Cultural Intelligence and Organisational Productivity in Nigeria's Security and Safety Industry

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ABSTRACT : Cultural intelligence is a specific form of intelligence that focuses on the capability of individuals to function effectively in situations in which they are presented with cultural diversity. It is therefore important that cultural intelligence is used as a tool to solve the issues of insecurity and safety as it focuses on bridging the gap created by difference in culture and background among staff in order to minimize conflicts. The aim of this research is to identify the role of cultural intelligence in security and safety management. This paper also focuses on the strategic approach of cultural intelligence that can be employed in the security and safety management development. Survey Method of data collection was adopted, where questionnaires were administered to 434 respondents and descriptive statistics was used for the data analysis and interpretation of results. Findings reveal that, there is insufficient cultural intelligence skill amongst people in Nigeria. It was also established that cultural intelligence is an important skill development set, especially in safety management. This study therefore recommends that cultural intelligence should be given prominence by individuals, private as well as corporate organizations in addition, staff should be regularly trained in cultural intelligence as this will serve as a means of enhancing their social skills thereby increasing their productivity.

Keywords: Cultural Intelligence, Employee Productivity, Nigeria, Safety Management, Social Skills

1.   INTRODUCTION

Cultural intelligence according to Plum (2008) ''is the ability to create a fruitful collaboration with people who think and act differently from you''. Cultural intelligence is a non-academic intelligence (Kumar, Rose & Subramaniam, 2008) that portrays a person's competence in functioning seamlessly in those environments that are representative of cultural variety (Earley& Ang, 2003). Cultural Intelligence is defined as a person's ability to adapt effectively to new cultural contexts, bound to the values and beliefs of a given society or culture. It is a form of intelligence that contributes to adapt cultural behaviours (Earley& Ang,

2003: 26). Cultural intelligence helps one to adapt to these distinctions in cultures and backgrounds.

Cultural intelligence incorporates a collection of mental, motivational and behavioural abilities (Presbitero, 2016). It is, therefore, not based on culture alone but a collection of other important aspects of life that make communication possible and effective. Cultural intelligence is perhaps the most recent commitment on insight, being more effectively explored alongside notable enthusiastic, relational and social knowledge. It is important for the Intelligence Community to adapt to change in order to resolve the increasingly dynamic threat landscape with a view to protecting the nation's security. A successful defense in national security is predicated on timely information reception and review.

An individual with high social insight can comprehend the human conduct better and subsequently in a superior situation that leads individuals in a way to flourish for business achievement and other areas of life. Cultural intelligence allows individuals to interact effectively in multiple cultures and act appropriately across a wide range of cultures. This necessitates a strategic ability to exchange culture, as well as an improvement in timely access to information and a reduction in turf wars and stove piping. It also depends on our ability to not only respond to threats quickly and efficiently, but also to bring the pieces of the many puzzles together.

1.1. Objectives of the Study

1. To critically analyze the meaning of cultural intelligence

2. To examine the role of cultural intelligence in safety management in Nigeria

3. To identify the challenges associated with lack of cultural intelligence in safety management.

2. Literature Review

2.1. The Definition of Cultural Intelligence (CQ)

Cultural Intelligence is defined as a person's ability to adapt effectively to new cultural contexts, bound to the values and beliefs of a given society or culture. It is a form of intelligence that contributes to adapt culturally behaviors (Earley& Ang, 2003).

Lin, Chen and Song (2012: 542) notes that Cultural intelligence (CQ) refers to "the ability to collect and process messages, to make decisions, and the relative approaches needed in order to adjust to a new environment", Peterson (2004: 89) sees CQ is "the ability to engage in a set of behaviors that uses skills (i.e. language or interpersonal skills) and qualities (e.g. tolerance for ambiguity, flexibility) that are tuned appropriately to the culture based values and attitudes of the people with whom one interacts."

Moon (2010: 458) defines CQ as "an organization's capability to function and manage effectively in culturally diverse environments."

2.2. Brief History of Cultural Intelligence

The concept of cultural intelligence which is also abbreviated as CQ was first introduced by Christopher Earley and Soon Ang in 2003 in a book by Stanford University Press. They researched on the scale development of CQ construct as a research-based way of measuring and predicting intercultural performance. They defined cultural intelligence as a person's ability to adapt effectively to new cultural contexts which are bound to the values and beliefs of a given society or culture. It is a form of intelligence that contributes to adapt cultural behaviors (Earley& Ang, 2003: 26). David Thomas and Kerr Inkson also researched on the complementary framework of CQ in the same period that Ang Soon and Linn Van Dyne (2008) worked on scale development of CQ.

Cultural intelligence was introduced at a time when the world was experiencing globalization, ideological clash, cultural conflict and interconnectedness in the 21st century. Since then, the subject of cultural intelligence has drawn much attention to different fields of life – business, education, communication, organization, security, etc.

Cultural intelligence is seen as multidimensional in nature, with four dimensions (Ang et al., 2006):

- Metacognitive CQ is about a person's skill, level in understanding and acquiring cultural knowledge (Ang, Hodrick, Xing, & Zhang, 2006). It has to do with an individual's ability to understand different cultures and also have a high level of awareness of these cultures, using the process of monitoring the norms of different countries and groups of people. It also helps in questioning different cultural assumptions.

- Cognitive CQ is one's appreciation of diverse cultures, while taking in accounts their differences and similarities, (Ang et al., 2006); it deals with high level of norms, practices and convention of different cultures. They are able to understand the social and legal differences in cultures. They are aware of certain cultural values and its importance to its people.

