

**ISTANBUL SABAHATTIN ZAIM UNIVERSITY**  
**GRADUATE EDUCATION INSTITUTE**  
**BUSINESS MANAGEMENT PROGRAM**

**THE RELATIONSHIP BETWEEN POLITICAL SKILLS  
AND CULTURAL INTELLIGENCE LEVELS OF TOURISM  
SECTOR EMPLOYEES WORKING IN EMINONU REGION**

**MA THESIS**

**Assadullah HASHIMI**

**Istanbul**  
**August-2021**

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## **DECLARATION OF SCIENTIFIC ETHICS AND ORIGINALITY**

This is to certify that this MA thesis titled “The Relationship Between Political Skills and Cultural Intelligence Levels Of Tourism Sector Employees Working In Eminonu Region” is my own work and I have acted according to scientific ethics and academic rules while producing it. I have collected and used all information and data according to scientific ethics and guidelines on thesis writing of Sabahattin Zaim University. I have fully referenced, in both the text and bibliography, all direct and indirect quotations and all sources I have used in this work.



**Assadullah HASHIMI**

Istanbul, August 2021

## PREFACE

Arařtırmamdaki her ařamada bana yardımcı olan ve yardımını esirgemeyen deęerli tez danıřmanım Dr. Öğr. Üyesi Mehmet ÇETİN, eęitim alanında dersleriyle bana ve hayatıma bir vizyon katan çok deęerli ve sevdiğim hocam Doç. Dr. Özgür KOKALAN, lisans ve yüksek lisans eęitimim boyunca benden desteklerini esirgemeyen her ařamada yardımcı olan hocalarıma çok řükranlarımı sunuyorum ve desteklerini eksiltmeyen sevgili aileme teřekkürlerimi sunarım.

**Assadullah HASHIMI**

Istanbul, August 2021

## ABSTRACT

### THE RELATIONSHIP BETWEEN POLITICAL SKILLS AND CULTURAL INTELLIGENCE LEVELS OF TOURISM SECTOR EMPLOYEES WORKING IN EMINONU REGION

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Master, Business Management

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The aim of this study is to examine the relationship between political skills and cultural intelligence levels of tourism sector employees working in the Eminönü region. This study used quantitative research methods to investigate the relationships among cultural intelligence and its sub-dimensions, behavioral cultural intelligence, cognitive cultural intelligence, meta-cognitive cultural intelligence and motivational cultural intelligence, and political skills and its subdimensions social intelligence, sincerity, interpersonal influence and networking levels of the employees working in Eminönü region who are daily working with the tourists and coworkers from different cultures and countries. To collect the data for the analyses 126 employees filled the questionnaire. In the first part of the questionnaire, the demographics of the respondents were addressed. Scales measuring cultural intelligence and political skills were also given in the forms. The analyses tested and identified the associations between cultural intelligence and political skills with their sub-dimensions. Descriptive statistics were used for determining the characteristics and mean values of the variables. Correlation and regression analysis were used for analyzing the associations among variables. Results indicated that there are significant relationships between political skills and cultural intelligence levels of tourism sector employees working in Eminönü. Specifically, cultural intelligence effects political skills of employees positively and significantly.

**Keywords:** Political Skills, Cultural Intelligence, Eminonu Region

**ÖZET**  
**EMİNÖNÜ BÖLGESİ TURİZM SEKTÖRÜ ÇALIŞANLARININ**  
**POLİTİK BECERİ VE KÜLTÜREL ZEKA SEVİYELERİ**  
**ARASINDAKİ İLİŞKİ**

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Bu çalışmanın amacı, Eminönü bölgesinde görev yapan turizm sektörü çalışanlarının politik becerileri ile kültürel zeka düzeyleri arasındaki ilişkiyi incelemektir. Yapılan analizler, kültürel zeka ve politik becerisi arasındaki ilişkileri alt boyutları ile test etmiş ve betimlemiştir. Bu çalışmada, günlük olarak farklı kültür ve ülkelerden turistler ve iş arkadaşlarıyla birlikte çalışanlar örneklemin kültürel zekaları ve alt boyutları olan davranışsal boyut, bilişsel (cognitive) boyut, üstbilişsel (metacognitive) boyut, motivasyonel boyut ile politik becerinin alt boyutları olan sosyal zeka, samimiyet, kişiler arası etki ve ağ kurma değişkenleri arasındaki ilişkileri araştırmak için nicel araştırma yöntemleri kullanılmıştır. Analiz için veri toplamak amacıyla 126 çalışan anketi doldürmüştür. Anketin ilk bölümünde, katılımcıların demografik özelliklerine değinilmiştir. Kültürel zeka ve politik beceriyi ölçen ölçeklerle anket devam etmiştir. Değişkenlerin ortalamaları, frekans ve yüzde dağılımını betimlemek için tanımlayıcı istatistikler kullanılmıştır. Değişkenler arası ilişkileri analiz etmek için korelasyon ve regresyon analizi kullanılmıştır. Sonuçlar, Eminönü'nde görev yapan turizm sektörü çalışanlarının politik becerileri ile kültürel zeka düzeyleri arasında anlamlı ilişkiler olduğunu göstermiştir. Kültürel zeka, politik beceriyi anlamlı ve olumlu yönde etkilemektedir.

**Anahtar Kelimeler:** Politik Beceri, Kültürel Zeka, Eminönü Bölgesi

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## **LIST OF ABBREVIATIONS**

**PS:** Political Skills

**CI:** Cultural Intelligence

**SPSS:** Statistical Package for Social Sciences

**KMO:** Kaiser Meyer Olkin

**ANOVA:** Analysis of Variance



# CHAPTER I

## INTRODUCTION

Political skills and cultural intelligence are very critical in today's work-life, especially in a work setting where people need sales skills, networking capabilities and constantly managing interpersonal relationships with many individuals from different cultures and countries. Aforementioned skills are also important for the survival of the organizations in various fields, especially in service sectors. Political skills influence the performance and behaviors of the employees. In terms of work, political skills help increase employees' work accomplishments, by making it easier to adapt the organizational culture and needs (Zhao, Peng, and Sheard, 2013). Cultural intelligence also has been studied as an important factor of employee performance in such sectors (Ang et al., 2007). Service sector employees in Eminönü region need to satisfy, effectively communicate and understand the customers from different cultures. In addition, the interpersonal performance of the employees may affect the organization's goals. According to the above suggestions, political skills and cultural intelligence play a positive role in the employees' performance in the workplace. They are highly critical because they impact the work behaviors and abilities of the employee's which in turn affect the performance in the organization.

Researchers have defined the concept of cultural intelligence primarily as the ability to understand and manage people and secondly as the ability to behave skillfully in relationships between the people (Thorndike, 1937). The roots of the concept of cultural intelligence can be seen in the social intelligence concept which may be considered as the ability to manage and behave correctly to increase social networks and relationships. The effects of cultural intelligence levels can be observed in the relationships of employees in social-life and social environment of the workplace. Elements of cultural intelligence have an ability to increase the efforts of employees for learning the behavioral and social codes of the community and the social entity they work.

Politically skilled employees can be described as individuals who can establish a good environment inside of the organization for their interests and benefits. Politically skilled employees understand the interpersonal job requirements easily

and do their tasks very efficiently; also they influence other employees to do their work very efficiently (Mahajan and Toh, 2017).

Using their political skills, employees can increase their relations with other employees in the company. It helps employees to become more reliable for the work outcomes and to get higher achievements and accomplishments. Not all individuals working in organizations have the same levels of cultural intelligence and political skills. But individuals can make progress in their careers to achieve self-confidence on cultural intelligence and political skills. This way, these qualities are learnable and developable. Depending on this condition, it is thought that the individuals with high cultural intelligence and political skills may differ in terms of achieving future goals and can easily adapt to different situations. Work behaviors and performance levels of the employees may vary depending on their political skills and cultural intelligence (Ang et al., 2007). The relationship between these two variables becomes more important considering their effects on work outcomes and the nature of the job in such work settings (service industries). In fact, many employees work in diverse environments and very often they are appointed in interpersonal relations. Based on these explanations, the relationship between cultural intelligence and political skills in touristic facilities constitute the focus of this research. The importance of study variables and the effect of this relationship on the work life of the employees in this sector makes this study important and highly contributing to the literature and management practice.

The variables of cultural intelligence and political skills are at the highest level of importance to affect interpersonal relationships with customers and coworkers. It is possible to improve organizational outcomes by making the right investments for the political skills and cultural intelligence of employees in the organization for the development of company growth. Employees need cultural intelligence and political skills to be effective with customer relations in their organizations. They may be considered as the two pillars of a structure just like the right hand and left hand. Because the lack of one of these variables leads to inability of survival of the structure in a work setting like the Eminönü Region, where there are various people coming from all around the world and bringing their cultures into this region. In order to faces with the interpersonal and communication related dynamics, employees need to understand and react to customers from different backgrounds.

So, this study suggests that effective political skills also require a high level of cultural intelligence. In any situation where cultural intelligence is weak, it is not likely to state that high levels of political skills exist and are effective for that work environment. In fact, the high level of cultural intelligence does not always mention that political skills are also high. These are related but different constructs. Thus, this pattern indicates a high level of dependency for relationships between these two elements, and both elements support and develop each other.

To conclude, this study focuses on investigating the relationship between political skills and cultural intelligence levels of the employees who are working in the Eminönü region. Therefore, these two variables are very important in business life and also in daily life. Particularly for employees who are working in the tourism sector like the Eminonu region. The higher levels of these variables can affect the performance of employees for establishing a good trade and high quality interpersonal relationships with different people in a high diversity environment. Because if employees have a good dialogue with the people and build good relationships it will help them to generate more sustainable business and in turn, higher revenue for the company and higher incomes for themselves. Another importance of our research is its no uniqueness, that such a research model (investigating the link between political skills and cultural intelligence in Eminönü Region employees) has not been conducted before. The importance of the study variables for the region affected the decision for doing the research about the Eminonu Tourism sector. Another reason behind the research model and the idea is the personal experience of the author who has worked in this region and observed employees and customers coming from all around the world and from diverse cultures for years.

### **1.1. Purpose**

The aim of this study is to examine the relationship between political skills and cultural intelligence using the responses of the employees working in the Eminonu region in Istanbul province. Another important aim of the study is to examine whether some demographic variables cause a significant difference in their perceptions regarding political skills and cultural intelligence.

In this context, examining employees' views on their political skills and cultural intelligence is very critical. Revealing the relationship between these two variables through an applied study makes an important improvement in terms of filling the gap in the literature. This is mostly in terms of understanding how these variables form in a unique work setting such as the Eminönü Region. In this work environment, mostly, the foreigners are interested in the employees' attitudes, interpersonal skills and cultural knowledge about their history and country. An employee with cultural capabilities about his/her own culture and the customers' culture can better disclose to them. Cultural intelligence and political skills are not only necessary for the relationships with customers, but it is also crucial for the managers and employees in the organization (Rohmetra and Arora, 2015). The impression used by the individuals to realize their personal knowledge, organizational goals and management tactics are essential in high diversity work settings. These are also related to political skills and cultural skills as the organizations are high on diversity.

On the other hand, the employees may have the ability to influence other employees in the organization. They can continuously support the other employees to concentrate and giving their full attention to work. A good employee always wishes to improve their skills and come up against problems. They want to discover new ideas and increase their skills to reach the organization's goals. This makes the relationship between cultural intelligence and political skills even more important for organizations. Therefore, in this study, we will have a look at how the employees feel the relationship between political skills and cultural intelligence. In this background: the answers for the following questions were needed in the research. Is there a relationship between political skills and cultural intelligence in the hospitality sector, specifically in the Eminönü Region? What are the levels of the political skills and cultural intelligence which can reflect the employees' professional achievements, general professional goals and income-related goals in the Eminönü Region? Do the political skills and cultural intelligence adjust among the gender, age, education level, marital status? The main purpose of the study is to examine the relationship between political skills and cultural intelligence of the employees working in the Tourism Sector in Eminönü Region in Turkey.

The aim is to perform the following:

- To examine the relationship between political skills and cultural intelligence in the Eminonu region.
- To identify and describe the cultural and political skill levels of employees working in the Eminonu region.
- To test if cultural intelligence affects political skill levels of employees working in the Eminonu region.
- To test if cultural intelligence dimensions affect the political skills dimensions of employees working in the Eminonu region.

## **1.2. Importance of the Research**

The study has a significant contribution to the investigation of employees' views of the political skills and cultural intelligence, which is playing an effective role in teamwork and work behavior.

According to the investigation on the literature, to our knowledge, this is the first study that addresses the analysis of “the relationship between political skills and cultural intelligence of the employees working in the Tourism Sector of Eminönü Region in Turkey”. A careful review of many articles and studies about political skills and cultural intelligence resulted in no finding or identical studies focusing on this model of this research. That is one of the reasons that this analysis is very important for investigation about the Tourism Sector in the Eminönü Region.

Another important look of this research is about the importance of the study variables in this sector. It is understood that people give privilege about their culture and the political skills can be a potential helping factor for the employees to raise their cultural knowledge directly. At the same time, as they are increasing their cultural knowledge their political skills can also increase. The tourism sector has become one of the fastest growing and developing sectors compared to the other sectors in Turkey since 1980. Therefore, significant numbers of people are working in the tourism sector. Many people travel to other countries to enrich their culture, exploring the touristic areas like the Eminönu region. In particular, mainly if the employees are high on political skills and cultural intelligence, the tourists visiting the Eminönu region would be faced with well-cultured and talented people in their

journey. These variables are crucial for the employees to become more productive in the Eminonu region.

The importance of such concepts and their links is not limited to the customers of visitors. Several research indicates that the employees need to be sincere with each other and behave well to others. The employees must be polite and not abuse others at work in the organization (Zhao, Peng and Sheard, 2013). Political skills and cultural intelligence are also important for keeping good relationships in organizations where employees are from different backgrounds.



## **CHAPTER II**

### **THEORETICAL AND CONCEPTUAL FRAMEWORK - POLITICAL SKILLS**

The theoretical and conceptual framework of the concept of political skill are presented in this part of the study, which examines the relationship between cultural intelligence and political skills. Firstly, definitions related to the concept of political skills, which have a valuable effect within the organization, are presented. Then information about the political skills' sub-dimensions and resembling concepts such as political behavior and political perceptions are given.

Generally, political skills can be defined as understanding and directing people at work and using these abilities to influence other people to achieve organizational or personal goals (Ahearn et al., 2004).

Political skills can increase abilities and skills as a leader and manager. Politically skilled managers and leaders can be aware of every employee's behaviors, intentions, and goals working in their teams and if they are working correctly and performing the company's tasks and services well (Chatterjee and Krishnan, 2007).

