The Relationship between Cultural Intelligence and Organizational Commitment and Burnout among Employees of the Arman Financial Institution

Ali Dolatshah¹*, Masoud Ghorban Hosseini²

¹M.A. in Public Administration, Saveh Branch, Islamic Azad University, Saveh, Iran
²Assistant Professor, Department of Management, Islamic Azad University, Saveh Branch, Iran
*E-mail: Amiran002@gmail.com

Abstract

Today, in order to the human resource management to work in the global environment, we need people who understand cultural differences as well as cultural intelligence as a factor that can improve organizational commitment and reduce burnout and thus grow organizations. Therefore, this study aimed to investigate the relationship between cultural intelligence and organizational commitment, and job burnout of staffs of Arman financial institution of Tehran. Among the employees of the Arman financial institution, 234 subjects were selected by using available sampling. The participants answered cultural intelligence questionnaire, organizational commitment (Allen & Meyer, 1990) and burnout (Maslch, 1985). Statistical methods for data analysis were multiple regression and Pearson correlation. The results showed that there is a significant relationship between the cultural intelligence and organizational commitment, and job burnout. The correlations results showed a positive and significant correlation between cultural intelligence and organizational commitment. There is a significant negative correlation between cultural intelligence and burnout. Finally, it became clear that cultural intelligence enabled employees to recognize cultural differences and to behave properly in different cultures which lead to increased organizational commitment to reduce burnout and increase the efficiency of staff.

Keywords: cultural intelligence, organizational commitment, job burnout

Introduction

Nowadays, due to increased global communications and the development of multinational companies as well as cultural diversity, knowledge and human skills, the human resource faces with the contradictions and conflicts in a global society (Triandis, 2004). There is a wide range of emotions in different cultures and even subcultures within a national culture so that, the difference in language, ethnicity, politics and many other properties can emerge as a source of potential conflict and in the absence of proper understanding, develop good working relationships makes it difficult (Triandis, 2006). The effects of cultural differences and management of this species are a complex variety of categories (Harris and Moran, 2004). Researches show that difference between national cultures is one of the most important factors in determining behavior (Green and Hill, 2005; Barker, 2005). Beliefs, values, expectations, attitudes and assumptions are elements of culture that are not seen but affect the behavior of individuals and sometimes lead to working conflicts and contradictions.

For this purpose, the adaptation and modification of culture are needed. One of the factors that is used mostly and is known as a moderating factor is cultural intelligence. Cultural intelligence leads to the quick and accurate understanding of the different cultural components and appropriate behavior to each of them. Today's workplace requires people to be aware of different cultures and work with people of other cultures and establish communication. The people's ability to adjust the values, different traditions and customs from what they are accustomed to working in a different...
environment and culture, represents the cultural intelligence (Hadizadeh Moghadam & Hosseini, 2007).

One of the most important sources of achieving the goals of each organization is labor. Commensurate managers with development of organizations should consider the issue of employees' engagement to solve problems of human resources working in the right way and using them to achieve the goals and interests of the organization. Organizational commitment is a crucial factor in achieving organizational goals and solving problem (Dehghani et al., 2012). Organizational commitment is a positive or negative attitude towards the organization. Organizational commitment is strong sense of loyalty to organization and through which organization is recognized (Strone, 2001). In all definitions of organizational commitment, there are three factors of believe in goals and values of organization, tend to try and intense deep desire for continued membership in the organization. The right perception plays an important role in the formation of employee commitment in the organization (Meyer et al., 2002). Due to the effects of low organizational commitment that lead to turnover, absenteeism, delays, and high organizational commitment causes increased job satisfaction and career advancement (Mc Elroy, 2001) which are affected by various environmental factors, internal and outside factors of the workplace that can have a significant impact on individual and organizational commitment (Zahedi and Qajareh, 2011).