- Motivational CQ is the use of one's energy that is consciously applied in examining how diverse environments work (Ang et al., 2006). In Motivational CQ, an individual expends energy to learn about cultural differences and how they function. It also influences the actions of an individual.

- Behavioral CQ is the skill or capability to demonstrate proper verbal and nonverbal actions in cross-cultural settings (Ang et al., 2006). It reflects the capability to exhibit appropriate verbal and nonverbal actions when interacting with people from different cultures.

Metacognition, cognition and motivation are referred to as mental capabilities which result in mental functioning which behavioral intelligence attributes to the

behavioral capability to flex motor skills and demonstrate a range of verbal and nonverbal actions. According to Earley and Ang (2003), the study of CQ was built on a common ground that intelligence research ought to be diversified.

Other studies have been made on the assessment and measurement of cultural intelligence. This has been divided into three categories namely: the discussion of the interdependence of variables such as performance and intelligence components, the factors that positively influence intelligence and finally the performance and consequences of intelligence (Shaffer & Miller, 2008).

2.3. Importance of cultural intelligence

There are many reasons why it is beneficial to develop one's cultural intelligence because it leads to the following:

1. It improves work effectiveness and speed within an organization and helps employees work effectively with one another especially on projects with colleagues from different cultural backgrounds and different global components. Work effectiveness also improves through better collaboration in both remote and face to face teams (Fang et al., 2018).

2. It reduces the risk of making cultural mistakes thereby minimizing any form of embarrassment or intimidation. It improves the cultural judgement of employee thereby increasing intrapersonal trust among employee.

3. It increases creativity and innovation. Improved decision-making and higher levels of idea-sharing, information-sharing and creative collaboration among teams and performance outcomes are all benefits of cultural intelligence in an organization (Gelfand et al., 2015; Leung et al., 2014).

4. It bridges the gap caused by cultural differences and difficulties in communication as a result of difference in culture and background. Cultural intelligence helps develop an in-depth understanding of working styles in other cultures.

5. It improves the level of tolerance, trust and understanding of colleagues; it becomes strength rather than an obstacle. Individuals with CQ are able to trust each other and this leads to high level of information sharing. The significant association between cultural intelligence and trust can be explained by CQ's role in attenuating social categorization processes that negatively impact interpersonal interactions among culturally-diverse individuals and teams (Chen and Lin, 2013; Chua et al., 2012; Flaherty, 2015; Janssens and Brett, 2006; Livermore, 2016; Mor et al., 2013).

6. It facilitates improved decision making and problem solving. Culturally intelligent individuals are better equipped to understand and evaluate situations that include multiple perspectives and also make high-quality decisions within intercultural contexts (Ang et al., 2007; Van Dyne et al., 2010; Ng et al., 2009).

7. Cultural intelligence enhances customer service. Better negotiation skills are reached from cultural intelligence as they are able to show high level of patience. These positive results come from their ability to better understand and incorporate diverse perspectives into the negotiation process (Imai and Gelfand, 2010; Chua et al., 2012; Groves et al., 2015)

8. CQ promotes profitability and cost saving due to adaptation of more innovative methods of interaction with individuals, clients and staff. Individuals with high CQ can adjust more easily to uncertain, complex and shifting work demands which are typically encountered in intercultural situations (e.g., working in multi-cultural team) (Guomundsdottir, 2015; Lin et al., 2012; Malek and Budhwar, 2013; Moon et al., 2012; Tay et al., 2015; Tuleja, 2017).

2.4. Drawbacks to Cultural Intelligence

Globalization has led to bringing individuals from different cultural backgrounds to interact with each other from different cultures (Earley et al. 2006). These differences lead to cultural barriers that can create misunderstanding and further caused ineffective interactions (Lievens et al, 2003; Ang et al, 2006) and harm organizational performances (Glick, Miller, Huber, 1993). Chin, C. O., et al. (2006) acknowledged that communication, negotiation, social behaviour, decision making process and team building in the company will be confusing without adopting local culture or bringing a cultural synergy.

The lack of proper research and awareness of the culture of an individual before applying it can also cause a drawback in cultural intelligence. The unique characteristics of any nation or people must be considered. The difference in culture among staff of an organization may also pose as a threat to effective cultural intelligence. Statistics has shown many that companies face bankruptcy when they lack the understanding of different cultures (Inkson and Thomas, 2004).

This has caused a decrease in productivity in organizations and created difficulties among staff in the work environment. Stone-Romero et al. (2003) discovered that employee's productivity decreases when placed in strange cultural environment. Every organization needs leaders who will adopt the cultural intelligence set as a tool to effectively adapt to fit diverse multicultural conditions involving customers, suppliers, associates and employees from different cultural backgrounds (Livermore, D., Linn Van Dyne & Soon Ang, 2012).

2.5. Effects of cultural intelligence

Triandis (2006) stated that cultural intelligence is essential in order to be successful in multinational organizations and create good relationships with individuals from different cultures. Studies have shown that cultural intelligence has enabled individuals to interact with people outside their culture and religion. And this is said to have reduced the way people react to cultural diversity. Cultural intelligence is therefore essential to effective performance in security and safety management as

it helps professionals to bridge the gap in communication difficulty which makes it possible for people to socialize freely with people of other cultures and religion.

Research indicated that cultural intelligence decreases the burnout among employees (Tayet al. 2008) and the findings demonstrated that the cultural intelligence positively affects individual in intercultural and multicultural backgrounds and has a detractive effect on burnout

Cultural Intelligence is likewise decidedly connected with significant degree of correspondence adequacy, work fulfillment and lessens nervousness worldwide organizations (Bücker, J. J., et al., 2014). Consequently, social insight is firmly connected with social variation conduct; furthermore, interactional change, powerful social judgment and dynamic.

