



EXPLORING THE RELATIONSHIP BETWEEN CULTURAL INTELLIGENCE AND IMPRESSION MANAGEMENT- CASE STUDY: FOREIGN STUDENTS OF SELÇUK UNIVERSITY

*Kültürel Zeka ve İzlenim Yönetimi Arasındaki İlişkinin İncelenmesi
Örnek Olay: Selçuk Üniversitesi Yabancı Öğrencileri*

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ABSTRACT

Globally ever-increasing interaction among people from the different cultural backgrounds has made us to understand cultural values and differences. Meanwhile, constantly paying attention to others' perceptions and judgments and mattering them, individuals may face problem without using the art of impression management while interacting or interested in maintaining relations with others. Therefore, this study is exploring the relationship between cultural intelligence and impression management of foreign students of Selcuk University. The required data of the research is collected by means of cultural intelligence and impression management questionnaires. In SPSS package for analyzing the data, Pearson Correlation, Linear Regression are used. The results shows a meaningful and positive moderate relation of cultural intelligence with impression management.

ÖZ

Farklı kültürel birikimlerden gelen insanlar arasında sürekli olarak artan etkileşim, kültürel değerleri ve farklılıkları anlamamızı mecbur etmiştir. Ayrıca, başkalarının algı ve yargılarına sürekli dikkat ederek onları ilgilendiren bireyler, etkileşim içinde olan veya başkalarıyla ilişkileri sürdürmekle ilgilenen izlenim yönetimi hünelerini kullanmadan sorunlarla karşı karşıya kalabilirler. Bu nedenle, bu çalışmada, Selçuk Üniversitesi'nden yabancı öğrencilerin kültürel zeka ve izlenim yönetimi arasındaki ilişki araştırılmaktadır. Araştırmanın ihtiyaç duyulan verileri kültürel zeka ve izlenim yönetimi anketleri ile toplanmıştır. Verilerin analizi için SPSS programında Pearson Korelasyon, Lineer Regresyon kullanılmıştır. Sonuçlar, kültürel zeka ile izlenim yönetimi arasındaki anlamlı ve pozitif bir ilişki olduğunu göstermektedir.

1. INTRODUCTION

Globalization and increasing interactions among the organizations in the worldwide require special intelligence and capability, which not only play significant role in the managerial process of the organizations, but also professional career of individuals. As people have different cultural backgrounds globally, it is necessary to understand cultural values and differences. Cultural intelligence, as a new domain of intelligence, addresses to this issue, which means the capability of effectively acting in the cross-cultural settings. Cultural intelligence indicates the individual's ability to effectively confronting the cultural aspects of the environment (David C Thomas, et.al. 2008).

Individuals constantly pay attention to the others perception and judgment about themselves and matter them. Life is full of opportunities, which may put individual in problem without using the art of impression management while interacting and maintaining relations with others. People desire to indicate a positive picture of their own, even without any direct benefit, and attempt other accept and think of good about. (Bolino, 1999) In the recent decades, the impression management has drawn the attention of the most of researchers. The term entered to the management area with relatively new idea of Goffman in 1959. Goffman believed that individuals consciously manage their emotions and strive to shape their identity through the emotions management (Goffman, 1959). The impression

management is the process that people try to influence the perception others may have about them (Singh, et.al. 2002).

Considering the importance of the subject, there is less researches in this field. Herewith, this research studies the relations between the cultural intelligence and impression management based on the revised version of the cultural intelligence scale, questionnaire prepared by Van Dyne and Ang in 2005 (Lugo, 2007) and the impression management developed by Bolino and Turnley viewpoint (Bolino and Turnley, 1999).

