Study Relation of Cultural Intelligence with Manager Performance of Tour and Travel Agencies

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Abstract

This study examined the relationship between cultural intelligence and managers' performance of travel agencies. The study is applied research in terms of objectives, and this is correlational descriptive research in terms of collecting and analyzing data. The study population consisted of 500 tour managers and guides in Isfahan province. The sampling method was the simple random sampling method, and the sample size was 217 managers and tour guides of the Isfahan according to Cochran`s formula. Data were collected by questionnaire and analyzed by Lisrel software, using structural equation modeling (SEM). Findings show a positive and significant relationship between tour managers' cultural intelligence and their performance in dealing with crises. Thus, the strategic importance of cultural intelligence in managers' performance while dealing with challenges has been approved. Furthermore, cultural intelligence is recognized as one of the factors influencing the prosperity of tourism by enhancing manager performance.

Keywords: Cultural intelligence, Managers` performance, Tour and travel agencies, Cultural management, Diversity management

Introduction

Today, Tourism has become a fundamental social and cultural reality in communities. Entering tourists into a tourism destination makes the relationship and interactions between Tourists and the host, and one dimension of this relationship is culture. To move to a destination, tourists first encounter the culture of the destination, and thus tourism as a phenomenon has a cultural and vital role in creating cultural changes (Sahabi & Moradi, 2011). On the other hand, the tourism industry has a diversity of human resources workforces in terms of nationality, gender, age, etc. Although, People, who are equally matched in biological terms, also differ in appearance, behavior, socio-economic situation, needs, and outlook on issues and problems. Due to organizational perspective and globalization, diversity in human resources, and managerial crises like SARS and COVID-19 pandemic, which are the most vital issue in organizations and enterprises worldwide, having a cultural intelligence may help managers encounter challenges.

In most Management strategies, taking advantage of diversity has an essential role in maintaining the organization's existence in the crises and integrity inside the organization and increasing competitiveness of the organization through enhancing efficiency and innovation. Managers and organizations that perceive the value of cultural intelligence can use cultural diversity in favor of the company's superiority in the competitive market around the world. Cultural intelligence teaches managers and employees how to think and act more effectively in any cultural context (Askari Vaziri, 2012). Small and big enterprises that accelerate mobility and travel to tourism destinations, for instance, tour operators, agencies, and airlines, have a key role in managing cultural diversity concerning guests and host communities by utilizing components of cultural intelligence. These cultural components will help tour planners and boost their desirable outcomes when they fulfill the triangle dimension of cultural intelligence, including cognitive, motivational, and behavioral dimensions; in other words, Cultural compatibility will not achieve without utilizing cognition, motivation, and intellectual behavior (Earley & Ang, 2003). So, this pivotal question will be raised about Managers of Tourism in Iran. What can they do to take advantage of cultural intelligence to increase the business boom, especially when dealing with crises? Does their cultural intelligence level play a role in this issue?

This study will answer these questions and can be used as an executive model in tourism agencies for managers and tour operators because the managers and their tour guides can improve their performance by gaining and improving the components of cultural intelligence. The study will also fill the gaps in research literature in cultural intelligence and managers' performance in Iran. In this research, first, the dimensions of cultural intelligence, including 1- cognitive dimensions, 2- motivation and desire for cultural interaction, 3- The skill of compatibility with cultural differences or behavioral dimension will be studied. Four dimensions of managers' performance will be reviewed, and finally, the main question of research "Is there a significant relationship between cultural intelligence and managers' performance." Will be examined.

Literature review

Culture and cultural characteristics

According to Hofstede (2005), culture comprises common mental programs that make individual responses to its environment. This definition clearly indicates the possibility of observing the culture in daily behavior and how people respond to the environment. Hofstede discusses three different levels of mental planning shown in Figure2. The lowest level - human nature - is based on shared biological reactions such as hunger, Territorialism, and so on, which is the same for all humans. Because of human nature, there are many behaviors and perceptions that all people share, even those who grow in different cultures (Abzari & Khani, 2010). The intermediate level of culture is based on shared experiences with a particular group of people around us. Cultural values, attitudes, and behaviors give us something in which we share a specific group of people but not all of them (Thomas, 2008). Based on special genetic composition and personal experiences, the highest level of personality makes us unique. Due to personality, behavioral and perceptional differences exist, even among those who enjoy a similar culture (Abzari & Khani, 2010).
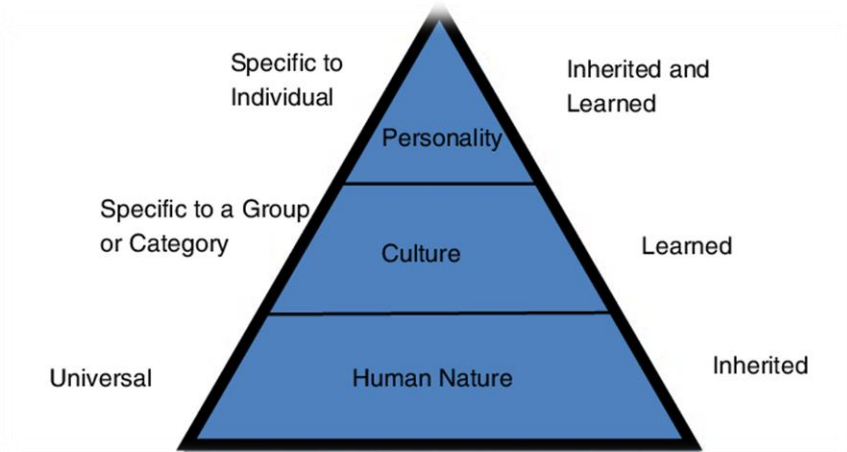
Figure 1. Levels Of Mental Planning (Hofstede & Hofstede, 2005)

