

# THE INTERACTIVE ROLE OF CULTURAL INTELLIGENCE ON THE RELATIONSHIP BETWEEN STRUCTURAL EMPOWERMENT AND ADAPTIVE PERFORMANCE (AN EXPLORATORY STUDY OF THE OPINIONS OF A GROUP OF WORKERS IN KARBALA GOVERNORATE LOCAL ADMINISTRATION AND TOURISM AUTHORITY)

**Adil Majeed al Nasrawe**

University of Karbala-College of Administration and Economics, Iraq

Email: - [adil.m@uokerbala.edu.iq](mailto:adil.m@uokerbala.edu.iq)

**Haidar Abd Zaid Khader**

Al-Furat Al-Awsat Technical University, Technical Institute Karbala,

Department of Tourism and Hotel Technologies, Iraq

Email: - [Haider.khudur@atu.edu.iq](mailto:Haider.khudur@atu.edu.iq)

## Abstract

The study aimed to determine the relationship between structural empowerment in its dimensions (material support, development opportunities, delegation of authority, authority) and adaptive performance in its dimensions (creative problem solving, dealing with uncertain situations, learning new skills and techniques, dealing with work pressures). Through the presence of cultural intelligence as an interactive variable with its dimensions (cognitive intelligence, metacognitive intelligence, motivational intelligence, behavioral intelligence) for workers in Karbala Governorate /local administration, to reach the goal of the study and test its hypotheses, a questionnaire form was prepared and adapted to suit the variables of the study and the place of application. The research sample consisted of (84) employees, depending on their work. The study data were analyzed using the statistical program SPSS.25. Cronbach's alpha coefficient was used to test the validity and reliability. The PEARSON correlation coefficient was used to test the hypotheses, and structural equation modeling was used to test the interactive variable. The study proved a morally solid correlation between the study variables and the interactive variable and that working individuals have a high level of cultural intelligence that enables them to adapt to their jobs.

**Keywords** Cultural intelligence, Structural Empowerment, Adaptive. Words Performance.

**Place of Application:** Karbala Governorate / Local Administration

## INTRODUCTION

Global developments (economic, social, political,

developmental) and in the light of the information revolution and globalization have created a set of

challenges for various sectors, including industrial, forcing them to deal with these accelerating variables consciously and effectively to understand these variables and adapt to them, and prepare for future challenges and face them. The human element is the most crucial element in the economic processes and the success of enterprises and their continuity to achieve a competitive advantage. In light of these data, institutions should adopt modern ways to raise psychological and financial returns, as structural empowerment was one of the methods that contributed to this trend, which is an appropriate topic and consistent with these challenges, which in turn is based on creating an organizational climate that enables material support, development opportunities, development and delegation of powers and authority.

Which promotes trust, allows the flow of information, and increases employees' understanding (Ali & Jassim, 2018, p. 112). To reach this level of performance, there must be adaptive performance, which represents the expectations of the organization and individuals in general, aimed at achieving harmony and change according to the environment and its changing conditions (Tillson, 2005, p. 31). adaptive performance is a multidimensional construction represented by the development of behavioral and cognitive skills that contribute to accelerating the cultural harmony of the organization in the business environment (battilana & casciaro, 2012:381). Cultural intelligence is an interactive element between structural empowerment and adaptive functioning, which is the ability of an individual to interact efficiently with situations characterized by cultural diversity (Earley & Ang: 2003, 98).

The research was divided into four axes: the first axis included the research methodology the, theoretical side in the second axis, the third axis was for the practical side, and the fourth axis contained the conclusions and recommendations reached by the research

## **RESEARCH METHODOLOGY**

The study methodology represents the intellectual and applied framework through which the study is

conducted, which represents a path of study through which the problem of the study, its goals and importance, the assumptions on which the study is based, as well as its limitations and what statistical methods the study adopted, which we will address as follows.

### **The problem of studying**

The problem of the study was framed by an intellectual framework and an applied framework ,as intellectually , structural empowerment is a multidimensional construction that focuses on the principle of participation between the leader and subordinates ,increasing the entrances to opportunities ,focusing on the availability of policies , practices and processes, and attention to information, support and administrative structures, which in turn encourages high integration, also cares about the participation of employees with strength and knowledge, and works to raise their morale and give them confidence in their institutions, or as management writers called it (them versus US) and gives them continued loyalty to it (Habita and Aisha :615,2022), but this is still a wide field of study because of the variables and ideas that can be interpreted and interpreted, The dimension of adaptive performance is the ability to adapt to new and familiar circumstances, situations and situations (Cook & other, 2002, 457 . Alternatively, as described by( al-Malki, 46: 2008), is the ability of the worker to adapt to the environment and its behavioral patterns, represented by (role, social resources, personal resources, and social knowledge). Structural empowerment is one of the most prominent management practices because of its importance. It enables organizations to obtain information and contributes to assuming responsibilities through delegating powers to build standard foundations that contribute to reaching effective performance and in a way that contributes to achieving the goals of the organization in general and employees in particular. This led the researchers to delve into this immersion and how to get the desired results, including adaptive performance.

The concept of adaptive performance is also a human goal and a goal from which a person seeks

to adapt to the environment, seeking success in dealing with the surrounding society to enable him to achieve psychological comfort and self-realization according to circumstances and situations and the degree of his interaction with others until he reaches the highest possible satisfaction (Azzawi Ali, 2011, p. 193) carries with it a set of questions about which behaviors represent the best way to:

1 - What is the level of availability of structural empowerment for employees in Karbala governorate / local administration

2 - What is the level of availability of adaptive performance among employees in Karbala governorate / local administration

3 - What is the level of availability of cultural intelligence among employees in Karbala governorate / local administration

4 - What is the level and direction of the correlation between structural empowerment and adaptive performance in Karbala governorate / local administration

5 - What is the level and direction of correlation between cultural intelligence and adaptive performance in Karbala governorate / local administration

6-What is the level and direction of the influence relationship between structural empowerment and adaptive performance in the institution under study

7-What is the level and direction of the influence relationship between cultural intelligence and adaptive performance in the institution under study

8 - What is the interactive role of cultural intelligence on the relationship between structural empowerment and adaptive performance.

