

## The Impact of Cultural Intelligence on Advertising Effectiveness (A Case Study of Advertising Association Managers)

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**Abstract:** The present research aims at studying the impact of cultural intelligence (CQ) on advertising effectiveness with the statistical population of all 78 managers of active advertising associations in Isfahan. Due to the small number of the statistical population, all the members were studied. This research is practical in terms of purpose, descriptive in essence and survey in terms of methodology. Taking cultural intelligence and advertising effectiveness into account, 78 questionnaires- made by the researcher as data collection tool- were distributed of which 96.15% were done and analyzed. The hypotheses of the research were tested using the linear regression and the results revealed that cognitive and metacognitive CQs influenced the advertising effectiveness. With per unit change in cognitive and metacognitive CQs, 0.308 and 0.263 unit changes, respectively, occur in advertising effectiveness. However, motivational and behavioral CQs had no impact on advertising effectiveness.

**Key words:** Cognitive ability % Meta-cognitive ability % Motivational ability % behavioral ability % Advertising effectiveness % Advertising associations

### INTRODUCTION

Intelligence is one of the important factors to individual success and one of the issues which have been of attention to human beings for years. In fact, it is a term for organizing and describing human capacities that regarding the cultural varieties, its development is substantial [1]. Since the success of organizations is the result of efficient and skillful human resources, one of the screening methods for human resources selection, for many years, has been the mathematical intelligence. Until now, different dimensions of intelligence have been defined like mathematical intelligence, emotional intelligence, organizational intelligence, strategic intelligence, cultural intelligence, social intelligence and spiritual intelligence. Cultural intelligence, among the above- mentioned, is defined as the ability of the individual to adjust successfully to other cultural environments. Today, with the development of international and intercultural businesses, the importance of cultural intelligence has become more and

more evident. Based on the definition of advertisement -messaging, introducing something to others and any type of nonpersonal and promotional communication of ideas, products and services in exchange for the money paid to an identified individual or organization - intercultural relations play an important role in its effectiveness. Advertising effectiveness can be considered as the extent that goals are accomplished. It seems that different aspects of cultural intelligence as variables can influence advertising effectiveness. The present study tries to examine how much the cultural intelligence influences advertising effectiveness. To do so, at first, the review of relevant literature is done, then the related studies are presented and finally the conceptual framework is designed and tested by the statistical methods and the obtained results are demonstrated.

**Review of Literature:** The concept of CQ was first discussed by Early and Ang, the researchers of London business school. They define CQ as the ability to learn

new patterns of cultural interactions and behavioral responses to these patterns. Another definition sees CQ as an individual capability to understand, interpret and act effectively in the situations of cultural variety [2]. In one theory, cultural intelligence consists of four factors which are strategy, knowledge, motivation and behavior.

**CQ Strategy:** Includes planning the strategy before intercultural interaction, analysis of assumptions while interacting and the moderating and changing mind maps in case real experiences and previous expectations are different. **CQ knowledge:** reflects the awareness of norms, roles and agreements in different cultures obtained from individual and educational experiences. **CQ motivation:** reflects the ability and desire to learn and function in any particular cultural situations. **CQ behavior:** for the reason that cognition and motivation without an effective and appropriate response are worthless, CQ should encompass all the abilities and skills required to show the response proper to that culture [3].

Early and Mosaowski (2004) considered three components for cultural intelligence - the cognitive, the physical and the emotional/motivational. They believed that the cultural intelligence should be looked for in the body, head and heart. Cognitive dimension (head): refers to the learnable aspects of CQ. Physical dimension (body): reveals itself in the physical behaviors of human being and expresses the individual readiness to enter the inside world of the people with different cultures. Emotional/motivational dimension (heart): in order to adapt to a new culture, the obstacles need to be overcome. Individuals can do the things only when they are motivated and believe in their ability [4].

