

An Examination on Managers' Opinions on the Importance of Cultural Intelligence

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ARTICLE INFO	ABSTRACT
<p>Keywords: Cultural intelligence Cultural adaptation Cultural difference Intercultural management multiculturalism</p> <p>Received 23 September 2019 Revised 25 November 2019 Accepted 28 November 2019</p> <p>Article Classification: Research Article</p>	<p>Purpose – Especially, adaptation to multicultural work environments is of great importance for organizational performance as well as for individual performance. The <i>aim</i> of this study is to determine the opinions of the managers of a multinational businesses operating in Kosovo regarding the importance of the cultural intelligence of the employees.</p> <p>Design/methodology/approach – The study is a qualitative research in terms of its <i>methodology</i> and it was designed according to the descriptive phenomenological design.</p> <p>Findings – The <i>data</i> of the study were collected from a group of 8 participants with a <i>semi-structured interview</i> form and the study group was determined according to the “<i>purposive sampling</i>” techniques and the “<i>criteria sampling</i>” technique by taking into consideration the general fiction and problem of the study. <i>Content analysis</i> technique was used in the analysis of the data of the study.</p> <p>Discussion – The <i>findings</i> of the study showed that for the managers, cultural intelligence levels of employees was a critical success factors in adapting to colleagues, managers, organizational and managerial processes.</p>

Introduction

In order to be able to discuss the concept of cultural intelligence on a correct level, it is necessary to make a determination about the meaning of the concept of “intelligence” firstly. Intelligence comprises the mental abilities necessary for adaptation to a particular environment as well as being an ability that contributes to the flexible response of people to different conditions. Cultural intelligence is the ability to recognize all material and spiritual elements of a culture and to reflect this awareness in a particular cultural environment (Livermore and Ang, 2015: 140-143).

Intelligence has a significant role in not only recognizing and understanding the environment, but also in forming it. Since the context of environmental changes over time, intelligence level is a critical factor in terms of adequate adaptation to the changing environment (Sternberg, 1997: 1030). It is not possible to deal with the phenomenon of intelligence, which has an important place in human social life, as independent from culture (Triandis, 2006: 25). The people with a relatively high level of cultural intelligence are expected to perform better in their jobs, and they have a relatively high ability to present their abilities in different cultures.

Livermore (2011: 5) defined cultural intelligence as the capability to show adaptation to different context, environments and human relations. Cultural intelligence is a concept that has been used in the field of psychology recently and formed by the combination of social culture and individual intelligence. Cultural intelligence refers to the ability to adapt effectively to new setting. In the literature, there are various studies which show the relationship between people’s ability to adapt to new situations and conditions and their “cultural intelligence” levels. In general, it is widely accepted in the literature that cultural intelligence is an important variable in achieving the goals and success of managers and other employees in multicultural settings. According to Shaffer and Miller (2008: 111), cultural intelligence is an important success factor in employee success and adaptation to organizational processes. In this study, it is aimed to examine the opinions of managers from different cultures about cultural intelligence in a comparative manner. As

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Mannor (2008: 99-101) pointed out, today's traditional strategic leadership is replaced by managers with high cultural intelligence and these managers are more successful in managing cultural differences.

In the national and international literature, there are various researches showing that cultural intelligence plays an important role in the management of cultural differences. Demirel and Kisman (2014: 703) stated that it is important for an individual to see all events from the perspective of self for the success of intercultural management which means the management of people from different cultures. In particular, it is important to avoid people falling into the trap of ethnocentrism, which means that managers approach the events from the perspective of their culture, to tie the people together in harmony. Cultural intelligence plays an important role in being able to show mental flexibility against uncertainties in terms of both managers and employees. As Shaffer and Miller (2008: 111) pointed out, cultural intelligence is an important factor for people who work in different cultures at all levels to get along with others, find their new environment meaningful, and gain social acceptance. Livermore (2011, p. 13), who emphasized that cultural intelligence is critical for adaptation to foreign culture, argued that people with high cultural intelligence are better able to adapt to different cultures. According to Livermore, cultural intelligence is a better success factor than the personal factors such as age, gender, working filed, IQ, or emotional intelligence (EQ) in terms of adaptation to multicultural working environments. He also stated that cultural intelligence provides the strategy for dealing with uncertainties since the multicultural environments are filled with ambiguity.

