



PRESENTING A REGRESSION MODEL FOR THE RELATION BETWEEN CULTURAL INTELLIGENCE AND ENTREPRENEURSHIP IN SPORTS ASSOCIATION BOARDS

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ABSTRACT

The present research is concerned with study of the relation between employees' cultural intelligence and organizational entrepreneurship. For this purpose, the entire managers, C.E.O's and vice presidents of sports association boards in the province of Kurdistan as 110 individuals were selected as the investigating population. For the purpose of data collection two questionnaires including William's cultural intelligence questionnaire and Robins and Colter's questionnaire of organizational entrepreneurship were used. Outcome of step by step regression test have indicated that there exists a significant relation between dimensions of cultural intelligence (metacognition, motivation, cognition and behavior) and organizational entrepreneurship; however there were no significant relations discovered between and among gender and organizational entrepreneurship. On the other hand, results have indicated that respectively metacognition, motivation and cognition and behavior are the most related variables to entrepreneurship.

Keywords: Entrepreneurship, Cultural Intelligence, Sports Association Boards.

INTRODUCTION

Present, the economic development of many countries are realized by entrepreneurs. Not only that, entrepreneurs provide new innovations for realization of moneymaking advantages, but also they lead to several new innovations and inventions [1]. In fact, entrepreneurship culture, creativity and innovation, set of values, perspectives, norms and behaviors are the elements of formation of an individual's identity. Creative and entrepreneur people try to reach out for entrepreneurial activities through their different

view of their surrounding phenomena and provide their community with new products and services. Creativity, innovation, risking, and tolerance for ambiguities, tolerance against failure, diligence, internal control, self-confidence, flexibility, foresight and independence are the distinctive features of an entrepreneur person [2]. In this context, most definitions of entrepreneurship have commonly stressed out innovation, opportunity and perspective. The area of entrepreneurship related to sport includes different levels of employees, organization and groups. In fact when an individual actually produces innovation, then he or she is an entrepreneur. Moreover, not unlike that,

in sports also athletes are considered as entrepreneurs in addition to owners of sports clubs, sports representatives and owners of sports related industries and businesses. From Rotan's view, sports entrepreneurship includes groups of individuals, organizations and societies who work together for creation of value and responding to opportunities [3]. Currently, development of entrepreneurship and its culture is available for every country as a key policy and on the other hand, it is highly important to develop entrepreneurial talents for innovation and achieving sustainable competitiveness [4]. Nowadays, entrepreneurship should be considered as a series of thoughts. Regardless of the context of business, such an approach also communicates that every individual is able to think and act entrepreneurially. Among necessary steps for growth and development of entrepreneurship in a society, is to provide the necessary contexts. On the other hand, one of the most important aspects of the former is development of entrepreneurship culture. Development and entrepreneurship plans should not be only dedicated to high education, they should be taught to elementary schools and high schools as well [5]. Transformations of social and economic systems of the current era are resulted from magnificent scientific and technological advances which in turn, have led to outgrowth of new perspectives, necessities and requirements. Thus, guaranteeing the sustainability of communities, requires the efficient usage of available labor force. Especially elite and entrepreneur forces [6]. Demand of entrepreneurship in Iran lies in satisfaction of employment status and the obligation for elimination of unemployment as well as undesired financial and currency conditions as a result of mere dependence on oil revenues, the obligation and necessity for privatization of production units and the necessity of exporting goods for employment and presence in local and international markets and finally having access to new technologies and gaining competitiveness in global national and international levels. Therefore, with respect to previously mentioned points, it seems necessary to investigate the relationship between cultural intelligence and entrepreneurship

among sports association boards of the province of Kurdistan, which is actually the purpose of the present article. Turner (2005), has defined entrepreneurship as believing in the process of seeking and following opportunities and maximization of their possible values. Tina Slag (2003) believes that entrepreneurship is a managerial style that includes chasing opportunities irrespective of currently under control resources [7]. However, other researchers have considered organizational entrepreneurship as a growth strategy and a useful tool for obtaining competitive advantages. Findings of previous researches indicate that internal elements of an organization are tightly related to creation of an organizational entrepreneurship atmosphere [8]. Entrepreneurship is also defined as a process which initiates with recognition of a service provided by an individual who has usually been risk-taking and possesses foresight; after going through different phases including finding ideas, screening the idea, feasibility measurement and adjustment of business plans and etc. ultimately result in a corporation. On the other hand, for codification of specifications of this process, we are required to deconstruct the existing frameworks by creative deconstruction and substitutions with new and innovative frameworks [9]. One of the most important approaches in studies regarding entrepreneurship, is to recognize the features of an entrepreneur. There are several different personality traits attributed to entrepreneurs. However, in this article, according to the idea held by Hauser and Hurwitz (1985), four characteristics are considered as the main personality traits of entrepreneurs. These characteristics include seeking achievements, central internal control and tendency for risking and tolerance for ambiguities. Along these variables, two features of innovation and independence seeking are also elaborated on for being commonly pointed to by various scientists.

