CULTURAL DIVERSITY IMPACT ON THE DECISION-MAKING OF LEADERS WITHIN ORGANIZATIONS

by

Ahmedin Pasic

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Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

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Liberty University, School of Business

October 2020
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Abstract

This case study explored and analyzed cultural diversity’s impact in the workplace and in the overall performance of multicultural or multinational organizations in Richmond, Virginia. The principal investigator’s original intent was to examine its implications for the decision-making of leaders within two or three multinational corporations. However, due to the impact of the COVID-19 worldwide pandemic, he pursued a single case study in one local multicultural organization. This study targeted both leaders’ and employees’ perceptions regarding cultural diversity and integrating their insights into the implications that cultural diversity has for them and the body of knowledge on the topic. The conceptual framework established the study’s key concepts, which are further explored in the literature review section and investigated in the real-business environment. The study’s findings emphasized a need to support cultural diversity throughout organizations from top to bottom. Organizations also need to provide cultural diversity training to leaders and employees and to incorporate it into their mission statements and policies to deal successfully with upcoming business challenges.

*Keywords*: cultural diversity, leaders, employees, organizational performance
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Dr. Robert L. Dewhurst, Dissertation Chair

Dr. Kimberly Johnson, Dissertation Committee Member

Dr. Edward M. Moore, DBA Program Director
Dedication

I dedicate this dissertation to my gorgeous wife, Anela Pasic, and my beautiful daughters, Ajla and Nejla Pasic. By reflecting on this journey, I hope that they know that this was their journey too. My wife, my companion, and my love taught me that everything is possible and achievable with your full commitment. I did not know how much I could accomplish until I started this mission. I hope that my daughters develop the same passion for lifetime learning and ongoing education. Education never fails!

I want to thank and dedicate this work to God because He called me to educate myself. He put me through all these challenges and struggles and blessed me to become the humble person that I am today. He knew that I could make it even when I doubted myself. Now, I want to give back to people and help them meet their challenges and overcome struggles. I have learned that most people do not succeed without facing multiple challenges in their endeavors. I hope that we all succeed in our journeys!
Acknowledgments

I want to acknowledge and thank several individuals that helped me to cross the finish line. First, I would like to thank my dissertation team, Dr. Robert L. Dewhurst, Dissertation Chair, Dr. Kimberly Johnson, Committee Member, and Dr. Edward M. Moore, DBA Program Director. Dr. Dewhurst, you were instrumental in helping me to become a better writer with constant encouragement and prayers. Dr. Johnson, I appreciated your suggestions and ideas throughout the entire process. Dr. Moore, I admired your guidance and assistance, especially in Section 1 of this study. I am grateful to all of you!

Second, I want to acknowledge and thank the only organization that permitted me to complete my field study. The president and vice president, all candidates, and other workers on the site greeted and accommodated me with all their resources. Therefore, I was able to obtain the participants’ signed informed consents and conduct all semi-structured, face-to-face interviews in one day. I am also grateful to my dear friend who works for the company, Mevludin Selimovic, who made the initial contact and introduced me to the vice president. I sought approvals from local organizations for seven and a half weeks before he called me and made it possible. Without their help, I would not have been able to complete the fieldwork in this term. I will never forget your hospitality and kindness!

Third, and equally, I want to acknowledge and thank my professors from the University of Phoenix, Dr. John A. ‘Jack’ Klevecz and Dr. Christopher Whitaker. I met both of them in my last three courses while completing my MBA in 2014. Our friendship continued, and both of them helped me through my DBA journey at Liberty University as well. I will certainly stay in touch and share the joy of this journey’s completion with both of you!
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Section 1: Foundation of the Study

The world is continuously forcing and bringing people to work and live together in one, global, multicultural nation (Bonsu & Twum-Danso, 2018). Nations around the world transmit their distinctive cultural values and treasures to their citizens. These cultural traits are unique and passed down from generation to generation. Consciously or unconsciously, each person carries and manifests his or her shared cultural qualities. Cultural differences can be significantly visible in multinational business and non-business organizations. Additionally, every company has its own organizational culture that it develops and shares with its employees.

According to Rowley et al. (2019), globalization and other business factors have brought people from different countries and with diverse cultural attributes to work together, mostly in multinational corporations (MNCs). Cultural diversity in the workplace is one of the most influential factors in today’s business world, requiring special attention and support from organizational leadership. Managers and leaders must develop exceptional skills and knowledge to manage successfully the diverse workforces within corporations (Bowness, 2017). Likewise, MNCs and other enterprises should create unique business programs and training initiatives to educate their decision-makers on how to deal actively with cultural diversity at work. Cultural training is essential because it impacts the company’s overall performance. Those leaders who undervalue the impact of cultural diversity in their workplace might experience adverse effects.

The purpose of this project was to develop essential parts of the proposed dissertations of doctoral candidates. In this section, postgraduate students reflected on the background of the problem by providing a brief overview of the context. The problem statement segment described the overall research problem and its significance in the leadership arena. The purpose statement focused on general and specific problems of the research. The nature of the study presented the
selected research method and design for this project. The examiner designed research questions to address the problem and the purpose of the study. The conceptual framework linked the research concepts with theories from the literature. The significance of the study analyzed the reduction of gaps, implications for Biblical integration, and the relationship to the field of study. The terms, assumptions, limitations, delimitations, and literature review followed up on the significance of the study. The researcher concluded section one of this study by summarizing all essential concepts of the project and providing an overview of the next research segment.

**Background of the Problem**

Culture affects every individual and organization in today’s global economy (Stoermer et al., 2016). Leaders and managers bear significant responsibilities within their companies. They make decisions under the constant pressure of multiple business factors, including cultural diversity, which influences both personal and organizational performance. Cultural diversity has a substantial impact on leaders’ decision-making and organizational performance (Rao & Tilt, 2016). Therefore, leaders and top executives should emphasize cultural diversity’s implications throughout their organizations. Workforces around the world are changing and becoming increasingly diversified (Fujimoto & Charmine, 2017) due to globalization, outsourcing, and other business factors. Top executives should include minority viewpoints into corporate decision-making and acknowledge their efforts to increase organizational effectiveness (Fujimoto & Charmine, 2017; Stoermer et al., 2016).

The existing literature suggests that top leadership and senior management must support cultural diversity throughout their organizations to succeed in today’s global economy (Lisak & Erez, 2015). International organizations need “global leaders” (Lisak & Erez, 2015, p. 3), who are highly skillful and knowledgeable (Mateescu, 2018), to manage cultural diversity and its
impacts effectively at all business levels. Cultural diversity in the workplace is an ongoing challenge for businesses. Therefore, leadership teams must develop effective training programs and lead through example and actions to gain full commitment throughout the organization to increase overall performance (Szymanski et al., 2019). MNCs led by multicultural leaders and those of diverse backgrounds outperform their rivals who lack these essential competences and skills in the global environment.

Despite the vast amount of research regarding cultural diversity, there is a need to study its effects on the decision-making of organizational leaders and on overall organizational performance in real business settings. Every company is different, and should conduct research explicitly developed to comprehend the effects of cultural diversity within its organization. Leaders’ and employees’ perspectives on the cultural diversity effects within organizations are crucial to fill the gap and better understand the problem. Their views are vital to developing effective business practices that both respond to and successfully recognize the opportunities inherent in diversity and inclusion within the workplace (Li et al., 2017).