Studies have established that higher level of cultural intelligence helps in increasing individual's ability to fine-tune with a diverse cultural situation, which helps in developing interpersonal trust with other team members (Rockstuhl& Ng, 2008). Since those individuals who have high levels of cultural intelligence experience fewer social problems during intercultural interactions, they feel less depressed and therefore they have lower levels of burnout. (Ward et al. 2008).

2.6. Strategies for Encouraging Cultural Intelligence in an Organization

Cultural intelligence Strategy is the estimation of an individual's capacity to plan previously, during and after crossing societies. Workers who have solid Cultural intelligence Strategy can draw on cultural arrangement to tackle complex issues in an organization.

Developing a cultural intelligence strategy is based on coaching managers and team members, sharing best practices from their experiences, modeling circumstances for future relationships as well as simulating culturally.

The following aspects should be considered to encourage cultural intelligence in an organization:

- The form of activities: this has to do with training, workshops, coaching, peer-to-peer coaching, and e-learning.

- Content of activities: cultural sensitivity, conflict solving, cultural differences and identification.

- Time to hold activities: on-the-job, off-the job.

- Approach to individual development: individual training (distributed according to individual needs), team training (collaborative methods).

- Team structure: virtual, distributed, outsourced, remote, and on-site.

- Planning to respond to cultural differences.

2.7. Examples of Cultural Intelligence in an Organization

The following are examples of cultural intelligence that could be helpful to an organization:

- Get to know the various individuals from different cultures, religions and background better.

- Learning and understanding the language of colleagues for better communication and interaction.

- Send staff on trips to other states and/or countries on retreats and trainings as this will enable them learn more about different cultures.

- Growing adaptive challenges associated with the so-called VUCA (i.e., volatility, uncertainty, complexity and ambiguity)

- Enhancement of cultural intelligence drive by creating awareness of cultural difference, and its pros and cons.

- Development of cultural intelligence knowledge.

- Building of cultural intelligence strategy using a more practical approach of knowledge sharing.

- Adapting cultural intelligence action by using self-assessment in order to scrutinize the improvement.

- Training and coaching programs for direct, hands-on experience to enhance cultural intelligence.

- Expansion into Diverse Markets (Global and Domestic)

2.8. Application of CQ in Security and Safety Management

Cultural Intelligence has to do with the capacity to work effectively with groups of people from any culture. In other words, someone with a high cultural IQ can be sent to work in a culture they know nothing about, and will be able to observe, empathize, and develop relationships with people, despite not speaking a word of their language.

This helps to break down biases, prevent incorrect assumptions, and motivate individuals to become comfortable in new situations with people from different cultural groups. There are various ways to apply cultural intelligence (CQ) in security and safety and this includes the following steps:

1. Bond over Similarities: "Focus on what your team has in common, verses what makes you different" (JB Training). As employers focuses on the personal and skill development of staff in areas such as stress management and self motivation. It is also important to improve the cultural intelligence. Learning and observing the similarities in culture can help improve bonding of employees. This application

improves the understanding of behaviours and actions of employees in a workplace.

2. **Challenge Stereotypes:** it is important to challenge stereotypes as they seem to be dangerous and this can lead to making negative and unfounded assumptions. This application prevents stereotypes from hijacking every relationship and conversation. When employers form the habit of questioning the attitudes and decisions involving different people, it could be a good way of assessing the cultural point of view of individuals.

3. **Diversify your Hiring Practice:** In other to apply cultural intelligence in an organization, it is important to diversify hiring practice. This brings about learning and practicing new ways to develop awareness towards other cultures and traditions. Learning the difference in culture has shown to bring employees closer to each other.

4. **Improve Communication Skills:** Communication plays an important role in any establishment; it includes how behaviour is perceived in an unfamiliar setting. The application of improved communication skills helps employees in security and safety to easily understand each other and interact more effectively, thereby resulting in less miscommunication.

5. **Awareness and Acceptance:** When employees are not aware of other culture and have not practiced other culture, it keeps them culturally ignorant. It is therefore, important for employees to identify the cultural differences that affect them positively or negatively.

2.9. Importance of CQ in Security and Safety Management

Matthew Syed convincingly discussed in his book that intelligence needs cultural diversity and reflexivity to continue to improve the way it identifies, contains and rolls back threats, precisely because cultural blindness removes sight of the full threat picture. In security and safety management, cultural intelligence (CQ) is very important because it plays vital roles in the determination of cooperation among employees from various culture, tradition, nationality, etc. This importance also extends to other areas which include:

a. It increases cross-cultural interaction within an organization. This helps people in the organization to develop the passion for learning and understanding each other's cultural background.

b. It improves communication within an organization: By bridging the gap caused by cultural differences and difficulties in communication as a result of difference in culture. Cultural intelligence helps develop an in-depth understanding of working styles in other cultures.

c. It creates harmony: Cultural intelligence in security and safety management enhances the culture of harmony among employees. Employees become more compassionate and sensitive to divergent opinions and perceptions.

d.   It expands innovation: Cultural intelligence can develop the ability of self confidence and motivation. Employees adapt to each other's demography while also creating a friendly environment in which everyone feels comfortable enough to voice their opinions.

e.   It builds trust: Understanding the culture of clients brings about trust and creates a supportive environment for team members.

f.   It improves the level of tolerance and understanding of colleagues, it becomes strength rather than an obstacle. Individuals with CQ are able to trust each other and this leads to a high level of information sharing.

g.   Better negotiation skills are reached from cultural intelligence and are able to show high level of patience. These positive results come from their ability to better understand and incorporate diverse perspectives into the negotiation process.

h.   Better decision making and problem solving: Culturally intelligent individuals are better equipped to understand and evaluate situations that include multiple perspectives and to make high-quality decisions within intercultural contexts.

