The role of cultural intelligence of managers in promoting employees' collaboration

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Abstract: Collaboration can be a very challenging process precisely because it is a highly intense way of working, requiring new ways of thinking, behavior and ways of operating. Cultural Intelligence (CI) is an antecedent for collaboration. The primary goal of this survey is to investigate the relationship between cultural intelligence of managers and their employees' collaboration. This research is a descriptive-correlation study where 119 managers and 175 employees are selected by stratified random sampling from the Social Security organization managers and their workers. To measure cultural intelligence, the Iranian version of the cultural intelligence questionnaire is implemented and collaboration is measured using a questionnaire developed by the researcher. The Cronbach's alpha reliability coefficient respectively for cultural intelligence and collaboration questionnaires are 0.933 and 0.813, respectively, which are well above the minimum acceptable limit. Data collected using SPSS 19 and they are analyzed using LISREL 8.54 software packages. The results indicate a significant and positive relationship between cultural intelligence among managers and their employees' collaboration. As the relationship between motivational and behavioral CI dimensions and collaboration is also determined to be positive and significant. Based on demographic factors such as gender, age and education we cannot comment on the cultural intelligence of managers and employee's collaboration but having inter-cultural experiences has had a positive impact on the cultural intelligence of managers. Based on the findings obtained we can say that Cultural Intelligence is a key factor, influencing and determining for collaboration.

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References


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In-depth analysis of employee competition vs collaboration, based on research in management strategy, neuroscience, and organizational dynamics. In Amazon's culture of Purposeful
Darwinism, employees are put through the stress of achieving detailed performance metrics, and team-members are encouraged to rip apart their colleagues' ideas in meetings. Those
who make it through are rewarded, and the rest cry whee whee whee all the way back to LinkedIn to look for a new job. So when managers yell at employees, or when environments
are overly-stressful, a more primitive part of the brain is activated – one that is adept at split-second decision making. 2 © The Economist Intelligence Unit 2006. The CEO's role in talent
management How top executives from ten countries are nurturing the leaders of tomorrow. The importance of talent management in identifying and grooming employees at all levels of the
company so that they can rise faster up the. “If their [employees’] attitude isn’t corporate ladder. Talent, strong about the culture. A strategic role for HR As talent management has
grown in importance in recent years, so has the role of HR departments. This is positive news for senior HR professionals who have long been seeking greater involvement in matters of
strategic importance. When choosing and promoting managers, they prefer the person to have a broad background rather than expertise in one or two areas. The influence of cultural
intelligence on cross-cultural adjustment: We expect CQ to be related to cross-cultural adjustment based on stress management theory of psychological stress. Since intercultural
interactions involves a series of stress-provoking life changes that draw on adjustive resources and require coping responses, cross-cultural adjustment, therefore, is conceptualized by