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Original Research

Investigation of the relationship between personality traits, cultural intelligence and career adaptability (Case study: employees of hospitals in Yazd province)

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Abstract

Introduction: Hospitals, as one of the important institutions providing health care services in the health sector, have a high percentage of key resources in this sector to meet the needs of consumers. This research aims to investigate the relationship between personality traits, cultural intelligence and career adaptability among employees of hospitals in Yazd province.

Method: The present research is applied in terms of purpose, descriptive-correlational in terms of nature and method. The statistical population of this research includes all employees of hospitals in Yazd province. 384 people were selected by stratified-random sampling method. Mccrae and Costa's Big Five Personality Factors (2004), Cultural Intelligence Scale by Ang et al. (2004), and Dawis and Lofquist's Work Adjustment Questionnaire (2004) were used to collect the data. To analyze the data, descriptive tests and analytical tests, including correlation, factor analysis and model fit, were used by SPS software and Smart PayLS software.

Findings: Based on the results, this research shows that there is a positive and significant relationship between personality traits (extraversion, openness, agreeableness and conscientiousness) and cultural intelligence and career adaptability and that there is a negative and significant relationship between neuroticism and cultural intelligence and career adaptability. There is a positive and significant relationship between personality and cultural intelligence and there is also a positive and significant relationship between cultural intelligence and career adaptability.

Conclusion: According to the results of the research, hospital employees can decrease the negative personality traits in work life and work environment by being aware of the effect of personality traits and cultural intelligence on career adaptability, and increase their ability to adjust to their work environment by knowing themselves and managing behaviors and emotions properly. Officials should design programs to promote employees' cultural intelligence, thereby increasing their ability to adjust to their jobs.

Keywords: Personality Traits, Cultural Intelligence, Career Adaptability, Hospital

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Introduction

Health is a reflection of the current state of a particular population or group of people, a reflection of the private situation and working life of individuals and communities in the relevant social context and the way the government views them, and also a reflection of the existence or absence of a proper and definite context for health. The way each person deals with their health depends to a large extent on their personality, and increasing the health culture of various segments of people requires the development of a health culture in the country. Health care is of great importance in individual and social lives of people in society and is also considered by international organizations. Many thinkers believe that the culture of health stability and medical services is part of social and individual rights and the demands and needs of people in society that affect a person's personal and work life [1]. Today, the importance and crucial role of career in various aspects of human life is obvious because in addition to providing living expenses, career has a direct relationship with one's physical and mental health and is the basis for satisfying many of their immaterial needs. The word career became common first by Walter Lippmann in the early twentieth century and later became widely used in modern life. According to Lippmann, having a career throughout life can have many meanings for a person and take them away from the feeling of failure and futility and lead them to the feeling of personal progress [2]. Some factors are to a large extent effective in employment and successful continuation of work. One of these factors that every employed person deals with in some way is career adaptability [3].There are many definitions of career adaptability, such as Dawis & Lofquist's definition that considers job adjustment as the adaptation of a person's personality to work-related environmental factors [4],[5]. Career patterns have become increasingly diverse over the past decades, and now successful career growth largely depends on the initiative of individuals and their career adaptability [6],[7]. Adaptability is as a set of resources and readiness to respond that individuals may use to plan, explore, and decide on future opportunities about professional life [8]. It is also defined as an important construct of career construction theory as the attitudes, skills, and behaviors that individuals use to match with work [9]. Considering career conditions, career adaptability, especially in recent decades, has been considered by researchers and experts. The construct of career adaptability or the ability to successfully manage career development and challenge has predicted important outcomes, including that employees with higher career adaptability experience higher job satisfaction over time [10,49]. It has been stated that career adaptability can predict the job outcomes of individuals [11],[12], job attitudes [13], job success, work interaction, job satisfaction, and organizational commitment [14],[15],There is also a significant relationship between career adaptability and job success, work interaction, job satisfaction and organizational commitment [16]. Adaptation is the readiness of response that individuals may use to plan, explore, and decide on future career opportunities [8]. It is also an important construct of job construction theory as the attitudes, skills, and behaviors that individuals use to adapt to work [17], [18]And it is a motivational force that directs the activities of the job structure of individuals [8], [19]. According to Dawis and Lofquist, people bring their needs to the work environment and the work environment provides them with needs, in order to continue working, the individual and the environment should adapt to some degree. Research has proven the positive effects of career adaptation on job-related outcomes. Profeli and Savickas (2012) have shown that career adaptability is a motivational force that drives the activities of individuals' job structure.