2.10. Challenges in Security and Safety Management

Globalization causes different individuals to come together and interact with each other from different cultures (Earley et al. 2006). These differences lead to cultural barriers that can create misunderstanding and further cause ineffective interactions (Lievens et al, 2003; Ang et al, 2006).

Chin, C. O. et al. (2006) acknowledged that communication, negotiation, social behaviour, decision making process and team building in the company will be confusing without adopting local culture or bringing a cultural synergy. Challenges in the cultural intelligence communities that need to be tackled are: firstly, security clearances and secondly is the reliance upon algorithm-driven computer systems that do more of the sifting, sorting and analytical heavy lifting in security and safety management.

Having security cleared staff is essential to intelligence agencies. Security and Safety is as much about protecting secrets as it is acquiring them. The cognitive skills required to work in intelligence are specific and relative niche. We could surmise that achieving a good cultural mix will depend upon a wider range of schools and non-elite universities providing the right skills to their students, but also government recruiters recognising the unconventional presentation of skills. Alternative ways of 'doing intelligence' could include a wider array of people who do not require full security clearance.

The second challenge comes from the dependence on algorithms. We collectively assume that computers are neutral processors of information providing objective answers. We are more likely to trust a computer judgment which relies on the

biases of these programmers than a human being because we disregard human element in the computer programming. There are instances where AI security systems have been judged to discriminate on the basis of race; a further alienation of marginalised groups. A culturally aware ethical compact for security programming would be a reasonable first step to address this large vulnerability in our intelligence machinery.

3. METHODS AND ANALYSIS

The survey research design was adopted for this study with questionnaire as instrument for data collation on a sample size of 450 respondents. The researcher administered 450 copies of the instrument on practicing staff of various corporate establishments in Nigeria. However, only 434 copies, representing 96% were completed and returned useable. The remaining 16 copies, representing 4% formed the mortality rate of the total number of copies of the instrument administered.

3.1. Data Presentation and Analysis

Chart 1: Sex Distribution of Respondents
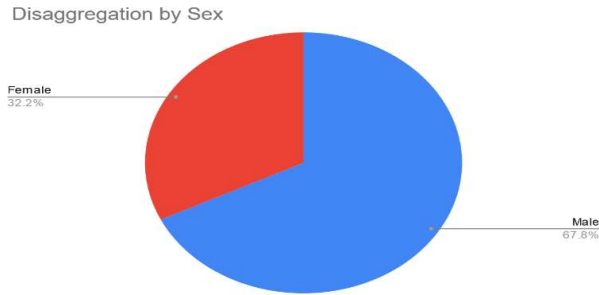
Source: Field Survey, 2022

According to the data received as depicted in Chart 1, only 140 representing 32.2% of the respondents were females while 294 (67.8%) were males. This shows that majority of the respondents are male even though the representation shows that the two genders were adequately represented in the study.

Chart 2: Age Distribution of Respondents
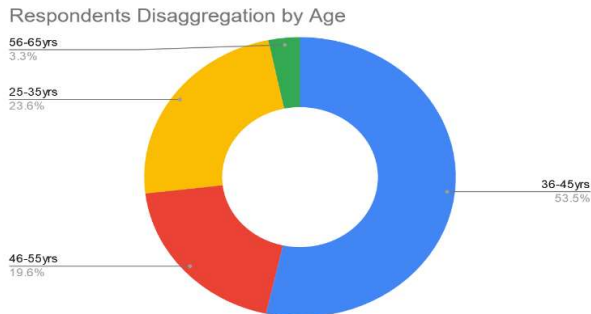
Source: Field Survey, 2022

From the figures on Chart 2, a total of 232 (53.5%) of the respondents fell between the ages of 36 – 45 years followed by 102 (23.6%) of the respondents who were between the ages of 25 – 35 years. 85 (19.6%) of the sample size were between ages 46 and 55 while only 15 (3.3%) were 56 years or older. This shows that different age groups were adequately represented in the survey as these are the various age brackets that are typical of present day Nigerian workplaces. The statistics has shown that most employees are between the ages of 25 and 45; which implies that 77.1% of the total respondents are within that category.
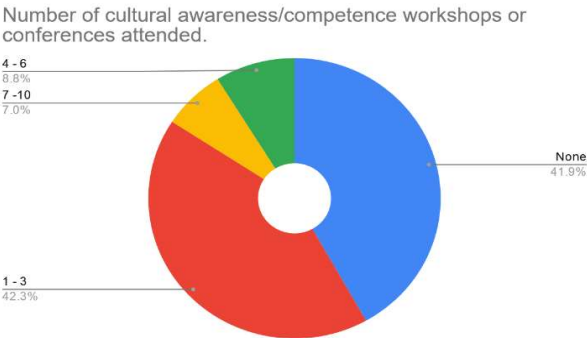
Chart 3: Marital Status of Respondents

Marital status

Divorced
1.2%
Single
18.4%
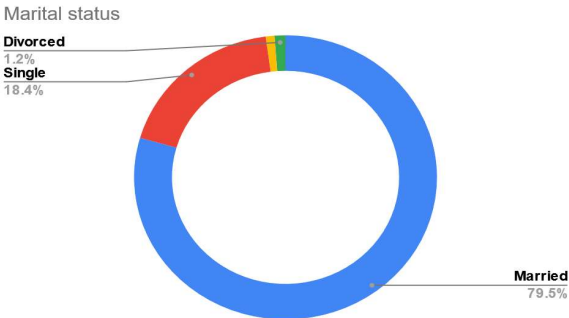
Married
79.5%

Source: Field Survey, 2022

Chart 3 shows a total of 341, that is, 79.5% of the respondents declared that they were married, with 79 (18.4%) who were single. 5 of the respondents were divorced with less than 1% widowed. The finding showed that almost 80% of the respondents were married and implicitly dealing with cultural intelligence issues at the domestic level while the others were positioned to discuss issues connected to the research subject matter.

