

The Relationship between Cultural Intelligence and Job Performance of Operational Staff in Ports (Case Study: Ports and Maritime Headquarters in Khuzestan Province-Iran)

Hamid Reza.RezaieeKelidbari¹, Morad.RezaieeDizgah², Pezhman.RajabiJourshari³

^{1,2}Assistant Professor, School of public management , Islamic Azad University , Rasht unit , Rasht , Iran

³MSc in public management, Islamic Azad University of Rasht, Iran. & Operation Manager in Kaveh Port and marine services, Imam Khomeini branch, Iran.

ABSTRACT

This research investigates the relationship between cultural intelligence and its dimensions with job performance in a sample of 217 operational staff in Ports and maritime headquarters in Khuzestan Province. Consequently after collecting the data using the questionnaire and analyzing them using Pearson' s coefficient technique it was diagnosed that exists a positive relation between cultural intelligence, cognitive and motivation aspect and job performance. but a significant relation between meta-cognitive and behavioral aspects of cultural intelligence and job performance was not observed. The results obtained from the Friedman test indicated that the motivational cultural intelligence and the cognitive cultural intelligence of staff have respectively highest and lowest scores.

KEYWORDS: cultural intelligence cognitive cultural intelligence, meta cognitive cultural intelligence, motivational cultural intelligence, behavioral cultural intelligence, Job performance.

1)INTRODUCTION

Today, a place that the business is going to be a global issue and opportunity of job is existed in the multicultural environments or the organizations in which pay attention to the emerging needs of administrators and human resources(Karma and Vedina , 2009) and organization management is not only limited to the economic and technical performances, but concentration upon the management of multi cultural conditions is required too (konecna, 2006). In current unstable condition, organizations must mostly pay attention to human resource in order to get to their planned objectives (haghighi et al,2009). Getting to these organizational objectives is a great outlook gained by the staffs of the organization. thus it is important to examine the behavior of the staff for reaching the desired results (Lee et al,2010:130). the best performance of staff in doing international assignments and interactions between the cultures is an important factor in order to achieve the competitive advantage of many today's organizations(Zahedi , 2007).

But by development and improvement of marine transportation industries plus increasing international interactions, organizations and related staffs most importantly must have an effective performance in intercultural communications (Emad,2009). Owing to this that environment of ports is the collision location of the various cultures and cultural interactions of staff with colleagues , customers , suppliers and competitors who are with various cultural fields and different positional platforms , can be faced with extreme communication barriers and many communication disorders(Zahedi , 2007). cultural intelligence as the human skill of effective adaptation and modification of cultures is one of the factors which much attention was paid to it and as a significant variable in the management of cultural juxtaposition was named(Hadizadeh &Hoseini, 2006). The theory of cultural intelligence in the wake of culture effect on the human behaviors was surrounded significantly and around the people's life what in the east or west was governed by it. It can be sad that cultural intelligence was a new theory with an old meaning and the constitutive concepts of this theory had a long history, but like other theories in behavioral sciences was emerged at its date and was popularized (Farhangi, 2008).

Persons with achieving the cultural intelligence can easily understand the unknown cultures and manage them, it is expected that these persons during the accomplishment of their assignments have a better performance (Kumar et al, 2008). In a research titled "cultural intelligence: its measurements and impacts on cultural judgment and decision-making, cultural adaptability and job performance" by Ang et al in 2007, authors studied the relationship between cultural intelligence aspects and cultural judgment and decision-making, cultural adaptability and job performance. They concluded: a) Metacognitive and cognitive cultural intelligences have a positive and significant relation with the effectiveness of cultural judgment and decision-making; b) Motivational and behavioral cultural intelligences have a

***Corresponding Author :** Hamid Reza.Rezaiee Kelidbari, Assistant Professor,School of public management, Islamic Azad University, Rasht unit, Rasht , Iran

positive and significant relation with cultural adaptability ;c) Metacognitive and behavioral cultural intelligences have a positive and significant relation with job performance. Subramaniam A/L Sri Ramalu , Chuah Chin Wei and Raduan Che Rose (2011) investigate the effects of cultural intelligence and its dimensions on job performance in expatriates working in Malaysia. The findings of this study reveal that cultural intelligence is a vital cross-cultural competency that facilitates expatriates and job performance in international assignment . In this regard this papers is going to answer this question whether is a significant relation between the cultural intelligence and job performance of staff in operational maritime and port units of Khuzestan Province as the research community population and one of the important headquarters of maritime and ports organization in Iran ?