One of the key factors in the loss of performance and the loss of human resources is employee burnout. Burnout typically start with abnormal reactions to conflict, frustration and job pressures, but this reaction eventually becomes so severe that it impairs person's function. That creates physical and psychological illnesses, and especially in jobs that have pressure, lot more work and responsibilities when a person has long suffered from burnout subjected to psychological pressure (Shahbazi, 2011).

Burnout phenomenon is an inevitable part of professional life and derived from occupational experience. Burnout leads to employee dissatisfaction and this in turn causes a significant negative impact on the job performance. Although a very important source of livelihood is social status, it can lead undermining one's physical and mental faculties. The work place is driving the physical, psychological and social formation that each of these factors can lead to burnout (Lao and Tan, 2006).

Among the internal research conducted related to the theme of "the relationship between cultural intelligence and organizational commitment, and job burnout" can be mentioned the following:

Zare et al (2014) showed that there is a positive significant relationship between organizational commitments with cultural intelligence. Cultural intelligence is the most important and most decisive factor that directly and positively affect the organizational commitment, while other factors of organizational participation, role ambiguity, role pressure and independence of the work, the direct effect and opportunities factor and promoting job has indirect effect on organizational commitment.

Jenna Abadi et al (1392) found a significant positive relationship between cultural intelligence and the different dimensions of organizational commitment of the workers. Of the four dimensions of cultural intelligence, knowledge was the strongest predictor of organizational commitment.

Azarvand et al (1392) showed that a significant correlation between the recognition of cultural intelligence and organizational commitment in the Islamic Azad University can not be found, but there was a significant relationship between the motivation and aspects of cultural intelligence and organizational commitment in the Islamic Azad University. External studies have also conducted in the field of burnout and organizational commitment and a significant inverse
association between these variables have reported (Gemlik, 2010; Ozzer et al., 2013; Martinussen, Richardsen & Burke et al., 2007; Stokes, 2013 Carayon, 2003). Cultural differences can also affect the performance of employees, commitment and quality of their work (Liu and Cheng, 2008; Jaros, 2007). From what said, it becomes clear that cultural intelligence and organizational commitment as a subject to increase performance and retention of staff can have a significant role in the prevention of burnout among staff and therefore, it is tried to increase staff's mental health. However, obtained reports and statistics demonstrated that in our organizations cultural intelligence, organizational commitment and professional burnout for expert have been less studied.

Therefore, this study considers the measurement of cultural intelligence, organizational commitment and burnout and investigates the cause of the financial institution employees to find useful and valuable results and also try to find a confounding factors in this field through the work of organizations to improve quality and increase the efficiency of the staff. According to this study investigating the relationship between cultural intelligence and organizational commitment, and job burnout will cause financial institution. In this regard, the following hypotheses are proposed:

First hypothesis: there is a relationship between the organizational commitment and cultural intelligence of staff in Arman financial institution.

The second hypothesis: there is a relationship between burnout and cultural intelligence of staff in Arman financial institution.

The third hypothesis: there is a significant relationship between cultural intelligence and organizational commitment and burnout of staff in Arman financial institution.

Methodology

The study design was correlational-descriptive. Research predicted correlation between simple research and casual research that the research is devoted to this method.

The population includes all staff in Arman financial institution of Tehran that are 600 subjects and 234 subjects are selected by using sampling and according to Morgan. To gather information about the variables the standard questionnaires are used as the main tool; so that to measure "Cultural Intelligence" questionnaire (2004) is used. The questionnaire includes four subscales of "meta cognitive", "cognitive", "motivation" and "behavior". The variable to measure the "organizational commitment" the Allen and Meyer questionnaire (1990) is used which consists of three subscales "emotional commitment", "continue commitment" and "normative"; finally, the data related to variable "burnout" based on a standard questionnaire Maslch (1985) is collected which includes subscales of "emotional exhaustion", "depersonalization" and "lack of personal accomplishment" (Table 1).