Chart 4: Frequency of Training on Cultural Intelligence

Number of cultural awareness/competence workshops or conferences attended.

4 - 6
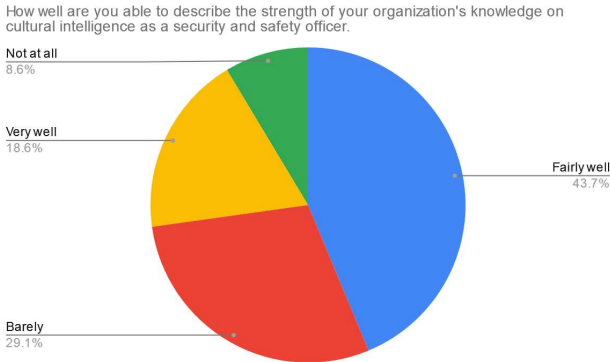8.8%
7 -10
7.0%

None
41.9%

1 - 3
42.3%

Source: Field Survey, 2022

For the question *how many cultural awareness/competency workshops or conferences have you attended?* The chart shows the responses of respondents who took part in the completion of the questionnaires. A total of 41.9% of the respondents confirmed that they had never attended any. Of the total sample size,

42.3% of the respondents noted they had attended between 1-3 *cultural awareness/competency workshops or conferences.* 7% and 8.8% had attended 7-10 and 4 – 6 *cultural awareness* related events respectively. This shows that about 84% of the respondents have attended less than 4 cultural awareness workshops or conferences. This goes to show the low level of priority accorded cultural intelligence by organisations.

Chart 5: Organisation's Knowledge on Cultural Intelligence

How well are you able to describe the strength of your organization's knowledge on cultural intelligence as a security and safety officer.

Not at all 8.6%

Very well 18.6%

Fairly well 43.7%

Barely 29.1%

Source: Field Survey, 2022

This chart shows that only 18.6% of the total respondents could describe the strength of their organization's knowledge on cultural intelligence as security and safety officers very well. 43.7% could only describe it fairly. 29.1% could barely describe it while 8.6 could not even describe the strength of their organization's knowledge on cultural intelligence as security and safety officers. This finding shows that majority of respondents cannot confidently tell whether or not their organisations were knowledgeable or conscious of cultural intelligence. This fact goes a long way to score the organisations low on their policy towards creating a culturally aware environment for their staff.

Chart 6: Provision of Cultural Intelligence Training by Organisations

Does your organization provide training that helps staff work with people of different cultures?

Barely 8.9%

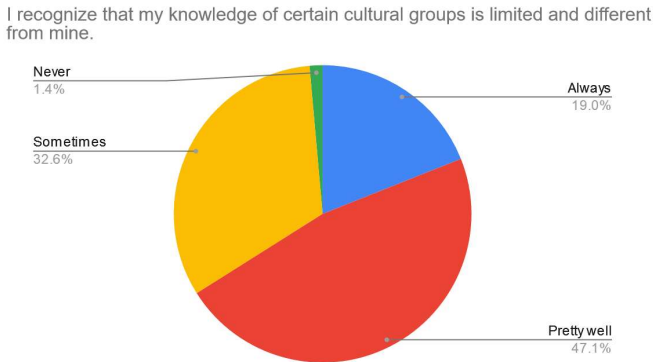Not at all 27.2%

Sometimes 39.6%

Often 24.4%

Source: Field Survey, 2022

The pie chart above shows a total of 39.6% of the respondents belong to organisations that sometimes provide training to help staff work with people of

different cultures. 24.4% of the respondents confirmed that their organisations often did provide training to help them work with people of different cultures. 8.9% barely experienced such trainings while 27.2% confirmed that their organization did not provide training to helps staff work with people of different cultures. The finding shows that less than 40% of organization sometimes provides training on cultural awareness issues. This is therefore, below average.

Chart 7: Respondents' Knowledge of Cultural Intelligence

I recognize that my knowledge of certain cultural groups is limited and different from mine.

Never 1.4%
Sometimes 32.6%
Always 19.0%
Pretty well 47.1%

Source: Field Survey, 2022

The chart above shows that 47% of the respondents acknowledged that their knowledge of certain cultural groups was limited and different from theirs, while 1.4% of the respondents surveyed never took cognizance of this variable. Together 98.6% of the total respondents are aware of the differences that exist between them and others, though the extent to which they factor in those differences in their relationship is debatable.

Chart 8: Awareness of the Social Context of Cultural Intelligence

I am aware of the social context of cultural intelligence in a cultural diverse population.