Globalization is the result of significant changes that have occurred in the economy, policy, and technology, but the everyday reality of global business involves interactions with people who are culturally different. Cultural attributes affect managers' behavior with subordinates and how to choose proper human resources management activities, especially in the tourism sector, directly with different cultures. (Abzari & Khani, 2010).

Cultural intelligence

Cultural intelligence is a modern domain of intelligence that can be mediated in diverse cultural fields and is defined as the ability to learn new patterns in cultural interactions and provide correct behavioral responses to these patterns. Earley and Ang introduced the concept of cultural intelligence for the first time. These two researchers have defined cultural intelligence as learning new patterns in cultural interactions and providing correct behavioral responses to these patterns (Earley & Ang, 2003, p.123). They believed in confronting the new cultural situation; it is difficult to find out the signs that they can be used for communication.

Earley and Peterson (2004) believe that cultural intelligence reflects an individual's ability to collect, interpret and work with fundamentally different procedures to work efficiently in cultural fields and cultural status, including Metacognitive and cognitive components, such as learning strategies and cultural perception, motivational component, for instance, cultural thinking

and self – effectiveness, and behavior component (acceptable behavior in culture and imitation); furthermore, it is used for international education and multinational teams.
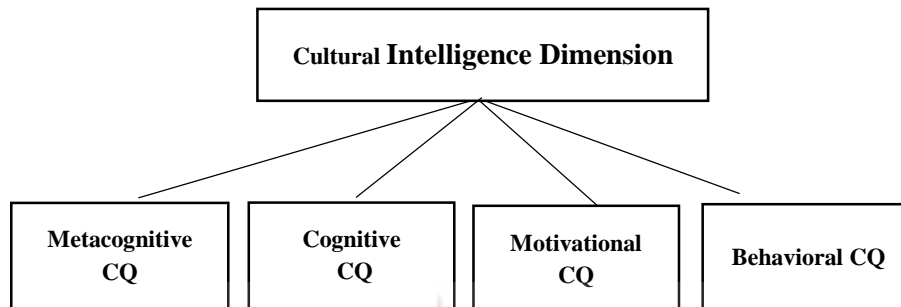
Table1. Definition of Cultural Intelligence (CQ)

Definitions	Researchers
The success of individuals in the ability to adapt and comply to another culture, for example, in doing business work or an overseas trade mission	Brislin, MacNab, & Worthley, 2006
The ability of a person to comply and adapt efficiently to new cultural conditions and situations	Earley & Ang, 2003
Be seemed natural to people and the ability to interpret and analyze individual gestures accurately, similar to their colleagues and fellow compatriots and the reflection of those gestures.	Earley & Mosakofski, 2004
The ability to influence different cultures. The ability to interact efficiently with people who differ from us in terms of culture.	Earley & Ang. 2003; Thomas, 2006
The skill and flexibility in understanding the culture and its further acceptance, the ability to communicate intellectual and emotional relationships when interacting with people from other cultures.	Thomas & Inkson, 2005
The influence of the individual in understanding knowledge, skills, and personality traits, for doing work with people of different nationalities and different cultures, whether within the country or abroad.	Johnson, Lin, & Kyojik, 2006
Ability to adapt effectively to the new cultural fabric	Andresen & Bergdolt, 2017
It is an element and criteria of competence and cultural qualification.	Yari, Lankut, Alon, & Richter, 2020

Dimensions of cultural intelligence

Cultural intelligence is a multi-dimensional concept in which human tendencies in relation to other cultures are analyzed and evaluated from different angles. Earley and Ang were the first researchers who developed a multifaceted concept of cultural intelligence. They considered cultural intelligence as including mental elements (metacognitive and cognitive) and motivational and behavioral factors. Cultural intelligence has four dimensions:

- Metacognitive dimension (mind)

- A cognitive dimension (reason).
- Emotional or Motivational dimension (heart).
- Behavioral or practical dimension (body).

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          │  Cultural Intelligence Dimension │
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Metacognitive CQ	Cognitive CQ	Motivational CQ	Behavioral CQ

Figure 2. Cultural Intelligence Dimensions (Ang & Van dynE, 2015)

Metacognitive cultural intelligence (strategy)

The main factor in cultural intelligence is a critical component with at least three functions and outputs: First, thinking about people and situations with different cultural backgrounds. Second, it makes critical thinking about habits, assumptions, and cultural boundaries. Third, it enables people to evaluate and review mental maps. This factor effectively increases their understanding (Van Dyne & Ang, 2006).