2) LITERATURE REVIEW

2-1) Cultural Intelligence

The concept of cultural intelligence is the skill of establishing the effective communication with persons having the various cultural perceptions and different fields (Uli et al,2010). The roots of cultural intelligence studies can be found at the first organizational research around the concepts of intelligence and culture in 1960 and later scientists tried using these two concepts to create a new concept (Karma & Vedina, 2009). Christopher Earley and Soon Ang in 2003 for the first time have defined the Cultural intelligence theory with the release of the book " Cultural Intelligence, Individual Interactions across Cultures " to these kinds of definition which you can see : the ability of a person In the direction of adaptation to the new cultural environment with expected success with the expected success of the new cultural environment that usually is a different with their cultural texture (Taslami et al, 2009). This definition shows the cultural intelligence as a dynamic concept that by this skill people have features to fit the different cultural environments and unfamiliar men (Deng & Gibson, 2008). Cultural intelligence in line with the emotional intelligence, where shows his own that emotional intelligence disabled, where we deal with people in unfamiliar environments (Early & Mosakowski, 2004).

Cultural intelligence has a multidimensional structure. Earley & Mosakowski know the cultural intelligence including the three dimensions of Emotional/Motivational (Heart), Cognitive (head) and behavioral (body) (Early & Mosakowski, 2004). Thomas & Inkson define this variable in three components of knowledge, mindfulness and behavioral skills. Christopher Early & Soon Ang in 2003 after presenting the concept of cultural intelligence , knew it as a structure in 4 dimensions and in the next researches , Early , Ang , Van dyne & Koh in 2005 , and Ang , Van dyne & Koh in 2007 also knew the cultural intelligence as a concept with 4 dimensions. The cultural intelligence model with 4 factors includes 4 dimensions of cognitive, meta cognitive, motivational and behavioral (Karma & Vedina, 2009).

2-1-1) Cognitive Cultural Intelligence

Our general knowledge is about the culture and cultural differences (Kumar et al, 2008). the knowledge about the norms, methods, contracts in the different cultures can be considered as contents of these cultural intelligence components which includes the economic , political , legal information and knowledge and achieving the basic knowledge from the values of cultures under the interaction and causes the cultural differences to be recognized and understood by the staff (Subramaniam et al, 2011).

2-1-2) Meta cognitive Cultural Intelligence

This components of cultural intelligence is beyond the cognitive intelligence and is suitable for achieving the cultural knowledge (Kumar et al, 2008) and includes the strategic planning for learning the new cultures and people's developments will be evaluated by it (Karma & Vedina, 2009). Meta cognitive dimension includes the knowledge, planning and investigation. Knowledge means the consistency with inner events of ourselves and others , designation means how to reach and enter into the communication with individuals , subject and location and investigation that means the revision of what we do while we are involved in the mutual relations to observe whether designs and our expectations are true or not? (Van dyne et al, 2007).

2-1-3) Motivational Cultural Intelligence

The motivational component is referred to the intensity of interest in the individuals and movement and motivation in accordance with new cultural environments . Individuals with most high motivational and cultural intelligence essentially has this motivation to face with new and various cultures and experience them. These individuals place values for new cultural experiences and enjoy from interaction with people having the various cultural backgrounds (Templer et al, 2006).

2-1-4) Behavioral Cultural Intelligence

Behavioral cultural intelligence is the practical aspect of it and deal with the staff and managers' capabilities in the appropriate performance in the scope of cross-cultural opportunities. This aspect includes the flexibility in behaviors and verbal and non-verbal performance. Appropriate flexibility in eloquence is like the use of accurate words and sentences and non-verbal skills in communications in order to deliver special messages, is from contents of this cultural intelligence (Van dyne et al, 2007).

