

ARTICLE

AN EXPLANATION OF THE RELATIONSHIP BETWEEN ORGANIZATIONAL INDIFFERENCE AND JOB PERFORMANCE OF STAFFS WITH THE MEDIATING ROLE OF CULTURAL INTELLIGENCE (A CASE STUDY: CUSTOMS OFFICE STAFFS IN TEHRAN)

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ABSTRACT

Background: The present study objective is to examine the relation between organizational indifference and job performance of staffs with the mediating role of cultural intelligence. **Methods:** The population is 180 staffs of Tehran custom office. Sampling is simple and random and by using Cochran's formula, the sample is 122 staffs. The required data of the present study has been gathered using a questionnaire that its validity was tested. To determine reliability and validity of the questionnaires, contend validity and Cronbach's alpha coefficient are used. Reliability coefficient was 0.84 for Paterson's job performance questionnaire (2010), 0.86 for Ang's et al cultural intelligence questionnaire (2004), and for organizational indifference questionnaire of Danaee Fard et al (2010) was 0.78. In the current study, structural relation model is used to analyze the data. To analyze data and test the hypotheses and other analyses of this study, LISERL software was used. **Results:** The results indicated that there is a significant relation between job performance of staffs and cultural intelligence.

INTRODUCTION

Given that the level of success to achieve organizational goals is directly related to the performance of human resource of organizations. So nowadays, organizations are looking for new methods to promote their performance. Human's performance is defined as a collection of actions in order to achieve a goal on the basis of a special standard. Actions might include visible behavior or in visible mental process (for example problem solving, decision making, planning, reasoning). Therefore, job performance in organizations has been studied very much. But this issue can be meaningful just when we comprehend that victory or failure of an organization depends on the performance of its staffs [1]. According to scholars, a person's performance in an organization depends on his personality and the organizational role he is handling as well as organizational success and conditions. Performance is a predicted criteria or key benchmark in the represented framework that the framework acts as a means to judge about effectiveness of people, groups and organizations. Examining staffs' behavior in organizations is inevitable. Managers must constantly consider evaluation of their staffs' behavior in addition to their performance. Therefore, human capital and human resource development are considered as the key topics of the present era. To keep and maintain this capital for a long time, it is essential to conduct deep studies and influential efforts. One of the consequences of lack of attention to human recourse is creating a phenomenon in the name of organizational indifference. The phenomenon is a feature of people who are occupied with repetitive and boring tasks and often succumb to the fact that in the workplace there is little hope for improvement. Basically, this distinct mental- behavioral status is called personal indifference and it is known to be the result of deprivation of the person and a sign of problem at work. Indifference is a type of silent crisis; slow collapse; continuous and silent degradation that suppress creativity and risk taking [2]. Also, it takes people's motivation and attempt for work and therefore, indifferent staffs form an indifferent organization. Indifferent staffs have less commitment to the organization, consequently they have direct and negative effect on the performance of organization [3]. On the other hand, due to increasing growth of international communication and transaction and workforce diversity, many experts have concentrated their attention on identification and enhancement of capabilities which lead to an effective presence in the increasingly complex and dynamic environments. Among these capabilities, cultural intelligence is the most important ability that can be applied to confront multi- cultural situations appropriately. Cultural intelligence helps us to show appropriate behaviors to various cultural components by fast and correct comprehension of them [4]. Moreover, cultural intelligence is one the most efficient tools to fulfill the tasks effectively at environments having variety and diversity of workforce; this type of intelligence is a special ability and skill that allows the person to be able to carry out his tasks effectively [5]. Therefore, the present study objective is to examine the relation between organization indifference and job performance of staffs with the mediating role of cultural intelligence.

KEY WORDS

organizational
indifference, job
performance, cultural
intelligence.