Combining different views of intelligence, Strenberg has conceptualized four levels of personal intelligence. The cognitive intelligence encompasses personal knowledge and its structures. While meta-cognitive CQ emphasizes the cognitive processes of higher levels, cognitive knowledge shows the knowledge, norms, practices and conventions in different cultures acquired from education and personal experiences. Thus, the cognitive factor of CQ reflects the level of cultural knowledge of the person or his/her knowledge about the cultural environment. Cultural knowledge includes self-awareness and self-knowledge rooted in the cultural context and environment. Despite the wide variety of cultures in today's world, CQ shows the knowledge of universal manifestations and cultural differences. Meta-cognitive CQ is the knowledge and cognition control (the processes that individuals use to acquire and

understand the knowledge). The term meta-cognitive CQ refers to the extent of conscious cultural knowledge of the individual in intercultural interactions. Those with high meta-cognitive CQ consciously question their cultural assumptions, show them during interactions and adjust their own cultural knowledge to other cultures in the interactions. Meta-cognitive CQ involves the cognitive strategies of higher levels that allow people to develop new heuristics and rules for their social interactions in new cultural environments by improving information processing at deeper levels. Motivational intelligence demonstrates that the best cognition is motivated and so, motivational intelligence focuses on the magnitude and direction of energy as source of intelligence. Motivational CQ shows the capability to direct attention and energy toward learning about and functioning in different cultural situations. Behavioral intelligence focuses on the personal abilities at a practical level. Behavioral CQ reflects the capability to do verbal and nonverbal actions when interacting with people from different cultures. Indeed, Behavioral CQ refers to the ability of the individuals to show appropriate verbal and nonverbal behaviors in intercultural situations. Behavioral CQ is a critical component of CQ as the verbal and nonverbal behaviors are the most significant manifestations of social interactions. Being more exhaustive, the four dimensional framework of CQ has received more attention and is used in the present study.

Advertising can be defined as: paid form of non-personal communication and introduction of product or service by different conveyors for the profit and non-profit organizations or people who are characterized in the advertisement [5]. Advertising agency is a private profit organization that connects the firms desiring to have advertisements (employers) and the media. It is typically supposed to communicate the merits, advantages, strength points and the necessary useful information about a product, a person, an idea and an attitude to the customers, consumers and the beneficiaries and motivates them to change from the potential to current customers [6]. In this research, advertising associations are considered as advertising agencies.

The extent which an organization reaches its goals is known as its effectiveness. To assess effectiveness, first, goals should be specified, in turn, to reach the goals, some plans should be prepared and performed and finally the obtained results should be compared with those previously specified goals. However, the first specified goals need to be measurable so that they can be compared with the results [5]. In the same way, it can be

said that the advertisement effectiveness occurs when the goals of that advertisement are met. Some important factors in advertising effectiveness are: verbal and written forms of expression, structure and content, attractive visual settings, exciting/emotional factors, logos and names of products, the advertising tool, response to the needs of the audience, colors, creativity, the value and quality of products, time of presentation, showing the superiority compared to the existing products and services, cultural and social factors,...[7].

The above mentioned factors reside in six categories according to the present research:

- C Market-based factors: include awareness of values and norms, product cognition, business cognition, market cognition, awareness of different aspects of situation and environment, awareness of target group access points to the product, awareness of consumer product evaluation compared to the existing products.
- C Product- based factors: includes using jargon, specifying the potential benefits of purchase and consumption, specifying the potential losses in case of failing to choose the product, displaying the expected picture of product consumption, considering the consumer's familiarity with product, being aware of stages of product life cycle.
- C Human-based factors: includes the use of common proverbs and idioms, dialects and accents, age concerns, gender differences.
- C Content-based factors: includes using supporting words for decision making, encouraging words and phrases, questions, challenges, the address and phone number, an eccentric way of presenting the advertisement, complete explanation about the product.
- C Advertising motive-based factors: includes the rhymed and rhythmic words, exaggerating display of products, attention to the status and place of advertisement, the country of origin display (if only it has a positive impression).
- C Communication-based factor: which can be described as the proper advertising tool cognition and choice for the advertisement.

So, considering the relevant literature, the hypotheses would be as follow:

**Hypothesis 1:** The CQ cognitive ability influences advertising effectiveness.

**Hypothesis 2:** The CQ meta-cognitive ability influences advertising effectiveness.

**Hypothesis 3:** The CQ motivational ability influences advertising effectiveness.

**Hypothesis 4:** The CQ behavioral ability influences advertising effectiveness.

**The Related Studies:** Yazdekhashti *et al* (2011) examined the relation between intercultural contacts and cultural intelligence. The statistical sample was 396 residents of Isfahan aged 20-49. The results showed that although in some particular situations intercultural contacts have no influence on promotion of CQ or get the individual faced with cultural shock, generally the likelihood of intercultural contacts' positive effect on CQ is more [8].

In a study, Abzari *et al* (2011) analyzed the relation between CQ and team effectiveness; they did this in 47 work teams in Mobarakeh steel company and the results revealed that there is a meaningful relation between CQ and its components and team effectiveness [3].