**Problem Statement**

The general problem to be addressed is the challenges faced by leaders in dealing with diversity resulting in a decrease in organizational performance. Mazrouei and Pech (2015) emphasized that culture counts, and it affects every aspect of individual and corporate well-being. A culture is a powerful tool, like Adam Smith’s “invisible hand” (Painter-Morland & Slegers, 2018, p. 807), which determines both employees’ and organizations’ behaviors. Mateescu (2018) highlighted that organizational leadership needs exceptional skills and knowledge to manage cultural diversity in the workplace because of its direct impact on organizational performance. Sharma (2016) stressed that cultural diversity is a massive challenge
for leadership. Managers and leaders need to educate themselves to lead successfully their culturally diversified teams better because every organization has a different employee structure.

Martin (2014) emphasized that cultural diversity affects businesses in both positive and negative ways, and its influence depends on leaders’ abilities to manage it effectively within their organizations. Meng (2015) found that effective leaders go above and beyond the dominant cultural construct and include distinctive cultural elements in their decision-making and communications to enhance their organizational culture and performance. Gillin et al. (2019) addressed the significance of internal intercultural training programs at all organizational levels on a company’s leadership decision-making and performance. The specific problem to be addressed is the challenges faced by leaders in dealing with diversity in the Richmond area in the state of Virginia, resulting in a decrease in organizational performance.

**Purpose Statement**

The purpose of this qualitative case study was to explore cultural diversity’s impact on the decision-making of top executives and managers within MNCs and other multicultural organizations in the Richmond area in the state of Virginia. Likewise, the researcher explored the impacts of cultural diversity on organizational performance as well. Qualitative research provided insights into the participants’ perspectives and builds a complex approach to describe and explain the research problem (Creswell & Poth, 2018). The case study was essential for understanding the phenomenon within its real-life setting and its impact on superiors’ decision-making (Rooney & Cuganesan, 2015). In the essence of the case inquiry, the researcher sought to discover the essential individual business experiences and reflections of both top executives and leaders (Jit et al., 2016) within the culturally diversified workplace. In addition, the researcher
also examined employees’ experiences regarding the impact of cultural diversity at the workplace.

The goal of this study was to contribute to the existing body of knowledge through the insights of decision-makers and workers about cultural diversity. Even though leaders and managers participate daily in decision-making, influenced by cultural diversity and other business aspects within their organizations, their experiences remain unexplored. Procedures associated with qualitative research guided this case study as it delivered insight into the leadership perspective vis-à-vis cultural diversity. The specific emergent themes from this case inquiry provided a vision of how leaders and top executives coped with cultural diversity in the workplace and what, if any, effect this had on them and their organization.

**Nature of the Study**

This section identified the research method and design appropriate to carry out this study based on the purpose statement. Likewise, the researcher explained why the selected method and design were the best option for this inquiry. Furthermore, various current viewpoints from research methodologists supported the examiner’s selection and justified not selecting other methods and designs.

**Discussion of the method.** This research built its foundation on a qualitative inquiry to the discovery that crafted its strength applicable within an interpretivist philosophical approach. The study focused primarily on the practice and understanding of both leaders and employees regarding cultural diversity’s impact on decision-making and organizational performance. According to Graça and Passos (2015), a qualitative study is appropriate for building a complex, all-inclusive perspective, analyzing words, recording detailed views of participants, and conducting the research in a natural background. Qualitative research provides insights and
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explores the object of the research in-depth (Megheirkouni, 2017). In contrast, quantitative research methods describe, test, and analyze cause and effect relationships (Zyphur & Pierides, 2019).

**Discussion of design.** A case study approach is the most suitable and beneficial to support the qualitative strategy in the real-life business environment (Mölk & Auer, 2018). The researcher strove to answer *why* and *how* research questions and to generate insights into a particular situation through the case method (Yin, 2018). Gathering data from various sources is an opportunity for researchers to clarify the case by applying this approach. Researchers who utilize the qualitative case study method need to ensure and provide sufficient data to guarantee the validity and credibility of the case (Yin, 2018). Other types of qualitative designs are not suitable to an exploration of cultural diversity’s impact at the workplace as well as is the case study, including narrative research, which explains the life of a person, phenomenology that defines the heart of a lived phenomenon, ground theory that generates theory from participants’ perspectives, and ethnography, which reveals shared cultural patterns of a group (Creswell & Poth, 2018).

The examiner obtained a written description of leaders’ and employees’ cultural diversity observations through semi-structured interviews with open-ended questions. The sample size involved only one multicultural company due to the impact of COVID-19, and included three leaders and three employees from the organization. Purposeful and criterion strategies guided the researcher in selecting the best research participants for the research topic. Data collection occurred through in-depth, one-on-one interviews with the top executives of the selected organization in the Richmond area that had a highly diversified pool of employees. Triangulation of data supported the principles of this case inquiry and verified its validity and credibility.
through multiple lenses. The examiner coded, clustered, and grouped the data by the newest version of NVivo qualitative data analysis software. Likewise, the researcher generated the emergent themes related directly to cultural diversity and its impact on leadership decision-making and organizational performance.

**Summary of the nature of the study.** The examiner utilized a qualitative method within an interpretivist paradigm to develop deep, probing insights into the subject matter. In addition, a case study design was appropriate to support qualitative methodology in real business background. In selecting the best candidates for this inquiry, the researcher used purposive and criterion strategies. Selected candidates provided the necessary data for this case study through in-depth one-on-one interviews with the observer within the participating company in Richmond, Virginia. The examiner applied the triangulation principle of data to capture various dimensions of the phenomenon. Finally, the investigator coded, clustered, and grouped the data to generate the emergent themes of this case inquiry using the newest version of NVivo qualitative data analysis software.

**Research Questions**

Two broad research questions guided this study. Both research questions were appropriate to execute the purpose of the research and emphasize the problem statement. In exploring the research questions, the examiner discovered what and how the diverse cultural qualities impact the decision-making of leaders. Furthermore, the research questions helped explore the leadership actions and behaviors that affected organizational performance and the diverse cultural aspects that impacted the decision-making of leaders through the eyes of their employees. The qualitative case study intended to obtain in-depth answers to the following research questions:
1. How does cultural diversity impact the decision-making of leaders within organizations?
   1.a. Which leadership actions and behaviors contribute to the increase in organizational performance?
   1.b. Which leadership actions and behaviors contribute to the decrease in organizational performance?

2. How do employees experience and understand cultural diversity’s impact in the workplace?
   2.a. Which leadership skills do you like about your leaders? Why?
   2.b. Which leadership skills do you not like about your leaders? Why not?

Conceptual Framework

This research pursued the interpretivist paradigm, subject to the investigator’s perspectives and thoughts about the world, and how individuals should approach and understand it (Romani et al., 2018). According to the authors, cultures are interpretive contexts shared by a group of people or an organization. Workplace diversity theory guides and explains the impact of cultural diversity on decision-makers and employees, which, in turn, affects the organizational performance (Kirton et al., 2016). Mazibuko and Govender (2017) concluded that comprehending and managing workplace diversity plays a leading role in organizational excellence and performance. Decision-making theory deals with employees, leaders, and their interactions within organizations (Yin, 2018). Likewise, organizational theory links all concepts together, including cultural diversity, employees, leaders, and organizational performance, and explains their relationship and effects on a company’s success (Paquette, 2019). The researcher illustrated the main concepts of this study in Figure 1.
Discussion of concept 1. Vlad and Stan (2018) considered cultural diversity in the workplace to be a phenomenon that plays a significant role in today’s global economy. Every organization has its unique workforce diversity that demands all-inclusive management activities and policies in order to succeed. Regardless of their physical locations, MNCs, by definition, conduct their business in at least two different countries. These companies employ and manage workers with different cultural backgrounds, characteristics, and values to execute their daily tasks. If organizational leaders and managers neglect their employees’ cultural differences, this can lead to significant problems and decrease overall performance (Sharma, 2016). Johnson (2015) found that cultural diversity represents an opportunity for organizations rather than a problem that needs a solution.
Discussion of concept 2. Employees are a crucial aspect of organizations, critical to the overall success of a company and the instruments through which leaders execute business tasks. Their differences represent power and an advantage for MNCs when management understands how to utilize them according to their skills and knowledge. Israilidis et al. (2015) emphasized that supporting employees’ individual qualities and personalities will boost knowledge-sharing and generate better intellectual wealth at all business levels. Likewise, when there are no structures in place for employees to engage in knowledge-sharing and learning from one another, effective decision-making and collaboration in the workplace will decline. Top executives must hear and incorporate their employees’ voices and ideas to increase organizational performance and sustainability (Chou & Ramser, 2019).

