Cultural Intelligence(CI): Catalyst for better Organizational Performance and Organizational Effectiveness

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ABSTRACT

Organizational effectiveness is the efficiency with which the organization can meet its planned objectives. Organizational effectiveness is the concept of how effective an organization is in achieving the outcomes the organization intends to produce (Mitchell, 2013). Managing people from diverse backgrounds is a critical business imperative in a globally located business. High Cultural Intelligence[CI] helps in managing a diverse workforce. CI is the ability to interact, behave and work in cross-cultural situations. Every organization has its unique objectives and culture, so it becomes essential for the organization to follow the organization's vision, mission, and goals on the one hand and keep equilibrium in getting objectives fulfilled, which results in organizational effectiveness on the other hand. Organizational effectiveness is the central part of organizational performance and organizational development, and considered for this study.

The data collected through secondary and primary sources are assessed, analyzed, and interpreted based on the findings and suggestions provided. Collected Primary data through a well-structured questionnaire administered to 60 top and middle-level managers in Multinational corporations in Pune city between the period 2018 to 2020. Used Cronbach alpha to test the reliability of the questionnaire and applied the Z test to check managers' awareness regarding workplace diversity, diversity management, and Cultural Intelligence.

The study undertook to check top and middle-level managers' perceptions about the importance of employees' Cultural Intelligence for better Organizational effectiveness. The majority of the managers believed that there is an effect of the CI of employees on organizational performance and organizational effectiveness. So, CI is a Catalyst for better Organizational Performance and Organizational Effectiveness and Companies should try to develop CI through Cross-Cultural Training and Diversity Training.

Keywords: organizational effectiveness, organizational performance, cultural intelligence(CI), c\ross-cultural training, diversity training

INTRODUCTION

"Diversity is the art of thinking independently together." –Malcolm Forbes

As the economy becomes global, the workforce became increasingly diverse. The heterogeneous human resource worked together for the organization's common goals; this leads to the study of diversity management, which is an integral part of Cultural intelligence, the capability to work effectively in diverse situations. Managing workforce diversity is one of Organization Behavior's significant challenges (Robbins, Judge, Sanghi 2009). Globalization has forced all to interact daily with individuals from diverse backgrounds and cultures. This situation becomes more challenging if the cultures are very different such as cultures with very western values like individualism and cultures with very eastern values like Collectivism. (Hofstede, 1980; 2001)

Diversity in culture encourages diversity in ideas, and Cultural diversity often results in more creative and higher-quality group decisions. (Thomas, Inkson 2009). The past studies revealed that workforce diversity management is a tool to increase organizational effectiveness (Ongori & Evans 2007). The challenge is to search the remedies to understand and manage behavior in a diverse environment. The traditional approach of efficiency and profitability shifted to dynamics of diversity. At Present, the Organization structure is non-hierarchical, decentralized, and flat, emphasizing the opportunities and challenges in a diverse workforce (Donatus 2007). Therefore, the study required in this regard.

Though World-class organizations are experimental, innovative, indulged in research and development, creating a learning organization is a significant challenge in the present day. (Rao 2011). As per the study of Ongori, Evans (2007), diversity brings heterogeneity which needs to be encouraged and cultivated to increase organizational effectiveness. Mismanaged diversity affects employee satisfaction, productivity and leads to lower performance. Prieto, Simone, Osiri (2009) suggested the need to develop alternative ways to conceptualize and operationalize group diversity and study the relationship between team diversity and team performance.

It gives the idea to the Researcher that Diversity Management and creating awareness of cultural intelligence to manage diversity in organizations need to be well attended.

Conceptual framework: Diversity and   Cultural Intelligence

Diversity Management is a systematic and planned responsibility by the organizations to recruit, retain, reward, and promote diverse or heterogeneous employees. It also ensures equal opportunities for the human workforce.

Earley and Ang (2003) coined the concept of cultural intelligence. Researchers defined Cultural Intelligence as '*Cultural intelligence is the person's capability for successful adaptation to new cultural settings that are for unfamiliar settings attributable to cultural context.*' **Cultural Intelligence** is the pathway for a journey from desire to action. (Livermore 2015). Afkaneh, Beyginia(2014) wrote that CI mostly studied as the interaction with foreign cultures, which generalized into ethnic and minor cultures inside the national

cultures. In ASHRM Foundation's Effective Practice Guidelines Series of Cultural Intelligence: The Essential Intelligence for the 21st Century (2015), suggested that CI is the critical way to more effectively respond to demands and opportunities of the 21st Century and also emphasized CI as an essential skill set.

As per Balsubramaniyam , Nirmala (2014) depicts that Cultural Intelligence helps to maximize the potential and performance of teams in a multicultural environment. Diversity training is a tool to improve organizational culture. (Prieto, Simone 2009).

Dimensions of cultural intelligence

Cultural Intelligence is a multi-dimensional concept.

There are four dimensions of Cultural Intelligence (CI): -

- **Cognitive CI** refers to an individual's knowledge regarding cultural norms, values, practices, and strategies in different cultural settings.

High *cognitive* means the ability to understand the **basics of culture.**

- **Metacognitive CI** refers to the level of a person's consciousness, understanding of cultural awareness, and processing during cross-cultural interactions.

 High Metacognitive CI means good Cultural Understanding with Interpretations.

- **Motivational CI** refers to a person's capability to pay attention and energy, force towards functioning in cross-cultural situations. High Motivational CI means Energy, self-confidence required in cultural understanding.

- **Behavioral CI** refers to a person's capability to do verbal and nonverbal communication while interacting with people from different cultures.

High Behavioral CI means ability of effectively engaging in leadership across cultures, applying verbal and nonverbal communication in cross-cultural situations.

