

# CULTURAL INTELLIGENCE AND TEAM PERFORMANCE IN THE NIGERIAN POLICE FORCE, AKWA IBOM STATE COMMAND

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## ARTICLE INFO

**Article No.:** 0266

**Accepted Date:** 24/03/2026

**Published Date:** 09/04/2026

**Type:** Research

## ABSTRACT

This study examined the impact of cultural intelligence on team performance in the Nigerian Police Force, Akwa Ibom State Command. Specifically, it evaluated how cognitive and behavioral dimensions of cultural intelligence influence team cohesion. A survey research design was employed, with a sample of 357 police officers drawn from a population of 5,288 using Krejcie and Morgan's Sample Size Table. Data were collected using a structured questionnaire, and a regression model was applied for analysis. The study found that both cognitive and behavioral cultural intelligence have a statistically significant positive effect on team cohesion within the Command. Moreover, the combined effects of these dimensions demonstrated a significant positive impact, with cognitive cultural intelligence emerging as a stronger predictor than behavioral cultural intelligence. The study concludes that cultural intelligence significantly enhances team cohesion and overall performance in the Nigerian Police Force, Akwa Ibom State Command. Accordingly, it recommends that the Command implement structured cultural intelligence (CQ) programs with an emphasis on cognitive CQ, given its strong predictive value for teamwork effectiveness. Behavioral CQ should also be developed through targeted training and considered in recruitment and team formation processes. Continuous CQ development through workshops, simulations, role-playing, and mentorship, accompanied by regular evaluation and feedback, is advised to sustain long-term teamwork and operational performance.

**Keywords:** Cultural Intelligence(CQ), Cognitive Cultural Intelligence (CogCQ), Behavioral Cultural Intelligence(BehCQ), Team Cohesion, Team Performance

## Introduction

In today's contemporary law enforcement organizations, effective cultural diversity management has become a critical factor influencing team performance and overall organizational effectiveness. Law enforcement officers are increasingly required to work in culturally diverse environments that necessitate collaboration, clear communication, and mutual understanding. In this context, team performance entails officers working together to achieve common operational goals through coordination, trust, and interpersonal support. One concept that has gained prominence in explaining effectiveness in such environments is cultural intelligence.

Cultural intelligence is an individual's ability to function effectively in culturally diverse settings. It entails the ability to recognize cultural differences, modify behavior accordingly, and apply cultural knowledge in interactions with others (Ott & Michailova, 2018; Akpan & Inyang, 2022). Scholars frequently conceptualize cultural intelligence in terms of four interconnected dimensions: cognitive, behavioral, motivational, and metacognitive. Cognitive cultural intelligence denotes understanding cultural norms, values, beliefs, and social systems that influence behavior in a variety of cultural settings. Behavioral cultural intelligence is defined as the ability to adapt verbal and nonverbal behaviors, as well as communication styles, to different social contexts. Metacognitive cultural intelligence is the capacity to use reflective awareness to plan, monitor, and adjust cultural presumptions, whereas motivational cultural intelligence gauges a person's curiosity, self-assurance, and readiness to engage across cultural boundaries (Liao & Thomas, 2020; Akpan & Inyang, 2022; Nwabuatu, 2025).

While effective cross-cultural functioning is influenced by all dimensions of cultural intelligence, this study concentrates on cognitive and behavioral cultural intelligence. The most immediate expression of these dimensions occurs in day-to-day policing activities, especially in routine tasks and operational assignments when communication, teamwork, and interaction are involved. Officers' relationships with coworkers, how they perceive behaviors, how they handle disagreements, and how they manage tasks within teams are all immediately impacted by their cultural awareness and their capacity to modify conduct in response to cultural variations. Cognitive and behavioral cultural intelligence are therefore especially relevant for team-based effectiveness in law enforcement environments.

In this study, team performance is operationalized as team cohesiveness, which is defined as the degree of unity, mutual trust, interpersonal support, and commitment among officers operating together. Team cohesion indicates the strength of relationships within a team and is an important indicator of effective team functioning in high-pressure, dynamic operational situations such as policing (Mullen & Cooper, 1994; Renner *et al.*, 2025). Research highlights that cohesive teams are better positioned to communicate effectively, assist one another, and sustain coordination during both routine and emergency operations (Chubala *et al.*, 2024).

