

Cultural Intelligence and Ethnicities' Solidarity

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ABSTRACT

Cultural intelligence has been defined as the capability of learning novel patterns in the cultural interactions and offering correct behavioral responses in the environments featuring cultural diversity, coherence and coordination. Therefore, the present study tries identifying the relationship between the variable "cultural intelligence" and the ethnicities' solidarity in Pars Petrochemical Company in Asaluyeh. Use has been made of a descriptive method of correlation type herein. The study population included all the staffs of Pars Petrochemical Company in Asaluyeh that amounted to 850 individuals. In order to determine the study sample volume, Krejcie and Morgan tables were applied. Based thereon, the study sample volume was selected equal to 265 individuals. Random clustering has the method of choice for sampling. SPSS Software was employed for data analysis and use was made of Pearson correlation coefficient and simple linear regression analyses. The results signified the existence of a significant relationship between the aspects of cultural intelligence and ethnicities' solidarity. In analyzing the regression, variables like cultural intelligence's arousal, cultural intelligence's strategy, cultural intelligence's knowledge and cultural intelligence's behavior were respectively found as the best predictors of the ethnicities' solidarity.

Keywords: cultural intelligence, ethnicities' solidarity, Pars Petrochemical Company

Introduction

Due to the vast diversity in the work environments, the effective management of the organizations and human resources is faced with a lot of challenges (Fayyazi and Jan Nethar Ahmadi, 2006). Diversity points to the staff members' symbiosis with one another inside a company comprised of various social-cultural classes. Diversity includes cultural factors such as race, gender, age, skin color, physical ability, ethnicity and so forth. Of course, in its broader form, diversity can incorporate origin and lineage, religion, disqualification, sexual orientation, values, native culture, education, language, lifestyle, beliefs and economic status (Condo, 2003). In other words, the diversity of the workforce means that the organizations are confronted inside them with work groups incongruent in terms of gender, ethnicity, age, education, ethics and so on (Reza'eiyan and Ghasmei, 2010). Moreover, diversity can be defined as the existence of differences between the members of a social unit. Since organizations become more diverse in terms of cases like gender, ethnicity, race, nationality and other individual properties of their members, the diversity is enumerated amongst the important and additive factors in regard of the organizational life

(D. Netteto and Suhal, 1999). From social-analytical perspective, such attitudes create complexity, uncertainty and doubt in the social and multicultural environments and limit the citizens' ability in the multicultural communities so that they cannot get along well. Moreover, ethnicism forms emotions like bigotry, suspicion and insecurity that lead to lower motivation for the establishment of relationship with the colleagues and lower adaptation with the social environment (Shuffer et al, 2006). Therefore, in the diverse work environments of the contemporary century, it is necessary to administrate the stresses stemming from the cultural shocks and the disruptions and outcomes originating from the cultural conflicts in a favorable way. To do so, there is a need for effective matching and moderation of the cultures (Tan, 2004). Cultural intelligence is one factor that has drawn a lot of attentions in this regard and is termed the moderating factor (Ghadampour et al, 2011). Cultural intelligence is a modern area of intelligence and it proposes intermediation in the diverse cultural spaces (Ahmadi and Ghasemi, 2018). Cultural intelligence is a unique framework for the investigation of the quality with which the individuals can be successfully adapted to the unfamiliar environments and it not only represents cultural knowledge but it is also a behavioral and voluntary flexibility or, better said, it is the ability of reasoning and action subsequent to observation and recognition in a culturally diverse environment (Graves et al, 2014). Cultural intelligence causes the recognition of the cultures with which the managers and leaders face under the intercultural conditions. Cultural intelligence is commenced with the perception of the strong role of culture in one's own and others' behaviors and subsequently engages in the identification of the regulations that source the individuals' behaviors in a given culture. This culture might be belonging to an ethnic group, an organizational culture or the micro-culture of a given faction or a religious group (Ala'ei, 2013). Therefore, considering the importance of the topic, the present study tries identifying the relationship between the variable "cultural intelligence" and ethnicities' solidarity in Pars Petrochemistry Company in Asaluyeh.

After investigating the extant relevant researches and identification of the proper variables, there should be codified a network of the relationships between the variables so that the related hypotheses can be created and subsequently tested. In order to more precisely assess the relationship between the cultural intelligence and ethnicities' solidarity, the following conceptual model has been offered through the summation of the materials:

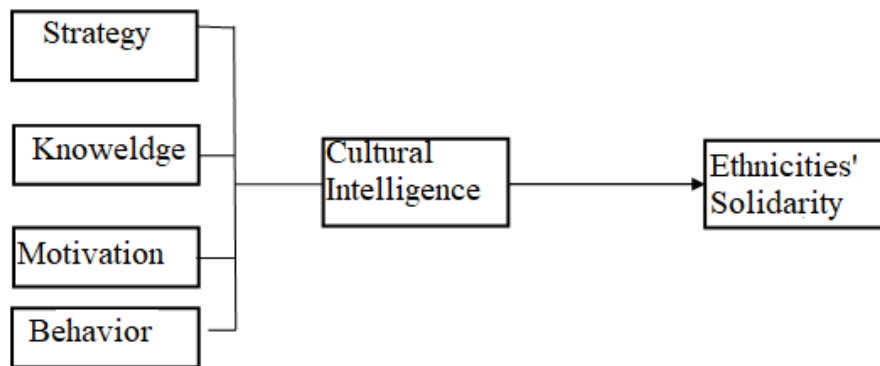


Figure 1: Study's conceptual model (source: Rahimnia, 2010)

Study Hypotheses

Primary Hypothesis

- There is a direct and significant relationship between cultural intelligence and ethnicities' solidarity.

