

The Impact of Employees' Cultural Intelligence on Hospital Organizational Culture

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Abstract: Background and Objective: Organizational culture, as an important and fundamental part of an organization, affects all aspects of the organization, including goal setting, strategy, individual behavior, organizational performance, motivation and job satisfaction, creativity and innovation, the level of employee participation in matters, and the like, so that successful organizations have a strong and effective organizational culture.

Meanwhile, employees' enjoyment of cultural intelligence plays a significant role in strengthening organizational culture, and the relationship between these two variables has not yet been studied in hospitals in the country. In this regard, the present study aimed to investigate the relationship between cultural intelligence and its dimensions with organizational culture in Shahid Madani Hospital in Khorramabad.

Materials and Methods: The present study is a descriptive-correlational and cross-sectional study. The statistical population studied in this study is all employees of Shahid Madani Hospital in Khorramabad. Accordingly, 160 employees were selected by random sampling using the Morgan table. Ang and Denison questionnaires were used to measure cultural intelligence and organizational culture, respectively, and finally the collected data were analyzed using structural equation modeling and SPSS 26 and LISREL software.

Findings: The research findings showed that the relationship between cultural intelligence and its dimensions with organizational culture is significant. Among the dimensions of cultural intelligence, the cultural dimension has a stronger correlation with organizational culture with a coefficient of 0.65.

Ethical considerations: All matters related to the informed consent of the participants in the study to fill out the questionnaire and the confidentiality of the responses were taken into account.

Conclusion: The results showed that the ability of cultural intelligence to understand cultural factors outside the organization and to identify internal strengths and weaknesses is important. Therefore, considering the acquired nature of this ability, it is suggested that cultural intelligence be increased among hospital staff through formal training.

This requires that individuals be aware of the characteristics of other cultures and, by reviewing their own cultural knowledge, provide the context for extensive interactions between other cultures.

Keywords: *Cultural Intelligence, Organizational Culture, Hospital Management, Employee Adaptability, Cross-Cultural Competence.*

1. INTRODUCTION

Today's organizational environment requires individuals who are able to adapt to the values and norms derived from the organizational culture. Organizational culture, taking into account the unique characteristics of the individual, shapes the beliefs, values, norms, and behaviors of organizational employees and facilitates the organization's achievement of its mission. Organizational culture is considered an important and fundamental part of an organization and is a social reality that is formed based on the unique interactions of organizational members. Organizational culture is the product and result of the reciprocal or interactive relationship between the prejudices and principles accepted by the founders of the organization and what the members of the organization learn and will later adopt. Learning is established, so that each organization has its own unique culture that shows individuals how to understand and give meaning to events.

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Studies show that organizational culture affects all aspects of the organization, including goal setting, strategy, individual behavior, organizational performance, motivation and job satisfaction, creativity and innovation, the level of employee participation in matters, and the like, so that successful organizations have a strong and effective organizational culture.³

From the perspective of Thomaidou et al. (2021), organizational culture provides the conditions for creating harmony outside the organization and harmony within the organization and acts as a social controller to reinforce certain behaviors and prevailing values.⁴ Davidson et al. (2015) believe that organizational culture promotes the economic efficiency of companies, enhances the self-confidence and personal level of employees within the organization, creates a The incentive mechanism strengthens the communication structure and coordination within the organization and ultimately improves the performance and efficiency of the organization.⁵

Organizational culture is an environmental variable that affects all members of the organization to varying degrees. Therefore, a correct understanding of this structure is important for effective organizational management and work. Today, organizational managers have realized that in order to respond appropriately to the needs of the external environment and to coordinate and strengthen Internal processes require formal and even informal cultural training for new employees of the organization. Therefore, by having the necessary capacity to change and transform the organizational culture, it becomes possible to change the actions, thoughts, and feelings of a large part of the organization's members.⁶

Denison has introduced four basic cultural dimensions, which are:

1 - Participation: measured by three indicators of empowerment, team building, and capability development, and the values that arise from high levels of participation at work.