Need for achieving or achievement seeking

Need for achieving is defined as having tendency towards performing under excellent standards for achieving success in competitive opportunities. Individuals with deeper achievement seeking

senses always intend to accept challenging responsibilities and receive regular and repeated answer for their performance while they move towards their goals.

Tendency for risking

Tendency for risk taking. It is defined as accepting those mild risks which are easily saved by personal endeavor. While considering any type of risk, two elements form this concept including entrepreneur's perception of risk at the start of every risky activity and possibility of failure.

Tolerance for ambiguities

Tolerance is defined as accepting uncertainty as a part of life and having the ability of continuing living with possession of an incomplete knowledge regarding environment and having tendency for initiating an independent activity without knowing whether it would be successful or not. It seems that entrepreneurs are considerably more tolerant against ambiguity compared to other people.

Creativity

Creativity is defined as applying our mental capabilities to creation of a new thought or concept. This definition states that creativity takes place in every action and that it is not restricted to a certain type of activity. Creativeness is the essence of entrepreneurship. The texture entrepreneurship culture is fabricated from creativity, innovation and working hard. The culture of entrepreneurship is constructed on paying attention to creativity and innovation.

Seeking independence

Seeking independence can be defined as having control over our fate and doing things for the sake of ourselves. Tendency for independence is a motivational force for current employees and helps entrepreneurs realize their goals and dreams.

Internal control center

Control center addresses one's belief about that to what extent his or her behavior has direct impacts on the consequences of the same behavior. Whenever an individual receives a answer or feedback which is not merely the outcome of

his/her actions, the consequences are considered being resulted by fate and most often, as a result of high complexity of environmental forces, it is presumed unforeseeable. Whenever an individual analyzes a phenomenon in this way, he believes in external control, but if the same individual considers that phenomenon as his or her permanent characteristic, then he/she believes in internal control [10].

Cultural intelligence

The concept of cultural intelligence was initially introduced by Arlee and Aung (2003) who were researchers in London's business school. These researchers, consider cultural intelligence as the ability to learn new patterns and models in cultural interactions and providing these patterns with appropriate behavioral responses. They believe that while facing new cultural opportunities, it is hardly feasible to find familiar signs and symptoms beneficial for establishment of communication. In these cases, individuals must codify a common cognitive framework with respect to existing information. However this framework might not have a sufficient understanding of local behaviors and norms. Codification of such frameworks is only feasible for individuals with high cultural intelligence. According to this definition, cultural intelligence is different from social and emotional intelligence. In another definition, cultural intelligence is considered as a personal capability for understanding, interpreting and taking effective actions in circumstances accompanied by cultural variations. This definition is compatible with those concepts related to intelligence which consider intelligence mostly as a cognitive ability [11]. The center of cultural intelligence has proposed a four dimensional model for measurement of cultural intelligence which is also known as the most important conceptual framework for cultural intelligence. This model is applied to the present research and its dimensions include cognitive cultural intelligence, motivational cultural intelligence, metacognitive and behavioral cultural intelligence. Arlee and Mayakovski has considered three components for cultural intelligence. These components include cognitive, motivational and metacognitive and behavioral. However, most

managers are not equally capable in all three aspects, but each capability without the other two will face serious barriers [12].

Cognitive cultural intelligence

This intelligence indicates the individual's understanding of cultural similarities and differences and shows the general knowledge and mental and cognitive blueprints of other cultures for an individual. It should be taken into account that at the initial entrance to a foreign culture, every individual requires information regarding the ways of penetrating the internal layers of that culture [13]. Particularly, the most important point in establishment of communication is to find common points and put emphasis on them. On this basis, cognitive cultural intelligence allows an individual to understand cultural common points and apply them in establishment of communications.

Motivational cultural intelligence

This intelligence indicates an individual's interest in testing other cultures and interacting with people from different cultures. According to this conception of cultural intelligence, individuals are only capable of having effective cultural interactions when they have a high level of motivation as well as high self-confidence and belief in their own abilities.

Metacognitive cultural intelligence

The metacognitive dimension includes codification of strategies before having cultural interacts, investigation of presumptions while interacting and adjustment of mental plans in case of difference of actual experiences from anticipate [14]. This dimension, promotes an active thinking about different people and cultural situations. On the other hand, it eliminates limited cultural beliefs and guides people towards recreating strategies. Therefore, they will have tendencies for experiencing successful intercultural relations.