No 6.6%
Yes 93.4%
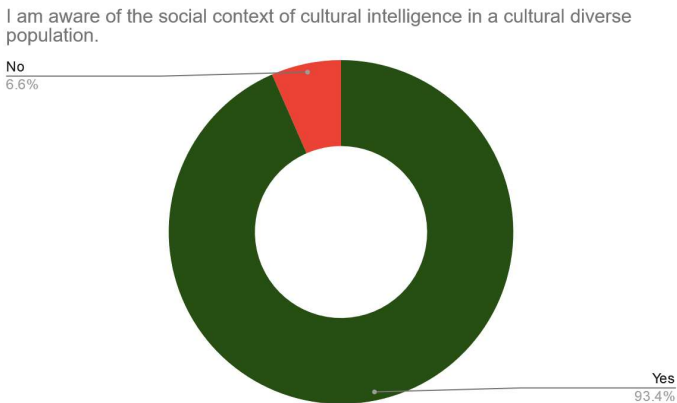
Source: Field Survey, 2022

To this question, only 430 respondents responded and their responses are shown on the chart. The chart shows that out of the 430 respondents, only 6.6% claimed to be

unaware of the social context of cultural intelligence in a culturally diverse population. A majority of 93.4% were conversant with the phenomenon.
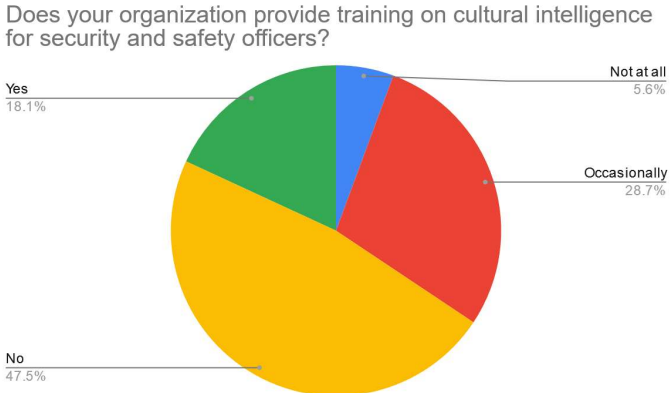
Chart 9: Position on the assertion that cultural intelligence enhances work productivity

Cultural intelligence enhances work productivity in a cultural diverse environment.

Occasionally
13.8%

often
14.5%

Fairly
8.4%
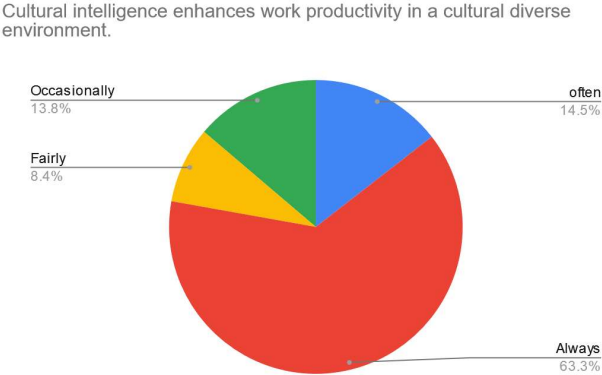
Always
63.3%

Source: Field Survey, 2022

Evidently, the chart above shows that a majority of the sample size (63.3%) agreed that cultural intelligence always enhances work productivity in a culturally diverse environment. While 14.5% reported that cultural intelligence often enhances work productivity in a culturally diverse environment. 13.8% agreed that cultural intelligence only occasional**l**y enhances work productivity in a culturally diverse environment. 8.4% said there was a fair chance that cultural intelligence did enhance work productivity in a diverse cultural environment. It therefore shows that cultural intelligences enhance work productivity in a culturally diverse environment.

Chart 10: Provision of Training on Cultural Intelligence by Organisation

Does your organization provide training on cultural intelligence for security and safety officers?

Not at all
5.6%

Yes
18.1%
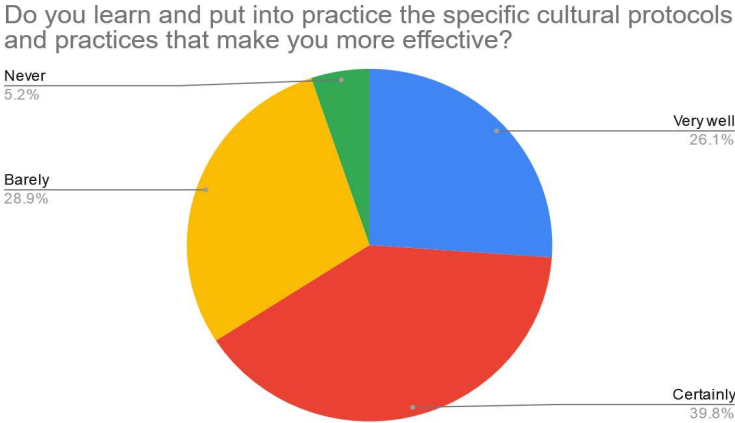
Occasionally
28.7%

No
47.5%

Source: Field Survey, 2022

Of the 434 respondents surveyed, over 50% reported that their organisation did not provide training on cultural intelligence for Security and Safety Officers. 18.1% noted that their organisation had provided training on cultural intelligence for

Security and Safety Officers with 28.7% stating it was an occasional affair at their organizations. This therefore shows that most organizations do not provide trainings for their security and safety officers on cultural intelligence.
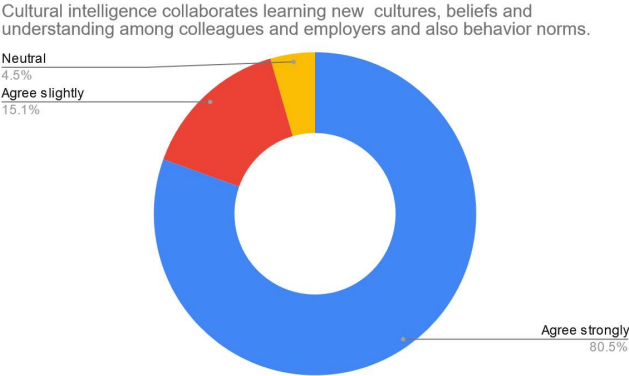
Chart 11: Practice of Cultural Protocols

Do you learn and put into practice the specific cultural protocols and practices that make you more effective?