However, it is very important to manage and control the employees' tasks and services which are related to company goals and targets. Also, problems such as faults, mistakes, and misunderstandings among their colleagues within the organization must be figured out. Politically skilled employees in the company continue this strategic process. If the leaders and managers do not follow the proper instruction or direction, then it could result in teams becoming very dysfunctional and inhibited. People can try to gather from each other and indeed, that could lead to failure and it will affect the organization's performance. A leader or manager must be aware of people trying to advance their agenda or timetable playing the political games inside of the company. Leaders must be aware of employees' needs and manage their requirements. That is very helpful for organizational goals when keeping employees united, in high morale, high engagement and in high performance (Theakston, 2011).

Below, the concepts that resemble and can act as an infrastructure for the concept of political skills (political behavior and political perceptions) are discussed prior to the definitions of political skills.

## **2.1. Political Behavior**

Various studies have argued and disagree that political behavior is an important aspect of organizations and companies. Political behavior is not seen as part of the employee's official role and character, but it is trying to influence the workers and to affect the process of behaviors inside the organizations (Robbins, Dan Timothy and Judge, 2013: 431). The use of power exists in many situations, such as organizational conflicts. However, this concept can be important in every aspect of organizations (Nartgün and Kartal, 2013).

The general purpose of the political behaviors is the relative protection and strengthening of the personal control of the organization's members in the environment. Thus, the members of the organization feel less stressed from the negative effects of the various sources and feel comfortable in organizational life (Fedor et al., 1998).

People's behaviors consciously and in line with their own interests to actualize their goals and expectations constitute political behaviors. Thus, political behavior is a process of social influence to maximize one's long-term or short-term interests. Which may be logical and consistent with the interests of others and the organization or contradict with them (Bursalı and Bağcı, 2011).

Policy is defined as the activation of power or the use of power, which is a process of influence. The policy is divided into two parts such as macro and micro in the organizational studies. Those included only with the micro dimension, are also called internal policy applications. The best way to summarize the internal policy is the effort of the members of the organization. These will influence each other to gain and use force and lead them to the behaviors in specific directions (Wright, 1994). Political influencing behaviors or tactics are aimed to address the internal political influence behaviors. This is also called real organizational policies, perceptions and showing that these political behaviors can lead to positive results for the organization's goals (Robbins, Dan Timothy and Judge, 2013).

According to some authors, political behavior can be considered as action programs regarding a person and individuals. In terms of politics, it is the use of force for change. They can enforce or avoid the principles, laws, and rules (Karaöz, 2004).

The political behaviors of the managers have a significant effect on the informal performance of the employees. On the other hand, it plays a major role in increasing the formal performance of the employees. It has been emphasized that the managers' and leaders' political behaviors influence the organizational behaviors, and the employees within the organization play a mediating role in this relationship (Vigoda-Gadot, 2007).

There are different explanations in the literature for the definitions of political skills and about concepts of political skills. It is being stated that they have differentiated in their definitions from political behavior. What expands the difference is the disagreements about the organizational effects of political behaviors. Some authors' opinions about political behaviors are that they have a negative impact on organizations, while others indicate a positive effect. It would be appropriate to mention the different definitions made for the concepts to provide a clear expression (Demirel and Seçkin, 2009).

Political behaviors are dynamic, in fact political behavior can manifest and unmistakable itself as a power struggle in the organization. Because political behavior impedes the flow of information, decision-making in the organization can emerge as an element that negatively affects the employees' performance and creates dysfunctional situations for the organization (Eisenhardt and Bourgeois, 1988; Pettigrew, 1973). However, political behavior can also be considered as an act necessary for effective change of the organization and for its adaptation to the environment. Therefore, political behavior can have positive and negative results for both the organization and the employee (Pfeffer, 1981).

The employees' wills for achieving the objectives cause the organizations to become political entities. There are different approaches for the positivity and negativity of the nature of political behaviors. The political behaviors of the employees are positive if they are in appropriate with the objectives of the organization. The political behaviors of the employees are negative if they are against the objectives of the organization. Therefore, performing the task properly can impact the employees'

promotion and also can benefit the organization's prospects (Kapoutsis and Thanos, 2016).

Achieving the expected result of political behaviors is related to political skills. As a matter of fact, the employees of the organization exhibit different political behaviors within the organization to both realize the aims of the organization and realize their personal goals in the organization (Özdemir and Gönen, 2016).

## **2.2. Political Perception**

In this context, the perception and attention of organizational politics can be defined as the subjective evaluation of an individual about the work environment, which is created by colleagues and supervisors (Liu et al., 2006).

Although the application of the political behaviors by individuals within the organization is subjective. They provide objective evidence of a political organizational environment. However, Individuals' perception of this environment is based more on their own subjective or personal interpretations (Fedor et al., 1998).

## **2.3. Political Skills**

There are many different explanations in the literature for the concept of political skills. Aforementioned discussions about the confusion on the resembling concepts reflect the definitions of this term. Perhaps one of the most important reasons for this difference is that organizations are political places where the behaviors occur in different ways (Karaöz, 2004).

In the literature, there are two concepts offered for understanding the political skills. One of the concept is the 'policy,' and the other is 'politics'. There are different definitions that have been examined about the organization policy. The policies introduced should be able to lead them to act for both sides. The policy is to put forward the organization. It has an important place in the future of the organization's employees and they need greater attention (Ettlie, 1983).

Another concept of this literature is the 'politics' that emerges and appears when power is transformed into action to achieve certain goals. These concepts are

explained to affect and influence the behavior of others using their power. (Özkalp, 2003). According to the definition, “everyone needs to influence others to follow their interests”, so they choose courses of action that require the use of politics. “Politics are a fact of life in work organizations”. Every employee in the organization can characterize a political occasion in which he/she will be directly or indirectly involved. Politics is the bargaining and decision-making process used to overcome differences and conflicts in thoughts.

The concept of politics has two different meanings developed from the translation of the word policy. The sense of policy is used for the action of a group or political power. The other meaning of the concept of politics is the principles, rules, values, laws and regulations governing the behaviors in the legal power and in the society to achieve the specified objectives. In the sense of the use of force for change, a policy can appoint or hinder policies, laws, and rules (Karaöz, 2004).

The rules and laws should be applied to achieve the goals within the organization. The employees behave in accordance with their awareness, acceptance and comprehension. The employees’ perceptions of politics are important to manage effectively. Because the employees who have been regularly affected by the politics tend to perceive that politics can be a negative influence in the organization (Uğurluoğlu and Çelik, 2009). On the other hand, the concept of politics can be defined as the basic feature of competition formed within the organization for the distribution of scarce resources. Considering the definitions of the word ‘politic’ the concept can be considered as a term about the employees’ perceptions on the organization politically (Arslan and Uslu, 2014).

The policies of an organization can be defined as behaviors performed within the organization for certain purposes. In fact, politics demonstrate itself as political behaviors within the organization (Başar and Varoğlu, 2016). As a matter of fact, political behaviors are deliberate behaviors and tactics of influences and aimed at providing short-term and long-term benefit to the individuals. The political behaviors are applied through the strategic use of behaviors by the usage of political skills (Cleveland et al., 2011).

Political skills are defined as the ability to understand people at work and using these abilities to influence other people to achieve organizational or personal goals

(Ahearn et al., 2004). Political skill is defined as the power of an employee to use his/her knowledge of other employees to act in accordance with his or her own goals (Treadway et al., 2005). Political skills are considered as a political behavior that includes social skills such as negotiation, persuasion, and direction. It can be used as a tool for good or bad that the directors of the organization should be able to take the necessary measures for implementing the policies (Mintzberg, 1981).

#### **2.4. Political Skills in Organizations**

Perhaps one of the least emphasized issues in organizational behavior includes the struggle for strengthening internal political issues among members of the organization (Koçel, 2011). Employees must act in accordance with the policies set out to achieve the objectives of the organization. Regardless of what meaning is assigned to organizations or from any aspect, each organization is ultimately a political structure (Zaleznik, 2004).

In this structure, employees try to influence each other in various ways and methods to direct each other to behave in a certain direction. Consequently, these efforts of the employees to gain and use power in the organization constitute the internal policy of the organization. In-house policy can have beneficial or harmful consequences and political behavior can be good or bad for the organization. However, political behavior within the organization is inevitable, whether the results are good or bad (Barrick et al., 1998).

The employees who apply tactics to make an impression on others within the organization need to have the skills or competence for demonstrating the behaviors for this impression. Political skill is described as a concept associated with this ability and competence. It can be said that exhibiting political behavior as a concept to influence other employees within the organization is related to political skills. On the other hand, it is understood that conceptually, political skills are very close to the management tactics. Political skills are likely to identify behaviors that affect other employees (Alga, 2016). The politically skilled employees can perform their responsibility without harming others and without showing it clearly and overtly in the workplace. Shi, Chen and Zhou (2011) reached some results suggesting that networking ability, interpersonal influence, and social astuteness mediated the

relationship between proactive personality and in-role performance. Persons with high political skills can be convincing to others; and they can gain their confidence. They quickly adapt to the conditions in the workplace and thus they influence and control them. Several authors discussed the concept of political skills as actions organized in the organization's resource-sharing system (Mayes and Allen, 1977). Employees with high levels of political skills in the organizations adapt to changes in the organization very quickly. They are sincere to their colleagues and they gain their support and trust by influencing them.

Mintzberg had been the pioneer in bringing the concept of political skills to the agenda of organizations. Pfeffer was one of the first researchers to mention political skills in organizations. Mintzberg and Pfeffer had emphasized the concept of political skills as the importance of political skills in the struggles between forces and coalitions in organizations (Mintzberg, 1985; Pfeffer, 1981). Mintzberg pointed out that organizations are political by their nature.

Dastgeer and Khalid, (2021)'s study investigated the link between political skills of managers and their behaviors. Results revealed that the political skill enables the managers to manage in the workplace difficulties and sustain a healthy work environment.

The politically skilled employees influence the other employees and the customers in the workplace. The politically skilled employees are very clever and intelligent in the social domain of the tasks. They are very expert about what to do and how to do the job efficiently to fit the organization's objectives (Zhao, Peng and Sheard, 2013). According to the above statements, politically skilled employees comprehend how to get closer to other employees. They gain the other employees' trust to adapt themselves to changes in the workplace activities to reach their expected objectives of the organization. As a matter of fact, political skills are important for employees to finish their tasks efficiently in a social and multicultural work environment.

We need to focus on how people use their relationships in our daily lives, especially at work. This is highly related to political skills. Political skills can be considered with good relationships in the workplace instead of being considered as political. Politically skilled employees have an influence on other employees in the workplace. They can establish positive relationships in the businesses and use these relationships

positively. So, it is not necessarily negative and against the advantage of organizations because influencing relationships can be done in the proper way for good reasons (Braddy and Campbell, 2014).

## **2.5. Dimensions of Political Skills**

In the literature generally that there are four basic dimensions of political skills. The dimensions of political skills are (1) social intelligence, (2) interpersonal influence, (2) networking ability, and (4) sincerity. Below these dimensions will be discussed in detail.

### **2.5.1. Social Intelligence**

One of the dimensions of political skills is social intelligence. Individuals with political skills are those who can observe other individuals as well and adapt quickly to various social situations. These individuals can perceive social interactions in a social environment, evaluate people's behavior accurately and can communicate with other people. Individuals with high social intelligence can correctly comprehend social situations and interpersonal dynamics occurring in the work environment (Ferris, Davidson, and Perrewe, 2005).

In our study we hypothesize that there is a positive and significant relationship between cultural intelligence and social intelligence. Motivational dimension of cultural intelligence is linked to social intelligence. Some managers and leaders interact with their subordinates to increase their performance, motivating them by behaving friendly and becoming close to them. This requires a motivation to understand them. A manager without being socialized with the employees can affect the outcome of the organization in a negative way. Managers must control if employees work together and share their ideas rather than abusing and discriminating against each other in the work environment (Reader and Laland, 2002). This again needs the motivation to understand their perceptions.

In this case, social intelligence can be defined as the ability to observe the environment in a good way and interpret other people's behaviors. For adapting to any environment with effective communication skills, employees must have the right

skills to socialize with their colleagues. Employees with high social intelligence are also capable of observing other people. They can understand the behaviors of other people correctly and can easily adapt to different circumstances. People with social intelligence demonstrate an intelligent impression when managing others. This is an outcome of being sensitive to other people (Pfeffer, 1992).

People with social intelligence have strong questioning skills and high personal awareness. They seem to be quite resourceful in their relationships with other people. The employees with high levels of social intelligence have strong self-confidence and skills to determine their positive and negative aspects (Blass and Ferris, 2007).

### **2.5.2. Interpersonal Effect**

Another dimension of political skill is interpersonal influence. People with this political ability can exert and apply a strong influence on the people around them. These individuals act in a convincing manner. Individuals with high interpersonal influence can adapt their behavior to each situation for aiming different responses of other individuals. Rather than seeing the interpersonal impact as a threat, the individuals with political skills consider this as an opportunity to facilitate friendship, connection, and unity (Perrewe, 2000).

In our study we hypothesize a significant positive relationship between interpersonal influence and cultural intelligence. To gain others' respect, an individual should behave with that person politely and be kind to them when talking and discussing any issues such as religion, culture, and language. This requires good knowledge and sensitivity of their culture. In the Eminönü region, the customers (most of them are foreigners) are influenced interpersonally by employees' attitudes and culture during the conversations. Cultural intelligence and interpersonal effect can be used as a way, without any power or authority, to impress other people by connecting emotionally with them (Mourali, Laroche, and Pons, 2005).

People with high levels of interpersonal influence leave an impression that can be nice and productive for the collaboration of their colleagues. They also use such behavior to control their environment. They have a strong influence on the people around them and have a skillful and convincing manner (Perrewe et al., 2005).

People with a high level of political skill can have a substantial impact on others (Perrewe and Nelson, 2004).

Furthermore, these individuals with strong interpersonal influence have the ability to act quite flexibly. To comprehend the reactions of others, they must adjust their behaviors to suit every situation. They are perceived as productive and sympathetic by the people in society. Mainly, using these skills in the formation of their behaviors may affect the organization. Although they are not accurate in politics, they could be seen as competent leaders who play the political games honestly without much effort. Interpersonal skills can be defined as the ability of realizing and using individuals' emotions in the environment. Employees become more sympathetic and persuasive by influencing the people with their ethical manners. These distinctive subtle political styles are considered useful and are perceived positively in organizations (Treadway et al., 2005).

### **2.5.3. Networking**

Another dimension of political skills the networking which refers to the ability to establish quality relationships. Individuals with strong political skills can use and develop different networks. People who build a network of relationships retain valuable and necessary capital for successful personal and organizational work. Individuals with political skills can easily establish useful partnerships and forces. They can develop a lot of friendship relations inside and outside the organization.