Hadizadeh Moghadam and hosseini(2008) did another study based on team effectiveness and CQ and found that there is a meaningful relation between team effectiveness and CQ but that CQ is not the only factor meeting team effectiveness but that other factors also influence reaching the goal of team effectiveness [9].

SamsamShariat *et al* (2007), in some research, compared the factors influencing commercial advertising effectiveness from the point of view of people and advertising experts. The results showed that the experts identified the use of relevant colors, animations, awards and certificates reports and subtitling the presentations as more effective and for the people, on the other hand, the use of children and women, attention to safety, price giving, advantages, background, dialects and common idioms, proverbs and acceptable slogans were considered more effective [7].

Ghorbani *et al* (2012) did a study based on the relation between CQ and organizational effectiveness in Esfaryen industrial complex (as a complex of cultural variety). The sample was 254 personnel in 2011. Their analyses verify the relation of CQ and its dimensions (except the motivational) with organizational effectiveness; they also found that CQ as an indirect medium and a personal-professional factor influences organizational effectiveness [10].

Table 1: Other related studies

No.	Purpose	Authors	Year	Conclusions
1	CQs of managers in faculties of western universities	Baglaryan <i>et al</i>	2011	Cultural knowledge is less than the mean and other components are more than the mean.[13]
2	Cultural intelligence and job competency	Navakbakhsh <i>et al</i>	2012	The behavioral ability influences job competency the most and motivational, cognitive and meta-cognitive are in the next places [14].
3	Television advertising effectiveness and customer attraction of Refah bank	Hosseini <i>et al</i>	2009	Positive effect of this bank's TV advertising on customer attraction.[15]
4	The relationship between cultural intelligence and entrepreneur traits	Kheiri <i>et al</i>	2009	The deep relationship between the four-factor model of cultural intelligence and entrepreneur traits.[4]
5	The impact of cultural intelligence on the functional performance of managers in different branches of EghtesadNovin bank in Tehran	Rahimnia <i>et al</i>	2009	The positive and meaningful relationship between cultural intelligence and functional performance of managers which is caused by knowledge and behavioral dimensions of cultural intelligence [16].
6	The impact of emotional intelligence and cultural intelligence on the leaders' success in global class	Moshabaki and Tizro	2009	Cultural intelligence has a positive impact on leaders' success in global class.[17]
7	The relation between consumers' attitudes towards websites and internet advertising effectiveness	Abbasi and mohammadian	2007	Visiting websites helps the consumers to remember the advertised brand on the net and cause them to have a positive attitude towards that brand [18].
8	The relation between consumer involvement and Television advertising effectiveness	Amir Shahi and Houshmandi	2006	No relation and dependence of the level of consumer involvement in buying and remembering the brand [19].
9	Cultural intelligence measurement of Iranian managers in global class and evaluation of dependence level and its relation with the degree of cultural shock	Moshabbaki and Ramooz	2006	The meaningful relation between cultural intelligence and cultural shock. The degree of cultural shock in the managers with high cultural intelligence was low [20].
10	Cultural intelligence's influence on international business travelers' stress	Ramsey <i>et al</i>	2011	Cultural intelligence is not positive in all situations but it partly moderates travel and job strain to some extent [21].
11	The role of cultural intelligence in achievement of Iran's small and medium enterprise managers	Rahimi <i>et al</i>	2011	Strong positive relationship between all dimensions of cultural intelligence and achievement [22].
12	the impact of cultural intelligence and its influence on performance an efficiency of foreign laborers and the mediating impact of culture shock.	Chen <i>et al</i>	2011	The positive association of cultural intelligence with the performance of Philippine laborers and its negative association with cultural shock.culture shock partlymediated the relationship of cultural intelligence and performance [23].
13	Media mix effectiveness	Voorveld	2011	Online - offline advertising mix instead of using just one medium can receive more positive response from the consumers [24].
14	The relation between motivational and behavioral cultural intelligence and the three dimensions of cross-cultural adjustment	Dagher	2010	The relationship exists between motivational and behavioral cultural intelligence and the three dimensions of cross-cultural adjustment [25].
15	The role of cultural intelligence as dynamic intercultural competency in international assignments	Rose <i>et al</i>	2010	Cultural intelligence facilitates job performance in international assignments. expatriates in Malaysia with higher meta-cognitive and behavioral cultural intelligence had a better chance in their performance [26].
16	The relationship between emotional intelligence and the four factor model of cultural intelligence	Moon	2010	Cultural intelligence and Emotional intelligence are distinct, but related in terms of construction. Specific factors of emotional intelligence are related to specific factors of cultural intelligence. For example, social awareness and relationship management which are the emotional intelligence factors explain cultural intelligence over [27].
17	The relationship between cultural intelligence and achievement	Vedadi <i>et al</i>	2010	high correlation between cultural intelligence and its different dimensions (knowledge, strategy, motivation and behavior) with the achievement of the managers [28].
18	Cultural intelligence and its effects on cultural judgment, decision making and cultural adaptation	Ang <i>et al</i>	2007	The relationship between the dimensions of cultural intelligence and these factors [29].

