EVALUATION OF THE RELATIONSHIP BETWEEN CULTURAL INTELLIGENCE AND INDUSTRIAL MARKETING MANAGERS’ ENTREPRENEURIAL FEATURES IN MANUFACTURING COMPANIES - INDUSTRIAL CITY

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Abstract
The aim of this study was to evaluate the relationship between cultural intelligence and marketing managers’ features entrepreneurial of industrial companies Industrial City. Study methods is field and population is all industrial marketing managers the total of 731 cases that uses by table of Morgan of which 250 were selected as the sample. In this research, questionnaire is data collected tools that include of three parts, the first part of personal information, the second part of the standard questionnaire of cultural intelligence and the third part of the is standard questionnaire of managers’ creative.

Keyword : Cultural Intelligence, Entrepreneurship, Meta-cognitive, Cognitive, Motivational, Behavioral

Introduction
Today, organizations are able to survive and to have dynamic conditions and In order to provide timely response to changes and with the media, your HR knowledge and skills to support productive entrepreneurship. Function of each of the employees and managers, opportunities, resources and environmental systems, and other organizations are also affected. Employee performance is as a function of demographic variables (mental skills and abilities and life history), psychological variables (perceptions, attitudes, personality, learning, motivation) and organizational variables (resources, leadership, payments, structure, and design work). (Early and Ang 2003)

The new approach to management, organizational culture, teamwork and collaboration with others is very important manager. Management in different situations and the position that certain behaviors managers need to be able to have a good performance. Therefore, one of the factors affecting the performance of a manager's ability in different situations, especially situations in diverse cultures. (Esaydro 2012)

Cultural intelligence is a new kind of intelligence that has very strong correlation with culturally diverse workplaces; there is a wide range of emotions in different cultures and even subcultures within a national culture, So that differences in language, ethnicity, politics and many other
features that can be used as sources of potential conflict and in the absence of understanding, developing good working relationships makes it difficult. The effects of cultural differences and diversity management are complex issues. (Ang and Van Dyne 2006)

The issue expression of research

In today's evolving world, prosperity of communities and organizations that scarce resources and capabilities of its human resource management and entrepreneurship have established a significant relationship (Sadeghi and Esteki, 2009). Global are competition and new developments, who can succeed in this competitive field that will always be unique creative designs and ideas. Every successful entrepreneur has the right to control how closely (Dabestani, 2006) Administrators the ability to work with people from different cultures, ethnic groups and the recognition of cultural differences is possible national. This ability can be best described the new structure as a comprehensive cultural intelligence. (Akbari, 2001) In addition, studies have jointly examined multiple intelligence, cultural intelligence is expressed in most tissues of the business intelligence capabilities to distinguish what is multicultural And managers can better predictor of success(Kheyri et al,2009) In the present study we examined the relationship between cultural intelligence and entrepreneurial focus in industrial marketing managers. Our main research question is:

Are there industrial marketing manager of the intelligence of the entrepreneurial culture and industrial manufacturing companies?

Previous research

1. Van Dayn, (2006) Research among 338 students from the business relationship between personality factors of individual and cultural intellect examined and concluded that conscientiousness is significantly associated with the metacognitive cultural intelligence, Happiness and emotional stability is associated with the cultural aspects of behavioral intelligence, Extraversion dimension of knowledge, motivation and behavior are significantly correlated and the most important result is that openness to experience is one of the most important features of personality, four dimensions of cultural intelligence is positively associated.

2. Moshbeki and Ramooz, (2006) in a study entitled "Cultural Intelligence 'success in world-class" executives also stated that knowledge of other cultures, and was intermediate. But the fact that the exterior of cultural behavior and behavioral cultural intelligence level is pretty low. On the other hand, is a high degree of culture shock. Based on the results, which were interpreted as the Iranian managers with international exchange of information and motivation is to learn about other cultures and this is why the action stage show further weakness, domain lasting way to do research in this area will open.