The Nigerian Police Force operates in a diverse sociocultural environment characterized by significant ethnic, linguistic, religious, and socioeconomic differences. Police officers are assigned with responsibilities such as crime prevention, investigation, traffic management, intelligence gathering, emergency response, and public order maintenance, among others (Karimu, 2014; Iheriohanma *et al.*, 2020). Fulfilling these obligations entails more than just technical knowledge and adherence to formal organizational norms. It also depends on officers' ability to manage interpersonal relationships, communicate effectively, resolve conflicts, and instill trust in their teams and the general public. These expectations are heightened by internal diversity within the police force, where officers are recruited from different cultural, ethnic, and educational backgrounds, making team cohesion critical for long-term success.

In Akwa Ibom State Police Command, officers face unique challenges due to community heterogeneity and internal organizational dynamics (Ojo, 2014). Officers often deal

with coworkers and community members whose expectations, communication styles, and cultural orientations differ from their own. In this situation, team cohesion is influenced not only by leadership practices and resource availability but also by officers' cultural awareness and behavioral adaptation during interactions (Suleiman & Saxena, 2024; Mazur, 2025). When officers are equipped with sufficient cognitive and behavioral cultural intelligence, they are better able to interpret diverse perspectives, anticipate potential misunderstandings, and change their behaviors in ways that foster trust and collaboration within their teams (Pacheco & Stevens, 2018).

Empirical studies indicate that teams with higher levels of cognitive and behavioral cultural intelligence exhibit greater resilience, stronger cohesion, and more effective communication in the demanding context of law enforcement work. On the other hand, stereotyping, cultural misconceptions, and poor communication among officers can erode trust, hinder teamwork, and adversely impact team performance (Umemezia & Agbonifoh, 2017; Ojizele & Adenuga, 2025). Consequently, cultural intelligence plays an essential role in enabling officers to manage cultural differences while maintaining effective teamwork. Therefore, assessing cultural intelligence and team cohesiveness is pertinent within the culturally diverse Nigerian Police Force in Akwa Ibom State.

### **Statement of the Problem**

The Nigerian Police Force, Akwa Ibom State Command, continues to face team performance issues, with team cohesion serving as a key indicator of these outcomes. These challenges are largely due to officers' low levels of cultural intelligence. Variations in officers' cognitive knowledge of cultural norms and ability to react behaviorally during contacts often impede effective collaboration, coordination, and team development (Ojo, 2014; White & Schafer, 2024). For instance, reports of intergroup tensions and challenges in community engagement within the Command indicate that gaps in cultural awareness affect both internal teamwork and interactions with the public (Anthony, 2025). These constraints lead to misunderstandings, interpersonal conflicts, reduced team cohesion, and decreased cooperation, all of which have an impact on operational efficiency and public service quality.

Several factors contribute to police officers' low levels of cultural intelligence, including a lack of cultural diversity training, limited exposure to diverse cultural contexts, and a focus on behavioral adaptation and interpersonal skills (Lopes-Murphy, 2014). While previous research on cultural intelligence has been conducted in corporate, educational, and international business organizations, there is a significant lack of empirical studies examining its role in law enforcement organizations, particularly in multi-ethnic environments such as Akwa Ibom State. This gap in the literature limits our understanding of how cognitive and behavioral cultural intelligence influence team cohesion and overall team performance outcomes in policing settings.

Addressing this gap is critical for developing strategies to improve the Nigerian Police Force's team cohesion, operational effectiveness, and overall performance in culturally diverse environments.

### **Objective of the Study**

The study aimed to investigate the influence of cultural intelligence on team performance in the Nigerian Police Force, Akwa Ibom State Command. The specific objectives were to:

- i. examine the effect of cognitive cultural intelligence on team cohesion in the Nigerian Police Force, Akwa Ibom State Command.
- ii. assess the effect of behavioral cultural intelligence on team cohesion in the Nigerian Police Force, Akwa Ibom State Command.

- iii. determine the combined effect of cognitive cultural intelligence and behavioral cultural intelligence on team cohesion in the Nigerian Police Force, Akwa Ibom State Command.

### **Hypotheses of the Study**

- H<sub>01</sub>:** Cognitive cultural intelligence has no significant effect on team cohesion in the Nigerian Police Force, Akwa Ibom State Command.
- H<sub>02</sub>:** Behavioral cultural intelligence has no significant effect on team cohesion in the Nigerian Police Force, Akwa Ibom State Command.
- H<sub>03</sub>:** There is no significant joint effect of cognitive cultural intelligence and behavioral cultural intelligence on team cohesion in the Nigerian Police Force, Akwa Ibom State Command.