Table 1: Continue

No.	Purpose	Authors	Year	Conclusions
19	The relationship between Big Five personality conscientiousness and the four-factor model of cultural intelligence and emotional stability extraversion and cognitive and behavioral, [30].	Ang <i>et al</i>	2006	There is a meaningful relationship between and metacognitive CQ, agreeableness and behavioral CQ, openness and the four Cqs
20	Infomercials and advertising effectiveness product of target market models, celebrity comparisons and bonus offers make infomercial [31].	Martin <i>et al</i>	2002	Employing expert comments, testimonials, demonstrations, the use of endorsers, product advertising more effective
21	Consumer involvement and advertising effectiveness determines the relationship effectiveness and the level of consumer degree of consumer involvement is an advertising strategy [32].	Wu	2002	The consumer involvement degree between advertising involvement. Thus, the important indication for

Groves and Feyerherm (2011) tested the moderating effects of team cultural diversity on leader and team performance in the context leader cultural intelligence. They did their research with 99 cultural diverse organizational leaders and 321 one of their followers. The results demonstrated that leader CQ predicted follower perceptions of his/her performance and team performance in contexts of ethnic and nationality diversity. Furthermore, this leader CQ prediction ability is beyond the effects of leadership emotional intelligence and leadership competences [11].

Zhang and Neelankavil (1997) analyzed the influence of culture on advertising effectiveness in China and the United States. Their findings indicated that cultural differences play an important role in the individualism and collectivism dimensions which the two countries were against each other being individualistic more effective in the USA and collectivistic in China [12].

Other related studies are summarized in Table 1 as follow:

## MATERIALS AND METHODS

The present research is practical in terms of purpose, descriptive in essence and survey in terms of methodology. Taking cultural intelligence and advertising effectiveness into account, questionnaires- made by the researcher - were used for data collection and data analysis. Cronbach's alpha (determining the consistency of questionnaires) for the questions of CQ and advertising effectiveness respectively was 0.803 and 0.830. Validity of the questionnaires was confirmed by the experts. Statistical population of the research was all the managers of advertising associations in Isfahan in 2012.

Due to the small number of the statistical population, all the members were studied. 78 questionnaires were distributed of which 96/15 percent were done and analyzed. In order to process the data obtained from the questionnaires, SPSS (version 16) was used.

**Research Hypotheses Testing:** Basically, to check the data distribution normality of CQ and advertising effectiveness, the Kolmogorov-Smirnov test needs to be used. Considering the fact that Sig is 0.601 and it is larger than 0.05, data distribution of CQ is normal. In the same way, Considering the fact that Sig is 0.448 and it is larger than 0.05, data distribution of advertising effectiveness is normal. The test output is seen in Table 2.

There are four hypotheses in this research. To test them, linear regression can be used. The purpose of using regression here is mathematical estimation and its analysis to determine the value of passive variable by an active variable. To put it another way the value of dependent variable is determined by the independent variable.

**Hypothesis 1 Testing:** The cognitive CQ capability influences advertising effectiveness.

In the output of software analysis, multiple coefficient of correlation is seen (in the simple linear regression with variables, the multiple coefficient of correlation is equal to the modulus of their coefficient of correlation), which is 0.308 and in the other output Sig is 0.007. As it is less than 5%,  $H_0$  is rejected and  $H_1$  is confirmed. The constant value and independent variable's coefficient in the regression equation are 2.813 and 0.201 respectively. With per unit change in Cognitive CQ, 0.308 unit change in advertising effectiveness occurs.