- Never 5.2%
- Barely 28.9%
- Very well 26.1%
- Certainly 39.8%

Source: Field Survey, 2022

The chart above shows that over 50% learn and put into practice the specific cultural protocols and practices that makes them more effective. 28.9% barely put into practice the specific cultural protocols and practices that would make them more effective. 5.2% never did put into practice the specific cultural protocols and practices that make them more effective at work.

Chart 12: Cultural Intelligence and Understanding among Work Colleagues

Cultural intelligence collaborates learning new cultures, beliefs and understanding among colleagues and employers and also behavior norms.

- Neutral 4.5%
- Agree slightly 15.1%
- Agree strongly 80.5%

Source: Field Survey, 2022

The chart above shows that more than 80% of the respondents affirmed that cultural intelligence was a necessary variable needed to collaborate learning new cultures, beliefs and understanding among colleagues and employers and also behaviour norms.

Chart 13: Cultural Intelligence and Behavioural CQ Skill

A cultural intelligent security or safety officer has behavioral CQ skill or capability to demonstrate proper verbal and nonverbal actions in cross-cultural settings.

- Disagree 0.7%
- Agree 37.0%
- Somewhat agree 17.1%
- Strongly agree 45.2%
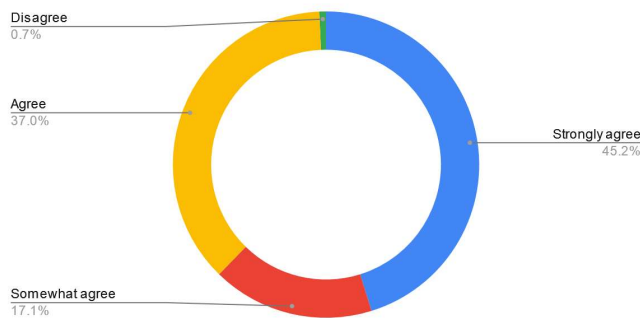
Source: Field Survey, 2022

Chart 13 shows that the respondents asserted that a culturally intelligent security or safety officer has behavioral CQ skill or capability to demonstrate proper verbal and nonverbal actions. From the data, 45.2% strongly agree that a culturally intelligent security or safety officer has behavioural skill that will enhance his actions in cross-cultural settings. Additionally, 37% and agree and while 17.1% somewhat agree to this assertion. These findings show that over 82% of respondents did acknowledge the importance of cultural intelligence in achieving a healthy and productive relation in cross-cultural settings.

Chart 14: Effect of lack of Cultural Intelligence

One disadvantage of the the lack of CQ in security or safety is the inability of officers to work properly in a diverse environment because of the different cultures, customs and believes.

- No 4.7%
- Sometimes 28.8%
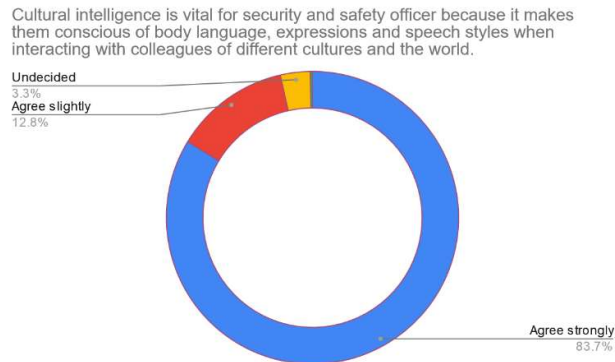- Pretty well 31.2%
- Very well 35.2%
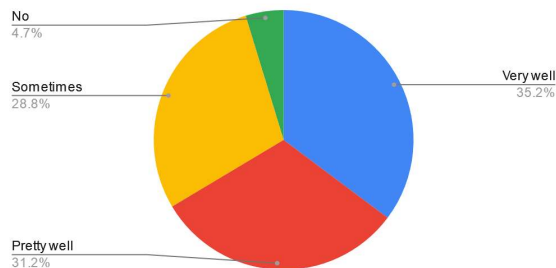
Source: Field Survey, 2022

Chart 14 highlights the responses from the respondents on the claim that one of the advantages of lack of cultural intelligence in security or safety is the inability of officers to work properly in a diverse environment because of the differences in culture, customs and beliefs. 35% of the respondents established that the claim is 'very well', 28.8% affirmed that the claim is 'sometimes true' while 31.2% expressed the view that the position is 'pretty well'. From the responses received, it can be explicitly stated that over 90% of the respondents support the view that lack

of cultural intelligence has a significant impact on staff ability to work in a culturally diverse environment.

Chart 15: Cultural Intelligence and Communication

Cultural intelligence is vital for security and safety officer because it makes them conscious of body language, expressions and speech styles when interacting with colleagues of different cultures and the world.

Undecided
3.3%

Agree slightly
12.8%

Agree strongly
83.7%

Source: Field Survey, 2022

The chart above, which represents 83.7% of the respondents, agreed strongly that cultural intelligence was vital for security and safety officers because it made them conscious of body language, expressions and speech styles especially when interacting with colleagues of different cultures and the world. 12.8%, however, slightly agreed with this variable.