2- Consistency: In a culture of integration and consistency, communication is a very reliable process for exchanging information, because in this culture, there is a general agreement on the meanings of words, actions, and symbols, and in this case, a kind of common vision, beliefs, and shared values are created among the members of the organization, leading to increased coordination and the level of understanding and feeling of employees towards each other and towards the organization;

3- Adaptability: These are cultures that oblige the organization to adapt to changing demands and conditions. In fact, adaptability enables the organization to demonstrate better recognition and responsiveness to the organization's external and internal environment;

4- Mission: Based on the mission and the culture, it expresses the common definitions of the goals and tasks of an organization, which not only has a positive effect on investment and efforts to improve the organization's situation but also helps to identify goals and strategies that facilitate the selection of the organization's paths of movement.⁷

Hospitals have a culture that is different from other organizations due to their mission, commitments, matrix structure, and technology, and this culture affects all aspects of it. Hospital managers' full awareness and understanding of organizational culture will lead to better leadership of organizational changes, and the success of a hospital's strategies is influenced by its cultural values. Ignoring organizational culture, beliefs, and values of individuals, if it does not lead to the absolute failure of the organization and failure to achieve goals and expectations, at least it creates many problems in the process of organizational movement and wastes a lot of energy in solving the problems created by confronting the anticipated goals with the prevailing culture of the organization.⁸

³ Rahimi,et, al.2020.

⁴ Pavlidou and Efstathiades,2021.

⁵ Davidson,et, al.2015.

⁶ Sokhanvar and Mosadeghrad,2017.

⁷ Sadeghi,et al. 2018.

⁸ Ahmady,et, al.2016.

In their study, Sukhnour and Mosadgharad emphasized that organizational culture plays a critical role in hospital performance and attributed the successes and failures of hospital strategies to culture.⁹ Saadati et al. used the Denison model to examine hospital culture. The results of this study emphasized the participatory nature of organizational culture.¹⁰

Runtu et al. (2019) examined the effects of organizational culture on organizational coordination in hospitals. This study, which was conducted as a systematic review, showed that organizational culture plays a key role in coordinating communication within work teams, managing conflict, and the level of authority and power in the organization.¹¹) Understanding and addressing cultural differences among employees helps organizations achieve their goals. Studies show that some employees can adapt more effectively to their own culture and other cultures and better accept cultural diversity. Accordingly, the concept of cultural intelligence has entered the field of analyzing behavior and justifying the adaptation of individuals to each other and to the organizational culture, which means coordination and adaptation to different cultures; cultural intelligence is the most important tool that It can be used to deal appropriately with different cultures.

Cultural intelligence is one of the most effective tools for performing tasks effectively in culturally diverse environments such as hospitals. Cultural intelligence and its strengthening among hospital staff helps organizational values to be understood and accepted more quickly and makes organizational culture a leading factor in achieving its mission.¹²

The concept of cultural intelligence was first proposed by Earley and Ang, researchers at the London Business School. They defined cultural intelligence as the ability to learn new patterns in cultural interactions and to provide appropriate behavioral responses to these patterns.¹³

Cultural intelligence is a unique type of intelligence that is highly relevant to culturally diverse work environments. (2004) Peterson M. Cultural intelligence is defined as the ability to apply skills and abilities in different environments. Statistics show that many business failures occur when people from different cultures do not have a proper understanding.¹⁴

(Thomas et al., 2008) defined cultural intelligence as a system of interactive capabilities. In fact, cultural intelligence is a capacity that allows individuals to Have a good understanding of a wide range of cultures and act appropriately.¹⁵ Gol and Erkin examined the relationship between cultural intelligence and cultural sensitivity in nursing students.

The results of this study showed that nursing students with higher levels of cultural intelligence were more sensitive to cultural understanding and established better relationships with people.¹⁶ (18). (Eaglin et al., 2021) The importance of cultural intelligence in better leadership of nurses They know and consider it the reason for creating interest and motivation among all nurses .¹⁷

Research on cultural intelligence shows that this individual ability is acquired and increases through formal training and continuous interaction, so organizations can cultivate this important and vital ability for their employees.¹⁸

VanDyne and Ang have studied the measurement of cultural intelligence and its impact on adaptability, decision-making, cultural fit, and job performance. The results of this study showed that the dimensions of cultural

⁹ Denison.et, al.2014.

¹⁰ Bashokouh,el, al.2020.

¹¹ Runtu,el, al.2019.

¹² Altinay,et, al.2020.

¹³ Earley and Ang,2003.

¹⁴ Peterson,2016.

¹⁵ Thomas,et, al.2008.

¹⁶ Göl İ, 2019.

¹⁷ Richard-Eaglin,2021.