In career adaptability, theories of factor attribute, psychodynamics and development are raised [20]. Career adaptation resources are self-regulatory capacities that a person may take to solve unfamiliar, complicated, and unclear problems presented by vocational or job assignments, job transitions, and job traumas [19]; [21] [6]stated that job adaptation resources can be conceptualized as a structure among the more fundamental aspects of personality concept, adaptation capacity, and specific forms of attitude and behavior

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adaptation. Adaptation is usually obtained following by one of two modes of action and reaction. In the action mode, employees try to change the work environment, while in the reaction mode, they try to adapt to the work environment [4],[22], [23]; By investigating the job-related theory, we find that one of the issues that has attracted the attention of researchers is the adaptation of the environment and environmental patterns to personality traits of individuals that bring satisfaction and meeting of needs and provide the grounds for progress in vocational and social activities. One of the main and fundamental topics in psychology is personality traits. Personality is a set of physical, mental and behavioral characteristics that distinguish each person from other people [24] [25] Since these traits form the basis of individuals' behavioral system, addressing this issue can clarify certain aspects of individuals' performance in various fields. A clear example of this is the effect of individuals' personality traits on their functioning [26]. In his research, Holland has shown that when there is a fit between a person's personality and his work environment, satisfaction, motivation and interest in work increase, and creativity and innovation arise and efficiency increases [27]. Although there are many personality traits, the most important and influential models in the investigation of personality traits in recent decades have been the five-factor model, which has been the most researched in the field of personality developed by McCrae and Costa in the late 80's in the United States, that shows a scientific and acceptable classification of personality traits [28],[29].

According to this approach, personality consists of five main traits, including:neu roticism, extraversion, openness to experience, agreeableness and conscientiousness [30].

Numerous studies have used the big five factors to investigate the relationship between personality traits and vocational growth and vocational outcomes . In general, personality seems to specifically play a productive role in understanding individual differences and how they function [31]. Proportion of career to personality (in all occupations) has a considerable weight in efficiency of employees [32].

Previous studies have shown that five personality dimensions are related to job adaptation [33],[34],[12],[21],[35] It has been found that personality factors are important predictors of professional life stages [36],[37],[38] and that there is a positive relationship between personality traits and work interaction and different traits prepare employees to experience vocational changes in job adaptation [12].

Many researchers introduce cultural intelligence as a person's ability to perform a task effectively in different cultural situations [39]. According to Peterson (2004), cultural intelligence includes individual insights that are necessary to adapt to intercultural situations and interactions and to successfully participate in multicultural working groups. On the other hand, Earley and Ang (2003) defined cultural intelligence as the ability to learn new patterns in cultural interactions and to provide proper behavioral responses to those patterns. Crowne (2008), Earley and Ang (2003) consider cultural intelligence as an independent structure of culture that is used in specific cultural contexts and improves the understanding of intercultural interactions. In this research, mostly the Earley and Ang's definition are considered by the researchers.

In fact, a person with high cultural intelligence has the ability to learn in a new cultural environment and enjoys encountering new cultures [40,59]. Specifically, it can be said that cultural intelligence teaches managers and individuals a way of thinking and acting so that they can act more effectively in any cultural context. A person with cultural intelligence is better able to understand the decision-making methods and criteria used in other cultures [41,69] .

People with high cultural (motivational) intelligence experience higher levels of job adaptation. They are internally motivated by their adequate beliefs and have the adaptability to deal with new cultural experiences and insist on solving problems related to their new job situation [42]. In addition, people with high cultural intelligence are readier to adapt to the new demands that are expected of them in their new job position. Research shows high expectations of managers with cultural intelligence in a risky way and act internally

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and are more successful in performing their task in multicultural or international situations [43,57].

According to Earley and Ang [44], cultural intelligence consists of four factors: 1. Strategy of cultural intelligence: This dimension means how people perceive cross-cultural experiences. This strategy reflects the processes that people use to acquire and understand cultural knowledge. 2. Knowledge of cultural intelligence: This dimension shows a person's understanding of cultural similarities and differences and shows a person's general knowledge and mental and cognitive maps from other cultures. 3. Motivation of cultural intelligence: This dimension shows a person's interest in trying other cultures and interacting with people from various cultures. 4. Behavior of cultural intelligence: This dimension includes a person's ability to adapt to those verbal and non-verbal behaviors that are appropriate for dealing with various cultures.