In our study we hypothesize that there is a significant and positive relationship between networking and cultural intelligence. As we know that relationships are very important for our social life and business world. Employees working in the service industries must keep good connections with their clients. This is highly related with understanding their cultural cues. For this purpose, employees in service industries must establish good relationships with customers so that they create a good impression that people will remember (Blass et al., 2007).

In a point of fact, individuals can establish social communication networks to reach certain goals both within and outside the organization. Therefore, these structures created with individuals can be ensured by the people with high networking skills. They are in a socially good position both to create opportunities and to take

advantage of opportunities. The ability to establish a relationship network is about the ability to establish collaborations and relationships, as well as the ability to form friendships within and outside the organization. Individuals with a high level of networking skill can find new opportunities and position themselves well to benefit from these opportunities (Perrewe et al., 2005). Moss and Barbuto (2010)'s findings show that networking is important for effective leadership. People with political skills exhibit highly positively perceived forms of behavior. Their ability to build a network of relationships can easily enable them to build strong, beneficial partnerships and coalitions (Perrewe and Nelson, 2004).

#### **2.5.4. Sincerity**

The last dimension of political skills is sincerity. People with this political skill try to appear honest, trustworthy and sincere to other individuals. These people behave as open-minded or appear in a positive image. The sincerity dimension of political skills is about employees that are attempting to influence other people with their sincere behaviors. This dimension focuses on how the behaviors presented are perceived by other people. In fact, it is not easy to observe someone's behavior in the workplace and understand the individual's manner in terms of sincerity. So, it is very important to establish teamwork, pay attention to each other, and solve problems in the workplace (Treadway et al., 2005).

According to our study hypotheses, there is a relationship between sincerity and cultural intelligence. Sincerity is related to individuals' attitudes with another person's feelings and emotions. At this point it is necessary that the employees need to increase the concepts of cultural knowledge. They must be able to impress others easily (who are likely to be from diverse cultural backgrounds), which would affect their business performance. Employees who increase their skills and knowledge about political skills and cultures may utilize their self-confidence and sincerity with the people around them, particularly tourism areas where employees need to be aware of the needs and wants of others in daily life. Employees need to be sincere and convince others that they are ethical and capable (Moss and Barbuto, 2010).

People who have a high level of sincerity try to encourage the people around them and try to make them feel confident. Their behavior is not likely to be interpreted as

cruel and forceful. They give confidence to their environment, because their behavior with the people (with high ability to appear sincere) is not perceived as compulsory by others. Even though the tactics they use often seem smart and cunning, they are not perceived as such by others. They always seem to appear sincere; they do not make their secret intentions felt to the other side (even if there are any). So, they make a struggle to reach their goal slowly and confidently. People who are high on this dimension are sincere and good at bargaining. They are not perceived by others as annoying in bargaining and apparently, they act as they wish. The important point is that although these people can be tricky in bargaining, they can look sincere. Regardless of the underlying purpose, political skills are aimed to give rise to trust and confidence in others. The customers and clients are often bargaining while they are purchasing commodities in this region. Thus, these skills are essential for the performance.

When we look at the sub-dimensions of political skills, it can be said that those employees have high competence in interpersonal relations. They have an ability to establish social interrelation and social sincerity to establish friendship by giving confidence to others. In this way, they can easily influence and direct people so quickly. They are not perceived negatively by the people around them regardless of their intentions. They can observe their environment well and adjust their behaviors in accordance with that environment. So, these are the four dimensions of political skills and tactics and they are about getting close to someone or building a relationship. Sometimes it can be a quite competitive procedure and employees can notice how they can live on the dark side of building relationships with political skills. So how we are cooperating with someone in a more senior relationship potentially. One thing that we must know about this concept is its benefit to understand whether it is a good thing for the individuals' performance working in this region. Every person's behavior is different but effective communication among the people is always beneficial for organizational and individual performance. In order to develop high performance, employees must be careful about building relationships. It is not only the person employees are building the relationships with but the skills of how they build them.

## **CHAPTER III**

### **CULTURAL INTELLIGENCE**

Every individual has unique and different characteristics. One of the excellent and important features seen in individuals is intelligence. Intelligence is an important factor that separates individuals. The comments, criticisms, new ideas and thoughts developed by everyone in the face of the developing events are the effects of intelligence. However, there are essential features of intelligence that separates individuals from each other. Not everyone has the same characteristics or the same intelligence. While some people have a high ability to comment, others can be found to have new ideas or have a critical side.

The study of cultural intelligence examines a person's knowledge, qualities, and characteristics about society. At the same time, cultural intelligence measures individuals' talents and attitudes so that he/she can adjust to the standard background in the community. It is not easy to know and adjust to the different cultures. We must have practical experiences throughout the cultural knowledge (Toker, Cebe and Uckunkaya, 1968).

In the 21st century, the multicultural relationships became more powerful because of trading between one country to another country. Through these international trades such as common enterprise and purchasing products, people meet with different cultural groups around the world. This leads to understanding differences between their cultures and being able to compare them with their own cultures (Imai and Gelfand, 2010).

Basically, working with people from diverse cultures and backgrounds is effective for the organization's performance. But it will never be guaranteed that there will be no problem inside of the organization among employees from different cultures. The policies which will expand learning about different cultures, and knowledge about them can decrease these problems. The most frequent forms of increasing cultural intelligence are getting cultural knowledge and understanding by visiting different countries (Earley and Mosakowski, 2004).

Intelligence has the meaning of "gleam of mind". The Latin equivalent means 'intellectus'. Binet, who made the first definition of intelligence, defines intelligence

as “good reasoning, good judgment, self-transcendent capacity” (Binet and Simon, 1905). The concept of intelligence is one of the most studied topics by many researchers. Many different definitions of intelligence have been made by researchers that may have the same meaning. According to Binet and Simon, intelligence has six features. These properties

- Criticizing yourself
- Understanding
- To provide continuation by giving direction to thought
- Thinking
- Reasoning
- Adjudging or consider
- Adapting thought to the achievement of a desired goal.

The general term of intelligence is explaining the abilities of the mind to learn. It is a form of a process of adaptation (Piaget, 1930). Providing a benefit from what is learned and adapting to new situations to produce new solutions is called intelligence (Kuzgun, 2004: 19). Although some authors are describing intelligence as the ability to think theoretically (Terman, 1944), according to Thorndike intelligence should be studied as a mixture of intellectual, mechanical, social, and abstract abilities (Thorndike, 1937). According to the Wechsler explanations, intelligence is the individual's logical thinking, effective and purposeful behaviors in the relationship with the environment (Wechsler, 1981).

Cultural intelligence is playing an important role in controlling the strategic process in worldwide businesses and leadership. It relates the behavioral methods balancing to figure out the disagreement and requirements within the organization. Cultural intelligence has changed by renewing itself, adopting the individuals around them. It affects employees' working performance and decisions directly and psychologically. Cultural intelligence is not only related with cultural awareness but also important for international administrations. It is necessary that the leaders must improve their knowledge about the cultural characteristics. Because otherwise in a diverse environment, the leaders and managers can not be capable of overall company's improvements. This knowledge can also involve the financial functions and

company's activities. Cultural intelligence is essential for leaders and managers to have powerful management and social talent to lead the worldwide businesses (Alon et al., 2016).

Recently scholars and researchers are interested in cultural intelligence and giving their full consideration in their analysis by expanding among the cultures. Most researchers have focused on cultural intelligence's dimensions, and explanations to analysis about cultural intelligence measurement (Ang et al., 2007). Sharma and Hussain (2017); in their study on cultural intelligence suggest that the cultural intelligence is essential for intercultural business environments.

Literally, cultural intelligence has many definitions and has been addressed by different opinions of the philosophers. They are usually addressing their own culture according to the society where they have grown up. The most famous and critical research about cultural characteristics is conducted by 'Geert Hofstede'. The dimensions are categorized with the names, 'power of distance, collectivism vs individualism, uncertainty of avoidance, femininity vs masculinity, short-term vs long-term orientation. Through these dimensions, the author categorized different countries about the culture differences in his research (Hansen et al., 2011).

From the second half of the 20th century onwards, the world began to get closer. However, problems such as misunderstandings, conflicts and tensions are arising from lack of cultural understanding. For decades, researchers have focused on understanding and exploring cultural differences as a cure for these problems also known for studies of intercultural communication (Hofstede, 1960-1973).

The cultural clusters he described are called 'Cultural Dimensions'. The theory's cultural dimensions aimed to understand the level of intercultural differences of an institution or person. The theory aimed to explain the effects of cultural values on individuals in a community and to determine the consequences of these effects in intercultural communication (Hofstede, 1983-2010).

According to this theory, for analyzing the values of a culture, it is necessary to evaluate four main dimensions: individualism collectivism index, uncertainty avoidance index, power distance index and masculinity-female index (Hofstede, 1983-2010). Subsequently, Hofstede and Minkov added the long- and short-term

orientation index and tolerance-restriction index to these four dimensions (Hofstede and Minkov, 2010).

Individualism-collectivism defines two types of society as individualist and collectivist societies. In individualist societies, people prioritize their own success, individual rights, and interests, and have weak links with their communities (Hofstede, 1983-2010).

In collectivist societies, there are close interconnected relationships between people. In individualist societies, a person's interests are superior to those of society. In contrast, in collectivist societies, a person's interests for the societies are superior to an individualist society. In terms of intercultural communication and interaction, it is understood that individualistic societies are more open rather than other cultures. Because in individualist societies obedience is weaker. Avoidance of uncertainty defines the degree to which members of a culture are threatened by uncertain or unknown situations and the degree to create beliefs and institutions that try to avoid them. It is about the degree to which a culture accepts uncertainty. Open societies with low degrees of uncertainty avoidance communicate and interact with different cultures more often (Hofstede, 1983-2010).

Mahajan and Toh (2017) express the group cultural values and political skills: A situationist perspective on interpersonal citizenship behaviors and mention the impact of political skills on cultural dimensions. The authors demonstrated that political skills and interpersonal citizenship behaviors have a positive effect generated by weak groups of cultures also include the low power distance and low uncertainty avoidance. In the results the emphasized group of cultures is an important borderline situation in interpersonal citizenship behaviors. That is why the government must comprehend the cultural differences between these groups.

Masculinity-Femininity deals with the distribution of emotions and roles on the genders. Masculine societies have characteristics such as high competition, ambition, conflict, which can be related to male personality roles. Masculine societies are observed in objective facts. In societies where the opposite is observed, the enjoyment of life is controlled by social rules. In societies with a high degree of limitation where the enjoyment methods of different cultures pass through the social rules filter, flexibility for different cultures decreases (Hofstede and Minkov, 2010).

Feminine societies are more open to new cultures. Long- and short-term orientation is concerned with the future goals of societies. Societies with a high degree of short-term orientation are more interested in the past and present than in the future. Communities with a long-term orientation focus on planning their future. Short-term societies have traditionalist tendencies (Hofstede, 1983-2010).

Although Hofstede's theory of cultural dimension was accepted in terms of explaining the intercultural differences in the literature in many aspects, it received many criticisms (Hofstede's, 1967-2010). Most of them are about the criticisms regarding the sample, countries, and employees of the IBM company where the surveys were collected. Questions such as “according to the generalization of science; how each employee reflects from the culture of the country to which they belong? Can only IBM employees be selected as samples of a large society?” were addressed as critics (Fang, Schei and Selart, 2018).

A society does not have only one culture, it consists of many cultures and subcultures. The culture of a society is comparable, so analysis should be collected from the sub-groups that make up the society. Understanding these cultural aspects and acting in accordance is not easy but very important (Daley and Vere-Jones, 2007). So, it means that cultural intelligence is not only about knowing the whole culture but also its subdimensions.

As a result, differences between cultures have been addressed by many studies. By the 21st century, when national boundaries were lifted and individualization became more important. Researchers focused on the concept of “cultural intelligence” that could bridge cultural differences. When we look around the world, the best mathematicians, football players, economists, artists, politicians and so on, their cultural intelligence is quite high. They may be similar or different in their other intelligence characteristics (Tradinis, 2008: 11).

On the other hand, it is seen that some people make cultural mistakes frequently (Ng and Earley, 2006). At the same time, there are people who are very successful in interacting with different cultures and they are culturally intelligent (Earley and Mosakowski, 2004).

Sometimes looking at a concept's examples while explaining a concept can be the right way to understand that concept. In this respect, it would be more accurate to

convey cultural intelligence through case studies that are not culturally intelligent. Societies with low masculinity are more constructive and egalitarian and are more interested in emotional happiness than concrete achievement (Crowne, 2008: 391).

The author states that this situation is central to their thoughts about themselves and others for people living in the Mediterranean, North China and in some parts of the world. In the sample, a Moroccan father who immigrated to Norway and a daughter who grew up with Norwegian culture. The girl's father thought that his daughter was going to marry in his own country. He sent her daughter to Morocco to marry a Moroccan teenager. The girl does not want to marry someone she does not know because she knows the values of her culture. She tried to get married to a person she did not want and asked for help from the Norwegian embassy in Morocco. The Norwegian government contacted the father and stated that if he persisted, he would be deprived of his Norwegian citizenship (Tradinis, 2008).

Another case study reports a case that takes place at a German institution with people from different cultures around the world. An American student tells the people that using skateboards on one hand and eating on the other hand loudly is impossible to skate on a bicycle-path in Germany. However, in German culture, pedestrian and skateboarding paths are separate and do not enter each other's fields. The American student does not realize that German listeners do not feel normal because they cannot comprehend the impact of German culture on the behavior of German citizens. Because of that, speaking loudly while consuming food and drinking is not appropriate for German culture. The American student has made a series of cultural mistakes like this. As a natural consequence of this situation, he has decided to end its education considering that Germany does not address him (Crowne, 2008).

Earley and Mosakowski concentrate on a case study in an enterprise addressing the same problem in a multicultural design team. The American manager in the enterprise was more closed than the societies that show short-term orientation towards new cultures and ideas. This dimension of tolerance-limitation deals with the happiness and enthusiasm of the members of the society. In a team where highly tolerant societies tend to enjoy life, engineers call other team members with names that sometimes they may find offensive. Other team members, who are uncomfortable with this situation, present the issue to their managers. The manager,

acting with his emotional intelligence to solve the problem, cannot comprehend and maintain his neutrality towards engineers and other team members. Therefore, the manager cannot make both sides happy. Because the manager needs to understand the behavior of an engineer and determine their claim culturally the way he/she will accept it. Accordingly, Earley and Mosakowski point out that the manager can overcome this problem with his cultural intelligence (Earley and Mosakowski, 2004).

According to Early and Ang, the cultural intelligence is one's ability to successfully adapt to new cultural environments. The definition that is derived by the authors that are practicing the ability of intelligence to adapt an environment successfully (Earley and Ang 2003).