Significance of the study

 The past study revealed that IQ (Intelligent Quotient) remains almost the same in all ages, but CI developed with focused efforts. (Ang & Early 2003) The culturally intelligent person does not jump to conclusions from only one or two hints but collects much biological information before judging the individual. (Livermore 2009)

 CI is not existed by birth or intuition, or experience, but it can be developed, so efforts are required to develop CI. (Livermore 2010, Ang & Early 2003)

Everybody has a specific CI that assessed and enhanced. It is called as CIS –Cultural Intelligence Scale. Leaders with high CI knew how to encounter new cultural situations. (Ang & Early 2003)

David Livermore 2010 wrote that the Higher CI of an individual makes the person more effective personally and professionally in a consistent way. These individuals get the benefits like preference in job, more personal satisfaction, well adaptation of multicultural situations. The author defined CI as 'the capability to function effectively in various national, ethnic and organizational settings.' Lower CI means more Cultural clashes,

the confrontation between majority and minority groups, lower down overall performance and increase in absenteeism, etc. (Donatus 2007)

Organizational effectiveness is the concept of how effective an organization is in achieving the outcomes the organization intends to produce (Mitchell, 2013). There exits the positive relationship between workplace diversity and organizational effectiveness. (Odita and Egbule 2015) , positive relationship between CI and individual performance (Afkaneh, Beyginia 2014)**, significant relation between culture and performance (**Pontefract **2017)**

 This research supported the study to get the maximum benefit of CI in individual and overall performance.

It is estimated that absentee differences attributable to **multiculturalism would cost a company an average of 3 million dollars per year (Cox 1993).** According to the SHRM Report (2015), worldwide **projects that fail because of cultural dissimilarities are almost 70%.**

   Llpois (2011) advised that the **absence of Cultural Intelligence may affect enterprises and the economy**. As per Livermore (2010), the organizations which applied CI assessment and training, almost **92% of such companies observed the increase in revenue within 18 months**. Such companies' executives commented CI to be a significant contributor to revenue growth.**Ninety percent [90%] of leading executives from 68 countries identify cross-cultural skills** as one of the most critical capabilities needed to remain competitive and identified it as a top challenge. (Livermore 2016, Economist Intelligence Unit 2013).

Though it is a newer area of study [Early & Ang (2003)**,** Vedadi, Kheiri, Abbasalizadeh (2010)**,** Menon, Narayanan (2015)], the above finding supports the study of CI at a broader level. Being a new research area, Menon & Narayanan (2015) also **recommended future research to upgrade CI theory and CI practice in Asia.** The Authors believed that cultural differences widely underestimated, so future research is required.Vedadi, Kheiri, Abbasalizadeh (2010) **pointed out that as CI is a new and growing construct, limited studies are available.** It is an essential variant for an international level and at a national level with subcultures within a country, so the research is necessary for this respect.

Researchers expected more research to develop emotional intelligence and Cultural intelligence and their role in employee performance to enhance productivity. Gorji, Ghareseflo (2011), and Stening (2006) The significant relationship between culture and performance is underlined in the past research **(**Pontefract **2017).** Livermore,2015 said that organizations adopt cultural intelligence as a critical way to face demands and opportunities of the 21st century world. E.g. IBM, Coca-Cola , Novartis , Google and Alibaba to universities like Harvard Business School and Nanyang Business School .

The research gap clearly shows that CI is indispensable part in performance and organisational effectiveness which needs to explore. After identifying the Research Gap , the researcher thought of the following :

The researcher attempted to know the awareness of the concepts,   Diversity Management and Cultural Intelligence, and aims to find the effect of the diversity & the Cultural intelligence on organisational performance and effectiveness.

There are different ways to develop CI , suggested in this study's findings. The Research methodology followed for the research work is discussed in the next part and framed the Research questions based on research gap.

RESEARCH METHODOLOGY

Research Questions (RQ)

- Whether the companies' managers are aware with the Diversity Management and   Cultural Intelligence (CI)?
- Is Cultural Intelligence (CI) of managers and organizations important for better organisational performance and organisational effectiveness?
- Does further research or study are expected in Diversity Management and Cultural Intelligence (CI)?

Objectives of the Study

- To know the extent of awareness in the Managers of Companies about Diversity Management and Cultural Intelligence (CI).
- To check the managers' perception about   importance of Cultural Intelligence (CI) in companies for better organisational performance and Organizational effectiveness.
- To know whether the Managers in Companies expect more research in this area.

Hypotheses

- H_1 :   The Managers in Companies perceive that they are aware about diversity at workplace, Diversity Management and Cultural Intelligence.
- H_2 :   The Managers are aware about the importance of Cultural Intelligence (CI) in Companies for better organisational performance and Organizational Effectiveness.
- H_3 :   The Managers in Companies expect more research in this area.

Sample Design

The sample size is 60 Top and Middle Level Managers from Leading service and manufacturing Multinational Corporations in and around Pune viz: Automobile, Banking & Insurance, Information Technology etc. Simple random sampling method used for collection of the data. Out of 60 managers, Top level managers are 46.7% (28) and Middle level managers are 53.3 % (32). Top level managers (framing policies and administering work) include CEO, Directors, President, Vice presidents, HR president, Chief Information officer, etc. Middle-level managers (Understand and implement the policies) include senior managers, associate managers, deputy managers, senior analyst etc.

Sources of Data Collection

Data collected through Primary and Secondary sources.

Primary Data: The primary data collected through a well-structured questionnaire. The sample size is 60 Top and Middle Managers from Leading service and manufacturing Multinational Companies in and around Pune. It covers the following variables: performance and productivity of employees, group performance, leadership, quality of life, quality of work life, work environment etc. The **5 point Likert scale** is used in the questionnaire.

Secondary Data: Data collected through Secondary sources. It includes Books, online resources, Journals, Thesis, Magazines, Newspapers, official reports, and the organizations' official websites.

Statistical tools used

Tabulation and Graphs: For the proper presentation of data the **Microsoft word** used.

For the storing of the data and responses collected **Microsoft excel-spreadsheet** used.

SPSS software (**IBM SPSS 18**) is used to get the statistical analysis of the survey.

The Central tendencies include Mean –To calculate averages and Mode-for getting the highest repeated observation.

5 point Likert scale is followed in the questionnaire to collect the data on systematic basis.

To check the **questionnaire's reliability,** the **Cronbach alpha Reliability Test** used.

For hypothesis testing, Z test used to know significant difference in the awareness of employees regarding **workplace diversity, diversity management and** CI. This test applied with the assumption that data is normally distributed and the sample size is more than 30.

