and trust. Empathy is more meaning thinking and viewing of others emotions and excitements.
- **Social skill:** This skill is for example ability that encourages, popularity, leader power and personal penetration. Skillful individuals socially trend to wide scope of familiarities and also skills for creating relation. These individuals are skillful at groups.[14]

3. Methodology

present research was Applied and it's method is Survey– Correlation and The sample of study was of university employee's, people 115 selected simple Random. Data collection has been using of two standard questionnaire, for testing cultural and emotional intelligence and also existent data at organization about employee's performance, which their validity of tools was confirmed through Content method and their reliability was determined through alpha Cronbach with coefficient 0.855 and 0.823, respectively. The analysis of data has been acted using of Correlation testing Pearson and Friedman.

4. The finding of research

The finding of research hypothesis testing using of Pearson correlation coefficient in figure 1, showed that there is relationship between cultural intelligence and employee's performance with coefficient 0.893.

	Employee's performance	cultural Intelligence
Employee's Pearson Correlation	1	.893
performance Sig. (2-tailed)		.002
N	105	105

Fig.1: the rate of correlation between cultural intelligence and employee's performance

In relation to dimension of cultural intelligence and with seeing figure 2, can be find that there is a positive and meaningful relation between recognition cultural intelligence and motivational with employee's performance but there wasn't no relation between behavioral cultural intelligence dimension with employee's performance.

	Recognition cultural Intelligence	Motivational cultural Intelligence	Behavioral cultural Intelligence
Employee's performance Pearson Correlation	.898**	.836**	-.086
Sig. (2-tailed)	.001	.003	.381
N	105	105	105

Fig. 2: correlation between recognition, motivational, behavioral intelligence and employee's performance

Also, in attention to figure 3, determined that there is direct and meaningful between emotional intelligence and all of it's dimensions means (self-awareness, self-managerial, self-motivation, empathy, social skill) with employee's performance, that is, with rising emotional intelligence and its dimension, has increased employee's performance, too.

	Emotional Intelligence	self-awareness	self-motivation	empathy	Social-Skills	self regulation
Employee's performance Pearson Correlation	.813	.950	.828	.798*	.800	.788
Sig. (2-tailed)	.005	.000	.004	.014	.003	.023
N	105	105	105	105	105	105

Fig. 3: The rate of correlation between emotional intelligence and its dimensions with employee's performance

Furthermore, in attention to Friedman testing determined priority method of effectiveness every one of cultural intelligence and emotional intelligence dimensions on employee's performance that has been showed results in 4 Figure. Therefore, distinguished that there are at dimensions of cultural intelligence, motivational factor at first priority and more effectiveness and recognition and behavioral factor at later priority, respectively. And also at dimension of emotional intelligence there are the factor of self regulation, first and most effectiveness factor, respectively, and after that there are, empathy, social skill, self-motivation and self-awareness, respectively.

dimensions Emotional Intelligence	Mean Rank	dimensions cultural Intelligence	Mean Rank
self-awareness	2.29	Recognition cultural Intelligence	2.16
Self- regulation	3.51	Behavioral cultural Intelligence	1.38
self-motivation	2.91	Motivational cultural Intelligence	2.46
empathy	3.18		
social skill	3.10		

Fig. 4: the order of have priority and effective cultural and emotional intelligence dimensions on performance

5. Conclusion

Research finding showed that there is direct and meaningful relation between cultural intelligence and its dimension, that is, motivational and recognition dimension with employee's performance. But there wasn't relation between behavioral dimensions of cultural intelligence with performance. So, with regarding to this matter that recognition has acquired essence/nature can be through short-time and full/long-time curriculum for promotion of employee's recognition cultural intelligence and it's encouragement. At short-time curriculum can concentrate on teaching of knowledge and skills that are special on specified culture and their learning is easy. We can create knowledge and total recognition and caused to encouraging multilateral aspect until can see problems at trades among culture with wider view. These teachings can be study about other cultures and or can be at shape teaching language, counseling, case study and survey cultural scenarios

and criticism and display suitable strategies responsible can motivate employee's motivation externally, In ordering to creating motivation at employee's researches proved that individuals can be motivate for threatening to special method with learning social skill, of course, if they believed that these manners and skills will help to them in the future. Therefore, responsible should establish connection at employee's thoughts and mind, between creating and improvement of cultural intelligence, emphasizing on advantages of learning from different cultures. Also, respect to other cultures and attention to positive dimensions other cultures and regarding their joint points with familiar culture, can effect in improvement of employee's motivational cultural intelligence.