Cultural intelligence is the ability of a person to interpret culturally different situations and to behave differently about different senses (Earley and Peterson, 2004). In other words, cultural intelligence is when a person understands and interprets the behaviors like jests, mimics, other body language movements or other human senses, etc. Cultural intelligence is the ability of individuals to comprehend multiple cultural differences and to display appropriate behavior to these cultural differences (Thomas, 2006: 87).

In another definition, cultural intelligence is the ability to recognize, assimilate, reason, and fulfill cultural signs in situations characterized by cultural diversity (Van Dyne et al., 2012: 297). At another glance, in addition to the definition of cultural intelligence; it is also about how much a person knows about a new culture's legal and economic systems. Also, rules of foreign languages, nonverbal communication, cultural values and religious beliefs, and understanding one's basic principles about new culture are about the concept (Huff, Song and Gresch, 2014: 152).

Cultural intelligence has a multidimensional approach involving intercultural interactions. It is important for understanding differences in societies and people as well as for the ability to work effectively in a culturally diverse environment. Considering the above definitions and descriptions of cultural intelligence, it is highly critical for workplaces which are highly diversified with customers and coworkers from different cultures (Ang et al., 2007).

People are different from each other and each has different abilities, different thoughts and different characteristics. Not all individuals can be classified in the

same way. This structure of thought has been confirmed by the researchers from the Ancient Greek to the present day with the tests. This makes cultural intelligence a critical concept to investigate.

### **3.1. Dimensions of Cultural Intelligence**

Cultural intelligence is a multidimensional concept. 3 (then 4) dimensions have been discussed in the literature for the cultural intelligence construct (Champagne et al., 2010: 124). First, Earley and Ang, stated that cultural intelligence has three basic dimensions. These dimensions were: Cognitive dimension, motivational dimension, and last, behavioral dimension. Research based on these three dimensions examined cultural intelligence in different dimensions and different concepts (Earley and Ang, 2003).

Cultural intelligence was considered under four dimensions by (Thomas et al., 2008): knowledge, awareness, skills, and behavior (Aksoy, 2013: 78; Yeşil, 2010: 124). Earley and Mosakowski examined cultural intelligence in three dimensions: mental, physical, and emotional. Dyne and Ang mentioned four dimensions of cultural intelligence: strategy-related cultural intelligence, knowledge-related cultural intelligence, motivational-linked cultural intelligence and behavioral-linked cultural intelligence (Van Dyne and Ang, 2005).

Although cultural intelligence is examined with different dimensions in different studies it is concluded that these dimensions basically overlap with each other (Yeşil, 2010: 124). Livermore, Ang and Van Dyne (2009) expanded the cultural intelligence model and examined the cognitive dimension in four dimensions with different factors as metacognitive dimension and cognitive dimension. Today in most of the studies conducted in the field of cultural intelligence, a four-dimensional cultural intelligence model is used (Livermore, Dyne and Van Ang, 2009):

- metacognitive cultural intelligence
- cognitive cultural intelligence
- motivational cultural intelligence
- behavioral cultural intelligence

### **3.1.1. Metacognitive Dimension**

Metacognitive cultural intelligence is one of the dimensions of cultural intelligence. The metacognitive cultural dimension explained with knowing, understanding, and thinking about intellectual or conceptual objects. It refers to the mental processes used by the individual in acquiring and perceiving cultural information. Also, as well as the control of mental processes related to culture (Earley and Ang, 2003).

The metacognitive cultural dimension is expressed as knowing one's control over his or her own cognition and knowledge on matters such as how he/she distinguishes, believes, and learns. Metacognitive cultural intelligence reflects the capacity to acquire and understand cultural information. It determines the level of awareness of the individual who communicates with different cultures in different cultural settings (Aksoy, 2013: 80).

Metacognitive cultural intelligence focuses on higher-level cognitive processes. It is the ability to observe slowly and carefully what is happening inside us as well as in the minds of other people. It reflects on our own intellectual processes, understanding a different culture and using our own cultural knowledge to solve the problems in that culture (Mercan, 2015: 33).

Metacognitive cultural intelligence is the ability to make strategies in intercultural interaction. It forms a strategy that provides the ability to use cultural information in intercultural relations and interpret what is happening (Van Dyne, Ang and Livermore, 2010: 27). Meta-cognitive cultural intelligence covers the mental processes. In different cultural environments, cultural techniques are used to acquire and perceive mental information (Champagne et al., 2010: 124).

It is a kind of one's attempt to understand the different cultures by carefully observing the thoughts. It involves the events that occur within themselves and in other people's minds and thinking about their own cultural thought processes. At the same time, this is the ability to benefit from their cultural knowledge to solve problems that may occur in different cultures (Ang, Van Dyne and Livermore, 2009: 136).

Meta-cognitive cultural intelligence includes mental processes in understanding and practicing a different culture and group norms. Individuals with high meta-cognitive cultural intelligence are conscious of their cultural preferences when interacting with

individuals who are different from their own culture. These individuals develop their mental models during and after the interaction by questioning cultural assumptions (Yeşil, 2010: 124; Triandis, 2006).

### **3.1.2. Cognitive Dimension**

Meta-cognitive cultural intelligence includes high-level cognitive processes (Yeşil, 2010: 124). The cognitive dimension includes more general cognitive processes and general cognitive skills (Ang and Earley, 2003: 9). It includes information about the norms, rules, practices, values, and traditions of different cultures obtained by the individual through education and experience. The cognitive dimension refers to the different cultures and subcultures such as language, religious belief, economic, legal, social systems, and general cultural values , including relevant information (Van Dyne, Ang and Koh, 2008: 6).

The cognitive cultural intelligence is keeping and protecting individuals to become better followers admiring many people within the society. Cognitive cultural intelligence creates an impression where people respect their elders, parents, and children. They are observed as honorable, well educated and well trained. People who are high on this dimension are very close to each other and they have much knowledge about many cultures. Cognitive cultural intelligence affects the priority and economic improvements to recover the missing faults in social organizations (Janssens and Brett, 2006).

The social identity, social role, and the way in which an individual presents his/her character are revealed as the concept of “self” (Earley and Peterson, 2004: 106). The flexibility of the self-concept is related to being able to adapt to new conditions more easily and to high cultural intelligence (Earley and Peterson, 2004: 277).

When an individual enters a new culture, he/she needs some of the traits required to get clear of his own prejudices. Because he/she could adapt easily to the new culture depending on the mental flexibility and the self-concept. In other words, the flexibility of the individual's abilities to comprehend events and the characteristics of their personalities depends on their abilities. More culturally intelligent people are more comfortable because of their ability to adapt to different cultures (Dilek and Topaloğlu, 2017: 46).

Individuals with high cognitive cultural intelligence are successful in understanding similarities and differences between different cultures. They already have knowledge about the cultural norms and behaviors. They make fewer negative evaluations and comments to other individuals. Therefore, their observations in terms of intercultural experiences are more objective and precise (Ang and Inkpen, 2008: 236-338).

### **3.1.3. Motivational Dimension**

Motivational cultural intelligence is one of the factors that affect the individual in adapting to different cultural environments or intercultural differences. It has been determined that motivational capacities of individuals regarding providing emotion, knowledge and behavior control make it easier for them to increase employees' work performance and achieve the organizational goals (Ersoy and Ehtiyar, 2015: 44). At this point, motivational cultural intelligence in a different cultural environment provides the energy and attention to learn or engage in an activity and gives the capacity to direct this direction (Yeşil, 2010: 124; Ersoy and Ehtiyar, 2015: 44).

Motivational capacity provides emotion, knowledge and behavior that makes it possible to achieve the targets (Merçan, 2015: 35). Motivational cultural intelligence includes the desire and interest of the individual to be in different cultural environments and to communicate with individuals from different cultures (Dilek and Topaloğlu, 2017: 46).

Motivational cultural intelligence leads the individuals' intentions for trying and struggling until they become successful. Many leaders and managers improve their products and services doing trade with many different cultural groups all around the world. Therefore, it is very necessary that they keep themselves motivated. Because it will affect their tasks for being accomplished faster by having a good mode (Lovvorn and Chen, 2011).

Individuals with high motivational cultural intelligence are more capable of strategic thinking. These abilities make cultural harmony a concept that has more positive effects. In the work setting the study uses as a sample (such as touristic places like Eminönü Region), motivational cultural intelligence is very crucial to learn about the customers' cultures and expectations (Earley and Peterson, 2004: 109).

#### **3.1.4. Behavioral Dimension**

Mental processes, knowledge and motivation alone do not suffice to adapt to cultural differences. When interacting with different cultures, it is necessary for cultural adaptation that behaviors are appropriate for that culture (Dilek and Topaloğlu, 2017: 46). Behavioral cultural intelligence is the ability to act verbally or nonverbally in communication with the people from different cultures and different cultural settings. The individual needs to have a wide accumulation of behavior to be able to behave in accordance with cultural differences (Van Dyne, Ang and Koh, 2008: 7).

Behavioral cultural intelligence skill adjusts someone's expressions and manners fitting to the cultural society. Behavioral cultural intelligence responded that anyone who is suitable and compliant circumstances for the society where he/she must take care of each other. Thereby using their cultural knowledge and talents verbally or nonverbally people can easily adjust to elders and people surrounding them (Sharma and Singh, 2018).

Individuals with high behavioral cultural intelligence are flexible. They determine their verbal and nonverbal behaviors according to cultural interaction. In the direction of their abilities, they adjust the most appropriate behaviors to the situation and environment. These also reflect to their behavior, mimic, or tone of voice (Van Dyne, Ang and Koh, 2008: 8).

### **3.2. Obtaining and Developing Cultural Intelligence**

Today it is necessary to be together and communicate with people from different cultures and different cultural environments. The recovery and development of cultural intelligence play an important role during the dialogues (Yeşil, 2010: 160; Mercan, 2015: 54).

The first step is collecting cultural intelligence to understand cultural differences and their effects on behaviors. To obtain cultural intelligence, some qualifications are required. The first and foremost of these qualities are to suspend opinions and decisions about others until having sufficient knowledge. Culture affects perceptions and behaviors. Therefore, it is necessary to understand the basic points that

differentiate cultures. The behaviors of people through different events carry traces from the culture. For this reason, individuals can increase their cultural intelligence by analyzing the negative and positive characteristics of both their culture and different cultures (Triandis, 2006: 20-25).

A six-stage method was developed by Earley and Mosakowski to develop cultural intelligence. The steps of these methods are (Earley and Mosakowski, 2004: 146):

**Step One:** Identifying the strengths and weaknesses of cultural intelligence to provide a starting point for future development efforts. Earley and Mosakowski prepared some questions to measure the different dimensions of cultural intelligence. The answers given to these questions reveal the strengths and weaknesses of the individual. The training that is required according to the results is also determined.

**Step Two:** Selecting the training method to strengthen the individual's weaknesses. For example, someone who is weak in physical cultural intelligence may enroll in an acting education class. An individual with a weak cognitive cultural intelligence can develop the power to perceive intercultural differences through sampling. These are the introduction of various business examples or case studies.

**Step Three:** Providing the cultural intelligence training, which is determined specifically for the individual or group. For example, an individual with low motivational cultural intelligence can be given simple exercises like how to greet a person who comes for an interview. Cultural activities such as greeting with local tradesmen join from different cultural environments. More challenging activities such as performance evaluation for an employee can be formed.

**Step Four:** The individual should organize his/her personal resources around it to strengthen its weaknesses. It should support and adapt awareness in this field in the institution or organization where it works. He/she should evaluate their work and time well within the available periods.

**Step Five:** The individual enters the cultural structure in which he/she must live or work. At this stage, he/she begins to apply what they have learned. In terms of cultural intelligence, while strengthening the weaknesses still exist.

**Step Six:** The individual evaluates his/her new cultural intelligence skills and how effective they are in new environments. These assessments are based on feedback

from colleagues or listening to the group formed to monitor their development. Based on the result of the assessments, it is decided whether training is needed.

Since cultural intelligence serves the social sphere, there is very little data to be obtained in terms of measuring it as analytical or verbal skills. For this reason, social development is important during the measurement process. Cultural intelligence is also about using the meaning of communication dimensions of interaction in basic and digital environments. Developing the cumulative and social skills are taken into consideration in measuring and evaluating cultural intelligence (Bücker, Furrer and Lin, 2015).

Communication is very important in social life. The ability to communicate also shows how much one uses his/her cultural intelligence. Phone, telegraph, computer, media tools or the ability to use the language alone contributes directly to one's cultural intelligence. The weight of virtual and digital environments in communication has increased. Cultural intelligence develops with creativity not only in social life but also in virtual environments. The fact that computer technologies are speed and time oriented also enables the development of a person's own mind by using the computer (Aydın, 2000).

Culture is a phenomenon that develops over time with its material and spiritual (divine) elements. The continuation of learning and structuring in the historical process ensures the accumulation and progress of culture. In this process, cultural intelligence accumulates and develops as the cultural structure on which it is based. Cultural intelligence is the main reason for being aware about new ideas and opening new visions between the other cultures. The awareness of cultural intelligence has obtained a significant role in the professional area (Tuleja, 2014).

### **3.3. Eminonu Region**

Eminönü is a crossroads and high trade town of Istanbul. A road coming from the other side of Golden Horn connects to the main street of Eminönü, which passes along the Marmara Sea and Golden Horn and its one branch entering toward downtown.

It is very ordinary to find every kind and level of trading companies around Eminönü. This region where the tourist potential is very high, accommodates many touristic gifts shops, every kind of food shop, high mark fashion stores for shoes and dresses, carpet stores, and Grand Bazaar, which accommodates mostly a lot of jewelry shops and stores. In this respect, it has a structure that excites shopping lovers and tourists (Oruç and Giritlioğlu, 2010).

Oruç and Giritlioğlu (2010) describes the evaluation of urban quality and vitality of the Istanbul historical peninsula- Eminönü district and discussed about the characteristics and lifestyle of Eminonu region. They have focused on the vitality and viability in their research. The results are explaining that it has increased the value of downtown of Eminonu region. The necessary critical model urban revitalization processes have been developed by authors to increase the value of the Eminonu region.

This region with centuries-old sales marketing experience, offers high level services to shoppers and tourists. Today the service quality continues to increase by the efforts of the owners and service personnel of the stores and shops who have grown up in this region since their childhood. This system provides learning of the marketing specific to this region and keeping up the high-quality service understanding. All service personnel from the youngest to the oldest, from newest to most experienced have learned working only to make all the customers happy. Rude employees, who hardly come across, immediately weeded out and cannot find a job in this environment anymore.

