



## The Relation of Cultural Intelligence with the Decision-making Style of Sport Coaches

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### ABSTRACT

*Cultural intelligence is one of the most efficient instruments for accomplishing the effective tasks in settings with cultural variation this type of intelligence, is a special capacity with makes it possible for the leaders to perform well in the cultural variation situations and settings. The purpose of the present study was to investigate the relation of cultural intelligence with the decision-making style of the sport coaches in Zanjan Province. The population of the research consists of the currently-working coaches; that is 450 subjects. The number of the sample of the research was determined 210 people, according to Morgan's table. The research is of correlation type and the instrument for gathering the data is the questionnaire. For the cultural intelligence variable, the standard questionnaire of the cultural intelligence assessment center, localized by Karami, and for the variable of leadership style, the Scot and Bruce's questionnaire were used. The face and content validity of the questionnaire were confirmed by a group of experts and the reliability of the two questionnaires was determined %82 and %81. The data were evaluated in descriptive and inferential levels. The statistical approach of the research, considering the normality of the data distribution, was regarded parametrical and  $p \leq 0.05$ . For testing the research hypotheses, Kolmogorov-Smirnov test, Pearson's correlation coefficient (for investigating the relations among the variables), independent t-test (for investigating the difference among the means), Friedman test (for prioritize the variables), were used. The results of the research showed that there is not any significant relation between cultural intelligence and the decision-making style. Besides, the metacognitive and cognitive variables of the cultural intelligence do not have not significant relation with the decision-making style. Also, the cultural intelligence and its variables, cannot predict the decision-making style.*

**Keywords:** Cultural Intelligence, Decision-making Style, Sport Coaches

### INTRODUCTION

Decision making is one of the main processes in the organizations and it is regarded as the principle task of the managers in every level. The importance of this topic is to such an extent that evens some theoretician in the field; believe that "the management means making decisions". In this regard, Koontz maintains that the existence of the scheme, plan, and policy of the organization depends on the existence of decision making. He/she also believes that the manager usually identifies making decisions as his/her main task, because he/she must always think about what way he/she should choose, what he/she should do, how he/she should distribute the tasks among the subjects and he/she has to meditate upon this particular problem that "what job is done, by whom, when and how?" However, studying the decision-making processes is not a novel issue. In the recent years, many studies have been done in various fields and domains on the topic of "decision making", which have led to many classifications in case of styles and models of decision making by the experts. Each of these classifications is different from one another in case of how the effect of individual, organizational and environmental factors is dealt with on the reactions and the behavior of the person facing the decision-making condition. Scot and Bruce, in their studies on the decision-making style of the subjects and the effective factors, emphasized the subjects' internal properties and the individual differences, on this basis, presented five styles of decision making, titled "general styles". These styles are: "rational, intuitive, dependent, spontaneous and avoidant. It has been a long time since the organizations expanded their domain of activities and this domain is not limited to merely the commercial/ economic organizations any longer, but the new organizational activity domain, includes the political, social, scientific, cultural, religious and athletic organizations, as well (8). Considering the fact that the success of the sport organizations like any other organizations, depends upon the capacity and the competence of the human resources (5), and regarding this issue that the human resources, as the main production resource, have faced the new social condition such as population changes, marginal settlement, educational level enhancement, media and communication development (3)

