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

Ali Dolatshah¹, Masoud Ghorban Hosseini²

Abstract

Today the human resource management found that to work in a global environment, we need people who understand cultural differences as well as cultural intelligence is a factor that can improve organizational commitment and reduce burnout and thus growth organizations. Therefore, this study aimed to investigate the relationship between cultural intelligence and organizational commitment, and job burnout of Arman financial institution staffs of Tehran studied. Among the employees of the Arman financial institution, using available sampling 234 subjects selected. 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 show there is 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, enabling employees to recognize cultural differences and are able to behave properly in different cultures, which leads to increased organizational commitment to reduce burnout and increase the efficiency of staff.

Keywords: cultural intelligence, organizational commitment, job burnout

1. Introduction

Today due to increased global communications and the development of multinational companies, as well as cultural diversity, knowledge and human skills face with the contradictions and conflicts in a global society, and as certain requirements considered (Triandis, 2004). In different cultures and even subcultures, within a national culture there is a wide range of emotions. 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 is a complex variety of categories (Harris and Moran, 2004). Research shows that differences between national cultures is one of the most important factors determining behavior (Green and Hill, 2005; Barker, 2005). Beliefs, values, expectations, attitudes and assumptions are elements of culture that 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 needed. One of the factors that most used and has dubbed a moderating factor is cultural intelligence. Cultural intelligence helps with quick and accurate understanding of the different cultural components of behavior appropriate to each of them. Today's workplace, need to people be aware of different cultures and work with people of other cultures, establish communication. The people's ability to adjust the values, different traditions and customs from what they are

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accustomed to working in a different environment and culture, represents the cultural intelligence (Hadizadeh Moghdam and Hosseini, 2007).

One of the most important sources of achieving the goals of each organization is labor. Commensurate managers with development organizations should consider the issue of employee engagement to solve problems of human resources working in the right way and using them to achieve the goals and interests of the organization to act. Organizational commitment is a crucial factor in achieving organizational goals and makes their staff rather than a problem to solving it (Dehghani et al., 1391). Organizational commitment is a positive or negative attitude toward the organization that employed it. Organizational commitment has strong sense of loyalty to organization and through which their organization is recognized (Strone, 2001). In all definitions of organizational commitment, three factors belief to 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, increased job satisfaction and career advancement (Mc Elroy, 2001), which is affected by various environmental factors, internal and outside factors of the workplace 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).

Through 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 directly and positively affect the organizational commitment, while other factors 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 not 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; Ozyer 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 subject to increase performance and retention of staff can have a significant role in the prevention of burnout among staff and so we have tried to increase staff's mental health. However, reports and statistics can be obtained such that in our organizations cultural intelligence, organizational commitment and professional burnout for expert and has been less studied.
This study therefore considers that the measure cultural intelligence, organizational commitment and burnout and investigate the cause of the financial institution employees to find useful and valuable results and also trying 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 investigate 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 relationship between the organizational commitment and cultural intelligence of staff in Arman financial institution.

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

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

2. Methodology

The study design was correlational descriptive and based on forecasts study. 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 600 included and using sampling and according to Morgan for a society with the volume of 234 subjects in the study considered. To gather information about the variables the standard questionnaires used as the main tool; so that to measure "Cultural Intelligence" Ang questionnaire (2004) was used. The questionnaire included four subscales of "meta cognitive", "cognitive", "motivation" and "behavior". The variable to measure the "organizational commitment" the Allen and Meyer questionnaire (1990) 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) were collected, which includes subscales of "emotional exhaustion", "depersonalization" and "lack of personal accomplishment" (Table 1).

<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</td>
<td>Affective commitment</td>
<td>8</td>
<td>0.80</td>
</tr>
<tr>
<td>commitment</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></td>
<td>Emotional exhaustion</td>
<td>9</td>
<td>0.9</td>
</tr>
<tr>
<td>Burnout</td>
<td>Depersonalization</td>
<td>5</td>
<td>0.79</td>
</tr>
<tr>
<td></td>
<td>Lack of personal</td>
<td>8</td>
<td>0.71</td>
</tr>
<tr>
<td></td>
<td>accomplishment</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Finally, after collecting data, analyzing all the data using SPSS software used. Descriptive and inferential statistics used for data analysis. In the descriptive statistics, central tendency indicators such as average and dispersion tendency of indicators used as the standard deviation and inferential statistics to data from multiple regression analysis and Pearson correlation test is used.
3. Analyze Data

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

- **Descriptive Statistics**

  The results of the demographic characteristics indicated that 64.95 percent of the respondents are male employees and 35.05 female employees. The study also found that more staff has education level "Master (ie 60.25 percent). While education level 39.75% were "license". In terms of age also showed that the majority of respondents (35.47%) in the age group 31 to 35 years. Then the highest frequency (31.19%) for employees who are in the age group 36 to 40 years. 17.95% of employees aged between 41 and 60 years. 15.39 percent in the age group 26 to 30 years.

- **Inferential Statistics (Hypotheses Test)**

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

  - First hypothesis: there is a relationship between the commitments with cultural intelligence.