Second: The Importance of studying

There are two main aspects through which we address the importance of the study, the first intellectually and the second in the field, as follows:

### **1-The intellectual significance of the study:**

The intellectual aspect of the study extends its

importance from the importance of the variables addressed by the study, as the researchers pointed out that structural empowerment is the central pillar through which managers take a set of actions that contribute to creating a high-quality environment through which they can enhance confidence and thus increase effectiveness .empowerment is a more critical administrative speech and is an essential focus of many studies that indicate the practices and benefits of structural empowerment, including ease of organizational movement and thus increasing customer satisfaction (said and Ziadi:88,2018).In addition, the intellectual importance of adaptive behavior requires managers to find appropriate behavioral models that help workers adapt to Familiar situations, new conditions, and environmental requirements (Azzawi and Ali, 129,2011 ). Cultural intelligence also refers to the understanding of knowledge in a cognitive way; it is the processes that individuals use mentally to acquire culture and its components by creating the best and optimal methods that enable it to interact with cultures; they are individuals who have a remarkable ability to establish connections and have a high sense of confidence based on high knowledge of cultures and knowledge (Ang & dyne,2008:7 ). The intellectual significance is also manifested by the construction of the knowledge gap through the study of relationships and their directions between the study variables (structural empowerment, Adaptive performance, cultural intelligence by building an intellectual model that cares about the study variables and the interaction between them.

### **2-The field significance of the study:**

The importance of the study in the field is manifested in two aspects: the first is related to the level of influence of the company under study in generating (abilities, skills, and potentials) among the company's employees, which enables them to succeed in their work, which is a sound construction for the success of the company and enhance its position in the competitive labor market, the other side comes from the importance of the study variables(structural empowerment, adaptive performance, cultural intelligence ) and its study, which in turn is a philosophical

framework through which the company's management enhances to reach the best levels of performance and what is reflected on the beneficiaries of its services and in order to achieve its current and future goals.

### **Third: Objectives of the study**

The study aims to find out (the interactive role of cultural intelligence on the relationship between structural empowerment and adaptive performance) through a sample of employees in Karbala governorate / local administration. The study seeks to:

1-Measuring the level of awareness of the employees of the study sample of the availability of structural empowerment among employees in Karbala governorate / local administration.

2-Knowledge of the extent of adaptive performance enjoyed by employees in Karbala governorate / local administration.

3-Knowledge of the level of cultural intelligence among employees in Karbala governorate / local administration.

4-Measuring the direction and level of correlation between structural empowerment and adaptive performance in Karbala governorate / local administration.

### **Fourth: Hypothetical Scheme of the Study:**

#### **Fifth: Hypotheses of the Study**

1-The first main hypothesis (there is a statistically significant significant correlation between structural empowerment and adaptive performance).

2-The second main hypothesis (there is a statistically significant significant correlation between cultural intelligence and adaptive performance).

3-The third main hypothesis (there is a statistically significant effect relationship between structural empowerment and adaptive performance).

4-The fourth main hypothesis (there is a statistically significant influence relationship between cultural intelligence and adaptive performance).

5-The fifth main hypothesis (there is a statistically significant interactive influence relationship of the cultural intelligence variable on the relationship between structural empowerment and adaptive performance).

### **Sixth: Limits of the Study**

1-Spatial: the field study was conducted in Karbala governorate / local administration.

2-Temporal: the study was conducted for the current period in 2023.

3-Human Resources: a sample of employees in Karbala governorate / local administration, the number of sample members reached (84) workers.