Limitation of the study:

Simple random sampling method used for sampling.

Completed the study with top and middle-level managers working in multi-national companies in and around Pune City. **The sample size is 60 managers, including top-**level managers-46.7% (28), Middle level managers-53.3 % (32).

The study conducted during the years 2018 to 2020.
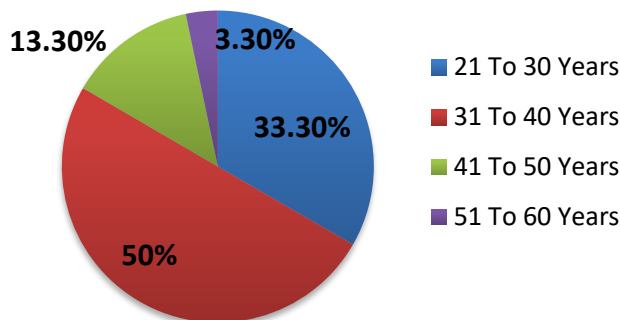
DATA ANALYSIS AND INTERPRETATION

A) Personal profile:

1) Age

Table 1:Age of the respondents

Age	Frequency	%
21 To 30 Years	20	33.3
31 To 40 Years	30	50.0
41 To 50 Years	8	13.3
51 To 60 Years	2	3.3
Total	60	100.0

Figure 1: Age of the respondents

[Source: Field work]

Analysis: As per Table 1 and Figure 1, 50% of the respondents belong to the age category of 31-40 years, whereas in 21-30 years and 41-50 years, the respondents are 33.3% and 13.3 %respectively, only 3.3 % belongs to 51-60 years' age category.
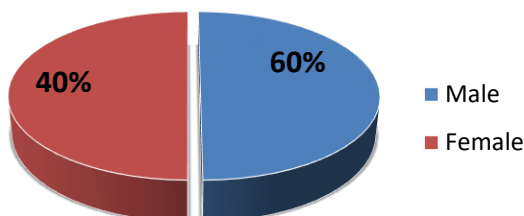
Interpretation: Majority of the managers (50%) are between 31-40 years belong to working population.

2) Gender

Table 2   : Gender profile of respondents   **Figure 2: Gender profile of respondents**

	Frequency	%
Male	36	60
Female	24	40
Total	60	100

[Source: Field work]

Analysis: As per Table 2 and Figure 2, **Male** respondents are 60% and female respondents are 40% from the top and middle level managers.
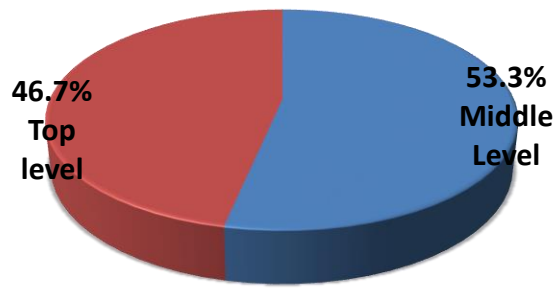
Interpretation: Majority of the managers are male (60%). The opinions include male and female top and middle managers so that the study will not be partial.

3) Designation

Table 3:Designation of the respondents

	Frequency	%
Middle Level	32	53.3
Top Level	28	46.7
Total	60	100.0

Figure 3: Designation of the respondents

[Source: Field work]

Analysis: As per Table 3 and Figure 3, Middle level managers are 53.3% and 46.7% are top level managers.

Interpretation: Majority of the managers are middle level managers **(32%).**The top level and medium level managers are both policy makers so their opinion matter much. These are the managers who in reality face the challenges in diversity management.

## B) Research Data analysis and Data interpretation

QB.1. Awareness of diversity at workplace, diversity management and CI

Table 4: Awareness of diversity at workplace, diversity management and CI

Scale	Workplace Diversity		Diversity Management		CI /CQ	
	Frequency	%	Frequency	%	Frequency	%
Completely Unaware	2	3.3	10	16.7	12	20.0
Unaware	14	23.3	8	13.2	14	23.3
Some What Aware	12	20.0	10	16.7	10	16.7
Aware	10	16.7	22	36.7	16	26.7
Completely Aware	22	36.7	10	16.7	8	13.3
Total	60	100.0	60	100.0	60	100.0

[Source: Field work]

Figure 4: Awareness of diversity at workplace, diversity management and CI
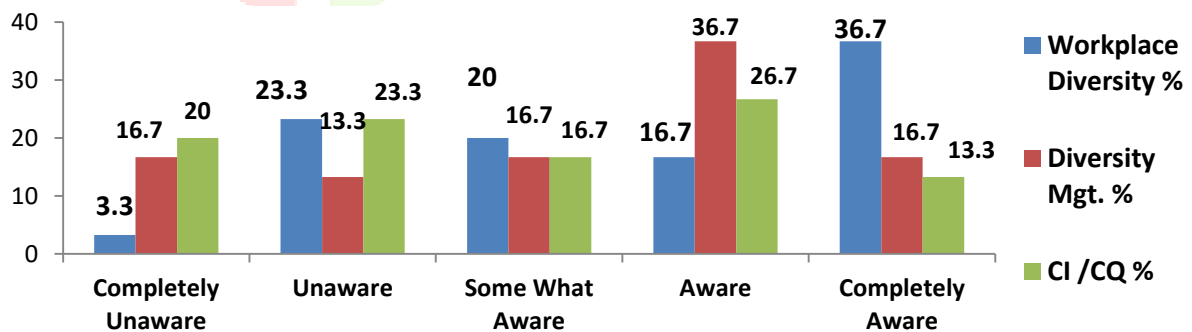
Analysis: As per Table 4 and Figure 4, For the **workplace diversity**, completely aware are 36.7 % respondents and aware are 16.7%, 20% believe that they are somewhat aware, whereas unawareness is 26.6% in which unaware 23.3% and completely unaware are 3.3% of the total respondents.

For the **diversity management**, completely aware are 16.7% and aware are 36.7% respondents, somewhat aware are 16.7% respondents whereas unaware are 13.3% and 16.7% are completely unaware.