Table 1: The research questionnaire

<table>
<thead>
<tr>
<th>Variable</th>
<th>Subscales</th>
<th>The number of questions</th>
<th>Reliability coefficient</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cultural intelligence</td>
<td>Metacognitive</td>
<td>6</td>
<td>0.76</td>
</tr>
<tr>
<td></td>
<td>Cognitive</td>
<td>6</td>
<td>0.84</td>
</tr>
<tr>
<td></td>
<td>Motivational</td>
<td>6</td>
<td>0.76</td>
</tr>
<tr>
<td></td>
<td>Behavior</td>
<td>6</td>
<td>0.82</td>
</tr>
<tr>
<td>Organizational commitment</td>
<td>Affective commitment</td>
<td>8</td>
<td>0.80</td>
</tr>
<tr>
<td></td>
<td>Continuous commitment</td>
<td>8</td>
<td>0.69</td>
</tr>
<tr>
<td></td>
<td>Normative commitment</td>
<td>8</td>
<td>0.74</td>
</tr>
<tr>
<td>Burnout</td>
<td>Emotional exhaustion</td>
<td>9</td>
<td>0.9</td>
</tr>
<tr>
<td></td>
<td>Depersonalization</td>
<td>5</td>
<td>0.79</td>
</tr>
<tr>
<td></td>
<td>Lack of personal accomplishment</td>
<td>8</td>
<td>0.71</td>
</tr>
</tbody>
</table>
Finally, after collecting data, the data is analyzed by using SPSS software. Descriptive and inferential statistics are used for data analysis. In the descriptive statistics, central tendency indicators such as average and dispersion tendency of indicators like the standard deviation and inferential statistics such as multiple regression analysis and Pearson correlation test were used for data analysis.

**Data Analysis**

In this section, the results are compiled and analyzed based on statistical inference and carried out by using appropriate statistical techniques in order to confirm or refute the presented hypotheses. Information collected by applying appropriate statistical tests is analyzed according to the hypothesis. The demographic characteristics offered descriptive and inferential statistics variables that determine the authenticity of the hypothesis.

**Descriptive statistics**

The results of the demographic characteristics indicated that 64.95% of the respondents were male employees and 35.05% female employees. The study also showed that the majority of staffs had education level of Master (i.e., 60.25%). While education level of 39.75% were "license". In terms of age also demonstrated that the majority of respondents (35.47%) was in the age group 31 to 35 years old. Then the highest frequency (31.19%) was for employees in the age group 36 to 40 years old. 17.95% of employees aged between 41 and 60 years old and 15.39% in the age group 26 to 30 years old.

**Hypothesis testing**

In this section with respect to the variables, the first and second hypothesis by Pearson correlation coefficient and the third hypothesis was tested by using multiple regressions.

H1: there is a relationship between the commitments and cultural intelligence.

The results of the correlation matrix of organizational commitment and cultural intelligence are provided in the Table 2.

<table>
<thead>
<tr>
<th>Variable</th>
<th>1</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Organizational commitment</td>
<td>-</td>
<td>0.375</td>
</tr>
<tr>
<td>2. Cultural intelligence</td>
<td>0.375</td>
<td>-</td>
</tr>
</tbody>
</table>

With respect to Table 2, there is a significant relationship between two variables at 0.01 (p =0.01, r =0.375). Therefore, the null hypothesis is rejected at 0.01 and with 99% reliability, there is a significant negative relationship between the commitment and cultural intelligence of staff of Arman financial institution of Tehran. This means that with increased commitment, cultural intelligence is added.

H2: there is a relationship between burnout and cultural intelligence.

The results of the correlation matrix between burnout and cultural intelligence are shown in Table 3.

<table>
<thead>
<tr>
<th>Variable</th>
<th>1</th>
<th>2</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Organizational commitment</td>
<td>-</td>
<td>0.335</td>
</tr>
<tr>
<td>2. Cultural intelligence</td>
<td>0.335</td>
<td>-</td>
</tr>
</tbody>
</table>
According to Table 3, there is a significant relationship between two variables at 0.01 (p =0.01, r =-0.335). Therefore, the null hypothesis is rejected at 0.01 and with 99% reliability, there is a significant negative correlation between the burnout and cultural intelligence of Arman financial institution personnel in Tehran. Namely, an increase in staff burnout reduced the cultural intelligence.