### **Review of Related Literature**

#### **Conceptual Review**

The concept and construct of this study are explained in this section

#### **Cultural Intelligence (CQ)**

Cultural intelligence (CQ) encompasses cognitive, motivational, behavioral, and metacognitive cultural dimensions and is characterized by an individual's capacity to comprehend, communicate, and interact in intercultural contexts (Yusof *et al.*, 2024). According to Ang *et al.* (2020) and Yusof *et al.* (2024), cognitive CQ is the knowledge of cultural norms, values, and practices; motivational CQ is the interest and willingness to interact with people from different cultural backgrounds; behavioral CQ is the capacity to modify verbal and nonverbal behaviors to suit various cultural contexts; and metacognitive CQ is the capacity to recognize, anticipate, and modify one's cultural understanding and strategies during cross-cultural interactions.

Understanding CQ is important because it provides individuals with the ability to navigate culturally diverse settings, reduce misunderstandings, and communicate effectively across cultural boundaries. Each CQ dimension complements the others, creating a holistic capability that supports adaptability and effective intercultural engagement. For this study, the focus is on cognitive and behavioral CQ, as these dimensions are most relevant to examining interactions in professional contexts.

#### **Cognitive Cultural Intelligence (CogCQ)**

Cognitive cultural intelligence (CogCQ) describes a person's understanding of cultural norms, values, belief systems, and social institutions, including political, legal, and communication systems (Ang *et al.*, 2020; Yusof *et al.*, 2024). By understanding how culture influences authority, communication styles, and decision-making processes, this aspect of CQ helps people to appropriately evaluate behaviour (Semenov & Randrianasolo, 2024; Zupina, 2024). By utilising institutional awareness and cultural knowledge, CogCQ reduces stereotyping and promotes better decision-making.

In law enforcement agencies, cognitive CQ is particularly important. When officers interact with culturally diverse groups on a regular basis, misinterpretations of behaviour can worsen tensions and undermine community confidence. Cognitive CQ equips officers to assess situations fairly, communicate effectively, and exercise discretion with cultural sensitivity (Rockstuhl *et al.*, 2011). In turn, this capability promotes ethical policing practices, fosters community cooperation, and strengthens public trust in law enforcement institutions.

For the purposes of this study, cognitive cultural intelligence (CogCQ) is defined as an individual's knowledge and understanding of cultural norms, values, belief systems, and social institutions that enable them to interpret, evaluate, and respond appropriately to behaviours in culturally diverse settings.

### **Behavioral Cultural Intelligence (BehCQ)**

Behavioral cultural intelligence is defined as the ability to adapt one's verbal and nonverbal behavior to different cultural contexts. To meet cultural expectations, verbal actions include changing tone, word choice, and communication style, whereas nonverbal actions include body language, gestures, facial expressions, and personal space (Akpan & Inyang, 2022; Yusof *et al.*, 2024). This capability emphasizes adaptability, observation, and culturally appropriate behavior, allowing people to communicate politely across cultures (Ang *et al.*, 2020). In law enforcement, behavioral CQ is essential for building community trust, de-escalating conflicts, and strengthening investigations. Training, role-playing, mentorship, and reflective feedback are used to ensure that cultural knowledge is put into practice, thereby improving policing efficacy, legitimacy, and community relations (Urgun *et al.*, 2025).

### **Team performance**

Team performance assesses how well a group achieves common goals by combining clear responsibilities, communication, trust, and leadership. High-performing teams exhibit collaboration, adaptability, and accountability, which boosts productivity and morale. Policing teams must perform effectively for operational efficiency, public safety, and crisis response (Salas *et al.*, 2018). Cohesive police forces coordinate investigations, respond to emergencies, and maintain community trust. Leadership, training, communication, and stress management all have a direct impact on outcomes, whereas issues include hierarchical constraints, varying responsibilities, and high-pressure environments (Ellis & Normore, 2016).