2- CULTURAL INTELLIGENCE (CQ)

Earley and Ang introduced the cultural intelligence term for the first time in 2003 who are London Department of Labor researchers. They defined the cultural intelligence the ability of learning the new models in cultural interactions and providing suitable behavioral responses to the models (Earley & Ang, 2003). Meanwhile, they believed that while confronting the new cultural settings, it is hard to find the signs and evidences to take advantage of maintaining contact. In such cases, individuals must prepare a common cognitive framework considering the available information even if there is no sufficient understanding of the related behaviors and environmental norms. Those who highly enjoy cultural intelligence can prepare such framework easily. However, many individuals with high IQ and suitable social skills get defeated in the international interactions whose the main cause is the low cultural intelligence (Sternberg, 1999).

Thomas and Inkson define the cultural intelligence as understanding the fundamentals of relations between individuals, promoting thoughtful approach for intercultural communication and creating compatible skills and a list of behaviors in the way that being effective in the different cultural settings (Thomas & Inkson, 2004). In other words, cultural intelligence is the capability of individual in understanding, interpreting and taking effective action in diverse cultural opportunities and is compatible with the group of concepts of intelligence, which perceives the intelligence more than a mere cognitive ability (Earley ve Peterson, 2004).

According to Thomas and Inkson (2004), some specific and special inherent and acquisitive characteristics contribute to cultural intelligence's raising. These characteristics are:

1. Self-awareness: is the first step to cultural flexibility, understanding one's own culture, and the method of its influencing on one's understanding from the others behavior.
2. Openness: respecting individuals and being interested in learning from them,
3. Stability: means courage and the ability of adaptation with undesired conditions.

A temporary period living abroad may significantly contributes to those who are seeking to increase his/her cultural intelligence. However, the cultural intelligence enhancing may not occur automatically. It means that the person must concentrate on, work hard for and consider any intercultural events in his/her work and social life as an opportunity to learn and experience. Those who have already the working experience in international environment or have spent most of the time in the international environment, quickly get on well with the new culture (Thomas & Inkson, 2004).

This research is focusing on the multi dimensions of cultural intelligence from Earley and Ang (2003) which is composed of strategy, knowledge, motivation and behavior. In the following, each one is explained in detail:

2.1. Cultural Intelligence Strategy

The cultural intelligence strategy means that how the individual perceives the intercultural experiences. In addition, this strategy describes the processes, which individuals use to gain and understand cultural intelligence. It happens when individuals judge thinking processes of their own and others. The cultural intelligence strategy includes developing a strategy before confronting intercultural, reviewing the assumptions during confrontation and amending the mind maps in case of differences of real experiences from the ones as expected (Thomas and Inkson, 2004). Meanwhile, this dimension enhances the active thinking of individuals and different cultural opportunities, prevents the abstract assumptions and narrow cultural thoughts and guides individuals towards retrieving

strategies. Therefore, individuals are interested in experiencing successful intercultural relations (Imai & Gulband, 2007).

2.2. Cultural Intelligence knowledge

This dimension reflects understanding and information, learnt by individual expertise and trainings, about the norms, activities and contracts of different cultures. In other words, it points out the superficial understanding of social, legal and economic systems within different and sub-cultures. In addition, it shows a procedure that may take place through observation and imitation. Hence, individuals with high cultural intelligence knowledge can easily understand cultural similarities and differences (Ang et.al, 2007)

2.3. Cultural Intelligence Motivation:

This dimension indicates people interest to experience other cultures and interact with culturally different individuals and it includes the individuals' inner values for multicultural interaction and self-reliance that allows individual to effectively acting in different cultural opportunities. The psychological and motivational element enables individuals to withstand obstacles as to be able to align with others culture (Thomas D C et.al, 2008).

2.4. Cultural Intelligence Behavior

it reflects suitable verbal and nonverbal behavioral ability of individuals during communication with people from different cultures. Besides that, the mental capabilities for understanding culture and motivation must be accompanied with the suitable verbal and non-verbal behaviors (words, tone of the sound, the facial expression and body language) based on related cultural values at the special opportunities. It is also noteworthy that such behavior includes a wide range of flexible behaviors (Ang et.al, 2007)

