cq

Başlık.

Cultural Intelligence and Employee Well-Beings at intercultural environment;NGO & IGO context.

Abstract;

The aim of this study is to explore relationship between Cultural intelligence CQ and Employee well-being, using cultural intelligence and employee well-being questionnarie. The research survey sampling to target is Intergovernmental and Nongovernmental organizations' (NGO & IGO) employees and expatries that operating in Gaziantep,Turkey.These kind of organizations has providing social,economic,logistics development for both public and private business sector even in developed country,also emergency natural disaster and humanatarian aid around the globe.That is obvious we can not ignore that contributions of their international and national staff experience from different nationalities.Main outcome of our researche, there is a significant positive correlation between motivational CQ and employee well-beign. You can find details on the results of research.

Preview of NGO & IGO

Fallowing the breifly six of NGO roles can be identified as important (gdrc.org).

1. Development and Operation of Infrastructure
2. Supporting Innovation, Demonstration and Pilot Projects
3. Facilitating Communication
4. Technical Assistance and Training
5. Research, Monitoring and Evaluation
6. Advocacy for and with the Poor

Intergovernmental organizations are supranational organizations, that have only states as member like European Union (Berg,M;107-130).Turkey is also member of some IGO organization such as; United Nations,International Monetary Fund,World Bank.Briefly and generally NGO 's are normally getting their funds from IGO and,or other states.

Cultural Intelligence (CQ)

Intelligence as term contains variety of wide-range definitions and type of intelligence such as ; cultural intelligence,emotional intelligence,artificial intelligence Some aspects of intelligence definitions are listed below (Legg & M.Hutter:2007).

Collective definitions;

- "The ability to learn, understand and make judgments or have opinions that are based on reason" Cambridge Advance Learner's Dictionary
- "Individuals differ from one another in their ability to understand complex ideas, to adapt effectively to the environment, to learn from experience, to engage in various forms of reasoning, to overcome obstacles by taking thought." American Psychological Association
- "The ability to acquire and apply knowledge and skills." Compact Oxford English Dictionary

Psychologist definitions;

- "The capacity to learn or to profit by experience." W. F. Dearborn
- ". . . cognitive ability." R. J. Herrnstein and C. Murray
- ". . . the resultant of the process of acquiring, storing in memory, retrieving, combining, comparing, and using in new contexts information and conceptual skills." Humphreys

Artificial Intelligence researchers definitions;

- "Intelligence measures an agent's ability to achieve goals in a wide range of environments." S. Legg and M. Hutter
- "Intelligence is the ability to use optimally limited resources – including time – to achieve goals." R. Kurzweil
- "Intelligence is the ability for an information processing system to adapt to its environment with insufficient knowledge and resources." P. Wang

Cultural Intelligence and Cultural Quotient refers to us work more efficiently in different cultures.In this century being awere of recent technology, development, globalization and competition is vital for people and organization if they want to survive or succeed their goal.In globalization process,contries,governments,universities,multinational coorperations are co-operating each other, thus one of mid-size or even small size organizations or businesses are inevitably sychronizing with world business and organizations.At this point we are facing cultural boundaries, so contemporary leadership theories or studies are insufficient to guide people in different cultures to succeed.If we explaing with metaphor leadership is lock and CQ is a key for more efficent work or success around the globe.

For the first time as a concept in literature done by P.Christopher Earley and Soon Ang Cultural intelligence relation with people,groups or situations in unexpected cases and unfamiliar environment.'Cultral intelligence captures a person's adjustments to new cultures.Thus, we define cultural intelligence as a person's capability for successful adaptation to new cultural settings,that is for unfamiliar settings attributable to cultural context.'(Earley ,Ang ;2003).Further definition cultural intelligence; 'to refer to the ability of newcomers to act like their colleagues or collaborators to understand unfamiliar things and even imitate to adapt to cross-cultural lives'(Earley&Mosakowski,2004). Based on Earley and Peterson explanation CQ as a individual's talent to perform demonstrate acceptable performance ideally in cultural diverse situations (Early&Peterson,2004).