, it should be remarked that coaches of the sport organizations , should note the factors enhancing the efficiency , in order to perform and accomplish the strategy of attraction , sustainment , and the success of the organization. The coaches as the most important factors of sport clubs' success, use various decision-making styles, and finding the style which satisfies the athletes and the coaches, is one of the problems that the coaches should deal with. Cultural intelligence is one of the individual capacities of any person, which is very important in cultural variation situations. The notion of cultural intelligence can be defined as the ability to learn new patterns in the intercultural interactions and also the capability to give the proper responses to these patterns (2). Although in the previous studies, the main focus of the cultural intelligence has been on the interactions with the foreign cultures, this notion can be extended to the ethnic and racial subcultures within the national culture domain (20). Also, in the countries such as India, China and Iran that have cultural variation in their local domain, the mentioned issue can be discussed. For instance, in Iran, the interactions among the various Turkish, Kurdish, Lur and Persian cultures can be a good reason for considering and investigating the cultural intelligence in the country. Each of these ethnicities, has its own language, dialect, customs and rites; hence, the coaches and the managers can use the knowledge of these differences in the daily interactions. In addition , in the organizations and institutions like sport organizations that on the basis of the activity nature , are more in touch with the multitudes of people in the society , the policy should be equipping the staff and managers with the individual capacities of this kind. If in any organization, especially in the multicultural organizations like sport teams, the individual properties and capacities of the subject are ignored, the organization would face with important problems such as innumerable conflicts, job dissatisfaction, bad performance, and quitting the job or the work teams. In the subcultures within a national culture, there are a wide range of sentiments and feelings, in such a way that the difference in languages, ethnicities and many other features, can appear as the potential resources of conflicts and controversy, and if the proper understanding is lacking , then the suitable work relationships would be complicated (22). The sport coaches are no exception. The coaches who can face the values, traditions, and customs different from what they have been brought up with, and the ones who can adapt themselves with the situation well, are more successful. It is here that the role of cultural intelligence is highlighted and it seems that the people with higher cultural intelligence, are more capable in interacting with the others (especially with people with different cultures) and they take the interpersonal relationship more serious than the efficiency and reaching the goals. These people have various decision-making styles (rational, intuitive, dependent, spontaneous, avoidant). Considering the fact that the decision-making style of the coaches in managing the sport teams, while regarding the cultural intelligence level has not been dealt with in the literature of the field and in sport organizations, it should be remarked that the purpose of the present study is to ensure that whether there is a relation between the coaches' cultural intelligence and their decision-making styles, considering the high rate of immigration to Zanjan and the subcultures in the sport teams.

## **METHODOLOGY**

Considering the fact that the present study wants to recognize and describe the relation of cultural intelligence with the decision-making style of the coaches, so the study falls under the descriptive category. The population of the present research consists of all the currently-working physical education coaches (individual and team fields) in the central and regional offices of education organization of Zanjan Province in 2012-2013 year. According to the reports of the sport associations of the central office of education organization of Zanjan Province, 450 people work as coaches in the mentioned year. The sample of the research was determined according to Morgan's table, considering the statistical population, and in order to select the sample, the simple random method was used. The data gathering instrument of the research is the questionnaire, which consists of three questionnaires (an example of the questionnaire is presented in the research appendices). The questionnaire is of structured type that in case of the individual features, it had 10 questions. The questionnaire about the cultural intelligence evaluation involved 43 questions. Of these 43, 17 questions were about the cognitive variable of the cultural intelligence; 9 questions touched the met cognitive variable of the cultural intelligence; 13 questions were about the motivational variable of the cultural intelligence and 4 questions were focused on the behavioral variable of the cultural intelligence. This questionnaire was designed on the basis of five-point Likert scale, consisting of choices: totally disagree, disagree, unsure, agree, and totally agree. The factor validity of the questionnaire of the cultural intelligence has been reported 92% by Karami. The questionnaire about the decision-making styles, included 25 questions, which for each style of decision-making (rational, intuitive, dependent, spontaneous, and avoidant), 5 questions were considered, inspired by the Scot and Bruce's decision-making styles questionnaire. The questionnaire, was designed on the basis of five-point Likert scale, including always, often, sometimes, rarely and never choices. The Cronbach's alpha being 0.71 shows that the questionnaire of decision-making style, has the proper reliability. In this research, the

descriptive and inferential statistics are used. All the calculations have been done by the use of computer and particularly by the help of SPSS software. Also, all the graphs were drawn by the software.

## RESULTS

Table.1, shows the frequency of the age range of the coaches. Of the sample subjects, 33 were 20 to 27 (about 25 percent); 92 were 28 to 35 (about 50 percent); 46 were 36 to 43 (about 25 percent); and 9 people were 44 to 51 years old (about 5 percent). 10 coaches did not answer this question.