Chart 16: Culturally Intelligence and Conflict Management

A cultural intelligent security and safety officer can handle tensions more effectively.
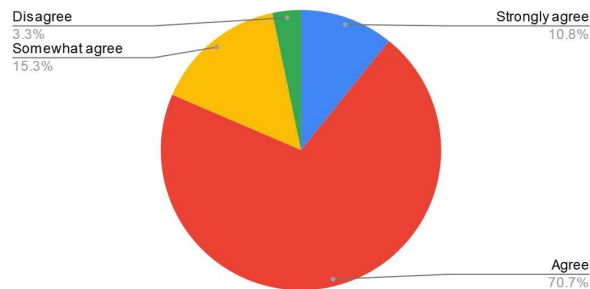
No
1.2%

Maybe
28.6%

Yes
69.8%
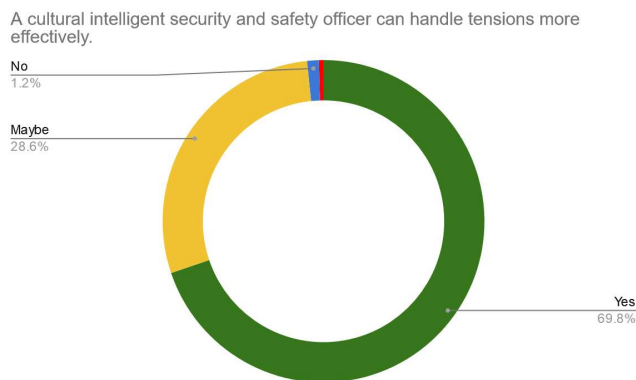
Source: Field Survey, 2022

The above chart shows that 69.8% of the respondents agreed that a culturally intelligent security and safety officer can handle tension more effectively whereas 28.6% were not sure if a cultural intelligent security and safety officer could handle tension more effectively.

Chart 17: Cultural Intelligence and Long-Term Learning

A cultural intelligent security and safety officer recognize that achieving cultural competence and cultural humility towards colleagues involves a commitment to learning over a long period of time.

Disagree 3.3%
Somewhat agree 15.3%
Strongly agree 10.8%
Agree 70.7%

Source: Field Survey, 2022

Data from the chart above shows that 46 respondents which represents 10.8% of the respondents did strongly agree that a culturally intelligent security and safety officer ought to recognise that achieving cultural competence and cultural humility towards colleagues involved a commitment to learning over a long period of time, while 307 (70.7%) of the respondents did agree with the statement. Additionally, 15.3% said they somewhat agreed that a commitment to learning over a long period of time played a key role in achieving cultural competence and cultural humility towards colleagues.

4. Discussion

The survey was meant to compliment the literature review and give practical insight into the perception and experience of a cross-section of workers in Nigeria. Respondents were drawn from the six geopolitical zones of the federation. A total of 450 questionnaires were administered while 434 were filled and usable. The analyses of the data, through the instrumentality of the survey, elicited and revealed certain facts.

The researcher sought to know the priority accorded to staff training on cultural intelligence but the findings show that organisations in Nigeria have not prioritized training in this area. This was collaborated by the fact that of the 434 respondents, 41.9% of the respondents confirmed that they had never attended any training. Of the total sample size, 42.3% of the respondents noted they had attended between 1-3 cultural awareness/competency workshops or conferences. 7% had attended 7-10 while 8.8% had attended 4-6 cultural awareness related events respectively. This shows that about 84% of the respondents have attended less than 4 cultural awareness workshops or conferences. This goes to show the low priority accorded cultural intelligence by organisations.

Another objective of the study was to ascertain how much respondents know of the concept of cultural intelligence. To this, 98.6% of the total respondents affirmed

that they are aware of the subject matter and did recognize the differences that exist between them and others. The extent to which they factor in those differences in their relationship is in some way debatable.

Moreover, concerning the enquiry on the correlation between cultural intelligence and organisational productivity, a majority of the sample size (63.3%) agreed that cultural intelligence always enhances work productivity in a culturally diverse environment. While 14.5% reported that cultural intelligence often enhances work productivity in a culturally diverse environment. 13.8% agreed that cultural intelligence only occasionally enhances work productivity in a culturally diverse environment. 8.4% said there was a fair chance that cultural intelligence enhanced work productivity in a diverse cultural environment.

Another finding highlighted by the survey was the link between the cultural intelligence skill of security and safety officer and social relations. From the data, 45.2% strongly agree that a culturally intelligent security or safety officer has behavioural skill that will enhance his actions in cross-cultural settings. Additionally, 37% agree while 17.1% 'somewhat agree' respectively. These findings show that over 82% of respondents did acknowledge the importance of cultural intelligence in achieving healthy and productive relations in cross-cultural settings.

In summary, the survey has reinforced the advocacy for promoting cultural intelligence in organisations and among employees, especially those whose job description include security and safety.

5. Conclusion

This study concludes that though there is recognizable low level of awareness and embraces the concept and practice of cultural intelligence in the Nigerian industrial arena; it plays a significant role in the practice of safety management. In addition, every aspect of organisational social engagement requires minimizing cost, avoidance of conflict, building trust, appreciation of cultural and individual differences in the design and implementation of corporate policies respectively. The promotion of cultural intelligence will go a long way in accelerating industrial peace and harmony among the various stakeholders. It will additionally aid in deescalating the frequent tension among employees, between employees? and employers and between firms and their host communities.

In view of the above, the following recommendations are made:

1.   The study has shown that many of the respondents have never undergone training on cultural intelligence. Therefore, it will be important for corporate organisations to deliberately institute frequent trainings on this subject matter for the benefit of their employees.

2. State and non-state actors who specialize in conflict management and resolution should as a matter of policy include cultural intelligence as one of the key components of the conflict management process.

3. Organisations should devise mechanisms to reward staff who are culturally intelligent as a way of encouraging employees to prioritize cultural intelligence as an essential skill set.

4. Researchers, academics and government agencies should conduct more extensive research on the correlation between cultural intelligence, employees' satisfaction and organisational productivity in order to elicit empirical data that will be helpful in their future policy decisions.

5. Firms should consciously recognise and appreciate the diverse cultural dynamics that characterize our workplaces.

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