Cognitive, cultural intelligence

Cognitive intelligence is a kind of cultural knowledge of norms, practices, and practices in different cultural environments. In the wide variety and culture of the contemporary world, cognitive intelligence shows general cultural knowledge and knowledge of other cultures. The cognitive factor of cultural intelligence is a critical component because knowledge about cultural similarity and differences determines and performs multicultural competencies (Van Dyne & Ang, 2006).

Motivation cultural intelligence

The third dimension of cultural intelligence refers to its motivational aspect and examines whether the individual has a strong incentive to know a new culture. Self-assertion is a key aspect of cultural intelligence and plays an important role in cultural intelligence. Self-efficacy means a judgment that a

person has about his ability to perform a certain level of performance (Bandura, 2000).

Behavioral cultural intelligence

Cultural intelligence refers to an individual's ability to respond appropriately. The person's attitude must show that he is interested in the other person's culture and tries to accept their cultural elements and respect them. Physical and visible physical actions observe many cultural differences. Recognition and motivation without making an effective and proper response, therefore, should include the capability and skills required to represent the appropriate response with that culture (Fayazi & Jannesari Ahmadi, 2006).

Cultural Strategies

Different approaches to multinational corporations` management are different strategies for cultural diversity management. Based on these strategies, sometimes culture is considered a biased concept, a problem or a threat, or a source of learning and initiative to gain an advantage (Fayazi & Jannesari Ahmadi, 2006). Weiss proposed the criteria for selecting a culturally effective strategy. These criteria are: Firstly, be practical, Secondly, be acceptable (according to the manager's behaviors), thirdly, be fit (concerning relationships, conditions), and finally, that strategy can ensure effective interaction between people. Many of the recommendations on cultural management are often reasonable: greater recognition, higher trust, greater relevance, greater tolerance, and greater exposure to differences. But the fact is that the simplicity of prescribed methods does not mean that they are simple and not practical. We always have to be ready to face our assumptions, question them, abide by our cultural essentials and respect the cultural differences of others without any fear of these differences. Multi-culturalism, at first sight, and early definition, is that of plurality and Meaninglessness. That is, integrating different cultural traditions and most Eastern cultures (especially the cultural traditions of Asia and Africa), with technology and technology - most Western-, in the business arena. That is mass production and consumption in global markets and reproduction through the media, regardless of the specific political meaning and ideological goals, and of course, along with the common economic interests.

This study aims to investigate the problems caused by external matching. To find successful solutions for problems caused by external matching, have to find solutions for the problems caused by internal coherence. To effectively solve problems caused by external alignment and internal consistency, the groups create their own culture. The most successful teams and managers encounter cultural challenges in one of the following four approaches: Recognition of cultural differences and working on them); structural intervention (change of shape or mix of the team); managerial intervention (change of event or import of a team manager to the scene) and exit (deletion of a team member while other alternatives have failed). What best strategy depends on conditions, and each has its potential (Fayazi & Jannesari Ahmadi, 2006).

Cultural intelligence in Tourism and Hospitality

Cultural intelligence as an important strategic management tool is being developed by highlighting the effective management of cultural differences and the need during fierce competition between companies and international organizations. International and local businesses are evolving and thriving on the day. (Arora & Rohmetra, 2010). Cultural intelligence has contributed to the cultural richness in international organizations and enables us to look from different perspectives. This cultural wealth has appeared in cultural differences and cultural intelligence strategy and is very important. For this purpose, the importance of cultural intelligence in the tourism industry can also be realized if the tourism sector is considered a platform that brings together people of different cultures. Aurora and Rohmetra (2010), emphasizing the importance of this issue, point out that organizations need to use cultural intelligence for cultural interaction with customers. In other words, two points are important in emphasizing the importance of cultural intelligence: A good understanding of cultural differences between organizations and customers and benefiting from the advantages of these differences by applying cultural intelligence strategy. The reasons for cultural intelligence need to be addressed in terms of tourism companies: globalization, creating a strong competitive environment in parallel with globalization, local and global integration (globalization), effective communication with customers, the effective and effective management of cultural differences, and effective communication between employees.

Managers Performance

The performance results from the employee's activities in terms of the execution of the tasks assigned to them after a certain period. This can have a product or service aspect. Usually, the performance measurement is performed after a particular time unit, such as an employee's performance at the end of the year.

The strength and motivation hypothesis and its relationship with performance are almost a new theory in this respect; Vroom (1964) defines performance as an individual's ability and says the determinants of this variable are motivation and ability [P = F (M.A)]. That is, performance is a function of motivation and ability. This formula assumes that both factors are essential for the desired performance, and the occurrence of good performance requires the existence of both elements. Evaluation of performance or measurement of performance is the process by which the manager evaluates task behaviors of employees by measuring and comparing them to predetermined criteria, recording the results, and informing them of the organization's employees.

It`s necessary to note that the organization's performance, as shown in Figure 3, stems from many factors. The model identifies five of the most important factors, including organizational structure, knowledge, human resources, strategic positioning, and the human process. In the present study, performance is the efficiency and product of people in practical relation. In other words, the performance of the individual function is according to the description of the tasks and graphic expectations by superiors and subordinates (Rezayeian, 1994).