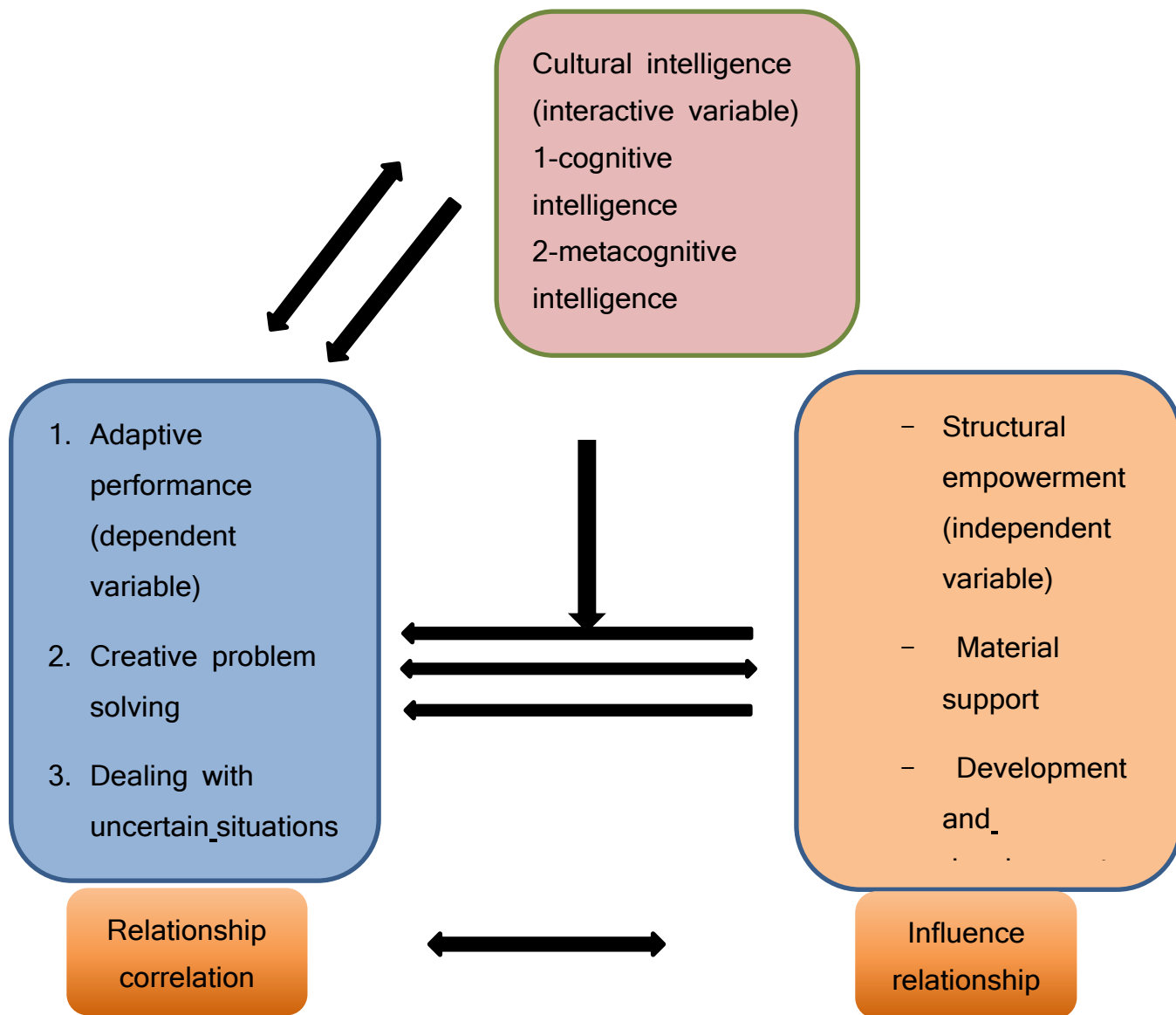
Seventh: statistical methods used

A set of statistical programs was relied on for the purpose of analyzing the data obtained from the questionnaire questionnaire that was distributed to the research sample workers and the spss program was used. V25) and as follows :

1-Statistical description: (arithmetic mean, standard deviation, relative and ordinal importance, answer level).

2-Reliability stability: used to measure the reliability stability (discriminative honesty, internal consistency, indicator).

3-Hypothesis testing: m person correlation factor was used, and to test the effect, the structural modeling treatment was used in the program (spss.25)



**The Second Topic**

**(The Developmental Framework of the Study)**

**First: Structural Empowerment**

1-The Concept of Structural Empowerment:

Theorists have been increasingly interested in Empowerment, as it was considered a primary means of encouraging employees to enrich their experience and enhance their decision-making abilities at their level of work (said and Ziadi:2018, 86). Structural empowerment is essential in

enabling employees to access the power structure and the structure of opportunities to accomplish the work assigned to them (Boonyari, 2010, p. 2).

Structural Empowerment is a strategy that aims to free the potential of individuals and involve them in building their organizations. The success of organizations is based on the harmony of their employees with the vision of their organizations and distant goals (Madani:2017, 107). Structural Empowerment is also the ability of individuals to act and improve processes and activities

interactively to satisfy the business requirements, satisfy the beneficiary's needs, and achieve the organization's goals (Rahman et al.: 154,2021). Callicutt:2015,3 defined it as the force by which individuals gain( confidence, freedom, and independence ) in their actions, enabling them to assume their responsibilities, raise their level of loyalty, and appreciate their work by management. He added (Ramos & Alés, 2014, p. 29) that structural Empowerment is a set of characteristics that encourage individuals to provide optimal performance through strength or competence, representing the ability to mobilize workers to accomplish their work. This strength increases when workers access information and resources and are provided opportunities for growth and learning, which are sources of structural empowerment. Through the above definitions, it is clear that structural Empowerment is a set of management practices through which organizations seek to delegate powers to employees that enable them to solve their problems and increase their decision-making abilities by motivating them and sharing their data and information, thus enabling them to reach growth and progress.

## **2-The importance of structural Empowerment:**

Structural Empowerment provides positive benefits as it is a challenge for many managers to provide the right environment and the suitable climate for leaders and Empowerment, which in turn focuses on individuals implementing formal practices and policies in the organizational structure (Bembenk, 2015, p. 4)It contributes to the integration of the visions of employees with their departments by choosing innovative and creative alternatives instead of routine alternatives to solve problems and accomplish the duties assigned to them (Abdullah et al.,2015, p. 3). He added (Al-Said and others:24,2021) that it is essential that Empowerment that it leads to employee satisfaction and increases their organizational effectiveness, which contributes to the commitment of employees and improves their performance , and that the multiplicity of these reasons is what drives organizations to adopt structural Empowerment and the importance is embodied in several aspects :

- Allows senior management to focus their attention on strategic issues.
- Contributes to the reduction of managerial levels in the organizational structure of organizations.
- Release the creative and creative abilities of working individuals.
- Helps organizations be competitive and more responsive to the market by optimally utilizing their resources, especially human resources.
- Reducing its administrative levels, especially unnecessary ones, which reduces operating costs?
- It contributes to empowering individuals and giving them a great sense of their work by giving them significant responsibilities.

On the other hand, it is essential for organizations as it promotes competent self-feelings among the members of the organization, which contributes to improving their performance and providing high-quality services (Ali and Jassim:121,2018)

## **3-Dimensions of structural Empowerment:**

The researchers differed in their views on the dimensions of structural Empowerment. However, the most appropriate and standard dimensions are the following (Callicutt, 2015 p. 13), which were represented by (material support, development opportunities, delegation of authority, authority), which will be explained as follows:

### **The First Dimension Material Support:**

Since Empowerment needs someone to bear the burdens and responsibilities, brainstorming and creative thinking, and although they are incentives that contribute to raising the morale of workers and make them feel uplifted and elevated, there must be Auxiliary and motivating factors for workers that encourage them to assume their responsibilities and equal to the mandate given to them (civil: 109,2017 ) and material support refers to the appropriate material resources to do the work that employees want to access promptly that enables them to work (Gilbert et al, 2010 p. 340)Financial support helps to feel safe and stay in the job for as long as possible and face the environmental conditions that they may face at work, which is a legitimate right compared to the

roles and responsibilities assigned to them (Ali and Jassim, 2018).

