EFFECT OF CULTURAL INTELLIGENCE ON CONFLICT MANAGEMENT STYLES (CULTURAL ORGANIZATION OF TEHRAN MUNICIPALITY STUDIED)

Ahmad Vedadi,
Associate Professor,
Islamic Azad University, Central Tehran Branch, Tehran, Iran
ahvedadi@gmail.com

Faezeh Mohammadi
M.A., Islamic Azad University, Central Tehran Brach, Tehran, Iran
faezeh.mohammadi1984@gmail.com

Abstract

This study aimed to investigate the role and impact of cultural intelligence of managers and its four dimensions (metacognitive, cognitive, motivational and behavioral) on conflict management styles in the Art and Cultural Organization of Tehran Municipality. The statistical population included managers of Cultural Organization of Tehran Municipality and sample was selected by simple randomized method. The data collection instrument was a questionnaire. To analyze the data, descriptive statistics (frequency, percent frequency, mean, etc.) and the Kolmogorov-Smirnov test, Pearson correlation, regression analysis, etc., and factorial analysis of variance were used. The findings show that managers who have high cultural intelligence use cooperation and compromise styles and the findings also showed that the individual variables modify the relationship between cultural intelligence and conflict management.

Keywords: Cultural Intelligence, Conflict Management.

I. INTRODUCTION

Perhaps the most important feature of this era might be fading traditional boundaries between nations and peoples, as part of the reality of the modern world (Robins, 2003), the complexity of the work relations in today's multicultural environment, containing people with different characteristics, personality, needs, beliefs, values, expectations and perceptions. World today more than ever need to understand and communicate with different cultures and subcultures via feelings, emotions and oral and nonverbal signs of different cultures a. Proper communication between people in different environments of work, social environment and even personal life is very important and requires understanding, education, and increasing proper confrontations so that a variety of interpersonal relationships, group and intercultural relations facilitate the possibility of a better life for people with different cultures.

Cultural intelligence is the ability to increase cross-cultural understanding. However, this concept does not mean that cultural differences are ignored but it means that in different situations, how can behave more intelligently. Cultural Intelligence, as a certain kind of intelligence, was first introduced by Earley and Ang (2003), the researchers at Business School in London and developed it with publication of the book "cultural intelligence, inter-cultural individual transactions" in 2003. These two researchers define cultural intelligence as the ability to learn new patterns of cultural interaction and to provide the correct behavioral responses to these patterns, and believe that the structure of cultural intelligence is related with other types of intelligence including emotional and social intelligence.

In another definition, cultural intelligence is an individual ability to understand, interpret and act effectively in situations that are of cultural diversity and is compatible with those concepts related to intelligence that recognize intelligence rather as a cognitive ability (Peterson, 2004). In fact, the cultural intelligence is ability to show effective reaction against those who have different cultural backgrounds. Cultural intelligence like other kinds of intelligence such as social intelligence (the ability to appropriate social reaction against others) and emotional intelligence (the ability to adjust and take advantage of another sensory condition) is composed of different levels. Cultural intelligence enables us to recognize through knowledge cultural differences properly and behave differently in various cultures. (Dini et al., 2005). A culturally intelligent manager is capable of using the experiences to show behavior own entirely appropriate to current situation.

The study of cultural intelligence should be parallel to concept of "cultural literacy" which has been proposed by Rosen. Robert Rosen in his book The World Literacy (2000) stated that world literacy is necessary feature for top management in the world. In this regard, cultural literacy (the ability to evaluate and use of cultural differences) is the key to world literacy. He believes the more world is economically coherent, the cultural differences becomes more prominent (Rosen and Digh, 2001).