No information was found as a result of the literature review of research backgrounds in cultural intelligence and managers' performance in the context of tourism and travel. But the review of literature on cultural intelligence showed that according to the novelty of this concept, research on the subject has been limited, some of which are as follows:

Conceptual assumptions and conceptual models of research are formulated based on research literature. Figure 4 shows the theoretical framework of this study.

Table 2. Previous studies on Cultural intelligence

| Authors	Title of research	Findings
Imai & Gelfand, 2010	The Culturally Intelligent Negotiator: The Impact of Cultural Intelligence (CQ) on Negotiation Sequences and Outcomes	The study results show the existence of a positive correlation between continuously integrated behaviors and negotiators' cultural intelligence.
Rockstuhl, Seiler, Ang, Van Dyne, & Annen, 2011	Beyond general intelligence (IQ) and emotional intelligence (EQ): The role of cultural intelligence (CQ) on cross-border leadership effectiveness in a globalized world	General intelligence is internal and external effectiveness. Emotional intelligence affected by internal leadership and cultural intelligence is more potent than the effectiveness of overseas leadership. In general, the results show the need for cultural intelligence as one of the basic competence of leadership in the global world today.
Naechi & Abasalizadeh, 2007	Cultural intelligence and its relationship with entrepreneurial characteristics of non - profit organization managers in Iran	There is a strong relationship between the four factors of cultural intelligence and each feature of entrepreneurs. So, strengthening behavioral cultural intelligence and cognitive cultural intelligence can directly affect an increase in organizational entrepreneurship.
Hoseininasab & Ghaderi, 2011	Determining the relationship between cultural intelligence and managers ' productivity in schools in West Azerbaijan Province	The study results show that there is a positive and meaningful relation between cultural intelligence and its components (Metacognitive, cognitive, motivational, and behavioral). Other findings show no correlation between cultural intelligence variables and such interest due to demographic factors including service history, education level, gender, and education aspects.
Mohammadi, Nadaf, & Roshan, 2020	The Impact of Emotional Intelligence and Cultural Intelligence on Resistance to Changing Employees with the Mediating Role of Psychological Capital	According to research findings, Increasing employees' emotional and cultural intelligence will reduce their resistance to change. Also, improving psychological capital strengthens the effect of emotional and cultural intelligence on resistance to change mediated by psychological capital.
Morin & Talbot, 2021	Cultural Intelligence of Expatriate Health Workers in an Inuit Context: An Exploration of Managerial Competency Profiles	The findings indicate that there are three typical managerial profiles: (1) The opportunist, (2) the modern missionary, and (3) the seasoned sage. These administrative profiles highlight the emerging dynamics of the cultural intelligence model and provide a better understanding of the career trajectories of managers in the healthcare sector.
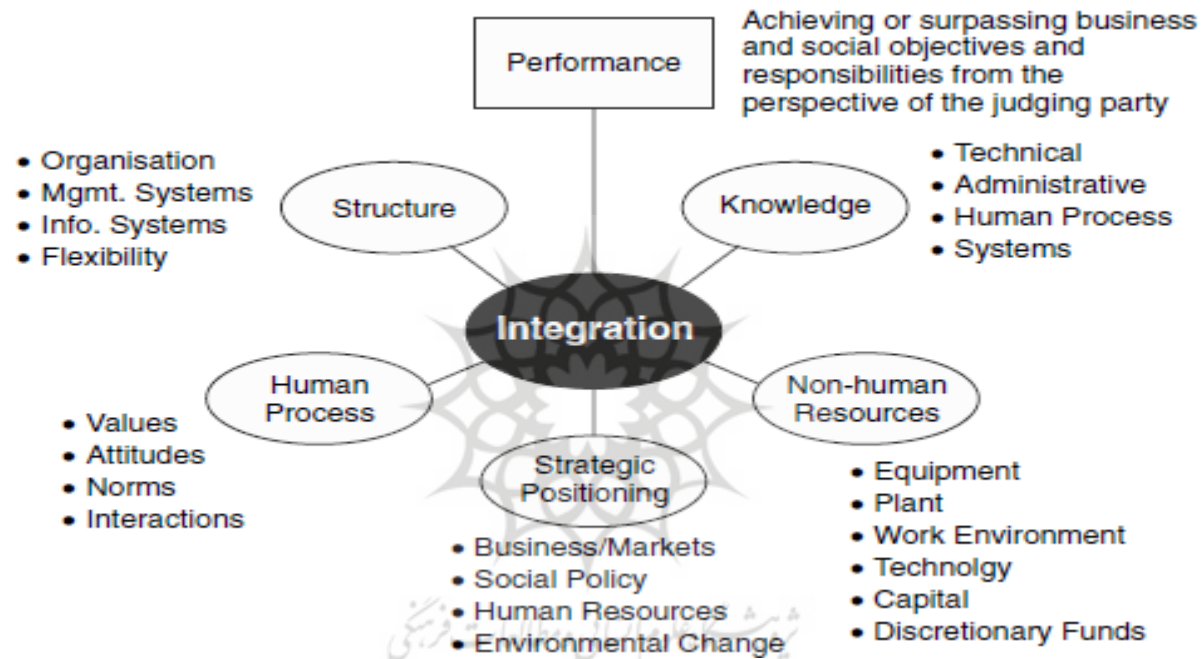
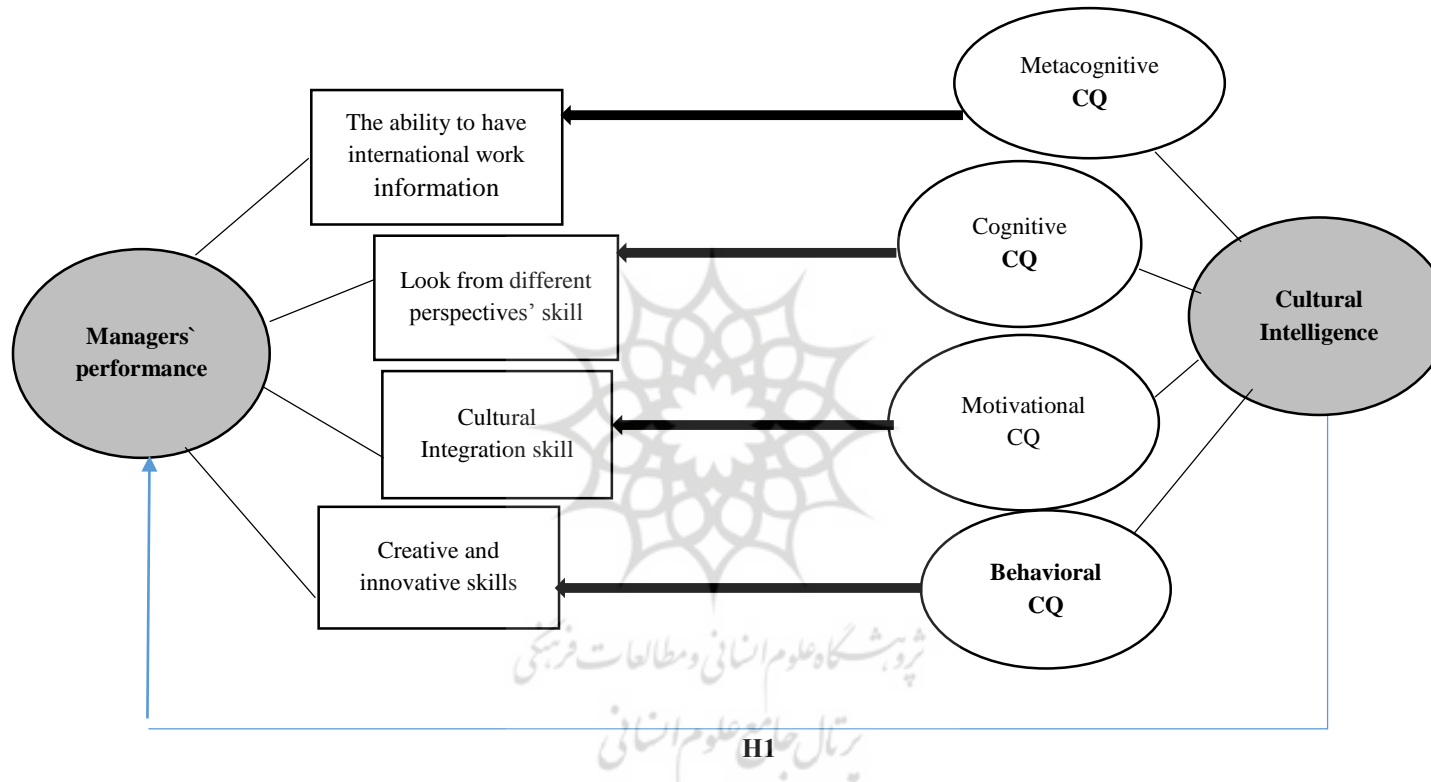**Figure 3. Satellite Model Of Organisational Performance**