In the researches on cultural intelligence, it is stated that cultural intelligence is important employee ability especially in terms of intercultural management (Livermore and Ang, 2015). In their study Dyne et al. (2012) founded that cultural intelligence and psychology interaction had a significant effect on employees. Brett et al. (2009) found that cultural intelligence plays an important role in the internalization of cultural differences in the work environment. Similarly, Ersoy and Ehtiyar (2015) obtained the finding that foreign managers' cognitive, behavioral and motivational cultural intelligence affected positively the management of cultural differences. According to Earley and Mosakowski (2004: 142), cultural intelligence plays an important role in understanding the habits, attitudes and behaviors of the individuals and then adopting to them.

It can be argued that cultural intelligence plays an important role in shortening the adaptation process to multicultural work environments. According to Kim et al. (2008: 72-73), cultural intelligence is an important factor in increasing adaptation and effectiveness, and people with high level of cultural intelligence can adapt more easily to different cultures. Researchers emphasized that cultural intelligence is important not only for employees but also for managers. The effectiveness and success of the employees in multicultural environments are largely dependent on the ability to adapt to various cultural contexts (Livermore, 2011). It is widely shared in the literature that cultural intelligence is an important ability especially in the periods of change. As Berry (1992: 71) pointed out, cultural intelligence is not only an ability that shortens the adaptation process to business processes and accelerates adaptation to the work environment, but also plays an important role in overcoming organizational conflicts and problems. Aycan (1997: 435-6) found that cultural intelligence has a positive effect on individual behaviors. According to the researcher, cultural intelligence plays positive roles in the successful fulfillment of defined roles, in showing positive work attitude, in adapting to work, participating in social life and in "psychological well-being". In the study conducted by Büyükbeşe and Yıldız (2016) on the comparison of the effects of cultural intelligence on life satisfaction, it was found that cultural intelligence shortened the adaptation periods and had a positive effect on life satisfaction in the comparison of Turkish and foreign students.

According to Sternberg's classification of cultural intelligence, there are four main determinants of cultural intelligence levels of people. These dimensions are metacognitive cultural intelligence, cognitive cultural intelligence, motivational cultural intelligence and behavioral cultural intelligence.

Metacognitive cultural intelligence: Metacognitive cultural intelligence is related to the individual's ability to understand, comprehend and internalize a new culture. This dimension of cultural intelligence is important for at least three reasons. *First*, it encourages positive thinking about people whose cultural background is different. *Second*, it provides critical thinking about cultural boundaries. *Third*, it provides a strong understanding of how people assess and review their mental maps (Ang and Dyne, 2008: 5.). The main function of metacognitive cultural intelligence is related to the ability of individuals to adapt to different

cultural structures and to adopt what they have learned to different situations (Livermore and Ang, 2015: 25). Dyne et al., (2012) stated that meta-cognitive cultural intelligence is important in terms of planning, awareness and control ability.

Cognitive cultural intelligence: This aspect of intelligence is related to the individual's cultural understanding of norms, practices and rules in different cultural settings. Considering different cultures in international business environments, this competence provides behavioral flexibility in terms of reaching the knowledge of cultural differences, evaluating it as an element of respect and finding a way to live together with people (Ang ve Dyne, 2008: 5-6). Especially in intercultural contexts, cultural knowledge plays important roles in presenting cognitive intelligence, understanding of cultural systems, and understanding of general knowledge of culture, cultural norms and values.