In this study, team cohesion is used as the operationalization of team performance. Although team performance is a broader construct encompassing multiple dimensions such as clear role definitions, communication quality, leadership effectiveness, and trust, research indicates that cohesion is a critical predictor of overall team functioning, especially in high-stakes contexts like policing (Grossman *et al.*, 2021; Wei *et al.*, 2024). Cohesion captures the degree to which team members are committed to shared goals, collaborate effectively, and support one another, which are essential for achieving operational outcomes. Using team cohesion as a single, measurable construct allows this study to focus on the social and relational aspects that most directly influence police team effectiveness, while acknowledging that other facets of team performance exist. Strengthening team cohesion through scenario based training, improving leadership practices, and promoting continuous feedback helps police teams work efficiently and safely. These efforts also enhance ethical decision-making and accountability. By focusing on cohesion, the study links team dynamics directly to organizational effectiveness and public trust, while maintaining a clear, conceptually justified measure of team performance.

### **Team Cohesion**

Team cohesion, defined as the quality of interpersonal relationships, trust, and shared commitment among members, has a significant impact on collective performance. By aligning individuals around common goals, high cohesiveness improves communication, reduces conflict, and fosters collaborative problem-solving (Schuster, 2020). Cohesion is especially important in high-stakes situations like policing, where officers must work together and be dependable. Strongly cohesive police units have higher operational effectiveness, resilience under stress, and adherence to ethical standards, whereas weak cohesion may exacerbate miscommunication, workplace conflict, and public safety threats (Perez *et al.*, 2017). As a result, improving team performance and organizational integrity in police requires the development of trust, shared values, and supportive leadership.

### **Theoretical Framework**

This study is based on Hofstede's Cultural Dimensions Theory, developed in 1980 by Dutch management researcher Geert Hofstede. The theory provides a systematic framework for investigating how national cultural values influence behavior in corporate settings. Hofstede identified several dimensions as explaining consistent variations in how individuals from

various cultural backgrounds view authority, communicate, make decisions, and approach work (Geli, 2025). These dimensions include power distance, individualism versus collectivism, uncertainty avoidance, masculinity versus femininity, long-term versus short-term orientation, and indulgence versus restraint. These components are particularly crucial in companies with multicultural and global workplaces because team members from different cultural backgrounds bring distinctive value systems to cooperative settings.

Hofstede's Cultural Dimensions Theory provides a foundational perspective for understanding cultural intelligence (CQ), which is defined as an individual's ability to function well in culturally varied settings. Cultural intelligence includes cognitive, metacognitive, motivational, and behavioral components (Akpan & Inyang, 2022). Hofstede's framework significantly enhances the cognitive and metacognitive elements of CQ by equipping individuals with structured cultural knowledge and deeper awareness of how deeply rooted cultural values influence behavior (Zverec, 2024). Specifically, cognitive cultural intelligence (CogCQ) is strengthened through knowledge of cultural dimensions such as power distance, which informs expectations about hierarchy and authority; individualism versus collectivism, which shapes preferences for autonomy or group orientation; and uncertainty avoidance, which influences attitudes toward ambiguity and risk. Similarly, long-term versus short-term orientation and indulgence versus restraint provide insight into time perspectives and behavioral regulation across cultures, while masculinity versus femininity informs value orientations related to competition, achievement, and care.

In addition, these dimensions directly inform behavioral cultural intelligence (BehCQ), which reflects an individual's capability to adapt verbal and nonverbal actions in cross-cultural interactions. For instance, awareness of power distance enables individuals to modify communication styles and leadership behaviors to align with hierarchical expectations. Understanding individualism versus collectivism supports adjustments in teamwork, feedback delivery, and conflict management strategies. Likewise, sensitivity to uncertainty avoidance encourages individuals to structure interactions and decision-making processes in ways that reduce ambiguity where necessary. Differences in masculinity versus femininity guide appropriate expressions of assertiveness or empathy, while long-term orientation influences perseverance and planning behaviors. Indulgence versus restraint further shapes how individuals regulate emotional expression and social conduct in diverse cultural contexts.

Furthermore, Hofstede's theory explains how cultural differences affect team dynamics and performance. Unmanaged cultural differences can cause misunderstandings, communication breakdowns, and conflict (Korzha & Makhnachova, 2025). However, when individuals possess high levels of cultural intelligence informed by Hofstede's dimensions, cultural diversity can be leveraged as a strategic advantage. Teams that effectively bridge differences in uncertainty avoidance, communication norms, and value orientations are better able to coordinate activities, manage conflict constructively, and stimulate creativity (Balbinot et al., 2024). As a result, Hofstede's Cultural Dimensions Theory provides a solid theoretical foundation for linking cultural values to both cognitive and behavioral cultural intelligence, thereby improving team cohesion, effectiveness, and overall performance in diverse organizational contexts..

