

THE RELATIONSHIP BETWEEN CULTURAL
INTELLIGENCE AND TEAM EFFECTIVENESS AMONG
THE ADMINISTRATIVE SUPPORT STAFF AT PUSTAKA
NEGERI SARAWAK

Prepared for:
PROFESOR MADYA PAULINE ACHAN

Prepared by:
JOY RABAI LAGANG
BACHELOR OF OFFICE SYSTEMS MANAGEMENT
(HONS)

UNIVERSITI TEKNOLOGI MARA (UiTM)
FACULTY OF BUSINESS AND MANAGEMENT

JUNE 2017

ABSTRACT

Now days, cultural intelligence is more important because of the increased number of interactions among people with different cultural background in today's globalized world. Cultural intelligence was also able to solve and manage conflicts with customers, clients, colleagues and stakeholders with various backgrounds around the world very essential in today's business environment. Besides that, cultural intelligence will provide a better understanding for the organization about the cultural intelligence is more important to make the organization successful. The purpose of the study was to investigate the relationship between cultural intelligence and team effectiveness among the administrative support staff at Pustaka Negeri Sarawak, Malaysia. This study was a non-experimental research and a correlational study. The framework that used in this study was the Four Factor Model of cultural intelligence that was adopted from Ang and Earley (2003). There are four factors of cultural intelligence that is strategic, motivational, behaviour and knowledge. The instrument used to collect data for this study was questionnaire and the sampling technique used was convenience sampling. Before the actual study was conducted, a pilot study was done at the Universiti Zainal Abidin (UNIZA) in order to test the validity and reliability of the items in the questionnaire. The questionnaire was adopted from Cultural Intelligence Center (2005) for Section B and for Section C was adopted from First Steps Training and Development by Maxwell (2016). The respondents were the administrative support staff at Pustaka Negeri Sarawak and the sample size was 120 with a return rate of 92% (110). The findings showed there a positive relationship between cultural intelligence and team effectiveness among the administrative support staff at Pustaka Negeri Sarawak. The finding showed that all the four-factors of Cultural Intelligence (Strategic, Motivational, Behaviour and Knowledge) have a

ACKNOWLEDGEMENT

First, I would like to thank to God, because with His mercy I was able to complete my research paper to fulfil the requirements of the Academic Project (ASM662) course. I would like to express my sincere gratitude to my supervisor Prof. Madya Pauline Achan for her patience, motivation, enthusiasm, and immense knowledge. Her guidance helped me throughout the time of research and writing of this research proposal. I could not have imagined having a better advisor and mentor in completing this research. I would also like to thank my research method (ASM601) lectures, Associated Professor Dr. Halimatun Haji Khalid and Dr. Norlina binti Mohamed for their guidance, support and advice.

I also would like to thank Encik Bronny Lawrance (Bahagian Penyelidikan dan Pembangunan) for helping me with the data collection at Pustaka Negeri Sarawak. Without his assistance, I would have not been able to obtain data that I needed. Besides that, I would like to thank the rest of my group members namely Muhammad Idris bin Halim, Raja Firdaus bin Raja Aziz and Muhammad Raimi bin Kamal, for the on-going discussions, and efforts we put together in order to complete this research.

Last but not least, I would like to thank my parents and the rest of my family who had patiently inspired and motivated me in my studies.

Joy Rabai Lagang
June 2017
Faculty of Business and Management
Universiti Teknologi MARA

TABLE OF CONTENTS

	Page
AUTHOR'S DECLARATION.....	i
ABSTRACT.....	ii
ACKNOWLEDGEMENT.....	iv
LIST OF TABLES.....	vii
LIST OF FIGURE.....	ix
LIST OF APPENDICES.....	x
CHAPTER 1	
INTRODUCTION.....	1
Background of the Study.....	1
Statement of the Problem.....	3
Research Objectives.....	4
Research Questions.....	4
Significance of the Study.....	5
Limitation of the Study.....	6
Definitions of Terms.....	6
CHAPTER 2	
LITERATURE REVIEW.....	9
Introduction.....	9
Team Effectiveness.....	9
Four Factor Model of Cultural Intelligence (CQ).....	11
Conceptual Framework.....	15
CHAPTER 3	
METHODOLOGY.....	17

CHAPTER 1

INTRODUCTION

This chapter discusses the overview of the research that has been conducted. The background, research problems, research objectives, research questions, limitations of the study, significance and definition of the terms will be briefly stated. Therefore, this chapter is aimed at answering the question as to why there a need to conduct this study and the importance of the research findings to the relevant parties.

Background of the Study

With cultural diversities among peoples in our society, good communication among each other has become a greater challenge. As globalization rendered the business environment around the world to became more complex, dynamic and competitive, the ability to function effectively in different cultural contexts called Cultural Intelligence (CQ) has never been more important for organizations (Lion, 2015). Cultural differences can affect a team's performance in an organization (Sarah C. Bauer, 2016) and a lack of attention on cross cultural communication in a team setting can bury your organization in strife, muted conflict, poor motivation and worse (Corey & Fok, 2014). Cultural intelligence is important because it can affect