CVI Evidence of Assessing Cross-Cultural Leadership Adjustment in High-Performance Work Culture Mediated By Cultural Intelligence

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Abstract: Leadership is a constant work in progress. Cultural leaders are attuned to the needs of polarities existing within the circumstances. To rise above these polarities and to engage in global market, managing diversity is akin to the execution of cross-cultural talents permeating all levels in an organization. Therefore, cross-cultural leadership in a globalized era is deemed as an emerging style contributing to organizational performances. For that matter, it stands in need to validate and design a tool to assess cross-cultural leadership adjustment in high-performance work culture that is mediated through individual cultural intelligence. The aim of the study was to validate a scale to investigate expatriate leaders' performances in the cross-cultural management context. A total of nine experts validated 66-items on the content validation form indicating the degree of relevancy. The universal agreement across the panel of experts exhibited an average proportion of 0.85 which is deemed as an acceptable value. The reliability was established through pilot study of 30 respondents. The Cronbach alpha attained for High-Performance Work Culture (α=0.911), Cross-Cultural Leadership Adjustment (α=0.869), and Cultural Intelligence (α=0.945). Hence, the tool was validated with higher precision, and it will be further applied to the predictive & measurement models and the mediation effect will be assessed. This study will further infer the implications of the leader's inner struggles or difficulties in projecting their styles.

1. Introduction

Leadership in the 21st century is not static, but a concept of its own fluidity. Diversification has strengthened the rise of globalization and internationalization which has evolved leadership characteristics whereby one-leader-fit-for all is an outdated notion [1]. An emerging leadership style that is cross-cultural leadership is gaining momentum in the Asian context. Cross-cultural leadership is defined as "the ability of an individual (the leader) to intentionally and unequally influence and motivate members of a culturally different group toward the achievement of a valued outcome by appealing to the shared knowledge and meaning systems of that culturally different group" [2]. It is characterized as a cross-cultural leader's ability to utilize strengths and talents in directing a cohesive cross-cultural team towards organizational goals.

Current leadership transcends all hierarchies impacting the norms of the world thereby it considers for being a relational leader [3, 4]. Relational leadership is a framework process that connotes the idea of a group's cohesiveness, inclusivity, purposefulness, empowerment, and ethics [5]. It conceptualizes the framework as such that the dissimilarities

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existing in cross-cultural context are diminished by successfully managing diversity.

Diversity is a challenge for cross-cultural leaders as it pertains to the idea of not only managing people but also being able to manage diverse teams in a cross-cultural management context [6]. It is important to acknowledge the ambiguity and difficulties faced by managers who must deal with diverse teams by delivering high-performance work culture. Hence, cultural intelligence is the core of cross-cultural leadership style. For most organization to achieve favorable outcome, cultural intelligence of a leader requires one to be culturally sensitive to better suit their leadership characteristics [7].

Leadership proficiency is an asset in a cross-cultural team as it determines the success of cross-border associations in global integrated enterprises [8-11]. However, there exists a lack of clarity among leaders in reshaping leadership attitude that conforms to the local expectations as the leadership characteristics are shaped by previous experiences. In retrospect, developed and developing nations are actively venturing on internationalization of companies that transcend the borders. Likewise, Malaysia as a to-be-developed nation has commercialized the industrial sector through international collaboration that has significantly impacted the local market [12].

In Hofstede GLOBE Study, Malaysia has been identified as high-power distance and collectivist society [13]. Therefore, the concept of cross-cultural leadership adjustment (CLA) is relevant in the Malaysian context. The number of expatriate population is growing, given that they are the major source of competitive advantage. Since there is an inflow of expertise, intelligence, and knowledge transfer retaining brands well-being. The phenomenon has been explored in Thailand [14] and the United Kingdom [15], meanwhile in the Malaysian context, the studies are scarce [16].

Understanding the present need to investigate cross-cultural leadership adjustment contributing to high-performance work culture through a mediation of leaders' cultural intelligence, the study aimed to establish content validity index for the instrument to address the need of the status quo.

