

Review Article

THE RELATIONSHIP BETWEEN CULTURAL INTELLIGENCE, JOB SATISFACTION AND THE EMPLOYEES' EFFICIENCY OF YOUTH AND SPORTS GENERAL OFFICE OF EAST AZERBAIJAN PROVINCE

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ABSTRACT

The present study has been done to investigate the relationship between cultural intelligence, job satisfaction and employees' efficiency of Youth and Sports general office of East Azerbaijan province. The research has been conducted in the form of survey and its method is correlative and descriptive. The statistical population of this study includes 128 employees of Youth and Sports general office of East Azerbaijan province in 1393. Due to the limited size of statistical population, using the sampling method or total census, the size of statistical sample equaled to the total population (128) and questionnaires were distributed among them, and 120 usable questionnaires were collected for analysis. Measuring instrument consisted of a questionnaire of Nag Early to measure cultural intelligence, Questionnaire of Minnesota for Job Satisfaction and a standard questionnaire of Achieve model for efficiency. Questionnaires were conducted on 20 participants and the reliability was studied. Based on the obtained reliability coefficients (cultural intelligence 0/79, job satisfaction, 0/87 and efficiency 0/91), the reliability of the questionnaire was confirmed. The data obtained from the questionnaires were entered into SPSS 16 program and through using descriptive statistics (frequency tables, mean, standard deviation, and charts), the sample was described regarding characteristics of the demographics and research variables. Then, hypotheses were tested through using the Pearson correlation, regression and one sample t tests. The results showed that there is a meaningful relationship between cultural intelligence and the cognitive factor of cultural intelligence and employees' efficiency of Youth and Sports general office of East Azerbaijan province. There is also a significant relationship between job satisfaction, its components and employees' efficiency of Youth and Sports general office of East Azerbaijan province.

Keywords: Cultural Intelligence, Job Satisfaction, Efficiency, Employee, General Office of Sports and Youth

INTRODUCTION

Regarding the skills needed in the 21st century, the ability to continuously adapt to people of different cultures and the ability to manage intercultural communication is important. Universal work environment needs people who are familiar with different cultures and be able to establish good relationship with people of other cultures. The people need "cultural intelligence" to achieve this purpose. The competent managers of modern organizations will be the managers who have appropriate cultural and emotional intelligence in addition to excellent personal and technical skills. Nowadays the number of managerial posts, which international interactions have become as inseparable part of their duties, is increasing. Certainly one of the most important tasks of these managers is international interactions well-set with other cultures. Providing ways to promote cultural intelligence and expanding international business activities, the need to develop a capability to assist managers in dealing with cultural complexities, are felt more than ever (Taslimi *et al.*, 2010). The main goal of any organization is to achieve the highest possible level of productivity or optimal efficiency. Efficient factors of productivity include capital, tools, procedures and staffs. Undoubtedly one of the most important tools to achieve the organization's goals is skilled and efficient manpower because manpower has an important role in increasing and reducing productivity of the an organization, i.e. if the organization has the greatest capital and the best