The hospitality also has been learned centuries-ago the same as service quality, and even it has been developed according to today's understanding of life and service. The hospitality of the people of Turkey is well known by the visitors. Its reflection in the shopping market is more bright. Although some applications may surprise first comers to Turkey, it is generally satisfactory, even entertain them. Surely every shop owner is willing to sell more to increase their benefits, and for that the hospitality and service quality are their primary tools; and they use them in the best way.

Especially the Grand Bazaar is a unique shopping center. It is impossible to find an example anywhere else in the world. It contains jewelry shops and stores on gold and silver, carpet stores, cheap dresses corners near the high trademarked fashion stores,

bag sellers, and shoe sellers, traditional fabric, ornamental and gift items, cafes, restaurants, and many similar sellers. It is most amazing to encounter the small shops located on the low ceiling floor above the lively market streets of the bazaar. The master craftsmen work in this kind of shop and create unbelievable amazing jewelries with expensive stones, and golden and silver jewelries. It is not possible for the visitors who got the chance to see these places not to be surprised, not to be admired, and forget about them in their future lives (Demet and Giritlioğlu, 2008).

Also, in the streets surrounding the Grand Bazaar there are a lot of similar shops and stores, which were located here more than a century ago. Since the sea level up to Beyazit and Fatih hills all this area is full of streets where all kinds of retailers can be found. The tradespeople working in traditional style or modern are in the effort for best trading. They have a special working style between them which comes from centuries. The basis of this is the Ahi system (old system from Moghals for the small shopping community). The mutual trust is the principal. Intercompany trade is usually done by futures and promise notes or checks. There are still those who trade with mutual promises and without documents. However, this process loses its validity in today's life conditions. The trade between companies is so intense that the employees of these companies create crowds as much as the customers on the streets. But the truth is that an incredible economical life is experienced in the traditional shops with old looks on these streets, and the volume of the money that turns in between is also incredible. Even the changing hands of those old-look stores are subject to huge amounts that do not match with their appearance.

The streets behind the mosque located on the main road in Eminönü and the Sirkeci Square are the most crowded areas, and they are mostly frequented by tourists. The human profile in these places and the streets described above and their demands are completely different. The electronic items market located at Sirkeci is very crowded in every hour of the day, it is ordinary to see the people from a lot of nations.

Sirkeci Square is almost like the showcase of this region. The Square accommodates mostly restaurants, cafes, lunch counters and dessert shops, and banks. It is very frequent to encounter the lawyer bureaus, travel agencies, and information offices. The railroad station constructed at Ottoman time located in the middle of the Square

reflects its historical structure. It increases the crowd of the Square of the station over here because this station also serves the metro's a main line.

The main road coming from Eminönü divides two over here, and one street goes toward Sultanahmet Square and Blue Mosque. The other street goes up the hill which the Istanbul Governor Administration Bureaus locates on. The people required to go to Sultanahmet Square; Blue Mosque and the Governorship building must pass from Sirkeci Square. Consequently, the traffic here is always crowded at any time. But this fact does not confuse anyone, nor does it prevent them from being here. This area has a habit-forming structure for people (Tankut, 2005)

Working in such a active and dynamic trading market creates an huge experience for its employees despite the tiredness it gives. Employees may experience difficulties in the face of the diversity of cultures they encounter here in their beginning, but in the future, they find themselves in a great and rapid development, even if unseen, with the necessity of speaking different languages and the concern of satisfying the customers in different cultures and making good sales. Of course, when they start working here, their cultural intelligence will bloom.

## CHAPTER IV

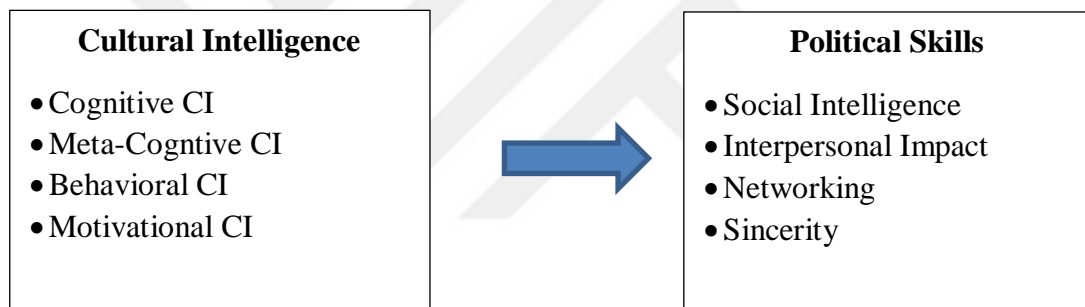
### METHOD

#### 4.1. Model and Hypothesis

The model and hypotheses that are created for the research ‘the relationship between political skills and cultural intelligence levels of the tourism sector working in the Eminonu region’ are demonstrated in below figures.

The model is explaining the hypothesized relationships between variables of this research. The model and hypotheses of the research are built below between two variables.

**Figure 4.1: Research Model**



The research hypotheses are explaining the suggested relationships between two variables political skills and cultural intelligence.

H1: Cultural intelligence has a significant effect on Political skills .

H2: Meta-Cognitive cultural intelligence has a significant effect on political skills.

H2a: Meta-Cognitive cultural intelligence has a significant effect on Social intelligence.

H2b: Meta-Cognitive cultural intelligence has a significant effect on Interpersonal impact.

H2c: Meta-Cognitive cultural intelligence has a significant effect on Networking.

H2d: Meta-Cognitive cultural intelligence has a significant effect on Sincerity.

H3: Cognitive cultural intelligence has a significant effect on political skills.

H3a: Cognitive cultural intelligence has a significant effect on Social intelligence.

H3b: Cognitive cultural intelligence has a significant effect on Interpersonal impact.

H3c: Cognitive cultural intelligence has a significant effect on Networking.

H3d: Cognitive cultural intelligence has a significant effect on Sincerity.

H4: Behavioral cultural intelligence has a significant effect on political skills.

H4a: Behavioral cultural intelligence has a significant effect on Social intelligence.

H4b: Behavioral cultural intelligence has a significant effect on Interpersonal impact.

H4c: Behavioral cultural intelligence has a significant effect on Networking.

H4d: Behavioral cultural intelligence has a significant effect on Sincerity.

H5: Motivational cultural intelligence has a significant effect on political skills.

H5a: Motivational cultural intelligence has a significant effect on Social intelligence.

H5b: Motivational cultural intelligence has a significant effect on Interpersonal impact.

H5c: Motivational cultural intelligence has a significant effect on Networking.

H5d: Motivational cultural intelligence has a significant effect on Sincerity.

Another important aim of the study is to examine whether some demographic variables cause a significant difference in their perceptions regarding political skills and cultural intelligence. We kept this purpose as a research question.

Research Question 1: Do demographics cause a significant difference in employees' perceptions regarding political skills and cultural intelligence?

## 4.2. Sample

This study was conducted using data from 126 employees included in our questionnaire. Employees working in the Eminönü region from different departments and entrepreneurs in the tourism sector such as selling department, finance department, marketing departments, hotels, shops, and restaurants etc. were sampled. To investigate the relationship between political skills and cultural intelligence levels of employees the Eminönü region was the sample. Employees were working in Kapalı Çarşısı (Grand-Bazaar), Kastelli İşHanı (Kastelli-Plaza), Doğu Bank, Hamidiye street, Ankara Street Mısır Çarşısı (Spice-Market), Gulhane in the Eminönü region. Our questionnaires were directed to 200 employees and from 200 questionnaires 126 employees responded the forms. In the sample, 85 percent of the respondent employees were men and 15 percent employees were women. Average age of sample was 34.06, average tenure was 15.13 years.

### 4.2.1. Sample Statistics

The questionnaires were prepared and targeted for 200 employees. From 200 employees there were 126 participants who attended and filled the questionnaire form in total with no missing variables.

**Table 4.1: Statistics**

		Statistics			
		Gender	Education	Marital Status	Children
N	Valid	126	126	126	126
	Missing	0	0	0	0

#### 4.2.2. Gender

From employees who attended the questionnaire 107 employees were male out of 126 and 19 employees were female out of 126 employees.

**Table 4.2: Gender**

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	107	84.9	84.9	84.9
	Female	19	15.1	15.1	100.0
	Total	126	100,0	100,0	

#### 4.2.3. Education

Regarding to the education levels of respondent, from employees who answered the questionnaire, 7 employees were Primary school graduates, 12 employees were studied till Secondary school, 54 employees were High school graduates and some of the employees are continuing their education, 46 employees are studying at the University and few the employees were already graduated from university, 5 employees studied in Graduate or master's degrees and 2 of them have finished the Postgraduate.

**Table 4.3: Education**

Education					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Primary School	7	5.6	5.6	5.6
	Secondary School	12	9.5	9.5	15.1
	High School	54	42.9	42.9	57.9
	Undergraduate Student	46	36.5	36.5	94.4
	MBA Graduated	5	4.0	4.0	98.4
	Post Graduated	2	1.6	1.6	100.0
	Total	126	100.0	100.0	

#### 4.2.4. Marital Status

According to the marital status, 58 employees were married out of 126 and 67 employees were divorced or not married.

**Table 4.4: Marital Status**

Marital Status					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Married	58	46,0	46,0	46,0
	Not Married	68	54,0	54,0	100,0
	Total	100,0	100,0	100,0	

#### 4.2.5. Children

Regarding the family structure, 55 employees had a child while 71 employees had no children.

**Table 4.5: Children**

Children					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Children	55	43,7	43,7	43,7
	No Children	71	53,3	53,3	100,0
	Total	126	100,0	100,0	

### 4.3. Measurement Tools

#### 4.3.1. Political Skill Scale

In this study the level of political skills was measured with the scale developed by Ferris et al. (2005). This measurement tool has been translated by Özdemir and Gören (2016) into Turkish and it is improved by Yıldıztaşı (2017). The reliability and validity scores calculated by the above-mentioned authors are adequate to high. Four dimensions of political skills are addressed in this measurement tool. The value of reliability that was calculated for social intelligence was  $\alpha=.67$  and the variance explained by this dimension was .16% in the current study. The value of reliability for sincerity is  $\alpha=.66$  and the dimension explained 15% variance of the concept in

this study. For interpersonal influence, the value of reliability was  $\alpha=.65$  and the variance explained was 14% for the current study. For the last dimension, networking, the value of reliability is  $\alpha=.61$  and the variance explained was 13% in the current study. Yıldıztaşı (2017) provided high reliability scores for the scale (.93) and its sub dimensions (.83-.91).

#### **4.3.2. Cultural Intelligence Scale**

In our study we measured cultural intelligence with the scale that is developed by Ang et al., (2007). The scale was translated and validated by İlhan and Çetin (2014).

In this measurement tool there are four dimensions of cultural intelligence that are measured with multiple items. Metacognitive cultural intelligence, which is one of the components of cultural intelligence, is a dimension expressed as knowing, understanding, and thinking about intellectual or conceptual objects. Regarding the reliability of the scale through the SPSS program the calculated alpha value for this dimension (metacognitive cultural intelligence) was Cronbach's alpha 0.72 in this study.

While cognitive dimension measured by this tool includes more general cognitive processes and general cognitive skills. It includes information about the norms, rules, practices, values, and traditions of different cultures obtained by the individual through education and experience. Regarding the reliability of the scale, the calculated alpha value for dimension cognitive cultural intelligence was Cronbach's alpha 0.79 in the current study.

Motivational cultural intelligence factor measured by this scale refers to the factor affects the individual in adapting to different cultural environments or intercultural differences. It has been determined that motivational capacities of individuals in providing emotion, knowledge and behavior control make it easier for them to achieve their goals. The reliability of the scales is (alpha value) calculated such as motivational cultural intelligence alpha is equal to 0.76.

Behavioral cultural intelligence measured by the scale is the ability to act verbally or nonverbally in communication with people from different cultures in different

cultural settings. The alpha values calculated for behavioral cultural intelligence is equal to 0.82 for this study.

#### **4.4. Data Procedure**

The data collected from Eminonu region from the employees working in this area. Almost 80 percent of employees were working in tourism facilities like Grand bazaar (Kapalı çarşısı) employees, Spice market (Mısır çarşısı) employees, Ankara street gift shops employees, Doğubank employees, Kastelli İşhanı (Kastelli-Plaza) employees, Koska employees, Hafiz Mustafa employees, Hasan-Usta shop employees, Mado employees, Safa-Tatlı employees, restaurants and hotels employees, tayahatun street gift shop employees (Gulhane) and the rest which were working in other facilities related to the tourism sector. The questionnaire was delivered to 200 employees, but only 126 employees provided answers with no missing value within 18 days. The author visited all the shops of that Eminönü region step by step and gave the questionnaires by hand. As the shops were busy the employees were mostly very busy and having customers at that time because this region is always full, rushed and crowded which decreased the return rate. There are tourists and local people, and places stay busy all the time. Considering the difficulty of the data collection process the return rate is acceptable.

#### **4.5. Data Analysis**

The data collected from the questionnaires have been investigated with the statistical techniques using the SPSS program and its utilities. For each factor of these scales Cronbach Alpha coefficients were calculated for reliability analysis for the political skill and cultural intelligence and their sub dimensions. On the other hand, the Pearson correlations regarding the associations of all the variables to each other were taken into consideration to avoid the multicollinearity for further multiple regression analysis and investigation.

The regression and correlation analysis were conducted and built through the SPSS program. Finally, the model is tested through several Correlation, Multiple Regression Analysis. Also descriptive analysis, and Kaiser-Meyer-Olkin Test of

Sample Adequacy analysis were used for describing the means and testing for the sampling adequacy for the factor analysis. First the results of exploratory factor analysis are given. And then the descriptive statistics, results of the correlation analysis and regression analysis are given in the following section. These results are discussed in the discussion section.



## **CHAPTER V**

### **RESULTS**

#### **5.1. Factor Analysis**

This section presents the result of the factor analysis. The KMO test of sample adequacy is conducted, and the results demonstrated that our sample is adequate to do the factor analysis and Kaiser-Meyer-Olkin test of sample adequacy acceptance is equal to 0.7 and the total variance of the analysis explaining the significant amount of of variance which shows that we can apply and do the factor analysis for political skills and cultural intelligence.

##### **5.1.1. Factor Analysis of Cultural Intelligence**

For the cultural intelligence measurement, we did the factor analysis and reliability analysis where the results are given in the table. There are four factors structured, Behavioral cultural intelligence, Cognitive cultural intelligence, Motivational cultural intelligence, and Meta-Cognitive cultural intelligence. All these factors are reliable, and their scores are higher than 0.70 cronbach alpha.

The first factor is explaining the 0.19% of the variance in the cultural intelligence, the second factor is explaining the 0.16% of the variance in the cultural intelligence, the third factor is explaining the 0.14% of the variance in the cultural intelligence and the fourth factor is explaining the 0.12% of the variance in the cultural intelligence. The total of the measure is explaining the 0.63% of the concept.