3. Kazemi(2008) conducted research as "The Relationship between cultural Intelligence and the performance of Al-Mustafa Alalmyh University ". The results show that the Spearman correlation test between cultural intelligence (Metacognitive, cognitive, motivational, behavioral) and performance aspects of cultural intelligence and employee performance are related. Cultural intelligence community employees of Al-Mustafa Alalmyh University priorities based on the results obtained in this way Friedman test; Motivational cultural intelligence, cultural intelligence, cognitive intelligence, cultural, behavioral, cognitive cultural intelligence. The average test results obtained on the basis of population, cultural intelligence, cultural intelligence, motivation, metacognitive cultural intelligence, cultural intelligence, behavior and performance of employees in Al-
Mustafa Alalmyh University was optimal, Cultural intelligence is not knowledge but in good condition.

Theoretical Research
Cultural Intelligence: The concept of cultural intelligence was discussed for the first time by researchers Ang and Ayrly from the London School of Business. They are defined cultural intelligence as capability of learning new patterns of cultural interaction and provide appropriate behavioral responses to these patterns (Abasalizadeh, 2008). Cultural intelligence components are as follows:

1. **Cognitive component of cultural intelligence:** Is a method by which a person experiences it argues that intercultural. The element of cultural intelligence, the process is considered, People who are used to acquire and understand cultural knowledge. An example of this is when an individual based on his mental images, concepts and a real experience not consistent with expectations, as adjusted. (Ang et al, 2007)

2. **Cognitive component of cultural intelligence:** On an understanding of cultural similarities and differences and general knowledge reflects about the cultures (for example, information about religious and spiritual beliefs and values and beliefs about work, time, family relationships, customs, and language). (Earley & Mosakowski, 2004)

3. **Motivational components of cultural intelligence:** Confidence and trust in the person that is able to adapt to a new culture. Motivational cultural intelligence components, size and power of people to engage in new cultural shows. Next motivational cultural intelligence capabilities to a level at which people self-confidence and trust in cross-cultural interactions. Openness to experience, interact with people of other cultures and their interactions in which satisfaction are included.

4. **Behavioral components of cultural intelligence:** Appropriate verbal and non-verbal interaction with a person's ability to represent the people of different cultures shows. This element focuses on the cultural intelligence that new culture where people are in how they work (Overt acts of individual) and behavioral cultural intelligence, refers to the ability to perform the appropriate response. (Van Dayn, 2006)

Entrepreneurship: Hunting opportunities in the entrepreneurial process by individuals, regardless of the resources available to define and this is based on the principle that when the perceived chance of new entrepreneurs, ignore resource constraints of the current (Rezaeean, 2006)

The research hypotheses
The first hypothesis: There are the relationship between cultural intelligence in cognitive dimension and entrepreneurial features of industrial marketing managers.

The second hypothesis: There are the relationship between cultural intelligence in metacognitive dimension and entrepreneurial features of industrial marketing managers.

The third hypothesis: There are the relationship between cultural intelligence in Motivational dimension and entrepreneurial features of industrial marketing managers.

The fourth hypothesis: There are the relationship between cultural intelligence in conduct dimension and entrepreneurial features of industrial marketing managers.

Research Methodology
According to the research aim was the applied, research method is type of correlational. The Population of this study are all industrial marketing managers in Rasht industrial city, that there
are a number of over 731 people. To select a sample is used Morgan table to number of 250. Information compilation method using the Athletics methods were in this study and for the theoretical part of the library (documentation) will be used. According to survey data collection methods in this study, questionnaires were used to collect data from the Society of Mary. 

**Validated of Questionnaire**

Iranian entrepreneurs identify local utility to check the validity of the method has been used Alfa cronbach.

### Table 1: Alfa cronbach Coefficients

<table>
<thead>
<tr>
<th>Row</th>
<th>Scale</th>
<th>Cronbach's Alpha</th>
<th>Corrected correlation</th>
<th>Scalealphaifdeletedfromthequestionnaire</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Seekingsuccess</td>
<td>0.818</td>
<td>0.02</td>
<td>0.72</td>
</tr>
<tr>
<td>2</td>
<td>Internal locus of control</td>
<td>0.878</td>
<td>0.68</td>
<td>0.55</td>
</tr>
<tr>
<td>3</td>
<td>Risk</td>
<td>0.923</td>
<td>0.73</td>
<td>0.54</td>
</tr>
<tr>
<td>4</td>
<td>Tolerateambiguity</td>
<td>0.831</td>
<td>0.40</td>
<td>0.61</td>
</tr>
<tr>
<td>5</td>
<td>Mentalhealth</td>
<td>0.891</td>
<td>0.55</td>
<td>0.56</td>
</tr>
<tr>
<td>6</td>
<td>Dream</td>
<td>0.661</td>
<td>0.72</td>
<td>0.54</td>
</tr>
<tr>
<td>7</td>
<td>Pragmatism</td>
<td>0.670</td>
<td>0.54</td>
<td>0.57</td>
</tr>
<tr>
<td>8</td>
<td>Challenging</td>
<td>0.826</td>
<td>0.02</td>
<td>0.72</td>
</tr>
</tbody>
</table>