3. IMPRESSION MANAGEMENT DEFINITION

Gafman, founder of dramatic approach, believes that life is a showing scene in which people are ready to do any action to present favorable of their self before others (Goffman, 1959). Here it refers to impression management, which is a process that individuals attempt to influence others impressions. Moreover, impression management is used when the individuals try to establish a special image or make an effort to maintain previous one. This aim is realized through showing deliberate attempts including verbal and non-verbal behaviors (Drory and Zaidman, 2007). Wiess considers the impression management as intentional attempts to influence and control other's impressions, assessments and reactions about their self (Wiess, 1996). Robbins considers the impression management as the individuals endeavor to shape a highlighted image of his/herself when interacting as well as he considers it as one of the most significant element of political success of individual (Robbins, 1997). According to Lutanz, impression management is the process which individuals try to control and govern the others impressions (Lutanz, 1992). In addition, Kreitner and Kinicki defines the impression management as "it is the process by which individuals try to manage subtly, others' impressions and reactions about their beliefs and perceptions through behaviors, visions and speaking style" (Kreitner & Kinicki, 2008).

Researches indicate that individuals get involved in the impression management as they can get a benefit using it. For instance, individuals are willing to use impression management as they start interacting with senior officials or authority figures as could get valuable resources and results from them. Moreover, having have more power over distributing valuable results or owning rare desired resource, individuals start ingratiation to demonstrate his/her authority and power to others (Drory ve Zaidman, 2007).

3.1. Impression Management Objectives

Pittman believes that different tactics of impression management are useful to reach different objectives. For instance, the person who wants to be lovely should use the ingratiation tactics. Therefore, in a specific opportunity, the individual's impression management tactic reflects both the individual duty as well as her/his psychological objectives. The psychological objectives sometimes lead to occurrence of special behaviors in which the impression management requires: being love, looking expert and efficient, stating the authority and power and forcing others to obey and accept.

However, the importance of each objective may depend on certain conditions. For example, in a job interview, the most important objective is that the individual aims to seem expert and efficient (Guadagno & Cialdini, 2007). It means that, individuals usually express the objectives of their impression management in different ways. For instance, individuals look lovely as they use the tactics such as flattery, ingratiation, and humility or look expert and efficient by engaging in the activities such as expressing skills, self-promotion, providing desired action, ignoring the defeats and removing obstacles to go forward (DePaulo, 1992).

3.2. Impression Management Tactics and Strategies

Jones and Pittman in 1982 did a detailed classification aiming to collect different types of impression management behaviors identified by the previous researchers. To that end, they identified the five theoretical categories of the impression management strategies typically used by people (Bolino and Tornly, 1990). This classification includes:

3.2.1. Self-promotion

Through that individuals point to his/her capabilities and achievements in order to be perceived as a good and competent one by observers.

3.2.2. Ingratiation

In such situation, individuals use the flattery and subservience to gain a privilege and acceptance by the observers.

3.2.3. Exemplification

Through it, individual speaks of devotion and going beyond the described job to indicate the privilege of self-sacrifice to the observers.

3.2.4. Intimidation

Based on this, individuals demonstrate their powers of being able to punish others in order to show the observers his/her authority.

3.2.5. Supplication

By this, individuals show their weakness and shortages to convey their being needy to the observers.

The Jones and Pittman (1982) classification seems reasonable due to its wideness of criteria. In addition, in order to prepare the scale for impression management, the Jones and Pittman classification provides suitable base comparing to others' classification of impression management, for example, Tedeschi & Melburg (1984), as it concentrates on specific and special behaviors. Moreover, with a few exceptions, other researches systematically reviews only two strategies of impression management identified by Jones and Pittman, ingratiation and self-promotion. Generally, researchers have not focused yet on the strategies of exemplification, intimidation and supplication (Bolino & Turnlely, 1999). Ellis and colleagues split the impression management tactics into two parts, the assertive and defensive tactics, described as follows:

- ✓ Assertive impression management tactics: these tactics are used to gain and promote favorable impressions and encompasses the two general tactics, ingratiation and self-promotion. However, self-promotion tactics are a bit different from ingratiation tactics in that their behaviors intended to evoke attributions of competence rather than attractiveness. The applicant can promote perceptions of competence through the using of specific self-promoting utterances, entitlements, enhancements, and overcoming obstacles, all of which are subcategories of the overall self-promotion category.
- ✓ Defensive impression management tactics: while the impression management assertive tactics have best designed to bolster one's image, the defensive tactics have been developed to protect or repair one's image. Researchers have identified a number of different impression management defensive tactics. The tactics are ignoring and excuses, justifications and apologies (Ellis et. al, 2002).