¹⁸ Ahmady,et, al.2016.

intelligence are related to each of these variables, and in fact, cultural intelligence has been introduced as a predictive factor of these variables.

Thus, the two dimensions of cultural intelligence, strategy and knowledge, affect an individual's cultural judgment and decision-making. Also, the behavioral and motivational dimensions of cultural intelligence predict the degree of cultural adaptation of an individual to new cultural situations, and finally, the strategic and behavioral dimensions of cultural intelligence affect an individual's job performance.¹⁹

In this study, four components were used to measure cultural intelligence. Ang and colleagues consider cultural intelligence to consist of four components:

1. Cultural component: It is the way in which an individual reasons about cross-cultural experiences. This component of cultural intelligence considers the process that individuals use to acquire and understand cultural knowledge.²⁰ An example of this is when a person adjusts their concepts and mental images based on an actual experience that does not match their expectations.²¹

2- Cognitive component: It is an individual's awareness of the similarities and differences between cultures and reflects general knowledge about cultures (for example, information about religious and spiritual beliefs and values and beliefs about work, time, family relationships, manners and customs, and language);

3- Motivational component: The individual's confidence and trust in being able to adapt to the new culture. The motivational dimension of cultural intelligence includes the level at which individuals are confident and trusting in their abilities in intercultural interactions, the degree of openness to experience interactions with people from other cultures, and the degree of satisfaction they derive from those interactions;

4- Behavioral component: It indicates the individual's ability to display appropriate verbal and nonverbal actions in interactions with individuals from different cultures. This component of cultural intelligence focuses on how individuals act in situations in which they find themselves in a new culture (the individual's overt actions), while behavioral cultural intelligence refers to the individual's ability to respond appropriately.²²

Cultural intelligence is a concept that has received limited research. In light of the above explanations, the present study aims to investigate the relationship between cultural intelligence and organizational culture in Wazir Mohammad Akbar Khan Hospital, Kabul, and Jamhuriyat Hospital, and to determine what type of organizational culture medical staff with different levels of cultural intelligence prefer.

2. ETHICAL CONSIDERATIONS

The completion of this questionnaire was done with the full consent of the respondents, and the participants were assured that their answers would remain confidential. In general, the principles of ethics in the research were observed in accordance with the guidelines of the Code of Ethics in Medical Sciences Research.

3. MATERIALS AND METHODS

The present study is a cross-sectional descriptive-correlational study with a meta-empirical paradigm. The statistical population included all employees of Wazir Mohammad Akbar Khan Hospital in Kabul and Jamhuriyat Hospital, totaling 305 people. The Morgan table was used to select the statistical sample.

According to this table, 169 people were proposed as a sample. In this regard, in the present study, 175 questionnaires were distributed among hospital employees, and 160 of them were returned and analyzed. It is worth mentioning that due to the availability of members of the statistical community, a simple random sampling method without replacement and by drawing lots was used.

¹⁹ Ang,et, al.2006.

²⁰ Ang,et, al.2006.

²¹ . Beneroso and Alosaimi,2020.

²² Zaman and Aktan,2021.

For this purpose, 175 cards were initially prepared and after numbering and assigning a number to each of the sample members, a number was randomly selected from these and the questionnaire was given to the individual in question. The data collection tool in this study was a standard questionnaire.

In this study, in order to investigate the relationship between cultural intelligence and organizational culture, the necessary information was collected through Ang et al.'s (2007) 18-question questionnaire to measure cultural intelligence and Denison's 45-question questionnaire to measure organizational culture.

The scale of the questionnaires for cultural intelligence (with cognitive, cultural, motivational and behavioral dimensions) and organizational culture (with mission, coherence, participation and adaptability dimensions) is a 5-point Likert scale. The validity of the cultural intelligence questionnaire was determined and confirmed using the opinions of professors related to the research topic. It was also determined through construct validity that all questions have a reasonable correlation with their latent variables. In the construct validity according to Holland (1999), the factor loading of all the variables measuring indices should be above 0.4.

According to Figure 1, which shows the research model in the standard measurement mode, the factor loading of all the cultural intelligence measuring indices was above 0.4, which indicates the confirmation of the construct validity of the research questionnaire.

Regarding the reliability of the entire cultural intelligence questionnaire, this value was 0.81, which indicates a good and appropriate reliability of this questionnaire. In order to examine the validity of the organizational culture questionnaire, 15 questionnaires were distributed among professors and specialists, and all ambiguities regarding the questions were clarified and removed.