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RESEARCH'S LITRATURE

Organizational indifference

Silence and disappointment toward destination and plans of the organization as well as lack of effective understanding between staffs and the management are danger alarms showing organizational performance reduction [6]. Therefore, one of the most important human resources issues in this era is organizational indifference of staffs [7], but this behavior has not been considered a lot by organizations. Psychologists believe that indifference happens when a person, after the long frustrations, loses his hopes of achieving the target or targets in a special condition and wants to withdraw from the source of his frustration. In their ideas, failure is a result of unfruitful attempts of a person on the way to get to target because of facing with the obstacle or barriers and failure to adjust or replace the goal or goals. The term indifference is an unfamiliar and threatening word for majority of people. This is probably the reason that managers do not apply this term to explain their problems and issues of organizations. Yet, effective managers must focus on the main issue not just on the signs. According to David Byrd (2008), indifference at work exists at any level in any organizations of the world, because it is a part of instinct and nature of human being [8]. Depending on from which angle and by which approach we look at the phenomenon of indifference, its definition will differ. Kaplan and Sadok have defined it as a status of lack of interior feeling and emotion, lack of interest and involvement of excitement toward the surrounding. Michele (1988) and Kinston (1985) call it as a kind of sense of separation, isolation and lack of objective and subjective connection between the individual and the society. In addition, they have defined indifference as a sort of imagination, attitude and feeling that is resulted from waiting for lack of effectiveness and determining of a person's behavior in creation of results or manipulation of facts [9]. Indifference in the organization is indicative of a problem in the organization and managers must take it very serious among staffs [10]. Organizational indifference of staffs is one of the destructive organizational factors. It leads to mental departure between the organization and staffs and also causes lack of motivation, organizational commitment reduction, organizational performance and participation among people as well as failure of organization to achieve its goals. Consequently, productivity of an organization will reduce. Importance and value of the study will be clearer when it is seen that reducing organizational indifference can reduce turnover, increase motivation, job satisfaction, employees' performance, competitive advantage, organizational success and productivity [11]. Abdollahi et al (2014) believe that numerous factors effect on indifference of staffs, including: organizational justice weakness, motivation, intelligence of managers in the organizations, managerial triple skills, salary and rewards system, performance evaluation system, promotion and appointment, insufficient attention to the person and family problems, role ambiguity and inappropriate citizenship behavior. Furthermore, the results of studies in the domain of human resource are indicative of the fact that performance of staffs in order to fulfill goals of the organization is affected by their attitude and comprehension of various issues that are running in the organization [12]. In fact, when there is no supervision over performance of staffs and they are not aware of results of their actions, they will not understand whether they have fulfilled their tasks well or not; Or, it will not be founded out if there is any problem or defect in their works, and also effect of their performance on the organization to get to its goals will not be seen. As a result, the person will feel indifference.

Job performance

When talking about performance, it comes to mind that some people apply performance for the process of doing tasks and how to it. In the overall plan of evaluating performance of staffs, performance means both the results of the task and the process of doing the task. It means that in evaluation, how to do the job- in the other term the process of work- with the results of the process are both considered as performance and will be judged [13]. As researchers believe, performance is a multi-dimensional structure and can be considered as history of attained results. In personal perspective, performance is the success history of a person. A person's performance is a benchmark for his success rate in his work. Human's performance is defined as a collection of actions to achieve a goal on the basis of a special standard. These actions might be visible behaviors or invisible mental process (for example problem solving, decision making, planning and reasoning). Job performance is defined as a degree of accomplishment of duties assigned to a person [14]. In addition, job performance includes product and operational efficiency of people in relation to the jobs they are carrying. On the other hand, performance is the actual work of people according to their job prescription. In fact job performance is accomplishing the tasks that are handed to human recourse by the organization. Viswesvaran and Vance (2000), know job performance as behaviors through which staffs will be involved in the organizational goals and assist organizational purposes. Rogelberg (2007) has defined performance as activities that are normally a part of a person's job and activities and must be done. In general, effective factors on organizational performance are as the following: organizational structure-environment of organization- policies and the processes of the organization. Making use of organizational structure will officially divide, categorize and coordinate the tasks. When managers are to plan the structure of organization, they must consider six main factors or bases. They include: division of labor, job classification, chain of command, and control territory, attention to centralization and decentralization and finally formalizing the tasks. The meaning of the term "environment" is limited and just includes all the things that are located out of the organization. But in the analysis done here, just the aspects of environment that organization is keen toward and must react against them for its survival are considered. Therefore, environment of organization is defined as: all the factors that are out of the boundary of organization and have potential effects on the entire or a part of the organization [15]. Performance is evaluated in the domains of knowledge, skill and ability:

Knowledge: is learned education and experience in order to perform duties, organizing information, knowing information about laws, directives and procedures, believing in documentation and knowing what must be done.

