



Influence of Cultural Intelligence to the Work Outcomes of Selected Low Skilled Overseas Filipino Workers in Calgary, Canada

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Abstract:

This study aimed to assess the influence of cultural intelligence to the work outcomes of selected low skilled overseas Filipino workers (OFW) in Canada. The respondents of the study were the low skilled OFWs in Peace River and Calgary East, Alberta who were selected using stratified random sampling technique. To test the significant relationship between the overseas Filipino workers' cultural intelligence and their work outcomes, Spearman Correlation was used. The findings showed that the respondents have high metacognitive, cognitive, motivational and behavioral cultural intelligence which allowed them to adjust very much in Canada. There is a significant relationship between the overseas Filipino workers' metacognitive, cognitive, motivational and behavioral cultural intelligence and their work outcomes in terms of work adjustment, work performance, work effectiveness and job satisfaction. Based on conclusions made, it was recommended that the cultural intelligence education must be incorporated in the Social Studies curriculum as part of the pre-service education of the college students to develop and enhance their sociocultural consciousness and adaptation on a multicultural and pluralistic community in preparation for ASEAN integration.

Keywords: Cultural intelligence, Work outcomes, Cognitive, ASEAN integration

1. Introduction

The increasing number of Overseas Filipino workers (OFWs) around the world which was estimated at 2.32 million in 2014, up 1.5% from in 2013 (Philippine Statistics Authority's (PSA), 2014) undertakes a lot of cross-cultural adjustments in the workplace. As a strong workforce of the Service Sector, their immersion in a foreign host culture speaks a lot about their level of cultural intelligence to adapt and adjust which, in the process, affects how they perform in their job. This can be true among the increasing number of immigrants from the Philippines in Canada which has doubled by 95% from 232,665 in 2001 to 454,335 in 2011, ranking Filipinos among the largest foreign-born groups in Canada.

In the work of Shaffer and Miller (2008), it was revealed that work outcomes like job performance, retention and career success of people in a multicultural work environment are influenced by their cultural intelligence. For Harrison and Shaffer (2005), cultural intelligence embodies the cross-cultural adjustments that must be made which are vital constructs that underlie the success of work experiences. Specifically, the ability for successful intercultural interaction and communication in culturally diverse environment still remain equivocal (Gelfand, Erez, and Aycan, 2007). Through their sojourns, OFWs may be able to improve their work if they can develop global competency among other traits or are able to heighten their tolerance for conducting affairs in multicultural contexts. Largely, this competency helps them to build rapport with people from other cultural groups and in the process, improves their performance in the workplace.

In the Philippine experience, Calzado (2007) stated that it manage migration flows using a four-pronged strategy of regulation, protection, reintegration, and support to families. The country has placed a working mechanism for the orderly and systematic facilitation and documentation of OFWs which include a pre-departure orientation seminar (PDOS) that provides critical information regarding overseas employment so that OFWs know what to expect in their foreign destination. To support these institutionalized mechanisms for OFWs, the study banks on the role of educational institutions as conduits to providing students with an intercultural training model that uses the correlational relationship of cultural intelligence and work outcomes which can be very useful when they join as member of the Service Sector. The cross-cultural interactions of the low skilled OFWs in Canada provide a rich resource of information to formalize a training model which can be incorporated in the curricular programs in secondary, vocational and tertiary education.

The research about OFWs remains poorly organized in the form of lists of skills rather than as an integrated theoretical framework which results to failure to provide a comprehensive conceptual classification and remain to be detached from theoretical contexts. The OFW's cultural intelligence and work outcomes are traits which are important in understanding cross-cultural adjustments; however, many gaps remain in understanding these factors especially among OFWs. Specifically, the present study described the profile of the low skilled OFWs in terms of age, sex, highest educational attainment, business/employment, and length of stay in Canada. Also, their metacognitive, cognitive, motivational, and behavioral cultural intelligence were assessed. Their work outcomes like work adjustment, work performance, work effectiveness and job satisfaction were also evaluated. Therefore, the findings can be used by schools in the teaching of global citizenship particularly exploiting the realms of cultural intelligence and its relation to work outcomes.

