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Different Perception of Working Relationship in Intercultural Working Team

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Abstract

The team-member relationship is an important source of social support in working circumstance. Several theories have been proposed to elaborate this reciprocal relationship, such as Team-Member Exchange (TMX) and Co-Worker Exchange (CWX). However less has been done to explore what is exchanged during these social exchanges, and how does different cultures alter the perception of working relationship. Previous researches suggest that task and relations oriented behavior are two main exchanges in organization. This study investigated the expectation and intention of task and relations oriented behavior in 11 newly formed Indonesia-China intercultural working teams using a self-developed questionnaire. In total 65 participants formed working teams with 4 to 8 persons, and the average age of participants are 29 years, in which 75.8% are female. The analysis of the dyadic relationship shows that there is a significant interaction between nationality and expected (p = .000) but no interaction was found for intended (p = .336) exchange orientation. The Chinese team members are expecting less relations-oriented exchange and more task oriented exchange while the Indonesian team members are contrary. Although there is no difference between different ethnic groups in self-reported exchange intention, differences in expectation reflects a strong bias of culture in work relationship. The result indicates that people with different cultural background may have different expectation and perception of working relationship and exchange orientation. This finding may give insight to create cultural synergy in intercultural working team.

Key words: Work relationship, Intercultural working team, TMX, CWX

Introduction

With economic globalization, more and more organizations grow to cooperate in a worldwide circumstance. With the booming growth of economic activities in China and other country in Asia, the collaborations within Asian countries become much more intensive. In 2012, the ASEAN-China Free Trade Agreement (ACFTA) created the third largest free trade zone. The nature of the globalization resulted in organizations facing increasingly diverse groups to manage. The cultural diversity challenges are undoubtedly important for sustainable success of organizations. The cultural diversity could be a potential and opportunity for creating cultural synergy, which improve the organizational performance (Adler, 1997). For example, the communication between different cultures can help each part develop and grow (Harris & Moran, 1996). However, many employees find it difficult to work in an intercultural working team, and adjust themselves in another culture. It’s reported that up to 50% of expatriates must return home earlier due to cultural adjustment problems, and resulted in significant financial loss (Black, 1988; Eschbach et al, 2001). Thus, finding a relatively more effective way for cross-cultural collaboration should be emphasized with significant effort.

It has been supported by many studies that the relationship between team members would be critical to team performance. (Seers et al, 1995; Jordan et al, 2002; Kamdar & Van Dyne, 2007) The working relationship and the reciprocity between a team member and his or her peer group were termed as Team-Member Exchange (TMX) by Seers (1989). High levels of TMX suggest that team members develop greater reciprocal influence, and more frequent exchange of member’s ideas, information, feedback, and assistance to others. The underlining hypnosis of TMX is that the relationship rather than the position are the building blocks of organizational structure. The situation becomes more complex in an intercultural working team. The cultural distances between group members make it even more difficult to build a good relationship. The different perception of what is a good work relation may alter team members’ receipts and contributions of exchange. Therefore, an investigation of the TMX between members from different cultures would be inspiring for understanding the team dynamic in intercultural work team.
Literature review

Team-Member Exchange

Seers (1989) proposed TMX as a parallel construct referring to the exchange quality between employees and their team members. The abundant research on TMX has revealed the important role of team member relationship in group effectiveness, such as team cohesiveness (Seers et al., 1995), job satisfaction (Seers, 1989; Neff, 2008), organizational commitment (Liden et al., 2000; Chou, 2005), and performance (Liden et al., 2000; Jordan et al., 2002; Kamaraj & Van Dyne, 2007). The TMX reflects that to what extend team members are willing to help each other, sharing information, give suggestions and feedback, and express mutual appreciation. (Seers, 1989) It also indicates the level of reciprocity within a team. (Murphy et al., 2003)

The TMX theory was developed from Leader-Member Exchange (LMX), both of them were describing the exchange relationship that draw heavily from social exchange theory. The social exchange theory differentiates between 'social' exchanges that involve high levels of obligation, acceptance, support and trust, which can be described as exchange of intrinsic benefit. On the other hand, it also involves the 'economic' exchanges that do not go beyond the terms of the employment contract, which can be described as extrinsic benefit, such as providing advice and assistance. (Blau, 1964) The team members follow the norm of reciprocity in social exchanges. (Gouldner, 1960)

The parties in a group perform behaviors that benefit each other, so that the relationship will become of higher quality.