Discussion of concept 3. Organizational leadership has a vital role in individual and corporate success. Ahn et al. (2018) found that leaders need to promote ethical leadership principles within their organizations. Leaders who incorporate ethical leadership approaches are more likely to succeed in encouraging and motivating their employees, who are also more likely to go above and beyond their regular work duties to increase companies’ performance. In today’s turbulent and fast-changing business world, organizations need to inspire and support their managers and leaders to demonstrate ethical leadership principles in the workplace. Globalization is a force that drives companies around the world to promote global leaders and multicultural workers to respond to upcoming business challenges (Lisak & Erez, 2015). Global leadership inspires and encourages individuals with distinctive cultural backgrounds to collaborate and work together toward accomplishing common organizational goals in international markets (Yoon & Han, 2018).
Discussion of relationships between concepts. Cultural diversity is a significant factor that impacts the decision-making of leaders within organizations. It affects employees, leaders, and the overall performance of business entities. Bachkirov (2019) found that culturally diversified teams enhance the performance of both their teams and companies. Leaders that disregard cultural diversity at the workplace and focus on personal achievements will suffer the consequences of their unethical leadership behavior (Mao et al., 2019). Such organizational leadership intentions will lead to a decrease in employees’ morale and ultimately cause a decline in organizational performance.

Summary of the conceptual framework. This conceptual framework illustrated the concepts and theories from the literature to explain the phenomenon of this study. Potential themes and perceptions and their relationships were explicit and updated in this section as the researcher progressed throughout the study. Likewise, the researcher presented the finalized themes and perspectives following data collection and analysis to reflect the final results.

Definition of Terms

The purpose of this section was to provide clarity of the terms used in this project. The researcher obtained all descriptions from relevant scholarly and peer-reviewed articles critical for data gathering and data examination. The definitions established common understandings of terminology and concepts, permitting the readers to follow the analysis without unnecessary repetition. The following terms were essential for comprehending the nature of this dissertation.

Cultural diversity. Cultural diversity refers to the talents of diverse or different cultures, nations, religions, and gender orientations reflected through people’s skills, knowledge, and competencies in the workplace (Audretsch et al., 2019).
Multinational corporations (MNCs). MNCs are organizations that have diverse bodies of employees from various countries with different cultural, political, and linguistic backgrounds. They cooperate and work together to conduct their business purpose in several nations around the world (Vlad & Stan, 2018).

Global leaders. Global leaders are executives who are able “to transcend national and corporate barriers to integrate different perspectives and people and to adapt to any context” (Winck et al., 2016, p. 35).

Interpretivist paradigm. The interpretivist paradigm is “the scientific philosophy that social order—including markets and the entrepreneurial processes within them—emerges from intentional action and interaction at the individual level” (Packard, 2017, p. 536).

Assumptions, Limitations, and Delimitations

The researcher identified several assumptions, limitations, and delimitations in this study. Assumptions are statements accepted to be truthful without further examination. Limitations are external factors that are beyond the control of the observer. Delimitations are internal aspects purposely created by the researcher to describe the scope of the inquiry.

Assumptions. The researcher made the following assumptions:

1. The selected applicants have indicated their observations justly and honestly. The examiner had to establish a good relationship with participants to obtain their trust and explain the significance of the study for everyone involved.

2. This qualitative case inquiry depended on semi-structured interviews to collect additional data and perform the necessary analysis (Ben Youssef et al., 2019). Because the interviews with potential candidates could be time-consuming, the researcher had to plan
Accordingly to guarantee enough time to transcribe interviews and elaborate on the research problem.

3. The documents used for data analysis supplied the essential information for the content of the investigation. The relevance, reliability, and validity of records were crucial for this qualitative case study (Yin, 2018).

Limitations. As in any study, limitations, or those aspects that the researcher cannot control, also impacted the findings of this project. The researcher confronted the following limitations clarified by McLeod (2019):

1. The sample size was too small to generalize the outcomes to broader populations. This inquiry originally proposed investigating two to three MNCs or other diverse organizations in Richmond, Virginia, but had to restrict the scope of the study to a single company due to COVID-19. It is difficult to determine whether the results of this case will be useful in other geographic regions and to other industries.

2. The researcher’s perceptions, or biases, might have influenced this case study. The observer bore significant responsibility for interpreting the data and drawing conclusions as impartially as possible.

3. This case research, which was time-consuming, would be very challenging to replicate. The unique organizational culture and structure of each corporation would demand that a case be specifically developed to its characteristics in order to carry out the analysis. Likewise, this research had a limited time frame of 16 weeks assigned for data collection and analysis, which implied additional problems for the researcher.

Delimitations. This case project had the following delimitations related to analyzing the impact of cultural diversity on the decision-making of leaders within organizations:
1. The research participants constrained this case study. The researcher selected top leaders
and executives and diverse employees within the selected company to gather data and
carry out the research.

2. The geographic region (Richmond, VA), time, and the designated company in this zone
to represent a case for this project also bounded this method. Since the delegated time for
completing this task was four months only, the researcher had to be flexible in scheduling
interviews and completing data collection and analysis.

**Significance of the Study**

This case study of cultural diversity’s impact at the workplace could be a learning
paradigm for business and non-business organizations and their leaders and managers to enhance
leadership skills and knowledge (Grigsby, 2015). In today’s turbulent and ever-changing global
economy, organizational leadership must be capable of dealing with the barrage of challenges
they face on a daily basis (Wang et al., 2018). They need to improve both personal and company
performance to remain competitive in the world markets. Cultural diversity plays a crucial role in
the decision-making process of leaders within corporations. This research identified significant
aspects of cultural diversity that impact both the decision-making process and organizational
performance. Likewise, this project could enhance executives’ understanding of cultural
diversity and serve as a study guide for leaders and managers at all organizational levels.

**Reduction of gaps.** There is a vast amount of literature linked to cultural diversity within
business organizations (Guillaume et al., 2017). However, there was a gap between the literature
and the actual leaders’ perspectives about cultural diversity, which influenced further exploration
and understanding of the topic. Furthermore, employees’ feedback about the research problem
was essential as well. This project represents a small but significant contribution to both the
knowledge base and business practices regarding cultural diversity’s impact at the workplace. The outcomes of this project reduced the gap in research and provided guidance for leaders to generate better business practices to deal with cultural diversity’s effect within organizations.

**Implications for Biblical integration.** According to the Bible, organizational leaders should help others to succeed before pursuing their interests. In Philippians 2:3, leadership should “do nothing from rivalry or conceit, but in humility count others more significant than yourselves” (*English Standard Version*, 2001/2016). In Exodus 18:21, business and non-business organizations should promote leaders and managers who are “able men from all the people, men who fear God, who are trustworthy and hate a bribe, and place such men over the people as chiefs of thousands, of hundreds, of fifties, and of tens” (*English Standard Version*, 2001/2016). Leaders and managers should serve and help others to please God to achieve His satisfaction with people. Heyler and Martin (2018) emphasized that servant leadership theory, coined by Robert Greenleaf in the 1970s, suggests that a servant leader focuses on others to succeed regardless of their cultural backgrounds.