2. Methodology

This study is descriptive-correlational by design. The respondents of the study were the 42 low skilled Overseas Filipino Workers (OFWs) in Peace River and 165 from Calgary East, Alberta. They were selected using stratified random sampling technique which involves dividing the population of the low skilled OFW into homogeneous subgroups and then taking a sample in each subgroup using Sloven's Formula. The sample was determined based on their willingness and availability to participate in the study since most of the OFWs abroad are busy and have limited time in doing other activities. The respondents have been in Canada for a minimum of 1 year and are low skilled laborers or those who were classified as such based on the National Occupational Classification (NOC) which is the system used by the Government of Canada to classify jobs wherein these are grouped based on the type of work a person does and the types of job duties. NOC defines low-skilled worker category (NOC categories C and D) as a category that includes jobs that require lower levels of formal training. Frequency count and percentage were employed to describe the profile of the respondents. Mean, with descriptive equivalent was used to present the OFWs' cultural intelligence. It was also utilized to describe the work outcomes of OFWs. To determine if there are significant relationship between the overseas Filipino workers' cultural intelligence and their work outcomes, Spearman Correlation was used.

The delimitations of the study pertains to the age of the survey-questionnaire used in the study specifically in measuring work outcomes using work adjustment (Black and Stephens, 1989), work performance (Earley, 1987) and work effectiveness and job satisfaction (Tsui and Ohlott, 1988) scale. However, all of these tools underwent face validation to determine the validity of the items to the cultural settings of the problem under study. Another declared limitation of the present study is the low number of participants given the fact that the data gathering was done in Peace River and Calgary East, Alberta and the researcher was constrained by the busy schedule and residential locations of many of the targeted participants.

3. Results and Discussion

Table 1 presents the profile of the respondents in terms of their age, sex, highest educational attainment, business/employment, and length of stay in Canada.

Table 1: Profile of the OFW's

Profile	f	%	Rank and File	f	%
Age			Sex		
17 years old to 24 years old	12	5.80	Female	101	48.79
25 years old to 32 years old	61	29.47	Male	106	51.21
33 years old to 40 years old	68	32.85			
41 years old to 48 years old	51	24.64	Educational Attainment		
49 years old to and above	15	7.25	Not a College Graduate	55	26.57
			Baccalaureate Degree	150	72.46
Length of Stay in Canada			Units in MA/MS	2	0.97
less than 10 years	142	68.60			
11 years to 15 years	8	3.86	Employment		
16 years to 20 years	2	0.97	Business, Finance and Administration	2	0.97
More than 20 years	55	26.57	Health Occupations	3	1.45
Total	207	100 %	Sales and Service Occupations	184	88.89
			Trades, Transport and Related Occupations	18	8.70
			Other Employment Types	-	-
			Total	207	100

As presented in Table 1, it is shown that from the total of 207 respondents, 68 or 32.85% ages 33 to 40 years old, 61 or 29.47% between 25 to 32 years old, 51 or 24.64% ages 41 to 48 years old, while there are 15 or 7.25% whose age is between 49 and above, and there are 12 or 5.80% who are between 17 to 24. Hence, it can be noted that majority of the OFWs in Canada were aged 33 years old to 40 years old. This means that most of the OFWs are in their middle adulthood age. In terms of sex, it is discovered that there are almost equal numbers of respondents, where 106 or 51.21% are male and 101 or 48.79% who are female. This contradicted the findings of the Philippine Statistics Authority (2016) which stated that the proportion of female OFWs (51.1%) was higher than male OFWs (48.9%). As to the highest educational attainment, it is revealed that majority or a total of 150 or 72.46% of the total respondents have baccalaureate degree, while there are 55 or 26.57% who did not finished college and there are two respondents who have units in MA/MS. By and large, most of the respondents have no advanced professional education upon going to Canada to work.