2-2) Job performance

Job performance is one of the most significant concepts in the industries and organizations and in most of the researches as a dependent variable is considered (Impelman,2007) . Great developments in working processes and method of staff's performance were occurred and its requirement and performance concepts have undergone a lot of changers with continuous variations which were created in today's organizations (Sonnentag&Frese,2002).Even today, many cases can be observed that the performance is measured by output, while the performance can be measured through combining the behavior and aspects related with job (Johari et al,2009. Sonnentag & Frese,2002).regarding to this, job performance theory in form of the observable behaviors of staff will be defined for achieving the organizational purposes and this concept due to the most great importance of productivity in the working environment , it is the important subject of today's organizations. Campbell, Mc Cloy, Oppler & Sager (1993) described that results of behavior, is not people's performance, but behavior itself is the performance. In other words, job performance includes the behaviors which staff during their working shows from themselves and is observable to us (Cook,2008).

An issue that widely most of management researchers are agreed on it, is this that the job performance has a multi-dimension structure (Befort&Hattrup,2003). Stephan J. Motowidlo & Walter C. Borman have presented the model with two factors in job performance. These two researchers think that a distinction will be there between the staff's behaviors in the main core of job that directly helps to the organization's purposes and participation behaviors and social and psychological supports of staff to their colleagues in order to achieve the organizational purposes. Borman & Motowidlo considered two components for job performance and staff's behavior that are: task performance and contextual performance and from that year these aspects were considered as the main aspects of job performance (Kahya,2009).Task performance includes all behaviors and activities of staff that must be done officially in the working process and referred to the knowledge and facts about the principles related to the job performance (L. Bess,2001). Suitable behaviors and related to the job performance specially are written about the explanation of job in form of permitted and non-permitted items (Christensen & Whiting,2009).Contextual performance despite the task performance that written about the job, will be predicted by individual factors and some related to the personality. This performance refer to the behaviors and activities except than the operational and technical core and in fact , is the organizational , social supports and psychological environment for obtaining the organizational purposes. Even, contextual performance goes beyond and not only includes behaviors such as help to colleagues and organization's member, but behaviors such as providing a suggestion about improvement of processes and organizational processes(Sonnentag&Frese,2002). Contextual performance is related with the word of Organizational Citizenship Behavior (OCB) that about 10 years more before than providing the concept of contextual performance in the literature of management which was compiled. These two terms returned to the behavioral elements of staff and are similar to each other (Motowidlo,2000).the concept of OCB can be used as the contextual performance and a behavior out of its role in order to increase the organizational effectiveness.(Johari & et al,2009).

3) Research hypotheses

3-1) Main research hypotheses

- ❖ There is a significant relation between the cultural intelligence and job performance of operational staff.

3-2) Subsidiary research hypotheses

- ❖ There is a significant relation between the cognitive cultural intelligence and job performance of operational staff.
- ❖ There is a significant relation between the meta cognitive cultural intelligence and job performance of operational staff.
- ❖ There is a significant relation between the motivational cultural intelligence and job performance of operational staff.
- ❖ There is a significant relation between the behavioral cultural intelligence and job performance of operational staff.
- ❖

4) METHOD

The recent research, regarding the purpose is applied case and regarding the execution method is descriptive case with emphasis upon the correlation branch and statistical method is Pearson correlation and finally in terms of data and information collecting is a field research case.

Statistical population of research includes all official and contractual staff (Ranging from employed staff in public and private sector), operational units of maritime and ports headquarters of Khuzestan Units due to having the cross-cultural and international interactions and size of statistical population was about 494 individuals that based on the table of Krejcie & Morgan(1970) , the sample size suitable for this statistical community was about 217 individuals. Measurement tools in this research is the questionnaire. To measure the cultural intelligence and 4 cognitive , meta cognitive , motivational and behavioral components was used of CQS or standard scale of cultural intelligence (CQS)(2005) of cultural intelligence center and for measurement of job performance was used of research questionnaire of Johari et al and measured by Likert scale. The judicative sampling method is available for the unit of individual analysis (staff). Information in 4 phases were collected , first after the distribution of 410 pages

of cultural intelligence questionnaires in proportion with the total number of staff employed in the operational units do maritime and ports organizations of headquarters of Khuzestan maritime and ports, 280 questionnaires were collected that 222 proper questionnaires were separated. In the second phase, active maritime and port units to evaluate the job performance of staff who answered to the cultural intelligence questionnaires, were used.