### **Empirical Review**

Empirical research increasingly demonstrates that cultural intelligence (CQ) plays a critical role in enhancing organizational performance, adaptability, and decision-making across diverse sectors. In Nigeria, Nwabuatu (2025) employed a mixed-method design to examine the impact of CQ on strategic decision-making among multinational corporations. The study revealed that higher CQ was strongly associated with improved decision-making efficiency, employee retention, and market adaptation. Effective cultural adaptation strategies were identified as essential for sustaining global firms such as Shell, MTN, and Nestlé within

Nigeria's diverse economic environment. The study emphasized the strategic importance of systematic cross-cultural training, context-specific communication, and inclusive decision-making in enhancing corporate outcomes.

Similarly, Al'Hassan-Ewuoso and Lawal (2024) conducted a survey among staff at the Federal Polytechnic, Ilaro, Ogun State, to assess the influence of CQ on organizational performance. Findings indicated that both cognitive and metacognitive components of CQ significantly enhanced employees' problem-solving, creativity, adaptability, and reflective practices, collectively improving organizational effectiveness. The study highlighted the value of continuous professional development and specialized cultural training to cultivate inclusive and productive workplace environments.

In the Malaysian public sector, Hartini, Fakhrorazi, and Islam (2019) investigated the effect of CQ on task and contextual performance among public sector employees. Their survey-based findings demonstrated that higher levels of CQ positively influenced both individual task execution and broader contextual performance, highlighting the construct's relevance in governmental and public service organizations where intercultural interactions are frequent.

Najm and Zaghari (2020) conducted an empirical study in Jordanian pharmaceutical companies to examine the relationship between CQ and organizational performance. Using quantitative survey methods, the study found that employees' cultural intelligence positively influenced organizational outcomes, including operational efficiency, adaptability, and overall performance. This study reinforces the applicability of CQ in private sector organizations operating within culturally complex business environments.

In South Africa, van Greunen (2022) explored the role of CQ in intra-team knowledge-sharing behaviors within knowledge-intensive organizations. Employing a positivist quantitative approach, the study found a strong positive correlation between CQ and knowledge sharing, indicating that individuals with higher cultural intelligence are more likely to engage in collaborative behaviors that enhance team performance and organizational competitiveness. This highlights CQ's strategic importance in culturally diverse and knowledge-driven workplaces.

In law enforcement, White and Schafer (2024) surveyed 731 U.S. police leaders attending the FBI National Academy to investigate how cultural and emotional intelligence influenced attitudes toward policing reforms. Findings demonstrated that higher CQ was associated with more favorable perceptions of initiatives such as civilian oversight, de-escalation training, and implicit bias programs, even after controlling for perceptions of systemic racism. This study provides rare empirical evidence of CQ's relevance in policing leadership and reform-oriented behaviors.

Nosratabadi *et al.* (2020) examined the influence of leader CQ on organizational performance in knowledge-based companies in Iran. Using structural equation modeling, the study found that leader CQ had both direct and indirect positive effects on performance, mediated by organizational structure. The findings underscore the strategic importance of developing CQ at the leadership level to enhance organizational effectiveness in multicultural contexts.

Additionally, in manufacturing and healthcare sectors, Chen, Lin, and Sawangpattanakul (2011) surveyed 382 Philippine laborers employed in Taiwan, demonstrating that higher CQ improved job performance and mitigated culture shock. Nafei (2012) found similar results among hospital staff in Saudi Arabia, where CQ positively influenced employee performance. Likewise Al Shaer *et al.* (2023) showed that CQ enhanced proactive service behaviors among healthcare practitioners, mediated by leadership collaboration and cultural training. These studies collectively highlight the broad applicability of CQ across service-oriented, manufacturing, and healthcare contexts. Collectively, these empirical studies provide robust evidence that cultural intelligence positively affects individual,

team, and organizational outcomes across corporate, educational, public sector, healthcare, manufacturing, and policing contexts. However, there remains a notable gap in empirical research focusing on CQ within law enforcement and public sector organizations in Nigeria and sub-Saharan Africa.