On the employment of the respondents, data show that majority of the respondents, or a total of 184 or 88.89% of the total respondents are in to sales and services occupation, while there are 18 or 8.70% who are in trade, transport and other related occupations, 3 or 1.45% who are in health services and 2 or 0.97% in business, finance and administration. The data also reveal that 55 or 26.57% of the total respondents are in Canada for more than 20 years, while there are 2 or 0.97% who are in the country from 16 to 20 years, eight or 3.86% between 11 to 15 years and 142 or 68% two or .97% who are in Canada for less than ten years. Generally, majority of the OFWs have spent more than 20 years working in Canada. For Selmer (2006), the longer foreign workers stay in one country, the more they become privy of the culture and the host community language.

Table 2: Cultural Intelligence of the OFW's

Summary	Mean	SD	Descriptive Equivalent	Interpretation
Metacognitive	3.78	0.82	Very Much Agree	Very Much Adjusted
Cognitive	3.90	0.99	Very Much Agree	Very Much Adjusted
Motivational	3.66	0.98	Very Much Agree	Very Much Adjusted
Behavioral	3.91	0.87	Very Much Agree	Very Much Adjusted
Overall	3.81	0.71	Very Much Agree	Very Much Adjusted

Legend 4.20 – 5.00 Strongly Agree/Highly Adjusted CI; 3.40 – 4.19 Very Much Agree/Very Much Adjusted; 2.60 – 3.39 Agree/Adjusted; 1.80 – 2.59 Somehow Agree/A Little Adjusted; 1.00 – 1.79 Disagree/Difficulty in Adjusting

As reflected in table 2, among the indicators of cultural intelligence, it can be seen that the highest mean is on behavioral intelligence (mean=3.91, SD=0.87), followed by cognitive (mean=3.90, SD=0.99), metacognitive (mean=3.78, SD=0.82) and motivational (mean=3.66, SD=0.98) which is the least among the indicators. It can be deduced from the table that the low skilled OFWs in Canada were very much adjusted to the kind of culture that the foreign country has as manifested by the over-all mean of 3.81 and SD of 0.71. This means that in all four areas of cultural intelligence, the OFWs showed high behavioral, cognitive, metacognitive, and motivational cultural intelligence. As such, the OFWs can be construed to have high cultural intelligence which they can use to understand and master situations, persevere, and do the right things when needed in an entirely foreign cultural community like Canada. Similar to the discussion of Ang and Van Dyne (2008), cultural intelligence is the capability of expatriates to function and manage effectively in culturally diverse settings. It helps the OFWs to be sensitive in front of various cultures and analyze the new cultures which they encounter.

The findings imply that the OFWs have one of the most important skills to have in intercultural settings which are the ability to switch behaviors and perspectives in accordance with what the cultural situation deems appropriate. Those individual who have high cultural intelligence are capable of continuing to learn in a new cultural environment since they are interested in dealing with new cultures which requires effective behavioral adjustment to a new culture, not just one's thoughts, intentions, or wishes. For Ismail, Reza, and Mahdi (2012), the necessity of establishing effective intercultural communications and solving oppositions is having cultural intelligence including the individuals' ability for personal growth through continuous learning of cultural background and different perceptions. In other words, this intelligence indicates the ability and talent of ambiguous social and cultural conditions.

Hence, the findings suggest that the cultural intelligence of the OFWs must be enhanced and continuously developed and improved so that they can have a better understanding of cross-cultural issues and be adaptive in diverse cultural environment. Therefore, cultural intelligence must be nurtured as early as high school level to increase the students' level of the said intelligence which will help them prepare for international assignments when they become professionals. As such, OFW training is an essential component for such international assignments so that they could understand the cultural issues associated in the new environment. This would help them adjust faster in new cultural environment and be accepted to the other team members.