To determine the questionnaires reliability, after the translation, was used of the view point of respected professors and scholars of management and to determine the durability was used of Chronbach's alpha coefficient and rate of these coefficients using the SPSS for the cultural variables and its dimensions and job performance are acceptable and good that are explained in Table 1.

Table 1) Chronbach' alpha coefficient of research variables

Chronbach's alpha coefficient	Research variables
0.789	cultural intelligence
0.753	cognitive cultural intelligence
0.791	meta cognitive cultural intelligence
0.836	motivational cultural intelligence
0.800	behavioral cultural intelligence
0.863	job performance

5) RESEARCH DATA ANALYSIS

5-1) Describe analysis

Using the SPP was determines that age average of respondents are 34.14 and 88.1 of respondents are men and 11.9 of them are women. These results are showing that the statistical population are young and its high percentage of men that this is due to the job nature in dock and operational jobs existed in the ports.

Also, according to the table 2 was known that in the statistical population, the variables of job performance, cultural intelligence and meta cognitive, motivational and behavioral dimensions are suitable state, but cognitive cultural intelligence is not in a good condition.

Table 2) status of mean research variables

Calculated average of statistical population	Expected state	variable
3.3578	3	Job performance
3.2459	3	Cultural intelligence
2.8473	3	Cognitive cultural intelligence
3.0957	3	Meta cognitive cultural intelligence
3.5694	3	Motivational cultural intelligence
3.4696	3	Behavioral cultural intelligence

In addition, using the SPSS and t test was known that the obtained average for the variable of job performance cultural intelligence, meta cognitive cultural intelligence, motivational intelligence, behavioral cultural intelligence is high, consequently we can claim that the state of these variables in our studied case is higher than the medium state. But, the state of cognitive cultural intelligence in our case is lower than the medium state.

5-2) Hypotheses test

Using the SPSS software and Pearson's correlation coefficient, the research hypothesis were evaluated and results are indicated in Table3.

Table 3) results of research hypotheses test

Investigated Hypotheses	Correlation	Sig	Result
Main Hypothesis	0.181	0.007	Confirmed
Sub hypothesis1	0.139	0.039	Confirmed
Sub hypothesis2	0.109	0.104	Rejected
Sub hypothesis3	0.140	0.037	Confirmed
Sub hypothesis4	0.110	0.103	Rejected

According to the sig value (table 3) was known that main hypothesis of research and 1 and 3 sub-hypotheses with possibility of 95 % is going to be confirmed, but 2 and 4 hypotheses are rejected and based on the correlation, the rate of correlation between cultural intelligence, cognitive and meta cognitive and cultural intelligence with the variable of job performance respectively is 18.1, 13.9 and 14%.

5-3) Friedman test

Using the SPSS and Friedman test, results are indicated like the Table 4.

Table 4) results of Friedman test

Friedman test	
Variables	Variables Average Votes
Cognitive Cultural Intelligence	1.77
Meta- Cognitive Cultural Intelligence	2.22
Motivational Cultural Intelligence	3.08
Behavioral Cultural Intelligence	2.93

The results obtained from the Friedman test, indicated that the motivational cultural intelligence and the cognitive cultural intelligence of staff have respectively highest and lowest score and priority of aspects in operational staff's cultural intelligence of Khuzestan maritime and ports headquarters are as below: motivational cultural intelligence , behavioral cultural intelligence , meta cognitive intelligence and cognitive cultural intelligence.

6) DISCUSSION

Test of the research main hypothesis using Pearson's correlation test indicates that between the cultural intelligence as an independent variable and job performance (dependent variable) of operational staff of maritime and port headquarters in Khuzestan province is a positive and significant relation and by increasing the cultural intelligence of staff , staff's job performance will be raised and cultural intelligence is a good predictor for the job performance of operational staff in this organization also test of the research sub hypothesis indicates the Cognitive Cultural Intelligence and the Motivational Cultural Intelligence are good predictor for the job performance of operational staff in this organization. But the relationship between meta cognitive cultural intelligence and behavioral cultural intelligence with job performance seem to have no results. This indicates that other factors except strategy and planning for interaction as well as verbal/nonverbal behaviors in staff's intercultural interactions lead to job performance improvement.