**The Second dimension is training, Development, and Development opportunities:**

The employee is the vital artery of any company or business at all times, and this affects its performance and the level of responsibilities it bears, which forces senior management to realize the importance of training and developing employees in order to improve their performance (Ali and Jassim:2018). Training is the process through which employees acquire information, skills, and knowledge, through which they can develop their thinking and work in a way that serves their daily work (Armstrong's, 2014: 293) and is the main ingredient for empowering employees, as it is based on scientific foundations that contribute to the acquisition of skills among individuals, deepen their knowledge and guide their behavior in order to raise the efficiency of their performance (Habita and Aisha:2022). Development is the development of human capabilities that enables them to provide their best performance by taking advantage of their natural abilities and developing their competencies to suit their challenges (Chebet,2013, p. 17). Development is a set of strategies aimed at changing values, beliefs, and attitudes aimed at addressing the gap between their current situation and what work requires and adapting to new technology, challenges and markets in the best way (Ali and Jassim:2018), and that both training and Development and Development are not seen as gaining skills and knowledge, but are broader as they increase self-confidence, which gives more comfort (Postareff & Ylänne, 2011, p. 800)

**Third Dimension: Delegation of Authority:**

Delegation is one of the modern trends practiced by administrators, which is the concession that the manager gives part of their powers to employees who have high skills that enable them to make appropriate decisions (Marume et al., 2016, p. 10) and also described the powers granted by the boss to his subordinates that enable him to make decisions and issue orders without returning to the direct official and within certain limits according to the powers granted to them (Abdul

Hussein:2012). The more attached individuals are to the beneficiaries, the more they can provide a meaningful service and tend to be independent; they need to make decisions, which gives them confidence in their work and decisions correctly (Tsai, 2012, p. 18)

**The Fourth Dimension: Power**

Power is interpreted as the individual's autonomy and ability to determine his own self; power is based on the concept of power, which is the essence of empowerment (torres:2017,14). The power is moving in one direction by anyone, which is caused by a set of challenges represented by increased workloads, job dissatisfaction, and a decrease in the level of employment (Rahman et al.: 2021, 154). It is seen as the ability to resist the influence of others, which can be as simple as expressing a different opinion or rejecting a particular behavior (Colquitt et al., 2015, p. 430). The authority enables employees to make decisions and be accountable for the work performed and the quality of the work performed, as well as includes organizational processes and structures, which have an impact on control and organizational decision-making Nursalam et al.:2018:39) (in order for the authority to achieve its results, employees must be able to control their activities and provide them with outstanding individual performance and high-quality work (Rahman and others:2021,154)

**Second: Adaptive performance:**

**1 - The concept of adaptive performance:**

Adaptive performance is seen as flexible work behaviors, which help employees adapt to work changes and show excellence in problem-solving, stress management, and uncertainty; the ability to adapt to people and learn new things from the environment and cultures (Chaurasia & Shukla, 2014, p. 343), and it is a set of skills that people acquire, whether these skills are scientific or social, through which workers can interact with others during their daily lives constantly. Therefore, any shortcoming in adaptive performance affects his daily life and thus affects his ability to interact with the circumstances facing him (Isa and Brahimi:2022). He defined

adaptive functioning as the process by which an individual moves from being outside the organization to being an effective and integrated element, through which values, skills, and knowledge are acquired or modified( Thomas &Anderson:2007:581

He added (Al-Dawi et al. 206,2020) that adaptive performance is the process of harmony of an individual with his skills, desires, and needs with his environment and relations with the members of the organization, whether this harmony is in terms of the nature of work or in terms of legislation, laws, and policies by which he is governed. While it has been described as the process of an individual's compatibility through his values, social knowledge, and expected behavior with the organizational role, it is the process of an individual's adaptation to new jobs and roles that are required of him and expected to perform (Nabil:13,2017).

The above can be defined as the process of an individual's consistency and harmony with the internal and external work environment, whether organizational, social, cultural, or adaptation in terms of prevailing values and beliefs that enable him to perform his work in the best possible way.it is an individual ability that reflects the individual's skills, inclinations, and readiness to respond to various environmental changes.

## **2-The importance of adaptive performance:**

Adaptive performance is manifested in several aspects, as its importance is related to the professional pressures that employees face, which lead to the desire to leave work and the stress they are exposed to, especially in the first years. It is also an important job because it enables employees to show their talents, knowledge, and status, making it easier for them to align with their careers and successes in the long term (Salah al-Din, 2013:22) . It is essential that he can modify behavior according to environments, situations and events (2012:281, Charbonnier-Voirin and Rousse. He added (Pradhan et al.,2017:238 shows the importance of adaptive performance as an optimizer of efficiency and knowledge in response to expected changes in the workplace and works to modify attitudes to address organizational

changes by harmonizing with work requirements , organizations nowadays focus on promoting openness and diversity and strive to improve the efficiency of employees . It also contributes to raising the level of job satisfaction of employees who have the ability to adapt to performance ( Calarco,2016:6 ).Through the above, we say that adaptive performance manifests itself in the acquisition of values, habits and skills by employees, and works to achieve integration and move away from anxiety to job satisfaction, and it is important that it helps them to immerse themselves with their environment and organizations .

## **3-Dimensions of adaptive performance:**

A study (Pulakos et al.,2000) the basic breakthrough through which the dimensions of adaptive performance were measured, where they were divided into eight dimensions (dealing with emergencies and crises , managing work stress, solving problems creatively ,dealing with uncertain work situations, learning work tasks, techniques and procedures, showing personal adaptability,showing transparent adaptability, showing physical adaptability), however, the researchers (Tan & Antonio, 2022), (, Rana et al.,2021) ,(Tabiu etal 2020,720).