For the **Cultural Intelligence** ,13.3% completely aware whereas   26.7% of the respondents   aware with the concept of CI.16.7% somewhat aware and 23.3% are unaware,20 % of the respondents completely unaware with the concept of CI.

Interpretation: More than 70% of the managers are aware of workplace diversity and diversity Management.57 %of the managers are aware of CI. It shows that Managers are highly aware of Diversity Management and moderately aware with the concept of CI.

QB.2. Channels of getting information on diversity management

Table 5: Channels of getting information on diversity management

Channels	Yes %	No %	Total %
Newspaper	**53.3**	**46.7**	**100**
Movies/Documentaries	**40.0**	**60.0**	**100**
Books	**23.3**	**76.7**	**100**
Travel to other state/country	**40.0**	**60.0**	**100**
Working with Colleagues, Peers of Different culture	**83.3**	**16.7**	**100**
Experiential learning	**36.7**	**63.3**	**100**
Workshops	**33.3**	**66.7**	**100**

[Source: Field work]

Figure 5: Channels of getting information on diversity management
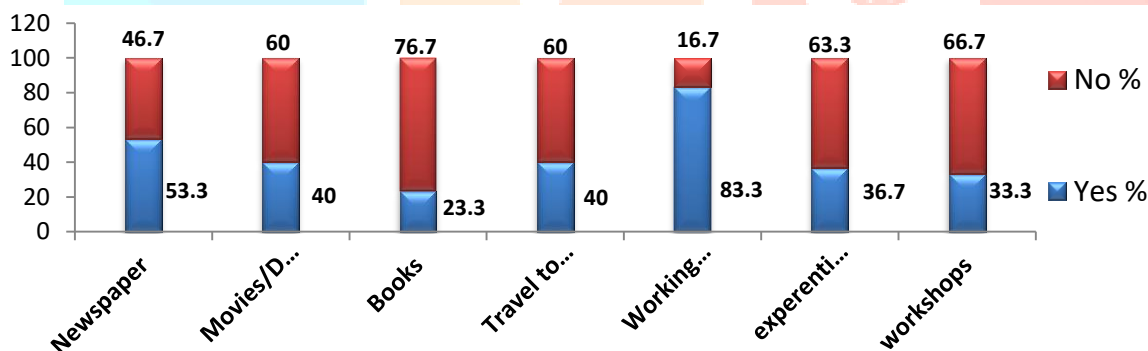
Analysis: As per Table 5 and Figure 5, Working with Colleagues/Peers of Different Culture (83.3%), newspapers (53.3%), movies (40%), travelling (40%) and experiential learning (36.7%) are the highest preferred channels to get information about diversity management than workshops (33.3%) and books (23.3%).

Interpretation: The prominent channel of getting information about diversity management is through colleagues and peers. But, there are limitations in getting the information about diversity and diversity management from Colleagues/Peers of Different Culture. This information may be individual perception and individual opinion based, which is likely to be incorrect too. The wrong perception may influence the managers' behavior wrongly in diversity management. It reveals that managers are highly aware of diversity management and know different channels to get information.
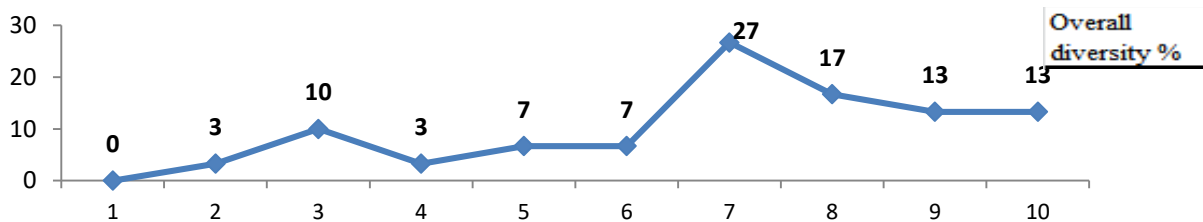
QB.3. To what extent your organization has overall diversity in the workforce

Table 6:   Overall Diversity of the workforce

Parameters	1	2	3	4	5	6	7	8	9	10	Total
Overall diversity %	0	3	10	3	7	7	27	17	13	13	100

[Source :Field work]

Figure 6:   Overall Diversity of the workforce

Analysis: As per Table 6 and Figure 6, **T**he scale is 1 (minimum) to 10 (maximum)The minimum score for scale 1 is 0 and maximum is for scale 7 which is 27.

Interpretation: There is moderate to high diversity at workplace. The awareness of the respondents towards Workplace Diversity is high.

QB.4. Cultural Intelligence of employees has effect on Individual & Team Performance

Table 7:Effect of CI on performance

Figure 7: Effect of CI on performance

	Frequency	%
Strongly Disagree	4	7
Disagree	6	10
Some What Agree	8	13
Agree	24	40
Strongly Agree	18	30
Total	60	100
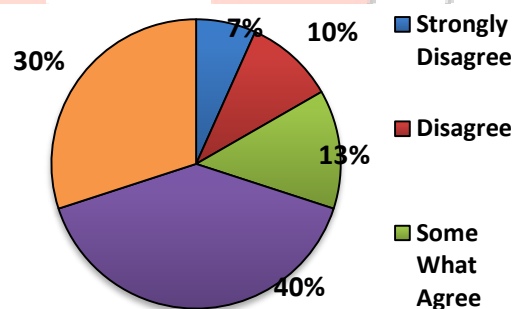
[Source: Field work]

Analysis: As per Table 7 and Figure 7, 83% of the managers think that CI of the employees affects Individual & Team performance, out of which 30% strongly agree and 40% agree and 13% somewhat agree, whereas10% are disagree and 7% strongly disagree with this.