There are several factors associated with personality, including cultural intelligence. Earley and Ang (2003) stated that individual differences such as individual personality can be a prerequisite for cultural intelligence [42], Studies by Olders (2008), Ang (2006) and Modi (2007) have shown that cultural intelligence is clearly distinct from personality traits. Cultural intelligence is a new domain of intelligence that has a lot to do with diverse work environments. Cultural intelligence is related to one's cultural abilities. It allows people to discern how others think and how they respond to behavioral patterns; as a result, it reduces barriers to intercultural communication and gives people the power to manage cultural diversity [45].

People with high cultural intelligence are readier to adapt to the new demands that are expected of them in a new work situation. Research shows that the expectation level of managers with cultural intelligence is high, they take risks and they act internally and are more successful in performing their tasks in multicultural international situations. Other research has shown that personal adequacy is another important component of cultural (motivational) intelligence that is associated with career adaptability.People who get cultural encounters have low career adaptability and do not engage in activities that benefit the organization, even if such behaviors are mandatory. In contrast, people with high cultural intelligence first try to choose organizations that are culturally adaptable to their personality or, if this is not achieved, organizations where they are able to adapt to the organizational environment due to their openness to change [46].

Employees' working conditions, both physically and mentally, especially in recent decades, have attracted the attention of experts and specialists, and efforts to improve the quality of working life and create suitable conditions for employees have increased. Meanwhile, a lot of research has been conducted to identify and eliminate the causes of unfavorable working conditions. Through various studies, medical occupations have been recognized as one of the most conflicting and stressful occupations and it can be expected that there are signs of dissatisfaction and non-adaptation among hospital employees. According to research, the work environment of hospital employees is full of factors that cause conflict and stress [47], [48] including high social norms to fit in society, lack of respect for hospital employees from patients, patient companions, hospital managers and society, unfavorable working conditions, conflict with colleagues, excessive work stress, barriers in organizational culture, changes in the profession, structure of the medical environment, hospital staff relations and burnout (which is due to high workload, low control over work, low knowledge, lack of social communication in the workplace, discrimination in the workplace and conflict between individual values and workplace values), very high psychological stress of hospital employees, and etc. [50]. Individual factors include low professional competency, weak medical skills, failure to meet material and spiritual needs and etc[51],[52],[20],[53],[54].

But the main issue of the study, given the importance of personality traits, cultural intelligence, career adaptability of hospital employees and the scientific role of these three variables in how hospitals and medical organizations provide services and achieve its goals, this research aimed to provide a suitable

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model to investigate the effect of personality traits on career adaptability with the mediating role of cultural intelligence among hospital employees in Yazd province. In fact, the paradigm of the effect of personality traits on career adaptability is one of the management challenges that this study strives to investigate how these variables relate and provide a suitable model and make suggestions for it. In this regard, the main issue of the research is to identify the types of personality traits and their effect on career adaptability with the mediating variable role of cultural intelligence.

Research Methodology and Tools

This descriptive-correlational and applied research was conducted in 2020 among all employees of hospitals in Yazd province. The statistical sample of the research included 384 employees of hospitals in Yazd province who were selected by stratified-random sampling. The following questionnaires were used to collect information. The Big Five Personality Factors Questionnaire of Costa and McCrae (2004) identified five strong or big factors in relation to construct of personality based on what had previously been designed by experts and researchers, including: neuroticism, extraversion, openness, agreeableness, and conscientiousness. The summarized form of the five-factor questionnaire is a 60-item paper scale designed by John and Steve 1999 [30].

Job Adjustment Questionnaire Taken from the Research of Dawis and Lofquist (1984) This questionnaire has 36 questions and its purpose is to measure the size of vocational adaptation and its factors (achievement value, comfort value, status value, altruism value, safety value, autonomy value, adaptation style) [4].

The Cultural Intelligence Scale was designed by Ang et al. (2004). This questionnaire has 20 items and 4 factors (knowledge or cognition, strategy or metacognition, motivation and behavior) [55]

Results

Descriptive statistics methods, inferential statistics methods, Pearson correlation coefficient significance test were used to test the hypotheses, and path regression analysis was used to determine the role of each variable. Spss 22 and Smart PLS software were also used for data analysis.

