

# Study of the relationship of culture intelligence on citizenship behavior of the bank branches directors (case study: the private banks of Ardabil)

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**ABSTRACT:** The present study was conducted in order to review the relationship of cultural intelligence and citizenship behavior of private bankers of Ardebil. The purpose of the research is practical and its method is correlation descriptive. The statistical populations of the survey are 70 private bankers of Ardebil. It was used of Earley and Ang's cultural intelligence measurement four-factor questionnaire and Organ's citizenship behavior measurement five-factor questionnaire for gathering data. The findings revealed that there is a significant relationship between cultural intelligence and organizational citizenship behavior. Meanwhile, researches detected that there is a meaningful correlation between civic virtue, conscientious work and with cultural intelligence. The existing a significant correlation between organizational citizenship behavior with cultural intelligence indicates that the managers who have a high cultural intelligence, have also better citizenship behavior, thus they can be more successful than others in attracting more customers.

**Keywords:** cultural intelligence, organizational citizenship behavior, cultural differences, cultural understanding, customer

## INTRODUCTION

At the present century, all institutions found out their customers cultural differences. Severe requirements and increased competitions in particular among the monetary and financial institutions has led to the more and special importance of cultural understanding discussion and solving this missing link of money earning chain has got a lot Politeness (). In such financial places, the private bank managers cannot manage his organizational culture and pay to the organizational goals, unless he give a special attention to the cultures because the differences between the employees and the organization goals on one hand and disregarding the cultural differences of the customers on the other hand; causes to inefficient service delivery and making conflict in achieving to the goals of the organization (Mahmudi, Meimond and Zare ,1390).

Therefore, Global business environment requires people be familiar with different cultures and be able to have a good communication with other cultures. For this purpose, people need to have cultural intelligence. Cultural intelligence allow a person to recognize how others think and respond to behavioral patterns Thus it reduces the cultural barriers communication and gives people cultural diversity management. Recent researches on this topic agree that employee behavior and attitudes as an important component in dealing with clients, has a significant impact on customer perception of supplied service quality and customer satisfaction and loyalty.

Consequently, in the area of institutions and banks due to financial resources constraints, increasing competitions between them are established to ensure their survival by absorbing more financial resources. Meanwhile, one of the major factors affecting the absorption recourses is citizenship behavior of bank managers that have a significant role in the willingness of customers to deposit. But, citizenship behavior is influenced by many factors which in different

cultural contexts can bring different results. One of these factors have a different spectra in different environments, is cultural differences issue. Customers' cultural differences need different citizenship behavior based on cultural intelligence. Cultural intelligence can lead to citizenship behavior differences in dealing with different cultures. Today in global business circumstances needs is people who are familiar with different cultures and be able to have a reasonable interaction with people with their high cultural intelligence, thus the cultural intelligence concept emerges in respond.

The private bankers of Ardabil Province work in an environment with different cultures. Although all people of the city are Turk but also there are different cultures between people living in Ardabil, and different religious minorities including Sunnis and Christians inhabited there. This study attempts to capture the effectiveness of private bank managers in absorbing monetary resources by studying the relationship between cultural intelligence and citizenship behavior.

## **2. Cultural intelligence**

Cultural intelligence is a new range of intelligence which is of great relevance in workplaces. The main component of cultural intelligence is people or different social group ability in interacting with people and social groups of different cultures. Cultural intelligence is the ability to show an efficient reaction against alien cultures, on the other hand Cultural intelligence help people to act more effectivenessly in areas such as communication, negotiation and implementation, management and leadership and motivating other culture people.

## **3. Dimensions of Cultural intelligence**

Som Philosophers like Roz & Komar have seen "Cultural intelligence" three dimensionally. Researchers who have described "Cultural intelligence" as a four dimensional structure, have mentioned cognitive, meta-cognitive, motivational and behavioral aspects for it. Thus it can be said that there is a consensus and only a small disagreement about components of Cultural intelligence.

From different scientists and scholars we can point to (Earley and Angh , 2003) that have discussed of cognitive, meta-cognitive, motivational and behavioral aspects.

## **4. Increasing cultural intelligence**

In increasing cultural intelligence, some innate and acquired characteristics cause to increase learning motivations. These characteristics are:

### **1)Consciousness:**

the first step to cultural flexibility is understanding own culture and knowing how it affects on the interpretation of people behavior.

### **2)Openness:**

Respect people and willingness to learn from their knowledge; which is an unbiased thinking.

### **3)Stability and tenacity:**

A staunch and steadfast person can overcome the life pressures and shocks and convert them to a situation for more learning and growing (Mirsepasi and others; 111, 1387,73).