Interpretation: Majority of the managers (83%) believe that there is effect of CI of employees on their Individual & Team performance.
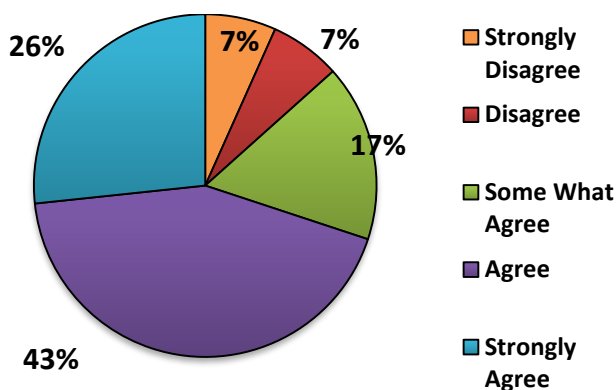
With this, the importance of CI of individual & team on the performance on individual & team, results in better organizational effectiveness is underlined.

QB.5. Cultural Intelligence of employees has effect on overall Productivity and Performance

Table 8: Effect of CI on productivity & performance

Figure 8: Effect of CI on productivity & performance

	Frequency	%
Strongly Disagree	4	7
Disagree	4	7
Some What Agree	10	17
Agree	26	43
Strongly Agree	16	26
Total	60	100

[Source: Field work]

Analysis: As per Table 8 and Figure 8, 86% of the managers think that CI of the employees affects overall productivity & performance, out of which 43% agree and 26% strongly agree, whereas17% somewhat agree ,7% disagree and remaining 7% are strongly disagree with this.

Interpretation: Majority of the managers (86%)agree about the effect of CI of employees on overall productivity and performance. With this, the CI's importance for overall performance results in better organizational effectiveness underlined.

QB.6. To what extent Cultural Intelligence of employees has effect on Leadership

Table 9 : Effect of CI on leadership

Figure 9 :   Effect of CI on leadership

	Frequency	%
Strongly Disagree	2	3
Disagree	8	13
Some What Agree	14	23
Agree	14	23
Strongly Agree	22	38
Total	60	100
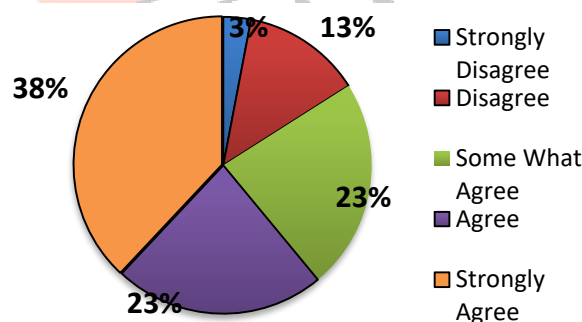
[Source: Field work]

Analysis: As per Table 9 and Figure 9, 84% of the managers think that CI of the employees has effect on leadership, out of which 38% strongly agree,23% agree and 23% somewhat agree, whereas 13 % disagree 3% strongly disagree with this.

Interpretation: Majority of the managers (84%) agree that Cultural Intelligence of employees has effect on leadership, with this, the importance of CI in leadership and better organizational effectiveness underlined.
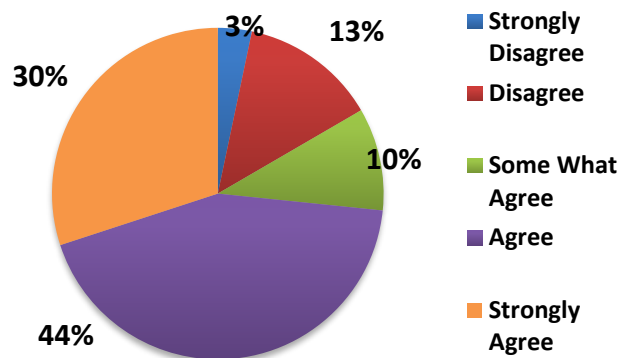
The majority of the respondents supported that Cultural Intelligence of Leaders play a positive role in Organizational effectiveness.

QB.7. To what extent Cultural Intelligence of employees has effect on Work environment

Table 10 : Effect of CI on Work Environment

	Frequency	%
Strongly Disagree	2	3
Disagree	8	13
Some What Agree	6	10
Agree	26	44
Strongly Agree	18	30
Total	60	100

Figure 10 : Effect of CI on Work Environment

[Source: Field work]

Analysis: As per Table 10 and Figure 10, 30% of the managers strongly agree about CI has effect on work environment, 44% agree with this,10% of the respondents somewhat agree and13% disagree ,3% strongly disagree with statement.

Interpretation: Majority of the managers (84%)agree with the effect of CI on work environment, with this the importance of CI towards better work environment and better organizational effectiveness underlined.

QB.8. To what extent Cultural Intelligence of employees has effect on Quality of Life

Table 11: Effect of CI on Quality of Life

	Frequency	%
Strongly Disagree	2	3
Disagree	6	10
Some What Agree	16	27
Agree	20	33
Strongly Agree	16	27
Total	60	100

Figure 11: : Effect of CI on Quality of Life
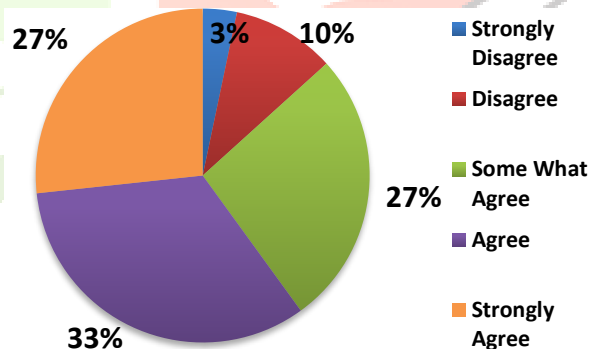
[Source: Field work]

Analysis: As per Table 11 and Figure 11, 27% of the managers strongly agree about CI has effect on quality of life, 33% agree with this.27% of the respondents somewhat agree and10% disagree ,3% strongly disagree with statement.

Interpretation: Majority respondents (87) %agree that there is the effect of CI of employees on quality of life. Thus the importance of CI on quality of life and better organizational effectiveness is underlined.