### **Dimension One: Creative Problem Solving**

It is concerned with thinking outside the bounds of the ordinary and creativity in solving problems ( club:42,2021), which is adapting to new, unfamiliar, complex, changing, and dynamic situations, which require unfamiliar and atypical solutions to seek creative solutions to solve these problems( Pradhan et al., 2017, p. 236) it also consists in urgent response to crises and emergencies, analyzing them, dealing with their dangers, crises, and repercussions, and making quick decisions consistent with these situations, while maintaining objectivity, controlling emotions and adapting to situations as necessary and appropriate ( Calarco, 2016:8 ).

The Second Dimension is Dealing with Uncertain Situations.

It refers to taking effective measures without obtaining complete and accessible facts, which



necessitates changing or modifying plans, procedures, and priorities to deal with these situations and their changes, thereby providing the greatest possible concentration to deal with these situations ( Dickinson, 2021, p. 4) and means that the ability of employees to produce in unknown situations (club:43,2021). This, in turn, requires the presence of trained and qualified human resources with a high level of ability to adapt to crises, solve them, minimize their effects, and positively influence colleagues at work in a positive way (Zanganeh, 98:2022).

The Third Dimension is Learning New Skills and Technologies:

Employees can learn new methods, procedures, and techniques that help them adapt to their work and accomplish their tasks (Naami et al., 2014, p. 9). Given the accelerated pace of technological progress and technical innovations, emphasis should be placed on continuous learning and forcing employees to learn new ways to practice their jobs, which entails showing enthusiasm for learning new technologies and curricula efficiently and

Effectiveness, training, and participation are necessary to perform these tasks and prepare oneself to face these changes (Zanganeh:100,2022). Employees need to be prepared and able to engage with new work and anticipate and deal with changes practically by learning essential skills in future jobs ( 2016:73Diemer). I summarized it (Nadi,42: 2022) as adopting new methods and technological structures to accomplish tasks and works.

**The Fourth dimension is dealing with work stress.**

It is the ability to maintain concentration and poise in tasks that are within reach and require high tasks when dealing with them (Bani Hani:27,2021). Work stress is defined as the condition affecting normal functioning, which arises from the interaction of individuals with their jobs, as they are internal changes that force people to deviate from normal functioning, which necessitates adaptation and not overreacting to those pressures and maintaining calm when faced

with those circumstances and burdens, especially the unexpected (panigrahi, 2016:154). Training plays an essential and direct role in how to deal with the various tensions and pressures that a worker is exposed to during his work and also helps with skills of dealing with other people and work relationships (habitat, 19:2020).

### **Third: Cultural intelligence**

#### 1-The Concept of Cultural Intelligence:

Researchers have turned to understand the term cultural intelligence and what qualities make individuals more effective than others, especially when dealing with new environments, and it is one of the most common topics to understand the diversity and differences between individuals and what tools allow to accommodate intercultural relationships (gather and Amiri:61,2018). Cultural intelligence is the ability of an individual to adapt successfully to new cultural environments, unfamiliar habits, and new cultural contexts (Early & Ang, 2003, p. 9). It is also defined as how individuals adapt to other environments when they find themselves in them and in what ways they achieve their successes (Baker et al., 2015: 5). He added (Livermore, 2011, p. 5) that cultural intelligence is the ability of an individual to work effectively through a range of cultural contexts such as ethnic and organizational.

#### 2-The importance of cultural intelligence:

The importance of cultural intelligence comes from being the motivation to learn and develops the personality of organizations, as it works to increase relationships and opens a global portal for organizations to have new experiences, which provides the motivation to learn and search for everything that is important and New globally ( Moher, 2007:9 ).The importance of cultural intelligence is also reflected in the ability to adapt and interact between cultures, which is reflected in the performance of employees and achieves job satisfaction for them, It is closely associated with the positive features of management ,contributes to the reduction of ethnic conflicts and the compelling arbitration of cultures and in turn represents a cognitive,behavioral and emotional outcome ,respectively (Gohar,2014:11), Cultural

Intelligence also contributes to increasing the strategic capabilities of managers and leaders and thus the organization as a whole (Costa, 2003:20), the importance of cultural intelligence in creating fruitful cooperation in situations where differences play a prominent role, by understanding different cultures and influencing the way of thinking (darvishmotevali et al, 2018:9)

### 3 - Dimensions of adaptive intelligence:

Recent literature and references have contributed to the definition of the Cultural Intelligence Scale, as they contributed to the existence of four dimensions, which were (cognitive intelligence, metacognitive intelligence, motivational intelligence, and behavioral intelligence) (Schlaegel et al., 2021:1 . Which in turn, relied on the dimensions adopted from the model presented by Ang et al., 2007:376)) the four-dimensional which represented the path adopted in the measurement of cultural intelligence in research as follows:

The First dimension of cognitive cultural intelligence:

This dimension refers to the standards and practices obtained by the individual through learning and personal experience; people who have cognitive, cultural intelligence can know the similarities and differences between cultures (Zanganeh: 69, 2022); cognitive intelligence represents an individual's cultural knowledge of the environment in which he works, which is acquired through learning, experience, and knowledge of the similarities and differences between cultures and evaluate And its response (Gooden et al., 2017, p. 224), and that individuals with high cognitive intelligence have a great power to establish relationships with others with great ease based on trust, relying on their familiarity with different cultures (al-Nouri: 23, 2014).

The Second dimension: trans-cognitive cultural intelligence:

Metacognitive intelligence is the mental process in which individuals focus on acquiring and understanding cultural knowledge based on their cultural awareness (Brancu et al., 2016, p. 337). It is also defined as the cultural awareness of

individuals when interacting with individuals with other cultures. Metacognitive intelligence is related to cultural compatibility, achievements, and contribution to decision-making, represented by cognitive strategies used to face challenges (Al-Hanaki: 40, 2022).