Cultural intelligence is a four-factor concept, which includes two mental aspects (mental and metacognitive aspects), and motivational and behavioral ones. Cultural knowledge is a general knowledge and cognitive and metacognitive structures representing the mental aspect. Internal motivation and guidance for bringing one to an intercultural interactive learning situations represent dimension of cultural intelligence motivation and ability of the individual to show verbal and nonverbal appropriate interaction with different people, representing the behavioral dimension of cultural intelligence (Early and Digh, 2003, Digh and Diane, and Ke, 2006) elsewhere Early (2002) sees four dimensions of cultural intelligence as including metacognitive intelligence (strategies for acquiring and developing strategies for adaptation), cognitive intelligence (knowledge of different cultures) and motivational (willingness and self-reliance) and behavioral (set of appropriate cultural behavior).

Early and Mvsakvfsky (2004) presented two major types of cultural intelligence:

1. Corporate cultural intelligence for organizations
2. Racial and geographical Cultural Intelligence for knowledge of the culture (Lugo, 2007)

Cultural intelligence is the ability of a person to understand, interpret and act effectively in situations that are of cultural diversity (Peterson, 2004, 101). Cultural Intelligence consists of three components: 1) the cognitive 2) physical 3) the emotional-motivational (Early and Mvsakvfsky, 2004), (Digh, Van Dyne and Ke, 2006-2007), (Early and Ang, 2003), (Van Dyne, 2005-2006) sees cultural intelligence as including four components as follows:

1. Cognitive components of Cultural Intelligence: A procedure in which a person gains intercultural experiences. This element of cultural intelligence considers a process that puts people to gain cultural knowledge and understanding.

2. Cognitive Cultural Intelligence: Understanding of a person about the similarities and cultural differences and general knowledge about cultures.

3. Motivational components of cultural intelligence: Confidence and trust in the person that is able to adapt to the new culture. This is the volume and energy for people to interact effectively in the new cultural. Motivational cultural intelligence contains level in which people have confidence in the ability of cross-cultural interactions and have openness to experience and interact with people from other cultures and satisfaction in their interactions. According to Early and Ang (2003) in the general framework there is motivation to understand the motivational aspect: self-efficacy, and compliance (Early and Mvsakvfsky, 2004). Bandura defines self-efficacy as the belief in one's ability to organize and implement set of actions that are needed to achieve certain goals (Chen et al., 2002, 382).

4. Behavioral components of cultural intelligence: the ability to display appropriate verbal and nonverbal actions to interact with people from different cultures (Early and Mvsakvfsky, 2004).

Thomas and Inkson (2005) on cultural intelligence elements believe that, managers who have high cultural intelligence enjoy three elmeents: cultural knowledge, cultural justification and cultural skills. (Mirsepassi et al, 2008, 41)

1. Knowledge: Managers with cultural intelligence necessarily need the knowledge about fundamental principles of cross-cultural interaction. This means that he must know what culture is, how it changes and how affects behavior.

2. Accuracy (cultural justification): managers with cultural intelligence need accuracy and training to view and modify specific situations. This means increase in capacity of attention by reflection and in creative way to signs in cross-cultural situations.

3. Behavioral skills: Managers of cultural intelligence, based on knowledge and accuracy, raise their behavioral skills and will become qualified during different situations. These skills include choosing the correct behavior from repertoire of behaviors developed used to take appropriate action in a wide range of cross-cultural position (Mirsepassi et al., 2008, 96).

According to Greenberg and Baron (1997, 385) conflict is a process in which one party feels that other takes activity inhibiting him from having his interests and goals arrived. Conrad and Scott (2002, 134) say that conflict is interactive relations of people who are dependent on each other and feel that their interests are conflicting, inconsistent or incompatible.

According to Gray and colleagues (Gray Coleman and Puntom, 2007, 1417) conflict, is perceptions of events (goals, values, beliefs, attitudes, desires, feelings, etc.) that interfere with and prevent and cause adverse effect and injury and damage.