Motivational cultural intelligence: This intelligence dimension provides keeping the attitudes and behaviors of the individuals in culturally diverse settings (Livermore, 2011: 7). It increases the attention and the energy of the individuals to be more willing to understand and adopt to cultural differences (Ang and Dyne, 2008: 5-6). The motivational dimension of cultural intelligence has an important function, in particular to shorten the intercultural adaptation process of managers, and to increase the ability to adapt to different cultural environments (Livermore and Ang, 2015: 26). Dyne et al. (2012: 305) stated that motivational cultural intelligence will increase the internal and external interest of the individuals and strengthen self-efficacy. According to Livermore and Ang (2015: 14-15), people with high motivational cultural intelligence are more successful in learning new and various cultural situations and adapting to different cultural environments.

Behavioral cultural intelligence: This dimension of intelligence is related to human behavior flexibility in intercultural interactions (Ang and Dyne, 2008). It is related to the individual's ability to take appropriate actions when interacting with people from different cultural backgrounds. Behavioral cultural intelligence is the most important component of cultural intelligence as behaviors are the most prominent features of social interaction. Human beings act in the process of verbal and nonverbal communication under the direction of behavioral cultural intelligence (Ang and Dyne, 2008). Behavioral cultural intelligence plays an important role for orientation and adaptation, especially in environments with people from different cultures.

The ability to manage the challenges associated with living and working in a multicultural environment, such as managing cultural diversity, adapting to multiple cultures at the same time, is crucial. According to Polak-Weldon et al. (2012), many organizations of the 21st century have to manage multiculturalism.

Today, products are designed in one country, manufactured in different countries and marketed in more than 100 countries. As a result of the globalization of labor markets and the market, the global mobility of the workforce requires cross-cultural management and adaptation. In this case, the role of professionals performing managerial roles is intercultural. In line with the information on cultural intelligence in the literature and the empirical and theoretical studies on this subject, it is aimed to make significant contribution to the literature to examine the cultural intelligence in different cultures and by making cross cultural comparisons. In this way, on the one hand, experiences of the managers on cultural intelligence are deciphered; on the other hand, it is aimed to contribute to the literature and implementations by trying to determine the meaning of the content of the "cultural intelligence concept for managers. In the study, the problem statement of this question of "Is cultural intelligence a significant factor in managerial and organizational activities" will be tried to be answered. The sub-problems formed according to cultural intelligence dimensions are as follows:

1-What do you think about the importance of an individual's ability to understand, comprehend and internalize a new culture in terms of organizational performance?

2-What do you think about the importance of understanding and respect for other cultures and cultural differences in terms of organizational health and working peace?

3-What do you think about the importance of an individual's willingness to adapt to different cultures in terms of organizational ownership?

4-What do you think about the organizational importance of having an employee who has a high ability to adapt to different cultures, environments and situations?

Method

Research Design

This study was designed as a qualitative research since qualitative researches are more appropriate for understanding the facts in their context in-depth. Moreover, qualitative researches are effective in terms of determining the meanings people attribute to events, how they characterize events and being appropriate for reflecting human experiences (Creswell, 1998: 51 ; Patton, 2014:104 ; Storey, 2007:51 ; Merriam, 2015: 21). As a result, in this study qualitative research was preferred. The research was designed according to the descriptive phenomenological design, which is one of the qualitative research designs. The reason for preferring this research design is that the phenomenological design is appropriate for revealing human perceptions and experiences in natural environment in a realistic and holistic way. Another reason for preferring phenomenological research design is that the issues addressed in this design are appropriate for the comprehension of information implied on individual experiences. Moreover, the phenomenological design was preferred in the study since it is appropriate in terms of revealing the content of reality, intentionality and thought content and determining the meaning of the act of thinking (Moustakas, 1994).

The phenomenological approaches are divided into two as descriptive and interpretive. The first one is the interpretive phenomenology known as the Heidegger approach. The other one is the Husserlian descriptive phenomenology approach. In the study, descriptive phenomenological design was preferred by considering subject, purpose, research fiction and questions. In Husserl's descriptive phenomenological approach, the individual comprehends the outside world according to his/her own perceptions and the way he/she makes sense. Descriptive phenomenological approach was preferred because it allows the examination of each individual's perception of a particular phenomenon and reflection of their thoughts (Reiners, 2012: 2 ;Van Manen, 2016: 27 ; Miles and Huberman, 2015: 11).