Early and Ang (2003) conceptualized as component of CQ metacognitive,cognitive,motivational and behavioral dimensions with specific relevance of functioning in culturally diversity settings.Metacognitive CQ reflects mental and intellectual as well as spiritual process that peoples' use to get understand cultural knowledge and control over,individual thought processes relating to beliefs or culture .Relevant capabilities including ,monitoring and revising mental models of cultural norms for countries or group of people.Basically we can describe the metacognitive CQ be prepared or ready to learn plan and organize how to adapt or conduct himself when you involve the new work environment in different culture.However *metacognitive* CQ focuses on higher order cognitive process.Cognitive CQ reflects knowledge of norms,practices and conventions in different cultures acquired from educational and personal experiences.This includes knowledge of economic,legal,sociolinguistic and interpersonal system of different cultures and subcultures also basic frameworks of cultural values.(Ng, Kok-Yee, et al:2012).*Cognative* CQ is directly

related experience level of education and capability of linguistics,because without knowing other culture and language or experiencing, how can you feed your cognitive CQ that's why succes of metacognitive CQ depends on level of cognitive CQ.*Motivational CQ* express the capability to direct attention and energy toward learning about and handling in situations characterized by cultural differencies. In addition,Cartell's (1971) investment theory of intelligencce would discuss that motivational CQ is critical in simplifying the expansion of cognitive and metacognitive CQ (Ng, Kok-Yee, et al:2012).If we can not motivate ourself doesnt make sense how much do we high or more metagcognitive, cognitive or behavioral CQ level.This is related every aspect's of our life like; working,studying. Based on my own personal opinion and experience MCQ is the key dimension for succes on intercultural work environment.

Behavioral CQ reflects the capability to exhibit appropriate verbal and nonverbal actions when interacting with people from different cultures.As Hall (1959) emphasized,mental capabilities for cultural understanding and motivation must bu complemented with hte ability to exhibit appropriate verbal and nonverbal actions,based on cultural values of sepecific settings. (Ng,Kok-Yee,et al:2012).'You will not disarm your hosts,guests or colleagues simply by showing you understand their culture;your actions demeanor must prove that you have allready to some extent entered their world'(Earley & Mosakowski:2004).People want to see that you understand them even it is a small thing like hand shaking or moving your head.
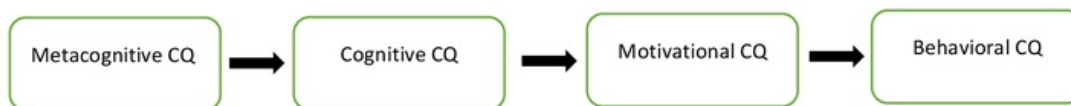
| Metacognitive CQ | → | Cognitive CQ | → | Motivational CQ | → | Behavioral CQ |

Figure 1. Four dimension of CQ

Ang and Dyne draw the nomological network and they explained CQ relationship between personal characteristics.'CQ is not specific for one culture,thus there are wide-range of personality in particular culture' (Ang&Dyne:2008).

Employee Well-Being

In the world, modern technology and intense competition are overwhelming and affecting both employee and emplooyers.I want to focus on more employee aspect,because if employeer can motivate and satisfide to employee consequently employer might minimize the risk which is based on employee performance and cultural awareness.Based on ranking business magazines (e.g.Fortune,Forbes, Business insider) best companies for work in the world, mostly manufacturing and technology companies.These companies are also multinational companies that competing around the globe.

Employee Well-Beings;Definitions & Conceptions and Measurement

According to Oxfor English Ditionary the term of well-being come to English from French be 'be-an etra' means 'good-being'.Base on definitons of OED (revised 2nd.edition on 2005). "Well-being - The state of being or doing well in life; happy, healthy, or prosperous condition; welfare."(Yougn&Chapman:2010-12).WHO first time mentioned about well-being for defining health 'Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity'(WHO,1946).We can define the most narrow sense of well-being that ; physically and psychologically to be healthy.In current literature researchers are not commont definition of employee well-being but definitons has found its place in oganizational behavior literature and related resourche areas. Eveyone know the meaing but no one can explain excat definition (Lyubomirs,2001).Previous studies mostly related for employee satisfaction,work attitude,negative affect,employee turnover e.g. but sepecificially not focused on employee well-being.From this point of EWB we used most recent employee well-being scale which is devoloped by Zheng&Xiaoming et al.2015.

