

# Review of: "How Do Team Diversity Act to Exercise Effect on Team Performance: Looking through the Lens of Cultural Intelligence among Employees"

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This study examines how team diversity can affect team performance. Given this, the authors attempt to elaborate a pathway from team diversity to team performance through cultural intelligence. I can understand how important the cultural intelligence is in enhancing team performance under team diversity. In particular, the issues the healthcare industries encounter get more complex in the post-COVID era, which motivates us to further understand the relationship between team diversity and team performance. In this sense, this study suggest that the concept of cultural intelligence can give a hint on how team members can deal with the organizational complexity driven by team diversity and plays a crucial role for team performance.

While I agree with the main idea of this study, there are some points which the authors may want to further consider to make the main points of this study more succinct. First, the authors may want to clarify what is the ontology of cultural intelligence. Is it an individual trait, characteristic, or capability? Or is it a social conception or a team climate? It would be differently understood how cultural intelligence is engaged in the diversity-performance link. In fact, cultural intelligence is one's ability and it exists regardless of team features, such as diversity. This means, the authors may want to specify how cultural intelligence can play a mediating role between team diversity and team performance. For example, under what mechanism team diversity leads to cultural intelligence? Can we figure out the causal relationship between team diversity and cultural intelligence? Perhaps, teamwork can help team members well-understand the situations related to their team and deal with team diversity. However, it is not sure how team diversity (i.e. the extent to which different individual attributes, values, perspectives, viewpoints, and even tastes coexist within a team) can enable team members to increase the degree of their cultural intelligence. Once cultural intelligence is obtained, team performance would be automatically enhanced; or team performance is determined by those with high cultural intelligence?

If we cannot explain the causal relationship between team diversity and cultural intelligence, the role of cultural intelligence for team performance affected by team diversity could be re-visited. I conjecture that there might be a moderating effect of cultural intelligence on the ambivalent relationship between team diversity and team performance. As the authors pointed out, there has been an inconclusive debate on the effect of team diversity on team performance. To reconcile the complex relationship between them, cultural intelligence may play a contingent role. That is, if many team members have high levels of cultural intelligence, diverse attributes of team members can be translated as core sources to enhance team performance. If not, team diversity may make team performance detrimental due to the fact that it entails

internal conflicts. From this standpoint, the authors may further explore if there are moderating roles of cultural intelligence in figuring out the relationship between team diversity and team performance.