

A Study of Relationship between Cultural Intelligence and Decision Making Styles of High School Principals in Izeh County

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Abstract- The purpose of the present research is to study cultural intelligence and decision making styles of high school principals in Izeh county.its method is of descriptive type and sample size equals to statistic community.tools include a questionnaire of 25 questions of cultural intelligence of cultural intelligence measurement in America and a questionnaire of 21 questions of decision making of French,et al(1993).to analyze data deductively correlative coefficient statistics method used.Results indicated that observed r has positive and significant correlation at $p \leq /05$ among strategy,knowledge,motivation and cultural intelligence behavior with perfectibility ,no social opposition,optimistic and principle decision making styles.

Index Terms- cultural intelligence,decision making styles,principals,high school

I. INTRODUCTION

Cultural intelligence regarded as the people ability for personal growth through learning continue and better identification of cultural heritages,traditions and different customs effective behavior with people having cultural background and different perception.Earley and Angh defines cultural intelligence as person ability for effective adaptation to new cultural forms and relates cultural intelligence structure to other intelligence types including emotional and social intelligence.(Earley &Angh,2004). Earley & Angh(2004) are among researchers who offered four dimensions of strategy, knowledge, motivation and cultural intelligence behavior around variables such as cognitive-ultra cognitive, motivational and behavioral variables for cultural intelligence specification.in fact, cultural intelligence is a new range of intelligence which has much relationship to labor environment and regarded as one of effective factors on principals decision making type.Decision making is a process which organizations face frequently in different areas during their life.Thequality of decisions has great effects on success and failure of principals and organizations. (Arabzade,1386).

Alvani(1387) defines decision making as choosing a solution among various solutions.Organizations need to efficient managers and employees to guide the organization towards its goals .manager as the formal agent of organization stands in the head for coordination and proficiency increase. organization success in achieving goals depends on how managers decision

making styles and cultural intelligence helps managers across decision making type .now this is the question whether cultural intelligence has relationship to decision making of high school principals of Izeh county? The present research implemented to answer considered questions.

II. METHODOLOGY

Method:descriptive of correlative type.

Statistics community ,sample size:including total high school principals of Izeh county equals to 76. With respect to statistics community limitation,in the present research sample size equals to statistics community but returned questionnaires were 71. Measurement tools: 2 questionnaires used.

1-Cultural intelligence questionnaire:

This questionnaire prepared by cultural intelligence measurement center in America including 25 questions ranging 5 choices of Likert (absolutely agree, agree, no idea, disagree, absolutely disagree) having 5-4-3-2-1 score, respectively.The questionnaire measures cultural intelligence in 4 components of strategy, cultural intelligence,cultural intelligence knowledge, cultural intelligence motivation and cultural intelligence behavior. Instant validity and questionnaire predictor reported by cultural intelligence measure center in America /80 and /82, respectively.

2-decision making styles questionnaire:

This prepared by French,et al(1993) having 21 questions with the 5 choices range (always,often,occasionally,rarely,never) of 5-4-3-2-1 score,respectively.This studies decision making styles in 7 dimensions. resulted kronbakh_ coefficient in French, et al (1993)research reported between /86 and /79 and its validity /88.in the present research after primary study the questionnaire conducted on 30 Persons of statistics community that resulted coefficient calculated through kronbakh_α equals to /83.

Data analysis methods: to analyze data inferentially correlative coefficient statistics method.

Inferential findings: findings reported in tables 1 to 4 with respect to research hypothesis.

First question: is there any relationship between cultural intelligence strategy component and decision making styles of high school principals of Izeh county?

Significance level	Effect coefficient	r	frequency	source
0/001	0/14	0/38	71	Cultural intelligence strategy component with perfectibility style
0/17	0/02	0/16	71	Cultural intelligence strategy component with control style
0/50	0/006	-0/08	71	Cultural intelligence strategy component with fantastic style
0/001	0/20	0/45	71	Cultural intelligence strategy component with no social opposition style
0/05	0/05	0/23	71	Cultural intelligence strategy component with optimistic style
0/001	0/18	0/42	71	Cultural intelligence strategy component with principle style
0/91	0	0/02	71	Cultural intelligence strategy component with instinct style

Based on results,observed r has positive and significant correlation at $p \leq /05$ level between cultural intelligence strategy and decision making styles of perfectibility,no social opposition,optimistic and principle ones. In other words ,cultural intelligence among principals increases the possibility of decision making styles of perfectibility,no social opposition,optimistic and principle ones and equals to /14,/2,/05,/18 ,respectively .While there is no significant

correlation between cultural intelligence strategy and control, fantastic and instinct decision making styles.

Second :Is there any relationship between cultural intelligence knowledge and decision making styles of high school principals of Izeh county?

Table2:results of Pearson correlation coefficient of relationship between cultural intelligence knowledge and decision making of high school principals in Izeh County

Significance level	Effect coefficient	r	frequency	source
0/001	0/21	0/46	71	Cultural intelligence strategy component with perfectibility style
0/08	0/04	0/21	71	Cultural intelligence strategy component with control style
0/64	0/004	0/06	71	Cultural intelligence strategy component with fantastic style
0/001	0/31	0/56	71	Cultural intelligence with no social opposition style
0/04	0/06	0/25	71	Cultural intelligence with optimistic style
0/001	0/41	0/64	71	Cultural intelligence with principle style
0/22	0/02	0/15	71	Cultural intelligence with instinct style

Based on results, observed r indicated positive and significant correlation between cultural intelligence and perfectibility, no social opposition, optimistic and principle decision making styles. In other words, cultural intelligence increases possibility of using perfectibility, no social opposition, optimistic and principle decision making styles and equals to /21,/31,/06 and /41,respectively.while there is no significant

correlation between cultural intelligence and control, fantastic and instinct decision making styles.