**Table 4.6: Results of Factor Analysis for Cultural Intelligence Scale**

<b>Factor 1: Behavioral CI</b>		
A=.824	% Var: 18.523	<b>Factor Loading</b>
CI17		.747
CI16		.734
CI15		.718
CI18		.647
CI19		.637
CI20		.598
<b>Factor 2: Cognitive CI</b>		
A=.786	% Var: 16.444	<b>Factor Loading</b>
CI9		.789
CI8		.781
CI7		.753
CI10		.644
CI6		.523
<b>Factor 3: Motivational CI</b>		
A=.757	% Var: 14.340	<b>Factor Loading</b>
CI13		.807
CI12		.783
CI11		.698
<b>Factor 4: Meta Cognitive CI</b>		
A=.715	% Var: 11.795	<b>Factor Loading</b>
CI2		.807
CI3		.783
CI1		.698

### 5.1.2. Factor Analysis of Political Skills

For the political skills measurement we did the factor analysis and reliability analysis where the results are given in the table. There are four factors structured, Social Intelligence, Sincerity, Interpersonal Impact and Networking. All these factors are reliable and although their scores are lower than 0.70%, the scores are higher than the acceptable minimum of .60.

The first factor is explaining the 0.16% of the variance in the political skills, the second factor is explaining the 0.15% of the variance in the political skills, the third factor is explaining the 0.14% of the variance in the political skills and the fourth factor is explaining the 0.12% of the variance in the political skills. The total of the measure is explaining the 0.57% of the political skills.

**Table 4.7: Results of Factor Analysis for Political Skills Scale**

<b>Factor 1: Social Intelligence</b>		
A=.669	% Var: 16.045	<b>Factor Loading</b>
Ps12		.675
Ps11		.636
Ps13		.620
Ps2		.598
Ps14		.596
<b>Factor 2: Sincerity</b>		
A=.662	% Var: 14.585	<b>Factor Loading</b>
Ps9		.793
Ps8		.743
Ps6		.502
<b>Factor 3: Interpersonal Impact</b>		
A=.649	% Var: 14.086	<b>Factor Loading</b>
Ps5		.788
Ps7		.686
Ps16		.529
<b>Factor 4: Networking</b>		
A=.607	% Var: 12.094	<b>Factor Loading</b>
Ps4		.797
Ps17		.660
Ps1		.627

## 5.2. Descriptive statistics

Descriptive statistics, mean values, maximum and minimum values, and standard deviation scores are given for each variable and for each subdimensions that are evaluated in the current study.

**Table 4.8: Descriptive Statistics**

<b>Descriptive Statistics</b>					
	N	Minimum	Maximum	Mean	Std. Deviation
Sincerity	126	2.00	5.00	4.2487	.74944
Networking	126	1.00	5.00	3.7619	.86086
Social Intelligence	126	2.00	5.00	3.8698	.68132
Interpersonal Impact	126	1.33	5.00	3.9974	.78258
Political Skills	126	2.48	5.00	3.9694	.54383
Behavioral CI	126	1.20	5.00	4.3365	.98587
Cognitive CI	126	1.00	5.00	3.0952	.88714
Motivational CI	126	1.00	5.00	3.6852	.94874
Metacognitive CI	126	1.67	5.00	3.8968	.74053
CI	126	1.55	5.00	3.7534	.65427
Age	126	17	67	34.06	12.022
Tenure	126	1	45	15.13	11.407
Family members	126	1	9	2.11	1.273
Valid N (listwise)	126				

### **5.3. Correlation Analysis**

Correlation analysis is conducted to see the associations among variables calculated. Results are demonstrated, there are significant correlations among the variables. There is a significant relationship between political skills and cultural intelligence and the power of the correlation is 0.56 and the direction of the relationship is positive between political skills and cultural intelligence.

There are significant relationships between political skills and sub-dimensions of cultural intelligence such as behavioral cultural intelligence, cognitive cultural intelligence, motivational cultural intelligence and meta-cognitive cultural intelligence and the power of the correlations are moderate.

There are significant relationships between cultural intelligence and political skills sub-dimensions such as sincerity, networking, social intelligence and interpersonal impact, the power of the correlation is moderate.

The demographics that had significant association are given in the table 9. Only education level was found significant so others are not added to correlation analysis tables for ease to follow and clarity.

**Table 4.9: Correlations between Sub-dimensions of Two Scales**

	1	2	3	4	5	6	7	8	9	10
1. Cultural Intelligence	1									
2. Political Skills	<b>.566**</b>	1								
3. Behavioral CI	<b>.812**</b>	<b>.495**</b>	1							
4. Cognitive CI	<b>.700**</b>	<b>.271**</b>	<b>.393**</b>	1						
5. Motivational CI	<b>.740**</b>	<b>.489**</b>	<b>.506**</b>	<b>.306**</b>	1					
6. Metacognitive CI	<b>.668**</b>	<b>.390**</b>	<b>.418**</b>	<b>.358**</b>	<b>.291**</b>	1				
7. Sincerity	<b>.382**</b>	<b>.692**</b>	<b>.413**</b>	<b>-.052</b>	<b>.487**</b>	<b>.239**</b>	1			
8. Networking	<b>.427**</b>	<b>.684**</b>	<b>.276**</b>	<b>.359**</b>	<b>.244**</b>	<b>.400**</b>	<b>.192*</b>	1		
9. Social Intelligence	<b>.418**</b>	<b>.704**</b>	<b>.378**</b>	<b>.266**</b>	<b>.295**</b>	<b>.278**</b>	<b>.302**</b>	<b>.393**</b>	1	
10. Interpersonal Impact	<b>.374**</b>	<b>.752**</b>	<b>.347**</b>	<b>.178*</b>	<b>.369**</b>	<b>.174</b>	<b>.491**</b>	<b>.275**</b>	<b>.365**</b>	1
11. Education	<b>.222*</b>	<b>.278**</b>	<b>.246**</b>	<b>.024</b>	<b>.295**</b>	<b>.050</b>	<b>.209*</b>	<b>.178*</b>	<b>.107</b>	<b>.283**</b>

\*\* Correlation is significant at the 0.01 level (2-tailed).

\* Correlation is significant at the 0.05 level (2-tailed).

#### 5.4. Regression Analysis

We conducted regression analysis to see the effects of cultural intelligence on political skills. The Anova analysis significance is explaining that our test is significant and acceptable. We can do and proceed with the regression analysis. If the significance values are lower than 0.05 it can be accepted that there is a significant effect. If the significance values are upper than 0.05 then it is not affected. So the results in general demonstrate that we are explaining the political skills with cultural intelligence significantly.

Political skills are affected by behavioral cultural intelligence because its significance value is lower than 0.05, the cognitive cultural intelligence does not affect political behavior because its significance value is higher than 0.05, the motivational cultural intelligence' effect is significant because its significance value is lower than 0.05, and the meta-cognitive cultural intelligence also affects political skills as a summation term because its significance value is lower than 0.05.

**Table 4.10: Coefficients for the effects of CI on Political Skills**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	2.151	.244		8.801	.000
	Behavioral CI	.143	.051	.260	2.823	.006
	Cognitive CI	.005	.050	.009	.108	.914
	Motivational CI	.172	.049	.300	3.488	.001
	Metacognitive CI	.141	.061	.191	2.305	.023
R Square:		.352				
Adj. R Square:		.331				
F Value		16.445 Sig. 0.00				

**Table 4.11: Anova for the effects of CI on Political Skills**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	13.019	4	3.255	16.445	.000 <sup>b</sup>
	Residual	23.949	121	.198		
	Total	36.969	125			
a. Dependent Variable: Political Behavior						
b. Predictors: (Constant), metacognitive CI, motivational CI, cognitive CI and behavioral CI						

When we look at the significance of the Anova results of the regression we see that the model (F-statistic) is significant. Political behavior can be explained with the dimensions of cultural intelligence significantly. These dimensions together explain 35.2% of the total variance in political behavior.

After looking for the general effects we tested for the dimensions separately. Social intelligence is affected by only the sub-dimension of behavioral cultural intelligence because only its significance value is lower than 0.05, the cognitive cultural intelligence, motivational cultural intelligence and meta-cognitive cultural intelligence do not affect social intelligence.

**Table 4.12: Coefficients for the effects of CI on Social Intelligence**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	2.233	.345		6.478	.000
	Behavioral CI	.163	.072	.235	2.272	.025
	Cognitive CI	.076	.071	.099	1.067	.288
	Motivational CI	.081	.069	.113	1.173	.243
	Metacognitive CI	.102	.086	.111	1.185	.238
R Square:		.179				
Adj. R Square:		.152				
F Value		6.610 Sig. 0.00				

**Table 4.13: Anova for the effects of CI on Social Intelligence**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	10.405	4	2.601	6.610	.000 <sup>b</sup>
	Residual	47.620	121	.394		
	Total	58.025	125			
a. Dependent Variable: Social Intelligence						
b. Predictors: (Constant), metacognitive CI, motivational CI, cognitive CI and behavioral CI						

When we look at the significance of the Anova results of the regression we see that the model (F-statistic) is significant. Social Intelligence can be explained with the dimensions of cultural intelligence significantly. These dimensions together explain 17.9% of the total variance in political behavior.

Interpersonal Impact is affected by only the subdimensions of behavioral cultural intelligence because and motivational cultural intelligence as their significance values are lower than 0.05. The cognitive cultural intelligence and meta-cognitive cultural intelligence do not affect social intelligence.

**Table 4.14: Coefficients for the effects of CI on Interpersonal Impact**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	2.430	.398		6.106	.000
	Behavioral CI	.166	.083	.209	2.008	.047
	Cognitive CI	.013	.082	.015	.157	.876
	Motivational CI	.212	.080	.256	2.640	.009
	Metacognitive CI	.007	.099	.007	.075	.940
R Square:		.171				
Adj. R Square:		.144				
F Value		6.240 Sig. 0.00				

**Table 4.15: Anova for the effects of CI on Interpersonal Impact**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	13.092	4	3.273	6.240	.000 <sup>b</sup>
	Residual	63.463	121	.524		
	Total	76.555	125			
a. Dependent Variable: Interpersonal Impact						
b. Predictors: (Constant), metacognitive CI, motivational CI, cognitive CI and behavioral CI						

When we look at the significance of the Anova results of the regression we see that the model (F-statistic) is significant. Interpersonal Impact can be explained with the dimensions of cultural intelligence significantly. These two dimensions (behavioral cultural intelligence because and motivational cultural intelligence) together explain 17.1% of the total variance in Interpersonal impact.

Networking skills are affected by only the subdimensions of cognitive cultural intelligence because meta cognitive cultural intelligence as their significance values are lower than 0.05. The motivational cultural intelligence and behavioral cultural intelligence do not affect networking.

**Table 4.16: Coefficients for the effects of CI on Networking Skills**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	1.429	.424		3.368	.001
	Behavioral CI	.027	.088	.031	.304	.762
	Cognitive CI	.214	.088	.221	2.442	.016
	Motivational CI	.070	.085	.077	.822	.413
	Metacognitive CI	.332	.106	.286	3.140	.002
R Square:		.221				
Adj. R Square:		.195				
F Value		8.581 Sig. 0.00				

**Table 4.17: Anova for the effects of CI on Networking Skills**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	20.470	4	5.118	8.581	.000 <sup>b</sup>
	Residual	72.165	121	.596		
	Total	92.635	125			
a. Dependent Variable: Networking Skills						
b. Predictors: (Constant), metacognitive CI, motivational CI, cognitive CI and behavioral CI						

When we look at the significance of the Anova results of the regression we see that the model (F-statistic) is significant. Networking can be explained with the dimensions of cultural intelligence significantly. These two dimensions (cognitive cultural intelligence because and meta-cognitive cultural intelligence) together explain 22.1% of the total variance in Networking.

Sincerity is affected by all the subdimensions of cultural intelligence except metacognitive cultural intelligence. Dimensions except meta cognitive cultural intelligence has significance values lower than 0.05. The metacognitive cultural intelligence does not affect networking.

**Table 4.18: Coefficients for the effects of CI on Sincerity**

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
	(Constant)	2.513	.334		7.526	.000
	BehavioralCI	.218	.069	.286	3.140	.002
	Cognitive CI	-.281	.069	-.333	-4.074	.000
	Motivational CI	.324	.067	.410	4.812	.000
	Metacognitive CI	.120	.083	.119	1.446	.151
R Square:		.363				
Adj. R Square:		.342				
F Value		17.272 Sig. 0.00				

**Table 4.19: Anova**

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	25.517	4	6.379	17.272	.000 <sup>b</sup>
	Residual	44.691	121	.369		
	Total	70.208	125			
a. Dependent Variable: Sincerity						
b. Predictors: (Constant), metacognitive CI, motivational CI, cognitive CI and behavioral CI						

Considering the significance of the Anova results of the regression we see that the model (F-statistic) is significant. Sincerity can be explained with the dimensions of cultural intelligence significantly. All dimensions (except meta-cognitive cultural intelligence) together explain 36.3% of the total variance in Sincerity.

With these findings combined we may summarize the findings regarding the hypotheses tested in the following table below.

### 5.5. Summary of the Findings on Hypothesis Testing

**Figure 4.2: Hypothesis**

HYPOTHESIS	ACCEPTED/ REJECTED
H1: Cultural intelligence has a significant effect on Political skills	Partially Accepted
H2: Meta-Cognitive cultural intelligence has a significant effect on political skills.	Partially Accepted
H2a: Meta-Cognitive cultural intelligence has a significant effect on Social intelligence.	Rejected
H2b: Meta-Cognitive cultural intelligence has a significant effect on Interpersonal impact.	Rejected
H2c: Meta-Cognitive cultural intelligence has a significant effect on Networking.	Accepted
H2d: Meta-Cognitive cultural intelligence has a significant effect on Sincerity.	Rejected

H3: Cognitive cultural intelligence has a significant effect on political skills.	Partially Accepted
H3a: Cognitive cultural intelligence has a significant effect on Social intelligence.	Rejected
H3b: Cognitive cultural intelligence has a significant effect on Interpersonal impact.	Rejected
H3c: Cognitive cultural intelligence has a significant effect on Networking.	Rejected
H3d: Cognitive cultural intelligence has a significant effect on Sincerity.	Accepted
H4: Behavioral cultural intelligence has a significant effect on political skills.	Partially Accepted
H4a: Behavioral cultural intelligence has a significant effect on Social intelligence.	Accepted
H4b: Behavioral cultural intelligence has a significant effect on Interpersonal impact.	Accepted
H4c: Behavioral cultural intelligence has a significant effect on Networking.	Accepted
H4d: Behavioral cultural intelligence has a significant effect on Sincerity.	Accepted
H5: Motivational cultural intelligence has a significant effect on political skills.	Partially Accepted
H5a: Motivational cultural intelligence has a significant effect on Social intelligence.	Rejected
H5b: Motivational cultural intelligence has a significant effect on Interpersonal impact.	Accepted
H5c: Motivational cultural intelligence has a significant effect on Networking.	Rejected
H5d: Motivational cultural intelligence has a significant effect on Sincerity.	Accepted

## 5.6. Difference Tests

To test if there is significant difference in the cultural intelligence and political skills according to gender we conducted independent samples T test. Results demonstrated no significant difference.