Robbins says, by definition, conflict is a conscious effort by A to neutralize efforts of B. As a result B becomes desperate or A adds to his interests (Robbins, 2006,289)

The organization is a fertile environment for breeding and growth of many conflicts and disagreements. There are different people with personality traits, needs, beliefs, values and expectations and perceptions of different causes of conflict in organizations has become inevitable. On the other hand, the structure of the organization and the existence of rigid administrative systems makes it susceptible to tension, conflict and discord (Haqiqi et al., 2003, 235).

Different kinds of conflict have been defined today such as institutionalized conflict derived from the nature and goals of the organization caused by the challenge or conflict emerging from the interaction of formal and informal workers in daily activities and conflict of personalities that can be defined as disagreements or personal satisfaction relative to each other (Kreitner & Angelo, 2001, 490); conflict of duty known also as cognitive conflict in management literature. Disputes between members of the group on issues such as objectives, areas of key decisions and business processes and the created when team members have difference about how they do tasks (Jensen, 1999, 117-141) (Amason, 1996, 123-148).

Communication conflict, it is known as emotional conflict, mostly refers to the differences of personality conflicts with emotional interactions between team members (Jehn, 1997, 53-57)

Conflict management is the way in which conflicts of organization are placed at the service of organizational goals and their unproductive aspects are reduced and functional nature is given to them (Jones, 2000) In other words, conflict management is action to identify and manage conflict in a way reasonable, fair and effective. (The USDA, 2000)

Conflict Management is process of identifying the appropriate role of conflict between groups and techniques for resolving conflict or mobility for organizational efficiency (Hersey and Blanchard, 135, 1996). In fact, conflict management styles or behavior patterns are specific ways used by management deal with conflict (Alvani, 362, 1994).

Deutech (1949) (quoting Rahim, 2001) was the first person who in research into social conflict, introduced simple competitive-cooperative model as a means of conflict management styles and provided three, four and finally five styles conflict management style. Among them, five style model of Thomas (1976) is among the most complete models of conflict resolution, which includes five styles of conflict management, avoidance, Adaptation, competition, compromise and cooperation. While counting the five styles, he believed that while each of us when faced with conflict situations as case may be, choose one of these five styles, which is dominant.

According to the definition, these five styles are as follows:

A. Avoidance: In this situation, the person attends neither his own desires and goals nor desires and goals of others and rather is trying to avoid situations of conflict and stay indifferent or to postpone or withdraw from it.

B. Adaptive: In this situation, one tends to make concessions to the other side, and this suggests that the opposite side is higher. Individual gives up his needs and goals in order to fulfill the wishes and goals of the other and prefers other interests to his.

C. Competition (compulsion): In this condition, a person tends to meet his goals and desire no matter if it leads to a conflict with another. A person will use his power to justify his views and is looking for increase of his interests.

D. Compromise (agreement): In this condition a person sacrifices his goals and aspirations for those of others. The people use this style to maintain the relationship, relax atmosphere of friendship, preferring the interests of the other side over theirs.

E. Cooperation (collaborative): The person and the other person try to meet each other's needs and goals, they are working together to find a solution and to consider the interests of the other party.

Schmidt Research shows that nearly 20 percent of the time managers spend dealing with conflict. The researchers concluded that high levels of conflict management in terms of importance is equal to or even greater than planning, organizing, communication, motivation and decision-making. In another study, among the 25 success factors of managers, conflict management has the most important role in the success (Aschermerhorn, Hunt and Osborne, 1998, 32).

Cultural intelligence gives leaders the possibility to interpret emotional behaviors in different cultures and take appropriate emotional reactions based on specific cultural norms of their society and in competition with other leaders (Dini et al, 2005). In fact, cultural intelligence is the answer to the question why do some smart people with good character and social skills also having a sense of maturity, show the correct compatibility issues with a new cultural context with difficulty (Kanungo Prasada rama, 2006, 23-31);

So, in this case, for the success of Emotional Intelligence, an individual must also have cultural intelligence. Cultural Intelligence encourages individuals to react to changing cultural context based on their capabilities, learn new patterns of social interaction, new behavioral patterns of correct behavior and reactions. Cultural intelligence is in line with social and emotional intelligence. The cultural intelligence hypothesis is that people are familiar with their culture. Therefore, to interact with others, they use their own cultural practices. Cultural intelligence shows itself where emotional intelligence is powerless, that is, where people are dealing unfamiliar environment (Mvsakfsky and Arley, 2004). Studies have shown that national cross-cultural differences are an important factor in determining behavior (Barker, 2005, Green and Hill, 2005).