The test results the main research shows that the working staff in ports in particular workers of port and marine operational sections need the acquisition and improvement of cultural intelligence human skills in order to full fill their international tasks and increase their job performance. Also based on the Case Summary test results, the lowest average score of those who answered the cultural intelligence questionnaire, was related to the question on the rate of familiarity with regulatory and economical systems of the communicated culture. While the highest score belong to the question of enjoying the interaction with other cultures which was mostly owed to the motivation factor.

Based on the results of test in this hypothesis and Case Summery test, it can be suggested that in order to promote the job performance in the operational HR of ports staff as the task and contextual behaviors, we must do a special investment in the increase of staff cultural intelligence via creating educational contexts and motivational plans for people with motivation and confidence in the cross cultural interactions. Furthermore , based on the results of first and third sub-hypothesis in our research that indicated the significance of relation between the cognitive and motivational aspects of cultural intelligence with job performance of operational staff employed in ports and this issue which is an intuitive and acquisitive motivation and staff's cultural intelligence are good predictors for the job performance, It can be predicted that to increase the job performance of staff , special proceedings about the training and understanding of staff in order to increase the general knowledge about the culture and cultural differences of individuals , cultural principles and values , understanding the cultural systems under the interaction such as economical and political systems , interactions with others in the different tissues and special attention to the interest and motivation of staff in accordance with new cultural environments specially proceedings such as immigration and transition will be placed at work outlines of organization's decision makers and managers.

Test of second and fourth hypotheses rejected the existence of significant relation between the meta cognitive and behavioral variables with the job performance of operational staff in ports and other factors except than the meta cognitive and behavioral components of cultural intelligence causes the indicated hypotheses to be distorted.

REFERENCES

- 1) Ang S & Van Dyne L & Koh C & Ng K Y & Templer K J & Tay C & Chandrasekar N A (2007). *Cultural intelligence: Its measurement and effects on cultural judgment and decision making, cultural adaptation, and task performance*. Management and Organization Review. 3(3): 335-371.
- 2) Befort, Nancy&Hattrup, Keith. (2003). *Valuing Task and Contextual Performance: Experience, Job Roles, and Ratings of the Importance of Job Behaviors*. Applied H.R.M. Research. 8. Number 1. 17-32.
- 3) Christensen, Robert K & Whiting Steven W. (2009) .*The Role of Task Performance and Organizational Citizenship Behavior in Performance Appraisals Across Sectors: Exploring the Role of Public Service Motivation*. International Public Service Motivation Research Conference . 1-18 .