God does not emphasize favoritism in His creation. Romans 2:11 confirms God’s anti-favoritism, “for God does not show favoritism” (*New International Version*, 1973/2011). God has created all humankind from Adam and Eve. People are all equal before God, regardless of their skin color, national origin, or language. God invented cultural diversity as a gift for humankind to unite and love each other and Him. God has commanded people to love one another as He loves us (*New International Version*, 1973/2011, John 13:34). People also need to learn from their diversity and variety because diverse groups possess various skills and strengths that can be beneficial for everyone when they get together. Cultural diversity should not create
boundaries and differences among people. Instead, humanity should celebrate diversity to exalt themselves, become closer to God, and flourish in this world.

**Relationship to the field of study.** Leadership is one of the most significant organizational well-being indicators, responsible for the overall performance and strategic results of a corporation in global markets (Koo & Park, 2018). Li et al. (2017) emphasized that the key to organizational success lies in empowering its leadership team and employees and sharing power among them to increase their motivation and commitment. Likewise, businesses must be flexible and adjust their actions according to changes and uncertainty in the environment. The organizational decision-making process is complex and challenging and is the purview of managers and leaders. Binci et al. (2016) found that leadership plays an essential part in business and other organizations, especially during a process of change. Various aspects of a business affect managers and leaders while making decisions, including cultural diversity.

Organizational culture shapes the behavioral characteristic of managers, leaders, employees, and companies (Longman et al., 2018). Corporate leadership influences employees’ behaviors through their attitudes, motivation, and job execution, which affect the company’s overall performance (da Silva et al., 2019). According to *Behavioral Leadership Theories* from the 1940s to 1950s, leaders develop themselves; they are not born (Desai, 2016). Multiple factors form and shape leaders’ behaviors and actions, cultural diversity being one of those factors that have a crucial impact on leaders’ decision-making and business practices. Xu et al. (2014) argued that a leader’s behavioral change is a product of both internal and external factors. Interior aspects include leaders’ knowledge and perspectives, while external factors involve social events and cultural impacts. It is necessary to identify the different aspects of cultural
diversity within companies that influence leaders and their decision-making, which in turn affect organizational performance.

**Summary of the significance of the study.** Cultural diversity plays a significant role in the decision-making process of leaders within corporations. Organizational leadership must be effective in dealing with cultural diversity in the workplace to improve both individual and the overall company’s performance. This case inquiry focused on reducing the gap between the scholarly literature and the actual perspectives of leaders and employees regarding cultural diversity and how it affects decision-making in real-world business settings. According to the Bible, organizational leaders should help their employees to succeed before pursuing their own interests. God has created people in diverse groups to love and learn from one another, not to distance and isolate themselves. Leaders and employees with intercultural competencies play an essential role in business organizations today, especially during change processes. Likewise, they tend to be more qualified and skillful, outperforming their competitors that lack these crucial skills in today’s global economy.

**A Review of the Professional and Academic Literature**

The literature’s review goal was to adequately position the study within the jurisdiction of current academic publications to justify the research problem established by the research questions and sub-questions (Creswell & Poth, 2018). The literature section linked and contrasted various perspectives and illustrated the relationship of this inquiry to earlier research findings related to the topic (Bodlaj & Vida, 2018). Relevant peer-reviewed journal articles described the most significant aspects of the research to further understanding cultural diversity and business practices. The researcher summarized the scholarly literature and grouped the conceptual categories used in the study, including cultural diversity, employees, leaders, and
organizational performance. Potential themes and perceptions from the relevant analytical literature were subject to revision and updating after data collection and analysis. The following literature review roadmap in Figure 2 illustrates the study’s main concepts.

Figure 2

Literature Review Roadmap

Note. The main concepts and sub-concepts flow and emerge into potential themes of the study.

Cultural diversity. As addressed previously, cultural diversity plays a central role in MNCs and other companies as a result of globalization, internationalization, immigration, and guest service workers employed worldwide (Mateescu, 2018). If managed effectively within MNCs, cultural diversity can be a force for increasing creativeness, work satisfaction, customer satisfaction and engagement, and organizational performance. Nevertheless, leaders and managers need special abilities and know-how in order to constructively harness the potential of cultural diversity within companies (Martin, 2014). Leadership’s understanding of corporate cultural diversity is essential because it can directly impact decreasing or increasing a company’s productivity. Commonly cited advantages of cultural diversity in the workplace include enhanced decision-making and problem resolution, high flexibility, openness to change, various perspectives of thinking and analysis, distinctive experiences and knowledge shared within
organizations, and increasing diversity and inclusion at work (Lambert, 2016). Disadvantages of cultural diversity at work, on the other hand, include wasting time and energy, conflicts, decreased productivity, lack of agreement in decision-making, increased heterogeneity of the group, and poor communication and satisfaction at work (Mateescu, 2018).

Both Rawls’ Theory of Justice and stakeholder theory suggest that companies with well-crafted workplace diversity policies are more innovative and superior than organizations that lack such guidelines (Hossain et al., 2019). Both theories adopt and apply anti-discriminatory procedures and practices that enhance the workplace atmosphere. In today’s business world, corporations build a diversity and inclusion culture that boosts both employees’ and organizational performance (Stoermer et al., 2016). Ohunakin et al. (2019) stressed that diversity and inclusion are integral parts of MNCs’ core values. Workplace diversity practices have a positive impact on employees’ innovation and creativity, which feed into organizational performance and enhance competitiveness (Hossain et al., 2019). In such business environments, workers feel protected and respected.

Alexander et al. (2015) found that MNCs tend to experience fewer turnovers when cultural diversity in the workplace is reliable and appreciated. These corporations empower their workforce to achieve their full potential and talent. By inspiring and educating their employees, organizations will ultimately boost the advantages of cultural diversity in the workplace and diminish its adverse effects. Behavioral management theory suggests that educating leaders about motivating, encouraging, and committing their employees to the execution of their tasks at a high level will advance the company’s performance as well (Alexander et al., 2015). Hiemstra et al. (2017) emphasized that both leaders’ and workers’ support is crucial when implementing cultural diversity methods and practices within business entities. Managers need to show their
commitment to cultural diversity and motivate employees to respect one another with dignity. Workers, too, need to actively participate in promoting tolerance for cultural diversity in the workplace.

Martin (2014) emphasized that cultural diversity in the workplace exists when variations in nationality, race, gender, language, religion, beliefs, and values develop and integrate into a community or organization. When culturally-diverse employee teams establish mutual respect and collaboration toward one another, they are more likely to accomplish their shared goals and objectives (Tompos & Ablonczy-Mihályka, 2016). Cross-cultural training programs can be highly effective at educating both senior management and rank and file employees in how to not only overcome differences, but also to move toward achieving the organization’s mission — not in spite of those differences, but because of them. (Lambert, 2016). Lambert suggested that distinctive aspects of cultural diversity help multicultural teams be more productive than monocultural working groups. Martin (2014) identified several, essential categories and dimensions of cultural diversity in the organization presented in Table 1.