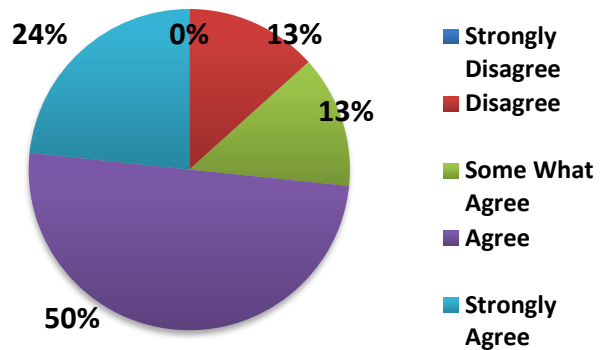**QB.9**. **To what extent Cultural Intelligence of employees has effect on Quality of Work life**

Table 12 : Effect of CI on Quality of work life

	Frequency	%
Strongly Disagree	0	0
Disagree	8	13
Some What Agree	8	13
Agree	30	50
Strongly Agree	14	24
Total	60	100

[Source: Field work]

Figure 12 : Effect of CI on Quality of work life

Analysis: As per Table 12 and Figure 12, 87% of the respondents are of the opinion that CI of the employees has effect on quality of work life, out of which 24% strongly agree and 50% agree,13% are somewhat agree whereas 13% disagree with this.

Interpretation: Majority respondents (87%)agree with the effect of CI of employees on quality of work life. With this the importance of CI towards quality of work life and better organizational effectiveness is underlined.
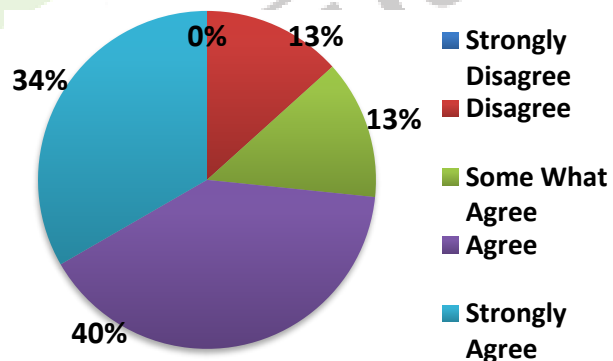
QB.10. To what extent Cultural Intelligence of employees has effect on Organizational Effectiveness

Table 13 : Effect of CI on Organizational effectiveness

	Frequency	%
Strongly Disagree	0	0
Disagree	8	13
Some What Agree	8	13
Agree	24	40
Strongly Agree	20	34
Total	60	100

Figure 13 : Effect of CI on Organizational effectiveness

[Source: Field work]

Analysis: As per Table 13 and Figure 13, 87% of the respondents are of the opinion that CI of the employees has effect on quality of work life, out of which 34% strongly agree,40% agree and 13%somewhat agree whereas 13% disagree with this.

**Interpretation:** Majority of the respondents (87%) agree with the effect of CI of employees on organizational effectiveness. With this, the importance of CI towards better organizational effectiveness is underlined.

QB.11. My organization gives enough importance to diversity Management

Table 14 : Opinion on Diversity Management   **Figure 14   : Opinion on Diversity Management**

	Frequency	%
Strongly Disagree	0	0
Disagree	4	7
Some What Agree	12	20
Agree	30	50
Strongly Agree	14	23
Total	60	100
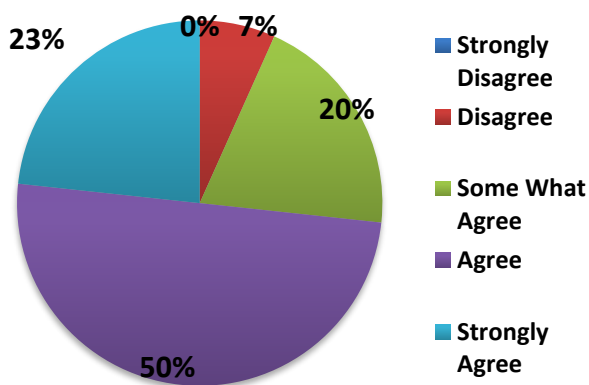
[Source: Field work]

Analysis: As per Table 14 and Figure 14, 23% of the respondents strongly agree ,50% agree and 20% somewhat agree about their organization gives enough importance to diversity management, remaining 7% disagree with this.
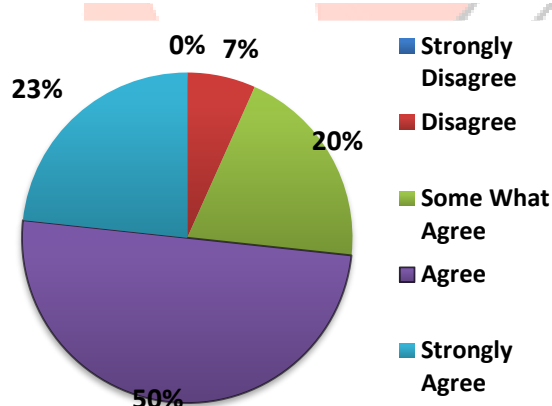
Interpretation: Majority of the respondents (93%) think that their organization gives enough importance to diversity management. It shows the awareness towards diversity at workplace and diversity management.

QB.12. My organization gives enough importance to development of Cultural Intelligence of employees.

Table 15 : Opinion on development of CI   **Figure 15 : Opinion on development of CI**

	Frequency	%
Strongly Disagree	0	0
Disagree	4	7
Some What Agree	12	20
Agree	30	50
Strongly Agree	14	23
Total	60	100

[Source: Field work]

Analysis: As per Table 15 and Figure 15, **23**% of the respondents strongly agree,50% agree and 20% somewhat agree about their organization gives enough importance to **develop Cultural Intelligence** and remaining 7% disagree with this.

Interpretation: As most of the respondents (93%)think that their organization gives enough importance to develop Cultural Intelligence, it shows the awareness of respondents towards the need for **development of Cultural Intelligence**.
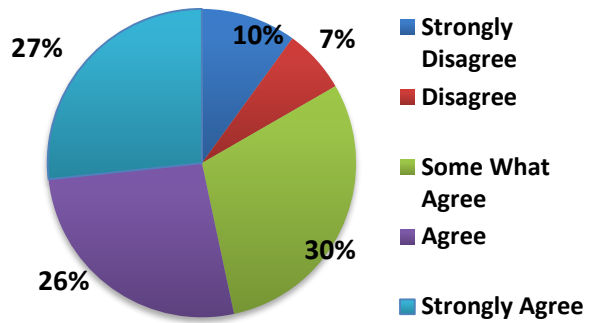
QB.13. My Company Conducts Programs to develop Cultural Intelligence

Table 16   :   Programs on CI   Figure 16   :   Programs on CI

[Source: Field work]

Analysis: As per Table 16 and Figure 16, Out of total respondents 27% strongly agree, 26% agree that their company conducts Programs to develop Cultural Intelligence.30% somewhat agree ,7% disagree and 10% strongly disagree with the statement.