Investigating the hypotheses

Main Hypothesis 1: There is a significant relationship between personality traits and cultural intelligence.

According to Table (1), it is concluded that the effect of personality traits on cultural intelligence is 0.715 and since its significance level is 0.008 and less than 0.05, we conclude that this variable has a significant effect on the model. This means that personality traits have a positive and significant effect on cultural intelligence. Therefore, Main hypothesis 1 is confirmed.

Main Hypothesis 2: There is a significant relationship between personality traits and career adaptability.

According to Table (1), it is concluded that the effect of personality traits on career adaptability is 0.789 and since its significance level is 0.011 and less than 0.05, we conclude that this variable has a significant effect on the model. This means that personality traits have a positive and significant effect on career adaptability. Therefore, Main Hypothesis 2 is confirmed.

Hypothesis 3: There is a significant relationship between cultural intelligence and career adaptability.

According to Table (1), it is concluded that the effect of cultural intelligence on career adaptability is 0.768 and since its significance level is 0.016 and less than 0.05, we conclude that this variable has a significant effect on the model. This means that cultural intelligence has a positive and significant effect on career adaptability. Therefore, Main Hypothesis 3 is confirmed.

Sub-hypothesis 1: There is a significant relationship between neuroticism and cultural intelligence.

According to Table (1), it is concluded that the effect of neuroticism on cultural intelligence is -0.615 and since its significance level is 0.022 and less than 0.05, we conclude that this variable has a significant effect on the model. This means that neuroticism has a negative and significant effect on cultural intelligence. Therefore, sub-hypothesis 1 is confirmed.

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Sub-hypothesis 2: There is a significant relationship between extraversion and cultural intelligence.
According to Table (1), it is concluded that the effect of extraversion on cultural intelligence is 0.591 and since its significance level is 0.007 and less than 0.05, we conclude that this variable has a significant effect on the model. This means that extraversion has a positive and significant effect on cultural intelligence. Therefore, Sub-hypothesis 2 is confirmed.

Sub-hypothesis 3: There is a significant relationship between openness and cultural intelligence.
According to Table (1), it is concluded that the effect of openness on cultural intelligence is 0.615 and since its significance level is 0.015 and less than 0.05, we conclude that this variable has a significant effect on the model. This means that openness has a positive and significant effect on cultural intelligence. Therefore, Sub-hypothesis 3 is confirmed.

Sub-hypothesis 4: There is a significant relationship between agreeableness and cultural intelligence.
According to Table (1), it is concluded that the effect of agreeableness on cultural intelligence is 0.632 and since its significance level is 0.018 and less than 0.05, we conclude that this variable has a significant effect on the model. This means that agreeableness has a positive and significant effect on cultural intelligence. Therefore, Sub-hypothesis 4 is confirmed.

Sub-hypothesis 5: There is a significant relationship between conscientiousness and cultural intelligence.
According to Table (1), it is concluded that the effect of conscientiousness on cultural intelligence is 0.724 and since its significance level is 0.005 and less than 0.05, we conclude that this variable has a significant effect on the model. This means that conscientiousness has a positive and significant effect on cultural intelligence. Therefore, Sub-hypothesis 5 is confirmed.

Sub-hypothesis 6: There is a significant relationship between neuroticism and career adaptability.
According to Table (1), it is concluded that the effect of neuroticism on career adaptability is -0.739 and since its significance level is 0.003 and less than 0.05, we conclude that this variable has a significant effect on the model. This means that neuroticism has a negative and significant effect on career adaptability. Therefore, Sub-hypothesis 6 is confirmed.

Sub-hypothesis 7: There is a significant relationship between extraversion and career adaptability.
According to Table (1), it is concluded that the effect of extraversion on career adaptability is 0.659 and since its significance level is 0.008 and less than 0.05, we conclude that this variable has a significant effect on the model. This means that extraversion has a positive and significant effect on career adaptability. Therefore, Sub-hypothesis 7 is confirmed.

Sub-hypothesis 8: There is a significant relationship between openness and career adaptability.
According to Table (1), it is concluded that the effect of openness on career adaptability is equal to 0.741 and since its significance level is 0.024 and less than 0.05, we conclude that this variable has a significant effect on the model. This means that openness has a positive and significant effect on career adaptability. Therefore, Sub-hypothesis 8 is confirmed.