2. Methodology

The instrument was designed with sixty-six (66) items. It consists of three (3) constructs with eleven (11) sub constructs (Section A- Demographic Traits; Section B- High-Performance Work Culture: sub construct 1-Direction, sub construct 2-Delievery System, and sub construct 3-Business Result; Section C- Cross-Cultural Leadership Adjustment: sub construct 1- Power Distance, sub construct 2-Gender Egalitarianism, sub construct 3- Performance Orientation, sub construct 4- cross-cultural training, sub construct 5-Personality, and sub construct 6- Cultural Adaptability;

Section D- Cultural Intelligence: sub construct 1-Metacognitive, sub construct 2- Cognitive, sub construct 3-Motivational, and sub construct 4- Behavioral). Each of the item was rated based on a 4-scale relevancy score as indicated in Table 1.

Table 1: 4-Scale Relevancy Score [17]

Relevancy Score	Degree of Items Relevancy
1	Not all related to the construct
2	Related to the construct
3	Quite related to the construct
4	Highly related to the construct

Figure 1 below pertains to the essential constituents that helped in the process of scale development. To begin with, constructs, sub constructs, and operational definitions were reviewed for their association with items and scale content. The first sphere in alignment indicates the core of construct and overall instrument development. The second sphere entails item-level content validity index (I-CVI). I-CVI is defined as the proportion of items that each panel member assigned a relevance score of 3 or 4 are reported as 1, indicating that the relevant expert found the item to be pertinent and appropriate for the study. Items that received a 1 or a 2 are reported as 0, with the intention of eliminating them or deeming them unsuitable for the study [17].
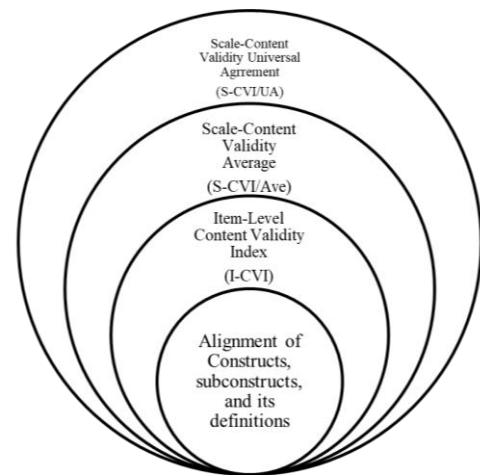

Figure 1: Onion Model of Scale Development

The third (S-CVI/Ave) and fourth (S-CVI/UA) spheres are summated using formula from previous studies [17-20]. Scale-level content validity index is measured using average method for which the formula is (S-CVI/Ave= (sum of I-CVI

Scores)/ (number of items)) or S-CVI/Ave= (Sum of proportion relevance rating)/ (total number of experts) [17]. Likewise, Scale-level content validity index is measured using the universal agreement method for which the formula is (S-CVI/UA= (sum of UA score)/ (number of items)). The Universal agreement (UA) score is given as 1 when an item achieved 100% experts in agreement, otherwise, the UA score is given as 0. The proportion of items on the scale that achieve a relevance scale of 3 or 4 by all experts is determined by comparing them to each other [17].
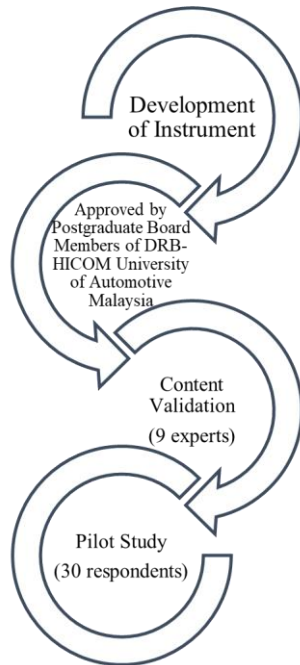

Figure 2: Bird view Illustration of CVI

The construct, sub constructs, and items were identified first. Secondly, after attaining an approval from the Postgraduate board members of DRB-HICOM University of Automotive Malaysia it was further proceeded with content validation of all the sixty-six (66) items as per the illustration of figure 2.