Study Group

The study group in phenomenological studies should be individuals and groups who have experience on the addressed issue and reflect their experiences on the subject (Smith and Eatough, 2007: 35 ; Creswell, 2012). Therefore, in this study the study group consisted of 8 managers who have at least two years of working experience as manager in environments with cultural differences and people from different cultures.

Purposeful sampling technique was employed to determine the study group of the study. Purposive sampling technique enables the researcher to act from his/her personal observations and to be able to incorporate data sources into the sampling and to collect in-depth information (Maxwell, 1996: 43 ; Neuman, 2012: 320 ; Patton, 1990 ; Charmaz, 2011: 359). Therefore, in the study purposeful sampling techniques was employed. In order to determine the study group of the study, criterion sampling technique, which is one of the purposive sampling techniques, was used. In determining the criteria such as experiencing the research phenomena (Miles and Huberman, 2015: 11), at least two years of managerial experience, and to be a manager in multicultural organization were determined. The study was conducted on a sample of managers of a multinational business operating in Kosovo.

Table 1. Demographic Qualifications of the Participants

Participant Code	Education level	Marital Status	Age	Gender	Working experience
P1	B.Sc	Unmarried	27	Male	2
P2	Master (Ph.D cand.)	Married	35	Female	2
P3	MA in Management	Married	35	Male	13
P4	Master	Married	37	Male	3
P5	University Degree	Married	34	Male	12
P6	Master degree	Married	48	Female	10
P7	Ph.D	Married	61	Male	29
P8	Master Mechanics,	Divorced	65	Male	20

Data Collection Instrument and Data Collection

Qualitative research is conducted on the basis of words and the smallest data units are words. Therefore, in the study a great attention was paid to the participants' experiences in the studied phenomenon. In this study, which was designed according to phenomenological design, the data were collected by interview technique and interview form. The data were collected in the natural environment of the participants by obtaining the participants' thoughts on the events by using techniques such as "observation" and "interview" (Merriam, 2015: 83 ; Bryman, 2004, ; Cohen, Manion and Morrison, 2007). In the study interview technique was preferred because it was appropriate to understand what meaning the participants give on reality (phenomena) (Greasley and Ashworth, 2007:821 ; Smith and Eatough, 2007:35). In this way, it was tried to decipher the subconscious of the participant with open-ended questions. The interview form was prepared in a flexible structure by reviewing the literature and considering the general purpose of the research for the participants to convey their experiences from their own perspectives.

Validity and Reliability

In qualitative researches, "credibility" is used instead of "validity" and "consistency" is used instead of "reliability" (Kumar, 2011 : Merriam, 2015:199). On the other hand, instead of generalizability, which is an element of reliability, "transferability" is used. Since qualitative assessment is important in providing reliability and validity in qualitative research (McMillan and Schumacher, 2010), consensus among experts was used in this study to ensure the reliability of the measurement tool. In order to increase the reliability of the questions, the following formula developed by Miles and Huberman (2015), which reflects the level of consensus of expert opinions on the questions, was used:

$$\text{Reliability} = (\text{number of agreements} / \text{number of agreements} + \text{disagreements}) \times 100.$$

The opinions of three experts were taken on the draft interview form to increase the reliability of the study. For this purpose, the level of agreement between the opinions was tried to be determined by coding the items on the form as "appropriate", "not appropriate" and " suggestions for correction" for the questions prepared in the draft interview form. According to the formula above, it is sufficient to reach a consensus level of 0.70 in expert opinions. In the current study, the reliability coefficient level of the questions was found to be 0.96. In addition, besides objectivity and confirmability, verification review was conducted to increase the reliability of the study (Kumar, 2011; Merriam, 2015:200). In order to ensure the *construct validity* of the study, it was tried to collect the data from the participants with different demographic characteristics and secondary sources, and to present inferences and conclusions clearly to ensure the *internal validity*. In order to ensure the *external validity* of the study, a great attention was paid to the analytical generalization of the research results..