**Method of data analysis:** According to the survey research is descriptive survey method of data collection. It provides a descriptive picture of the situation. To assess the efficacy and evaluate the most appropriate method is navigation.

**Hypothesis testing:**

The first hypothesis: There is the relationship between cultural intelligence in cognitive dimension and entrepreneurial features of industrial marketing managers.
**H₀ Imposition:** There is no significant relationship between culture intelligence in Cognitive aspects and characteristics entrepreneurial Industrial marketing management.

**H₁ Imposition:** There is significant relationship between culture intelligence in Cognitive aspects and characteristics of entrepreneurial marketing management industry.

According to the Variables hypothesized are with the rating scale, to analysis research hypotheses was used to Gamma and Spearman test.

### Table 2: Amount of Spearman and Gamma

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>Asymp.std.Error</th>
<th>Approx.T</th>
<th>Approx.sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gamma</td>
<td>0.233</td>
<td>0.105</td>
<td>2.217</td>
<td>0.027</td>
</tr>
</tbody>
</table>

According to the amount of Significance level of the test \textit{Approx.sig}=0.027 that is smaller than 0.05, To be confirmed H₁ Imposition and this is shows that relationship between variable cultural intelligence in cognitive aspects with characteristics of entrepreneurial. (\textit{sig} -0.027 < 0.05)

Can be state according to the result derived from responses given in the above table:
Entreprenurial characteristics among respondents that their cultural intelligence in cognitive aspects is morderate. Because 86.1 percent oftheihrhighspecificity and moderatetheihrjopsandonly13.9 ofthelevelis low. While the entrepreneurial characteristicsamongrespondents that their Culturalintelligence in Cognitive aspect is the upper limit is less. Because 52.9 percentoftheircultural intelligence in cognitive aspects medium and high and 47.1 percent is the lower limit and between respondents that their cultural intelligence is the lower limit 81.6 percent their entrepreneurial characteristics. The upper and middle and only 18.4 percent their entrepreneurial characteristics is the lower limit.

The second hypothesis :There are the relationship between cultural intelligence in metacognitive dimension and entrepreneurial features of industrial marketing managers.

**H₀ Imposition:** There is no significant relationship between culture intelligence in metacognitive aspect and characteristics entrepreneurial Industrial marketing management.

**H₁ Imposition:** There is significant relationship between culture intelligence in metacognitive aspect and characteristics entrepreneurial Industrial marketing management.

### Table 3: Amount of Spearman and Gamma

<table>
<thead>
<tr>
<th></th>
<th>Value</th>
<th>Asymp.std.Error</th>
<th>Approx.T</th>
<th>Approx.sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gamma</td>
<td>0.139</td>
<td>0.111</td>
<td>1.248</td>
<td>0.212</td>
</tr>
</tbody>
</table>

According to the amount of Significance level of the test \textit{Approx.sig} -0.212 And since the number is more than 0.05 so there is no significant between the two variables culture intelligence in metacognitive aspects with Characteristics of Entrepreneurial Leaders. (\textit{sig} -0.212 > 0.05)

In other words, imposition 

H₀ is confirmed.

But it can be stated according to the data contained in the above table:
characteristics entrepreneurial among respondents that their culture intelligence in metacognitive aspect is the upper limit is more because 89.3 percent from their characteristics entrepreneurial the upper and middle and only 10.7 percent isthe lower limit while the characteristics entrepreneurial among respondents that their culture intelligence in metacognitive aspect is moderate is low because 74.4 percent from their culture intelligence in metacognitive aspect is the upper and middle and 25.6 percent is the lower limit.
The third hypothesis: There are the relationship between cultural intelligence in Motivational dimension and entrepreneurial features of industrial marketing managers.

