

Abstract

Cultural intelligence and management practices and their roles in organizational performance: Applied study in the sample of Jordanian pharmaceutical companies

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The study aim is to determine if cultural intelligence dimensions (metacognitive, cognitive, behavioral and motivational) and management practices such as goal setting, labor market regulation, product market competition, have effective role in the organizational performance in certain criteria where the researcher has chosen such as productivity, profitability, market share. Also, in the model of the study, the role of two mediating variables (education level and working experience) were included to clarify their roles in the relationship between cultural intelligence dimensions and management practices as the independent variables and organizational performance as dependent variable.

To serve these objectives, the researcher had chosen a questionnaire to be the tool of data collection. Therefore, a questionnaire was developed into four sections with 41 statements: (i) demographic (six questions); (ii) (20) statements represent cultural

intelligence dimensions; (iii) (12) statements represent management practices criteria; (iv) (9) statements represent organizational performance. The questionnaire was distributed to a sample of Jordanian pharmaceutical companies where the researcher has selected 5 among them; Pharma International Company , Hikma Pharmaceutical Co., Dar Al Dawa companies (DAD), Ram pharmaceutical industries co. and finally Jordan Sweden Medical and Sterilization Co. (JOSWE). The valid and appropriate questionnaires for statistical analysis are (213) questionnaire.

The data was collected from the questionnaires in order to use statistical description and analytical method for testing the hypotheses of the study. Therefore, statistical description used as the researchers used linear regression analysis by SPSS to inspect the frequencies and percentage of the population sample. Also, testing the hypotheses of the study to inspect if the null hypotheses are to be accepted or rejected, also to determine the effect and relationship between the independent variables and the dependent variable. The results showed many conclusion, the majors are:

- There is a role of cultural intelligence dimensions (metacognitive, cognitive, behavioral) on organizational performance (productivity, profitability and market share) in the Jordanian pharmaceutical companies
- The null hypotheses of motivational dimension of cultural intelligence and organizational performance (productivity and profitability) was accepted.
- The result prove that any change in management practices (goal setting, labor market regulation and product market competition) would change in the organizational performance of the Jordanian pharmaceutical companies.

- Regarding the mediating variable, it was concluded that the experience level of the employees had negative impact on the relationship between cultural intelligence and organizational performance in the Jordanian pharmaceutical companies

After establishing the study objectives and concluded results, the researcher included recommendations and implication for future researches. The study recommends pharmaceutical companies to pay more attention the cultural intelligence dimensions as it was proved that it has role in the organizational performance in one way or another. Also, companies must encourage their employees to participate in training programs for cultural intelligence and this can't be accomplished if the human resource section of companies didn't recruit employees with the appropriate experience in cross-cultural interactions.

The study recommends that pharmaceutical companies to develop the management practices included in this study to improve their management practices and therefore, organizational performance. For future researches, this study calls for emphasizing the importance role of cultural intelligence in new emerging markets and how it may affects its growth, also the necessity of adding cultural intelligence in academic curriculum and adopting programs to increase the individuals' skills.