Also, confirmatory factor analysis (construal analysis) indicated a very high correlation of the research questions according to Figure 1 (above 0.5) with the latent variables, and the Cronbach's alpha value for the organizational culture questionnaire was 0.87, which indicates the appropriate reliability of the questionnaire in this study. In this study, the structural equation model was used, so that the relationships between cultural intelligence and organizational culture were determined through the standardized coefficient and a significant number with LISREL software was used to evaluate and based on it, decisions were made regarding the confirmation or rejection of the hypotheses.

In total, first-order and second-order factor analysis (measurement models) and path analysis (structural model) were used. In this order, first-order and second-order factor analysis were used for the concept of cultural intelligence and first-order, second-order and third-order factor analysis was used for the concept of organizational culture (for validity). questions) was conducted, then through path analysis, the relationship between cultural intelligence and organizational culture was measured.

4. FINDINGS

Analysis of the demographic characteristics of the respondents showed that 121 of the respondents were male and 39 were female. In terms of organizational position, 11.9% were physicians, 64.4% were paramedics, and 21.7% were administrative staff.

4.1 Community Mean Test: A community mean test was used to examine the status of the research variables. According to this test in Table 1, the significance level for most of the above variables is less than 0.05 and is greater than 0.05 only in the cognitive variable, in which case the null hypothesis ($\mu \leq 3$) was rejected for all variables except for cognitive and the null hypothesis ($\mu > 3$) was accepted. Also, considering the negativity of the upper and lower limits for the cognitive, motivation, behavior, cultural intelligence and organizational culture variables, it can be said that the status of these variables in The hospital under study is not suitable.

4.2 Hypothesis Testing: In this section of the study, the relationship between cultural intelligence variables and organizational culture is measured using Pearson correlation. If the significance level is less than 0.05, the null hypothesis (no relationship between the variables) is rejected and the null hypothesis (the existence of a relationship between the variables) is accepted. As the results of Table 2 show, the existence of a relationship between the components of Cultural intelligence was confirmed with organizational culture and the research

hypotheses were accepted. After ensuring the validity of the measurement models (confirmatory factor analysis of the concepts of cultural intelligence and organizational culture), the main research hypotheses were tested. In other words, the relationship between cultural intelligence and organizational cultures was measured together and the research model was estimated in the standard mode (standard coefficients) and the coefficients The significance (significant number) is discussed (Figures 1 and 2).

As Figures 1 and 2 show, () is less than 3 and also the value of GIF index as one of the goodness-of-fit criteria is 0.92. The RMSEA index is acceptable if it is below 0.8 and if it is below 0.5, it indicates a very good fit. According to the software output, for the present study, this rate was 0.06, which indicates a very good fit of the research conceptual model, so the obtained values indicate that the research conceptual model has a very good fit.

The results of the model fit indices are listed in Table 3. Based on the results of Table 4, the relationship between cultural intelligence and its dimensions on organizational culture, on the other hand, structural equations in the standard and meaningful estimation mode, confirm the effect of cultural intelligence and its dimensions (cultural, cognitive, motivational, and behavioral) on organizational culture. In other words, the higher the level of cultural intelligence of employees, the greater the acceptance of organizational culture among individuals, which in turn leads to increased job satisfaction, job engagement, and organizational commitment.

5. DISCUSSION

The main question in the present study was whether the cultural intelligence of employees has an effect on the organizational culture of Wazir Mohammad Akbar Khan and Jamhuriyyat Kabul hospitals? The results showed that all four dimensions of cultural intelligence (cultural, cognitive, motivational, and behavioral) have a positive and significant relationship with organizational culture.

This relationship is important because the existence of high cultural intelligence leads to a complete understanding of the organization's goals and objectives, strategic vision and goals, coordination and coherence, and awareness of customer needs in the form of work teams.

Therefore, considering the hypothesis test conducted, the concept of the relationship between the variables is as follows: The existence of a relationship between the cultural dimension of cultural intelligence and organizational culture was confirmed. Having this element of cultural intelligence allows individuals to adjust their mental experiences of culture to new circumstances and thus understand cultural differences .²³

The relationship between the cognitive element and organizational culture was confirmed. The possession of this characteristic helps individuals recognize similarities and differences between cultures and reflects general knowledge about cultures (for example, information about religious and spiritual beliefs and values and beliefs about work, time, family relationships, manners and customs, and language).