'The meaning of wellbeing is not fixed - it cannot be. It is a primary cultural judgement; just like 'what makes a good life?' it is the stuff of fundamental philosophical debate'(Eraut,Grill.Whiting 2008). Well-being literatures and studies contains and defines two type of well-beings,Psychological well-being (PWB),subjective well-being (SWB). In addition Warwick-Edinburg metal well-being scale (WEMWBS) has another contribution in employee well-being study. Researches has been done in last decade PWB is related to both work and personal life well-being. Important studies shown that there is relationship between PWB and performance at work and life success. Thus,person's work life and expected success depends on his own potential pschological wellness (Avey&James et al,2010).

Subjective well-being (SWB) is mostly related personals' private consideration of their own life standards, 'people's emotional and cognitive evaluations of their lives, includes what lay people call happiness, peace, fulfillment, and life satisfaction'(Diener,Ed.et al:2003). Cultural variables are also affecting subjective wellbeing (Diener, Ed, et al:2005).So in the EWB scale is life well-being item is refers to Subjective life well-being.Zehng and Xiaoming are used three dimension that developed employee well-being scale which is contains three part.

- Life well-being   (LWB)
- Work well-being   (WWB)
- Psychological well-being   (PWB)

On other hand it is obvious cultural differanties is effecting to emplooyee well-being aspects of working hours and conditions,traditions,habits,norms,values, e.g. so these conditions are may vary across the cultures. Base on Ang and Dyne explaniation that CQ is not specific for one culture or personality and as we discussed and reviewed employee well-being that is not specific for only one dimension and one culture.Thus we can make a propositions that does cultural intelligence has directly positive effect on employee well-being.

H1.Behavioral CQ has significantly positive affect on employee well-being.

H2.Motivational CQ has significantly positive affect on employee well-being.

H3.Cognative CQ has significantly positive affect on employee well-being.

H4.Metacognative CQ has significantly positive affect on employee well-being.

H5.CQ significant positive effects on employee well-being.

In terms of cultural aspects, CQ affects employability, while well-being also affects employability psychologically. There is no direct study or researche has evaluated this CQ and EWB.Most recent research was done by Shan Hua Chen (2015) from Taiwan wich is ralated our researche.The researche topic was Cultural intelligence,Psychological well-being,Employability of Taiwan's Indigenous college students and three finding was;

1. CQ's Positive Impact on Employability
2. CQ's Positive Impact on Psychological Well-being

3. Psychological Well-being's Positive Impact on Employability.

No direct research has been employed this topic, not to mention the intensity of the two ways of CQ and well-being. To support the related research, this study identifies the impacts of CQ and psychological well-being on employability, with a focus on local college students. The article aims to determine whether CQ positively affects local college students' psychological well-being.

METHODOLOGY

Data collection

In this researche we used questionnarie survey form based on two scale as mentioned above CQ and EW.Survey form designed in two section ; first section is for demographic information and second section for survey questions, according to 7-item likert scale.The study population is employee of the Intergovernmental and Non-Governmental organizations which is operation in Gaziantep provience in Turkey.Survey forms hard copies are distributed to offices and collected by on appointment.Some of the survey forms soft copies sent by e-mail for abroad staffs which are working home base or short term travel on duty and responded same way.Total responded was 128 and 11 of the survey forms removed beacause of missing important data or incompletion.Total analyzed survey forms was 117.