Among cultures and subcultures within a national culture, multiple spectrum and a wide range of feelings, emotions and attitudes are involved. Cultural intelligence enables leaders to understand behavioral differences in emotional intelligence in different cultures and use emotional intelligence and behavior appropriate to each particular culture. This fact caused great dynamic multi-cultural relationships in the environment, so that the difference in language, ethnicity, politics and many other features can emerge as a source of potential conflict and in the absence of proper understanding, face good working relationships with difficulty (Tryandys, 2006)

So, in general, different cultural reactions, which leads to conflict between people, the managers can identify and manage them who are familiar with the complexities of different cultures; ability to communicate effectively with cultural differences in today's world is one of the art of managers to increase the effective management of the different communities and lack of knowledge and appropriate treatment of values of different cultures creates conflict.

II. RESEARCH METHOD

The aim of the present study was applied and survey method is considered. The research population were managers of Tehran Municipality Cultural Organization and by simple randomized sampling, 115 samples were selected. To collect data questionnaires (questionnaire of William Prado for cultural intelligence and questionnaire of Lyle Sussman and Sam Deep) was used. The questionnaire validity has been confirmed by experts and using Cronbach's alpha reliability has also been investigated; coefficient alpha for all variables and dimensions was above 0.7)

III. RESULTS

Of the sample of 115, 73 were men and 42 were women; in terms of education, 25 had MA and higher degree, 72 bachelors, and 14 associate degree and four others had diploma or less. For work experience, 33 people over 15 years, 74 people 10 to 15 years and 8 had less than 10 years of experience. Before test of the hypothesis normal distribution of the variables was investigated.

Based on the k-s significance that in all cases is greater than 0.05, we conclude that distribution of variables was normal.

Pearson correlation test can now be used to check for relationship. The following Table shows the values of Pearson correlation test.

It is observed that there is relationship between cultural intelligence and conflict management styles as well as dimensions of cultural intelligence (cultural, meta-cognitive, cognitive, motivational and behavioral) and conflict management styles. To evaluate the effect of cultural intelligence on conflict management styles, we used regression analysis.

Table 1: shows the results of multiple correlation coefficient of the regression model

Model	R	R2	Standardized R2	Standard estimation error
1	0.164(a)	0.027	0.018	0.31172

a Predictors Variable : cultural intelligence

To evaluate the impact of cultural intelligence on conflict management styles stepwise regression analysis was used

Table 2: Results of coefficients of the regression model

Model	Source	Not standardized coefficients		Standardized coefficients	t	Sig.
		Factors	Estimation error	Correlation coefficient		
				Beta		
1	Constant	3.374	0.259		13.005	0
	Cultural intelligence (x)	0.133	0.075	0.164	1.679	0.08

    a.   Dependent Variable : conflict management

To evaluate the impact of cultural intelligence dimensions on conflict management styles, we used stepwise regression.

Table 3: Results of correlation coefficients of multivariate regression model

Model	R	R2	Standardized R2	Standard estimation error
1	0.228	0.052	0.044	0.30768

    a.   Predictors : (constant) behavioral

Table 4: Results of analysis of variance

Model	Source	sum of squares	DF	Mean square	F	Sig.
1	Regression	0.587	1	0.587	6.202	0.014
	Residue	10.697	113	0.095		
	Total	11.284	114			

Table 5: The results of the regression model coefficients

Model	Source	Not standardized coefficients		Standardized coefficients The Correlation coefficient	t	Sig.
		Factors	Estimation error			
1	Constant	3.249	0.235		13.833	0
	Cultural intelligence (x)	0.158	0.064	0.228	2.49	0.014

To investigate whether the management has high cultural intelligence and what conflict management styles they use, the Mann-Whitney test was used.