Another finding of this study was the relationship between the motivational component and organizational culture, which was confirmed based on the results obtained. This ability enables the individual to adapt to a new culture and reduces interpersonal friction between people from different cultures. The behavioral component also had a positive and significant relationship with organizational culture. A prerequisite for complete and unobstructed communication is the ability of individuals to use verbal and non-verbal expressions appropriately.

Enjoying the behavioral component of home is the appropriate use of this category at the appropriate time. Also, based on the analytical findings of the study, it was determined that the level of cultural intelligence components among the employees of Ibn Sina Sadri Hospital is low, which is generally due to the fact that the ability of cultural intelligence as a very important ability in understanding cultural factors outside the organization and identifying internal strengths and weaknesses is insignificant. Therefore, considering the acquisition of this ability, it is suggested to develop cultural intelligence among employees through formal training. Hospital staff should be educated. This requires that individuals be aware of the characteristics of other cultures and, by reviewing their own cultural knowledge, provide a context for extensive interactions between other cultures. Also, continuous

²³ Askari and Rahmati,2020.

interactions at the international level and international travel, activity in multinational groups and teams, and training new teachers in intercultural interactions with up-to-date knowledge are other ways to increase this ability.

The improvement of cultural intelligence should be carried out within the framework of the organization's comprehensive strategic human resource development program and in addition to other aspects of this program, and should benefit from the advice of competent individuals such as professional psychologists and teachers. Among these methods of developing and strengthening cultural intelligence is the step-by-step approach proposed by Early and Mosakowski (2004).²⁴

According to these two researchers, in order to strengthen cultural intelligence, after measuring this type of intelligence in individuals and determining their strengths and weaknesses, the necessary training program should be selected. That is, if the individual's cultural-behavioral intelligence is at a lower level, he should participate in training related to behavior, and or if he is weak in the cognitive or scientific dimension, the individual's inductive and deductive reasoning can be developed.

The results of the present study are consistent with the research of Van Dyne et al. (2007) and Eaglin et al. (2021). In the Van Dyne study, it was found that the dimensions of cultural intelligence are related to adaptability, decision-making, cultural fit, and job performance.

6. CONCLUSION

In the present article, all four dimensions of cultural intelligence (cultural, cognitive, motivational, and behavioral) had a positive and significant relationship with organizational culture. According to the respondents, the level of cultural intelligence components among the hospital staff under study is low, which in turn is an evidence of the weakness of understanding the organizational culture of the hospitals.

Accordingly, formal training to strengthen cultural intelligence and create broad interactions for hospital staff is essential. In the present study, it was also stated that the dimensions of cultural intelligence are necessary for cultural fit and effective communication with people inside and outside the organization.

In comparison with the research of Eaglin et al., which examined, The development and quantitative measurement of cultural intelligence at the organizational level and among nurses were identified in both studies as a vital factor and an important predictor of employee and organizational performance. In this regard, the results of this study are consistent with the research of Gol and Erkin (2019), who stated that the cultural intelligence of nursing students enhances their skills in understanding cultural values and communication. It is consistent between individuals.

Table 1: Average test of a community

Variable Name	Average	standard deviation	0/0001 <	Lower limit	Upper limit	Variable status
Culture	4563/2	0.66561	0/674	-0.6477	- 0.4398	Inappropriate
Cognitive	9763/2	0.71335	0/0001 <	-0.1351	- 0.0876	Average
Motivational	5788/2	0.82891	0/0001 <	0.5507	- 0.2918	Inappropriate
Behavioral	7300/2	0.91506	0/0001 <	-0.4129	- 0.1271	Inappropriate
Cultural Intelligence	6853/2	0.51718	0/0001 <	-0.3970	- 0.2324	Inappropriate
Organizational Culture	6851/2	0.67116	0/0001 <	-0.4197	- 0.2101	Inappropriate

²⁴ Earley and Mosakowski,2004.

The limitations of the present study are that this study was conducted in only one hospital, which limits the generalizability of the findings. In this regard, it is recommended that future researchers conduct the present study in other hospitals and compare its results with this study.