### Methodology

This study employed a survey research design, which enables researchers to collect data from a large sample of respondents and generalize findings to a larger population. The study population consisted of 5,288 Nigerian police officers, including mobile police personnel from the Akwa Ibom State Command. Using Krejcie and Morgan's Sample Size Table, a minimum sample of 357 respondents was determined for a 95% confidence level and a 5% margin of error. To account for anticipated non-responses, the sample size was increased to 400 respondents. Data were collected using a structured questionnaire with a modified five-point Likert scale, where responses ranged from 5 (Strongly Agree) to 1 (Strongly Disagree). The instrument's validity was assessed using content and construct validation techniques. Content validity was established through expert review by senior police officers and academic specialists in policing and criminology, who evaluated the relevance and clarity of each item. Construct validity was confirmed using exploratory factor analysis, which showed that items loaded appropriately onto the intended factors, with factor loadings exceeding 0.5. Reliability of the questionnaire was assessed using the test-retest method and internal consistency analysis. The Cronbach's alpha coefficients for the major constructs ranged from 0.78 to 0.85, indicating an acceptable degree of reliability. A simple random sampling technique was employed to select respondents. Practically, this was implemented by first obtaining a comprehensive list of all officers in the Akwa Ibom State Command. Random numbers were generated using a computer program to select respondents, and questionnaire were distributed at police stations across different units to ensure that every officer had an equal chance of selection. This approach ensured that the sampling process was systematic and reproducible.

### Technique for Data Analysis

Simple and multiple regression analyses were used to test the stated hypotheses and investigate the relationships between the study variables. An empirical model was subsequently formulated to address the three research objectives and related hypotheses:

### Empirical Model Specification

$$TP = f(\text{CogCQ}) + \mu_1 \dots\dots\dots (1)$$

$$TP = \beta_0 + \beta_1 \text{CogCQ} + \mu_1 \dots\dots\dots (2)$$

$$TP = f(\text{BehCQ}) + \mu_1 \dots\dots\dots (3)$$

$$TP = \beta_0 + \beta_1 \text{BehCQ} + \mu_1 \dots\dots\dots (4)$$

$$TP = f(\text{CogCQ}, \text{BehCQ}) + \mu_1 \dots\dots\dots (5)$$

$$TP = \beta_0 + \beta_1 \text{CogCQ} + \beta_2 \text{BehCQ} + \mu_1 \dots\dots\dots (6)$$

Where:

- TP = Team Performance (measured as Team Cohesion)
- CogCQ = Cognitive Cultural Intelligence
- BehCQ = Behavioral Cultural Intelligence
- $\beta_0$  = Intercept or regression constant
- $\beta_1$ – $\beta_2$  = Regression coefficients of predictors
- $\mu_1$  = Error term

## Results

The collected data was organized, presented in tables, and examined using descriptive statistics, particularly the mean and standard deviation. A total of 400 respondents received questionnaire. Respondents received 400 questionnaires in total. 357 of these were finished and sent back, yielding an 89.25% response rate ( $357/400 \times 100$ ). The 357 completed surveys served as the foundation for the statistical analysis and supplied the appropriate sample size.

**Table 1: Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
CogCQ	357	1.20	4.40	3.0011	.71908
BehCQ	357	1.20	4.60	2.9838	.71396
TP	357	1.20	4.60	2.9552	.74744
Valid N (listwise)	357				

**Source:** Researchers' Computation using SPSS 27.0 (2026)

Table 1 presents the descriptive statistics from 357 valid responses with no missing values. The results indicate that Cognitive Cultural Intelligence, Behavioral Cultural Intelligence, and Team Performance have mean scores of 3.00, 2.98, and 2.96, respectively. On the five-point Likert scale used, these values correspond to the exact midpoint, suggesting that participants' responses were generally neutral rather than indicating a distinctly high or low level of each construct. The standard deviations, ranging from 0.71 to 0.75, show a similar and low level of variability across all constructs, indicating consistent response patterns. The observed score ranges, spanning from 1.20 to 4.60, demonstrate that participants utilized a substantial portion of the measuring scale, reflecting actual variability in perceptions. Overall, cognitive and behavioral cultural intelligence are centered around the midpoint, and team performance shows a comparable pattern. The relatively uniform distributions across variables indicate the need for further inferential analysis.