The Third Dimension of Motivational cultural intelligence:

Motivational intelligence is an individual's interest in adapting to other cultures, represented by the direction and volume of energy directed towards work and learning from situations experienced by different cultures (Zanganeh, 70: 2022). It is the most stimulating cognitive process, acts as an Energy Center, and contributes to stimulating motivation, directing attention, and perceiving the different attitudes of different cultures (Yunus and Hussein: 78, 2020). It also reflects the desire of workers to adapt to other cultures and the interest in sharing this adaptation with others, including three primary motives (continuity, growth, and strengthening) (Ang et al., 2007, 67).

The Fourth dimension is behavioral cultural intelligence:

It is the ability to analyze the behavior of others and understand it verbally or non-verbally at the levels of human interaction and what reactions to it (Hanaki. 41: 2022). It also represents the individual's ability to show the necessary flexibility to modify his behavior verbally and verbally to suit different cultures and the appropriate interaction between them (Vlajcic et al., 2019, p. 8). Added by Altememi et al., 2015: 107))) that cultural-behavioral intelligence is the ability of an individual to modify his behaviors to suit different cultural environments; in addition, it is the emphasis on the practices shown by individuals to make other parties comfortable while interacting with each other.

Fourth: The relationship between the study variables:

Through previous surveys, we explore the intellectual and practical relationships between research variables and the nature of these studies. If studies have proven that there is a relationship

between cultural intelligence and adaptive performance, organizations' quest to identify growth opportunities requires them to highlight the concept of cultural adaptation, which is the desire of employees to adapt to different cultures and be open to others, understanding and taking into account different points of view, secondly, to know the behaviors that show the ability to adapt between people (Charbonnier-Voirin & Rousse, 2012, p. 283), then this requires adapting performance to the requirements of culture within or outside organizations and in line with the concept of business and job change significantly after the globalization of business and its harmony with the environment in which it operates, which requires intensive knowledge to prevail (language, principles, rules, Values that govern behavior, and others) (Zanganeh,101:2022).

On the other hand, studies have proven that there is a relationship between structural empowerment and adaptive performance, as structural empowerment, in turn, contributes to enhancing confidence, increasing work effectiveness, and increasing satisfaction among workers, which makes them more committed and productive, as it enables them to continue within their organizations and what makes them feel positive, enhances their performance and reduces the pressure on employees. To find solutions, not problems, and to have a thriving work environment (said Ziadi:88,2018). Structural

empowerment motivates employees and gives them the necessary independence by giving them authority and delegation in solving their problems and their ability to make decisions, which contributes to enhancing their adaptive behavior represented by their performance (mobile and others:127,2021)

Third topic: Data analysis, interpretation, and description of results:

This researcher is interested in the process of ascertaining the reliability of the scale used and the extent of its stability in measuring the phenomenon under study, then exploring the availability of research variables in the place of application through the statistical description, and finally identifying the extent of the influence and interpretation of the independent and interactive variable in the adopted variable

1. Coding of search variables and dimensions and stability of the scale: This paragraph is concerned with the coding of search variables and their dimensions and the number of particular paragraphs; each dimension is intended to facilitate the analysis process within the SPSS program. It is also clear that the scale is stable if the ratios to the Kronbach coefficient Alpha are between (0.86-070), and these ratios indicate stability. The scale used because all ratios are higher than (70%) is as follows:

Cronbach Alpha Distance	Dimension code	Number of paragraphs	Dimension	Cronbach Alpha	The variable
0.71	Sup	4	Material support	For the variable	Structural empowerment
0.85	Dev	4	Training, development and development opportunities	0.86	

0.70	Del	4	Delegation of authority		
0.70	Ath	4	Authority		
0.70	Kno	4	Cognitive cultural intelligence	0.84	Cultural intelligence
0.73	BKno	4	Metacognitive cultural intelligence		
0.74	Mot	4	Motivational cultural intelligence		
0.71	Beh	4	Behavioral cultural intelligence		
0.76	Cre	4	Creative problem solving		
0.72	Unc	4	Dealing with uncertain situations		The variable
0.70	Tec	4	Learn new skills and techniques		
0.75	Str	4	Dealing with work stress		

**Source: preparation of the researcher by adopting the literature**

2. Demographic characteristics of the research sample: it is concerned with clarifying the demographic characteristics of employees , as it appears from Table ( 2 ) that the number of males was ( 54 ) individuals while the number of females was (30), and it showed that the age of employees whose ages ranged between ( 20-30 ) were the

most, while employees within the age group ( 20 or less ) were the least, as for academic achievement, it turned out that Masters and more ( 7 ) and they are the least among employees, the most significant percentage is those with a bachelor's degree, it reached ( 62 ) individuals, and the years of service for those who have served less than (5)

years, the percentage of workers in the governorate is less than ( 12 ) individuals, Through this, it turns out that the workers in the governorate are those with extensive experience in their field of work and have characteristics that

enable them to understand the questions they answered and the purpose of them, and they also have enough to answer accurately, and therefore they will contribute to determining the feasibility of research variables within the category studied.

**Table (2) Demographic characteristics of the research sample**

Percentage ratio	Number of participants	Classification	The worker
64%	54	Male	Social gender
36%	30	Female	
6%	5	20 Fakel	Age:
26%	22	20-30	
33%	28	30-40	
20%	17	40-50	
15%	12	50 and more	Academic achievement
21%	18	Fakel high school	
25%	21	Diploma	
46%	39	Bachelor	
8%	7	Masters and more	

**Source: Prepared By the Researcher**

Statistical description of the variables: Table ( 3 ) shows that the three variables (structural empowerment, cultural intelligence, adaptive performance) with their dimensions were provided at a good level in Karbala governorate / local administration, as the arithmetic mean, and for all dimensions of the study exceeded the hypothetical mean of (3), except after the material support, the mean of which was less than the hypothetical mean unlike the total variables, and

the standard deviation (Its levels were close to each other and for all dimensions, which indicates the availability of a good understanding by the respondents (employees in Karbala governorate / local administration) of the research variables and their dimensions, and also indicates the presence of levels of studied phenomena, and the above results indicate the presence of percentages of structural empowerment and cultural intelligence as well as a good level of adaptive performance.