Figure 4. Research theoretical framework

Methodology

The study is applied research in terms of purpose and in terms of collecting data; it's descriptive-correlation research. Data were collected using a standard questionnaire. According to Isfahan cultural heritages, handicrafts, and tourism organization`s statistics Population of the study consist of 500 tour guides and travel directors that include 277 women and 223 men.

The sample size and sampling method

In this study, a preliminary study was conducted by distributing questionnaires among 30 travel managers and tour guides, which, according to the volume of population and according to Cochran`s formula, the sample size determined 217 individuals. 217 questionnaires were distributed among managers and tour guides using the Simple Random Sampling method; just 175 questionnaires were completed. The rest of the questionnaires were shared online at Google-Doc among them, and finally, 217 have been completed, and their data were analyzed.

Methods and tools of collecting data and information

To collect information and review literature, library and internet resources, including books and Studies of internal and external researchers, have been used, and a data questionnaire was used to collect data. To measure cultural intelligence, the standard questionnaire of Ang (2007) has been used, and to measure the performance of managers has been used the survey questionnaire of Akis (2007) under the title of "leadership in different cultures." The questionnaire consists of three parts. The first part includes the demographic questions. The second part relates to managers' performance and consists of 14 questions to measure four dimensions of the manager's performance. The third section measures the cultural intelligence of travel managers and guides with 20 questions, which examine four cultural factors 1- Metacognitive cultural intelligence, 2- Cognitive, cultural intelligence, 3- Motivational cultural intelligence, 4- Behavioral cultural intelligence in five - order Likert scale.