Table 1

Categories for Defining Cultural Diversity

<table>
<thead>
<tr>
<th>Categories</th>
<th>Countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>Narrowly-founded</td>
<td>Cultural diversity is subject to race, ethnicity, and gender.</td>
</tr>
<tr>
<td>Broadly-founded</td>
<td>Cultural diversity develops from marital status, age, education, social class, cultural background, religion, and socio-economic status.</td>
</tr>
<tr>
<td>Conceptually-founded</td>
<td>Cultural diversity promotes various perspectives and variances through actions.</td>
</tr>
<tr>
<td>Primary, secondary, and tertiary-founded</td>
<td>Primary aspects include race, age, gender, ethnicity, and mental or physical skills. Secondary traits involve language, job experience, education, sexual orientation, religion, culture, political perspectives, and lifestyle. Tertiary dimensions consist of assumptions, attitudes, beliefs, perceptions, feelings, and values.</td>
</tr>
</tbody>
</table>

Note. The information provided in this table is specific to Martin (2014).
Cultural diversity is a complex concept that consists of various components that leaders and managers should consider when making business decisions. Decision-makers need to examine each aspect of cultural diversity to manage their diversified work teams effectively in the workplace. The investigator displayed the most significant cultural diversity drivers in Figure 3 and further discussed their significance for the decision-making process and organizational performance.

**Figure 3**

*Cultural Diversity Drivers*

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*Note.* This figure displays the most significant drivers of cultural diversity in the workplace.

*Nationality*. Cao et al. (2019) found that nationality and cultural diversity play both positive and negative roles on MNCs’ boards of directors in the United States. The presence of top foreign executives can bring additional challenges in the decision-making process because their nationality and cultural distinctions differ from the host country executives’ nationality. Overseas directors who work for MNCs in the United States usually need more time to blend in and start performing at their optimum level. Intercultural differences may sometimes lead to
conflict, making communication and collaboration among directors even more challenging. Differences in national and international standards among the top executives can reduce uncertainty vis-à-vis merger and acquisition decisions because, taken as a whole, they possess the cross-border experiences and knowledge necessary to make these strategic decisions (Cao et al., 2019). Furthermore, board diversity can increase creativity and innovation within MNCs.

Rosenauer et al. (2016) highlighted that managing national diversity in business and non-business organizations is a mounting business task due to ongoing globalization and workforce developments. Team leaders with advanced cultural intellect will more likely boost the diversity climate and performance of their employees. Culturally-intelligent leaders are well-found to create a “discrimination-free and fair diversity climate” (Rosenauer et al., 2016, p. 628), in which all individuals feel welcomed and appreciated. Furthermore, such a discrimination-free setting will increase employees’ and the corporation’s performance. Cultural acumen trains and prepares leaders to develop an inspiring diversity climate to release diversity’s potential in MNCs and other nationally diverse companies.

**Religion.** Coşgel et al. (2019) emphasized that scholars have long argued about the impact of a variety of religions in society. In analyzing the effect of religious diversity on people’s beliefs, they concluded that the presence of multiple religions in a country boosts religious feelings in the community by offering an array of spiritual alternatives. While traditional researchers assumed that the diversity of religious choices within a nation would weaken religiosity by challenging the predominance of one particular religion, Coşgel et al. (2019) found the contrary to be true. The authors believed that applying a market approach to faith offered greater quality and enhanced the range of religious options, leading to increased religiosity among practitioners.
“World Religions Map” (2019) explored the world’s leading religions through a progressive map created by the Great Blue Hill (WGBH) Educational Foundation for students and the public, which can benefit business organizations and their leaders. In 2010, the Pew Research Center conducted a demographic study of over 230 countries and relied on more than 2,500 censuses, surveys, and public registers. At the website PBS Learning Media, readers can find fascinating information about Buddhism, Christianity, Hinduism, indigenous religions, Islam, Judaism, non-religious people, and other religions. For example, in the United States, most Americans identify themselves with Christianity (78.3%), followed by no religion (16.4%), Judaism (1.8%), Buddhism (1.8%), Islam (0.9%), Hinduism (0.6%), other religions (0.6%), and indigenous beliefs (0.2%). There are nine maps according to national boundaries as of 2010. The website’s appendix presents religious data for all countries, including those that do not appear on the map. Figure 4 illustrates the world’s prevailing religions.

Figure 4

World’s Leading Religions Map

Note. This figure is specific to “World Religions Map” (2019).
Ancarani et al. (2016) found that management and organizational analyses verified that religion and nationality represent the leading cultural diversity dimensions within organizations. Nationality is an individual’s identity within a diversified group. Religion is one of the most influential factors in both national and overall culture. Ancarani et al. also emphasized the three domains through which faith impacts individuals. First, religion shapes one’s principal values and beliefs, such as job ethics and the impact of a job in life. Second, worship outlines a person’s ceremonies and attitudes. For instance, it shows the attitudes toward women at work. Third, religion influences the manners and symbols of members of a group. Weng (2017) stressed that faith could impact racial ambiance in a group.

**Race.** According to Weng (2017), racial divisions in religion date back to the beginning of the 18th century in the United States, with the result being that more than 90% of churches in the country today reflect some degree of racial separation. Furthermore, the author revealed that skin color and faith triggered discrimination where minority racial and ethnic groups experienced unfair behavior. This problem became more evident after September 11, 2001, terrorist attacks; Muslims became the target of prejudgment and discrimination, which continues to this day. Sanchez and Gilbert (2016) added that African-American Muslims live in poor neighborhoods and experience lower pay at work. Muslim immigrants are in a better position than African-Americans because they receive higher salaries at work and are more able to blend in with white people because they can afford to live in majority-white areas.

Daniels and Thornton (2019) found that racial subgroups carry distinct and unique experiences to their corporations. Moreover, workplace diversity increases organizational market share, productivity, and enhances invention and creativity in business entities (Daniels & Thornton, 2019). The authors emphasized that minority groups may also experience the negative
aspects of diversity at work because they are outsiders to some extent. According to social identity, self-categorization, and modern racism theories, racism and discrimination took on a new contemporary form within business organizations (Daniels & Thornton, 2019; Hornung et al., 2019). Although modern-day racists are still discriminatory toward minority groups, organizations need to find new proactive approaches to suspend any national, racial, or gender-discriminatory behavior in the workplace.

**Gender.** Scholars agreed that gender is the main category in social classification. Since childbirth, individuals fall to females or males categories in the majority of national cultures; therefore, they carry their gender category into the workplace. Gender lay theory explains and influences the scope of gender discrimination within organizations (Klysing, 2020). The author found that educational programs focused on unfolding social constructionist theories of gender help victims and decrease the number of unknown acts of gender discrimination within organizations. Duan et al. (2019) found that helping activities by organizational volunteers toward minority groups benefit not only those who need help but the helpers as well. Such business activities, aimed to assist associates in the workplace, are vital components of companies’ citizenship culture because they support working teams and organizations. In addition, organizational helping behaviors lead to higher business performance and healthier employees’ and corporations’ well-being (Duan et al., 2019).

Ozturk and Tatli (2016) explained that human resource departments (HRDs) within business enterprises should realize that sexual minorities contribute significantly to organizational competence with their unique working experiences and knowledge. Research has proven that, while lesbian, gay, bisexual, and transgender (LGBT) workers confront many challenges and obstacles in the workplace, they also enhance MNC innovation and creativity
Transgender individuals are the most vulnerable LGBT subgroup. Laws of equality and industry guidelines of gender equivalence in the workplace are crucial for their protection. Still, further organizational commitment and support to decrease discrimination based on gender preferences is essential in the future for MNCs and other multicultural companies.

**Language.** Stryker (2018) believed that language is a powerful cultural aspect used for communication and understanding among people in the world. Individuals express their emotions and feelings in different dialects. There are over 7,000 world dialects that people use in their conversations every day (Everett, 2017). According to Lane (2019), approximately half of the world’s societies speak one of the top 10 global dialects. The author admitted that grouping and classifying native speakers, total speakers, and the top world’s languages was a very challenging task. Nevertheless, Lane presented the top 10 famous world’s languages correspondingly in Table 2 and Table 3.