**Table (3) statistical description of the responses of the research sample**

Order Of Dimensio ns	Level Of Response	Standard Deviation	Average	Dimension
4	Moderate	.89542	2.9916	Material support

2	Elevated	.90357	3.8315	Training, development and development opportunities
3	Elevated	.68714	3.5758	Delegation of authority
1	Elevated	.53529	3.8989	Authority
Third	Elevated	.58690	3.5744	Structural empowerment
4	Elevated	.69066	3.2809	Cognitive cultural intelligence
2	Elevated	.64525	3.8708	Metacognitive cultural intelligence
1	Elevated	.66615	3.9517	Motivational cultural intelligence
3	Elevated	.61885	3.8483	Behavioral cultural intelligence
First	Elevated	.52253	3.7408	Cultural intelligence
4	Elevated	.89489	3.4397	Creative problem solving
3	Elevated	.61000	3.6096	Dealing with uncertain situations
1	Elevated	.59681	4.0562	Learn new skills and techniques
2	Elevated	.65086	3.7303	Dealing with

				work stress
Second	Elevated	.49500	3.6925	Adaptive performance

**Source: preparation of the researcher by adopting the outputs of the SPSS V program.25**

Seventh: - Testing the research hypotheses: The researcher adopted two methods to test the research hypotheses, the first related to the method (Pearson) coefficients, the simple correlation to determine the level of correlation relationship between the study variables, and the second method, relying on the analysis of the interactive variable on the method of modeling the structural equation as follows:-

1. Testing the hypotheses of the correlation model: The focus of this paragraph is on testing the correlation coefficients between the research variables through the use of the correlation coefficient (Pearson) to test the first central hypothesis, represented by the correlation relationship between the independent variable (structural empowerment) and the dependent variable (adaptive performance), and between the cultural intelligence variable and the adaptive performance variable. Table ( 4) shows the matrix of coefficients of the simple correlation (Pearson) between these variables. The magnitude and strength of the correlation coefficient are judged in the light of the rule (Cohen & Cohen, 1983) and as follows:

\* The correlation relationship is low: if the value of the correlation coefficient is less than 0.10

\* The correlation relationship is moderate: if the value of the correlation coefficient is between 0.30 - 0.10

\* The correlation relationship is vital: if the value of the correlation coefficient is higher than 0.30

It appears from Table (4) that the correlation coefficient between the independent variable (structural empowerment) and the dependent variable (adaptive performance exceeded the threshold (%30) as well as the positivity of its signal, indicating a good correlation, and centrifugal between those variables, which achieves the hypothesis of the correlation relationship between the variables. This states (that there is a direct correlation, statistically significant, between structural empowerment and adaptive performance) as well as a judo relationship, a strong correlation between the variable of cultural intelligence and the variable of adaptive performance, and this fulfills the second central hypothesis, which states (there is a direct correlation, statistically significant between cultural intelligence and adaptive performance)

**Table (4) Pearson Correlation Coefficient Matrix for the Relationship Between the Dimensions of the Study Variables**

<b>Correlations</b>	
<b>Structural empowerment</b>	<b>Cultural intelligence</b>

<b>Perfor mance Adaptiv e</b>	<b>Pearson Correlation</b>	**466	**564
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Source: SPSS V Program Output.25

2. Testing the hypotheses of the influence model: This paragraph concerns the exploration of the level of influence relations and their direction between the research variables and at the level of direct influence, interactive influence as follows:

First. First. The first primary hypothesis (there is a direct and significant influence relationship between structural empowerment and adaptive performance) is that the researcher tests the hypotheses of direct influence and indirect influence (interactive model) through the Macro Process method available in the SPSS program. V.25) and Table (5) show the independent variable (structural empowerment) and the dependent variable (adaptive performance); it was found that the regression model is significant according to estimates, F and its morale value also represents

the (R2) coefficient of interpretation, which shows that the structural empowerment variable can explain, 22% of the high level of adaptive performance in Karbala governorate / local administration, the remaining percentage (78%) is attributed to the contributions of other variables, not included in the study model. As can be seen from Table (5), the value of the marginal slope coefficient ( $\beta$ ) is (0.466). An increase in the availability of structural empowerment levels by one unit of standard deviation will increase adaptive performance levels by (47%) of one unit of standard deviation. Based on the outputs of the tested model, the relationship of influence between the independent and dependent variables, the first central hypothesis of the impact hypothesis, is accepted. Moreover, Figure (2) shows the test parameters and regression paths.

Table (5) estimates of the impact model between the structural empowerment variable and the adaptive performance variable

Model		Unstandardize d Coefficients		Standardiz ed Coefficient s	T	Sig.	R <sup>2</sup>	F	Sig.
		B	Std. Error	Beta					
1	(Constant)	2.063	.342		6.034	.000	.217	23.333	.000
	Structural empowerment	.438	.091	.466	4.830	.000			
Adaptive performance									