Figure 3 depicts the procedure and status of the designed and adapted questionnaire. It is a threefold process of designing and finalizing items for the questionnaire. It entails with initial process having to determine the construct of interest. Previous work or validated questionnaire were explored from different articles and adapted questionnaire items and sub scales related to the measurement of construct.

The development phase is the second process whereby content validity expert committee was created and approached. It led to the specific area of study. Scale development such as structure and length of questionnaire was reexamined and improved after the first draft. Items were then evaluated through pilot study of 30 respondents in a preliminary item testing.
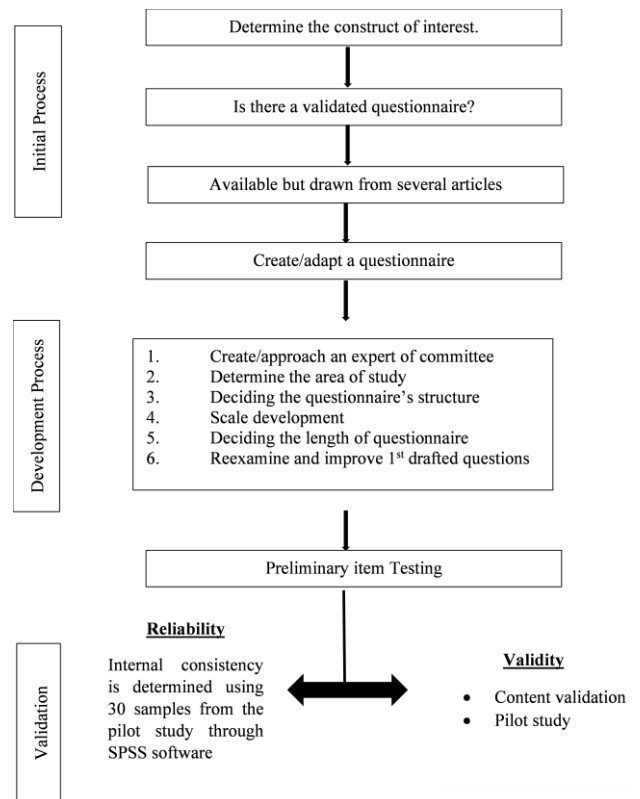

Figure 3: Model Representation of CVI Processes

The third process involves the reliability and validity of the study. The questionnaire established its content validity index through a content validation process. Items with lower score range were eliminated entirely based on the I-CVI elimination range [21]. Table 2 below highlights the score range for each item attained to that of its interpretation.

Table 2: Interpretation of Score Range

Score Range	Below 0.70	0.70 – 0.79	0.81- 1.00
Interpretation of CVI score	Eliminate	Need for revision	Appropriate

Items that fall under the score range of 0.81-1.00 are deemed as appropriated item that better measure a construct of the study. Followed by score range of 0.70 – 0.79, items are revised to retain the structure of questionnaire. Lastly, items with score ranging below 0.70 are considered to eliminate that causes ambiguity for items in the questionnaire.

The items were further evaluated through pilot study. The survey was made available online for the respondents who voluntarily engaged with the posts made on social media platforms such as LinkedIn. The author reached out to

desired participants to revert using the Microsoft outlook forms thus, a total of 30 respondents were acquired to establish the reliability of the questionnaire.

3. Results

As per table 3, the result includes all nine expert's content validation assessment based on which not only proportion of relevance is established but also agreement level of items across the panel has also been met with.