Validity and reliability of the questionnaire

To assess the validity of questionnaires, specialists, professors, and experts in this issue were examined and approved. Among all the questionnaire scales,

one scale had no validity, which was eliminated, and the other scales' validity of the questionnaire was approved. Based on Cronbach's reliability test, the reliability coefficients of the questionnaire were approved and at a desirable level.

Table 3. Reliability test results

Variable	alpha Cronbach`s
Metacognitive intelligence	0/83
Motivational intelligence	0/88
Behavioral intelligence	0/81
Cognitive intelligence	0/82
Cultural intelligence	0/82
The ability to have international work information	0/83
Look from different perspectives` skill	0/71
Cultural Integration skill	0/78
Creative and innovative skills	0/79
Managers` Performance	0/88

Analyzing data method:

After collecting data, the process of statistical data analysis was carried out by Lisrel software. In this study, Kolmogorov-Smirnov Test was used to examine the normality of the data. To explain the research variables, one sample t-test and Friedman test and structural equation modeling (SEM) and confirmatory factor analysis were used.

Findings

Descriptive Statistics

The frequency distribution of participants in the study consists of 117 equivalent (56) percent of respondents were women, and 100 equivalent (46) respondents were men. The highest frequency of population belongs to 25 to 35-year-olds with 89 people equal 41 percent and the lowest frequency of population belong to above 45 years old segments with 36 people equal 5.36 percent. Of the 217 participants in the present study, 82 have a bachelor's degree, which is the highest in number, with the rest, 51 with a master's degree,

43 with an Associate's Degree, and 41 have a diploma. Sixty-six of the sample have 5 to 9 years of work experience in an organization, which has the highest frequency, and 40 people have more than ten years of work experience, which is the lowest frequency of the sample. 120 managers have the most significant number, and 97 tour guides have the lowest amount. 110 of them are familiar with a foreign language, which is the highest frequency, and 42 are not familiar with the foreign language, which has the lowest value compared to the other segments.

Inferential statistics

The results of the Kolmogorov-Smirnov Test show that all research variables are of normal distribution. The significance level in all variables is larger than the error value (0.05) as observed. Therefore, 95 % of the null hypothesis is accepted significantly. Thus, the distribution of this sample is normal. To investigate the relationship between variables, the Pearson correlation coefficient has been used; the results are presented in the following table.

Table 4. correlation matrix of research variables

dependent / Independent		Managers performance
Metacognitive	Pearson Correlation	**0/473
	Sig	0/000
Cognitive	Pearson Correlation	**0/769
	Sig	0/000
Motivational	Pearson Correlation	**0/685
	Sig	0/000
Behavioral	Pearson Correlation	**0/625
	Sig	0/000

The Pearson correlation coefficient between the Metacognitive intelligence variable on managers' performance is equal to 0/473 and between the cognitive intelligence variable and the manager's performance equal to 0/ 769, and between the Motivational variable and the performance of managers equal

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to 0. / 685 between the Behavioral intelligence variable and the Performance of the manager equal to 0/625, which are meaningful at 0/01 level. It can be said that Cognitive intelligence, Cognitive intelligence, Motivational intelligence, and Behavioral intelligence affect managers ' performance. This effect is positive and direct due to the sign of a positive and direct correlation coefficient. Based on factor analysis, all parameters of the model (< 0.03) are meaningful. In this sense, the correlation between Exogenous variable dimensions is meaningful, and the correlation between questions and factors has reached a significant level.
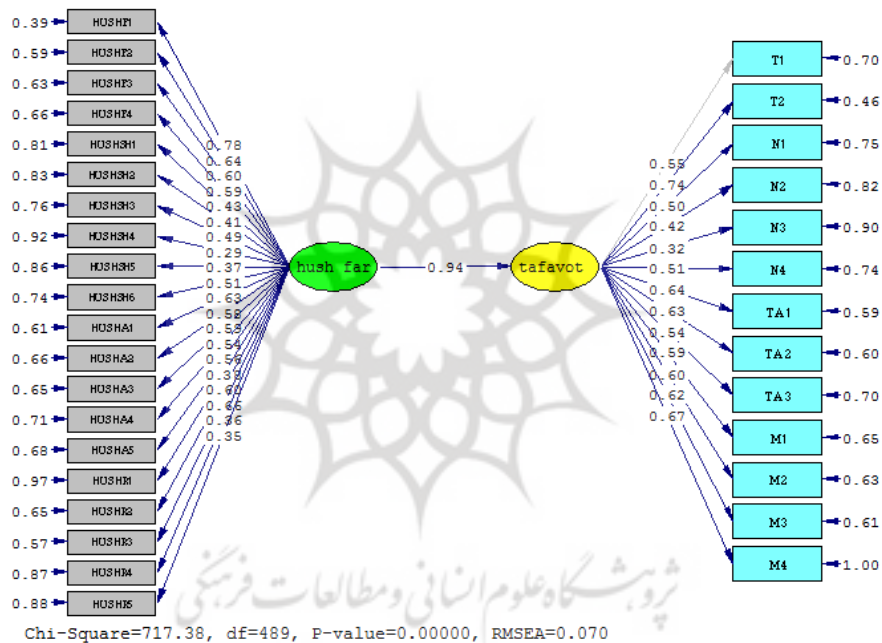