**Table.1 Frequency of the Age Range among the Coaches**

Age Range	Frequency	Percentage	Valid Percentage
20 to 27	53	25.23	25.23
28 to 35	92	50.5	51.1
36 to 43	46	25.3	25.6
44 to 51	9	4.9	5.0
Sum	200	95.23	100.0
No Answer	10	4.76	
Sum	182	100.0	

**Table.2 The Pearson's Correlation Coefficient between Cultural Intelligence Variables and Decision-making Style**

Variables		1	2	3	4	5
1. Metacognitive	Pearson's Correlation Coefficient Significance Coefficient	1				
2. Cognitive	Pearson's Correlation Coefficient Significance Coefficient	0.62** 0.00	1			
3. Motivational	Pearson's Correlation Coefficient Significance Coefficient	0.64** 0.00	0.82** 0.00	1		
4. Behavioral	Pearson's Correlation Coefficient Significance Coefficient	0.43** 0.00	0.70** 0.00	0.63** 0.00	1	
5. Decision-making Style	Pearson's Correlation Coefficient Significance Coefficient	0.06 0.41	0.09 0.24	0.15* 0.04	0.19** 0.01	1

\*\* p < 0.01

The results of Table.2, shows that there is a positive and significant relation between the cultural intelligence variables which are motivational (p=0.04, r=0.25) and behavioral (p=0.01, r=0.21); hence the null hypothesis is rejected. Among the cultural intelligence variables, the metacognitive (p= 0.41, r=0.05) and cognitive (p=0.24, r=0.08) had no significant relation with decision-making style.

**Table.3 Summary of Regression Model Analysis**

Model	R	R <sup>2</sup>	R <sup>2</sup> Balance	Standard Deviation Estimation
Simultaneous	0.28	0.08	0.05	5.31

Considering the multiple correlation coefficient value which is 0.28, and the balance coefficient (R<sup>2</sup>= 0.08) from Table.3, it is observed that the simultaneous regression model, can explain the % 8 changes of the decision-making style of the coaches, knowing the cultural intelligence variables.

**Table.4 Variance Analysis of Regression Model (b)**

Model	Sum of Squares	Degrees of Freedom	Mean of Square	Frequency	Significance
Simultaneous					
Regression	305.03	4	72.76	2.58	0.04
Residuals	4976.47	176	28.22		
Sum	5258.52	180			

a: Predictors (Independent) cultural intelligence variables

b: Dependent variable: decision-making style

Considering the statistic value of F, variance analysis table (F=3.58) or the degree of freedom (4 & 176) or the significance level of 0.04, and comparing it to the significance level in the table ( $\alpha=0.05$ ), it is observed that the simultaneous regression model is suitable for testing the null hypothesis, that is the cultural intelligence variables' lack of effectiveness on the changes of decision-making style of the coaches.

**Table 5. The Pearson's Correlation Coefficient between Cultural Intelligence and Decision-making Style**

Variables		1	2
1.Cultural Intelligence	Pearson's Correlation Coefficient Significance Coefficient	1	
2. Decision-making Style	Pearson's Correlation Coefficient Significance Coefficient	0.12** 0.09	1

\*\* p <0.01

The results of table.5, shows that there is not any significant relation between decision-making style and the cultural intelligence (p =0.08, r =0.15) and the null hypothesis is supported.

**Table.6 Summary of Regression Model Analysis**

Model	R	R <sup>2</sup>	R <sup>2</sup> Balance	Standard Deviation Estimation
Simultaneous	0.19	0.04	0.01	6.30

Considering the multiple correlation coefficient value which is 0.19, and the balance coefficient (R<sup>2</sup>= 0.04) from Table.6, it is observed that the simultaneous regression model, can explain the % 2 changes of the decision-making style of the coaches, knowing the cultural intelligence variables.

**Table.7 Variance Analysis of Regression Model (b)**

Model	Sum of Squares	Degrees of Freedom	Mean of Square	Frequency	Significance
Simultaneous					
Regression	82.53	1	82.53	2.58	0.04
Residuals	5175.99	179	28.92		
Sum	5258.52	180			

a: Predictors (Independent) cultural intelligence variables

b: Dependent variable: decision-making style

Considering the statistic value of F, variance analysis table (F=25.91) or the degree of freedom (1 & 352) or the significance level of 0.04, and comparing it to the significance level in the table ( $\alpha=0.05$ ), it is observed that the simultaneous regression model is suitable for testing the null hypothesis, that is the cultural intelligence variables' lack of effectiveness on the changes of decision-making style of the coaches.