Secondary Hypotheses

- There is a significant relationship between the strategy of cultural intelligence and ethnicities' solidarity.

- There is a significant relationship between the knowledge of cultural intelligence and the ethnicities' solidarity.
- There is a significant relationship between the motivation of cultural intelligence and the ethnicities' solidarity.
- There is a significant relationship between cultural intelligence's behavior and ethnicities' solidarity.

Definitions of the Study Variables

Conceptual definitions of the variables are as presented below:

- Cultural intelligence and its aspects
- Ethnicities' solidarity

Study Method

The explication of the study method based on objective, data types and implementation method:

The present study is an applied research in terms of the study's objective because it aims at development of the applied knowledge in the area of taking advantage of the cultural intelligence in the solidarization of the Iranian ethnicities. Furthermore, the present study is a descriptive-survey research in terms of the implementation method and, since the researchers seek identifying the variables' interrelationships, this study is of the correlation type.

For ensuring the questionnaire's reliability in this study, it was experimentally administered to a sample of 30 individuals and its reliability was calculated by computing Cronbach's alpha using SPSS software. Cronbach's total alpha coefficient was estimated equal to 0.826. This value indicates that the intended questionnaire features enough credibility. The reliability coefficients of the questionnaire's indicators have been given in table (3-2) in separate.

Table 1: Calculation of Cronbach's alpha coefficients pertinent to questionnaire's indicators

Variable	Calculated coefficient	Cronbach's alpha	Final result	
			Accepted	Rejected
(Metacognitive) strategy	0.892		✓	
(Cognitive) knowledge	0.798		✓	
Motivational	0.841		✓	
Behavioral	0.864		✓	
Cultural intelligence	0.869		✓	
Ethnicities' solidarity	0.750		✓	

Study Hypotheses Test

1. Investigating the Variables' Normality

In order to analyze the data and select the types of the relevant tests, the variables' normality should be preliminarily investigated. Kolmogorov-Smirnov (KS) test was utilized for investigating the normality of the study variables.

The results of the investigation have been presented in the following table (4-12).

Table 2: Investigating the variables' normality

Variable	Kolmogorov-Smirnov	Significance level
Cultural intelligence	0.859	0.783
Ethnicities' solidarity	0.781	0.928

As it is seen, the significance level is larger than the first error type, i.e. 0.05 level, in the studied variables hence the studied variables' normality assumption is confirmed. On the other hand, the precondition for the selection of correlation coefficient test (Pearson and Spearman) is the data's normal distribution. Put differently, Pearson correlation coefficient is used for the data with normal distribution or a large number of data and Spearman correlation coefficient is applied in case of the data's fewness and abnormal data distribution. Thus, considering the normality of the study's data, use has been made herein of Pearson correlation coefficient for data analysis.

Primary Hypothesis: there is a direct relationship between cultural intelligence and ethnicities' solidarity.

Table 3: Correlation between cultural intelligence and ethnicities' solidarity

Correlation		Cultural intelligence	Ethnicities' solidarity
Cultural intelligence	Pearson correlation coefficient	1	0.400**
	(two-way) significance level		0.000
	Number	271	271
Ethnicities' solidarity	Pearson correlation coefficient	0.400**	1
	(two-way) significance level	0.000	
	Number	271	271
**correlation is significant at 0.01 level (two-tailed)			

According to the table, it is observed that the significance level is below 0.05. Due to the same reason, it can be stated with 95% confidence that the study's primary hypothesis is confirmed and that the relationship is significant. It can be also asserted based on the table that the rate of the correlation between cultural intelligence and ethnicities' solidarity is 0.400% which is reflective of the existence of a direct and positive relationship between the two variables.

First Secondary Hypothesis: there is a relationship between the cultural intelligence's strategy and the ethnicities' solidarity.

Table 4: Correlation between the strategy of cultural intelligence and ethnicities' solidarity

Correlation		Strategy	Ethnicities' solidarity
Strategy	Pearson correlation coefficient	1	0.423**
	(two-way) significance level		0.000
	Number	271	271
Ethnicities' solidarity	Pearson correlation coefficient	0.423**	1
	(two-way) significance level	0.000	
	Number	271	271
**correlation is significant at 0.01 level (two-tailed)			

According to the table, the significance level is below 0.05. so, the abovementioned hypothesis is affirmed with a 95% confidence hence the aforesaid relationship is significant. In addition, based on the above table, the rate of the correlation between the strategy of cultural intelligence and ethnicities' solidarity is 0.423% which is indicative of the existence of direct and positive relationship between the two variables.