Table 3: Work Outcomes of OFWs

Work Outcomes	Mean	SD	Descriptive Equivalent
Level of Work Adjustment	3.89	0.77	Very Much Adjusted
Level of Work Effectiveness	4.20	0.71	Completely Effective
Level of Work Performance	4.10	0.62	Very Satisfactory
Job Satisfaction	3.54	0.69	Very Much Satisfied

In general, as reflected on the table above, respondents reveal on their answers that they are very much adjusted on their work with a composite mean of 3.89 and standard deviation of 0.77. The findings show that the low skilled OFWs were able to adapt to a high extent to their working environment in Canada like work content, relationship with co-workers, management style of the boss, adaptation to environment differences and working compatibility, and regulations. This was brought by the fact that they have achieved a positive level of psychological comfort in dealing with an entirely different work values, expectations, and standards in a new work environment. This is essential according to Yamasake and Kayes (2007) who stated that work adjustment is related to the level of psychological comfort a foreign worker feels. Once they achieve general adjustment, its trends to enhance the ability to adjust to their new work environment.

It can also be deduced from the findings that the low skilled OFWs are completely effective in the performance of their work in Canada (Mean-4.20). It means that they are very effective in their overall performance, ability to get along with other workers especially those who have different nationalities, completion of assignments in a timely manner, and quality of performance at work. For Selmer and Lauring (2013), work effectiveness is an individuals' ability to match their behaviors with management expectations which include management expectations in meeting roles and responsibilities; management expectations regarding job completion; and management preferences for job performance. Furthermore, the findings show that the low-skilled OFWs in Canada are very satisfied in terms of their work performance (Mean-4.10). It goes to show that the low skilled OFWs have the ability to solve problem and the passion for innovation and the attitude and the capability for handling work related problems. Pan and Qiao (2010) noted that job performance has a direct relation to the organization core, both on executing its technical processes and on maintaining and servicing its technical requirements. It means that the OFWs have been doing their jobs considerably and adjusting to the culture of the workplace to make them more at home in doing their tasks.

On job satisfaction of the respondents, the above data reveals that they are very much satisfied, as provided by the overall mean rating of 3.54 with standard deviation of 0.69. The findings only show how very much satisfied are the low skilled OFWs in their jobs. In all indicators in the table, the respondents expressed that they are contented and pleased of how things are going around their workplace and the multi-cultural society to which they lived in. Hence, the respondents are very much satisfied with their job, duties, performance, relationship with boss and colleagues and with people around them. As such, greater job satisfaction happens when foreign workers feel contentment with the job, work responsibilities, work relationships, family/life balance, and value of employee contributions (Selmer and Lauring, 2013). Henceforth, job satisfaction is an important variable when attempting to determine if an individual will be successful in his or her work, as well as the fact that job satisfaction should be viewed as consisting of multiple facets, especially in a new country.

Table 4: Relationship of OFW’s Cultural Intelligence and their Work Outcomes

Cultural Intelligence	Work Adjustment		Work Performance		Work Effectiveness		Job Satisfaction	
	Correlation Coefficient	Sig. (2-tailed)	Correlation Coefficient	Sig. (2-tailed)	Correlation Coefficient	Sig. (2-tailed)	Correlation Coefficient	Sig. (2-tailed)
Metacognitive	.362	.000	.341**	.000	.328**	.000	.438**	.000
Cognitive	-.050	.470	.475**	.000	.432**	.000	.770**	.000
Motivational	.385	.000	.429**	.000	.198**	.004	.536**	.000
Behavioral	.180	.009	.676**	.000	.555**	.000	.542**	.000

** At 0.05 Level of Significance

As shown on the table above, metacognitive intelligence ($r=.362$, $p<.001$), motivational intelligence ($r=.385$, $p<.001$) and behavioral intelligence ($r=.180$, $p=.009$) has a positive weak to moderate correlation to work adjustment as provided by the p-value which is significantly lesser than the .05 level of significant, hence rejecting the null hypothesis. However, significant correlation is not evident between cognitive ($r=-.050$, $p=.470$) and work adjustment since the p-value is greater than the .05 level of significance. On the correlation of the cultural intelligence of the respondents towards their work performance, the data on table 13 shows that metacognitive intelligence ($r=.341$, $p<.001$), cognitive ($r=.475$, $p<.001$), motivational intelligence ($r=.429$, $p<.001$) and behavioral intelligence ($r=.676$, $p<.001$) has a positive moderate correlation to work performance as provided by the p-value which is significantly lesser than the .05 level of significant, hence rejecting the null hypothesis.