**Table 4.20: Difference Tests for Gender**

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Political Skills	Male	107	3,9664	,55019	,05319
	Female	19	3,9868	,52043	,11940
CI	Male	107	3,7469	,65973	,06378
	Female	19	3,7904	,63870	,14653

Levene's Test for Equality of Variances						
		F	Sig.	t	df	Sig. (2-tailed)
Political Skills	Equal variances assumed	,047	,828	-,151	124	,880
	Equal variances not assumed			-,157	25,681	,877
CI	Equal variances assumed	,056	,813	-,266	124	,791
	Equal variances not assumed			-,272	25,312	,788

To test if there is significant difference in the cultural intelligence and political skills according to having children we conducted independent samples T test. Results demonstrated no significant difference.

**Table 4.21: Difference Tests for Having Children**

Group Statistics					
	Child	N	Mean	Std. Deviation	Std. Error Mean
Political Skills	Children	55	4,0197	,46005	,06203
	No Children	71	3,9305	,60111	,07134
CI	Children	55	3,7706	,61767	,08329
	No Children	71	3,7401	,68534	,08133

Levene's Test for Equality of Variances						
		F	Sig.	t	df	Sig. (2-tailed)
Political Skills	Equal variances assumed	3,622	,059	,912	124	,363
	Equal variances not assumed			,943	123,988	,347
CI	Equal variances assumed	,216	,643	,258	124	,797
	Equal variances not assumed			,262	121,126	,794

To test if there is significant difference in the cultural intelligence and political skills according to marital status we conducted independent samples T test. Results demonstrated no significant difference.

**Table 4.22: Difference Tests for Marital Status**

Group Statistics					
	Marital Status	N	Mean	Std. Deviation	Std. Error Mean
Political Skills	Married	58	4,0083	,46527	,06109
	Not Married	67	3,9356	,60884	,07438
CI	Married	58	3,7213	,69460	,09120
	Not Married	67	3,7803	,62639	,07653

Levene's Test for Equality of Variances						
		F	Sig.	t	df	Sig. (2- tailed)
Political Skills	Equal variances assumed	4,306	,040	,742	123	,460
	Equal variances not assumed			,756	121,212	,451
CI	Equal variances assumed	1,396	,240	-,500	123	,618
	Equal variances not assumed			-,496	115,898	,621

To test if there is significant difference in the cultural intelligence and political skills according to education levels we conducted ANOVA and Tukey tests. Results demonstrated that there is significant difference between education level groups 2 and 4.

**Table 4.23: Difference Tests for ANOVA**

<b>The Results of ANOVA Test for Education Level</b>						
		Sum of Squares	df	Mean Square	F	Sig.
CI	Between Groups	3,089	5	,618	1,470	,205
	Within Groups	50,420	120	,420		
	Total	53,509	125			
Political Skills	Between Groups	4,094	5	,819	2,989	,014
	Within Groups	32,875	120	,274		
	Total	36,969	125			

**Table 4.24: Difference Tests Results of Turkey for Education Level**

<b>The Results of Tukey Test for Education Level (political Skills)</b>						
Dependent Variable: Political Skills						
Tukey HSD						
(I) Educat	(J) Educat	Mean Difference (I-J)	Std. Error	Sig.	95% Confidence Interval	
					Lower Bound	Upper Bound
1	2	-,00258	,24893	1,000	-,7236	,7184
	3	-,39903	,21026	,409	-1,0080	,2100
	4	-,49213	,21235	,195	-1,1072	,1229
	5	-,30952	,30648	,914	-1,1972	,5781
	6	-,99286	,41966	,177	-2,2083	,2226
2	1	,00258	,24893	1,000	-,7184	,7236
	3	-,39645	,16704	,174	-,8803	,0874
	4	-,48955	,16966	,051	-,9809	,0018
	5	-,30694	,27861	,880	-1,1139	,5000
	6	-,99028	,39976	,139	-2,1481	,1675
3	1	,39903	,21026	,409	-,2100	1,0080
	2	,39645	,16704	,174	-,0874	,8803
	4	-,09310	,10502	,949	-,3973	,2111
	5	,08951	,24467	,999	-,6191	,7982
	6	-,59383	,37690	,616	-1,6854	,4978
4	1	,49213	,21235	,195	-,1229	1,1072
	2	,48955	,16966	,051	-,0018	,9809
	3	,09310	,10502	,949	-,2111	,3973
	5	,18261	,24647	,976	-,5312	,8965
	6	-,50072	,37807	,771	-1,5957	,5943
5	1	,30952	,30648	,914	-,5781	1,1972
	2	,30694	,27861	,880	-,5000	1,1139
	3	-,08951	,24467	,999	-,7982	,6191
	4	-,18261	,24647	,976	-,8965	,5312
	6	-,68333	,43791	,626	-1,9517	,5850
6	1	,99286	,41966	,177	-,2226	2,2083
	2	,99028	,39976	,139	-,1675	2,1481
	3	,59383	,37690	,616	-,4978	1,6854
	4	,50072	,37807	,771	-,5943	1,5957
	5	,68333	,43791	,626	-,5850	1,9517

Research Question 1: Do demographics cause a significant difference in employees' perceptions regarding political skills and cultural intelligence?

Another important aim of the study was to examine the possible difference caused by the demographic variables regarding political skills and cultural intelligence. For the research question below the answer was simply there is no difference among demographic clusters for the political skills and cultural intelligence except education level.



## DISCUSSION

In this section, the findings of the study are discussed. The results of the analysis were concluded in accordance with the hypothesis and similar research results were discussed and compared.

The aim of this study was to examine the relationship between political skills and cultural intelligence levels of tourism sector employees working in the Eminönü region. Specifically, we tested for the effects of cultural intelligence on political skills. The context and the sample characteristics make these variables, their sub dimensions and associations between them very important to investigate. Findings can give valuable lessons for the managers working in the Eminönü Region and the policy makers about tourism.

The employees and their managers who are included by this research are frequently having daily relationship with tourists from different countries. The quality of the relationships between sellers (employees) and tourists in this region is related to political skills and cultural intelligence levels of employees. Because it is very critical that the employees need to be sincere and sympathetic with the customers. Subsequently the results in the literature demonstrate that cultural intelligence and political skills are positively related to the employees 'performance. Therefore, the employees working in this region should be familiar and capable with the foreign cultures. The employees must be talented and efficient about networking and political skills. When tourists are happier with their experiences with the products and with the employees they would visit more and purchase more. In addition, when they return to their home country, they can recommend the country and the Eminönü Region. Cultural intelligence and political skills can be important and significant factors for the tourists' desire to stay for a longer time in the Eminönü region. To conclude, the variables considered in the study are highly important for the performance and quality in the region and in the general Tourism sector.

In the present study we used the SPSS program and its utilities to calculate and analyze two variables cultural intelligence and political skills and the relationships between them. We used Cronbach Alpha coefficients for the reliability analysis. According to the results of reliability analysis, the scales and their subdimensions were reliable. We also run correlation analysis to see their associations. Results

showed that there are significant relationships between the dependent and independent variables (and their subdimensions): political skills and cultural intelligence. According to the results of correlation analysis which are showing that two variables are significantly related, findings also show that there are significant relations among subdimensions of the concept. So, the results demonstrate that concepts are associated with each other's dimensions. We may suggest that variables increase and enhance each other, and knowledge of this relationship with the findings in the current literature can serve as for more productive employees and organizations in the region.

Specifically, on the dimensions of cultural intelligence and political skills, there are significant relationships between sub dimensions of cultural intelligence such as behavioral cultural intelligence, motivational cultural intelligence and meta cognitive cultural intelligence. On the other hand, there are significant relationships between cultural intelligence and sub dimensions of political skills.

Meta-Cognitive cultural intelligence has a significant effect on networking. Cognitive cultural intelligence has a significant effect on sincerity. Behavioral cultural intelligence has a significant effect on social intelligence, Interpersonal impact, sincerity and Networking. Motivational cultural intelligence has a significant effect on Interpersonal impact and Sincerity. These results show that the most related (with all sub dimensions) of cultural intelligence dimension is behavioral cultural intelligence. It is understandable because the behavior is the end of all other dimensions. In the Eminönü Region the employees and customers interact with behaviors. It is the external and observable part of all. Other dimensions kind of turn into behavioral dimensions.

The political skills are important for this nature of work. Such as social intelligence, as it is related with the employee's social awareness, it impacts on their working performance. The employee capabilities in this regard attract others in an ethical way. The employee's networking abilities among customers and clients are highly important, critical enough to cause an increase in the sellings. It is very necessary that the employees should be very sympathetic and patient in the tourism sector especially in a multicultural context such as the Eminönü region. The levels of the variables of political skills and cultural intelligence affect the employees' abilities and behaviors regarding their work performance and relationships with customers.

Cultural intelligence and political skills are becoming more and more critical in the organizations. Because it is improving employees' ability and performance of the task. Cultural intelligence and political skills are gaining interest within organizational behavior. Investigating the impact of an individual's cultural intelligence capacity on his/her political skills is important to understand and establish policies for work performance and business effectiveness. These variables are related to an individual's ability to enroll successfully in any environment or social setting. Cultural intelligence and political skills can be understood as the capability to relate and work effectively across cultures and create quality relations with the people from different cultures and societies. People with higher cultural intelligence and political skills are regarded as better able to successfully use more effective business practices.

Many scholars and researchers made valuable research about cultural intelligence and its dimensions. Also, there are many studies and research about political skills and dimensions of political skills. But there is not any research or study addressing the relationship between political skills and cultural intelligence, specifically in the Eminönü context where Tourism, multicultural environment and political skills are highly important. There is various research about cultural intelligence and politics. Various studies address culture and cultural intelligence in tourism in the literature rather than concentrating on the political skills. There is research about the previous and consequences of cultural intelligence in tourism sector (e.g., Frias-Jamilena et al., 2018), but the research in political skills in tourism sector is so limited (e.g. Konaklioglu & Sevin, 2015). These facts make this study an important contribution.

Cultural intelligence and political skills are becoming more and more valuable variables in workplaces. Practicing these two variables are providing an important advantage for the employee's duties within the organizations. On the other hand, not only for the employees selling items to tourists in the region but also for leaders and managers the concepts are important. Political skills indicate how effectively they manage the workplace politically with the employees. For everyone in the workplace it is crucial to build solid, fair, and balanced relationships with the leader and other employees.

The variables of the cultural intelligence and political skills are fundamental concepts that should be found together in an employee specifically working in a

diverse, multicultural and relationship-oriented context. Lack of one can cause a great difficulty in adapting and surviving today's economic life and business areas. A person who is civilized in the culture; so their own society should be enriched and improve their own national culture and learn other cultures so that he/she does not struggle in today's work life.

Political skills and cultural intelligence encourage individuals across nations to find many opportunities for development. It provides a good opportunity for people in businesses to interact with cross-cultural context. The structured interactions between the people with different personal agendas and different lifestyles make it critical to determine the policies between people in their relationships. If cultural intelligence increases, political skill also increases, especially in the tourism sector among those people working in the Eminönü region or touristic areas.

People who have knowledge and abilities about their own cultures, can understand and adapt to other cultures easily. Because mostly understanding and learning about a culture has resembling ways which are close to each other in all the cultures. It means that the people are more motivated to learn about other cultures if they are also interested in their own culture. While the employees have high levels of these two variables, they can work in any country within their kind of profession and develop their relations with the people they meet. It can also allow them to keep their job in the long term and to earn a good income.

The findings of the current study show that there is a significant relationship with education levels of employees and their political skills and cultural intelligence levels. This can be understood as that training and education can cause difference and development in these variables. The differentiation occurs over time in service personnel as they are engaged and committed in social activities. Particularly learning can occur as the employee's relationship is contained with their clients and foreign tourists. This development process is not in rapid steps from today to tomorrow. It still shows itself at a significant speed and diversity in employees working in high diversity work settings. It can be stated that employees who are good in terms of cultural intelligence are also good in terms of political skills. These findings are like those of Douglas and Ammeter (2004).

Moreover, people working in the Eminönü Region develop various attitudes in their relationship with the tourists to develop themselves properly even without noticing. At first, the shop owners had begun to understand the expectations of the foreign tourists and the customers. They acknowledge that customers come from different cultures to find out and satisfy their needs. They had begun to modernize their shops based on what they searched on the internet about the issues. The observations of those who had gone abroad and by the introduction of new entrants to the market, this change and development are more induced. Findings suggest that managers should train their employees about cultural intelligence for higher levels of political skills and they also choose the more qualified personnel on these variables for the workplace. They had begun to pay more care for the culture and diversity in their service they serve and for their presentations. That is why the personnel with political skills and cultural intelligence play an important role in these kinds of situations.

The employees need to be required to speak a foreign language to become qualified personnel in this background. This can serve as an antecedent for higher cultural intelligence. The link between education and cultural intelligence (in the findings of the study) supports that. The employees must speak one of the foreign languages communicating with the tourists. This way they can better be offered to adapt to the different cultures they meet.

This cultural exchange in the workplace had been reflected in other attitudes of employees' and managers' lives. The motivation to learn more about a culture can provide a variety of options at the time they spend with their families in different cultures. Their desire for travelling abroad can also increase because they have experienced cultures already. Employees and managers travel and experience other cultures in their own lives also more than before to present-day.

This cultural diversity is reflected in the changes of Eminönü appearance. The increase in trade and tourism has a great effect, because there is a significant need for peoples' skills and cultural knowledge in these sectors. Motivating people directly or indirectly in the cultural sphere (globe) results in the use of their cultural intelligence and political skills.

People who manage companies in this region also come from different cultures in their workplace. Basically, most of them are very familiar with various cultural differences. They feel themselves obliged to survive in their sector and make better sales in the business. They keep warm and quality conversation and relationships with the tourists to push their skills and intelligence to improve themselves and their trade. People from different cultures who can understand others' feelings make the world a richer place for all people by influencing through the beauties of each other's cultures. Business and trade play an important role in understanding different cultures and cultural diversity. An important way of communication is the commercial relations (Özdemir and Gören, 2016).

According to our study, it has been observed that the employees' political skills and cultural intelligence are related in the organization. It can be allow that one of the reasons for the variance in the employees' levels of political skills can be cultural intelligence. Due to characteristics of the profession, the employees need to have social skills, networking skills, sincerity, and interpersonal influence skills to realize their profession. This makes considering cultural intelligence as an antecedent to this variable as an important research.