Sub-hypothesis 9: There is a significant relationship between agreeableness and career adaptability.
According to Table (1), it is concluded that the effect of adjustment on career adaptability is 0.745 and since its significance level is 0.032 and less than 0.05, we conclude that this variable has a significant effect on the model. This means that agreeableness has a positive and significant effect on career adaptability. Therefore, Sub-hypothesis 9 is confirmed.

Sub-hypothesis 10: There is a significant relationship between conscientiousness and career adaptability.
According to Table (1), it is concluded that the effect of conscientiousness on career adaptability is 0.765 and since its significance level is 0.012 and less than 0.05, we conclude

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that this variable has a significant effect on the model. This means that conscientiousness has a positive and significant effect on career adaptability. Therefore, Sub-hypothesis 10 is confirmed.

Table 1. Investigating the relationships between variables using structural equation modeling

Relationships	Effect value	Sig. level
Personality traits → Cultural intelligence	0.715	0.008
Personality traits → Career adaptability	0.789	0.011
Cultural intelligence → Career adaptability	0. 768	0.016
Neuroticism → Cultural intelligence	-0.615	0.022
Extraversion → Cultural intelligence	0.615	0.015
Openness → Cultural intelligence	0.732	0.023
Agreeableness → Cultural intelligence	0.632	0.018
Conscientiousness → Cultural intelligence	0.724	0.005
Neuroticism → Career adaptability	-0.739	0.003
Extraversion → Career adaptability	0.659	0.008
Openness → Career adaptability	0.741	0.024
Agreeableness → Career adaptability	0.745	0.032
Conscientiousness → Career adaptability	0.765	0.012

According to the results of the correlation and regression table, there is a significant relationship between personality traits and career adaptability. This relationship was negatively significant in neuroticism and positively significant in the components of extraversion, openness, agreeableness and conscientiousness. The negative relationship between neuroticism and career adaptability was confirmed by Molaei et al. (2015), Rossier et al. (2012), Ongore (2014), Zacher (2014) and the positive relationship between extraversion and career adaptability was confirmed by Molaei et al. (2015), Zacher (2014) confirmed, the positive relationship between openness, agreeableness and conscientiousness and career adaptation was confirmed by Molaei et al. (2015), Basak and Ghosh (2014) and Zacher (2014).

Discussion and Conclusion

Among the occupational organizations, hospitals are the largest organization after the ministry. As a result, the attention of the country's health sector should be directed in such as way to provide the best services; because providing the best services is one of the most important duties of employees in an organization. In explaining the relationship between personality traits and career adaptability, it can be said that a person's behavior in any situation depends on the specific characteristics of the situation and the person's temporary feelings and moods but it also depends on the person's fixed characteristics, such as abilities, habits, and general tendencies that can be called traits. Working in a profession requires having a specific pattern of abilities, desires, and personality traits, as personality types create parameters for behavior, a person's personality determines motivation and attitude toward a job, and the way a person responds to job requirements. When the characteristics of the person and the work environment match, there is a consistency between the person's characteristics and the job requirements, job performance, satisfaction and adaptation will be higher. On the other hand, organizations look for a workforce that better meets job demands and is more adaptable to changes in job demands, and individuals also look for organizations that use their special abilities and meet their specific needs. Therefore, these traits can be used as a framework for predicting vocational behaviors and career adaptability. Some of these personality traits (extraversion, openness, agreeableness, conscientiousness) have a positive aspect and make a person ready to adapt to the environment, and others, such as neuroticism, have a negative and incompatible