Third question: Is there any relationship between cultural intelligence motivation and decision making styles of high school principals?

Table3:results of Pearson correlation coefficient of relationship between cultural intelligence motivation and decision making styles of high school principals in Izeh county

Significance level	Effect coefficient	r	frequency	source
0/16	0/03	0/17	71	Cultural intelligence motivation component with perfectibility style
0/85	0	0/02	71	Cultural intelligence motivation component with control style
0/75	0	0/04	71	Cultural intelligence motivation with fantastic style
0/003	0/12	0/35	71	Cultural intelligence motivation component with no social opposition style
0/05	0/05	0/23	71	Cultural intelligence motivation component with optimistic style
0/009	0/10	0/31	71	Cultural intelligence motivation component with principle style
0/07	0/04	0/21	71	Cultural intelligence motivation component with instinct style

Based on results, observed r indicated between cultural intelligence motivation and no social opposition, optimistic and principle decision making styles. In other words, cultural intelligence between principals increases the possibility of using no social ,optimistic and principle decision making styles and equals to /12,/05,/10 respectively. While there is no significant correlation between perfectibility,control,fantastic and instinct decision making styles.

4thquestion: is there any relationship between cultural intelligence behavior component and decision making styles of high school principals of Izeh county?

Table 4: results of Pearson correlation coefficient between cultural intelligence behavior and decision making styles of Izeh county

Table 4:results of Pearson correlation coefficient of relationship between cultural intelligence behavior component and decision making styles of high school principals in Izeh county

Significance level	Effect coefficient	r	frequency	source
0/001	0/24	0/49	71	Cultural intelligence behavior component with perfectibility style
0/50	0/006	0/08	71	Cultural intelligence behavior component with control style
0/78	0	0/03	71	Cultural intelligence behavior component with fantastic style
0/001	0/30	0/55	71	Cultural intelligence behavior component with no social opposition style
0/01	0/08	0/29	71	Cultural intelligence behavior component with optimistic style
0/001	0/22	0/47	71	Cultural intelligence behavior component with principle style
0/94	0	0/008	71	Cultural intelligence behavior component with instinct style

Based on results, observed r indicated positive and significant correlation between cultural intelligence behavior and perfectibility, no social opposition, optimistic and principle decision making styles. In other words, cultural intelligence increases the possibility of using no social opposition, optimistic and principle decision making styles and equals to /24,/3 ,/08 and /22 respectively. While there is no significant correlation between cultural intelligence and perfectibility, control, fantastic and instinct decision making styles.

correlation between cultural intelligence components and control, fantastic and instinct decision making styles. subject of the present research reported also in van derail(2011)Prado (2010),tai (2010) smite(2008) van dain (2008) imai (2007) montagliani and giakalon (1998) yazdkhasti (1389) nazemi, et al (1388) najji and Abbas ali zade (1388) kazemi (1387) delaram (1387) fayazi and Jan nesar ahmadi (1385) and moshabaki and ramous (1385) that indicated correlation of present research and mentioned studies. In the theory of earley and angh (2006) defines cultural intelligence as person ability in accordance with successful adapt to new cultural setting that in conclusion resulted in more efficiency in decision making ability and face to others because who has higher cultural intelligence delays judgments about others until obtain more proper information about other groups and doesn't make a decision based on self knowledge but use existing information to present rational principle and in accordance with setting ,so it can be said that cultural intelligence can increase decision making ability. Thus, cultural intelligence increase judgment and decision making ability since his decisions may be based on full and valid sources that the process leads to efficient decisions of person and brings

III. DISCUSSION AND CONCLUSION

Findings regarding the relationship between cultural intelligence components and decision making styles of high school principals indicated that there is a positive and significant correlation between cultural intelligence components and perfectibility, no social opposition, optimistic and principle decision making styles. In other words, cultural intelligence components among principals increase the possibility of using perfectibility, no social opposition, optimistic and principle decision making styles. In other words there is no significant

about beneficial results for organization and society. While Prado(2006) indicated that cultural intelligence results in certain evaluation and who has higher cultural intelligence had better evaluation of cultural and business conditions and efficiency. Also tai(2010) reported cultural intelligence as an important variable in occupation behavior improvement and indicated that employees had higher cultural intelligence would have higher adapt to organization conditions and better performance to make a proper decision. Also, van derail (2011) reported cultural intelligence as a factor of more efficiency and performance and proficiency improvement and as an important variable across ascendancy of organizations should be considered. So results of the present research are in accordance with referred research it can be concluded that culture intelligence cause employees performance improvement and following organization proficiency. In Simon decision making pattern rational and intellectual decisions obtain great attention and defines it as a factor of organization equilibrium that more intelligent people have better decisions. So decisions making regarded as the most important success factors of principals and the more intelligence the more success possibility factor.

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