Measurement

In our study, we benefit from these two scales cultural intelligence and employee-wellbeing.All data analyzed by SPSS statistic software package program.Cultural intelligence scale developed and validated by Ang et al. The scale has four dimension; motivational,behaviroal,meta-cognative and cognitive.Employee well-being scale developed by Zehng ,Xiaoming et al. The scale contains three dimensions; Life,work,psychological well-being.

Analysis and Results

Research was conducted between 15 March 2016 and 15 May 2016.The result of descriptive analysis for demographic information indicate us analyzed samples(N=117).Respondents

were 57 female and 60 male from 25 different nationalities. %56 of respondents are bilingual and %44 of them know 3 and more languages.60 respondents have 4 years university degree,49 have masters degree and 8 have Ph,D degree.In terms of age aspects 21% under or 25 years old,% 58 between 26-35,% 16 35-45,% 8 56 and above.Based on organizations departments distributions show us that 9 respondents human resources,8 finance,25 operations department,44 projects management,5 educations ,12 information technology,4 security,5 logistic and 5 intern.

First and second steps are cultural intelligence scale exploratory factor analysis was conducted in research and result shown on Table 1 and 2.

Table 1.EFA analyse result for CQ

	Component 21			
	1	2	3	4
MC_2	,858			
MC_3	,808			
MC_1	,797			
MC_4	,698			
MOT_13		,796		
MOT_15		,789		
MOT_14		,767		
MOT_12		,671		
COG_8			,802	
COG_10			,734	
COG_9			,731	
COG_7			,690	
BEH_17				,976
BEH_19				,938

Table 2.EFA analyse result for EWB

	Component		
	1	2	3
WWB_29	,833		
WWB_28	,784		
WWB_32	,756		
WWB_31	,750		
WWB_30	,750		
WWB_27	,529		
PWB_37		,746	
PWB_34		,689	
PWB_35		,688	
PWB_38		,678	
PWB_36		,643	
PWB_33		,639	
LWB_23			,801
LWB_22			,764
LWB_25			,630
LWB_21			,450

We analysed seperately each dimension both for CQ and EW and determined of underlying each dimension (EFA) analyse with varimax rotation.Factor loading determined .40 for controlling each items ,the latent root criterion of 1.0 was treated factor inclusion. Some questions are removed from the scale; BEH_18,BEH_20,COG_5,COG_6 and MOT_11 because of low factor loading.CQ scale factor analyse results;(KMO=0,755; Bartlett's Test of Sphericity Chi Square=886,656; (df) 91;Sig ,000). Data comes from a multivariate normal distribution and is suitable for factor analysis.

EW scale factor analyse result;(KMO=0,867; Bartlett's Test of Sphericity Chi Square=1164,367; (df) 136 and Sig ,000). The sample size is adequate for factor analysis.Data comes from a multivariate normal distribution and is suitable for factor analysis.The question number LWB_26 is removed because of low factor loading.

The correlation analysis performed on the third stage variables and analysis results are presented in Table 3.

Table 3.Correlation

		MC	COG	MOT	BEHV	LWB	WWB	PWB
MC	Pearson Correlation	1						
	Sig. (2-tailed)							
COG	Pearson Correlation	,320**	1					
	Sig. (2-tailed)							
MOT	Pearson Correlation	,526**	,436**	1				
	Sig. (2-tailed)							
BEHV	Pearson Correlation	,043	,217*	,189*	1			
	Sig. (2-tailed)							
LWB	Pearson Correlation	,310**	,488**	,486**	,190*	1		
	Sig. (2-tailed)							
WWB	Pearson Correlation	,418**	,287**	,553**	,073	,551**	1	
	Sig. (2-tailed)							
PWB	Pearson Correlation	,392**	,296**	,568**	,072	,601**	,682**	1
	Sig. (2-tailed)							

**Correlation is significant at the 0.01 level (2-tailed).
*Correlation is significant at the 0.05 level (2-tailed).

There are positive and significant relationships between the CQ and EWB dimensions as shown in the table.Except ; BEHV and PWB,BEHV and WWB,BEHV and MC.Regression analayse results indicates there are direct relevant implications between dependent and undependent variables..CQ motivation dimensions' significant value =Sig.000,.So regression model was statistically significant.Thus employee well-being can be explained by the CQ dimension of motivation statistically.