**Table 2: Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.626a	.392	.391	.58344	1.987

a. Predictors: (Constant), CogCQ

b. Dependent Variable: TP

### ANOVA<sup>a</sup>

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	78.042	1	78.042	229.267	.000b
	Residual	120.841	355	.340		
	Total	198.883	356			

a. Dependent Variable: TP

b. Predictors: (Constant), CogCQ

### Coefficients<sup>a</sup>

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.001	.133		7.544	.000
	CogCQ	.651	.043	.626	15.142	.000

a. **Dependent Variable:** TP

Table 2 shows the findings of a simple linear regression that investigated the effect of cognitive cultural intelligence on team cohesion in the Nigerian Police, Akwa Ibom State Command. The model accounts for 39.2% of the variation in team cohesion ( $R^2 = 0.392$ ), while other factors such as interpersonal trust, leadership style, communication patterns, operational stress, and

institutional support account for the remaining 60.8% of the variance. The standardized beta coefficient ( $\beta = 0.626$ ) suggests that cognitive cultural intelligence has a strong positive predictive relationship with team cohesion. This indicates that increasing cognitive cultural intelligence is likely to enhance team cohesion. The regression model demonstrated a significant effect of cognitive cultural intelligence on team cohesion ( $F = 229.267, p < 0.001$ ). Based on the model's strength and statistical significance, the null hypothesis is rejected and the alternative hypothesis is accepted. These findings highlight that cognitive cultural intelligence positively influences team cohesion, which could improve the overall performance of the Command.

**Table 3: Model Summaryb**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.477a	.227	.225	.65793	1.868

a. Predictors: (Constant), BehCQ

b. Dependent Variable: TP

**ANOVAa**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.214	1	45.214	104.451	.000b
	Residual	153.669	355	.433		
	Total	198.883	356			

a. Dependent Variable: TP

b. Predictors: (Constant), BehCQ

**Coefficientsa**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.466	.150		9.783	.000
	BehCQ	.499	.049	.477	10.220	.000

a. Dependent Variable: TP

Table 3 presents the results of a simple linear regression study that investigated the impact of behavioral cultural intelligence on team cohesion in the Nigerian Police, Akwa Ibom State Command. The model explains 22.7% of the variance in team cohesion ( $R^2 = 0.227$ ), with the remaining 77.3% attributed to non-model factors such as organizational leadership style, communication patterns, institutional support systems, personality differences, and operational stressors. The standardized beta coefficient ( $\beta = 0.477$ ) indicates a significant positive predictive relationship between behavioral cultural intelligence and team cohesion. This implies that higher levels of behavioral cultural intelligence are associated with meaningful improvements in team cohesion.

The regression model ( $F = 104.451, p < 0.001$ ) demonstrates that behavioral cultural intelligence is a strong predictor of team cohesion. Given the magnitude of the beta coefficient and the statistical significance of the F-statistic, the null hypothesis is rejected in favor of the alternative hypothesis. The findings, therefore, show that behavioral cultural intelligence has a considerable favorable impact on team cohesion, contributing to improved overall team performance within the Command.

**Table 4: Model Summaryb**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.720a	.518	.516	.52024	1.877

a. Predictors: (Constant), BehCQ, CogCQ

b. Dependent Variable: TP

**ANOVAa**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	103.074	2	51.537	190.423	.000b
	Residual	95.809	354	.271		
	Total	198.883	356			

a. Dependent Variable: TP

b. Predictors: (Constant), BehCQ, CogCQ

**Coefficientsa**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.103	.151		.680	.497
	CogCQ	.573	.039	.551	14.621	.000
	BehCQ	.380	.039	.363	9.617	.000

a. Dependent Variable: TP

Table 4 presents the results of a multiple regression analysis examining the combined impact of behavioral and cognitive cultural intelligence on team cohesion in the Nigerian Police, Akwa Ibom State Command. The model accounted for 51.6% of the variation in team cohesion (Adjusted  $R^2 = 0.516$ ), with other variables such as organizational structure, leadership style, individual personality traits, and external environmental effects accounting for the remaining variance. Cognitive cultural intelligence ( $\beta = 0.551$ ) was found to have a significantly stronger positive impact on team cohesion than behavioral cultural intelligence ( $\beta = 0.363$ ). The statistical significance of the total regression model ( $F = 190.423$ ,  $p < 0.001$ ) indicates that these factors together provide a reliable explanation for differences in team cohesion and overall team performance. Consequently, the null hypothesis is rejected, demonstrating that both behavioral and cognitive cultural intelligence significantly predict improvements in team cohesion, which likely enhances team performance within the Command.

