

Relationship between Cultural Intelligence and Critical Thinking in Par Moghan Company

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Abstract: This survey research is applicable in terms of objectives. The statistical population included all the managers and organizational staff of Pars Moghan agriculture industry and livestock Company amounting up to 361 people. Regarding the limited sample volume and confidence level of 0.95 and accuracy of 0.01, the volume of statistical sample was considered 186 people. Data collection was carried out by Earley and Mosakowski cultural intelligence questionnaire and Watson-Glaser critical thinking questionnaire. The reliability was 0.876 and 0.828 for the cultural intelligence and critical thinking questionnaires, respectively. Data analysis was performed by descriptive and deductive statistical tools. Frequency and frequency percentage (tables and curves) were employed for summarization, classification and interpretation of the statistical data and research hypotheses were tested by Pearson correlation test through application of SPSS software.

Keywords: critical thinking, Pars Moghan agriculture industry and livestock Company, cultural intelligence

INTRODUCTION

Today, the number of companies tending to group formation for management of complicated and dynamic environments of these days is increasing. Grouping is now a solution for problems due to external adaptation. This could be achieved by collecting different thoughts and opinions. Groups can be a proper response for environment complexity and putting the people in these groups does not necessarily guarantee the effectiveness of the groups. Working with others, listening to each member and attention to all opinions, modesty and respect are challenging. In today's society with cultural diversity, good relationship is a larger challenge. Cultural intelligence is the key to success in today's world. For more effective performance of working groups, they should develop their cultural intelligence [8].

Increasing growth of international interactions and exchanges and inhomogeneity of working force have attracted the attention of many management experts to identify and enhance the capabilities resulting in effective presence in dynamic and complicated environments. Among these capabilities, cultural intelligence is the most important tool for facing multi-cultural situations. Cultural intelligence, through fast understanding of different cultural components, help us to exhibit proper behavior toward any of these components. Numerous organizations in 21st century are multi-cultural. A product designed in one country may be produced in 10 other countries and be sold in more than 100 countries. This fact has resulted in

dynamicity in relationships in multi-cultural environments in a way that difference in language, ethnics, politics and the like can be emerged as potential sources of conflicts and in absence of a proper understanding, it can raise problems in development of proper work relationships. These understanding difficulties have given rise to a new concept in cognitive discussions called cultural intelligence. In today's situation with growing diversity and globalization, this intelligence can be regarded as an important capability for organizations' staff and managers [12].

Nowadays, most of organizations and people have recognized the cultural intelligence and critical thinking as a competitive advantage and strategic capability. In global market and atmosphere, high cultural intelligence and critical thinking are the required tools of managers and leaders. Organizations and managers who understand the strategic importance of these features can use these differences and diversities for creation of competitive advantage. Therefore:

- People with high cultural intelligence and critical thinking can influence the different management strategies. These people are recognized as a part of valuable assets of the organization and show their value in critical situations.

Development of activities highlighted the need for a capability helping the managers in facing with

complexity of different environments, therefore, the managers who are able to understand the environmental complexities in global class, in the other word with high cultural intelligence and critical thinking, will be more successful in achieving to the organization goals and objectives[3].

As Pars Moghan agriculture industry and livestock Company is a producing company and sends its products all around the country and even abroad, the managers have to be culturally familiar with their products' market. Cultural intelligence is a new domain of intelligence in close relationship with working environments. As some cultural dimensions such as art, music and behavior style are easily observable and can be detected, but most of challenging parts of culture are hidden. Beliefs, values, expectations, attitude and assumptions are among the invisible cultural elements which are effective on people. Cultural intelligence helps the person to identify the way others think and respond to the behavioral patterns, therefore, it will reduce the relationship obstacles and equip the person with the ability to manage cultural diversity [2].

RESEARCH HYPOTHESES

- 1- There is a significant relationship between the inspirational dimension of cultural intelligence and critical thinking of Pars Moghan agriculture industry and livestock Company's staff
- 2- There is a significant relationship between the cognitive dimension of cultural intelligence and critical thinking of Pars Moghan agriculture industry and livestock Company's staff
- 3- There is a significant relationship between the behavioral dimension of cultural intelligence and critical thinking of Pars Moghan agriculture industry and livestock Company's staff

Theoretical basis

Culture

Culture is used to refer many concepts such as costumes, religious ceremonies, moral values, art, and literature and so on. As for better understanding of this principle concept and conducting researches in this field the researcher should first know its components [6] therefore first, these concept has to be introduced, one of the most comprehensive definitions defines the culture as a concept possessing two subjective and objective components, in this definition, "objective culture is an approach for understanding the man-made part of the environment including rules, laws, norms and values" [11] On the other hand, subjective culture emphasizes on legal, economic, political, religious and educational systems [5].