On the correlation of the cultural intelligence of the respondents towards their work effectiveness, the data on table 13 shows that metacognitive intelligence ($r=.328$, $p<.001$), cognitive ($r=-.432$, $p<.001$), motivational intelligence ($r=.198$, $p=.004$) and behavioral intelligence ($r=.555$, $p<.001$) has a positively weak to moderate correlation to work performance as provided by the p-value which is significantly lesser than the .05 level of significant, hence rejecting the null hypothesis. On the correlation of the cultural intelligence of the respondents towards their job satisfaction, the data on table 13 shows that metacognitive intelligence ($r=.438$, $p<.001$), cognitive ($r=-.770$, $p<.001$), motivational intelligence ($r=.536$, $p<.001$) and behavioral intelligence ($r=.542$, $p<.001$) has a positively moderate to strong correlation to work performance as provided by the p-value which is significantly lesser than the .05 level of significant, hence rejecting the null hypothesis.

Generally, the metacognitive, motivational and behavioral cultural intelligence have positive correlation with the work adjustment of the low skilled OFWs in Canada. It upheld the study of Hayes (2014) which noted that motivational CQ was the strongest driver of work adjustment which was also shown in the table with motivational having the highest correlation coefficient. On the other hand, the significant relationship between the cultural intelligence and work performance of the low skilled OFWs is brought by the fact that the respondents have a more a better understanding or role expectations since they have been in Canada for a considerable year now. Their high meta-cognitive CQ allowed them to effectively apply their cultural knowledge which was supplemented with high motivational CQ which allowed them to influence others. Likewise, their high behavioral CQ pushed them to use their verbal and nonverbal behaviors to meet the expectations of others. Hence, the high cultural intelligence of the OFWs provides them with the easier right and exact conception of job expectations in various cultural conditions in their workplace (Imai, 2007).

Generally, there is a significant relationship between the cultural intelligence of the low skilled OFWs and their work effectiveness. It upheld the study of Kodwani (2012) where regression analysis showed that out of all the four dimensions of cultural intelligence, motivational CQ contributes more in engagement as compared to cognitive CQ and behavioural CQ to work effectiveness. It goes to show

that the effectiveness of the low skilled OFWs was enhanced when they experienced greater work adjustment. By and large, there is a significant relationship between cultural intelligence of the low skilled OFWs and their job satisfaction. It upheld the correlational study of Diemer (2015) who found out that cultural intelligence had a statistically significant predictive power for job satisfaction.

4. Conclusion and Recommendation

It was found out that the OFWs have high metacognitive, cognitive, motivational and behavioral cultural intelligence which allowed them to adjust very much in Canada. They have done great adjustments in their work and are very satisfactory, completely effective and very much satisfied in their jobs. Also, there is a significant relationship between the overseas Filipino workers' metacognitive, cognitive, motivational and behavioral cultural intelligence and their work outcomes in terms of work adjustment, work performance, work effectiveness and job satisfaction was rejected.

Based on conclusions made, it was recommended that the cultural intelligence education must be incorporated in the Social Studies curriculum as part of the pre-service education of the college students to develop and enhance their sociocultural consciousness and adaptation on a multicultural and pluralistic community in preparation for ASEAN integration. Furthermore, cultural intelligence enhancement training must be included in the pre-departure orientation of low skilled OFWs with focus on the cultural atmosphere of their country of destination. Also, cultural intelligence enhancement education should be included in the staff development plan of the employment agency of the OFWs as part of their in-service training to improve the work outcome of the OFWs.

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