

Article

Exploring the Relationship between Cultural Intelligence (CQ) and Management Competencies (MC)

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Abstract: The aim of this study is to demonstrate the importance of Cultural Intelligence (CQ) in management performance through measurable performance assessment. In an empirical study, “Cultural Intelligence and Management Competencies”, managers provided a self-assessment and their subordinates also reported on their performance. Correlation analysis of the results of this study was used to examine the relationship between managers’ CQ and their Management Competencies. Among the factors examined (CQ, gender, origin, age, work experience, position and education), the level of CQ of managers correlates significantly with their management competencies. Our findings indicate that managers with higher CQ are more effective in their leadership roles, and we conclude that the CQ of leaders contributes to a more positive perception of leadership performance in teams that are characterized by significant cultural diversity.

Keywords: cultural intelligence; management competencies; multicultural management; management evaluation; multinational companies

1. Introduction

Cultural Intelligence, a 21st century concept, determines the extent of workers’ success in foreign cultures, but also provide an answer to why dealing with issues that arise from cross-cultural problems can cause failure or success. The name used for this concept is Cultural Intelligence, which was abbreviated by Ang as CQ, “short for cultural intelligence quotient” [1]; both forms (Cultural Intelligence and CQ) are used in research and the literature equally for the cultural intelligence model itself and the measured level of cultural intelligence, which can be confusing. In this study, the CQ abbreviation is used for both.

The individual relationships of a person living in a foreign culture have an impact on their life, their resilience and, of course, their performance in the workplace. The ways in which people can be successfully encouraged to work better vary from nation to nation and culture to culture. For all these reasons, there is a growing need for more and more people—whether managers or subordinates—to excel in their professions and to successfully overcome intercultural barriers, whether at home or in cultures and countries other than their own [2].

Working abroad is no longer surprising, as there is no small community or family that is not affected by the fact that one of its members decides to emigrate permanently or temporarily overnight, but it is by no means certain that they are prepared for the challenges of the new environment [3]. The globalisation of circumstances also poses a challenge for the newcomer, but the development of personal competences, including the elements of integration competence, is necessary to be able not only to cope but also to succeed [4].

In the case of diverse (i.e., multicultural) groups, initial friction arising from cultural differences can hamper success from the moment of entry and can escalate into serious

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