Intelligence

Morphy (2002) showed that multiple intelligences are needed for managers' success. This researcher, by emphasizing on the fact that intelligence is a multi-dimensional structure and includes different types, expressed that multiple intelligences are needed for effective leadership.

Their classification involves:

- Oral/logic intelligences that can be assessed by IQ test (analytical intelligence)
- Emotional intelligence that has been regarded as the main factor of success for managers in last decade and can be tested by EQ tests.
- Cultural intelligence reflecting the person's ability in facing with cultural dimensions of the environment and can be evaluated by CQ tests.

Cultural intelligence

The concept of cultural intelligence was first introduced by Early and Ang the researchers of London business school. They defined it as the capability to learn new patterns in cultural interactions and presenting proper behavioral responses to these patterns. They believed that in exposure to new cultural situations, finding the familiar signs and symbols to be used in communication is very difficult. In these cases the person has to establish a new cognitive framework even if this framework has no complete understanding of the local behaviors and norms. Establishment of such frameworks can be done only by people with high cultural intelligence [7].

Critical thinking

Critical thinking is a complicated mental activity described in many forms. Some consider it as a targeted thinking toward the objectives whose aim is to judge based on the evidences (facts) rather than perceptions (assumptions). Definition of "reasonable" single words were also presented for critical thinking which means that critical thinking requires information analyses rather than simply memorizing the words.

Critical thinking has been also expressed in other forms, for instance "having smart, careful and delicate attitude toward the others' beliefs and claims" and also "analyzing others beliefs to understand their validity and helpfulness". In the other word, critical thinker, instead of spontaneously accepting of others' beliefs, forms his/her own beliefs and find the solutions creatively. However, critical thinking includes remembering the facts, using logic, asking key questions, creation of a mental image and information analysis [1].

Critical thinking is a trainable skill meaning proper thinking for problems evaluation. Critical

thinking is in fact a method of judgment based on given data analysis.

The best way of teaching critical thinking is to teach the person to know the causes and effects. They must learn the way to obtain the required information and use them. It must be noted that critical thinking needs exercise and experience.

Different definitions have been proposed for critical thinking which show the difference in the insights toward this topic. Richard Paul, one of the experts, defined it as: the art of thinking about your thought, when you think to improve your thoughts you are trying to make it clearer, more correct and justifiable [9].

METHODOLOGY

This is an application research done by descriptive methods. The theoretical bases of the research were collected from journals, articles and books. Its field section was carried out by questionnaire, interview and asking the opinions of experts in the field of cultural intelligent and critical thinking. It must be noted that correlation methods were used as this method would be applied when two or several different series of data for one group are in hand and the researcher wants to investigated the relationship between them. As here, we have several different data for one group. We will

investigate the relationship between one factor (cultural intelligence) with other factor (critical thinking), therefore we need to use correlation method.

The statistical community of this research includes all the managers and staff of Pars Moghan agriculture industry and livestock Company amounting up to 361 people.

Random sampling was applied. The statistical volume was determined as 186 people, regarding the limited volume of statistical population and confidence level of 0.95 and accuracy of 0.01.

First hypothesis: There is a significant relationship between the inspirational dimension of cultural intelligence and critical thinking of Pars Moghan agriculture industry and livestock Company’s staff

There is no significant relationship between the inspirational dimension of cultural intelligence and critical thinking of Pars Moghan agriculture industry and livestock Company’s staff=H0

There is a significant relationship between the inspirational dimension of cultural intelligence and critical thinking of Pars Moghan agriculture industry and livestock Company’s staff=H1

Table 1: correlation test between inspirational dimension and critical thinking of the staff

| hypothesis | number | correlation | Significance level |
|---|--------|-------------|--------------------|
| Relationship between inspirational dimension and critical thinking of the staff | 170 | 0.706 | 0.000 |

According to table 1, the correlation coefficient between inspirational dimension of emotional intelligence and critical thinking is 0.364 its significance was also shown. In the above table, the significance level is 0.000 which is smaller than 0.05 meaning that H0 hypothesis is not accepted at significance level of 0.05. Therefore the claim is accepted which means that there is a significant and positive relationship between the inspirational dimension of cultural intelligence and critical thinking.

Second hypothesis: There is a significant relationship between the cognitive dimension of cultural intelligence

and critical thinking of Pars Moghan agriculture industry and livestock Company’s staff.

There is no significant relationship between the cognitive dimension of cultural intelligence and critical thinking of Pars Moghan agriculture industry and livestock Company’s staff (H0)

There is a significant relationship between the cognitive dimension of cultural intelligence and critical thinking of Pars Moghan agriculture industry and livestock Company’s staff (H1).