On step four ,reliability of variables analyzed and the analysis results are presented in Table 4.

Table 4. Reliability analyse results.

Variable	Item	Alpha
Metacognitive	4	.847
Cognitive	4	.765
Motivational	4	.832
Behavioral	2	.876
Life	5	.735
Work	6	.893
psychological	6	.865

Metacognitive dimension contains 4 questions and Cranboachs' alpha value=,847.Cognitive dimensions contains 4 quesitons and Cranboachs' alpha value=,767.Behavioral dimensions contains 2 questions and Cranboachs' alpha value=,955. Motivational dimensions contains 4 questions and Cranboachs' alpha value=,833.Life well-being dimension contains 5 questions Cranboachs' alpha value=,740.Phsycological well-being dimension contains 6 questions Cranboachs' alpha value=,866.Work well-being dimension contains 6 questions Cranboachs' alpha value=,893.   Based on cronbach's alpha all results are bigger than 0,70 thus,variables are reliable.

In the next step with the aim to test the effect on the dependent variable argument multiple regression analysis was performed and results are given in Table 5.

Table 5. EWB regression analayse.

Independent variables	Standard Beta (β)	Significance (ρ)
MC	.142	.098
COG	.130	.113
BEHAVIORAL	-.010	.892
MOTIVATION	.496	.000

Results shown on table 5.Motivational cultural intelligence has been shown to significantly affect the well-being positively.Based on Durbin–Watson score it appears that there is no autocorrelation. model is significant because it is Sig.,000. F value:20.543 ρ :,000. Correctd R^2 :.403= S Error Estimate: .71828 Durbin-Watson : 2.225

Table 6. Work WB regression analayse.

Independent variables	Standard Beta (β)	Significance (ρ)
MC	.168	.070
COG	.042	.634
BEHAVIORAL	-.028	.724

MOTIVATION	.452	.000

Results shown on table 6.Motivational cultural intelligence has been shown to significantly affect the (WWB) workwell-being positively.Based on Durbin–Watson score it appears that there is no autocorrelation. model is significant because it is Sig.,000. F Value: 13.807 ρ :,000.CorrectedR2 :.306 =S Error Estimate:.96303 Durbin-Watson : 2.104

Tablo 7. Psychological WB regression analayse

Independent variables	Standard Beta (β)	Significance (ρ)
MC	.119	.195
COG	.052	.554
BEHAVIORAL	-.037	.645
MOTIVATION	.490	.000

Results shown on table 7.Motivational cultural intelligence has been shown to significantly affect the (PWB) Psychological well-being positively.Based on Durbin–Watson score it appears that there is no autocorrelation. model is significant because it is Sig.,000. F Value: 14.285 ρ : 0,000.CorrectedR2 :.314= S Error Estimate: .89109 Durbin-Watson : 2.305

Tablo 8. Life WB regression analayse.

Idependent variables	Standart Beta (β)	Significance (ρ)
MC	.039	.672
COG	.327	.000
BEHAVIORAL	.059	.463
MOTIVATION	.311	.002

Results shown on table 8.Motivational cultural intelligence has been shown to significantly affect the (LWB) Life well-being positively.Based on Durbin–Watson score it appears that there is no autocorrelation. model is significant because it is Sig.,000. F Value: 14.049 ρ : 0,000 .Coreected R2 :.310= S Error Estimate: .83401 Durbin-Watson : 2.208

Final step is determination of CQ interaction on employee wellbeing and result indicated ont Table 9.