**Table.8 Regresson Coefficients Related to Regression Model**

Variables	Unstandardized	Standardized	Coefficients	t	Significance
	Coefficients				
	B	Standard Deviation Estimation	beta		
Constant	81.30	4.32		18.83	0.00
Cultural Intelligence	0.05	0.03	0.12	1.69	0.09

Dependent Variable: Decision-making Style

Also, based on the standardized regression coefficients (Path Analysis Coefficients), and significance coefficients higher than 0.05 from Table.8, it can be seen that the cultural intelligence ( $\beta = 0.15$ ), is not significant, and the cultural intelligence variables cannot predict the decision-making style; hence the null hypothesis is supported.

## DISCUSSION AND CONCLUSION

The results of the Pearson's correlation coefficient, showed that between the cultural intelligence and the decision-making style of Zanjan Province coaches, there is not any positive and significant relation. Also, there is a significant and direct relation among the dimensions of the cultural intelligence (cognitive, motivational, and behavioral) and the decision-making style. Ang & Van Dyne, (2007), Ghasemi Madani (2011), Amiri et al. (2010), showed that there is a relation between the cultural intelligence and the decision-making style. The studies of Ani (2003), Triandis (2006), Ang & Van Dyne (2007), van Driel (2008), Angel Shin & Chan Linn (2010) , Chan et al. (2012), Kazemi & Vedadi (2008) , Ebrahimzadeh (2010) , Delaram (2010), and Khatami (2012), showed that there is a relation between the cultural intelligence and the decision-making style. The compatibility of the results of the present study with those of the mentioned studies, confirms the high validity of the relation and the strong correlation between the cultural intelligence and the decision-making style of the coaches, in such a way that the relation between most of the variables of the cultural intelligence and the decision-making style was endorsed. Therefore, the subjects would use the knowledge and the individual intellectual processes related to culture, and would find the infrastructure for receiving and decoding their own behavior and the behavior of the others; so that they would act effectively when communicating with the others in cultural variation situations. In the results of Abbasalizadeh & Naeaji (2010) and Feizi (2010), no relation was reported among the variables of the cultural intelligence, which is incompatible with the results of the present research. Perhaps, the reason for this inconvenience is caused by the population and the instrument. In any case, the population for this study, are the sport coaches who had not been taken into consideration before. The multiple regression analysis shows that the cultural intelligence and its variables, cannot predict the decision-making style. On the other hand, the multiple regression analysis, shows that generally the cultural intelligence can predict the performance. The studies of Goffman (1995) ,Ani (2003) , Triandis & Shaffer(2006), Ang , Earley , Koh & Van Dyne (2007) , Hadizadeh & Moghaddam (2008) , Van Driel (2008) , Chan Linn , Angel Shin , Chen , Chen Song (2012) , Kazemi , Vedadi (2008), Ebrahimzadeh (2010) , Delaram (2010) and Khatami (2012) are incompatible. The reason for this incompatibility is the instrument, as in most of these studies, Campbell's questionnaire was used, and also the reason can be the population, the type of organizational culture, and the type of the work environment. In some foreign studies, the cultural intelligence of the people was studied when they faced people with different and foreign cultures. Considering the studies done, one can conclude that the coaches should take the cultural intelligence and its dimensions more seriously for improving their decision making process, and they also should develop various capabilities like cultural intelligence , as the more the cultural intelligence of the coaches is , the better their leadership and effectiveness will be. In other words, a cultural intelligent coach based on his experiences can behave in such a manner that, it is totally proper for the situation. This issue induces the coaches to discern the cultural differences, apart from the value judgments, and it can

persuade them to reach to a cultural adaptation, by understanding and accepting the cultural differences. Also, the cultural adaptation is not possible without having or reinforcing the cultural intelligence.

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