

# The Impact of Temporary Diversity Upon Team Process & Team Effectiveness: A Cross-Cultural Perspective



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## Objective

The purpose of this study is to provide the opportunity to extend a current study we conducted into a cross-cultural study using data collected from teams in the US, the Netherlands, Germany, and Portugal. We are testing whether or not the conceptual model for the US study holds in different cultures. The focus of the current study is to determine whether similarities or differences in the temporal profile of teams and individual team members effect how successfully teams work together.

## Domestic Study: Noted Supported Hypotheses

### Hypothesis 1a,b,c

Greater use of Team Aggregate Processes will positively correlate with Team Member Satisfaction. {e.g., Transition, Action, & Interpersonal Processes}

### Hypothesis 2a,b,c

Greater use of Team Aggregate Processes will positively correlate with Team Viability. {e.g., Transition, Action, & Interpersonal Processes}

### Hypothesis 3a & b

Greater Team Temporal Conflict will negatively correlate to Team Member Satisfaction and Team Viability.

### Hypothesis 4a & b

Greater Shared Temporal Cognitions will positively correlate with Team Member Satisfaction and Team Viability.

### Hypothesis 5a & b

Greater use of Team Temporal Reminders will positively correlate with Team Member Satisfaction and Team Viability.

### Hypothesis 6a,b,c

Greater Team Temporal Conflict will negatively correlate to the use of Team Aggregate Processes. {e.g., Transition, Action, & Interpersonal Processes}

### Hypothesis 7a,b,c

Greater Shared Temporal Cognitions will positively correlate with the use of Team Aggregate Processes. {e.g., Transition, Action, & Interpersonal Processes}

### Hypothesis 8a,b,c

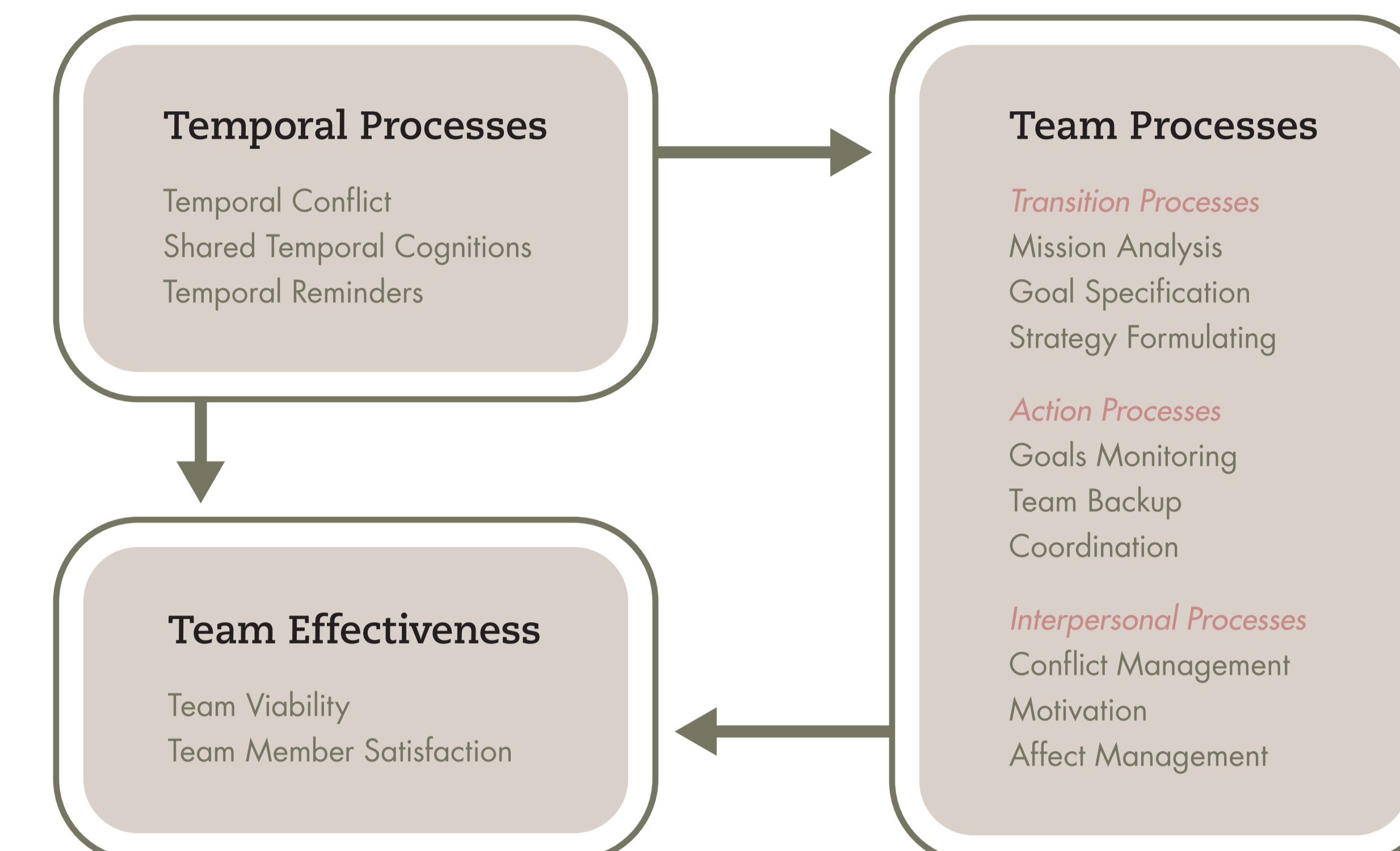
Greater use of Team Temporal Reminders will positively correlate with Team Aggregate Processes. {e.g., Transition, Action, & Interpersonal Processes}