Skill: includes useful and practical experience, the art of combining knowledge with the demanded task, collecting analyses and purifying data, working with new systems, solving partial problems, and the skill of documentation.

Ability: is using learned knowledge and skills to perform duties, accomplishing the handed tasks as the best possible in complicated situations [16].

Murray Ainsworth and Newell Smith know performance as a subordinate of clarity of the roles, competencies, culture, values, preferred fitness and rewards. In equation of Ainsworth and Newell, the performance factors in the Mayer equation are mentioned under the title of competence and fitness. Studies have constantly shown that in addition to knowledge, skills and talents, personality is another characteristic that is a valid predictor of job performance especially contextual performance and person-organization interaction [17]. The applied applications to evaluate performance in the organizations are: manpower planning, staffing, determining the Test Recruitment, recognizing training Needs and trying to handle them , determining career path, determining a benchmark to pay material rewards, recognizing abilities of employees and deciding about encouragement, promotion, transfer and discounting employees.

Cultural intelligence

Cultural intelligence is in fact multi-faceted and multi-dimensional in which human tendencies related to other cultures are analyzed and evaluated from various angles [18]. Many scholars have defined cultural intelligence as the ability of a person to effectively accomplish the tasks in various cultural situations [19,20]. Thomas and Arlon have defined cultural intelligence as a system of interactive abilities. In fact, cultural intelligence is a capability that allows people to have an accurate and good comprehension when facing with various cultures and act appropriately. Earley and Ang know cultural intelligence as an independent structure that is used in specific cultural conditions. This type of intelligence is able to improve comprehension and understandings of inter- cultural interactions [21]. Organizations and managers that have comprehended the strategic value of cultural intelligence can use cultural differences and diversity in order to create competitive advantage and superiority in the world. Cultural intelligence teaches managers and staffs a way of thinking and acting so that they will be able to act more effectively in any cultural context [22]. Cultural intelligence is, in fact, the definition of intelligence in the field of culture. The concept of cultural intelligence was introduced by Early and Ang. They both have defined cultural intelligence the ability to learn new patterns of cultural interaction and provide correct behavioral responses to this template[20]. A person having high cultural intelligence comprehends cultural boundaries, knows that theses boundaries are able to make a framework for our behaviors and others'. According to these points, the person can determine how to think and how to react in various conditions and also is able to reduce these boundaries in keen situations in favor of goals of organization. Cultural intelligence is a novel type of intelligence that has a great relation with various cultural workplaces. Peterson knows cultural intelligence as the talent of applying skills and abilities in various environments [23]. Nowadays, organizations are looking for managers who can adapt continuously to people from different cultures and are able to manage inter-cultural relations. Workplace of today needs people who are familiar with various cultures and can connect well with people of other cultures. For this purpose, people need cultural intelligence. Ability of the person to be adjusted with various values, customs and traditions different from what he has been accustomed to and working in a different cultural workplace is indicative of cultural intelligence [24].

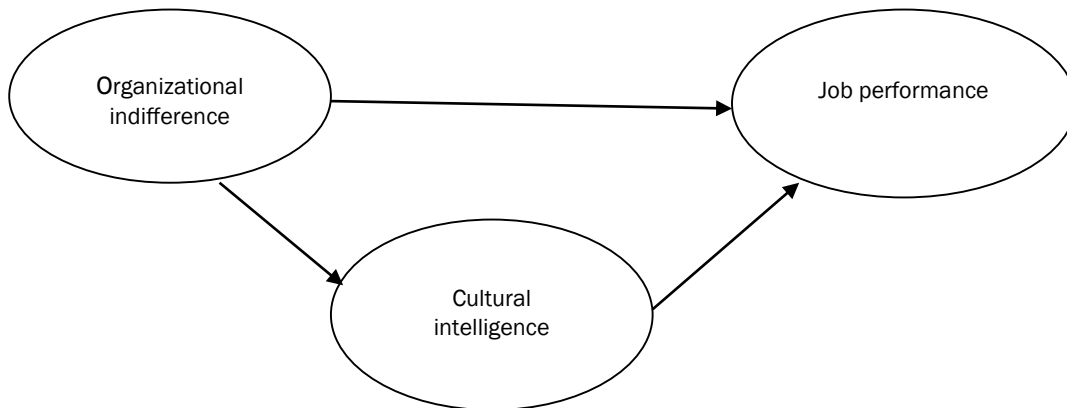


Fig. 1: conceptual model

Research's hypotheses

- 1-There is a significant relation between organizational indifference and cultural intelligence .
- 2-There is a significant relation between cultural intelligence and job performance.