Most studies measured the TMX using or adapted from the unidimensional TMX scale developed by Seers (1989) and his college (Seers et al., 1995). The reliability and validity was well confirmed in many studies (e.g. Liden et al., 2000; Murphy et al., 2003; Love & Forret, 2008; Tse, Dasborough, & Ashkanasy, 2008; Major et al., 1995) More recently, the TMX scale contains items measuring the contribution and receipts of exchanges within the team. There are non-directional items to measure the overall relationship quality as well. (Seers et al., 2001) The item measures the TMX in the team as a whole. However, it is arguable that this method may result in abstract and oversimplified descriptions that do not truly reflect the dynamism and complexity of the TMX relationships. Team member exchanges are largely based on how individuals perceive and experience the exchanges they share with their team members. Although numerous study have investigate the quality of exchange relationship among team members, few has discussed about the perception about exchange process and content that may vary among individual team members. (Linden et al, 2000) A one-on-one based measurement might provide more insight to the dynamic structure in TMX.

Task and relations aspects of TMX

LMX and TMX describe relationship quality as a continuum rather than dichotomy which is suggested by social exchange theory. In order to further explore the structure of TMX concept and understand the content of what is exchanged between team members, a multi-dimensional structure of TMX would be helpful. Yukl and Heaton (2002) refined previous taxonomies into three jointly inter-reacting categories of task-, relations-, and change-oriented behaviors which is closely related to exchange quality (Yukl et al., 2009). Tse and Dasborough (2008) suggested that team members consider both task and relations-oriented exchanges as important elements of TMX. Therefore, in general, task-oriented and relations-oriented exchanges are considered as two themes in TMX.

Task-oriented exchanges reflect the task-oriented behavior in work relationship. Team members take task-oriented behavior to help each other get the things done. The task-oriented aspects of TMX are suggested as a foundation on which individuals exchange tangible resources (e.g. time, workload, etc.) with other team members in order to accomplish their assigned tasks. This aspect is well elaborated in previous TMX studies. The factors such as information sharing, give work-related favors, providing suggestions, tutoring, avoiding criticize might contribute significantly to task-oriented exchange.

Meanwhile, relations-oriented exchange means team members provide support and exchange their emotional effort to maintain a good relationship and work atmosphere. It reflects the friendships going beyond their workplace relationships. The exchange content is not focused on the task, but rather focuses on the personal relationships between team members. The key concept such as being close to each other, recognizing, encouragement, caring, concerning and mutual appreciation show that team members treasure and value the relations-oriented aspects of TMX.

Work relationship in intercultural working group

The cross-cultural difference in TMX studies was somehow neglect, and this has been done to investigate the TMX in intercultural working group. However, it is undeniable that culture plays an important role in the perception of relationships. Some of the concepts that closely related with culture were proposed to be the antecedents of TMX.

Maslany and Uhl-Bien (2001) suggest that psychological processes are also involved, including the relative effort exerted by both parties and the level of expectations met for each other. Whether individuals develop high quality relationships with their other team members will be determined by the level and nature of exchange characteristics with their team members, and whether these characteristics meet their expectations. People with different cultural value may have different ideas about what is a good work relationship.
H1: Team members with different cultural background will have different expectation of team member exchange.

Moreover, the different level of work value similarity may alter team members’ relationship with others from different culture. A positive relationship was found between work values similarity and the exchange relationship. (Gessner, 1993) The cultural distance may hinder the development of a high level unified generalized exchange structure. Negative exchange may be observed in isolated team members (Cogilser et al., 2013), such as the cultural minority member. Team members may expect differently from team members with different culture.

H2: Team members expect higher TMX from other members that come from the same culture.

Method

Subjects

The subjects were the participants of a half-year academic program which involved a series of academic activities and research collaboration. The participants were either faculties or senior college students (e.g. PhD candidates, postgraduate students) from 4 universities in China and Indonesia. 65 participants that mainly from Indonesia and China (one from US, which was eliminated in later analysis between Chinese and Indonesia) were mixed in groups ranging from 4 to 8 persons. There were at least 2 persons from the same country in a group. In total 62 team members from 11 working group were participated in this study, among which 75.8% were female. The age of subjects ranged from 19 to 62, and the average age was 29 years.