4. LITERATURE REVIEW

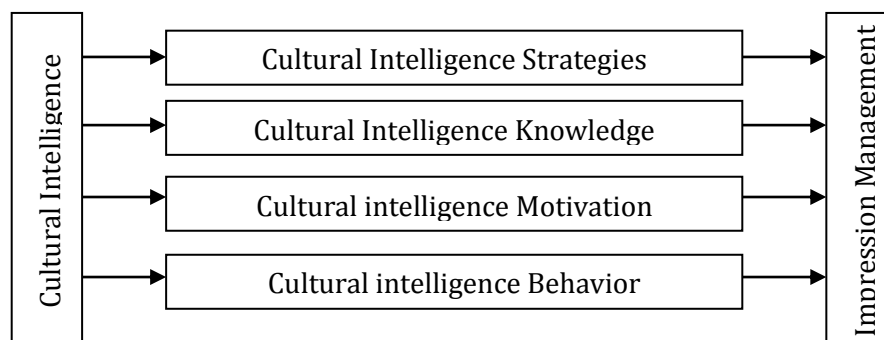
Van Driel, in his work, cultural intelligence as an emergent organizational level construct, studied development and quantitative research of cultural intelligence within organization. They found out that the organization cultural intelligence has a positive relation with organization effectiveness and performance (Van Driel, 2008). In addition to this, Drory and Zaidman in 2007 conducted a research topic titled “impression management behavior, its effect on organization system” in 11 R&D organizations and some 12 organization affiliated to army. The purpose of the researchers was to compare the impression management models in two types organizational systems, organic and mechanic. As result, the researchers came to conclusion that the employees use more of impression management tactics in the mechanic structures and their attempts are directed towards superiors rather than coworkers and excessively use the ingratiation strategy. Although, the employees use less impression management tactics in the organic structures and their behaviors are equally directed towards superiors and coworkers and their most highlighted strategies are initiative and familiarity (Drory and Zaidman, 2007). Meanwhile, Prado studied cultural intelligence relation with managers’ perceived environmental uncertainty in 27 countries through internet network. According to them, the findings indicate that cultural intelligence has more significance and application in the identification and assessment of uncertainty in global business (Prado, 2006). Vin Dyne and Ang assessed the relationships between individual personality and four factors of cultural intelligence among the 338 business undergraduates. They conclude that there are significant links between conscientiousness with metacognitive dimension of cultural intelligence; agreeableness and emotional stability with behavioral factor of cultural intelligence; extra version with dimensions of cognitive, motivational and behavioral, and the most important one that openness to experience, as one of traits of personality, has relations with all four factors of cultural intelligence. Generally, the results of their study show that openness to experience is a crucial personality characteristic that is related to a person’s capability to function effectively in diverse cultural settings (Van Dyne and Ang, 2005).

Singh and coworkers studied the effects of impression management on communication company function based on the balanced credit card. They indicated that the impression management has more effects rather than medium on the four aspects of functionality (Finance, customer and learning, the internal process and work). They concluded that there is a relation between the impression management and mentioned four aspects (Singh et.al, 2002). Singh in a topic titled “the others impression management from themselves” provided a definition as well as the necessity to control the impression, beside that he described the impression management methods and provided the suitable and desirable application method in the organization as well. His research shows that individual who applies the impression management controlling tactics, gain more success scores in the assessment. In order to maintain effective contact, individuals need to bring changes in the selection of words, tone of speech, body language and appearance to easily reach success (Singh et.al, 2002).