3-There is a significant relation between organizational indifference and job performance.

4-There is a significant relation between organizational indifference and job performance with the mediating role of cultural intelligence.

MATERIALS AND METHODS

The required data for the present study has been collected by a questionnaire that its validity was tested. The researcher has used a 32- question questionnaire with all the questions in the form of Likert five- item scale to collect information. The data has been analyzed by LISERL software. Population of the study is 180 staffs of the Custom Office of Tehran. Sampling is simple and random and by using Cochran Formula, the sample is 122 staffs. The necessary data for the present study has been collected by a questionnaire that its validity was tested. In order to test the validity and reliability of the questionnaires, content validity and Cronbach's Alpha test are used. Reliability coefficient is 0.84 for Paterson's job performance standard questionnaire (2010), 0.86 for cultural intelligence questionnaire of Ang et al (2004), and 0.78 for organizational indifference questionnaire of Danaee Fard et al [25]. In the present study, after drawing the analytical model of the study based on data by Path diagram program through running Perlis program form LISERL software, measuring model has been attained. In this model, using B coefficients and t test, the hypotheses have been tested. In addition, fit indexes of model have been automatically calculated by running Perlis program of the model.

Data analysis

Table 1: fit indexes of study

Estimated values	Standard values	Fit index
430	-----	Degrees of Freedom
995,95	Not a good criteria due to dependence on the sample	Chi-Square
	0,05	RMSEA
0,081		
0,91	0,90	NFI
0,94	0,90	NNFI
0,95	0,90	CFI
0,061	0,05	RMR
0,76	0,90	GFI
0,72	0,90	AGFI

As it is clear in [Table 1], adaption indicators of fit indexes are at an acceptable level.

Testing the structural model

In this study, Confirmatory factor analysis is used for measuring model testing and path analysis is used for confirming structural model of study. The following two diagrams indicate total output models of LISERL software that they include both structural model and measuring model which will be analyzed later in details.