Table 6: Descriptive results of Mann-Whitney test to determine the relationship between levels of cultural intelligence and conflict management styles

	Cultural Intelligence	No.	Mean rank	Total rank
Avoid	Low	10	44	440
	High	105	59.33	6230
Adaptation	Low	10	35.25	352.5
	High	105	60.17	6317.5
Competitive	Low	10	45.15	451.5
	High	105	59.22	6218.5
Compromise	Low	10	44.55	445.5
	High	105	59.28	6224.5
Cooperation	Low	10	34.2	342
	High	105	60.27	6328

Table 7: Results of Mann-Whitney test analysis to assess the relationship between cultural intelligence and conflict management styles

	Avoidant	Adaptation	Competitive	Compromise	Cooperation
Mann-whitney U	385	297.5	396.5	390.5	287
Z	1.402	-2.288	-1.294	-1.351	-2.389
Sig.	0.161	0.022	0.196	0.177	0.017

a Grouping Variable : cultural intelligence

Results of hypotheses are summarized in the following table.

Table 8: Results of hypotheses

Hypotheses	Description of hypothesis	Results
H 1	Cultural intelligence of managers has a positive impact on conflict management styles.	Approved
H 2	Meta-cognitive cultural intelligence has a positive impact on conflict management styles.	Not confirmed
H 3	Cognitive cultural intelligence has a positive impact on conflict management styles.	Not confirmed
H 4	Motivational cultural intelligence has a positive impact on conflict management styles.	Not confirmed
H 5	Cultural Intelligence of Cultural Organization of Tehran Municipality managers is low.	Not confirmed
H 6	Behavioral cultural intelligence has a positive impact on conflict management styles.	Approved
H 7	Managers who have a high cultural intelligence use cooperation and compromise styles.	Approved

IV. CONCLUSION

Test of distribution of frequency responses of men and women in questions of cultural intelligence shows there is little difference between men and women in cultural intelligence. The results also show that the frequency of responses in cultural intelligence increases with aging, cognitive cultural intelligence. The results show that the frequency of responses of cultural intelligence in terms of education that with increased education, cultural intelligence of staff increased. This is likely due to the acquisition of more knowledge and deeper understanding of other cultures in education. With increasing experience, meaningful increase or decrease in cultural intelligence was not seen. Distribution of answers to questions of conflict management styles by men and women showed that after working style that men and women than use, and men more used competitive style than compromise style, and the frequency of male and female responses to the questions of conflict management styles and age, education and conflict management styles and work experience showed no certain results.

Distribution of the questions related to conflict management styles showed most managers use the style of cooperation and compromise in conflict management and user other styles later.

The results showed that cultural intelligence of managers has positive impact on conflict management styles in the Art and Cultural Organization of Tehran. Also of the four dimensions, behavioral cultural intelligence affects conflict management styles.

REFERENCES

1. Rahbari, M. (2011). Effect of Cultural Intelligence on conflict management, a master's thesis, Faculty of Management, Islamic Azad University of Tehran.

2. Shifibady, A. (2014). Career guidance and counseling: theories of career choice. Tehran: Roshd.

3. Shahrabi Farahani, L. (2012). Davis Lofquist the concept and components of job adjustment theory and structure of a tool for measuring teachers in the district 15 in Tehran, Journal of Occupational and Organizational Consulting, Volume IV, Issue 12:23

4. Kamali Ardekani, M., Malek, M., Attarchi, M., And Mohammad S. (2013). Occupational stress and its related factors in medical students, specialized Journal of Medicine, Vol. 5, No. 1: 16-31.