\( H_0 \) Imposition: There is no significant relationship between culture intelligence in motivational aspect and entrepreneurial characteristics of industrial marketing managers.

\( H_1 \) Imposition: There is significant relationship between culture intelligence in motivational aspect and entrepreneurial characteristics of industrial marketing managers.

<table>
<thead>
<tr>
<th>Table 4: Amount of Spearman and Gamma</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
</tr>
<tr>
<td>Gamma</td>
</tr>
</tbody>
</table>

Since the significant level of the test \( \text{Approx.sig} = 0.494 \) is more than 0.05, imposition \( H_0 \) is confirmed and can be stated that there is no significant relationship between the two variables culture intelligence in motivational aspect and characteristics of entrepreneurial leaders. (\( \text{sig} = 0.494 > 0.05 \))

According to the responses given in the above table, characteristics of entrepreneurship among respondents that their culture intelligence is the upper and middle was almost identical because according to the result of the data, entrepreneurial among respondents that their culture intelligence in motivational aspect is the upper limit 81.4 percent, upper and middle and 17.1 other percent is the lower limit.

The fourth hypothesis: There are the relationship between cultural intelligence in conduct dimension and entrepreneurial features of industrial marketing managers.

\( H_0 \) Imposition: There is no significant relationship between culture intelligence in behavioral aspect and entrepreneurial characteristics of industrial marketing managers.

\( H_1 \) Imposition: There is significant relationship between culture intelligence in behavioral aspect and entrepreneurial characteristics of industrial marketing managers.

<table>
<thead>
<tr>
<th>Table 5: Amount of Spearman and Gamma</th>
</tr>
</thead>
<tbody>
<tr>
<td>Value</td>
</tr>
<tr>
<td>Gamma</td>
</tr>
</tbody>
</table>

According to the significant level of the above test \( \text{Approx.sig} = 0.903 \) that is more than 0.05 imposition \( H_0 \) is confirmed and that shows lack of relationship between variable culture intelligence in behavioral aspect and entrepreneurial characteristics. (\( \text{sig} = 0.903 \))

But can be stated according to the data contained in the above table: entrepreneurial characteristics among respondents that their culture intelligence in behavioral aspect is moderate because 88.2 percent from their entrepreneurial characteristics is the upper and middle and only 11.8 percent is the lower limit while the entrepreneurial characteristics among respondents that their culture intelligence in behavioral aspect is the upper limit is less because 79.9 percent from their culture intelligence in behavioral aspect is the upper and middle and 20.1 percent is the lower limit.

Conclusions

Managers of today work in an environment of high uncertainty and transformed and this changes occurs with high-speed that sometimes the social and administrative they are not able to
adapt with them for this reason nowadays the biggest problem that every organization is faced with, is the evolution and transformation.

According to the results, we see that there is a significant relationship only between the variable culture intelligence in cognitive aspects with entrepreneurial characteristics. Industrial marketing managers and there is no significant relationship between culture intelligence in metacognitive and motivational and behavioral aspects with entrepreneurial characteristics. Industrial marketing managers.

**Suggestions for future research**

- Whatever leaders of this organization characteristics associated with entrepreneurship are reinforced in their and the entrepreneurial ideas are valued in the same the organizations that be controlled with them. The route will be developed.
- Due to the low level of about entrepreneurship company; add entrepreneurial activities in the annual performance appraisal of staff and Organization Leaders and private companies and Consideration Appropriate rating for them.
- Encouragement and widespread Propaganda and Introduction achievements of entrepreneurs in the media and Bulletins within the organization.
- Required to entrepreneurship Education for all staff organizations and Private companies as in service training and special rate for them.

**Suggestions for future research:**

1. Evaluation culture intelligence Divided to organizational culture intelligence and regional cultural and measuring of the importance of each of them in the success rate of managers.
2. Supporting from scientific research To identify Contraindications and difficulties in way and Creating entrepreneurial spirit and Spread organizational culture and culture intelligence and other elements needed to Promotion performance of different organizations.

**Limitations of Research:**

1. According to the limited sample size capability generalizability of results this research it is not possible to wider population.
2. Shortage studies resources in the field of research according to limited time to provide research to university
3. Lack of cooperation number of directors and the boss of Industrial companies of Rasht to distributed the questionnaire among marketing managers of this Companies.

**References:**