Cultural intelligence (CQ) as a necessary condition for social integration in Global Virtual Teams (GVTs)

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Richter/Martin/Hansen/Taras/Alon 2021: Motivational configurations of cultural intelligence, social integration, and performance in global virtual teams, Journal of Business Research 129, 351-367

CQ of the team leader: a necessity for social integration in GVT?

Motivational cultural intelligence (CQ)
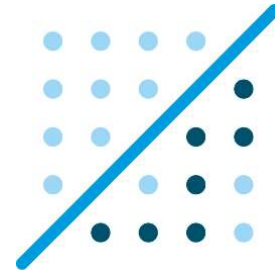… the individuals' interest in experiencing cultural diversity (relational skills),
… self-efficacy to adjust to different others and perform in challenging cross-cultural situations.

Leader mot. CQ

Social integration

CQ   CQ   CQ   CQ   CQ   CQ

Team-max. mot. CQ

Team-min. mot. CQ

Team-avg. mot. CQ
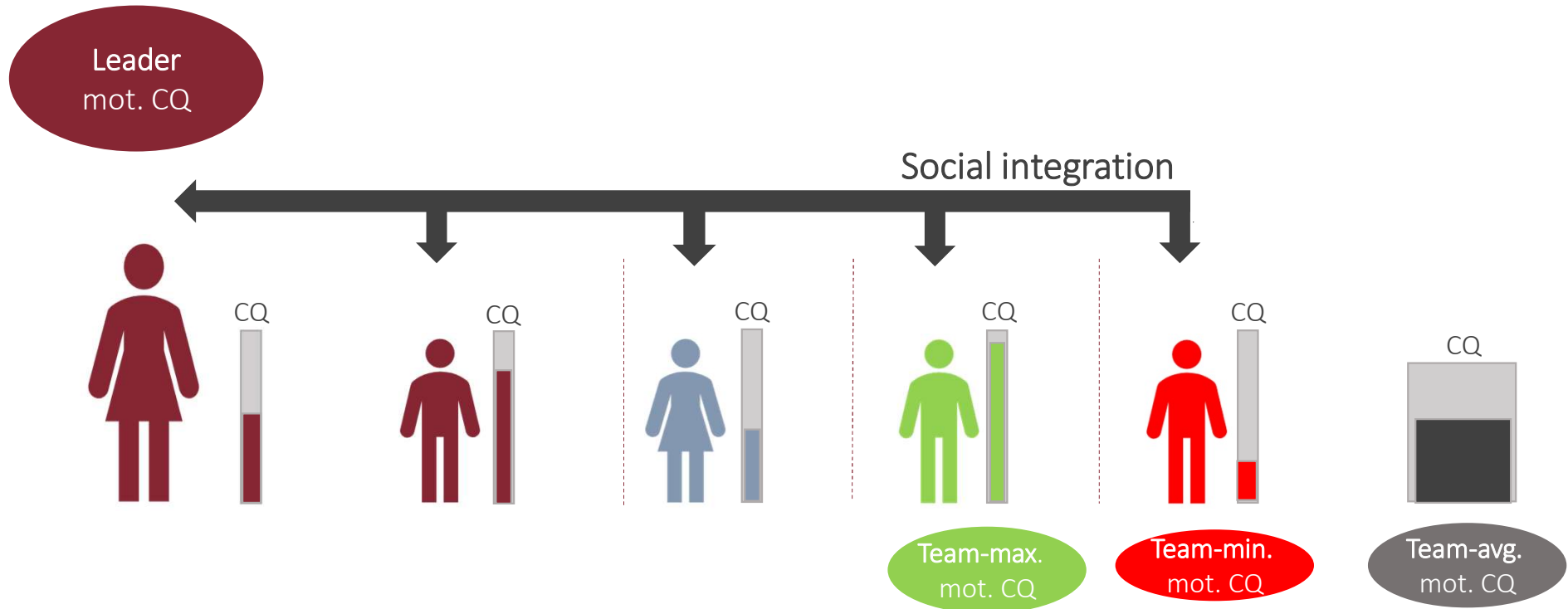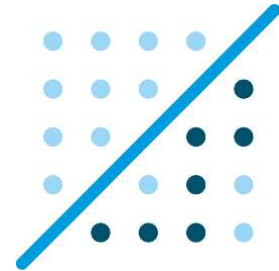
Hypotheses development: An example

"The **CQ of the team leader** is a **necessary condition** for a **strong social integration** on the team."