    The results of the correlation matrix organizational commitment and cultural intelligence in the table (2) provided:

    | Variable         | 1 | 2 |
    |------------------|---|---|
    | 1. Organizational | - | 0.375 |
    | 2. Cultural       | 0.375 | - |

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

  - Second hypothesis: there is a relationship between burnout and cultural intelligence.

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

    | Variable         | 1 | 2 |
    |------------------|---|---|
    | 1. Organizational | - | 0.335 |
    | 2. Cultural       | 0.335 | - |

    Information Table 3 shows the relationship between two variables significant at 0.01 (p =0.01, r =-0.335). Therefore, the null hypothesis rejected at 0.01 to win the hypothesis and conclude with 99%
confidence that there was a significant negative correlation between the burnout and cultural intelligence of Arman financial institution personnel in Tehran. Namely, an increase in staff burnout, cultural intelligence reduced.

- Hypothesis: 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 assumption of multivariate regression used that following becomes clear.

1. **Implementation of Multivariate Regression**

   The third hypothesis was tested by multiple regression results in Tables (4) and (5) reflected: but to calculations, the assumptions of this test is investigated.

2. **Independence of the Error**

   Durbin-Watson test (Durbin-Watson) 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**

![Distribution Diagram](image)

**Figure 1: Diagram of Distribution of Variables**

Chart 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</th>
<th>Predictive variables in the model</th>
<th>Correlation coefficient</th>
<th>The square of the correlation coefficient</th>
<th>Adjusted correlation</th>
<th>ΔR²</th>
<th>The significance level</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Organizational commitment</td>
<td>0/375</td>
<td>0/141</td>
<td>0/132</td>
<td>0/141</td>
<td>0/01</td>
</tr>
<tr>
<td></td>
<td>Burnout</td>
<td>0/455</td>
<td>0/207</td>
<td>0/191</td>
<td>0/067</td>
<td>0/01</td>
</tr>
</tbody>
</table>

Criterion variables: Cultural Intelligence
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" Arman financial institution staff explain the cause (2R=0.207). The share of "organizational commitment" was about 14.1 percent and the share of "burnout" almost 6.7 percent.

F statistic showed that regression models, consisting of two predictor variables and the criterion variable, are good 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>Interceptors</td>
<td></td>
<td>3/3</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organizational</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>commitment coefficient</td>
<td></td>
<td>27/1</td>
<td>0/009</td>
<td>0/316</td>
<td>8/3</td>
<td>0/01</td>
</tr>
<tr>
<td>Burnout</td>
<td></td>
<td>0/03</td>
<td>0/030</td>
<td></td>
<td>3/4</td>
<td>0/01</td>
</tr>
<tr>
<td>Variables coefficient</td>
<td></td>
<td>-0/086</td>
<td>-0/265</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 = (Y) \text{ cultural intelligence predicted based on the above regression model can be said, 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" Arman financial institution staff in Tehran reduced.}

4. Conclusion

Conclusion of the First Hypothesis

The results showed that the there is a significant positive correlation between organizational commitment and cultural intelligence and. Therefore, the commitment increased, also increasing their cultural intelligence. As a result, the hypothesis confirmed. This finding is consistent with results 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 is directly and positively affect the organizational commitment, while other factors 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 (1392) found a significant positive relationship between cultural intelligence and the dimensions of organizational commitment of the workers. Of the four dimensions of cultural intelligence, knowledge was the strongest predictor of organizational commitment. Azarmand et al (1392) showed that a significant correlation 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 part of a more efficient group, they showed that increased tolerance of cultural intelligence and adaptability and better relations between its members. Rahiminia and colleagues (1388) and Ang et al. (2007) emphasized the importance of cultural intelligence in
the performance, they showed that cultural intelligence and hard work for your organization or organizational commitment of their workers' performance.

**Conclusion of the Second Hypothesis**

The results showed that there is a significant negative correlation between burnout and cultural intelligence. Therefore, whatever increase staff burnout, cultural intelligence reduced. As a result, the hypothesis confirmed. This finding is consistent with results Mousavi Birki and Jafari (2014) Stoke (2013). Mousavi Birki and Jafari (2014) showed there is 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. After 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 there is a significant positive correlation between "organizational commitment" and a significant negative relationship between "Burnout" and cultural intelligence confirmed. The commitment is high, cultural intelligence among employee of Arman financial institution is greater. As well as the burnout is high, employees are less cultural intelligence. So the hypothesis confirmed. This finding was consistent with the results of any research.

**Conclusion**

In diverse working environments in present century, it is necessary to stress the cultural shock and disorders and the consequences of cultural conflicts managed appropriately. For this purpose, the consistent and effective adjustment cultures needed. Considering the diversity and plurality of our country in terms of culture, it has cultural intelligence can meet many of the concerns for improving the quality of work in cultural diversity. Cultural intelligence, enabling employees through knowledge, cultural differences properly 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 is significant. Due to the acquisition of a significant part of cultural intelligence is recommended and organizations in training staff consider a special place for the intelligence and using formal and informal training to improve their cognitive skills and behavioral steps.
- It recommended that research done in the wider community and with larger sample size.
- It recommended that research done on the managers and employees of other organizations.
- It recommended that this research conducted in other regions and other provinces and the results evaluated.
- suggested that other factors associated with cultural intelligence to be investigated in future studies.

**References**


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