Review Article

technologies and possibilities, but lacks the motivated and productive manpower, it will not reach its goal (Mahdad, 2007). Since many of the twenty-first century organizations are multi-cultural, a variety of employees with different cultures can be seen. Different cultures can be emerged as a source of potential conflicts and if there is not true understanding of it, developing good working relationships will be in the difficult (Triandis, 2006). Cultural intelligence helps people to have true and rapid understanding of different cultural components and then show behavior which is appropriate to each of them. Cultural intelligence enables the manager to find out how others think and how they respond to patterns of behavior. This issue reduces the barriers of intercultural communication and thus enhances the managers' power of leadership (Fayazi, 2007). Sadeghi *et al.*, (2011) believe that Iran is the country which consists of diverse cultures and ethnic groups and clanship is one of the most important social, cultural and political contemporary issues. Despite it has significant role in the preservation and strengthening of national solidarity, much work hasn't been done in terms of culture (Dehnavi, 2012). Early and Musakovski, 2004 believe that cultural intelligence is necessary to survive in a competitive environment. This key element must not be neglected. Soflu (2013) in a study entitled "The relationship between cultural intelligence and performance of employees," concluded that there is a significant and positive relationship between the cultural intelligence, cognitive cultural intelligence, motivational cultural intelligence, and performance of employees, but there is no significant relationship between behavioral cultural intelligence and performance of employees. Hushang (2013) in a study entitled "Determining the relationship between cultural intelligence and individual performance of employees of Youth and Sports office in East Azerbaijan province." concluded that there is a positive and meaningful relationship between cultural intelligence and individual performance of employees. Thus the priorities of cultural intelligence respectively include knowledge- motivation- behavioral- strategy. Each of four dimensions of cultural intelligence and performance of employees was in desired level. Zamandi (2013) in a study entitled "the relationship between social intelligence, cultural intelligence, professional maturity and job satisfaction among teachers of Joghatai city" concluded that there was a significant and inverse relationship between professional maturity and job satisfaction. There was a significant and inverse relationship between social intelligence variable and job satisfaction. There was also no relationship between cultural intelligence and job satisfaction. Vetay (2006) in a study entitled "motivational cultural intelligence, working preview, realistic living conditions and intercultural harmony," concluded that there is a positive relationship between motivational component of cultural intelligence and all three types of general adaptation, intercultural adaptation and job compatibility. Rachid and Mohamed (2008), in a study entitled "The study of different effects of Job Satisfaction on Employee' Performance" concluded that the women compared to male colleagues had lower job satisfaction regarding various aspects of their job. They did less work compared with the male staffs with regard to a certain amount of work.

MATERIALS AND METHODS

Method of Research

The method of the present study is practical in terms of target and descriptive and correlated regarding performance that was conducted through survey. The statistical population of this research composes all employees of Youth and Sport General Office of east Azerbaijan province. According to the Statistics Center of Youth and Sport General office of east Azerbaijan province, the number of employees equaled to 128. Due to the limited size of statistical population, using the sampling method or total census, the size of statistical sample equaled to the total population (128) and questionnaires were distributed among them and 120 usable questionnaires were collected for analysis. Measuring instruments used in this research are library resources, including books, journals and theses and three questionnaires were used to collect the data. The first questionnaire is the Cultural Intelligence standard questionnaire of Early and Ang (2003). The second one is the Job Satisfaction standard questionnaire of Minnesota which is used to measure job satisfaction of the studied statistical population. The third one is the productivity standard questionnaire of Achy model and it aims to examine and measure employees' productivity of studied population. In this study, descriptive statistics (mean and standard deviation, etc.) and inferential statistics

Review Article

(Pearson correlation, Kolmogorov-Smirnov test, T-test and regression, etc.) are used. Kolmogorov-Smirnov test is used to determine the reliability of the data normality. Statistical operations are performed using SPSS 16 software.

RESULTS AND DISSCUSSION

The Findings

Since the significance levels obtained for all variables is greater than 0/05, so for all these variables (cultural intelligence, job satisfaction and productivity), the hypothesis of normal distribution of variables is accepted.

Table 1: Results of the Kolmogorov-Smirnov test to evaluate the normal distribution of scores

Variables	numbers	statistics k-s (Kolmogorov-Smirnov)	probability of statistics k-s (significance level)
Cultural intelligence	120	1/088	0/187
Job satisfaction	120	0/724	0/627
Efficiency	120	1/167	0/131

First Part of the Main Hypotheses

Null Hypothesis: There is not significant relationship between the cultural intelligence and employees’ efficiency of Sports and Youth General Office of east Azerbaijan province. Pearson correlation test was used to test this hypothesis. The null hypothesis in this test is the zero correlation coefficient (no relation). The results of this test are shown in Table 2. If the significance level of the test is less than 0/05, there will be a significant relationship between the variables.

Table 2: Results of correlation test between cultural intelligence and employees’ efficiency

Variables of test	Cultural intelligence and efficiency
Number	120
Correlation (r)	0/221
Significance level	0/015

Result of Pearson Test Null Hypothesis Is Rejected

As it is shown in Table (2) Pearson correlation is equal to $r= 0/221$ and significance level of test is $\alpha=0/015$. Hypothesis of independent variables (the null hypothesis) is rejected. So this hypothesis at the rate of $\alpha = 0/05$ with the reliability of 95 percent is approved, i.e., there is a direct and meaningful relationship between the cultural intelligence and employees’ efficiency of Sports and Youth General Office of east Azerbaijan province.