5. Abdi, K. (2014). Relationship between cultural intelligence and job performance quality of life of nurses, nursing research, Volume 9, Issue 4. 25-41.

6. Mohammadi, F. (1395). The relationship between cultural intelligence, job stress, job adjustment and hospitals in Tehran, Master's thesis, administration, management faculty, Islamic Azad University of Tehran.

7. Moshabaki, A., And Ramuz, N. (2006). Cultural intelligence and elixir of success in world-class managers, Journal of Economics and Management, No. 3: 45-60.

8. Yarmohammadzadeh P., And Dadashzadeh M. (2015). Study of cultural Intelligence and social capital role in work adjustment of teachers: testing the mediating role of social capital, new educational approaches, the tenth year, spring and summer, 1 (11). 18-33.

9. Ahmed A., Abdel-Halim.(1980). Effects of Person-Job Compatibility on managerial reactions to role ambiguity, Organizational Behavior and Human Performance, Volume 26, Issue 2: 193-211.

10. Brissette Scheier, M. F.; Carver, C. S. (2002). The role of optimism in social network development, coping, and psycho- logical. 82:102-111.

11. Chia, Geraldine Yi Yun,. Kwa, Yan Xin., Loh, Irwin Zhun Kit. (2010). A study of cultural intelligence on job stress for global employees. Nanyang Technological University. 47(5): 259-266.

12. Crown, K. A. (2008). What leads to cultural intelligence?. Kelly, school of business, business Horizons, N. 51: 391-399.

13. Dawis, R. V. ; Lofqist, L. H. (1984). A psychological theory of work adjustment, Minneapolis: University of Minnesota press.

14. Dawis R.V.; Lofquist L. H. (1991). A Psychological Theory of Work Adjustment: An individual differences model and its applications. Stoughton, Massachusetts: Books on Demand.
15. Earley, P. C.; Ang, S. (2003). Cultural intelligence: Individual interactions across cultures, CA. Stanford Business Books.
16. Earley, P. C.; Mosakowski, E. (2004). Cultural intelligence. Harvard Business Review. 82(10): 139–146.
17. Griffin, Moorhead; Griffin, W.(2001). organizational Behavior People and Organization, sixth Editition Arizona state University, Managing Hokghton Mifflin company, Boston New york.
18. Harrison, J. K. Chadwick, j (1996) Relationship between cross-cultural adjustment &the personality, variables of self-efficacy & self-monitoring. London.
19. Lee J, Peccei R.(2007). Perceived organizational support and affective commitment: The Mediating role of Organization based self-esteem in the context of job insecurity. Journal of Organizational Behavior; 28(6): 661-85.
20. Peterson, B. (2004) . Cultural intelligence: A guide to working with people   from other cultures . Yurmouth, ME . Intercultural Press.
21. Tan, Joo-seng (2004). Cultural Intelligence and the Global Economy,   LIA, November/December. 24(5):45-66.
22. Templer, K. J.; Tay, C., Chandrasekar, A. (2006). Motivational Cultural Intelligence, Realistic job preview realistic living conditions preview and Cross-Cultural adjustment. Group & Organization Management, 3(2): 154-171.
23. Therese A.; Joiner, Pauline Stanton. (2008). Factors Affecting the Job Stress and Job Satisfaction of Australian Nurses, Implications for recruitment and retention, Timothy Bartram, School of Business, La Trobe University, Senior Lecturer, School of Management, La Trobe University, Australia.
24. Thomas, D. C. - Elron, E. - Stahl, G. - Ekelund, B. Z. - Ravlin, E. C. - Cerdin, J. Poelmans, S. Brislin, R. Pekerti, A. Aycan, Z. Maznevski, M. Au, K. Lazarova, M. B.,(2008), "Cultural Intelligence: Domain and Assessment", International Journal of Cross Cultural Management. 8(2): 123-143.
25. Triandis, H. C. (2006). Cultural intelligence in organizations. Group &   Organization Management, 32 (1); 20-26.