Despite the numerous studies on cultural differences between the east and west, the cross-cultural studies on intercultural working team within Asia are still limited. Contradicting with what is commonly believed, Asians are very diverse in the senses of different stages of modernization, race, ethnic, religion and language as well. It can be as challenging for an Asian to adapt to another Asian countries as it is for an Asian to operate in another continent (Tjitro et al. 2011). China and Indonesia, two of the most invasive countries in Asia, throw great influence on various perspectives upon the Asian world. Both countries have longstanding historical background which shapes different expectation of employees (Tjitro et al. 2011)

It is important to understand the relationship in working situation between Chinese and Indonesian since both countries have a long people oriented culture. The Chinese Guanxi is one key element of understanding Chinese social behavior (Hwang, 2001). It goes beyond the simple relationship as it is characterized by implicit rules, obligation and reciprocity (Hackley & Dong, 2001) Strong emphasize on relationship is also a main character of diverse Indonesian society, in a sense that connectedness with each other is important for Indonesians. The concept of rasa (sensitivity) also indicates the suggestive style of communication used by Indonesians in daily interactions (Geertz, 1964). Applying refined rasa (alus) is a highly valued level of social behavior in Indonesia, indicated by soft speaking, smooth motions and tenderness. Therefore, a different TMX was expected between Chinese and Indonesian.

Procedure

At the beginning of the research collaboration, every participant got to know about each other and communicated about the team objectives. After one-week intensive team building, each team members established a good understanding of the action plan in the next 5 months. The data was collected using printed survey in English because the working language is English, and most of the participants spoke English fluently (over 86.8% participants rated their English proficiency as acceptable or competent). Some of the academic vocabulary was noted in Chinese and Indonesian to help the participants fully understand questions. The survey was prefaced with an introduction that outlining the voluntary participation and the assurance of confidentiality. Each participant was requested to give the evaluation to every one of their team members which is listed on the survey cover. A sample of the survey was represented in figure 3.2.1. Each group member was coded according to a mapping table, which was destroyed after the data was collected.

| Team Members List |
|-------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|------------------|
| A. Tom, B. Jerry, C... D... |

The following statements describe your relationship with your team members, please read it carefully and write the number from 0 to 6, in which “0” represents strongly disagree, and “6” represents strongly agree.

<table>
<thead>
<tr>
<th></th>
<th>A</th>
<th>B</th>
<th>C</th>
<th>D</th>
<th>E</th>
<th>F</th>
<th>G</th>
<th>H</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>I believe that he/she trusts me to complete the work on time</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>......</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Figure 3.2.1. Sample survey
Measures

Expected Exchange

After a comprehensive literature review of previous studies, several interviews and focus group discussion were conducted to identify the key element in the expectation of team member exchanges. As a result, a questionnaire consisted of 12 items with 2 dimensions (task oriented exchanges and relations oriented) was developed to measure the content of team member exchanges. Each dimension contained 6 items, and the expected exchange was measured using a 7-point Likert rating scale. The questionnaire assessed how much the participants expected that they will get the support (e.g. encourage, trust, time, knowledge etc.) from other team members.

Intended Exchange

The intended exchange questionnaire was adapted from the expected exchange questionnaire. It changed the items from the respondents’ perception to their intention. For example, “I believe that he/she will volunteer his/her efforts to help me during busy situations” was converted to “I am willing to volunteer my efforts to help him/her during busy situations.”

Result

Item analysis

In order to verify the instruments used to measure the team member exchange, in total 307 cases were used to perform the item analysis. The item was analyzed using critical ratio (CR). The responses was divided into high score group (top 27%) and low score group (bottom 27%) based on the total score of expected exchange questionnaire and intended exchange questionnaire. Cases with missing values were excluded. An independent t-test was conducted to test the differences between two groups for each item. As the result shows, as presented in table 3.4.1, that all items can significantly (p<.001) distinguish the differences in team member’s expectation and intention of exchanges.