With regarding to lack of existence relation between behavioral cultural intelligence and employee's performance, in ordering to increasing and improvement employee's behavioral cultural intelligence can use from programs of role playing and simulation circumstances. From this way, employee's face to positions that required to reveal accurate manner. At simulation methods, individual placed in likening of real world that made artificial until with it's recognizing, ready for coming and entering to real world. So, there are teachings with giving problems similar to what expect individual to coming at real world and his/her placement at expectable positions for placing.

Also, with regarding to determined there is relation between emotional intelligence and all of its dimension, that is, self-awareness, self-regulation, self-motivation, empathy and social skill with employee's performance, suggested that in ordering to improvement of employee's emotional intelligence hold at organization teaching course/terms of repeated and constant at field of every one of emotional intelligence dimension And giving to employee's constant teaching, to accept responsibility of self emotions and respect for improvement and promotion of self-emotional intelligence. Also, attempted that using of emotional intelligence standards criterion placed as base of assessment system of employee's performance. By the way, should consider that shouldn't hasten for improvement and promotion of emotional intelligence, because this order requires time.

6. Acknowledgments

We would like to thank the cooperation of all managers and Employee's whose assistance and comments were instrumental in the development of this study.

7. References

- [1] H.C. Triandis. *Cultural intelligence in Organizations* . Group and Organization Management, 2006.Vol.31 No.1.PP 20-26
- [2] I. Alon, J.M. Higgins. *Global Leadership Success Through Emotional and Cultural Intelligence*. Business Horizons, 2005, (48) . PP.501-512
- [3] M.C. Moody. *Adaptive behavior in intercultural environments: The relationship between cultural intelligence factors and BIG five personality traits*. Dissertation for the degree of doctor, 2007.
- [4] M. Lugo. *An Examination of Cultural and Emotional Intelligences in the Development of Global Transformational Leadership skill* . Dissertation for the degree of doctor of philosophy, 2007
- [5] P.Ch. Early, Mosakowski. *Cultural Intelligence*. Harvad Business Review. October 2004. pp. 139-146
- [6] P.B. Dean. *Cultural Intelligence in Global Leadership :A Model for Developing Culturally and Nationally Drivers Teams* .Dissertation for the Degree of Docter, 2007
- [7] R. Imai, *The culturally intelligent negotiator: The impact of CQ on intercultural negotiation effectiveness*. Dissertation for the degree of doctor of philosophy, 2007
- [8] J.S. Tan. Issues & observations: *Cultural intelligence and the global economy* . *Leadership in Action*. 2004,Vol.24, No.5, PP 19-21.
- [9] T. Sy, S. Tram, L.A. O'Hara. *Relation of employee and manager emotional intelligence to job satisfaction and Performance*. Journal of Vocational Behavior, 2006, 68.pp 461-473
- [10] B.M. Kooker, J. Shultz, E. Codier. *Identifying Emotional in professional nursing practice*. Journal of

professional nursing. 2007, Vol23, No 1,pp 30-36

- [11] D. Golman. *Emotional Intelligence*. New York, Bantam Book, 2004
- [12] H.K. Chi, H.P. Tsai. *Investigating the relationship among leadership styles, emotional intelligence and Organization commitment on job performance: A study of salespeople in Thailand*. The Journal of Human Resource and Adult Learning, 2007, Vol. 3, No 2, pp199-212
- [13] J.Quoibach, M. Hansenne. *The Impact of Trait emotional intelligence on nursing team performance and Cohesive*. Journal of Professional Nursing, 2009, Vol 25, No 1, pp 23– 29
- [14] S. Côté, P.N. Lopes, P. Salovey, T.H. Christopher. *Miners' Emotional intelligence and leadership emergence in Small groups*. The Leadership Quarterly 21, 2010, pp 496 –508