Secondly. The second primary hypothesis: (there is a direct influence relationship with a significant moral significance between cultural intelligence and adaptive performance) Table(6) shows the interactive variable (cultural intelligence) and the dependent variable (adaptive performance); it was found that the regression model is moral, according to the estimates of F and its morale, the value (R2) represents the coefficient of interpretation, which shows that the cultural intelligence variable can explain, 32% of the level of high adaptive performance in Karbala governorate / local administration, the remaining percentage of (68%) they are attributed to the

contributions of other variables not included in the study model. As can be seen from Table (6), the value of the marginal slope coefficient ( $\beta$ ) is (0.56). That an increase in the levels of cultural intelligence availability by one unit of standard deviation will lead to an increase in the levels of adaptive performance by (56%) of one unit of standard deviation, and based on the outputs of the model tested for the relationship of influence between the interactive variable and the dependent variable, accept the main hypothesis, the second of the hypotheses of influence. And table number (6) shows the parameters, test and regression paths.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	R <sup>2</sup>		F	Sig.
	B	Std. Error	Beta						
1	(Constant)	2.010	.271		7.420	.000	.318	39.642	.000
	Cultural intelligence	.471	.075	.564	2.296	.000			
a. Dependent Variable :									

Third. The third main hypothesis: it states that (there is a significant, statistically significant interactive effect relationship of the cultural intelligence variable in the relationship between structural empowerment and adaptive performance ) To perform the analysis of the interactive model, the researcher will use the

program (SPSS, V25) and adopted (Macro Process-Hayes). Table ( 7) shows the summary of the analysis, as it turns out that all estimates of the model are significant below the level of (P<.001) and so was the critical ratio C.R. Greater than (1.96) and it fulfills the required condition as shown in Table ( 7 )

**Table (7) estimates of the impact model between the structural empowerment variable, the interaction variable, cultural intelligence and the adaptive performance variable**

Variable variables	Variable variables	S. R. W	Estimate	S.E.	C.R.	P
Adaptive performance	Structural empowerment	.644	.438	.091	4.830	.000
Adaptive performance	Cultural intelligence	.564	.471	.075	2.296	.000

If the significance, the coefficient of non-standard regression (unstandardized Coefficient) of the interaction variable has been verified, (in this type of analysis the dependence is made on, non-standard regression), then if the coefficient is significant, it is evidence of the significance of the variable, the reactivity and, therefore, confirmation of the interactive role of the variable, the reactivity (smoothing or adjusted) in enhancing the effect of the independent variable, in the dependent variable. The significance of the interactive role of cultural intelligence has been verified. The interactive relationship has been drawn through a Plot diagram showing the change caused by the modified variable in the relationship between the independent variable and the dependent variable, and the graph is one of the necessities for analyzing the interactive relationship between the variables. The role of the interactive variable in the model is represented by the value of non-standard regression, which amounted to (0.38), a significant value because of the value of (C). R) the calculated value was (3.882), which is a significant value at the level of (0.000). This result confirms the validity of accepting the second central hypothesis, and this indicates the interactive (modified) role of cultural intelligence in increasing the centrifugal effect of the structural empowerment variable on adaptive performance at the Karbala governorate / local administration level.

Figure 2 shows a graph of the interactive relationship between research variables that

shows the influencing levels of cultural intelligence and how it modifies the relationship between structural empowerment and adaptive functioning.

**Fourth Topic: Conclusions and Recommendations**

**First: Conclusion**

Through the obtained research results, we will review the most important conclusions and recommendations that have been reached, which are summarized as follows:

1-The results proved that the level of response is high regarding the dimensions of the study (structural empowerment, adaptive performance, cultural intelligence), which indicates that there is a broad interest in the structural empowerment of employees in Karbala governorate / local administration, which enhances adaptive performance, and this stems from their sense of integration of their system and strong bonds at work.

2-Studies have proven that there is an influential role of cultural intelligence at a high level and in the first place in terms of importance on the performance of workers in Karbala governorate / local administration have a high ability of intelligence, and motivational cultural intelligence occupied the first place followed by metacognitive intelligence in terms of importance, which means that workers can reach the highest levels of performance by supporting their intellectual and cultural incentives.

3-The study showed that the adaptive performance variable was solved second in terms of importance and, after learning new skills and techniques, ranked first. Moreover, individuals strive to learn skills and techniques that enable them to perform their work best. However, there is a problem in reaching creative solutions to Solve Work Problems. The relative importance was less for the structural empowerment variable, especially in the material aspect of supporting workers, and therefore, all variables achieved high relative importance at the general level.

4-The study showed that there is a direct correlation between the study variables, and this relationship is direct and robust between the independent variable (structural empowerment) and the dependent change (adaptive performance), which confirms that Karbala governorate / local administration has an interest in providing appropriate ways for workers and overcoming difficulties to reach outstanding performance.

5-The results showed a strong correlation between the interactive variable (cultural intelligence) and the dependent variable (adaptive performance), indicating a high level of cultural intelligence in workers, enabling them to adapt to all the problems and difficulties facing them.

6-The results showed a moderate impact relationship between structural empowerment with its dimensions and the adaptive performance variable by 22%. In contrast, the rest of the impact aspects are attributed to other reasons, and these results came in line with the expectations of the study.

7-The results showed a significant impact relationship between the interactive variable cultural intelligence and the adaptive performance variable and that any increase in the level of cultural intelligence is offset by an increase in the level of adaptive performance of workers, which was consistent with the study hypotheses.

### **Second: Recommendations**

Based on the conclusions reached and to reach better results, a set of recommendations can be made as follows:

1- Requires work managers in Karbala governorate / local administration to increase attention to issues that are concerned with the development of structural empowerment of workers through the development and development of workers and granting powers commensurate with their work and support workers in the material aspects of work

2- Bridging the gap between the governorate administration and employees through delegating powers enhances employees ' sense of responsibility and enables a side in the organizational structure.

3-The governorate administration should strengthen the aspects that support adaptive performance and, in particular, give employees opportunities to show the creative aspects inherent to them in solving the problems they face.

4-Searching for aspects that would enhance the relationship between the structural empowerment of workers and their adaptive performance within the environment in which they work to complement the cultural intelligence of the work environment in the governorate.

5-Effective attention to the cultural intelligence of workers in all its dimensions because of its practical impact in strengthening the relationship between structural empowerment and adaptive performance and the development of cognitive, motivational, and behavioral perceptions to reach the highest performance levels in Karbala governorate / local administration.

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