

## Cultural Intelligence and Team Effectiveness: A Study of Sports Club Managers in Tehran

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### Abstract

With new technological advancements, organizations need managers that are familiar with different cultures and can relate and work effectively across cultures. Managers that understand the value of cultural intelligence can use cultural diversity to achieve higher organizational goals. The purpose of the present research was to examine the relationship between cultural intelligence and team effectiveness in 170 managers of sports clubs affiliated with Tehran Municipality. Data were collected using Cultural Intelligence Scale and Team Effectiveness Questionnaire (with a Cronbach's alpha of 0.84 and 0.77 respectively) and were analyzed in LISREL. The data were analyzed using descriptive (mean, standard deviation, frequency, and percentage) and inferential statistics (Pearson correlation coefficient and factor analysis) in LISREL software. Given the significance of t-value, there is a significant relationship between meta-cognitive, cognitive, and motivational aspects of cultural intelligence and team effectiveness at the 95% confidence interval. The results also suggest that the model fits the data, as  $\chi^2$ , RMSEA, and  $\chi^2/df$  are low and GFI and AGFI are higher than 90%. However, there is no significant relationship between the behavioral aspect of cultural intelligence and team effectiveness at the 95% confidence and interval.

**Keywords:** Cultural intelligence, team, team effectiveness

### Introduction

With the cultural diversity in modern societies, good communication has become a greater challenge. Recognizing, valuing, and supporting differences can maximize the productivity of everyone in the workplace (Bibikova and Kotelnikov, 2006). The ability to adapt successfully to the new specific cultural values is determined by the person's culture intelligence. Work groups should develop cultural intelligence to perform effectively. Heterogeneous groups have greater potential for success and failure than homogeneous groups. The trick is to maximize the positive effects and minimize the negative effects of cultural diversity (Thomas and Inkson, 2004).

Many organizations have evolved in today's competitive environment and each change requires interaction between managers and employees to adapt to it. One of these changes is working with individuals of different cultural background (Earley and Ang, 2004). To achieve team effectiveness, managers of these organizations must have a high level of culture intelligence. The structure of sports clubs is similar to that of other service and sports organizations, but human resources are more important in the former because all the affairs in these clubs are based on individuals and their interaction. Thus, cultural intelligence may be essential to the effectiveness of these clubs.

Sport clubs Structure are similar to other service organizations, but since all the matters in these clubs is based on individuals and their relationships, so perhaps the key factor in improving the effectiveness of cultural

intelligence goes. The more important point in the field of physical education and activity in this industry is to communicate with people from different cultures. Interacting with people of different cultures create problems, which ultimately leads to the creation of cultural challenges may thus affect the effectiveness of the Administrators group (Thomas and Inkson, 2008).

There is much cultural variety in the sports industry, and the ability to establish effective relations across cultures is essential to viability of sports organizations. The interaction with people of different cultures can pose challenges and problems that may have a negative impact on team effectiveness (Thomas and Inkson, 2008). Cultural intelligence was first introduced by Earley and Ang (2003) who defined it as a person's capability to adapt as they interacts with others from different cultural regions. This concept consists of 4 components: motivation (drive), cognition (knowledge), meta-cognition (strategy) and behavior (action). The purpose of the present research was to investigate the relationship between cultural intelligence and team effectiveness in sports club managers.

### Materials and Methods

This study is a descriptive-correlative one. The population of this research consisted of all the managers of sports clubs affiliated with Tehran Municipality (N = 200). 170 managers were randomly selected as the sample. The data were collected using Cultural Intelligence Scale (CQS) and Team Effectiveness Questionnaire (TEQ) (with a Cronbach's alpha of 0.84 and 0.77 respectively). The data were analyzed using descriptive (mean, standard deviation, frequency, and percentage) and inferential statistics (Pearson correlation coefficient and factor analysis) in LISREL software.

### Results

Table 1 provides the results of Kolmogorov-Smirnov test of normality. The data show that the p-value for all the variables is greater than 0.05, and thus the data are normally distributed.

**Table 1: Kolmogorov-Smirnov test results**

statistics	Variable	Cultural intelligence	Team effectiveness
average		2.25	3.13
Standard deviation		0.36	0.54
Test-value		1.01	1.87
p- value		0.25	0.05

Table 2 provides descriptive statistics about gender. The data show that 52 percent of the population are male and 48 percent are female.

**Table 2: Gender**

statistics	NO.	Percent	Percent Of valid	Cumulative percentage
gender				
female	88	49.7	51.8	51.8
male	82	46.3	48.2	100.0
tot	170	96/.	100.0	

Table 3 provides the frequency of academic degree in the respondents. The data show that 54.1 percent of the participants have bachelor's degree, 53.3 percent have master's degree, and 10.6 percent have high school diploma.

**Table 3: Academic degree**

Statistics educations	NO.	Percent	Percent Of valid	Cumulative percentage
diploma	18	10.2	10.6	10.6
Bachelores degree	92	52.0	54.1	64.7
Masters degree	60	33.9	35.3	100.0
tot	170	96.0	100	

The table below provides the frequency of management experience. As the data show, 49.4 percent of the participants have less than 10 years of experience, 47.1 percent have 10-20 years of experience, and 3.5 percent have more than 20 years of experience. The data also indicate that 2.4 percent of the participants are less than 30 years old, 64.1 percent are between 30 and 40 years old, and 33.5 percent are older than 40 years.