H3: there is a significant relationship between cultural intelligence and organizational commitment and job burnout of Arman financial institution personnel.

To verify the accuracy or inaccuracy of the hypothesis of multivariate regression is used.

**Implementation of multivariate regression**

The third hypothesis was tested by multiple regression and results are presented in Table (4) and (5).

**Independence of the error**

Durbin-Watson test (Durbin-Watson) is calculated as 1.8. This amount represents errors independence. Because the observed value of the Durbin-Watson is 1.5 to 2.5 which shows independent observations.

**Distribution diagram**

![Diagram of distribution of variables](http://www.european-science.com)

**Figure 1: Diagram of distribution of variables**

Figure 1 shows good linear relationship between the predictor variables (organizational commitment and burnout) and criterion (cultural intelligence).
Table 4: Summary of regression analysis to examine the relationship between organizational commitment and burnout and cultural intelligence

<table>
<thead>
<tr>
<th>Model in the model</th>
<th>Predictive variable</th>
<th>Correlation coefficient</th>
<th>The square of the correlation coefficient</th>
<th>Adjusted correlation</th>
<th>( \Delta R^2 )</th>
<th>The significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational commitment</td>
<td>0.375</td>
<td>0.141</td>
<td>0.132</td>
<td>0.141</td>
<td>0.01</td>
<td></td>
</tr>
<tr>
<td>Burnout</td>
<td>0.455</td>
<td>0.207</td>
<td>0.191</td>
<td>0.067</td>
<td>0.01</td>
<td></td>
</tr>
</tbody>
</table>

According to Table 4, the relationship between the two variables "organizational commitment" and "Burnout" and "cultural intelligence" is estimated at 0.455, in other words, these two variables approximately are 20.7% of the variance related to "cultural intelligence" of Arman financial institution staff which explains the cause (\( 2R=0.207 \)). The share of "organizational commitment" was about 14.1% and the share of "burnout" was almost 6.7%.

F statistic showed that regression models consisting of two predictor variables and the criterion variable are good for models (\( p=0.01; df =2, F =12.68 \)).

Dimensional computer model output shows the regression coefficients analysis.

Table 5. Analysis of organizational commitment and burnout in anticipation of cultural intelligence

<table>
<thead>
<tr>
<th>Variables in the model</th>
<th>Model</th>
<th>B</th>
<th>SE</th>
<th>Beta</th>
<th>t</th>
<th>The significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>Organizational commitment</td>
<td>Intercept</td>
<td>0.27</td>
<td>3.3</td>
<td>0.316</td>
<td>8.3</td>
<td>0.01</td>
</tr>
<tr>
<td>Burnout</td>
<td>Variables coefficient</td>
<td>0.03</td>
<td>0.009</td>
<td>-0.265</td>
<td>3.4</td>
<td>0.01</td>
</tr>
<tr>
<td>Burnout</td>
<td>Variables coefficient</td>
<td>-0.086</td>
<td>0.030</td>
<td>-2.9</td>
<td></td>
<td>0.01</td>
</tr>
</tbody>
</table>

Criterion variables: Cultural Intelligence

Based on the data in Table 5, the regression equation written as follows:

\[
\text{(Burnout)} -0.265 + \text{(organizational commitment)} 0.316 = \text{(Y) cultural intelligence}
\]

is predicted based on the above regression model with an increase of standard deviation in the "organizational commitment" to the size of the standard deviation 0.316 "cultural intelligence" is added. With an increase of standard deviation in the "burnout" as the standard deviation 0.265 of "cultural intelligence" of Arman financial institution staff in Tehran is reduced.