Figure 5. SEm model of the central hypothesis according to Standard coefficients

According to figure 5, the path coefficient of the relationship between the managers of the managers and guide of travel agency tour operators is calculated by 94 percent. Therefore, there is a positive and significant relationship between the cultural intelligence variable of travel agency managers and guides and their performance.
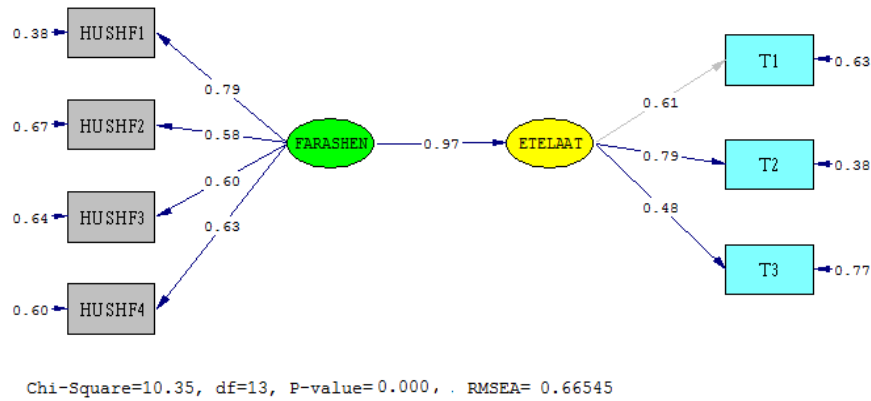
Chi-Square=10.35, df=13, P-value=0.000, . RMSEA= 0.66545

Figure 6. SEM model of MCQ with MP according to Standard coefficients

The first sub-hypothesis is approved that there is a relationship between the Metacognitive intelligence (MCQ) of managers and managers` performance (MP). As shown in Figure 8, the path coefficient of the relationship between the Metacognitive Intelligence variable and the performance of managers is equivalent to 97 percent. So, it can be stated that there is a relationship between the Metacognitive intelligence of managers with the Performance of managers.
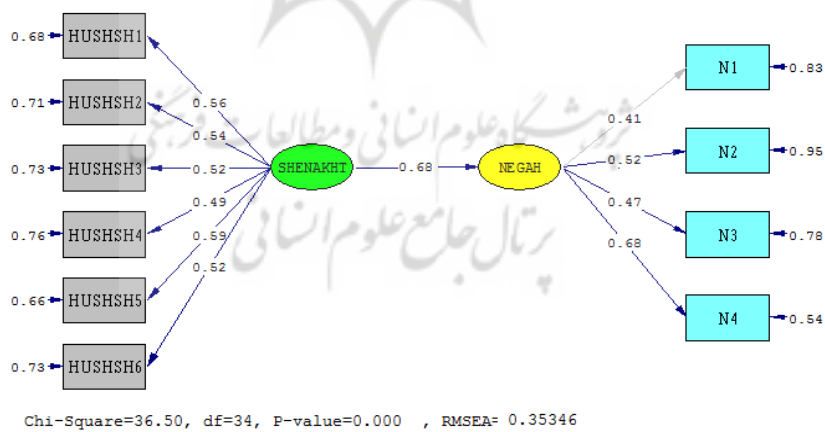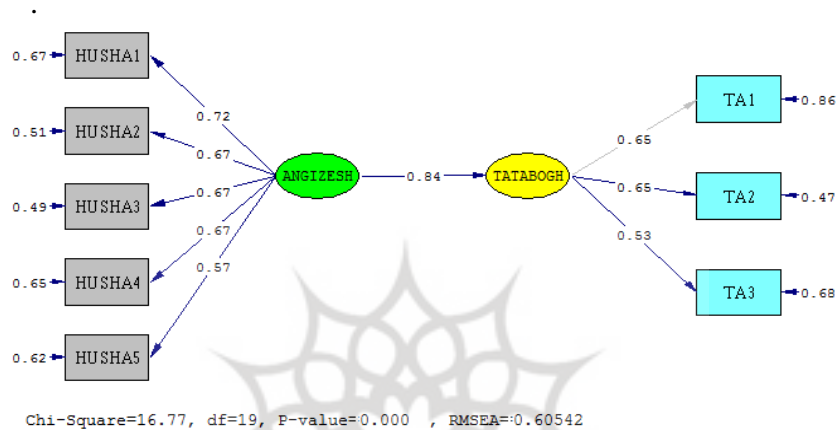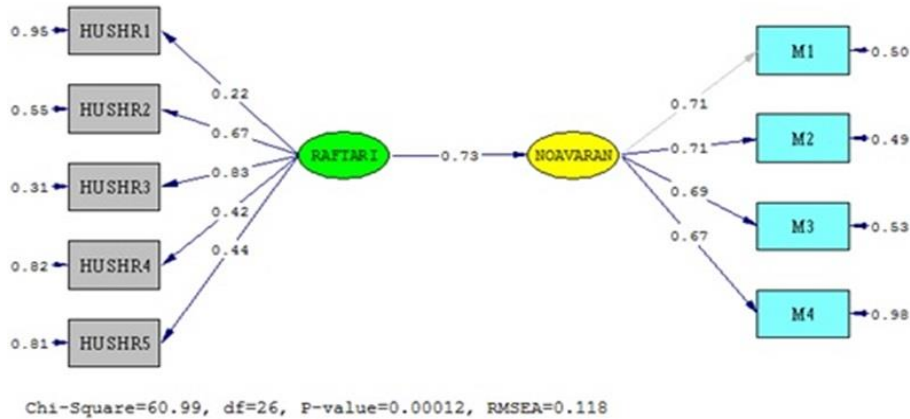

