



Role of Cultural Intelligence (CI) in nurturing strong Organisation Culture

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Abstract

Liberlisation, Privatisation and Globalisation (LPG) have changed the scenario of organizational culture in modern situations in Global economy. In spite of complexity, organisations have to employ and integrate staff of different cities, states, countries, caste, creed, religion etc. The organisations then make optimum try to manage the diversity and keep equilibrium in organizational culture and organizational development at local, regional, national level and also at international level.

Globalization has made the world seem smaller and 'flat' in many ways (Friedman, 2005). Still diversity in organization Climate always remains a big challenge for industries.

Employees of different backgrounds, perceptions, locality, cities, countries, caste religion, race etc. ensure success to fulfill a common goal. (Christopher Early and Soon Ang).

The studies have proved that the formal and informal bonding among employees takes the organization to the unexpected heights. Human resource manager can wisely play an important role to cultivate the relationships through formal and informal channels. This paper focused to find role of Cultural Intelligence (CI) in nurturing strong Organisation Culture. To develop it, companies shall undertake Need based Cultural intelligence Training Programmes.

Key Words : Organisational Climate, Cultural intelligence Training

Introduction

“Culture is simply a shared way of doing something with a passion.”

– Brian Chesky, Co-Founder, CEO, Airbnb

Organisation Culture is the mirror of existent operations in organization. The company culture

is the extension of yourself. Culture represents the beliefs, ideologies, policies, practices of an organization. It gives the employees a sense of responsibility and also controls the way they behave with each other. The work culture brings all the employees on a common platform and unites them at the workplace. Work culture needs to be healthy for employees not only to enjoy their work but also deliver the best out of their potential and develop a feeling of loyalty and attachment towards their respective organizations.

The Companies always try to foster and nurture diversity in the organisations. organizational vision, mission, aims and objectives, agility, adaptability, tolerance, creativity, understanding and fairness, policies, strategies were the determinants to influence diversity in organisations. As Economy becomes Increasingly Global, the workforce becomes increasingly Diverse. In every organisation the Human Resource is heterogeneous & diverse in nature. Diversity means in simple words- ‘How people perceive themselves and how they perceive others?’

Study of Diversity Management is basically to eradicate bias on the job. Let us discuss the different types of organization culture which divided in two types :

- **Strong Organization Culture :** Strong organizational culture is the environment where the employees adjust well, respect the organization’s policies and adhere to the guidelines. In such a culture people enjoy working, feel contended. They accept their roles and responsibilities willingly. It is a learning Organisation.

- **Weak Organization Culture :**

In such a culture employees perform their



responsibilities out of fear of superiors and strict policies. They just treat their organization as a mere source of earning money without much attachment.

To form an organizational culture, either strong or weak the factors affecting were discussed below:

The important factor affecting culture is the **individual working with the organization**. Working Habit of each employee contribute to the culture of the workplace. The attitudes, values, ethics, morals, mentalities, interests, perception and even the thought process of the employees and type of organization affect the organization culture.

For example: Corporate culture Vs. Non Government Organizations culture

The **gender of the employee** also affects the culture.

For example : The males would be sometimes dominating and inspiring and the females would be caring and soft hearted. .

The culture of the organization is also affected by its **vision, mission, goals and objectives**.

For example: Japanese Companies v/s Indian Companies

The **clients and the external parties** to some extent also affect the work culture of the place. For example: Organizations catering to UK and US Clients have no other option but to work in shifts to match their timings, thus forming the culture.

The **management and its style of handling the employees** also affect the culture of the workplace. There are certain organizations where Participative leadership is supported by Management. The management allows the employees to take their own decisions and let them participate in strategy making. In such a culture, employees get attached to their management and look forward to a long term association with the organization. For Example:

Culture in TATA Group of companies.

As per researchers, Cultural Intelligence is **newer area** of research which is a part in Organisation culture. Cultural Intelligence is the

gift of effectively interacting and working with people in diverse cultures within the purview of related Acts. Cultural intelligence, or CQ, is defined as **the capability to be effective across different cultural contexts—including national, ethnic, organizational, and other contexts**. Earlier research has proved that high Cultural intelligence means Effectively adopting various multicultural situations and absence of Cultural intelligence means Mutual distrust, language barriers, conflict etc. It is a developmental skill.

Objectives of the study

1. To Study the concept of Organisation Culture and Cultural Intelligence.
2. To understand the Role of Cultural Intelligence (CI) in nurturing strong Organisation Culture by discussing need and challenges of Cultural Intelligence.

Research Methodology :

Data collected through Secondary sources. It includes Books, online resources, Journals, Thesis, Magazines, Newspapers, The official websites of the Organisations involved Policy Guidelines of the Organisations under Research Published and unpublished Reports.