Conclusion

Conclusion of the first hypothesis

The results showed that there is a significant positive correlation between organizational commitment and cultural intelligence. Therefore, with enhancement of the commitment, personnel's cultural intelligence is also increased. As a result, the hypothesis is confirmed. This finding is consistent with the study results of Zare et al. (2014); Jenna Abadi et al (1392); Azarmand et al. (1392); Khani et al. (2010); Rahiminia et al (1388), Ang et al (2007). Zare et al (2014) showed that there is a positive significant relationship between organizational commitments with cultural intelligence. Cultural intelligence is the most important and most decisive factor that directly and positively affects the organizational commitment more than other factors including organizational participation, role ambiguity, role and independence of the press, the direct effect and indirect effect of promoting job opportunities and the commitment of organizations.

Jenna Abadi et al (2013) found a significant positive relationship between cultural intelligence and the dimensions of organizational commitment of the workers. Among the four dimensions of cultural intelligence, knowledge was the strongest predictor of organizational commitment. Azarmand et al (2013) showed that a significant correlation is not found between the
recognition of cultural intelligence and organizational commitment in the Islamic Azad University. There was a significant relationship between the motivation and aspects of cultural intelligence and organizational commitment in the Islamic Azad University. Khani and colleagues (2010) concluded that cultural intelligence is a part of more efficient group. They showed increased tolerance of cultural intelligence and adaptability and better relations among its members. Rahiminia and colleagues (2009) and Ang et al. (2007) emphasized the importance of cultural intelligence in the performance.

**Conclusion of the second hypothesis**

The results showed that there is a significant negative correlation between burnout and cultural intelligence. Therefore, whatever staff burnout to be increased, cultural intelligence is reduced. As a result, the hypothesis is confirmed. This finding is consistent with research results of Mousavi Birki and Jafari (2014) Stoke (2013). Mousavi Birki and Jafari (2014) showed a significant relationship between the motivational learning styles and cultural intelligence and burnout among teachers of technical and vocational education of Khorasan. Stoke (2013) showed that there is a significant relationship between cultural intelligence and transformational leadership and burnout. Then meta-cultural intelligence has the greatest impact on transformational leadership and cultural intelligence motivational effect on burnout.

**Conclusion of the third hypothesis**

Regression analysis result showed that there is a significant relationship between cultural intelligence and organizational commitment and job burnout. Results showed that there is a significant positive correlation between "organizational commitment" and cultural intelligence and a significant negative relationship between "Burnout" and cultural intelligence. When commitment is high, cultural intelligence among employees of Arman financial institution is greater. Also, when the burnout is high, employees have less cultural intelligence. Thus, the hypothesis is verified.

In diverse working environments in present century, it is necessary to emphasize on the cultural shock and disorders and the consequences of cultural conflicts are managed appropriately. For this purpose, the consistent and effective adjustment of cultures is needed. Considering the diversity and plurality of our country in terms of culture, cultural intelligence can meet many of the concerns for improving the quality of work in cultural diversity. Cultural intelligence, enabling employees through knowledge and cultural differences properly are diagnosed and treated in different cultures which leads to increased organizational commitment to reduce burnout and increase the efficiency of staff.

**Research proposals**

• Since the cultural intelligence and organizational commitment, and job burnout statistically are significant and considering that the acquisition of a significant part of cultural intelligence is recommended and organizations in training staff consider a special place for the intelligence and use formal and informal training to improve their cognitive skills and behavioral steps;
  • It is recommended to conduct a study in the wider community and with larger sample size.
  • It is recommended to conduct a study on the managers and employees of other organizations.
  • It is recommended that to conduct the study on other regions and other provinces and the results to be evaluated.
  • It is suggested that other factors associated with cultural intelligence to be investigated in future studies.
References


Openly accessible at http://www.european-science.com


Zahedi, S.M., & Ghajarieh, F. (2011). Relationship between organizational commitments and nurses intention to remain at health centers affiliated to army of the Islamic republic of Iran, Iran J Nurse Res, 24(73),19-26. [Persian]