Analysis of Data

In the analysis of the data, a process consisting of defining the phenomenon, preparing the data collection tool, collecting the data, analyzing and interpreting the data, and synthesizing and reflecting it to the report was followed (Mayring, 2011: 112 ; Biklen, 1992 ; McMillan Schumacher, 2010: 368). The data analysis process is shown in Fig.1. In the analysis, the coding approach, which is based on the extracting concepts from the data as proposed by Corbin and Strauss (1998) was preferred. It is believed that the direct opinions of the participants can be effective in revealing the mind map of the participants. Therefore, this coding approach was preferred in the study. The "interview notes" obtained from the participants were grouped as codes, sub-themes and main themes in accordance with the content analysis. The codes were grouped according to meaning similarities and a specific pattern, and therefore sub-themes were reached. By taking into consideration the meaning content of the sub-themes, the main themes were reached (Neuman, 2012: 668 ; Cozby, 1989: 28 ; McMillan and Schumacher, 2010: 368).



Figure 1. Data analysis Process

Descriptive phenomenological data analysis is usually based on the description of experiences as main themes (Ersoy, 2016: 53). As a result of the content analysis, by making an objective assessment of the content, it has been tried to reveal the hidden (implied) information instead of the content that appears clearly (Sommer and Somer, 1986: 152, Creswell, 2003: 190). Finally, in addition to the general approach, the research data were interpreted and reported with an analysis plan that was specific to the researcher's goals rather than being arbitrary

Results

The contents obtained from the data collected through the interview form on the importance of cultural intelligence in multicultural settings were given as codes, sub-themes and main themes in Table 2 and 3. The first sub-problem of the study is as *“What do you think about the importance of an individual's ability to understand, comprehend and internalize a new culture in terms of organizational performance”*. The main purpose of this question was to determine the managers' opinions on the role of cultural intelligence in understanding different cultures and organizational performance.

When Table 2 was examined, it was seen that the sub-themes related to the opinions of business managers on cultural intelligence level of employees were obtained as *“understanding different cultures”* and *“internalizing cultural difference”*, and the main theme was as *“adapting to different cultures.”* It is understood from the obtained content that all the managers agree that employees' cultural intelligence levels have a positive effect on their adaptation to different cultures.

The second sub-problem of the study is as *“What do you think about the importance of understanding and respect for other cultures and cultural differences in terms of organizational health and working peace”*. The main purpose of this question was to determine the managers' opinions on the contribution of understanding and respecting different cultures and respect for different cultures to organizational health and work peace. The descriptive statements obtained related to this question are presented in Table 2.

Araştırmanın ikinci sorusu; *“What do you think about the importance of understanding and respect for other cultures and cultural differences in terms of organizational health and working peace”* şeklinde sorulmuştur. Bu sorunun temel amacı, başka kültürleri ve kültürel farklılıkları kavramanın ve farklı kültürlerle saygı göstermenin, örgütsel sağlık ve çalışma barışına katkısı konusunda yöneticilerin ne düşündüklerini belirlemektir.

When Table 2 was examined, the opinions of business managers about this question was grouped under the sub- themes of *“high performance”*, *“job satisfaction”*, *“respect for human beings”* and *“culture”*, and under the main theme of *“ability to adapt to different cultures”*. Therefore, it is concluded that all managers agree that cultural intelligence of employees has an important role in cultural health, which means the physical, mental and psychological well-being of organizations.