**Table 2**

*The World’s Leading Languages by the Total Number of Native Speakers*

<table>
<thead>
<tr>
<th>Rank</th>
<th>Language</th>
<th>Native Speakers</th>
<th>Countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Chinese</td>
<td>1.3 billion</td>
<td>China and the United States</td>
</tr>
<tr>
<td>2.</td>
<td>Spanish</td>
<td>460 million</td>
<td>South and Central America, Spain, and the United States</td>
</tr>
<tr>
<td>3.</td>
<td>English</td>
<td>279 million</td>
<td>The United States, Canada, and the United Kingdom</td>
</tr>
<tr>
<td>4.</td>
<td>Hindi</td>
<td>341 million</td>
<td>Northern India and Pakistan</td>
</tr>
<tr>
<td>5.</td>
<td>Arabic</td>
<td>315 million</td>
<td>Saudi Arabia, northern and western countries of Africa</td>
</tr>
<tr>
<td>6.</td>
<td>Bengali</td>
<td>228 million</td>
<td>West Bengal (India) and East Bengal (Bangladesh)</td>
</tr>
<tr>
<td>7.</td>
<td>Portuguese</td>
<td>220 million</td>
<td>Portugal, Brazil, Mozambique, Angola, Portugal, Guinea-Bissau, East Timor, Equatorial Guinea, Macau, Cape Verde, and São Tomé and Príncipe</td>
</tr>
<tr>
<td>8.</td>
<td>Russian</td>
<td>153 million</td>
<td>Russia</td>
</tr>
<tr>
<td>9.</td>
<td>Japanese</td>
<td>128 million</td>
<td>Japan and The United States</td>
</tr>
<tr>
<td>10.</td>
<td>Lahnda</td>
<td>118 million</td>
<td>Western Punjabi</td>
</tr>
</tbody>
</table>

*Note. The data presented in this table is specific to Lane (2019).*
Table 3

The World’s Leading Languages by the Total Number of Speakers

<table>
<thead>
<tr>
<th>Rank</th>
<th>Language</th>
<th>Total Speakers</th>
<th>Countries</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>English</td>
<td>1.132 billion</td>
<td>The United States, Canada, and the United Kingdom</td>
</tr>
<tr>
<td>2.</td>
<td>Chinese</td>
<td>1.117 billion</td>
<td>China and the United States</td>
</tr>
<tr>
<td>3.</td>
<td>Hindi</td>
<td>615 million</td>
<td>Northern India and Pakistan</td>
</tr>
<tr>
<td>4.</td>
<td>Spanish</td>
<td>534 million</td>
<td>South and Central America, Spain, and the United States</td>
</tr>
<tr>
<td>5.</td>
<td>French</td>
<td>280 million</td>
<td>France and Canada</td>
</tr>
<tr>
<td>6.</td>
<td>Arabic</td>
<td>274 million</td>
<td>Saudi Arabia, northern and western countries of Africa</td>
</tr>
<tr>
<td>7.</td>
<td>Bengali</td>
<td>265 million</td>
<td>West Bengal (India) and East Bengal (Bangladesh)</td>
</tr>
<tr>
<td>8.</td>
<td>Russian</td>
<td>258 million</td>
<td>Russia</td>
</tr>
<tr>
<td>9.</td>
<td>Portuguese</td>
<td>234 million</td>
<td>Portugal, Brazil, Mozambique, Angola, Portugal, Guinea-Bissau, East Timor, Equatorial Guinea, Macau, Cape Verde, and São Tomé and Príncipe</td>
</tr>
<tr>
<td>10.</td>
<td>Indonesian</td>
<td>199 million</td>
<td>Indonesia</td>
</tr>
</tbody>
</table>

Note. The data presented in this table is specific to Lane (2019).

Stryker (2018) emphasized that transparent cooperation and communication play significant roles in organizational competitiveness and survival in the global economy. Effective communication is critical for both individual and corporate success in today’s business world. Powerful leaders successfully communicate their ideas and thoughts, which are essential for the completion of business tasks by their employees. MNCs and other companies strengthen their unique organizational cultures through language in defining their standards and business practices. By analyzing word usage, leaders and managers can learn much about their employees’ thoughts, feelings, motivations, and beliefs (Stryker, 2018).

Beliefs. Beliefs are principles that individuals embrace to be true, and are critical elements of culture. For instance, Americans generally believe in the American Dream — that everyone who works hard will be fruitful and successful in life, regardless of their race, gender, ethnicity, or other classifications (Robinson, 2018). The primary message embedded in this
belief is that Americans consider wealth a significant aspect of their lives. Taylor (2017) believed that the American Dream was far beyond the grasp for many Americans because of a substantial decline of the middle class, job shortages, unsuccessful governance, a greedy financial sector, immigrants, and low-cost foreign workforce. Both individuals and nations confront various challenges because of continual demographic changes and uncertainty in today’s globalized world (Erolin, 2016).

Garrett and Weeks (2017) defined individual epistemic beliefs as perceptions about “the nature of knowledge,” and how a person knows and understands “the scientific and political world” (para. 4). According to the authors, a person’s way of thinking could impact his or her commitment to adopt claims without observed data. Feelings, evidence, and politics also shape one’s knowledge (Garrett & Weeks, 2017). Feelings are a source of intuition in an individual’s decision-making process. Evidence is proof that one’s beliefs are accurate. The political dimension of epistemic beliefs holds that facts are subject to political argument, which means that everything is relative in public. Individuals in a society have distinctive beliefs, but they also cultivate shared values of a group.

**Values.** Values are the cultural principles of a nation for distinguishing good from the bad. Park et al. (2017) defined cultural values as “enduring beliefs that a specific mode of conduct or end-state of existence is personally or socially preferable” (p. 2). Values encourage people to behave in a certain way, yet they do not correctly demonstrate how people do act in real life. For instance, Americans immensely value cultural diversity and equal opportunities for all individuals, but white men still hold the country’s highest positions. Krassner et al. (2017) added that Americans and Western countries prefer individualism and independence, whereas Eastern societies value collectivism.
Caputo et al. (2019) elaborated on Hofstede’s cultural values framework, which consists of four dimensions: (1) power distance, (2) uncertainty avoidance, (3) individualism-collectivism, and (4) masculinity-femininity. Power distance refers to the point at which leaders and individuals agree or disagree with power differences in their countries. Uncertainty avoidance is the degree to which a nation accepts vague, unpredictable, and volatile circumstances within its borders. Individualism refers to the level of independence and freedom of people in their actions and choices. Collectivism reflects the degree to which people blend in with leading groups and live together in harmony. Masculinity means males are ambitious, and females are more considerate. Feminine cultural values relate to equality of emotional and gender roles and traditions (Caputo et al., 2019).

**Traditions.** Traditions are events or rituals frequently performed by members of a society on specific circumstances. Tofan (2018) borrowed the idea from Scrima’s book that the tradition is “a living process of transmitting the truth, rather than a substantial form of history, as it is very often conceived” (p. 53). Elderly members pass down behaviors or beliefs with symbolic meaning or implication from the past to younger generations. For instance, Americans celebrate Thanksgiving Day, which is a symbolic presentation of the harvest festival where both natives and immigrants came together at a Thanksgiving dinner to assimilate and thank God for their blessings (Cross & Gilly, 2017). Since then, the turkey has become a symbol of the leading culture and pilgrims’ efforts. National traditions are essential for those who observe them. Businesses should integrate their diversified employees’ beliefs, values, traditions, and other qualities into decision-making and policies to promote enduring organizational success (Coutinho et al., 2018).
Norms. Norms are pre-determined expectations and guidelines by which a national culture leads its citizens’ conduct in any circumstance (Goyal et al., 2020). Jukka et al. (2017) found that classic business relational norms include anticipations of flexibility, team spirit, information exchange, and mutual and enduring goals. Sociologists divided cultural norms into categories such as taboos, mores, folkways, and laws.