Behavioral cultural intelligence

The behavioral dimension, reflects the ability for performance of appropriate uttered and non-uttered behaviors while communicating people from

different cultures. According to Hall, mental ability for cultural understanding and motivation should be complemented by the ability for performance of appropriate expressed and non-verbalized behaviors (choice of words, tone, facial expressions and gestures) according to cultural values in certain situations. These behaviors however include a wide range of flexible behaviors. In spite of several different studies, there are still several ongoing debates regarding entrepreneurial tendencies, its motivational forces, its emergence and the relation between it and performance of companies. Currently there are no completely agreed upon definitions for this hidden structure; however there different acceptance levels for many concepts as well [15].

METHODS

For the purpose of collection of theoretical data, the method of taking notes was used and also which was referred to scientific professional sites related to the context of physical education and also Science Direct and Proquest and credible digital libraries. Information related this article were collected from the sports association boards of Kurdistan province through application of standard questionnaires. This research covers the entire province and includes the entire sports association boards active in the former comprised of managers, vice-presidents and secretaries. The entire population of this research includes >110 individuals. The entire population is selected as the sample with its scope including employees of sports association boards. The instruments applied for measurements in this research are questionnaires. These questionnaires include William's (1995) questionnaire of cultural intelligence and Robins and Colter's (1996) entrepreneur questionnaire. For the purpose of analysis of collected data, in terms of descriptive statistics, the technique of abundance calculation and average percentages for general characteristics of respondents. In terms of reasoning statistics the tests of K-S, independent t, variance analysis and step by step regression analysis were used.

RESULTS

Descriptive analysis

In this section, indexes of abundance relative abundance percentages and cumulative abundance related to demographic features of the studies population (gender, age, marriage status, education, employment record and organizational position) are investigated. Results are shown in tables 1 and 2. Investigations have shown that 83.7% of the respondents were male and 12.7% were female. The most frequent abundance is comprised of people with a working experience between 6 to 10 years. 19.15 of them however, have a working experience of 1 to 5 years, 37.3% have a working experience of 6 to 10 years, 23.6%

have a working experience of 11 to 15 years, 7.3% have a working experience of 16 to 20 years and 12.7 percent of them also have a working experience of more than 20 years. In terms of education, most frequent abundance was related to people holding a B.A degree as 45.5%. After that, under diploma educated people, people holding an M.A degree, people holding an associate bachelor's degree and people holding a high-school diploma with respective frequencies of 17.3%, 16.4%, 12.7% and 2.8% were in later positions. In terms of the age of respondents, the most frequent abundance was seen in 26 to 35 year old individuals. However, the least frequency regarding the former feature, was seen in 18 to 25 year old individuals.

Table 1
Descriptive indexes related to subjects in terms of studied variables

variable	dimension	average	Standard deviation
Organizational entrepreneurship	---	74.68	7.629
	Meta-cognition	17.23	2.183
Cultural intelligence	cognition	17.18	2.469
	motivation	17.01	2.518
	behavior	17.84	4.877

Descriptive findings

In this section, for the purpose of analysis of our research data and providing statistical inferences, various analyses have been used. After describing the variables and obtained answers in this section, the purpose and the applied statistical test in this research are elaborated on.

Kolmogorov-Smirnoff test for testing the normality of variables

The data resulted from questionnaires are not normally distributed for metacognition and behavior dimensions; however, according to the verdict of central limit, if the sample size is large enough (>30 samples), data could be considered normal and therefore, it is possible to apply parametric tests. Results are manifested in table 2.

Table 2
Kolmogorov-Smirnoff test for testing the normality of variables

dimensions	Sig.	Err.	Approved Hypo.	Result
Organizational entrepreneurship	0.837	0.05		Normal
met cognition	0.004	0.05		Not normal
cognition	0.242	0.05		Normal
motivation	0.10	0.05		Normal
behavior	0.003	0.05		Not normal

For analysis of relation between cultural intelligence and entrepreneurship in sports association boards of Kurdistan province,

reciprocity or correlation relations were used including Pearson's correlation coefficient. Results are shown in table 3.

Table 3
Correlation coefficient between cultural intelligence and entrepreneurship

dimensions	1	2	3	4	5
entrepreneurship	1.000				
metacognition	0.552	1.000			
cognition	0.192	0.018	1.000		
motivation	0.336	0.137	0.925	1.000	
behavior	0.298	0.195	0.062	0.001	1.000

Significant relation at 5% of error. ($p < 0.05$).