Table 2. Content, Code, Sub themes and Main themes

Contents	Code	Sub-themes	Main Themes
It is important to recognize new cultures and have a cultural intelligence to adopt to new cultures. The ability of the manager to work in harmony with the people he / she works with depends on his / her ability to cooperate and therefore his / her cultural intelligence capacity. P1 To respect for different cultures is associated with cultural intelligence. P2 Managing people without the ability to adapt to cultural intelligence is a difficult task. P3 Adaptation to new cultures is only possible with cultural intelligence. P4	Cultural adaptation ability Cultural intelligence cooperation	Understanding different cultures	Ability to adopt to different cultures
In an organization, it is important that employees have cultural values that respect the culture. P5 Recognizing and adapting to different cultures is related	Cultural values Cultural	Internalization of cultural difference	

to cultural intelligence. P7 Cultural intelligence is very important in recognizing the cultural values of the host country in foreign cultural environments. P8	diversity Cultural interaction		
It is very important for a manager to have knowledge of cultural diversity. P7 For a high organizational performance, it is necessary to interact with the new culture. P6	Performance Cultural interaction Cultural diversity	High performance	
Respect for cultural differences is important for working peace. Every culture must be respected without making distinction between rulers and ruled. P1 The harmony of organizational culture and individual cultural values is important for organizational health and working peace. P5 Respect for each other is necessary to create an efficient workplace. To work as a team requires understanding of cultural differences. P2 Respecting every culture is a key to working peace. P6	Working success Organizational health Efficient Working Team work	Job satisfaction	
Respect for each other regardless of cultural differences is the necessity of being a civilized person. P3 Respect and understanding are a prerequisite for working with people from different cultures. An ethnocentric attitude should not be adopted by making comparisons between cultural differences. P4	To be understanding To be respectful A	Respect for people	
In multicultural settings it is important to give importance to local culture. The manager should know how to manage both organizational culture and local culture. P7	Individual, organizational, Local Culture	Cultural awareness	

The third sub-problem of the study is as *“What do you think about the importance of an individual's willingness to adapt to different cultures in terms of organizational ownership.”* The main purpose of this question was to determine how the adaptation to other cultures and employees' sense of willingness and ownership in organizational activities were assessed by the managers. It is understood that the managers' opinions about the willingness of the employees to fulfill their roles and their feelings of ownership were positive. The content obtained for this question is shown in Table 3. Managers' opinions about this question were grouped under the sub-themes of *“willingness in adapting to cultural differences”*, *“change management”* and *“high performance”*; and *“managing cultural differences”* main theme. Managers stated that employees' willingness to adapt to cultural differences and to accept the cultural differences in internal and external environment of the organization is important for organizational efficiency and effectiveness.

The fourth sub-problem of the study is as *“What do you think about the organizational importance of having an employee who has a high ability to adapt to different cultures, environments and situations.”* The main purpose of this question was to obtain the managers' opinions on adapting to different cultures, environments and situations, which are the characteristics of cultural intelligence. The contents obtained for this question are shown in Table 3. It was understood from the contents that for managers adaptation to differences was important from an organizational point of view. It was seen that the managers' opinions on this question were grouped under the sub-themes of *“cultural adaptation ability”* and *“relationship management”*. Participants indicated that people with high level of cultural intelligence are organizationally important in terms of adapting to different situations, which shows that they give importance to adaptation to cultural intelligence.

Table 3. Content, Code, sub-themes and Main themes.

Contents	Code	Sub-themes	Main Themes
It is necessary to employ people who can adapt to different cultures in multicultural work environments. P1 People should not look at cultures from the perspective of their own culture. P2 Willigness to work of the employee brings moral rewards as well as financial rewards. Willigness leads people to work with high motivation It is important for an organization to understand other cultures to achieve its goals. P3	Respect for other cultures Willigness Global perspective	Willigness to adopt to cultural differences	Manage the cultural differences
To be accepted by others depends on accepting them first. P4 It is important to understand and adapt to other cultures in order to be productive in a changing environment. P5 It is important to adapt to differences to be successful in multicultural environments. P6 It is required to respect to local cultures. Employees must respect the cultural values of their organization. P7 For cultural adaptation, all parties must respect each other. People should not assess the event from the perspective of their own culture. P8	To be accepted Change Multiculturalism Local Culture	Change Management	
Adapting to different cultures is crucial in global labor markets; however, in the sub-positions, production capabilities are more important. P1 Adapting to cultural differences is important as the world's population is very mobile. P2 Those who have the ability to adapt to differences are more effective in achieving their goals.P3 It is not easy to find people who are capable of adapting to other cultures. Managers should have the ability to manage cultural differences. P4	Cultural adaptation Team work Rapid change	Cultural adaptation ability	
Those who can manage cultural differences have higher chances of getting important positions. P5 Adaptation to cultural differences during periods of rapid change is a critical success factor. To respond the need of the labor market largely depends on the ability to adapt. P6 Employees in multinational enterprises need to learn a lot about the cultural characteristics of the host country in particular.P7 Employees should serve as a cultural bridge that deepens the relationship between themselves and the host country P8	Rapid chance Manage the change To be a relationship ambassador	Relationship management	