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aspect that causes serious harm in the workplace. In explaining this finding, it can be said that neuroticism is characterized by features such as having negative emotions such as fear, sadness, guilt, feeling of guilt, feeling of constant and pervasive clumsiness, and more vulnerability. A high score on neuroticism indicates the personality of people who are uncomfortable, sensitive, and prone to feeling inferior in interpersonal situations. These people are usually shy and have social anxiety in large groups. The inability of people to control their cravings and desires is also a characteristic of these people, although these people know that they will regret their it after satisfying their desire and excitement. These characteristics make it difficult to tolerate the work environment and can play a direct role in career adaptability. Since destructive emotion affects a person's adaptation to the environment, people with high scores on neuroticism are more likely to have irrational beliefs, have less power to control impulses, and be quarrelsome in situations where things do not go their way and show poorer levels of adaptation to others and stressful situations. In explaining the relationship between extroversion and career adaptability, it can be said that extroverted personality is associated with characteristics such as the desire to invest energy in people and external objects instead of engaging in mental and internal activities and tendency to positive emotions, collectivism with courage, being active and talkativeness. Given that these people are decisive, active and conversationalist in practice, and also this scale shows the interest of people in the development of their work; therefore, it should be said that it is very likely that people who have a high degree of extraversion have a greater desire and interest in their work and try to show their creativity. Extraversion characteristics enhance the social ability of extroverts and increase the levels of activity and social interactions, the ability to establish intimate and close relationships, all of which increase the ability of people to adapt to psychological and non-psychological factors in the workplace.

In explaining the relationship between openness and career adaptability, openness to experience has components such as imagination, aesthetics, emotions, actions, views and values, and these characteristics represent people who come up with new ideas and experiences and have a creative, innovative and thoughtful personality. These people are willing to enjoy new theories and unconventional values and have more positive and negative feelings than closed people. People with less openness are conservative, have fewer interactions, and have less organizational involvement. These characteristics make people with this trait search for new ideas and use their creativity to solve new problems, and thus can more easily adapt in the face of job challenges and unforeseen job tasks that in some cases cause a kind of short-term or long-term inconsistency between the person and their work environment.

In explaining the relationship between agreeableness and career adaptability, it can be said that agreeable people are compassionate towards others, honest and eager to help others, and believe that others, in turn, are useful to others. In contrast, disagreeable people are indecisive, deceitful and hesitant. This trait emphasizes interpersonal communication. People who score high on this trait have trust and goodwill in others, are sincere and unaffected, are active and eager to help others, have good self-confidence, and emphasize the human aspects of social policies. In contrast, people with lower agreeableness are more self-centered and skeptical of others. In explaining this finding, it can be said that these characteristics and reflections of behaviors such as eagerness to help others, the ability to empathize with others and activities to help others cause one's co-workers to do the same to some extent. This causes the person to find a more positive aspect of the psychological condition in the workplace and to strengthen career adaptability of employees.

Theoretically, conscientiousness is the ability to control impulses, inclinations, and the application of plans and programs in behavior to achieve goals. It has characteristics such as accuracy, planning, perseverance, hard work, and progress seeking. Conscientious people are determined and willing to work hard, succeed and be healthy. In contrast, people who score low on conscientiousness are more likely to be subject to their own desires and prefer less

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organized environments. The combination of these characteristics helps people in conscientiousness to see challenges controllable and as an opportunity for adaptation, and to deal with problems purposefully instead of avoiding them. Because of characteristics such as reliability, perseverance and diligence, a conscientious person accepts the difficulty of work and does it with planning. The two main features that are considered in this index are impulse control and the tendency to use plans and programs in behavior. A conscientious person has a strong predetermined goal and desire. These positive characteristics in conscientious personalities cause them to solve problems in the work environment with planning and perseverance, and increase their ability to adapt to the job. Conscientiousness has a positive and significant relationship with successism and desire for success, career path successes and job performance.

However, it is also important to note that it is not possible to say in which job someone will have high job performance, satisfaction and adaptation only based on the person's personality type; but given that career adaptability is the desire to be involved in the process of achieving integration with the environment and as a motivating force that guides people's work activities and predicts several important outcomes such as reducing the negative effects of job stress and increasing job satisfaction for successful management of job challenges, by being aware of a person's personality, one can avoid being appointed to jobs that do not fit his or her characteristics, which in turn will reduce job dissatisfaction and increase adaptability.

Personality traits also have a positive and significant effect on cultural intelligence; because the significance value is less than 0.05 and the null hypothesis is rejected and the alternative hypothesis that there is a positive and significant effect is confirmed. The results of this study has convergence with the findings of Modi (2007), Van Dyne and Ang (2000), Hert and Donovan (2000), Earley and Mosakowski (2004), Earley and Ang (2003), Caligory (2000), Hogan (1986) and Black (1990). The effect of personality on cultural intelligence shows that people with different personality types are in different situations in terms of cultural intelligence. Therefore, the officials of the organization should employ and train employees according to their personality traits; because in every organization, there is a certain culture and employees should be able to understand and recognize different cultures. According to the results of the research, personality tests can be used when hiring hospital employees so as to select employees for the organization who are in a high position in terms of cultural intelligence and have the ability to deal with and lead patients who are culturally different, or employees can be trained so that they are able to manage in different cultural contexts. However, this method is more expensive and it is best to keep this in mind when employing. We should remember that if employees are not able to deal with other employees and patients with different cultures, there will be countless and intense conflicts in the organization, and these conflicts will be such that they can push the organization to the brink of destruction; because the basis of the formation of a social institution like an organization lies in its social relations, and if people cannot communicate because of different cultures, nothing will remain of the organization. So in such a situation, only employees can save the organization with their art of management and apply proper management to patients by being able to understand different cultures.

