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The role of cultural intelligence of managers in promoting employees' collaboration *Pages 1915-1926* Download PDF

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Keywords: Collaboration, Cooperation, Cultural Intelligence, Organization, Social Security

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 & apos; 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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The role of managers within organizations must evolve. Today, managerial methods are often embodied by invisible, unwritten practices that are hard to measure but that ultimately sculpt corporate culture. By default, corporate culture is essentially the result of the current managerial methods in place within the company and is therefore the sum of the individual behavior of managers. eBook Release. Digital Culture At Scale. Discover key best practices for implementing digital culture at scale through training in your organization. Get the eBook. Even if the function or "manager" title sometimes Cultural intelligence has four themes metacognitive, cognitive, motivational and behavioral all of which are equally important [13]. The metacognitive CQ entails the reflection on one's own thinking process with the help of cultural knowledge whereas cognitive CQ is the knowledge of cultural norms, values etc. acquired through education and experience [1]. As per Ang and Van Dyne [1] motivational CQ entails an individual's perseverance, interest etc. to function in a culturally diverse and challenging environment and behavioral CQ. Nonaka [17] also highlighted the role of technology in this process. Knowledge itself has been defined by Sanchez and Heene [18] as "a set of beliefs held by an individual about the causal relationships among phenomena". Cultural intelligence, or CQ, is the ability to make sense of unfamiliar contexts and then blend in. It has three components—the cognitive, the physical, and the emotional/motivational. In their surveys of 2,000 managers in 60 countries, the authors found that most managers are not equally strong in all three of these areas of cultural intelligence. The authors have devised tools that show how to identify one's strengths, and they have developed training techniques to help people overcome weaknesses.