Priority	To be answered	Illustration
1	Why will Y be absent if X is absent?	- CQ = necessary capabilities needed to be effective in the presence of cultural diversity - If a team leader lacks CQ, he/she cannot effectively mediate intra-team conflict, cannot prevent social categorization effects, and the team will not interact effectively - Without CQ of the team leader a GVT will be unable to socially integrate its members.
2	Why will X always be present if Y is present	In culturally diverse teams with strong social integration, we find culturally intelligent team leaders.
3	Why can other concepts not compensate for the absence of X?	- As the norms for social interaction vary between cultures, it is unlikely that other intelligences will translate automatically into effective cross-cultural interaction - The CQ of the team leader cannot be substituted by other team members' CQ due to the specific role that the leader plays in promoting the team's integration.

See: Richter/Hauff 2022

Insights into our research approach

Sample

https://x-culture.org/

IB competition
150 universities
Real-life business challenges
Six months duration

N=966 individuals, 263 GVTs
from 87 countries, 3.4 different
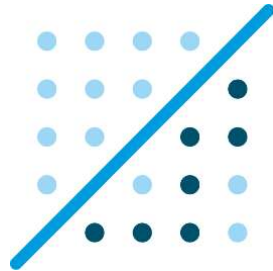nationalities per team

Key measures

Social integration:
Individual ratings along six reflective items
covering cohesiveness, trust/morale and
satisfaction with the team
Aggregated to the group level

Motivational CQ:
Self-assessments along five reflective items
from a dominant scale to measure CQ
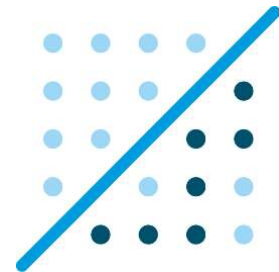Averaged; scores of relevant individuals
identified

GROUP

Key Findings from NCA on social integration

Ensure that the leader brings the right CQ level and follow up on necessity logic in the field!

|	Effect size	p-value	Social integration (selected percentiles)	Leader CQ (scores on actual 5-point scale)
Team-avg. mot. CQ	0.252**	0.001	50	2.45
Team-min. mot. CQ	0.126	0.640	75	3.16
Leader mot. CQ	0.191**	0.003	90	4.35

$^{†}p < 0.1$; $*p < .05$; $**p < 0.01$; $***p < 0.001$.
The d value and the bottleneck table are based on the ceiling envelopment–free disposal hull ceiling technique (ce-fdh). Significance testing in the NCA is performed with 10,000 permutations.

CQ > 3.16

Leader
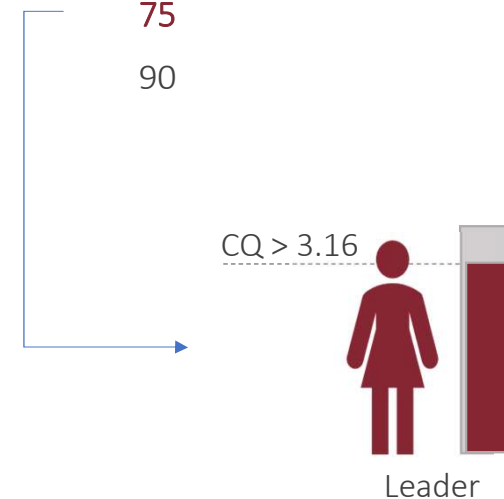
Reflections

- Topics, research questions?
  Reviews, implicit / explicit arguments

- Theory and hypothesis development?
  Frameworks proposed, specificity of hypotheses

- Research design: stand-alone or triangulation?
  Regression, PLS-SEM, machine learning, Importance-Performance-Analyses…

- Interpretation of necessary levels?
  Method-wise, generalizability related to theory development

ACADEMY OF Management
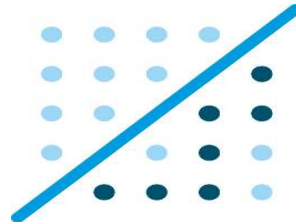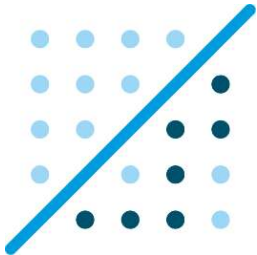
Please explore some of our recent NCA publications:

Richter/Martin/Hansen/Taras/Alon 2021: Motivational **configurations of cultural intelligence, social integration, and performance in global virtual teams**, Journal of Business Research, 129, 351-367.

Richter/Hauff 2022: **Necessary conditions in international business research**: advancing the field with a new perspective on causality and data analysis, Journal of World Business, 57, 101310.

Richter/Schubring/Hauff/Ringle/Sarstedt 2020: When predictors of outcomes are necessary: Guidelines for the **combined use of PLS-SEM and NCA**, Industrial Management & Data Systems, 120(12), 2243-2267.