## **5. citizenship behavior**

People behavior have long been of interest to management sciences scholars. Today's management must know its social and public aspects and be aware of its organization effects on social environment, also it must be concerned with issues of citizens and citizenship. The concept of organizational citizenship behavior is a change in organizational behavior because it has led to promoting organizational responsibility toward innovation, productivity flexibility and more organizational successful. Organizational citizenship behavior reflects a related and voluntary work which increases the efficiency and effectiveness levels of the organization through job formal description and unorganized reward systems directly.

## **6. Citizenship behavior dimensions:**

The results of the literature study suggests that approximately 30 different citizenship behavior is divisible and different description has made of them. Podsakoff et al. extracted seven common aspects of these divisions in their research like as:

- 1- Conduct outreach

- 2- Chivalry
- 3- Organizational commitment
- 4- Institutional obedience
- 5- Individual initiative
- 6- Civic virtue
- 7- Self-improvement

Net Mir also divided the citizenship behavior in four types:

- 1- Chivalry
- 2- Social etiquette
- 3- Conscientious work
- 4- Altruism

Maybe it is better to say that the best and more authentic division of the elements of organizational citizenship behavior provided by Organ which was used in many researches. His divisions are as follows:

- 1- Altruism
- 2- Civic virtue
- 3- Conscientious work
- 4- Chivalry
- 5- Politeness (propriety)

#### **7. The key elements of organizational citizenship behavior are as follows:**

- It is a kind of behavior which is beyond what have been said for the employees of the organization formally.
- It is a kind of behavior which is optional, based on the will of the individual.
- It is a behavior has no reward directly and are not appreciated by the formal structure of the organization.
- It is an important behavior for the effectiveness and efficiency of the organization performance an success of the operation.

#### **8. Policies to encourage organizational citizenship behavior.**

##### **1- Employment and selection:**

Hiring and recruiting plans of the organization should be in a line to attract people with high citizenship behavior. Among the selection tools, interview is the best and it must emphasize on cooperative behavior.

##### **2- Training and development:**

Using of educational programs leads to facilitate interpersonal contributions among the personnel. It can be used of job rotation programs for developing staff skills.

##### **3- Performance and rewardable evaluation:**

Organization can ease largely citizenship behavior creating by providing regular and logical systems for offering rewards for employee. Researches demonstrated that in activities with receiving compensation probability, there is much more cooperation.

##### **4- Informal systems:**

Developing informal mechanisms like cooperative culture, is a pivotal element for reinforcing citizenship behavior in working environments which is in turn formed by the socialization process. A process by which the new members of the organization learn what were accepted and desirable by the other members and pass the necessary related courses.

#### **9. Consequences of organizational citizenship behavior:**

The consequences and effects of organizational citizenship behavior at the organizational level are: Volunteering to do unnecessary works, presenting new proposals for improving the organization, not violating partners rights, Voluntary participation in the group specialized committees, increasing the performance and effectiveness, increasing the organization strength in attracting and maintaining qualified and skilled people , ... (Podsakoff et al ., 2000). There has also been reported different consequences in individual level.

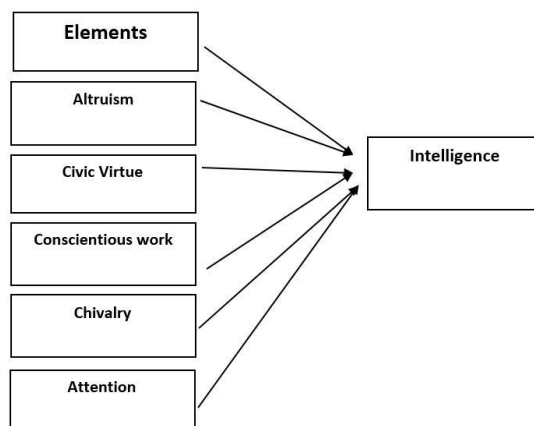
#### **10. Cultural ntelligenc relationship with organizational citizenship behavior:**

The relationship of Cultural intelligenc with organizational citizenship behavior is based on the findings of social exchange theory (Blow, 1964). Blow described the "Social Exchange Theory" as: A Process for mutual acceptance,

that is a recursive nature when doing works. People with high cultural intelligence have more tendency to understand problems and gaining new skills and naturally adapt themselves with new backgrounds (Jhonsons and breet, 2006). These people not only give attention to the new challenges but also are related to cultural backgrounds, share themselves in acquiring other people knowledge and experiments and accept the tasks in new places gladly.

**11. Conceptual model of the research:**

According to the citizenship behavior elements presented by Organ that is: Altruism, Civic Virtue, Conscientious work, Chivalry and , and in order to study the direct relationship of cultural intelligence with organizational behavior among the private bank branches managers of Ardebil, the following provided model will be studied.