Table 9. Regresyon analayse result between CQ and EWB

Independent variable	Standart Beta (β)	Significance (ρ)
CQ	.513	.000

It has been shown on analyse result CQ to significantly positive affect on employee well-being. Based on Durbin–Watson score it appears that there is no autocorrelation. model is significant because it is Sig.,000. F Value: 41.128 ρ : 0,000 .Corrected R2 :.257= S Error Estimate: .80102 Durbin-Watson : 2.110

Findings

In this study we tried to show that is there significant affect on employee well-being by cultural intelligence perspective.Based on analyse results that the most important evidence is CQ to significantly positive affect on employee well-being so H5 is supported based on analyse result that indicated on Table9.All dimension of employee well-beings (WWB,LWB,PWB) has direct significant affect on motivational CQ thus H2 is supported. motivation has been affect high level of cultural intelligence in positively (Aslan,S.Ö;2015). But analyse results indicated that H1,H3 and H4 was not supported.

Discussion

There are limitations to this study, as in many other studies.In this study, investigating the relationship between cultural intelligence and employee well being, it was aimed to contribute to human resources and management departments of intergovernmental and nongovernmental (IGO&NGO) organizations'management.We can make suggestion to these kind of organizations.While they are making job interwiev they has to be focused on candidate motivational cultural intelligence.For this purpose they must design and prepare the interview quesitons based on motivation dimension of CQ.Going one step further recommend to top management for hiring department managers of supervisors they might check candidate motivational CQ.Motivational CQ refers,individuals to interact with people from different cultures and something about intercultural situations is related to the willingness to learn (İ,M,B Çetin;2014). If they pay attention to this MCQ factor the staff in a multicultural environment would be a better fit to organization goals.For further studies we recommend to researchers to do in same contexts for African base intergovernmental and nongovernmental organizations for discovering is that will become same results or not. detailed in cultural intelligence and well-being content in IGO and NGO field and is almost no comprehensive studies,based on this context, it is thought that an important contribution to the literature.

REFERENCES

Legg, S., & Hutter, M. (2007). A collection of definitions of intelligence. *Frontiers in Artificial Intelligence and applications, 157*, 17.

Earley, P.C. & Ang, S. (2003). Cultural Intelligence: An Analysis of Individual Interactions Across Cultures. Palo Alto, CA: Stanford University Press.

Ng, K. Y., Van Dyne, L., Ang, S., & Ryan, A. M. (2012). Cultural intelligence: A review, reflections, and recommendations for future research. *Conducting multinational research projects in organizational psychology. Washington, DC: American Psychological Association.*

Earley, P. C., & Mosakowski, E. (2004). Cultural intelligence. *Harvard business review, 82*(10), 139-146.

Network, N. (2015). Conceptualization of Cultural Intelligence. *Handbook of Cultural Intelligence,* 1.

Zheng, X., Zhu, W., Zhao, H., & Zhang, C. (2015). Employee well-being in organizations: Theoretical model, scale development, and cross-cultural validation. *Journal of Organizational Behavior, 36*(5), 621-644.

Tennant, Ruth, et al. "The Warwick-Edinburgh mental well-being scale (WEMWBS): development and UK validation." *Health and Quality of life Outcomes* 5.1 (2007): 1.

http://www.businessballs.com/workplace wellbeing.htm#standardcopyright (19.03.2016). (Yougn&Chapman:2010-12).

http://www.oxforddictionaries.com/definition/english/well-being (19.03.2016).

Diener, Ed, Shigehiro Oishi, and Richard E. Lucas. "Personality, culture, and subjective well-being: Emotional and cognitive evaluations of life." *Annual review of psychology* 54.1 (2003): 403-425.

Diener, Ed, et al. "Similarity of the relations between marital status and subjective well-being across cultures." *Journal of cross-cultural psychology*31.4 (2000): 419-436.

Ereaut, Gill, and Rebecca Whiting. "What do we mean by'wellbeing'?: and why might it matter?." (2008).

Avey, James B., et al. "Impact of positive psychological capital on employee well-being over time." *Journal of occupational health psychology* 15.1 (2010): 17.

Preamble to the Constitution of the World Health Organization as adopted by the International Health Conference, New York, 19-22 June, 1946; signed on 22 July 1946 by the representatives of 61 States (Official Records of the World Health Organization, no. 2, p. 100) and entered into force on 7 April 1948.