**Interpretation:** Around 50% managers say that their company conducts programs to develop Cultural Intelligence remaining 50% say that such programs are not conducted. It highlights the moderate awareness of the concept cultural intelligence. It also emphasizes the importance of CI to research more in this area and spread awareness through programs. As 30% managers are somewhat agree with programs conducted by organizations to develop CI, Special training programs related to diversity Management are helpful to increase level of cultural intelligence, so the hypothesis that top and middle level Managers perceive that they are moderately aware about Cultural intelligence is satisfied.

QB.14. My organization has created a working environment to increase the motivation, satisfaction, commitment of diverse people.

Table 17: Opinion on Working environment   Figure 17   : Opinion on Working environment

|	Frequency	%
Strongly Disagree	2	3
Disagree	12	20
Some What Agree	26	42
Agree	20	32
Strongly Agree	2	3
Total	60	100

[Source: Field work]

Analysis: As per Table 17 and Figure 17, Out of the total respondents, 32% agree and 3% strongly agree with the statement that their organization has created a working environment to increase the motivation, satisfaction, commitment of diverse people further 42% somewhat agree ,3% strongly disagree whereas 20% disagree with the statement.
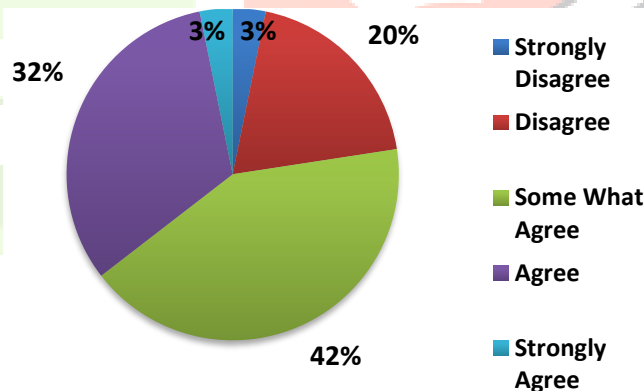
	Frequency	%
Strongly Disagree	6	10
Disagree	4	7
Some What Agree	18	30
Agree	16	26
Strongly Agree	16	27
Total	60	100

Interpretation: Majority of the managers (42%) are somewhat agree with the statement. 35% of managers firmly say that their organization creates a work environment to increase motivation, satisfaction, and commitment of diverse people, so the managers should firmly say that the focused efforts are needed. Further research required in this area.

QB.15.   I think, I should explore the concept of Cultural Intelligence more

Table 18   : opinion to Explore CI more

Figure 18   : Opinion to Explore CI more

	Frequency	%
Strongly Disagree	2	3
Disagree	4	7
Some What Agree	16	27
Agree	24	40
Strongly Agree	14	23
Total	60	100

[Source: Field work]
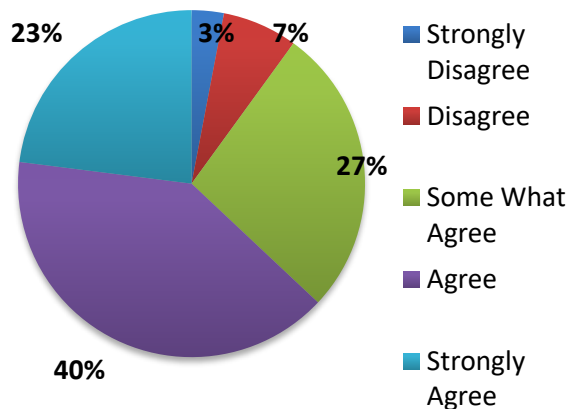
Analysis: As per Table 18 and Figure 18, 40% of the respondents agree ,23% strongly agree,27% somewhat agree,7% disagree and 3% strongly disagree about exploring the concept of Cultural Intelligence more.

Interpretation: Majority of the respondents (90%)   are interested to explore the concept of CI further. It underlines the importance of the concept of CQ and requirement of further study or research. The objective of the study to know whether more research expected by managers fulfilled with positive response by majority of the managers.

HYPOTHESES TESTING

Hypothesis 1:

H0: The Managers in Companies perceive that they are not aware about diversity at

   workplace, Diversity Management and Cultural Intelligence

H1: The Managers in Companies perceive that they are aware about diversity at workplace,

   Diversity Management and Cultural Intelligence.

To test this hypothesis question no. QB1.1 has been considered. Different questions are asked related to diversity at workplace, Diversity Management and Cultural Intelligence. The Z test has been used.

Table 19 :   One-Sample Test

Awareness	Test Value = 0 df=59	
	Z	Sig. (2-tailed)
Awareness of Diversity at Work Place	15.138	.000
Awareness of Diversity Management	13.055	.000
Awareness of Cultural Intelligence	46.633	.000

In above table 19, Z's value is greater than the table value of Z (i.e., Z = 1.96) in all the cases. Also, the 'P' value is less than 0.05 (P < 0.05) .However, the null hypothesis (H_0) was rejected & the alternate hypothesis (H_1) was accepted. Hence, there is a significant difference in the awareness of employees regarding the concepts.

The awareness of diversity at workplace is high (74%), the awareness of Diversity Management is high (71%), and for Cultural intelligence, it is moderate (57%) in the sample

The Top and Middle-Level Managers in Companies perceive that they are aware of diversity at the workplace, Diversity Management, and Cultural Intelligence.

So, the top and middle-level managers are highly aware of diversity at the workplace and Diversity management and are moderately aware of   Cultural Intelligence.