Gathering data tool was Questionnaire and for measuring culture intelligence, it was used of Early & Ang standard questionnaire. Organ’s citizenship behavior standard questionnaire was used for measuring organizational citizenship behavior. For determining the perpetuity ( ) of the questionnaire, Kronbach’s Alpha Coefficient was used; this coefficient acquired 0/67 for culture intelligence questionnaire, 0/36 for organizational citizenship behavior questionnaire. In order to analysis data and examining relationship between variables and test hypothesis, statistical software SPSS was used. Statistical population of the research includes private banks branches of Ardebil and the research was conducted among 70 managers. This research has used of two questionnaires; the first related to cultural intelligence measurement and include 19 questions and the second to organizational citizenship behavior measurement with 24 questions.

**12. Findings of the research**

Table 1. The results of cultural intelligence and organizational behavior

Fault	Kalmograph	Fault	Degrees of freedom	K. Oskor	Kronbach's Alpha	subscale	Element
0/01	1/6	0/000	2	79/4	0/02	Meta cognitive	Cultural intelligence
0/38	0/9	0/000	2	49/6	0/34	Cognitive	
0/098	1/ 2	0/000	3	79/1	0/69	Motivational	
0/17	11	0/000	2	58/3	0/43	Behavioral	Citizenship Behavior
0/36	0/92	0/000	2	26/8	0/54	Chivalry	
0/02	1/5	0/000	2	26/8	0/70	propriety	
0/23	1/03	0/000	2	26/8	0/71	Altruism	
0/01	2/8	0/000	2	26/8	0/49	Civic Virtue	
0/26	1/07	0/000	2	26/8	0/50	Conscientious work	

Table2. The acquired results from correlation test for performance model and the final result of the test

Test result	Meaningful level	Pearson Correlation	Hypothesis
Acceptance	0/013	0/30	Cultural intelligence & citizenship behavior
Rejection	0/177	0/166	Cultural intelligence & Altruism
Acceptance	0/003	0/350	Cultural intelligence & Civic Virtue
Acceptance	0/004	0/34	Cultural intelligence & Conscientious work
Rejection	0/118	-0/190	Cultural intelligence & Chivalry
Acceptance	0/043	0/24	Cultural intelligence & propriety

### **Suggestions:**

The main purpose of the present research is studying cultural intelligence impact on citizenship behavior of the private bank branches managers of Ardebil. Citizenship behavior was studied with its five variables Altruism, Civic Virtue, Conscientious work, Chivalry and propriety. The results of the data analysis indicated that there is a meaningful relation between cultural intelligence and organizational citizenship behavior in the statistical population (main hypothesis confirmation of the research, 0/30). In alternative hypothesis, there were a meaningful relations between cultural intelligence and civic virtue with 0/350 coefficient, between cultural intelligence and conscientious work with 0/34 correlation coefficient and with 0/24 coefficient between cultural intelligence and chivalry. There was no meaningful relation between cultural intelligence and altruism with correlation coefficient 0/003 and also between cultural intelligence and chivalry with correlation coefficient 0/43.

Despite the different researches on cultural intelligence and citizenship behavior, there is no research other than "Blow study" (2011) in this field. He examined the relation of "cultural intelligence, citizenship behavior and leadership change". Results showed that organizational citizenship behavior are in different forms developed among different working groups. He also concluded by using of "social Exchange Theory" that cultural intelligent has a meaningful relation with organizational behavior, and his research results shows that the above presented point of view applies statistical population of present research. That is, cultural intelligence has a meaningful relation with citizenship behavior.

In comparison with the research of (Akurame ,2012) in a research as "**study of the effects of career growth and formal support systems viewpoints on organizational citizenship behavior in banking sector**", it demonstrates that the effects of citizenship behavior on the traits of conscientious work, civic virtue and is positive while in Akurame research, this effect is positive only on chivalry and altruism dimension; more ever in this reseach the effects of these two factors is negative.

Soner Plot's research (2009) which studied organizational citizenship behavior of guidance schools with four elements, demonstrated that the propriety, Altruism, Conscientious work and Chivalry have a positive meaningful influence on citizenship behavior, while in the present research, Altruism and conscientious work have the same meaningful effect of Soner Plot. The difference aspect of this research with Plot's one is in not having a meaningful effect of altruism and chivalry.

(Van Dril , 2008) investigated the quantitative measurement and development of cultural intelligence as a vital structure in the organization. Due to the positive effect of organizational citizenship behavior on organization efficiency and Drill's findings based on existing a direct relation of cultural intelligence with organizational effectiveness, it can be said that Drill's studies confirm also the present research findings.

The results of Victoria Refler research (2004) as "**The Effect Of Emotional Intelligence Of Managers on Subordinates**" indicated that the managers with high emotional intelligence have also employees with high citizenship behavior and the subordinates are more confident to their managing style.

In a research conducted by (Richard Harmer ,2001) as "what is the relation of organizational citizenship behavior, emotional and spiritual intelligence?" on 60 personnel of Australian governmental organizations, there has been reported a meaningful relationship between spiritual intelligence and organizational citizenship behavior.

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