Regarding the effect of cultural intelligence on career adaptability, it can be said that cultural intelligence helps a person to acquire the necessary knowledge and awareness about the culture of the work environment, and to adopt appropriate plans and strategies in the face of cultural conflicts. In fact, cultural intelligence, by creating internal motivation in individuals, helps them with adaptability to deal with new cultural experiences and helps them to solve problems related to their new job position.

In explaining the effect of cultural intelligence on career adaptability, it can be said that according to Ang and Dien (2008), the factor of cultural intelligence strategy, by promoting active thinking about people and situations, poses serious challenges for strict dependence on boundary of cultural thinking and cultural presuppositions. They create. Also, according

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to Earley and Ang (2003), cultural intelligence is necessary to create a good working relationship between members of an organization who are in professional interaction with each other. The most important feature of cultural intelligence is the reflection on judgment to collect enough information to help individuals give themselves the opportunity to gain a mutual understanding of each other's cultures. Therefore, cultural intelligence facilitates and accelerates communication in the workplace and makes it effective, and this can promote the factors of personality traits, such as: trust, collective solidarity, empathy-collaboration-participation, cooperation and common norms, and as a result, promote social capital and, ultimately, improve career adaptability.

It should be noted that hospital employees, in terms of work schedule, spend more time together than other employees in the same place and gain a lot of familiarity with each other throughout the year; therefore, they can use their cultural intelligence to improve the communication between colleagues and patients in order to provide a suitable environment to strengthen the components of personality traits among them, and since personality traits include valuable resources, such as honesty, soul's health, empathy, trust, solidarity, sacrifice and the like, can provide a great supportive role and this, in turn, can improve and enhance the level of job satisfaction and adaptation.

Considering the results of this research, it is suggested that the role of cultural intelligence and personality traits in career adaptability be performed among the employees of other organizations. Since the present research did not consider demographic characteristics such as age, history and gender, it seems necessary to conduct research on the role of cultural intelligence and personality traits in career adaptability by considering these characteristics. Because in this research, questionnaires were used, there is a possibility of the effect of social desirability on the results; therefore, it is recommended to investigate the role of cultural intelligence and personality traits in career adaptability with other tools such as interviews. From the findings of this research, it can be concluded that in order to increase career adaptation of hospital employees, it is necessary to provide a suitable context and basis for increasing and promoting personality traits and cultural intelligence among this group. For this purpose, it is suggested that planning for cultural intelligence training, which can be taught, be considered. It is also suggested that cultural intelligence be used as one of the criteria for selecting hospital employees and provide the basis for participation of employees in making decisions of hospitals and medical organizations, and also create appropriate conditions for group activities in the field of job and recreation among employees. Considering the effectiveness of personality traits on career adaptability, organizations can be suggested to use personality tests at the time of hiring and job search to maximize the fit of personality and jobs in such a way that organizations can benefit from such an approach. According to the results of the research, employees can reduce the negative personality traits in their work life and work environment by being aware of the effect of personality traits and cultural intelligence variables on their career adaptability and increase their adaptability to their work environment by knowing themselves and managing behaviors and emotions properly. Officials should design programs to promote employees' cultural intelligence, thereby increasing their career adaptability.

It is suggested that the officials of the Ministry of Health, in order to advance goals such as increasing the adaptability of hospital employees, in addition to individual and psychological dimensions, pay enough attention to and identify social factors that affect cultural intelligence and pay attention to them in order to achieve goals. Managers in hospitals should also provide scientific environments for their employees to increase interaction between different ethnic groups of employees. It is suggested that since cultural intelligence is an emerging phenomenon in the field of psychology, more in-depth research should be conducted in this regard.

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