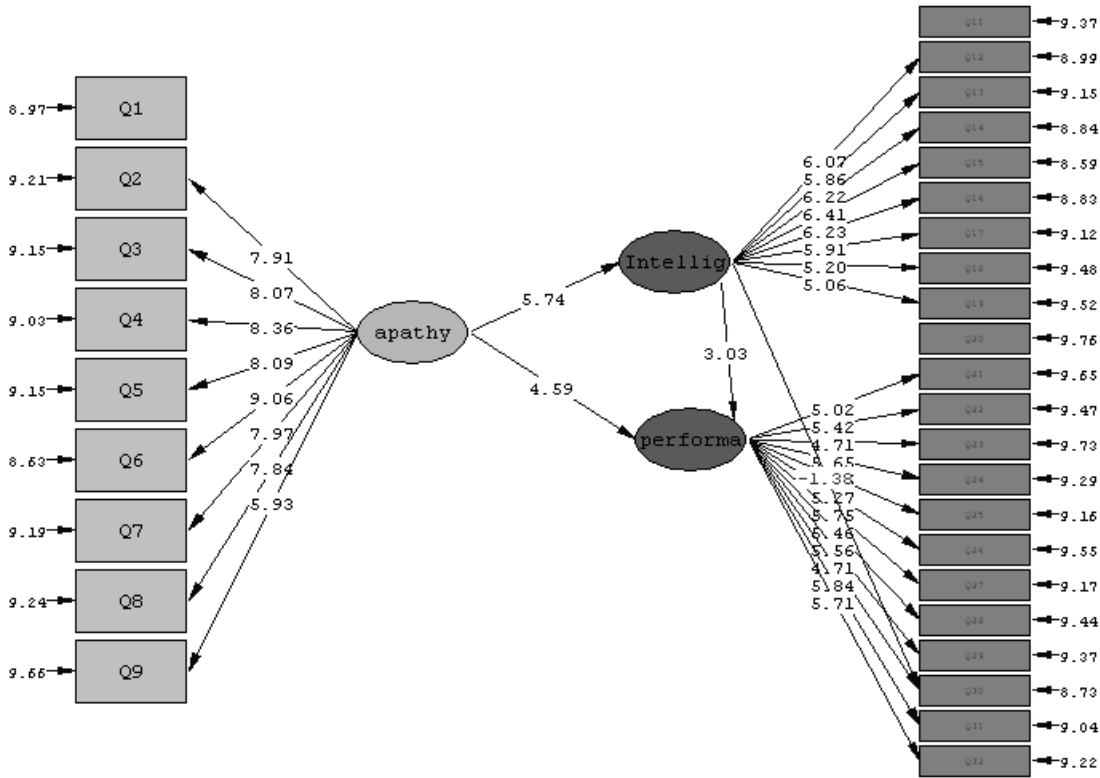
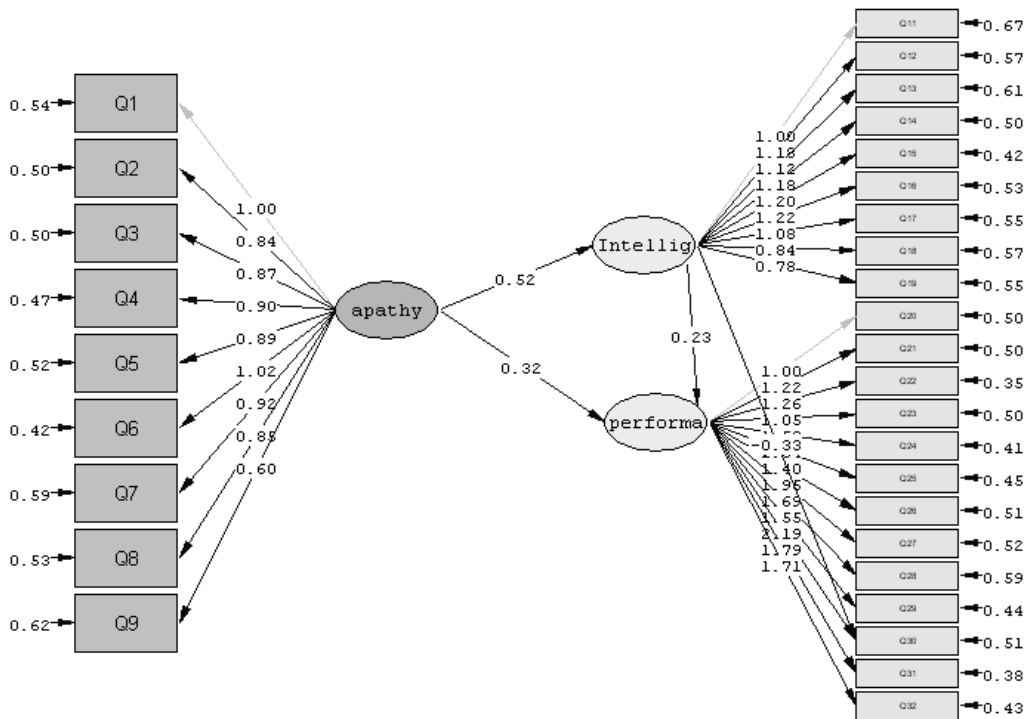


Fig. 2: Base model with T value



Chi-Square=995.95, df=430, P-value=0.00000, RMSEA=0.081

Fig. 3: Base model with root coefficient

At structural model, Beta coefficients which show the level of solidarity between hidden variables have been appeared in diagrams that connect hidden variables together.

RESULTS

The first hypothesis: There is a significant relation between organizational indifference and cultural intelligence

Table 2: the results of first hypothesis's test

Hypothesis	Coefficient	Statistic t	Results
There is a significant relation between organizational indifference and cultural intelligence	0.52	5.74	accepted

According to the results indicated in [table 2], the effect of independent variable on dependent one is confirmed by the data. Also, the path connecting these two variables is positive and significant (it is significant at the error level of 5 percent) ($t = 5.74, \beta_{22} = 0.52$). As a result, with 95 percent confidence, it can be concluded that there is a significant relation between organizational indifference and cultural intelligence.