Discussion and Results

The findings of the study showed that, the opinions of the managers related to first- second and the third sub-problem of the study were grouped under the sub-themes of “understanding different cultures” and “internalizing cultural difference”, “high performance”, “job satisfaction” and “respect to human beings” while they were grouped under “adapting to different cultures” main theme. This situation shows that managers are aware of the phenomenon of cultural intelligence especially in multicultural environments. In addition, it was understood that managers were aware that adaptability to different cultures was an

important employee competence for multinational companies. It is understood that the managers considered the cultural differences as richness instead of marginalizing them. Moreover, the managers stated that managing the cultural differences for the benefits of the organization contributes to “organizational health” and “working peace”. In the literature, it is seen that cultural intelligence increases employee performance and adaptation to the workplace. In a study conducted by Groves and Feyerherm (2011) on a sample of 99 culturally diverse managers, direct relationship was obtained between cultural intelligence and manager performance. In the current study, the following statements of the managers show that they give importance to cultural intelligence:

It is important to recognize new cultures and have cultural intelligence ability to adopt to new cultures in multicultural environments. P1

Recognizing and adapting to different cultures is related to cultural intelligence. P7

The findings related to the second sub-problem of the study showed that the opinions of the managers were grouped under “cultural awareness”, “willingness to adopt to cultural difference”, “managing the change”, “cultural adaptation ability” and “to be in interaction” sub themes and “managing cultural differences” main theme. When the opinions of managers about this sub-problem are examined, it is seen that for managers the attitudes and behavior such as understanding different cultures, internalizing cultural difference, high performance and respect for human beings can only be explained by cultural intelligence. From this point of view, it can be argued that it is important for employees to adapt to different cultures and for managers to use these skills for the benefit of the organization. The phenomenon of cultural intelligence is now an important competence for all human resources without making distinction between rulers and the ruled. The opinions of the managers about this issue are as follows:

Cultures always influence the performance of the organizations. P2

It is very important for a manager to have knowledge about cultural diversity. It is also required to interact with the new culture for better performance. P6

Working peace and organizational health conditions created by the contribution of high cultural intelligence can create an effective organizational climate in terms of creating job satisfaction. Organizational climate, organizational trust, work peace and organizational health are important variables for job satisfaction. For this reason, it can be argued that when people understand each other and assess cultural differences as richness, cultural diversity and richness can contribute to the creation of a human resource profile that is suitable for creating synergy in the organization. The following statements of the managers show that they have positive opinions on this sub-problem of the study:

The ability of managers to work in harmony with the people they work with depends on their cultural intelligence. P1

It is very important for a manager to have knowledge about cultural diversity. P6

Respect for cultural differences is important for working peace. It is important to respect each culture without making distinction between rulers and ruled. P1

It is required to respect the values of the people in order to have a peaceful working environment. P5

One of the most important conditions for success in global labor markets is not to speak different languages but to think according to their cultures. By doing so, it can be possible for multinational organizations to develop compatible relations with both the internal and external environment. According to Polak-Weldon et al., (2012), 21st century organizations are multicultural with the effect of globalization. Therefore, in contrast to traditional management, it is more important than ever to manage multiculturalism effectively. The managers’ descriptive statements regarding the management of cultural differences are as follows:

Adapting to different cultures is crucial in global labor markets; however, production skills are more important in sub-positions. P1