## General Findings for Domestic Study

All hypotheses were supported using hierarchical regression analyses. [Team Orientation and Type A Personality Characteristics were entered in the first step of all equations as control variables.] Our subject population consisted of 108 student teams from a variety of undergraduate business courses involved in semester-long (16 week) projects. Teams varied in size between three and six members. We also found statistical support for a partially mediated effect of Aggregate Team Processes to the relationships between Temporal Process measures and Team Member Satisfaction (see model).

These findings indicate that temporal processes found in and utilized by teams are related to the use of other general team processes such as strategy formulation, coordinative efforts, and affect management. These findings also support our suggestion that temporal processes, temporal aspects of teams, and other specific team processes have a significant effect upon team member satisfaction and team viability.

## Domestic Study: Conceptual Model



### Temporal Process

Involves the shared temporal ideas of the team, as well as how conflict is dealt with and what types of reminders are used for teams to deal with conflict and achieve goals.

### Transition Phase Process

Periods of time where teams focus primarily on evaluation and/or planning activities to guide their accomplishment of a team goal or objective.

### Action Phase Process

Periods of time when teams conduct activities leading directly to goal accomplishment.

### Interpersonal Process

Composed of processes that manage interpersonal relationships. These processes occur during all three phases of team process and typically lay the groundwork for the effectiveness of the other processes.

### Team Effectiveness

Comprised of how satisfied the team members are as-well-as how capable a team is of surviving and growing in favorable conditions.

Cultural profiles in regards to time-based characteristics were created to gather information about differences that effect important team processes and the overall effectiveness of a team. Below are some noted characteristics from the cultures in Germany, the Netherlands, and Portugal.

### Portugal

- \* More relaxed attitude towards time
- \* Do not see deadlines as being crucial
- \* Prefer to do business in the longterm

### The Netherlands

- \* Punctuality is extremely important
- \* Long term business perspective
- \* Adhere to strict agendas
- \* Slow business pace with focus on details

### Germany

- \* Punctuality is extremely important
- \* Process has very formal format
- \* Strict adherence to protocol

## Foreign Study: Extending Hypotheses

For hypotheses 3a & b and 8a, b, c from the domestic study, I predict the same effect in the European sample. This is due to, regardless of cultural profile, the negative effect of conflict on team member satisfaction and team viability. Also, most teams will view temporal reminders as positive tools in the team process.

### Hypothesis 1

Shared Temporal Cognitions will negatively correlate with the Interpersonal Processes for teams in the Netherlands and Germany.

### Hypothesis 2a,b,c

Team Temporal Reminders will positively correlate with Team Member Satisfaction and Team Viability for teams in the Netherlands and Germany. Team Temporal Reminders will negatively correlate with Team Member Satisfaction and Team Viability for teams in Portugal.

### Hypothesis 3

Shared Temporal Cognitions will positively correlate with the Transition Process for teams in the Netherlands.

### Hypothesis 4a,b,c

Use of Team Processes will positively correlate with Team Viability for teams in Germany. {e.g., Transition, Action, & Interpersonal Processes}

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