Review of Literature

According to Pallvi Arora and Neelu Rohmetra (2010), Cultural Intelligence is **newer area** of research. Ahmed Vedadi, Bahram Kheiri (2010) discussed about Cultural intelligence is not limited to International Interaction, rather encompassed national subcultures, communication and organization cultures. The countries and Organisations are considered as small world and Cultural intelligence can help them to act more effectively and properly.

Balsubramaniam Laxminarayan, Dr. D. Nirmala (2014) discussed about how Cultural Intelligence helps individuals to appropriately behave and respond in culturally diverse settings. Cultural Intelligence helps to maximize their potential as well as performance of teams in multicultural environment.

Balsubramaniam Laxminarayan, Dr. D.



Nirmala (2014) discussed about how Cultural Intelligence helps individuals to appropriately behave and respond in culturally diverse settings. Cultural Intelligence helps to maximize their potential as well as performance of teams in multicultural environment. Further study is to investigate the effects of Cultural Intelligence on leadership and managerial effectiveness.

ASHRM Foundation's Effective Practice Guidelines Series Cultural Intelligence: The Essential Intelligence for the 21st Century EPG, (2015), Sponsored by Ingersoll Rand emphasized on CI as essential skill set. The researcher thinks that CI is the critical way to more effectively respond to demands and opportunities of 21st Century.

So the efforts are needed to develop Cultural intelligence in organisations. The first step towards this is –Understanding Cultural intelligence and to find the challenges before individual employees and Managers in dealing with diverse issues as Behaving bias and discrimination is human tendency. also to explore the ways that individual employees and managers And HR Managers increase Cultural Intelligence.

Let us discuss the four Dimensions of Cultural Intelligence (CI) or Cultural Quotient(CQ):

Cognitive CQ refers to knowledge of an Individual regarding cultural norms, practices and conventions, strategies in different cultural settings. High cognitive means understanding basic culture.

Metacognitive CQ refers to the level of a person's conscious of cultural awareness and processing during cross-cultural interactions. High Metacognitive means Cultural Understanding with Interpretations.

Motivational CQ refers to the capability of a person to pay attention and energy towards learning about and functioning in situations characterized by cultural differences. High Motivational means Energy and self confidence to pursue needed cultural understanding and Planning.

Behavioral CQ refers to the capability of a person to do verbal and nonverbal

communication while interacting with people from different cultures.

High Behavioral means ability to engage in leadership across cross cultures.

With this, to understand the research required in this area, one shall discuss the need and challenges involved in this.

Need to nurture Cultural Intelligence:

In today's globalised world, there is an urgent need to make companies aware about role of Cultural Intelligence in Organisational Success. The study is needed to to learn techniques to raise Cultural Intelligence of employees in organisation. It improves Interpersonal relations amongst the human force. . It also boosts Self-Confidence of human resource. One can understand the maxim: **Better Teamwork: Better Execution.** The same is applicable to all the employees who are equipped with high Cultural Intelligence.

The organizations were keen to exhibit better Image of organization and employees,

And to keep healthy Organizational Culture to get succeed . The employees as well organizations need to increase their adaptability for number of reasons.

Effective and happy workforce turns into Positive organizational culture and also better work performance.

Challenges in nurturing Cultural Intelligence:

To get the benefits of high cultural intelligence, it is necessary to Spread awareness of CQ Assessment Test. No standard measure are used to assess the cultural intelligence in organisations. No standard method is developed to follow Unbiased handling of Diversity Management. The employees are in favour of Resistance to change in the organization so the attitudinal changes are required in them.

An establishment of EEO : Equal employment opportunities and Retention Cell and its functioning is the need of an hour. Training sessions shall be conducted to know role of stakeholders in nurturing cultural intelligence. The module is required to initiate Participative Leadership in organizations.



Conclusion:

“If you take care of your people, the rest will take care of itself.”

– Brent Nussbaum, Nussbaum Transportation.

Human Resource is the major factor of production in organizations proved by studies. The correlation between happiness of employees and their job performance is Positive. Diversity at workplace is also advantageous by many ways.

Promoting and valuing Cultural diversity is an important factor in maintain peace, stability and prosperity around the world. (Pareekh 2010)

Employees and Managers need to undertake different methods to understand and develop Cultural intelligence. Managers need to pursue focused efforts, targeted training programs,

To conduct timely Cultural Intelligence audit from Experts may also help the organization to utilize the diversity effectively. Diversity is an asset without much Investment, So Organisations are supposed to take maximum benefit by offering proper Organisational Environment. Strong Organisation culture is not a matter of one day but the small tasks and working of those tasks forms the culture in organisations. Organizations with culturally intelligent employees, Managers, students and staff are more likely to accomplish their mission in today’s multicultural, globalized world.

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