- Taboos are behaviors that a culture prohibits; anyone who breaks them will experience judgment and extreme humiliation from other members (Robati & Zand, 2018). Taboos include everything that religion, politics, or social standards forbid to their followers. Cannibalism, for example, is one of the most prohibited taboos in the majority of human societies.

- Mores are informal morality standards or behaviors established within a nation or a society (Chung & Rimal, 2016). Violators will be subject to a strict social sanction. An example may be if someone tried to attend prayer in church or the mosque in the nude.

- Folkways are casual customs or behaviors, socially accepted but not morally significant (Chung & Rimal, 2016). For example, managers and employees attending a meeting need appropriate uniforms.

- Laws are the official body of rules enacted by a country’s legislature and enforced by its police and security forces (Ntui, 2017). Citizens who break the laws will pay their dues according to civil and criminal codes.

Laws. Ntui (2017) added that laws date back to the earliest existence of human beings, representing mirrors of human civilization. The first laws were simple and closely connected with the cultural practices of our ancestors. Ancient laws focused on specific purposes and easy implementation in real-life. Monarchs and other rulers implemented ancient laws to control the
people in their territory in the prehistoric period. Legal awareness and public involvement were at a high level in every phase of implementation throughout history. The industrial revolution introduced the application of modern legislation to protect the environment from peoples’ destructive extraction of natural resources (Ntui, 2017).

Contemporary laws are complex and challenging to comprehend. Chen (2019) emphasized that legal researchers and judges analyzed and supported statutes and regulations with corresponding theories about the impacts of judicial decisions in society. Legal verdicts have a close relationship with other cultural aspects of humanity, for which reason it is incredibly challenging to determine their roots or outcomes. Judges on the right debated that the experimental consequences of legal judgments are crucial for judges to make superior and effective cost-benefit analyses. Judges of the left suggested that judicial verdicts are essential for judges to make decisions per se with the free will of the citizens.

Carminati (2019) argued the impact of the law, ethics, and corporate social responsibility (CSR) within MNCs in the Kantian tradition this way: “In law a man is guilty when he violates the rights of others. In ethics he is guilty if he only thinks of doing so. - Immanuel Kant” (p. 2). Inherent in CSR is the conviction that companies should follow ethical codes of conduct to enhance living standards and economic growth. Governments support and force legal regulations, while ethics have influential public supremacy. Therefore, ethical principles should always be in agreement with legal guidelines and cultural customs (Carminati, 2019).

**Customs.** Coldwell (2017) focused his study on the impact of customs and cultural values on moral sentiment and ethical leadership within companies. Customs significantly affect the moral preferences of people. Adam Smith’s 1976 *Theory of Moral Sentiments* signaled that cultural values, including customs, have a tremendous impact on the social behavior of
Cultural diversity and impact on organizations (Coldwell, 2017). Ethical leadership of MNCs incorporated cultural customs and variations in decision-making because they impact employees’ and customers’ preferences. Whipple and Cichanowicz (2019) illustrated 11 interesting customs from around the world in Table 4.

**Table 4**

*Customs from around the World*

<table>
<thead>
<tr>
<th>Rank</th>
<th>Custom</th>
<th>Country</th>
<th>Meaning</th>
</tr>
</thead>
<tbody>
<tr>
<td>1.</td>
<td>Pointing with lips</td>
<td>Nicaragua</td>
<td>Something is happening nearby.</td>
</tr>
<tr>
<td>3.</td>
<td>Spitting on the bride</td>
<td>Greece</td>
<td>Good luck.</td>
</tr>
<tr>
<td>4.</td>
<td>September 12</td>
<td>Russia</td>
<td>The day of Conception. A public holiday to promote Russian bloodline.</td>
</tr>
<tr>
<td>5.</td>
<td>Groundhog Day</td>
<td>The United States</td>
<td>If the groundhog sees his shadow on February 2nd, there will be six more weeks of winter.</td>
</tr>
<tr>
<td>6.</td>
<td>Tipping</td>
<td>The United States</td>
<td>Patrons should give an extra 10 to 20 percent of the bill to waiters.</td>
</tr>
<tr>
<td>7.</td>
<td>Hanging out in cemeteries</td>
<td>Denmark</td>
<td>Areas for socializing, especially when the weather warms up.</td>
</tr>
<tr>
<td>8.</td>
<td>Pointing with the thumb</td>
<td>Malaysia</td>
<td>Being polite.</td>
</tr>
<tr>
<td>9.</td>
<td>Slurping</td>
<td>Japan</td>
<td>Enjoying and appreciating the noodles.</td>
</tr>
<tr>
<td>10.</td>
<td>Kneeling or lying prostrate</td>
<td>Nigeria</td>
<td>Women kneel, and men lay prostrate when greeting older people.</td>
</tr>
<tr>
<td>11.</td>
<td>Using the left hand for things</td>
<td>Middle East, Sri Lanka, India</td>
<td>People use their left hand for cleaning themselves and toilets; therefore, the left side is dirty.</td>
</tr>
</tbody>
</table>

*Note.* The information shown in this table is specific to Whipple and Cichanowicz (2019).

*Cuisine.* Cultural stories about food illustrate a way of living among a group of individuals or a nation, including their collective values and harmony of life (Mills, 2018).

Differences among people and cultures around the world are what make this life more thrilling and beautiful for everyone. Cuisine and its variations have significant symbolic value for societies. Mills (2018) indicated that most scholars believe French cuisine is the foundation for
the majority of other cuisines. Everyone in Europe and the world copy France’s approach and style of cooking. The new world’s cuisine combines modern-day and classical cooking practices, ingredients, and techniques. The stories of macaroni and cheese, pizza, rice, sushi, taco, and others are just of few examples of cuisines that signify their national origins. Understanding various gastronomies and other cultural differences has become essential in every aspect of the lives of organizations and their employees (Min et al., 2018).

Employees. Wisdom (2018) borrowed the famous expression “invisible hand of competition” from the economist Adam Smith and modified it to the “invisible hand of expectations,” by which managerial and leadership expectations guide employees’ behaviors (p. 124). Subordinates are, indeed, driven by the invisible hand of their superiors. When employees and managers are in agreement, they are able to accomplish organizational goals and objectives. Workers who are in agreement with leaders’ expectations will produce the best results from their talent.

For Sims (2018), although the benefits of diversity for MNCs and other companies are undeniable, corporations’ ability to appreciate that diversity is questionable. Diversity intellect is a new tool designed to help decision-makers understand the significance of workplace diversity and apply that data to shape organizational behavior and performance. Diversified employees hold unique skills and experiences that leaders need to discover and support within organizations. Leaders who integrate diversity intellect into their decision-making are similar to servant leaders, who are ethical, humble, inspiring, passionate, and supportive of their dependents’ success (Sims, 2018). When servant leaders are in charge, employees feel empowered and motivated to perform to their maximum ability because they know that their superiors will support them and meet their needs.
Brimhall (2019) found that leaders and managers in charitable organizations confront fast-shifting socio-economic changes in the U.S. population. For example, population analyses reveal that by 2030, one out of five living Americans will age up to 65 or older. By 2044, 50% or more Americans will represent non-white racial or ethnic subgroups. Likewise, by 2060, immigrants will represent about 20% of the total American population (Erolin, 2016). Therefore, discovering the best methods to certify highly diversified employees’ positive results in the workplace is essential for business and non-business organizations that struggle to enhance workers’ commitment and productivity.