Primarily, when the political skills are considered in terms of the impact of cultural intelligence, we see that the individuals who have higher levels of cultural intelligence level are more skilled in political skills. They are more successful in political skills compared to the individuals with lower levels of cultural intelligence. In this case, we may suggest that the individual can manage the situations that require high levels of political skills if they have high levels of cultural intelligence. They can better react to the characteristics according to the conditions of the environment. Individuals, who are not acceptable in terms of cultural intelligence level may have more difficulty in regulating their behaviors due diligence to their social environment and different cultures. Therefore, individuals who are good in cultural intelligence will establish their social interactions in a better way.

Organizational politics, political behavior and relatedly political skills are generally regarded as negative concepts by the managers in the organizations. These are often considered as a variable that harms both the organization and the employees within the organization as it is used for personal interests. For example, when an employee with good political skills and cultural intelligence joins the business, it is quite likely

to be perceived that the person will keep her/his interests above the interests of the business and organization. However, political skills can be productive especially in this work domain where people make sales. Study results showing that the political skills are related with cultural intelligence can also suggest that political skills can be related with positive individual and organizational outcomes.

For this reason, cultural intelligence can be taken as an objective evaluation criterion and should be included in the selection and evaluation of employees. Whether the employees have the sufficient of political skills and cultural intelligence that are required for the job can be important. In relation to these issues, it can be fixed that the personality analysis and test for recruitment will be beneficial both for the organization and for the employees in the selection process to find better matching talent for this job domain.

The results of improvement of the services are important for tourists in the Eminönü region. The seller and buyer establish a close relationship in the Eminönü region. This is a positive and beneficial opportunity for the seller to create right impressions in the eyes of the tourists. Additionally, most of the tourists spend more time buying staff gifts and presents in the shops on average. That is why, the tourists always desire to return to Istanbul again and he/she will be recommending to his/her friends and colleagues visiting Istanbul. These are important and significant conclusions because tourists staying for a longer time may bring extra income and economic advantages to the Eminönü region. Overall, for the development of the region, cultural intelligence can serve as an important capacity.

In the Eminönü region there are many facilities such as delicious food, Turkish sauna, good restaurants, top hotels, nice accommodations, and shopping areas which also highly increases the value related to tourism activity in the Eminönü region. These are also the most effective sides of Istanbul and positively evaluated by tourists. Although the features are different in the context of understanding the tourists and giving them a priority to focus on that they are satisfied. To increase the overall tourist's attraction towards the Eminönü region the satisfaction of the guests is very important. Providing a quality social relationship environment, hospitality, friendly, and confident relationships with the tourists is critical. One important way to encourage that can be investing in the cultural intelligence levels of employees.

This study shows that the study variables that can be very important for tourist relationships with the employees in the Eminonu region are related. The employees need to be sufficient and sincere with the people during their conversations. The tourists get motivated from our cultures and they are acting as their own country. Cultural intelligence and political skills variables provide important capacities to provide quality service towards foreign tourists. This study also shows that there are significant associations among subdimensions. However, these qualities are the characteristics that obviously deserve further research and study. This study can be replicated in different cultures and settings for the employees that face cultural differentiation and close and frequent relationships with the tourists.

### **Limitations**

In this study due to the sample characteristics there were not many female respondents. The test results are not showing any difference between genders. Still, we are limited with few female respondents. Özdemir and Gören (2016) had concluded that demographic variables such as gender, sincerity, marital status, and educational level are not significant predictors of political skills. Further studies examining the relationship between political skills and cultural intelligence according to employees' demographics with larger samples can be beneficial.

Eminönü region is a very crowded and busy environment for the business all the time. Therefore, it was difficult to collect the questionnaire data in this busy and crowded area. That is why we have reached maximum 126 employees in our questionnaire. We did our analysis on the Eminonu tourism sector but we did not include and admitted all the employees working in this region. In our research we have discussed mostly about the sales services in this region.

Therefore, we did not include those employees who are working in the hotels. Because the employees who are working in the hotels while their responsibilities and duties are not the same like a sales service. We discussed the tourism sector in the Eminönü region in the sales domain and we could not include the employees who are working in the hotels. We mostly focused on small businesses and shops where the people do sell their products face-to-face in the Eminonu area.

## **Conclusion**

In conclusion, these findings are indicating that further work on the study variables can provide knowledge for policy makers for motivating and enabling employees for keeping good relationships including sincerity, networking skills, motivating the customers, and behaving friendly. So, these characters will affect the experiences of foreigners positively which will increase the cultural image of Turkey.

The dimensions of the variables can be critical to determine whether any clients or foreigners figure out that they are treated well and have sent them happily. It will affect the creation of an important relationship with the clients and tourists in the long run. It could directly affect the number of tourists in Istanbul. According to the analysis of the study, explaining the components of two variables, political skills and cultural intelligence, and their dimensions can provide valuable managerial and theoretical insights.

This study aims to investigate the relationship between political skills and cultural intelligence. Further studies addressing the outcomes of political skills in this region can help us to better understand the roles of employees networking skills and social awareness throughout the Eminonu region. While they are facing with the tourists at shops, restaurants and hotels. This will be helpful to identify the strong sides of the Eminonu region where the tourists are focusing more.

In terms of practice, the findings of our research are explaining, how cultural intelligence and political skills assist the managers for their businesses and employees. We demonstrated that cultural intelligence can be at the first steps during the recruitment process. Mostly in the Eminonu region small businesses and small companies are not implement such procedures while hiring the employees for a job. Generally, we did our research in small companies and small business environments. In recent years people have started to travel to other countries, exploring different countries and different cultures has increased. For this purpose it will help employees implementing the cultural intelligence requirements. In terms of political skills it is necessary to improve and invest in cultural intelligence. The employees who are working in the Eminonu region should be trained in cultural intelligence.

Based on the findings, the investments on the employees' cultural intelligence can have a successful impact on political skills. Cultural intelligence is related to an individual's understanding of himself/herself. While at the same time it is related to their comprehension of the social environment. These are related to their ability to adjust their social interaction according to customers' wishes, their own objectives and environmental conditions.

The findings of this study state that cultural intelligence has an impact on political skills. Employees who use this effect well and develop their cultural intelligence levels can create superiority in their relations with their superiors in the organization as well they relate to tourists and customers more successfully.



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## APPENDIX

### Sayın katılımcı.

Bu anket; Politika Becerileri ile Kültürel Zeka arasındaki ilişkiyi ve Eminönü Turizm Sektöründe Çalışanların Kültüre bağlı düzeylerini ölçmektedir. İstanbul Sabahattin Zaim Üniversitesi İşletme Yönetimi Programında yürütülen bilimsel bir araştırma için hazırlanmıştır. Anketimizde isim dahil hiçbir kimlik bilgisi sorulmamaktadır. Verdiğiniz yanıtlar sadece akademik amaçlı kullanılacaktır, hiçbir kurumla paylaşılmayacaktır. Bilime destek olmak adına boş soru bırakmadan dikkatle ve samimiyetle cevaplayınız. Çalışmaya katkılarınız için çok Teşekkür ederiz.

Assadullah HASHIMI

İstanbul Sabahattin Zaim Üniversitesi

Sosyal Bilimleri Enstitüsü

Yüksek Lisans Öğrencisi

E-mail:

<b>I. BÖLÜM DEMOGRAFİK ÖZELLİKLER – Lütfen size uygun seçeneği İşaretleyiniz</b>	
1-	<input type="checkbox"/> Erkek <input type="checkbox"/> Kadın
2-	Yaşınız:
3-	Eğitim durumunuz: <input type="checkbox"/> İlkokul <input type="checkbox"/> Ortaokul <input type="checkbox"/> Lise <input type="checkbox"/> Üniversite <input type="checkbox"/> Yüksek lisans <input type="checkbox"/> Doktora
4-	Medeni durumunuz: <input type="checkbox"/> Evli <input type="checkbox"/> Bekar
5-	Mesleğiniz:
6-	Çocuğunuz: <input type="checkbox"/> Var <input type="checkbox"/> Yok
7-	Kaç yıldır çalışıyorsunuz:
8-	Ailenizde kaç kişi çalışıyor:

## II. BÖLÜM

Aşağıda öğretmenlerin politik yetilerini ölçmeye yönelik önermeler verilmiştir. Okulunuzda varolan durumu düşünerek; verilen 7 aşamalı ölçeği kullanarak, her bir ifadeye ne ölçüde katıldığınızı sizi en iyi tanımlayacak şekilde belirtiniz. Her soru için, katılma derecenizi belirten seçeneği (x) şeklinde işaretleyiniz.

### Politik Beceriler Ölçeği. (Meryem Büşra YILDIZTAŞI – 2017, Hacettepe Üniversitesi)

Hiç katılmıyorum	Katılmıyorum	Kısmen katılıyorum	Katılıyorum	Oldukça katılıyorum
1	İş yerinde, başkalarıyla iletişime geçmek için çaba ve zaman harcarım.			
2	İş yerinde, birçok önemli insan tanırım ve onlarla güçlü bir bağım var.			
3	İş yerinde, meslektaş ve iş arkadaşlarımdan oluşan, işlerin halledilmesi için yardıma ihtiyaç duyduğumda çağırabileceğim geniş bir iletişim ağı geliştirdim.			
4	İş yerinde başkalarıyla bağlantı kurmak için çok zaman harcıyorum.			
5	İş yerinde sözü geçen insanlarla bağlantı kurmakta iyiyim.			
6	İnsanların benim söylediklerimde ve yaptıklarımında samimi olduğuma inanmaları önemlidir.			
7	İş yerinde, işlerin hallolması için bağlantılarımı ve iletişim ağlarımı kurmakta iyiyim.			
8	Baskalarıyla iletişim kurarken, söylediklerimde ve yaptıklarımında samimi olmaya çalışırım.			
9	Diğer insanlara içten bir ilgi göstermeye çalışırım.			
10	Her zaman başkalarını etkilemek için doğru şeyin ne olduğunu içgüdüsel olarak bildiğim söylenebilir.			
11	Kendimi başkalarına nasıl sunacağıma dair iyi bir önsezim ya da bilgim var.			
12	Ben, özellikle başkalarının gizli gündemlerini ve motivasyonlarını sezmekte iyiyim.			
13	İnsanların yüz ifadelerine çok dikkat ederim.			
14	İnsanları çok iyi anlarım.			
15	Çoğu insanla samimiyet kurmak benim için çok kolay.			
16	Çoğu insanın benim yanımdayken rahat ve huzurlu olmalarını sağlayabilirim.			
17	Baskalarıyla kolayca ve etkili bir şekilde iletişim kurabilirim.			
18	Baskalarının beni sevmelerini sağlayabilirim.			

### III. BÖLÜM

Aşağıda kültür konusunda bir takım davranış özellikleri belirtilmiştir. Bu maddelerin sizi ne kadar yansıttığını göstermek için uygun olan seçeneği örnek değerlendirmeye göre işaretleyiniz.

#### Kültürel Zeka Ölçeği. (Ayşegül ÖZASLAN – 2017-2015, Erceyis Üniversitesi)

1	2	3	4	5
Kesinlikle atılmıyorum	Katılmıyorum	Az katılmıyorum	Kararsızım	Azkatılıyorum
1	Farklı kültürel geçmişi olan kişilerle birlikteyken kullandığım kültürel bilginin farkındayım.			
2	Alışkın olmadığım kültürden birileriyle etkileşime geçtiğimde kültürel bilgimi duruma uygun olarak kullanırım.			
3	Kültürlerarası etkileşimlerde kullandığım kültürel bilginin farkındayım.			
4	Farklı kültürlerden birileriyle etkileşim halindeyken kültürel bilgimin doğruluğuna dikkat ederim.			
5	Başka kültürlerin yasal ve ekonomik sistemleri hakkında bilgi sahibiyim.			
6	Başka dillerin kurallarını (kelime, gramer vb.) bilirim.			
7	Başka kültürlerin değerleri ve dini inançları hakkında bilgi sahibiyim.			
8	Başka kültürlerin evlilik sistemleri hakkında bilgi sahibiyim.			
9	Başka kültürlerin el sanatları hakkında bilgi sahibiyim.			
10	Başka kültürlerdeki jest, mimik vb. sözel olmayan davranışların sergileme kurallarını bilirim.			
11	Başka kültürlerden insanlarla bir arada olmaktan hoşlanırım.			
12	Alışkın olmadığım bir kültürde yerel insanlarla kaynaşabileceğime eminim.			
13	Benim için yeni olan bir kültüre uyum sağlamada karşılaşacağım güçlüklerle başa çıkacağıma eminim.			
14	Alışkın olmadığım kültürlerde yaşamaktan hoşlanırım.			
15	Farklı bir kültürdeki alışveriş yapma kurallarına alışabileceğime eminim.			
16	Sözel davranışlarımı (ses tonu, aksan vb.) kültürlerarası iletişimin gereklerine göre ayarlarım.			
17	Konuşurken tonlama ve duraksamayı, kültürlerarası duruma uygun olarak değişik şekillerde kullanırım.			
18	Konuşma biçimimi kültürlerarası iletişimin gereklerine göre ayarlarım.			
19	Kültürlerarası iletişimde ne kadar gerekliyse sözel olmayan davranışlarımı ona göre ayarlarım.			
20	Yüz ifademi kültürlerarası iletişimin gerekline göre değiştiririm.			

# RESUME

Assadullah Hashimi

## Introduction

Resume Title	Sales and Business Management and Business Developer
Profession / Title	Sales, Marketing, Consultancy and Accountant
Status of Job Search	I'm a new graduate, I'm looking for a job
Description	Easily adapt any kinds of vacancies and tasks.

## Contact

E-mail  
Residential Address  
Phone

## Personal Information

City/Country of Birth  
Date of Birth  
Gender  
Interests / Hobbies

## Educational Information

Educational Status : M.Sc. - Ongoing

M.Sc.  
December 2016 - Ongoing

Istanbul Sabahattin Zaim University (Istanbul / Turkey)  
Management Science

**Thesis Subject :** THE RELATIONSHIP BETWEEN POLITICAL SKILLS AND CULTURAL INTELLIGENCE LEVELS OF TOURISM SECTOR EMPLOYEES WORKING IN EMINONU REGION  
**Description :** Full scholarship

Undergraduate  
October 2012 - June 2016

Istanbul Sabahattin Zaim University (Istanbul / Turkey)  
Business Management

**Grade Point Average :** 3.09 / 4 point grading system  
**Description :** Full scholarship

High School  
August 2008 - July 2010

HIMS Degree College

**Grade Point Average :** 67.63 / 100 point grading system  
**Description :** Private College