Table 2: The Kolmogorov–Smirnov test results

	Mean	Std. deviation	Kolmogorov–Smirnov Z	Sig.
Cultural intelligence	2491.3	50182.0	765.0	601.0
Advertising effectiveness	3979.3	41640.0	862.0	448.0

Table 3: Hypotheses testing results

	Unstandardized coefficients		Standardized coefficients		
	B	Std. Error	Beta	T	Sig.
Constant	813.2	216.0		998.12	000.0
cognitive ability	201.0	073.0	308.0	766.2	007.0
Constant	04.3	161.0		901.18	000.0
meta-cognitive ability	124.0	054.0	263.0	324.2	023.0
Constant	003.3	289.0		393.10	000.0
motivational ability	101.0	073.0	160.0	385.1	170.0
Constant	994.2	279.0		743.10	000.0
behavioral ability	122.0	083.0	170.0	470.1	146.0

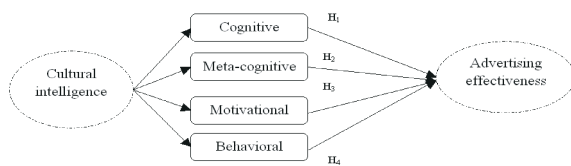


Fig. 1: The conceptual framework

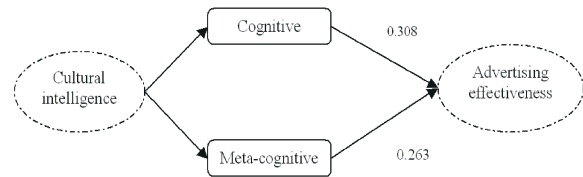


Fig. 2:

**Hypothesis 2 Testing:** Meta-cognitive CQ capability influences advertising effectiveness.

The modulus of their correlation coefficient is 0.263 and Sig is 0.024. As it is less than 5%,  $H_0$  is rejected and  $H_1$  is confirmed. The constant value and independent variable's coefficient in the regression equation are 3.040 and 0.124 respectively. With per unit change in Meta-cognitive CQ, 0.263 unit change in advertising effectiveness occurs.

**Hypothesis 3 Testing:** Motivational CQ capability influences advertising effectiveness.

Regarding the table of outputs, Sig is 0.170. As it is more than 5%, Motivational CQ does not influence advertising effectiveness.

**Hypothesis 4 Testing:** Behavioral CQ capability influences advertising effectiveness.

Regarding the table of outputs, Sig is 0.146. As it is more than 5%, Behavioral CQ does not influence advertising effectiveness. All the discussed results can be seen in Table 3.

In sum, cognitive and meta-cognitive CQs influence advertising effectiveness, but behavioral and motivational CQs do not influence advertising effectiveness. The relations are shown in Figure 2.

**Conclusion and Implications:** Based on the present research and hypotheses testing the following conclusions and implications are presented. Based on hypothesis 1 testing, with per unit change in Cognitive CQ, 0.308 unit change in advertising effectiveness occurs. It can be concluded that cognitive CQ influences advertising effectiveness. So, one implication to promote and increase CQ is informing the managers about the importance and power of CQ. It seems that sections responsible in this part are universities and institutes of higher education which teach the future managers of marketing and advertising associations. Of the strategies to promote cognitive ability is holding free and compulsory educational workshops and also educational courses for the officials working in this field. But, considering the fact that the educational courses have been of business nature in recent years, giving some pre-tests should be obligatory for the participants before participating in the courses. In addition, educators and trainers need to be evaluated and selected in terms of skills, experiences, communication of information. Also, publishing books and magazines for more realistic, exact and better learning is effective. Intercultural discussions, debates, sharing such experiences in the interactions can be helpful.

Based on hypothesis 2 testing, with per unit change in Meta-cognitive CQ, 0.263 unit change in advertising effectiveness occurs. In order to increase meta-cognitive ability, cultural knowledge and the acquired information need to be moderated and revised during the courses and mind maps. The individual, also, should improve his/her accuracy and consciousness in the intercultural interactions. Changing mind maps and moderating the previous experiences needs flexibility and perception which, in turn, arose from the personal features of individuals shaped by different factors over time. The above mentioned conclusions are in harmony with the conclusions in the studies done by [3, 9].

Although motivational and behavioral intelligences had no impact on advertising effectiveness, the followings are the cases which are necessary for the motivation and practice in intercultural interactions. Having self-belief and judgment about one's abilities, creating a strong feeling that she can *get along* with different attitudes and unknown situations not being disappointed, involving in interactions with other cultures and trusting intercultural interactions, showing attention to and respect for other cultures taking their bright side into account. To promote the behavioral dimension, it demands that the individual have proper behavior. To do so, modeling, having roles in educational programs and also simulating cultural interactions and participate in multinational groups are also useful.

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