With respect to availability of required presumptions for running the regression analysis, the multivariate correlation coefficient and determination of coefficient are performed. Table 5, however indicates that at the first step, the metacognitive dimension is first introduced to the regression equation as a result of its stronger correlation with entrepreneurship among other dimensions of cultural intelligence. Its multivariate correlation coefficient is equal to 0.643 and its determination coefficient is 0.305 and these numbers indicate that almost 30 percent of changes in entrepreneurship are determined by the metacognitive dimension. At the next step, the motivation dimension was added to the regression equation. The multivariate correlation coefficient of the second entry was equal to 0.611 and its determination efficient was also equal to 0.374. This value of square correlation coefficient indicates that almost 37 percent of changes in entrepreneurship are addressed by motivation and

metacognition. This shows a 7% raise in total shares. In addition, at the next step, the dimension of behavior was added to the regression equation. Its multivariate correlation coefficient and determination coefficient are respectively equal to 0.641 and 0.411. These numbers indicate that almost 41 percent of changes in entrepreneurship are simultaneously addressed by metacognition and motivation and behavior. Here another 4% increase in total shares is evident. Finally, the fourth step, the dimension of cognition with was added to the regression equation with its correlation coefficient of 0.679 and determination coefficient of 0.461. These numbers indicate that almost 46 percent of changes in entrepreneurship is simultaneously addressed by all dimensions of cultural intelligence. Therefore, with respect to table 4, metacognition, motivation and behavior and cognition are able to anticipate entrepreneurship among employees.

Table 4
Multivariate correlation coefficient and determination values in multivariate regression analysis

model	Multivariate correlation coefficient	Determination coefficient	Standard error	Durbin Watson
1	A – 0.552	0.305	6.391	1.706
2	B – 0.611	0.374	6.093	
3	C – 0.641	0.411	5.938	
4	D – 0.679	0.461	5.706	

Anticipator (s): Metacognition

Anticipator (s): Metacognition, motivation

Anticipator (s): Metacognition, motivation, behavior

Anticipator (s): Metacognition, motivation, behavior, cognition

DISCUSSION AND CONCLUSION

Results of this research have shown that there exists a significant relation between cultural intelligence and organizational entrepreneurship or it can be expected to directly witness the increasing occurrence of entrepreneurial features through amplification of cultural intelligence. The most important point in constitution of relations and communications, is to find common grounds and stress on them. The casual relationship between cultural intelligence and entrepreneurship indicates that employees of private organizations usually experience high frequencies of intercultural interactions and it is through increasing their cultural intelligence that they can penetrate the inner layers of other cultures. Results of this section are consistent with the results of majority of previous researches. For instance, the findings of the study performed on medium and small firms in Iran's Oil Industry also indicate the presence of a causal relationship between dimensions of cultural intelligence and entrepreneurial behaviors such as innovation and recognition of opportunities [14]. Results of this research have however indicated that there exists a significant and meaningful relation between employees' motivational intelligence and entrepreneurship in sports association boards of Kurdistan province. Results of this section are consistent with the results obtained by Sattari (2011, 16) and Abbasi (2014, 17). With respect to the fact that

motivational cultural intelligence indicates an individual's interest in testing other cultures and interacting with people from different cultures. On the other hand, individuals are only capable of having intercultural interactions if they have high levels of motivation and self-confidence as well as belief their own capabilities. Other results of this research have indicated a significant relation between metacognitive cultural intelligence and entrepreneurship in sports association boards of Kurdistan province. Guilani Nia et al. carried out a research and concluded that there was a significant relation between cultural intelligence and entrepreneurship. They also concluded that employees with higher cultural intelligences, have higher potentials for entrepreneurship in organizations. There is no significant difference between cultural intelligence and entrepreneurship among male and female employees in Kurdistan province's sports association boards was observed. With respect to results of this research, a few applicable suggestions are provided for managers and authorities of organizations, especially sports association boards through the province of Kurdistan. These suggestions include: Establishment and management of non-governmental organizations in Iran, as a result of several difficulties and the issue of interacting with different cultures, usually requires high levels of efforts and commitment and having special communication skills. Therefore, if in such organizations, the entrepreneur possesses a suitable amount of cultural intelligence, then he or she will

be able to foresee the sources of emergence of cultural conflicts before they occur. In addition, cultural intelligence increases employee's cultural sensitivities and instead of judging the goodness or badness of different cultural behaviors, makes them ready for acceptance of these behaviors. In this regard, with their experiences and motivations, employees will be able to display behaviors that are crucially appropriate for the arisen circumstances. For the purpose of promotion of employee's entrepreneurial intents, there should be expert entrepreneurship courses being held in organizations and also experienced masters and

instructors should be used the context of education regarding entrepreneurship. Regarding the choice of educational methods for entrepreneurship education courses, practical methods should be employed and also the educated content must be according to employee's interests as much as possible. For the purpose of development and support of entrepreneurship culture, regular seminars and workshops should be held in organizations and also successful businessperson should be invited over to express their own experiences and thoughts.

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