Second Part of Main Hypotheses

Null Hypothesis: There is no significant relationship between job satisfaction and employees’ efficiency of Sports and Youth General Office of east Azerbaijan province. Pearson correlation test was used to test this hypothesis. The null hypothesis in this test is the zero correlation coefficient (no relation).

Table 3: Results of correlation test between job satisfaction and employees’ efficiency

Test variables	Job satisfaction and efficiency
Number	120
Correlation coefficient (r)	0/785
Significant level	0/000
Pearson Test Results	Null hypothesis is rejected

The test results are presented in Table 3. As it is shown in Table 3, Pearson correlation coefficient equals to $r = 0/785$ and the significance level is $\alpha= 0/000$. The hypothesis of independent variables (the null

Review Article

hypothesis) is rejected. So this hypothesis at the rate of $\alpha = 0/05$ with the reliability of 95 percent is approved, i.e., there is a direct and meaningful relationship between the job satisfaction and employees' efficiency of Sports and Youth General Office of east Azerbaijan province.

Discussion

The Main Hypothesis (Part I): There is a significant relationship between cultural intelligence and employees' efficiency of Youth and Sport General Office in East Azerbaijan province. Pearson correlation coefficient equals to $r = 0/221$ and the significance level of test is $\hat{\alpha} = 0/015$.

Since the significance level of Pearson test is less than $0/05$ ($\hat{\alpha} < \alpha$), the hypothesis of independent variables (the null hypothesis) is rejected. So this hypothesis at the rate of $\alpha = 0/05$ with the reliability of 95 percent is approved, i.e., there is a direct and meaningful relationship between the cultural intelligence and employees' efficiency of Sports and Youth General Office of east Azerbaijan province. The results of this study in terms of the relationship between cultural intelligence and employees' efficiency are consistent with the studies of Moqadam and Hosseini (2008); Zadeh (2009); Kazemi (2009); Soflu (2013); Hushang (2013); Poursoltani *et al.*, (2014); vetay (2006); Ang *et al.*, (2007); Amiri *et al.*, (2010). The more cultural intelligence of employees promotes and is fostered, the more conformity and multi-cultural relations increases and efficiency of employees increase in different cultural contexts. The main hypothesis (Part II): there is a meaningful relationship between the job satisfaction and employees' efficiency of Sports and Youth General Office of east Azerbaijan province. Pearson correlation coefficient equals to $r = 0/785$ and the significance level is $\hat{\alpha} = 0/000$. Since the significance level of Pearson test is less than $0/05$ ($\hat{\alpha} < \alpha$), the hypothesis of independent variables (the null hypothesis) is rejected. So this hypothesis at the rate of $\alpha = 0/05$ with the reliability of 95 percent is approved, i.e., there is a direct and meaningful relationship between the job satisfaction and employees' efficiency of Sports and Youth General Office of east Azerbaijan province. One of the main issues that may constitute the core of organizational research is the relationship between job satisfaction and efficiency. The results of the present study with regard to the relationship between job satisfaction and employees' efficiency are consistent with the results of Iranzadeh *et al.*, (2010); Green *et al.*, (2008) but these results aren't consistent with the results of Mousavi (2013). Lack of consistency can be due to the difference in the research statistical population. And different geographic locations, different education, different thoughts and different kinds of employees' job can be a reason for it. Whatever the level of job satisfaction is further, the performance increases respectively.

Some researchers such as Herzberg argue that job satisfaction of employees leads to higher levels of performance. Creating a flexible work environment and involvement of employees in decision-making can be mentioned as the main reasons for the improvement of job satisfaction of employees. Based on the results of the main hypothesis (part 1) of the research as results of the study revealed there is a significant relationship between cultural intelligence and employees' efficiency of Sports and Youth General Office of east Azerbaijan province. Due to acquisitiveness of substantial part of the skills and capabilities of cultural intelligence, it is suggested that organizations consider special position for strengthening this intelligence in developing and training programs for managers and employees and try to improve cognitive and behavioral skills of managers and employees by using formal and non-formal education to strengthen and improve the performance and efficiency of the employees. Based on the results of the main hypothesis (part 2) of the study, there is a significant relationship between job satisfaction and employees' efficiency of Sports and Youth General Office of east Azerbaijan province. It is proposed to increase the level of satisfaction among employees, so that employees' efficiency will be strengthened and improved.

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Review Article

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