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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Emotional intelligence – or EQ – is becoming increasingly vital to humans’ success in the increasingly digital future of work. But what exactly is EQ, and how could having it (or not) affect your career? Emotional intelligence (also known as ‘emotional quotient’, or EQ) was ranked sixth in the World Economic Forum’s list of the top 10 skills that employees will need to possess to thrive in the workplace of the future. But what is EQ? While leaders and managers with a higher EQ can help teams to collaborate more effectively and identify the specific drivers that motivate individual employees, teams can also develop an emotional intelligence all of their own. A seminal 2001 study by Vanessa Urch Druskat and Steve B Wolff found that team EQ is a significant factor in determining overall performance. The role of management decision making in firm performance outcomes is further supported by, for example, strategic choice theory (e.g., Child 1972; Hitt and Tyler 1991) or upper echelons theory (Hambrick and Mason 1984), which suggest that the success of an organization depends on the competence of its management. Some marketing adaptations may be required by the regulatory environment, implying that such types of adaptations are similar across all firms and competitors. The first approach relied on collaboration with a regional Export Assistance Center in the United States. As part of a communication with its members, an invitation was issued to participate in an online survey. 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.