Second Secondary Hypothesis: there is a relationship between the knowledge of cultural intelligence and ethnicities' coherence.

Table 5: Correlation between the knowledge of cultural intelligence and ethnicities' solidarity

Correlation		Knowledge	Ethnicities' solidarity
Knowledge	Pearson correlation coefficient	1	0.383**
	(two-way) significance level		0.000
	Number	271	271
Ethnicities' solidarity	Pearson correlation coefficient	0.383**	1
	(two-way) significance level	0.000	
	Number	271	271
**correlation is significant at 0.01 level (two-tailed)			

It is observed that the significance level is below 0.05. Thus, the above hypothesis is confirmed with a 95% confidence level hence the relationship is significant. It can be said based on the table that the rate of the correlation between the knowledge of cultural intelligence and the ethnicities' solidarity is 0.383% which is reflective of the existence of a direct and positive relationship between the two variables.

Third Secondary Hypothesis: there is a relationship between the motivation of the cultural intelligence and the ethnicities' solidarity.

Table 6: Correlation between the motivation of cultural intelligence and ethnicities' solidarity

Correlation		Motivation	Ethnicities' solidarity
Motivation	Pearson correlation coefficient	1	0.782**
	(two-way) significance level		0.000
	Number	271	271
Ethnicities' solidarity	Pearson correlation coefficient	0.782**	1
	(two-way) significance level	0.000	
	Number	271	271
**correlation is significant at 0.01 level (two-tailed)			

It is observed according to the table that the amount of the significance level is below 0.05. Due to the same reason, the third secondary hypothesis is confirmed with a 95% confidence level and the relationship is significant. Additionally, it can be stated based on this table that the rate of the correlation between the motivation of the cultural intelligence and the ethnicities' solidarity is 0.782% which is indicative of the existence of direct and positive relationship between the two variables.

Fourth Secondary Hypothesis: there is a relationship between the cultural intelligence's behavior and ethnicities' solidarity.

Table 7: Correlation between the cultural intelligence's behavior and ethnicities' solidarity

Correlation		Behavior	Ethnicities' solidarity
Behavior	Pearson correlation coefficient	1	0.273**
	(two-way) significance level		0.000
	Number	271	271
Ethnicities' solidarity	Pearson correlation coefficient	0.273**	1
	(two-way) significance level	0.000	
	Number	271	271
**correlation is significant at 0.01 level (two-tailed)			

The significance level is below 0.05. So, it can be stated with 95% confidence that the above hypothesis is confirmed and that the relationship is significant. It can be also stated that the rate of the correlation between the behavior of cultural intelligence and the ethnicities' solidarity is 0.273% which is reflective of the existence of direct and positive relationship between the two variables. Therefore, amongst the four predictive variables, motivation of cultural intelligence, strategy of cultural intelligence, knowledge of cultural intelligence and behavior of cultural intelligence are respectively the best predictors of the ethnicities' solidarity.

Conclusion

The findings of the present study demonstrated that there is a positive and significant relationship between the cultural intelligence and the Iranian ethnicities' solidarity in Pars Petrochemical Company in Asaluyeh. Moreover, the investigation of the study's secondary hypotheses signified that there is a positive and significant relationship between such cultural intelligence's aspects as strategy, knowledge, motivation and behavior with ethnicities' solidarity. Therefore, it can be concluded that Pars

Petrochemical Company's employees should utilize knowledge and control the individual intellectual processes related to culture and lay a foundation for the perception and decoding of their own and others' behaviors and gain insight about their own and others' cultural differences and similarities. The direct relationship between the strategy of the cultural intelligence and ethnicities' solidarity signified this issue that the metacognitive cultural intelligence encompasses the individual's ability for intercultural management. In case of acquiring this ability of having logical judgment devoid of ethnic bigotry about their own and others' intellectual processes, the staff members of Pars Petrochemical Company in Asaluyeh can be expected to bring about the required solidarity between the coworkers in their workplace which features a high cultural diversity. Furthermore, considering the significant relationship between the knowledge of cultural intelligence (cognitive aspect) and ethnicities' solidarity in this research, it can be concluded that the staff's perception of the cultural similarities and dissimilarities and their general knowledge of the other cultures can influence their intercultural interactions with their colleagues. According to the study's findings, aspects like motivation and behavior of the cultural intelligence are significantly related to the ethnicities' solidarity so it can be accordingly stated that the enjoyment of an internal motivation for interaction and establishment of relationship with others and the subsequent positive and effective relationship with individuals exercising different cultures and tendency for getting acquainted with other cultures enable the staff members to create solidarity between the individuals from various ethnicities in the work environments. Finally, the behavior of the staff is one important aspect of cultural intelligence for it causes verbal and nonverbal adaptation between the individuals. Under such circumstances, the individuals will become capable of adapting themselves under any conditions and in any situation with different persons from various cultures. If the employees of Pars Petrochemical Company foster this aspect inside themselves, it can be expected that no dispute and discrepancy arise as a result of the cultural differences in the workplace.

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