<table>
<thead>
<tr>
<th>Item</th>
<th>N</th>
<th>Mean</th>
<th>SD</th>
<th>t</th>
<th>df</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>E1. Like</td>
<td>307</td>
<td>4.81</td>
<td>0.845</td>
<td>15.704</td>
<td>167</td>
<td>.000</td>
</tr>
<tr>
<td>E2. Encourage</td>
<td>307</td>
<td>4.96</td>
<td>0.851</td>
<td>17.049</td>
<td>167</td>
<td>.000</td>
</tr>
<tr>
<td>E3. Patient</td>
<td>307</td>
<td>5.07</td>
<td>0.903</td>
<td>16.683</td>
<td>167</td>
<td>.000</td>
</tr>
<tr>
<td>E4. Appreciate</td>
<td>307</td>
<td>4.79</td>
<td>0.828</td>
<td>15.698</td>
<td>167</td>
<td>.000</td>
</tr>
<tr>
<td>E5. Trust</td>
<td>307</td>
<td>4.89</td>
<td>0.831</td>
<td>13.914</td>
<td>167</td>
<td>.000</td>
</tr>
<tr>
<td>E6. Impressed</td>
<td>307</td>
<td>4.48</td>
<td>1.046</td>
<td>12.562</td>
<td>167</td>
<td>.000</td>
</tr>
<tr>
<td>E7. Voluntary effort</td>
<td>306</td>
<td>4.92</td>
<td>0.951</td>
<td>16.604</td>
<td>167</td>
<td>.000</td>
</tr>
<tr>
<td>E8. Suggest</td>
<td>307</td>
<td>5.03</td>
<td>0.859</td>
<td>14.717</td>
<td>167</td>
<td>.000</td>
</tr>
<tr>
<td>E9. Share information</td>
<td>307</td>
<td>5.11</td>
<td>0.804</td>
<td>15.190</td>
<td>167</td>
<td>.000</td>
</tr>
<tr>
<td>E10. Problem solving</td>
<td>306</td>
<td>5.07</td>
<td>0.923</td>
<td>17.655</td>
<td>167</td>
<td>.000</td>
</tr>
<tr>
<td>E11. Teach</td>
<td>307</td>
<td>4.75</td>
<td>0.930</td>
<td>14.913</td>
<td>167</td>
<td>.000</td>
</tr>
<tr>
<td>E12. Avoid criticizing</td>
<td>307</td>
<td>4.27</td>
<td>1.304</td>
<td>13.511</td>
<td>167</td>
<td>.000</td>
</tr>
<tr>
<td>L1. Like</td>
<td>307</td>
<td>5.05</td>
<td>0.912</td>
<td>16.331</td>
<td>168</td>
<td>.000</td>
</tr>
<tr>
<td>L2. Encourage</td>
<td>307</td>
<td>5.10</td>
<td>0.934</td>
<td>21.424</td>
<td>168</td>
<td>.000</td>
</tr>
<tr>
<td>L3. Patient</td>
<td>307</td>
<td>5.05</td>
<td>0.910</td>
<td>20.209</td>
<td>168</td>
<td>.000</td>
</tr>
<tr>
<td>L4. Appreciate</td>
<td>307</td>
<td>5.26</td>
<td>0.824</td>
<td>15.567</td>
<td>168</td>
<td>.000</td>
</tr>
<tr>
<td>L5. Trust</td>
<td>307</td>
<td>5.15</td>
<td>0.891</td>
<td>15.259</td>
<td>168</td>
<td>.000</td>
</tr>
<tr>
<td>L6. Impressed</td>
<td>307</td>
<td>4.87</td>
<td>0.969</td>
<td>12.728</td>
<td>168</td>
<td>.000</td>
</tr>
<tr>
<td>L7. Voluntary effort</td>
<td>307</td>
<td>5.07</td>
<td>0.922</td>
<td>17.790</td>
<td>168</td>
<td>.000</td>
</tr>
<tr>
<td>L8. Suggest</td>
<td>307</td>
<td>5.20</td>
<td>0.864</td>
<td>18.828</td>
<td>168</td>
<td>.000</td>
</tr>
<tr>
<td>L9. Share information</td>
<td>307</td>
<td>5.22</td>
<td>0.923</td>
<td>17.903</td>
<td>168</td>
<td>.000</td>
</tr>
<tr>
<td>L10. Problem solving</td>
<td>307</td>
<td>5.26</td>
<td>0.827</td>
<td>18.242</td>
<td>168</td>
<td>.000</td>
</tr>
<tr>
<td>L11. Teach</td>
<td>307</td>
<td>5.08</td>
<td>0.906</td>
<td>16.444</td>
<td>168</td>
<td>.000</td>
</tr>
<tr>
<td>L12. Avoid criticizing</td>
<td>306</td>
<td>4.44</td>
<td>1.297</td>
<td>11.137</td>
<td>168</td>
<td>.000</td>
</tr>
</tbody>
</table>
Validity and Reliability