- 4) Cook, Allison Laura . (2008) .Job Satisfacation and Job Performance :Is The Relationship Spurious?. Approved by:Chair of Committee, Daniel A. Newman, Committee Members, Winfred E. Arthur, Jr., Bradley L. Kirkman, Head of Department, Leslie C. Morey.A Thesis Master . Science Texas A&M University.
- 5) Deng, Ling & Gibson, Paul.(2008). *A Qualitative Evaluation on Role of Cultural Intelligence in Cross- Cultural Leadership Effectiveness* . International Journal of Leadership Studies, Vol 3. 181-197.
- 6) Emad, Seyyed eisa. (2009). *Review of organizational justice on employee performance*. Port and sea. Vol 163. 60.
- 7) Farhangi,AliAkbar.(2008).*Humancommunication(VolumeII)*.Tehran.ExpressiveculturalinstitutionPublishingServices.
- 8) Earley, P. Christopher & Mosakowski, Elaine .(2004) . *Cultural Intelligence* .Harvard Business Review . 139-146 .
- 9) Hadizadeh,Akram&Hoseini,Abolhasan.(2006).*The relationship between cultural intelligence and team effectiveness*. Fourth International Conference on Management. . Available at: www.civilica.com
- 10) Hghighi,Mohammad ali, Ahmadi,Iman, Ramin mehr,Hamid(2009). *Review of organizational justice on employee performance*. Management of organizational culture . Vol 20. 79-101.
- 11) Impelman, Kevin.(2007). *How Does Personality Relate to Contextual Performance Turover, and Customer Service?* .Dissertation Prepared for the Degree of Doctor of Philosophy. Approved: Michael Beyerlein, Major Professor, Charles Guarnaccia, Committee Member, Mike Clark, Committee Member, Paige Munro, Committee Member, Linda Marshall, Chair of the Department of Psychology. University of north Texas.
- 12) Johari, Johanim ,Yahya, KhulidaKirana& Omar, Abdullah . (2009). *Construct Validation of The Job Performance Measurement : A Case of The Malaysian Public Service Agencies* . Performance Measurement Association Conference . University of Otago, New Zealand. Available at : www.pma.otago.ac.nz/pma-cd
- 13) Kahya,Emin. (2009) .*The effects of job performance on effectiveness*. International Journal of Industrial Ergonomics . 39. 96–104.
- 14) Karma,Kadri&Vedina, Rebekka .(2009). *Cultural Intelligence as a Prism between Workforce Diversity and Performance in a Modern Organization* .Review of International Comparative Management . Volume 10. Issue 3 . 527-542
- 15) KONEČNÁ,Zdeňka . (2006) .*Cross-Culture management: Worker in a Multicultural environment*. Vadyba / Management . Nr. 3–4 (12–13). 58-64.
- 16) Kumar, ,Naresh. CheRose,Raduan and Subramaniam.(2008). *The Effect of Personality and Cultural Intelligence on International Assignment Effectiveness: A Review*.2008. Number 4. 320-328.
- 17) L. Bess, Tammy. (2001) .*Exploring The dimensionality of Situational Judgment : Task and Contextual Knowledge*. A Thesis Submitted to the Faculty of Virginia Polytechnic Institute and State University in partial fulfillment of the requirements for the degree of Masters of Science in Psychology. Morell E. Mullins, Jr. Chair , Robert J. Harvey, John Donovan.
- 18) Lee, Olivia F. , Tan, James A. & Javalgi, Rajeshkhar. (2010) . *Goal orientation and Goal orientation and Individual difference predictors of job performance*. International Journal of Organizational Analysis. Vol. 18 No. 1. 129-150.
- 19) Motowidlo, Stephan J. (2000). *Some basic Issues Related to Contextual Performance and Organizational Citizenship behavior in Human Resource Management*. Human Resource Management Review. Volume 10. Number 1.115 -126
- 20) Sonnentag, Sabine &Frese, Michael .(2002). *Performance Concepts and Performance Theory* . Psychological Management of Individual Performance. 3-25 .
- 21) Subramaniam, Sri Ramalu ,Wei, Chuah Chin, Che Rose, Raduan . (2011) .*The Effects of Cultural Intelligence on Cross-Cultural Adjustment and Job Performance amongst Expatriates in Malaysia* . International Journal of Business and Social Science. Vol 2. No. 9. 59-71 .
- 22) Taslimi,MohammadHosein,Gholipour,Arian,Verdinejad,Freidoon.(2009). *ProvidepublicaffairsmanagerforthePromotionofInternationalCulturalIntelligence*. .Management research. Second year. Number Four. 29-57.
- 23) Templer, Klaus ,Tay,Cheryl &Chandrasekar,N. Nand. (2006). *Motivational Cultural Intelligence, Realistic Job Preview, Realistic Living Conditions Preview, and Cross-Cultural Adjustment*. Vol 31. No 1. 154-173.
- 24) Uli, Jegak ,Che Rose, Raduan& Kumar, Naresh. (2010). *Expatriate Performance in International Assignments: The Role of Cultural Intelligence as Dynamic Intercultural Competency* .International Journal of Business and Management. Vol. 5. No. 8. 76-85.
- 25) Van Dyne, Linn, Ang, Soon & Livermore, David .(2007) .*Cultural Intelligence: A Pathway for Leading in a Rapidly Globalizing World* .CCL Casebook—CQ Chapter.
- 26) Zahedi , shamsosadat. (2007). *Global Management*. Tehran. SAMT Publications.