5. RESEARCH MODEL AND HYPOTHESES

In order to better understand the research objective as well as prepare the research assumptions, hereunder we have provided the conceptual model of research using the updated version of cultural intelligence measurement questionnaire developed by Van Dyne and Ang (2005) and the model of impression management from the view of Bolino and Tornley (Bolino & Turnley, 1999).

5.1. Reseach Model



The above research model-1 is drawn according to multi-dimensional cultural intelligence of Early and Ang. It shows that the cultural intelligence, throughout its dimensions, has positive relation with impression management. Here, it is assumed that cultural strategies, knowledge, motivation and behavior as cultural dimensions, directly affect the impression management (Earley ve Ang, 2003). Based on the forgoing research model, there are two variables including cultural intelligence with its four dimensions as an independent variable and impression management as a dependent one. Therefore, the following one main hypothesis and four sub-hypotheses are assumed:

5.2. Main hypothesis

H: There is a positive relationship between cultural intelligence and impression management.

5.3. Sub-Hypotheses

H₁: There is positive relationship between cultural intelligence strategies and impression management.

H₂: There is positive relationship between cultural intelligence knowledge and impression management.

H₃: There is positive relationship between cultural intelligence motivation and impression management.

H₄: There is positive relationship between cultural intelligence behavior and impression management.

6. RESEARCH METHODOLOGY

6.1. Data Collection Instruments and Scale

$$\text{Sample Size} = \frac{z^2 \times p(1-p)}{1 + \left(\frac{z^2 \times p(1-p)}{e^2 N} \right)}$$

This research is not only a case study in terms of target but also descriptive one in terms of data collection. The population of this research is foreign students of Selcuk University. The population of this study is 700 students. Based on the given formula, with 90% confidence level and 5% margin of error, the sample size is 196. The required data of the research is collected, using cultural intelligence questionnaire being reviewed by Win Dyne and Ang (2004), and the data related to impression management is collected using the questionnaire developed by Bolino and Torenly in 1999. Two hundred of the questionnaire were distributed to participants, of them 185 found usable. The cultural intelligence questionnaire includes 16 items and four basic components (Strategy, Knowledge, Motivation and Behavior) and the impression management questionnaire includes 12 questions and three basic components (Self-promotion, ingratiation and exemplification). The questionnaire is composed of three parts. The first part is about demographical characteristics of the participants covering gender, age, marital status, level of education, duration of living in Turkey. The second part of questionnaire is consisting of two types of scales, of them 16 are about cultural intelligence and 12 scales of impression management. It is to mention that the questionnaires have set in five scales of Likert in which, 1=strongly disagree, 2=disagree, 3=neutral, 4=agree and 5=strongly agree. The SPSS package is used for analyzing the data.

7. RESEARCH OUTCOMES

7.1. Demography

Table 1: Demographic Characteristics

	Variables	Frequency	Percentage
Gender	Man	133	71,9
	Woman	52	28,1
	Total	185	100,0
Age	Under 18	11	5,9
	Between 18-25	102	55,1
	Between 25-35	58	31,4
	Between 35-45	14	7,6
	Total	185	100,0

Marital Status	Married	25	13,5
	Single	160	86,5
	Total	185	100,0
Education	Bachelor	83	44,9
	Master	64	34,6
	PhD	38	20,5
	Total	185	100,0
Years Living in Turkey	1-2 Year	120	64,9
	3-4 Year	51	27,6
	5-6 Year	12	6,5
	More than 6 Year	2	1,1
	Total	185	100,0

7.2. Factor analysis and Validity Tests

Table 2: Validity and Factor Analysis of the CQ and Impression Management

Scale	KMO Test Result	Explained Variance	Sig. p Values	Number of Factors
CQ	,71	62%	,000	4
Impression Management	,76	65%	,000	3

Sixteen cultural intelligence items and twelve impression management items were subjected to principal axis factoring to assess the dimensionality of the data. Respectively, the Kaier-Meyer-Olkin (KMO) of each one is (0.71) and (0.76) which are above the recommended value of (0.6) and Bartlett's Test of Sphericity (Sig = 0.000) of both of them reached statistical significance and meaningfulness ($p < 0.05$) indicating the correlations were enough for exploratory factor analysis. In cultural intelligence exploratory factor analysis, four factors were extracted explaining 62% of the variance. Also due to impression management exploratory factor analysis, with three extracted factors, it explains 65% of the variance. Based on the mentioned explanations the data are valid.