Hypothesis 2

H_0: The Managers are not aware of the importance of Cultural Intelligence (CI) in companies for better
        organizational performance and Organizational   Effectiveness.

H_1:   The Managers are aware of the importance of Cultural Intelligence (CI) in
        companies for better organizational performance and Organizational   Effectiveness.

To test this hypothesis, question no. Q B.4 To B1.10 from the questionnaire for employees has been considered. The outcome is based on the responses or perceptions of the managers.

Organizational effectiveness depends on many variables. Some of them related to cultural intelligence considered for this research   e. g. individual and team performance, overall performance, leadership, quality of life, quality of work-life, work environment, etc. The majority of the managers agree with the importance of Cultural intelligence for better organizational performance and organizational effectiveness. (Refer Q. B.4 to Q.B.10) The high awareness of Cultural Intelligence is observed on quality of life, quality of work-life, work environment, leadership, individual and team performance, overall performance, and organizational effectiveness.

So it is concluded that the **top and middle-level managers are highly aware of the importance of Cultural Intelligence (CI) in Companies for better Organisational performance and Organizational effectiveness.**

Hypothesis 3

H_0:   The Managers in Companies do not expect more research in this area.

H_1:   The Managers in Companies expect more research in this area.

To test this hypothesis, question no. Q B.11 To B.15 from the questionnaire for employees has been considered. The outcome is based on the responses or perceptions of the managers. The majority of the managers agree with initiating more research in the area of CI. (Refer Q.B.11to B.15)

So it is concluded that the **top and middle-level managers in Companies expect more research in this area.**

FINDINGS

- Cronbach alpha of the questionnaire is 0.949, which shows the questionnaire's high reliability.

- More than 70% of the managers are aware of workplace diversity and diversity Management.57 % of the managers aware of CI. It shows that Managers are highly aware of the concept of Diversity Management and moderately aware of the concept of CI. There is a need to spread awareness at a wider level through various channels such as training sessions, online or offline videos, manuals, books, short plays, scenes in movies or web series, experience sharing, case studies, etc.

- As per the managers' opinion, the prominent channel of getting information about diversity management is interaction with colleagues and peers. But, there are limitations in getting the information about diversity and diversity management from Colleagues/Peers of Different Cultures. This information may be individual perception and individual opinion-based, which is likely to be incorrect. The wrong perception may influence the managers' behavior wrongly in their diversity management. It reveals that managers are highly aware of diversity management.

- Though various companies conduct diversity workshops, the data shows a very less impact of the same on the awareness of diversity management.

- Majority of the managers believe that there is an effect of CI of employees on their performance. The majority of the managers think that there is effect of CI of employees on individual & team performance, overall productivity, work environment, quality of life and work life, organizational effectiveness, and the importance of these variables in better organizational effectiveness.

- Majority of the managers agree that role of Cultural Intelligence of employees has effect on leadership, with this, the importance of CI in leadership and better organizational effectiveness underlined. The majority of the respondents supported that Cultural Intelligence of Leaders play a positive role in Organizational effectiveness.

- Majority respondents agree with the effect of CI of employees on organizational effectiveness. With this the importance of CI towards better organizational effectiveness is underlined.

- Majority of the respondents think that their organization gives enough importance to diversity management. It shows the awareness towards diversity at workplace and diversity management.

- As most of the respondents think that their organization gives enough importance to develop Cultural Intelligence, it shows respondents' awareness towards need for **development of Cultural Intelligence.**

- Around 50 % managers say that their company conducts programs to develop Cultural Intelligence remaining 50 % managers say programs not conducted. It highlights the moderate awareness of the concept cultural intelligence. It also emphasizes the importance of CI to research more in this area and spread awareness through programs.

- Majority of the organizations take less special efforts on crating work environment for the satisfaction and, motivation and furthering commitments of diverse people. It means the focused efforts are needed to plan environment to suit diverse workforce. Further research required in this regard.

- Majority of the respondents (90%)are interested to explore the concept of CI further. It underlines the importance of the concept of CQ and requirement of further study or research. The objective of the study to

know whether more research is expected by managers is fulfilled with positive response by most of the managers.

- Managers are not very pleased and satisfied with how the training programs develop their cultural intelligence.

SUGGESTIONS

- The companies should make focused efforts for creating **working environment to increase the motivation, satisfaction, commitment of diverse people. These efforts need be spelt out clearly and need to be the part of the concerned policy.**

- The companies should start **online awareness programs** for getting clear and correct information about company **diversity and diversity management**.
  The companies should also organize **face to face training programs on awareness and capacity building programs for** their diversity management and cultural intelligence.

- The workshop's training design on Diversity Management needs critical revisiting. It should have addressed the knowledge, skill and attitude {KSA}related to the concept. Awareness training, sensitization training, and capacity building training are essential. Those must be the mix of various training methodologies.E.g. lectures, role play, brain storming, group discussions and case study etc.

- There is a need for **training programs on cross cultural training (online and offline**)

- To overcome diversity management challenges**, the diversity training /cross cultural training inclusive of Cultural Intelligence training is** desirable. The innovative ways to provide such training and the expert trainers are in demand.

AREA FOR FURTHER STUDY

The further research could be a role of cultural intelligence on the leadership competence and the ways and means to develop CI amongst employees. One can study correlation between **Cultural Intelligence** and leadership.

CONCLUSION

Diversity brings innovation in ideas that are important for enhancing individual, team, and organizational performance. The companies need to pay attention to creating a working environment to increase the motivation, satisfaction, and commitment of diverse people, leading to organizational effectiveness. Day by day, the employees need to work in more diverse groups, and managers' challenges to manage this diversity for organizational effectiveness have become imperative. As there is **moderate awareness in managers regarding CI** compared to the diversity management, the companies' efforts to develop the CI of managers to work comfortably in the companies with other managers and employees with diverse backgrounds. There is much requirement to spread awareness of CI in companies and build employees' capacity in CI. Diversity is to treated as boon and not the bane. As Cultural Intelligence has proved to be a catalyst for better Organizational performance and effectiveness, it should be attended to and focused trainings should be conducted frequently on Diversity Management and Cultural Intelligence.

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