Table 2: correlation test between cognitive dimension of cultural intelligence and critical thinking

| hypothesis | number | correlation | Significance level |
|---|--------|-------------|--------------------|
| Relationship between cognitive dimension and critical thinking of the staff | 170 | 0.206 | 0.007 |

Based on SPSS outputs in table 2, the correlation coefficient between cognitive dimension of cultural intelligence and critical thinking is 0.547 its significance was also shown. In the above table, the significance level is 0.007 which is smaller than 0.05 meaning that H0 hypothesis is not accepted at significance level of 0.05 and H1 will be accepted. This means that there is a significant relationship between the cognitive dimension of cultural intelligence and critical thinking among the staff.

Third hypothesis: There is a significant relationship between the behavioral dimension of cultural

intelligence and critical thinking of Pars Moghan agriculture industry and livestock Company’s staff.

There is no significant relationship between the behavioral dimension of cultural intelligence and critical thinking of Pars Moghan agriculture industry and livestock Company’s staff (H0)

There is a significant relationship between the behavioral dimension of cultural intelligence and critical thinking of Pars Moghan agriculture industry and livestock Company’s staff (H1)

Table 3: correlation test between the behavioral dimension of cultural intelligence and critical thinking of staff

| hypothesis | number | correlation | Significance level |
|--|--------|-------------|--------------------|
| Relationship between behavioral dimension and critical thinking of the staff | 170 | 0.203 | 0.008 |

Based on SPSS outputs in table 3, the correlation coefficient between behavioral dimension of cultural intelligence and critical thinking is 0.203 its significance was also shown. In the above table, the significance level is 0.008 which is smaller than 0.05 meaning that H0 hypothesis is not accepted at significance level of 0.05 and H1 will be accepted. This means that there is a significant relationship between the behavioral dimension of cultural intelligence and critical thinking among the staff.

Main hypothesis: There is a significant relationship between the cultural intelligence and critical thinking of

Pars Moghan agriculture industry and livestock Company’s staff.

There is no significant relationship between the cultural intelligence and critical thinking of Pars Moghan agriculture industry and livestock Company’s staff (H0)

There is a significant relationship between the cultural intelligence and critical thinking of Pars Moghan agriculture industry and livestock Company’s staff (H1)

Table 4: correlation test between the cultural intelligence and critical thinking of staff

| hypothesis | number | correlation | Significance level |
|---|--------|-------------|--------------------|
| Relationship between cultural intelligence and critical thinking of the staff | 170 | 0.343 | 0.000 |

Based on SPSS outputs in table 4, the correlation coefficient between cultural intelligence and critical thinking is 0.343 its significance was also shown. In the above table, the significance level is 0.000 which is smaller than 0.05 meaning that H0 hypothesis is not accepted at significance level of 0.05 and H1 will be accepted. This means that there is a

significant relationship between the cultural intelligence and critical thinking among the staff.

The relationship between the cultural intelligence dimensions and staff’s critical thinking can be shown in following figure.

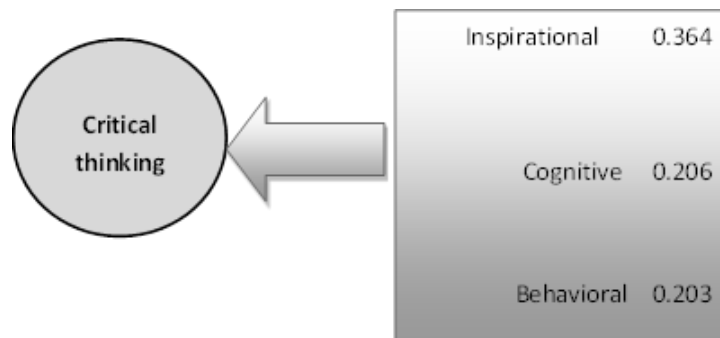


Fig-1: the relationship between cultural intelligence and critical thinking

RESULTS AND DISCUSSION

Managers should pay attention to cultural intelligence and its dimensions to improve their dimensions and promote different capabilities including cultural intelligence. The higher the cultural intelligence of the managers, the better their performance will be. In the other words, a culturally smart manager can exhibit the behavior suitable with the situation. This helps them to understand cultural differences other than value judgments. Understanding and accepting cultural differences will result in cultural compatibility which will not be achieved without having or enhancing the cultural intelligence. The relation between the cultural intelligence knowledge of managers with their critical thinking is direct, since this dimension reflects the understanding of the person about the cultural differences and similarities, and shows the mental plans and knowledge of the person about the other cultures. This dimension includes knowledge about the economic and legal systems, social interaction norms, religious believes, esthetic values and languages of the other cultures. Inspirational dimension of cultural intelligence shows the interest of the person in trying other cultures and interact with people from different cultures which involves the internal value of people for multi-cultural interactions and the self-confidence that let the person act effectively in different cultural situations.

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