All items were kept for further exploratory factor analysis (EFA) with the same data. EFA was used for testing the structure validity and selecting appropriate items of expected TMX questionnaire. KMO and Bartlett’s Test was applied to check if the data was suitable for factor analysis. The KMO value was .913 and Approximately Chi-Square of Bartlett’s Test of Sphericity was 2169, df = 66, p<.000, which show that it was suitable to conduct the factor analysis in this study. 2 components were forced to be extracted, which explained 64.68% of total variance. After using varimax rotation, the item loading on each factors are listed below.

<table>
<thead>
<tr>
<th>Item</th>
<th>Factor 1</th>
<th>Factor 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>E10</td>
<td>.833</td>
<td>.216</td>
</tr>
<tr>
<td>E8</td>
<td>.822</td>
<td>.134</td>
</tr>
<tr>
<td>E3</td>
<td>.771</td>
<td>.301</td>
</tr>
<tr>
<td>E11</td>
<td>.763</td>
<td>.147</td>
</tr>
<tr>
<td>E7</td>
<td>.724</td>
<td>.368</td>
</tr>
<tr>
<td>E2</td>
<td>.714</td>
<td>.340</td>
</tr>
<tr>
<td>E9</td>
<td>.607</td>
<td>.445</td>
</tr>
<tr>
<td>E12</td>
<td>.473</td>
<td>.343</td>
</tr>
<tr>
<td>E6</td>
<td>.104</td>
<td>.864</td>
</tr>
<tr>
<td>E4</td>
<td>.289</td>
<td>.801</td>
</tr>
<tr>
<td>E1</td>
<td>.342</td>
<td>.771</td>
</tr>
<tr>
<td>E5</td>
<td>.305</td>
<td>.747</td>
</tr>
</tbody>
</table>

Item 9 and 12 had a similar loading on both factors, representing a low distinguish between these 2 factors. The item 2 and 3 had a high loading on factor 1, but from the meaning of the sentences, they should be in the same factor with item 1, 4, 5, 6. Therefore, the item 2, 3, 9, 12 was eliminated in following research. The factor analysis was conducted again, KMO = .862, Bartlett’s Test was significant (p = .000).

<table>
<thead>
<tr>
<th>Item</th>
<th>Factor 1</th>
<th>Factor 2</th>
</tr>
</thead>
<tbody>
<tr>
<td>P5</td>
<td>.869</td>
<td></td>
</tr>
<tr>
<td>P4</td>
<td>.824</td>
<td></td>
</tr>
<tr>
<td>P1</td>
<td>.791</td>
<td>.324</td>
</tr>
<tr>
<td>P5</td>
<td>.741</td>
<td></td>
</tr>
<tr>
<td>P10</td>
<td></td>
<td>.840</td>
</tr>
<tr>
<td>P8</td>
<td>.829</td>
<td></td>
</tr>
<tr>
<td>P11</td>
<td>.814</td>
<td></td>
</tr>
<tr>
<td>P7</td>
<td>.408</td>
<td>.704</td>
</tr>
</tbody>
</table>

(Only coefficients greater than .30 are presented)
The item 1, 4, 5, 6 representing the relation-oriented exchange while 7, 8, 10, 11 representing task-oriented exchange. The same structure of items was used for the intention TMX questionnaire. The Cronbach alpha of each dimension was listed in Table 3.4.4. The result indicated that the questionnaire has a good reliability and validity.

<table>
<thead>
<tr>
<th>Factors</th>
<th>Cronbach alpha</th>
<th>Item</th>
</tr>
</thead>
<tbody>
<tr>
<td>Expected relations-oriented TMX</td>
<td>8.62</td>
<td>4</td>
</tr>
<tr>
<td>Expected task-oriented TMX</td>
<td>8.56</td>
<td>4</td>
</tr>
<tr>
<td>Intended relations-oriented TMX</td>
<td>8.52</td>
<td>4</td>
</tr>
<tr>
<td>Intended task-oriented TMX</td>
<td>8.75</td>
<td>4</td>
</tr>
</tbody>
</table>

**Different expectation between Chinese and Indonesian**
The first funding from the result was the difference of TMX between Chinese and Indonesian members. The independent t-test revealed that Chinese expect significantly lower exchange quality than their Indonesian colleagues, refer to Table 4.1. A further investigation on intention of exchange indicated that this different expectation was not due to different intention to provide TMX.