Chi-Square=36.50, df=34, P-value=0.000   , RMSEA= 0.35346

Figure 7. SEM model of CCQ with MP according to Standard coefficients

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The second sub-hypothesis is approved that there is a relationship between managers' cognitive cultural intelligence (CCQ) and managers` performance (MP). As shown in Figure 9, the path coefficient of the relationship between the cognitive Intelligence variable and the performance of managers is equivalent to 68 percent. So it can be stated that there is a relationship between the cognitive intelligence of managers with the performance of managers.

Chi-Square=16.77, df=19, P-value=0.000 , RMSEA=0.60542

Figure 8. SEM model of Motivational CQ with MP according to Standard Coefficients

The third sub-hypothesis is approved that there is a relationship between motivational CQ of managers and managers` performance (MP). As shown in Figure 10, the path coefficient of the relationship between the Motivational Intelligence variable and the Performance of managers is equivalent to 84 percent. So, it can be stated that there is a relationship between the Motivational intelligence of managers with the Performance of managers.

Chi-Square=60.99, df=26, P-value=0.00012, RMSEA=0.118

Figure 9. SEM model of BCQ with MP according to Standard Coefficients

The fourth sub-hypothesis is approved that there is a relationship between Behavioral CQ of managers and managers` performance (MP). As shown in Figure 10, the path coefficient of the relationship between the Behavioral Intelligence variable and the Performance of managers is equivalent to 73 percent. So, it can be stated that there is a relationship between the Behavioral intelligence of managers with the Performance of managers.

Discussion and results:

The tourism industry includes a wide range of diversity in terms of gender, nation, age, and type of contract. Managers and employees should develop their different skills and performance concerning this diversity. One of the travel industry issues, which is dynamic, complicated, and global, is the Cultural intelligence capacity and its influences among travel managers, employees, and tourists. In general, future successful international firms in the organizational context will be the ones that increase their Cultural intelligence capacity while encountering challenges and crises. Therefore, in today's businesses, as a manager or an employee, it`s vital to develop their skills of cultural intelligence and use them effectively. This research studied relations of Cultural intelligence dimensions, including Metacognitive, Cognitive, Motivational, and Behavioral, with Managers' performance at travel companies.

The results showed that, in general, the cultural intelligence of managers to face diverse cultural conditions and, on the other hand, the verbal behavior and non - verbal behavior of managers in dealing with other cultures is known

as an influencer on their performance. In this study, the effective influence of dimensions of cultural intelligence differs from the study results of van Dyne (2006). In the study of van Dyne and others, strategic dimension is known as an affecting factor on function performance while in this study, the Motivational, Metacognitive, cognitive, and Behavioral dimensions have been recognized as effective factors on functional management, this difference in result maybe stems from different characteristics such as differences in spatial domain or time of the study, and especially cultural differences (Iranian culture and American culture) in two environments. Also, the findings of the study of the impact of cultural intelligence on the performance of managers and librarians are in line with this research, and both have achieved similar results. In both studies, the results showed that there is a significant relationship between the Metacognitive and Motivation dimensions with the Performance. Also, the impact of Cultural intelligence on task performance has been derived from Cognitive, Motivational, and Behavioral aspects of Cultural intelligence. The study results of Rockstuhl et al. (2011) supported the critical role of managers' Cultural intelligence for cross-border management and are in line with the present study results and confirmed the importance of cultural intelligence in managers' performance.

To conclude, according to the importance of this topic and the research and studies on the relationship between cultural intelligence and managers' performance, in this section, the researcher, based on these findings, presents some applied suggestions for travel managers:

Managers need to ensure that service delivery and employee management it is centered on the issues of equality and cultural diversity. In addition, concerning different perspectives of local employees, managers can create and introduce common values. To increase flexibility, promote heterogeneous and divergent values. To utilize cultural intelligence as one of the selection criteria, organizations have to consider a special place for training programs to improve managers' cognitive and behavioral skills. It is suggested that the organizations in the policy of attracting human resources in sectors dealing with diverse cultural environments should use cultural intelligence tests as one of the selection criteria. Based on the fact that a considerable portion of cultural intelligence's skills and abilities are acquisitive, organizations should consider the training programs to strengthen this intelligence; furthermore, using formal and informal learning to improve their cognitive and behavioral skills.

The limitation of this study was the difficulty of reaching the selected sample, and the current research has just benefited from the quantitative approach of collecting and analyzing data. Therefore, in future research, suggested that in addition to investigating the research variables in other organizational tourism environments such as hotels and tourism institutes, qualitative and mixed methods approaches could be used to collect and analyze research variables.

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