7.3. Reliability, Mean and Standard Deviation

Table 3: Cronbach's, Mean and Standard Deviation of the (CQ) and Impression Management

Scales	Items Number	Cronbach's Alpha	\bar{X}	SD
Cultural Intelligence	16	,783	3,39	0,38
Impression Management	12	,817	3,28	0,48

Cronbach's alpha is (0.783 > 0.7) for cultural intelligence and (0.817 > 0.7) for impression management, which both indicate a high level of internal consistency and reliability of the scales. The mean = 3.39 with a standard deviation = 0.38 of the cultural intelligence and the mean = 3.28 with standard deviation = 0.48 of the impression management, shows that the most selected options among five Likert scale is between "3 = Neutral and 4 = Agree".

7.4. Test of Hypothesis

In order to know which test is appropriate for the analysis, the Kolmogorov-Smirnov test was done that showed normally distributed of the current data. As a result, parametric tests including Pearson correlation and Enter method of linear regression were selected for analysis as following:

7.4.1. Test of the Main Hypothesis

Table 4: Pearson Correlation of the Cultural Intelligence and Impression Management

Variable	Cultural Intelligence	Impression Management
Cultural Intelligence	1	$r = ,543$ $p = ,000 < 0.05$
Impression Management	$r = ,543$ $p = ,000 < 0.05$	1

A Pearson correlation coefficient is computed to explore the relationship between the cultural intelligence and impression management. According to the (Table 4) there is a positive correlation between the two variables, $r = 0.543$, $n = 185$ and significant is $p = 0.000 < 0, 05$. Overall, there is a moderate uphill and positive correlation between increases of cultural intelligence and Impression

management. It means that increase in cultural intelligence is correlated with increases in impression management. Therefore, the mentioned main hypothesis is supported.

7.4.2. Test of the sub-hypothesis one

Table 5: Pearson Correlations of Strategy of CQ and Impression Management

Variable	Strategy of CQ		Impression Management	
Strategy	1		r = ,356	p=,000<0.05
Impression Management	r = ,356	p=,000<0.05	1	

In As $r = 0.356$ and $p = 0.000 < 0, 05$, there is a weak positive linear relationship between strategy dimension of cultural intelligence and impression management. As result, the first sub-hypothesis (H_1) is supported.

7.4.3. Test of the sub-hypothesis two

Table 6: Pearson Correlations of Knowledge of CQ and Impression Management

Variable	Knowledge of CQ		Impression Management	
Knowledge	1		r = ,320	p=,000<0.05
Impression Management	r = ,320	p=,000<0.05	1	

As $r = 0.320$ and $p = 0.000 < 0, 05$, the second sub-hypothesis (H_2) is supported. However, there is a weak uphill relationship between them, but it is meaningful at level of 0.05.

7.4.4. Test of the sub-hypothesis three

Table 7: Pearson Correlations of Motivation of CQ and Impression Management

Variable	CQ Motivation		Impression Management	
Motivation	1		r = ,208	p=,025<0.05
Impression Management	r = ,208	p=,025<0.05	1	

As the Table (7) shows, ($p=0,025 < \alpha=0, 05$) and ($r=0,208$) shows meaningful and direct relation between motivation of cultural intelligence and impression management. Moreover, the Pearson correlation's coefficient is meaningful for $\alpha=5\%$. However, it is be mentioned, there is a very weak positive linear relationship between motivation dimension of cultural intelligence and impression management and still the third sub-hypothesis H_3 is supported.