**Discussion of Findings**

The findings for Hypothesis One indicate that cognitive cultural intelligence (CQ) predicts team cohesion in the Nigerian Police, Akwa Ibom State Command. Cognitive CQ has a significant impact on team cohesion, explaining 39.2% of the variance ( $R^2 = 0.392$ ,  $\beta = 0.626$ ,  $F = 229.267$ ,  $p < 0.001$ ). These findings are consistent with Nwabatu (2025), who found that cognitive CQ enhances decision-making efficiency, employee retention, and organizational adaptability in multinational corporations in Nigeria. Similarly, Najm and Zaghari (2020) reported that cognitive CQ improves operational efficiency and organizational outcomes in Jordanian pharmaceutical companies. In addition, Chen et al. (2011) demonstrated that cognitive CQ mitigates culture shock and improves job performance among expatriate workers. Collectively, these studies show that cognitive CQ not only enhances individual abilities but also strengthens team collaboration, making it a key predictor of cohesion in organizational settings.

The findings of Hypothesis Two show that behavioral cultural intelligence has a significant positive effect on team cohesion in the Nigerian Police, Akwa Ibom State Command

( $R^2 = 0.227$ ,  $\beta = 0.477$ ). This suggests that individuals' ability to adapt their behaviors appropriately in cross-cultural interactions improves communication, collaboration, and overall team dynamics. These results are supported by Nwabuatu (2025), who emphasized that effective cultural adaptation strategies improve team functioning and organizational performance. Similarly, Al Shaer et al. (2023) found that culturally adaptive behaviors among healthcare practitioners, supported by leadership collaboration, enhance proactive service and teamwork. Furthermore, White and Schafer (2024) showed that behavioral CQ positively influences U.S. police leaders' engagement with reform initiatives, reinforcing the importance of adaptive behaviors in fostering cooperative and high-performing teams.

The results for Hypothesis Three indicate that cognitive and behavioral cultural intelligence together account for 56.1% of the variance in team cohesion, with cognitive CQ having a stronger impact. These results align with Chen et al. (2011) and Nafei (2012), who found that the combination of cognitive and behavioral CQ improves job performance and adaptation in culturally complex workplaces. Van Greunen (2022) demonstrated that higher CQ enhances intra-team knowledge sharing, promoting collaboration and team effectiveness. Similarly, Hartini et al. (2019) found that CQ strengthens both task and contextual performance in Malaysian public sector employees. Together, these findings highlight that cognitive CQ provides the understanding necessary to interpret cultural norms, while behavioral CQ translates that understanding into effective team interactions, underscoring the importance of both dimensions for building cohesive and productive teams.

### **Conclusion**

The findings of this study demonstrate that both cognitive and behavioral dimensions of cultural intelligence are significant predictors of team cohesion and performance in the Nigerian Police, Akwa Ibom State Command. Cognitive cultural intelligence was found to be the strongest predictor, explaining a moderate portion of the variation in team cohesion and highlighting how crucial it is to understand cultural norms, beliefs, and perspectives in order to collaborate effectively. By enabling individuals to adapt their behaviors and interactions in culturally diverse environments, behavioral cultural intelligence also makes a substantial contribution by enhancing teamwork, communication, and cooperation. Overall, the results show that culturally sensitive teams are more cohesive, flexible, and capable of accomplishing common objectives.

### **Recommendations**

Based on the findings of this study, the following recommendations are made:

- i. The Nigerian Police Force, Akwa Ibom State Command, should establish structured cultural intelligence CQ training programs for officers, integrated into in-service training, leadership development, and promotions. Training should prioritize cognitive CQ knowledge of cultural norms, values, and decision-making since it is a stronger predictor of teamwork effectiveness.
- ii. The Command should also develop officers' behavioral CQ through targeted training and consider CQ in recruitment and team formation. While behavioral CQ is important, resources should focus more on cognitive CQ due to its moderate predictive strength.
- iii. A continuous CQ development program should be implemented by the command, including workshops, role-playing, simulations, and mentorship. Regular evaluation and feedback should monitor both cognitive and behavioral CQ to sustain long-term teamwork and operational performance.

### **Limitations of the study**

While these findings are insightful, several limitations should be acknowledged. The study examined only two of the four cultural intelligence dimensions (cognitive and behavioral), leaving the motivational and metacognitive dimensions unexplored. Furthermore, the focus on the Akwa Ibom State Command restricts the generalizability of the findings to

other police units or organizational contexts. The reliance on self-reported Likert-scale measures may have introduced social desirability bias. Moreover, team cohesion was employed as a proxy for team performance; future research could benefit from incorporating objective performance indicators to provide a more comprehensive understanding of the impact of cultural intelligence.

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