Chen, S. H. (2015). Cultural Intelligence, Psychological Well-Being, and Employability of Taiwan's Indigenous College Students. *Review of European Studies*, 7(11), 147.

http://www.gdrc.org/ngo/ngo-roles.html.04.05.2016:23:58

Berg, M. The Role of Inter-and Nongovernmental Organizations. *Conventions, Treaties and Other Responses to Global Issues Vol. II*, 107-130.

İlhan, Mustafa, and Bayram Çetin. "Kültürel Zekâ Ölçeği'nin Türkçe Formunun Geçerlik ve Güvenirlik Çalışması." *Hacettepe Üniversitesi Eğitim Fakültesi Dergisi* 29.29-2 (2014).

ASLAN, Sevinç, and Özgür ASLAN. "İstanbul'daki 5 Yıldızlı Otellerde Kültürel Zeka Ölçeğine İlişkin Bir Uygulama." *Ekonometri ve İstatistik e-Dergisi* 23 (2015): 34-61.

cq

12 www.ijhssnet.com
Internet

19 words — 1%

13 Ates, Bünyamin. "Perceived Social Support and Assertiveness as a Predictor of Candidates Psychological Counselors' Psychological Well-Being", International Education Studies, 2016.
CrossCheck

18 words — < 1%

14 onlinelibrary.wiley.com
Internet

17 words — < 1%

15 Che Rose, Raduan, Subramaniam Sri Ramalu, Jegak Uli, and Naresh Kumar. "Expatriate Performance in International Assignments: The Role of Cultural Intelligence as Dynamic Intercultural Competency", International Journal of Business and Management, 2010.
CrossCheck

15 words — < 1%

16 James B. Avey. "Impact of positive psychological capital on employee well-being over time.", Journal of Occupational Health Psychology, 2010
CrossCheck

14 words — < 1%

17 Chen, Shan-Hua. "Cultural Intelligence, Psychological Well-Being, and Employability of Taiwan's Indigenous College Students", Review of European Studies, 2015.
CrossCheck

14 words — < 1%

18 Daly, Ann. "Relating students' spoken language and reading comprehension.(Report)", Australian Journal of Language and Liter, Oct 2015 Issue
Publications

12 words — < 1%

19 webcache.googleusercontent.com
Internet

11 words — < 1%

20 thesis.eur.nl
Internet

10 words — < 1%

21 Jan F. Silverman. "The use of immunoperoxidase panels for the

cytologic diagnosis of malignancy in serous effusions", Diagnostic Cytopathology, 06/1987
CrossCheck

10 words — < 1%

22 Hoseini, Seyed Javad, Hamid Khosravany Fard, Ali Khosravany Fard, Hamed Khosravani Fard, and Saeid Saleh. "Politeness Strategies in Business Letters of Iranian Managers", Academic Journal of Interdisciplinary Studies, 2014.
CrossCheck

9 words — < 1%

23 www.researchgate.net
Internet

9 words — < 1%

24 Pisarenko, Olga. "The acculturation modes of Russian speaking adolescents in Latvia: Perceived discrimination and knowledge of the Latvian language", Europe Asia Studies, 2006.
CrossCheck

9 words — < 1%

25 www.swamfbd.org
Internet

8 words — < 1%

26 scholar.sun.ac.za
Internet

8 words — < 1%

27 "Artificial Intelligence as a Positive and Negative Factors in Human Life.", University/Mathematical and Computer Sciences/Computer Science, 2012-02-22
Publications

8 words — < 1%

28 ipl.econ.duke.edu
Internet

8 words — < 1%

29 Soon Ang. "Cultural Intelligence and Offshore Outsourcing Success: A Framework of Firm-Level Intercultural Capability*", Decision Sciences, 08/2008
CrossCheck

6 words — < 1%

30 Wolbring, Gregor. "Subjective Wellbeing, Body-Related Ability Expectations and Peace", International Journal of Peace Studies, 2014.
Publications

6 words — < 1%