Table 3: Proportion of Relevance

Items	ER* 1	ER 2	ER 3	ER 4	ER 5	ER 6	ER 7	ER 8	ER 9
Q1-66	66	61	66	47	46	51	61	66	65
Proportion Relevance	100	0.95	100	0.75	0.73	0.80	0.95	100	0.99

Experts in Agreement	529		
I-CVI/AVE Q1-66	59	I-CVI/AVE Proportion Relevance	0.91
I-CVI/UA Q1-66	51	I-CVI/UA Proportion Relevance	0.85

ER* Expert Rating

The average score of I-CVI for total number of items on the scale or the average relevance ratio assessed by all nine experts for this validation is 0.91. And for the validated scale, the universal agreement score is 0.85 that is an acceptable value for agreement level among the nine experts. Figure 4 gives a visual representation of content validation assessment.
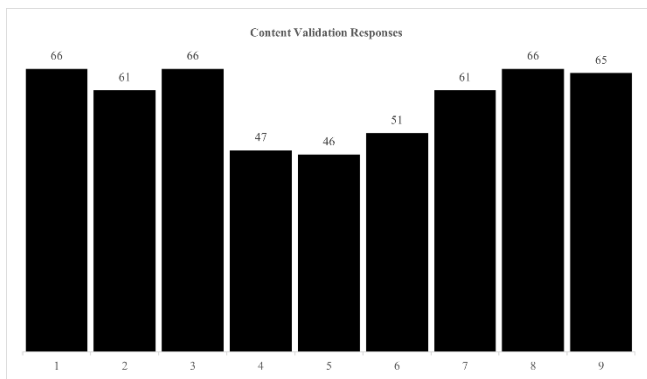

Figure 4: Response Rate of Experts

The pilot study from all 30 respondents was downloaded in an excel sheet that was sort coded later to be expanded in SPSS Software. The analysis of Cronbach Alpha for each construct resulted in 0.70 and above as shown in table 4:

Table 4: Internal Consistency of Overall Scale

Construct	Cronbach Alpha Score
High-Performance Work Culture	0.911
Cross-Cultural Leadership Adjustment	0.869
Cultural Intelligence	0.947
Overall Scale	**0.947**

4. Discussion

Content validity index is a pertinent step in ensuring the items comprehensively cover the parts of intended items to be measured. The process of validating the items was inspired from the guidelines of MSB, Yousaf [17]. To examine the scale and items arranged for the study, content validation process guided through the items relevant to the construct and it is alignment with the definitions provided. According to table 3, the nine (9) experts consulted with are affiliated with various universities from the business and management field. Of nine experts, four of the professors/Dr. are expatriates in Malaysia meanwhile five of the experts are locals from Malaysia designated as professors/Dr. All the experts were approached online and virtually, therefore, the response rate had been slow. This instrument was fine-tuned according to the comments and ratings made for the respondents to comprehend the questionnaire.

Table 3 confirms the content validity index for cross-cultural leadership adjustment and high-performance work culture with a mediator of cultural intelligence. The aim of the study was fulfilled through content validation exercise where all experts rated the items as quite relevant to the domain. An acceptable value was resulted through this process. Likewise, the variable evaluated in pilot study indicated a good Cronbach Alpha range whereby the items measuring all the domains are in congruence as per table 4.

5. Conclusion

With the content validity index attained from the validation process, it can be established that the instrument is relevant to be used as a tool to assess the predictive model of cross-cultural leadership adjustment contributing to high-performance work culture mediated by individuals' cultural intelligence.

This study will contribute to the authentic data from actual experiences to the concept of cross-cultural leadership and its adjustment in the Malaysian context. It will also address the

need of research to be conducted regarding expatriates and their leadership style in a cross-cultural context of Malaysian society.

Cross-cultural leadership is now an asset to any country's economic situation. The global market requires cross-cultural leaders to shape trends and create opportunities for interaction within cultural contexts, which results in a competitive advantage. As a result, organizations and institutions that implement the recommended approach based on the findings of this study will be better able to understand and train future leaders.

Aspiring cross-cultural leaders and host cultures will benefit from the findings as well, as they provide context and in-depth analysis. It will guide future researchers as to what has been contributed to delivering high-performance work culture in the Malaysian context. As a result, a new framework for cross-cultural leadership adaptation may be developed.

6. Acknowledgements

7. References

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