<table>
<thead>
<tr>
<th>Expectation</th>
<th>M</th>
<th>SD</th>
<th>t</th>
<th>df</th>
<th>Sig</th>
</tr>
</thead>
<tbody>
<tr>
<td>CN</td>
<td>37.79</td>
<td>5.086</td>
<td>-2.749</td>
<td>299</td>
<td>0.019</td>
</tr>
<tr>
<td>ID</td>
<td>39.35</td>
<td>5.469</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Moreover, a significant interaction was found between different exchange orientation and nationality, F(1)=69.846, p=.000. The Chinese expect significantly lower level of relations-oriented exchange, and a moderate level of higher task-oriented exchange. Further statistical analysis shows the relations-oriented exchange was significantly different, t(300)= -5.760, p=.000, the task-oriented exchange was about significant, t(299)= 1.514, p=.131. Again, the exchange intention was also checked for reference. No interaction was found, F(1)=.820, p=.336, and the main effect of nationality was not significant either, F(1)=1.26, p=.262.

**Cultural similarity and exchange expectation**
The evaluation to people from same culture and different culture was compared to see if the isolation was emerged. The result indicated that there was no significant difference in TMX expectation between own and other culture members, F(1)=.878, p=.350. No other difference was found for the expectation and intention. The result did not support the previous hypothesis, team members did not judge others based on the nationality.
Discussion
Using the self-developed questionnaire which defined both task-oriented and relations-oriented exchange, we explored the different expectation that individual from different cultural background may hold. The result suggested that team members do expect differently not only in the level of exchange, but also what to be exchanged. In this study, we found Chinese team members expect less relations-oriented exchanges at the beginning. This finding was consistent with previous qualitative research about Chinese and Indonesian employees which suggested that the trust in Chinese culture is earned through a long-time interaction. (Panggagean et al., 2013) The Indonesian sometimes have the feeling that the Chinese people will not give their trust at the beginning, they tend to observe you and wait for you to prove that you are trustworthy. Time and effort need to be invested to building the trust and develop Guanxi with Chinese. (Dunfee & Warren, 2001; Park, 2001). Although the difference in task-oriented exchange was only significant, but we can still observe a trend that Indonesian except a low level of tangible exchange in work place. This may partly because the Chinese perceived work as the utmost importance of life whereas the Indonesians tend to put emphasis on the harmonious balance between work and life in which work is but one aspect of life among others (e.g., family, religious life). (Panggagean et al., 2013) The difference in meaning of work leads to different expectation of interaction in intercultural working team. Another result did not confirm the hypothesis that team members may have different expectation from other members that come from different culture. The difference between teams was more on the individual level. A more diverse setting (e.g. more ethnic group, gender) may be required to further illustrate this issues.

This research has a number of limitations and some points need further research. First of all, the data was collected from one single source which is the academic collaboration program. The objectives of the team are slightly different with what in the company, which may limit the extension of the findings. This research focuses on the team diversity which is an important antecedent to the team interaction. It can be applied to many different kinds of teams with different objectives. Secondly, the sample size is still limited. We measured 307 dyad relationships in 65 participants within 11 teams. The nature of this one-to-one assessment requires more time and control to get more teams involved. More interesting result might be found if we extend the number of participants and teams as we can have more group level variables. Another limitation is that this research only compared the Chinese and Indonesian culture, which cannot represent all different cultural value clusters. More comparison will be needed between different culture to have a better understanding of exchanges in intercultural working group. This research provides some ideas for a more effective intercultural working group. Since there are differences in the expectation of what should be exchanged between team members, more communication and intercultural sensitivity training may be helpful to create the cultural synergy. Team members have to recognize the different interaction style and be more tolerant and patient when working with other culturally different team members. This research finding also explained part of the source of intercultural synergy. It is the different parties in group that provide more various support between team members that create a more positive team climate, which may therefore enhance the team performance.
Reference