Table 2: Examining the existence of a relationship between research variables

Variable	Dimensions	Organizational Culture	The existence of a connection	Type of connection
Organizational Culture	-	1	.	.
Cultural Intelligence	Cultural	0/26	has	Direct
	Cognitive	0/333	has	Direct
	Motivational	0/189	has	Direct
	Behavioral	0/276	has	Direct

The significance level is less than 0.05.

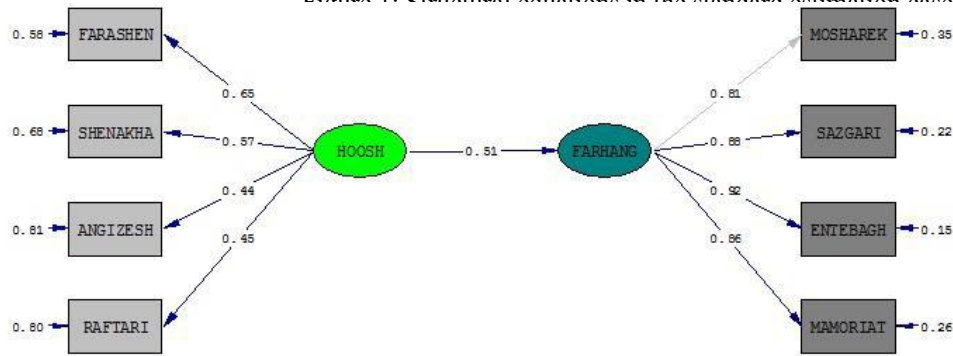
Table 3: Extent of research measurement models

Indicators		RMSEA	CIF	CIF	AGIF
Values	2.781	0.920	0.927	0.66	0.870

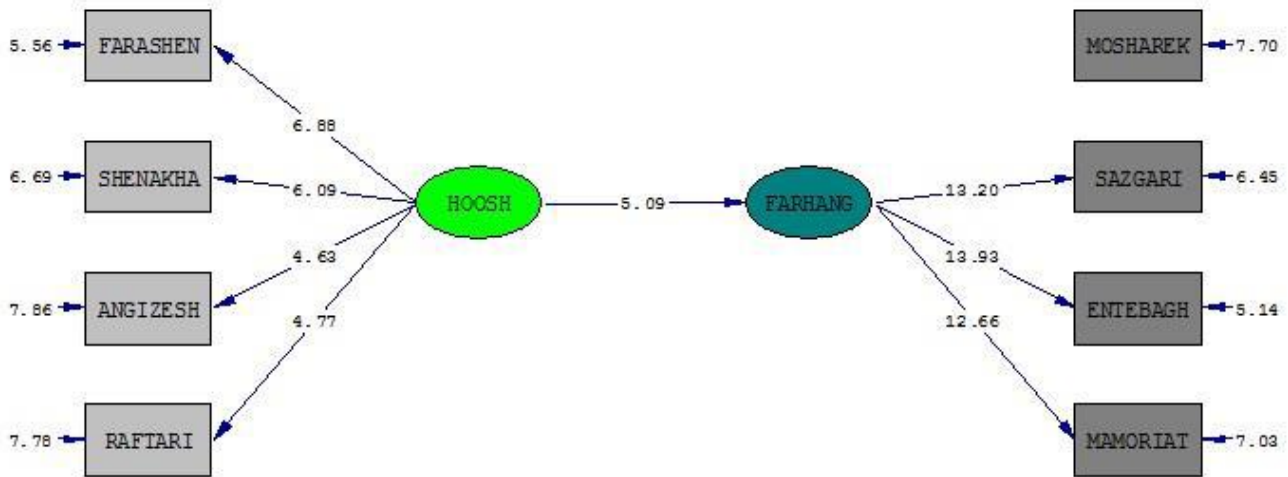
Table 4: Results from the structural equation model (path analysis)

Hypothesis	Path	Standardized coefficient		(t-statistic)
Main	Cultural Intelligence	Organizational Culture	0.52	35/5
Sub 1	Cultural	Organizational Culture	0.65	6/88
Sub 2	Cognitive	Organizational Culture	0.57	6/09
Sub 3	Motivational	Organizational Culture	0.45	4/63
Sub 4	Behavioral	Organizational Culture	0.46	4/77

Figure 1: Structural equations in the standard estimation case



Chi-Square=52.86, df=19, P-value=0.00005, RMSEA=0.06



Chi-Square=52.86, df=19, P-value=0.00005, RMSEA=0.06

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