The second hypothesis: there is a significant relation between cultural intelligence and job performance

Table 3: the results of second hypothesis's test

Hypothesis	Coefficient	Statistic t	Results
there is a significant relation between cultural intelligence and job performance	0.23	3.03	accepted

According to the results indicated in [table 3], the effect of independent variable on dependent one is confirmed by the data. Also, the path connecting these two variables is positive and significant (it is significant at the error level of 5 percent) ($t = 3.03, \beta_{22} = 0.23$). As a result, with 95 percent confidence, it can be concluded that there is a significant relation between cultural intelligence and job performance.

The third hypothesis: there is a significant relation between organizational indifference and job performance

Table 4: the results of third hypothesis's test

Hypothesis	Coefficient	Statistic t	Results
there is a significant relation between organizational indifference and job performance	0.32	4.59	accepted

According to the results indicated in [table 4], the effect of independent variable on dependent one is confirmed by the data. Also, the path connecting these two variables is positive and significant (it is significant at the error level of 5 percent) ($t = 4.59, \beta_{22} = 0.32$). As a result, with 95 percent confidence, it can be concluded that there is a significant relation between organizational indifference and job performance.

The fourth hypothesis: There is a significant relation between organizational indifference and job performance with the mediating role of cultural intelligence.

Table 5: the results of fourth hypothesis's test

Hypothesis	Coefficient	Statistic t	Results
There is a significant relation between organizational indifference and job performance with the mediating role of cultural intelligence.	0.52×0.23=0.11		accepted

A result of the fourth hypothesis is examined according to information in [table 5]. Examining the mediating role of cultural intelligence between organizational indifference and job performance is confirmed if the direct effect of organizational indifference on cultural intelligence is confirmed; and if the direct effect of cultural intelligence on job performance is confirmed. The coefficient path of exogenous latent variable of organizational indifference on endogenous variable of cultural intelligence is 0.52. With t value equal to 5.74 at the 0.05 level of error and with 95 % confidence, the statistic is significant. Also, the coefficient path of endogenous latent variable of cultural intelligence on exogenous variable of organizational indifference is 0.23 with t value of 3.03 at 0.05 level of error which is, with 95 % confidence, significant. Consequently, the effect of the mediating role of cultural intelligence between organizational indifference and job performance equals to $0.52 \times 0.23 = 0.11$ and the researcher's claim is confirmed.

CONCLUSION

The result of the first hypothesis showed that coefficient path between organizational indifference and cultural intelligence is 0.52 and the related t value is $5.74 > 1.96$. According to t test with critical value of 0.05, at a 95 % confidence, the null hypothesis is rejected. As a result, the first claim of researcher has been approved. With 95% confidence, it can be concluded that there is a significant relation between organizational indifference and cultural intelligence.

The result of the second hypothesis showed that coefficient path between cultural intelligence and job performance is 0.23 and the related t value is $3.03 > 1.96$. According to t test with critical value of 0.05, at a confidence level of 95 %, the null hypothesis is rejected. As a result, the second claim of researcher has been approved. With 95% confidence, it can be concluded that there is a significant relation between cultural intelligence and job performance.

The result of the third hypothesis showed that coefficient path between organizational indifference and job performance is 0.32 and the related t value is $4.59 > 1.96$. According to t test with critical value of 0.05, at a confidence level of 95%, the null hypothesis is rejected. As a result, the third claim of researcher has been approved. With 95% confidence, it can be concluded that there is a significant relation between organizational indifference and job performance.

The result of the fourth hypothesis showed that coefficient path between organizational indifference and cultural intelligence is 0.52 and the related t value is $5.74 > 1.96$ and also, coefficient path between cultural intelligence and job performance is 0.23 and the related t value is $3.03 > 1.96$. According to t test with critical value of 0.05, at a confidence level of 95 %, the null hypothesis is rejected. As a result, the effect of mediating role of cultural intelligence between organizational indifference and job performance equals to $0.52 \times 0.23 = 0.1$ and the fourth claim of the researcher is approved.

CONFLICT OF INTEREST

There is no conflict of interest

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None

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