7.4.5. Test of the sub-hypothesis four

Table 8: Pearson Correlations of Behavior of CQ and Impression Management

Variable	CQ Behavior		Impression Management	
Behavior	1		r = ,341	p=,000<0.05
Impression Management	r = ,341	p=,000<0.05	1	

According to the (Table 8) there is a positive correlation between the cultural intelligence behavior and impression management as $r = 0.341$ and significant is $p = 0.000 < 0, 05$. Overall, there is a weak uphill and positive correlation between increases of cultural intelligence behavior and Impression management. Therefore, H_4 is supported.

7.4.6. Linear Regression of the variables with method of Enter

Table 9: Regression Analysis of the Cultural Intelligence (CQ) and Impression Management (IM)

Scale	R	R ²	Adjusted R ²	df	F	P	B	Beta	t	Sig.
				1			,993		2,94	,004
IM	,543	,295	,288		47,2	,000		,543		
				113			,680		6,87	,000

a. Predictor (constant): Cultural Intelligence, b. Dependent Variable: Impression Management

In SPSS, a simple linear regression was calculated to impression management based on cultural intelligence (Predictor). As of Table-9, not only the ($R = 0.543$) shows positive and medium level relationship between cultural intelligence and impression management, but also the ($p = 0,000 < 0, 05$) result is meaningful. As result, in this model, 29, 5% increase in impression management of the foreign

students is caused by their cultural intelligence while ($R^2 = .295$). On the other hand, a significant regression equation was found ($F(1, 113) = 47.2, p < .000$). Selcuk University foreign students predicted that impression management = $\{0.993 + 0.680 (\text{Cultural intelligence})\}$. Meanwhile, impression management of foreign students of Selcuk University averagely increases 0.680 for each increase in cultural intelligence.

A Mann-Whitney U test was run on 185 participants to determine if there were differences in cultural intelligence and impression management on the basis of the gender and number of the years students have been living in Turkey. First, as the median of CQ for males and females are (107, 90), (87, 17) respectively, and ($p = .018 < 0.05$), so it was statistically significantly different. However, impression management was not statistically significantly differs based on gender in this study as its median for males (90,65) and females (99,01) and ($p = .339 > 0.05$). Secondly, in this study cultural intelligence and impression management of the foreign students of Selcuk University do not differ according to the numbers of the years (more or less) they have been living in Turkey. Because the median of cultural intelligence of those who have been in Turkey for 1-2 years is 61.28 and for more than 6 years is 74.5 and ($p = .624 > 0.05$). Similarly, the median of impression management of those foreign students who have been in Turkey for 1-2 years is 61.52 and for more than 6 years is 60 and ($p = .959 > 0.05$). As you see, despite of rise in numbers of years living in Turkey, no significant differences are seen in cultural intelligence and impression management of the sample studied in this research.

8. CONCLUSION

The results of this research show a meaningful and moderate relationship of cultural intelligence with impression management in foreign students of the Selcuk University. Based on Pearson Correlation Coefficient test, not only the cultural intelligence as whole has positive and moderate relationship with impression management, but also the tests of its dimensions (Strategy, Knowledge, Motivation and Behavior) led to the same relations and positive effects on the impression management. Meanwhile, the linear regression analysis of cultural intelligence with impression management led to a positive and medium level relationship between the two variables as the statistical equation is equal to impression management = $\{0.993 + 0.680 (\text{Cultural intelligence})\}$.

Considering their individual capabilities in recognizing and interpreting of being in diverse cultural settings, people always try to impress and control the impressions of others about their self. By this way, individuals can present an acceptable image of their self while interacting with others that play significant role and pave the grounds of promotion for individuals in international and multi-national organizations. Therefore, managing and controlling of the impressions of others in cross-cultural and multi-national organizations and presenting an outstanding image of ourselves could assist us to promote politically and socially in higher positions in diverse cultural opportunities. The point that need to be worked on is studying the effects of the cultural intelligence on impression management of those who are working in multi-national organizations coming from culturally diverse backgrounds.

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