Cultural intelligence is important in recognizing the cultural values of the host country in foreign cultural settings. P8

The manager should know how to manage both organizational culture and local culture. P7

Implications: Recently, it has been argued that the intelligence capacities of people are not only related to “IQ” and “e-Q”, but there are different forms of intelligence such as relationship intelligence, emotional

intelligence and interaction intelligence. Spearman and Thurstone have made important improvements in the study of intelligence. These studies have generally been carried out on classical IQ (Intelligence Quotient) tests (Weiner and Stewart 1984). However, multiple insights into the phenomenon of intelligence gained a new dimension with Gardner's "Frames of Mind: The Theory of Multiple Intelligences" study. Gardner (1993) challenged the classic view of the intelligence and defined this term as the ability of a person to adapt to different cultures, innovation, the ability to solve a problem effectively. Researchers studying on the subject stated that potentially there are eight different types of intelligence as verbal, logical, visual, kinesthetic, rhythmic, interpersonal, intrapersonal and natural intelligence (Oral, 2004). Among these types of intelligence, especially verbal, logical and intrapersonal intelligence are directly related to cultural intelligence. Besides, in recent years, emotional intelligence, which enables people to use social processes well, has also been included.

When the opinions of the managers were examined, it was seen that for managers all these forms of intelligence were important in terms of organizational efficiency, effectiveness and employee performance. According to Barakat et al. (2015), there is a close relationship between intercultural skills and employee performance. Global managers' job performance depends highly on higher cultural intelligence. Thomas and Inkson (2017) stated that managing cultural differences is directly related to the cultural intelligence ability of managers. Therefore, the ability to adapt to different cultures is not only an important feature of cultural intelligence, but also an important tool of organizational efficiency and effectiveness.

Recognizing cultural differences and using them for the benefit of the organization can provide significant advantages to employees and managers (Ang and Dyne, 2008). For this reason, it is a management skill for managers to understand and adapt to different cultures in order to be successful in global business environments and even to regard cultural diversity as richness and to use it to create organizational synergy. In their research Livermore and Ang (2015) concluded that cultural intelligence is important in areas such as understanding customers, managing staff and leading. Therefore, it can be argued that the employment of people with high level of cultural intelligence and revealing this ability for the benefit of the organization is an important managerial competence. The managers' opinions on this issue are as follows:

It is necessary to employ people who can adapt to different cultures in multicultural work environments.

P1

Those with a high ability to adapt to differences can better influence the team. P3

Adaptation to cultural differences is a critical success factor in the rapid changes of the labor market. P6

The findings obtained from the sub-problem of "Is cultural intelligence an important factor in managerial and organizational activities?" showed that managers had positive opinions on this issue and they were aware of the premises of cultural intelligence. Today, it can be argued that managing cultural differences is a critical success factor in order to compete in global labor markets (Livermore and Ang 2015). Cultural intelligence levels of employees in different cultural environments are important for managing environmental differences (Ang and Dyne, 2008). In addition, it can be argued that cultural intelligence is important in terms of organizational efficiency, establishment of relationship between organization and its internal and external environment, and employee performance. In particular, a manager's knowledge of cultural difference is of great importance in terms of managing cultural intelligence. It can be argued that cultural intelligence is not only important for the employees, but also for the managers who can use this ability in favor of the organization. Management is the activity of converting all kinds of organizational resources into production. As Mannor (2008) pointed out, traditional leadership is now being replaced by managers who can manage cultural differences as a critical success factor in multicultural work environments.

Limitations and recommendations for future research: This study is limited to "cultural intelligence", which is only one of the many forms of intelligence and abilities. The study was conducted in Kosovo with a group of 8 participants and was based solely on qualitative data. To argue that employees with high levels of cultural intelligence are always hardworking, compatible and successful can be an over generalization in terms of social sciences. It should not be underestimated that in social sciences, every event or phenomenon should be examined as a "context-dependent". Therefore, to support the results obtained from this study with quantitative and meta-synthesis studies are considered to be important to reach a conclusion.

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