**Table 4: Experience**

Statistics Experience	NO.	Percent	Percent Of valid	Cumulative percentage
Less than 10 years	84	47.5	49.4	49.4
Between 10 to 20	80	45.2	47.1	96.5
More than 20 years	6	3.4	3.5	100
tot	170	96.0	100	

Table 5 provides the minimum, maximum, mean, and standard deviation of CQS and TEQ items.

**Table 5: Descriptive Statistics**

Descriptive Statistics	NO.	Min	Max	mean	SD
Dimension variables					
knowledge	170	18	26	22.23	2.005
strategy	170	15	42	31.58	5.106
motivation	170	16	29	21.35	3.758
Behavioral	170	14	29	21.51	4.219
Team effectiveness	170	62	90	80.65	7.244

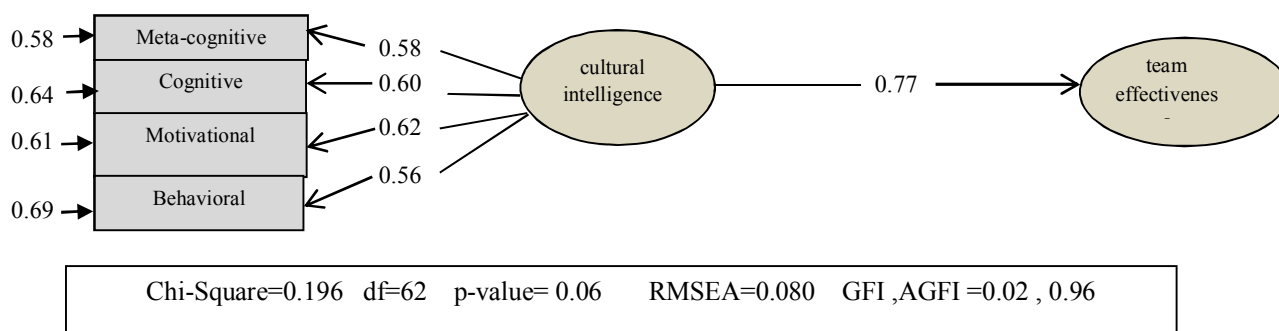
Here the results of hypothesis testing using structural equation modeling (SEM) are presented. The figure displays the causal relationship between the variables. The table also shows that coefficient of determination ( $R^2$ ), t-value, and goodness of fit indices ( $\chi^2$ , RMSEA, GFI, and AGFI).

**Table 6:relationship between meta-cognitive, cognitive, and motivational aspects of cultural intelligence and team effectiveness**

variables	Ratio of non-standard	Ratio of standard	R <sup>2</sup>	T-value	Result
cognitive cultural intelligence and team effectiveness Sports Club Managers	0.78	0.78	0.57	2.27	accept
meta-cognitive cultural intelligence and team effectiveness Sports Club Managers	0.8	0.8	0.76	7.78	accept
motivational cultural intelligence and team effectiveness Sports Club Managers	0.53	0.53	0.70	4.09	accept
Behavioral cultural intelligence and team effectiveness Sports Club Managers	0.75	0.75	0.58	1.90	Rejection

Given the significance of t-value, there is a significant relationship between meta-cognitive, cognitive, and motivational aspects of cultural intelligence and team effectiveness at the 95% confidence interval. The results also suggest that the model fits the data, as  $\chi^2$ , RMSEA, and  $\chi^2/df$  are low and GFI and AGFI are higher than 90%. However, there is no significant relationship between the behavioral aspect of cultural intelligence and team effectiveness at the 95% confidence and interval.

**Structural Equation Modelling**



The goodness of fit of the model is evaluated using the indices provided by LISREL:

1. The value of  $\chi^2$  for the model proposed in this research is low (0.196) and the degree of freedom is 62. Generally in SEM, lower  $\chi^2$  values indicate high goodness of fit of the model.
2. The value of RMSEA is 0.08. In SEM, RMSEA values lower than 0.1 generally indicate high goodness of fit of the model. Therefore, the RMSEA of the model proposed in this research is appropriate.
3. GFI and AGFI are important measures of goodness of fit in SEM that do not depend on sample size. Goodness of fit test determines how well a model fits a set of observations. The value of these indices are 0.96 and 0.82 respectively. In SEM, GFI and AGFI values higher than 0.90 indicate high goodness of fit of the model.

**Discussion and Conclusion**

The results showed that there is a significant relationship between the cognitive, meta-cognitive, and motivational aspects of cultural intelligence and team effectiveness. The results of theory and previous research that proves the effectiveness of cultural intelligence on team effectiveness eg. (Hadizade Moghaddam, 2008; Abzary, Etebarian and Khani, 2009; Fakhim, 2008). However, no significant relationship was observed between the behavioral aspect of cultural intelligence and team effectiveness. Knowledge of cultural similarities and differences, interest and confidence in functioning effectively in culturally diverse settings, making sense of culturally diverse experiences, and adapting verbal and nonverbal behavior to make it appropriate to diverse cultures play a significant role effective functioning of a team. Therefore, in culturally diverse teams, effectiveness can be enhanced by developing cultural intelligence in the members. Team members with cultural intelligence respect and adapt to the cultural setting of the team, which is essential for its success. Training employees about differences and similarities in values, norms, and behaviors across cultures, providing

conditions where they can interact with people of other cultures, and respecting symbols, customs, and events in different cultures are strategies that organizations can pursue to develop employees' cultural intelligence. These strategies can improve employees' understanding, adaptability, effective communication, and tolerance toward people of other cultures.

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