Brimhall (2019) also emphasized that the transformational leadership (TFL) method and a climate of diversity and inclusion within corporations are crucial for boosting employees’ loyalty and overall organizational performance. TFL theory proposes that leaders should encourage and inspire their subordinates to perform above and beyond their expected level. The TFL technique purports that successful executives should develop four leading qualities: (1) personalized attention towards each employee, (2) intellectual encouragement, (3) inspiring motivation, and (4) idealized impact. Workers who feel respected and appreciated for meeting organizational targets feel an enhanced sense of belonging and commitment to the organization. By creating an inclusive workplace climate in teams that support organizational commitment and by incorporating the TFL approach, leaders and managers can improve both employees’ and organizational performance (Brimhall, 2019).

Chai et al. (2017) highlighted that corporations need extremely dedicated employees to stay competitive in global markets. Well-designed organizational vision, mission, and core values help workers align their interests with the company’s shared vision and objectives. Transformational leaders will increase the shared vision in the workplace, and teammates’
commitment toward achieving groups’ goals, positively impacting workers’ loyalty to their companies. On the other hand, transactional leaders reward subordinates for a specific positive job performance and provide coaching assistance when needed (Chai et al., 2017). Employees’ organizational commitment reflects through their traits, education, qualifications, and ability to work in diversified groups.

_Education._ Ermasova et al. (2017) stressed that business education plays a primary role in setting ethical conduct within organizations. Cultural diversity in the workplace influences the ethical behavior of employees and leaders. Multicultural education and ethical training within organizations benefit both supervisors and subordinates, helping them to accomplish established business targets. Ethical education and discussion within corporations outline organizational policies and practices, challenges, proper ethical behaviors, business tasks, and ethical conduct resolutions. Leaders can use ethics training as feedback and adjust their approaches to manage their diversified workforces better and create a healthy workplace (Ermasova et al., 2017).

Cairrao et al. (2019) found that many organizations struggle to create a healthy workspace for their employees. MNCs and other companies strive to find the right balance between professional success, family life, and high organizational performance by their employees. In various companies, employees’ healthy life-work balance of has vanished due to incompetent leadership, the increasing complexity of tasks, miscommunication, a shortage of career promotions and opportunities, and performance issues and incomes (Cairrao et al., 2019). An excellent place to work is where employees and their supervisors collaborate and enjoy working with one another. This type of organization develops its culture based on trustworthiness, honesty, mutual respect, equality, and deep job satisfaction of its workers.
Workers’ satisfaction on the job is the most critical aspect of organizational theory (Cairrao et al., 2019). Lee and Ha-Brookshire (2018) added that an ethical climate strongly influences and improves workers’ organizational citizenship behaviors (OCB), which boosts the organization’s overall sustainability performance, regardless of its size. According to social exchange theory, employees will go beyond their regular tasks and perform at higher levels in exchange for continuing positive feedback and benefits they may get from their companies (Lee & Ha-Brookshire, 2018). When workers recognize that an ethical climate exists in the workplace, they are more likely to support and enhance the organization’s performance and cultivate better OCB. By developing more robust ethical work climates, corporations will empower employees who will be self-motivated to increase their qualifications and skills.

**Qualifications.** Kim et al. (2017) suggest that corporations cannot compete exclusively on prices and costs strategies in current business conditions, but rather also compete through knowledge, innovations and the creativity of every worker. Successful MNCs compete by empowering their employees to take the lead and own their job roles. Empowered employees are more successful, and therefore increase the overall performance of corporations. Kim et al. (2017) also emphasized that leader-member exchange theory (LMX) and work schedule flexibility are major contextual components of employees’ empowerment. In high-level LMX interactions, leaders and employees respect, trust, collaborate, and communicate with one another. In contrast, in low-level LMX relationships, leaders don’t make an effort and lack the motivation to inspire and advance their followers. Such circumstances reduce mutual respect between organizational leadership and employees.

**Mutual respect.** Clarke and Mahadi (2017) investigated how employees experience treatment from other colleagues and managers within organizations. They found that respect is
the central feature workers use to analyze the quality of treatment and behavior with their leaders and co-workers. Mutual respect reflects through the (1) inclusion inside a team, (2) a person’s value or significance, (3) equal and fair treatment, (4) evaluation of potentials, and (5) acceptance based on a person’s kindness (Clarke & Mahadi, 2017). The “person-person” approach between supervisors and subordinates is more critical than the “person-organization” value method because it positively affects employees’ job performance (Clarke & Mahadi, 2017, p. 165). Positive appraisals and acceptance of managers and other team members signal that all individuals have successfully blended into their diversified teams.

**Diversified teamwork.** Anselmo (2017) found that companies’ commitment to building diversified work teams is an approach to incorporate various and distinctive perceptions throughout the organization. By following workplace diversity tactics, MNCs indicate that diversity is a fundamental part of their strategies. Corporations should integrate diversity plans into their vision, mission, and core value statements. Furthermore, leadership support and employees’ commitment are vital for the successful implementation of diversity strategies. MNCs should also clearly communicate their diversity tactics throughout their structures and include all feedbacks from employees and other associates into corrective action plans to fix the obstacles of workplace diversity.

Moura et al. (2019) identified the most significant factors influencing high-performing team execution of tasks. First, communication is an essential aspect, not only of a workgroup but also of an entire organization. Second, cooperation among team members is vital to overcome obstacles to team effectiveness. Third, trust between teammates builds stronger relationships and increases collaboration among team actors. Fourth, team cohesion, or the interactive attraction among teammates, contributes to group spirit and to a state of fitting in with a particular group.
Fifth, team climate is a working style of a specific group in an organization. Sixth, mutual respect is a natural behavior among individuals in a team that develops a positive climate of a group. Seventh, team conflicts are unavoidable and can affect a team’s performance in both a positive and negative way. Lastly, team leadership can positively inspire and guide team participants.

**Leaders.** Kollenscher et al. (2018) defined leaders as individuals who implement organizational missions and craft policies and strategies, and design structures to accomplish the purpose of their company. Qu et al. (2019) stressed that leadership is a multi-dimensional and complex phenomenon manifested in multi-directional impacts on subordinates’ behaviors in workgroups and organizations. A leader’s influence is visible in every corner of the organization. Breevaart and Zacher (2019) emphasized that leaders’ actions vary and that they use distinctive approaches and methods to influence their workers. While the transformational leadership method positively influences employees’ outcomes, the laissez-faire style — which is inactive and unproductive — adversely impacts employees. On the other hand, transformational leadership boosts employees’ job satisfaction and performance. Very often, leaders improvise and moderate their leadership styles by incorporating new managerial aspects as needed.

Sousa and Rocha (2019) highlighted three major leadership styles: autocratic, democratic, and laissez-faire with the following characteristics:

1. **Autocratic leaders** make decisions based solely on their perceptions and understandings. They do not consult their colleagues or employees. This approach is applicable in a fast-paced environment where leaders need to make quick judgments. Nevertheless, this approach generates high rates of job absence and turnovers.
2. Democratic decision-makers consult their co-workers and employees, making final verdicts established on the perceptions and suggestions from all involved. These leaders support and inspire creativity and innovation. Workers actively participate in decision-making and execute their tasks at the optimum level. The democratic leadership climate produces high worker satisfaction and organizational performance.

3. Laissez-faire superiors delegate lots of freedom to employees in planning and executing their business tasks and also in the decision-making process. In this leadership setting, leaders supply employees with the necessary resources and give suggestions, but they typically do not get involved in subordinates’ work. Under this leadership style, employees report high job satisfaction. Still, actual performance will be optimal only if employees possess the required know-how, talents, and self-discipline to complete their duties with little supervision.

Goswami et al. (2016) reflected on the moderating influence of leaders’ transformational leadership approach and its impact on employees’ work engagement and organizational performance. Leaders engage in various actions at work in an attempt to influence their employees to become more efficient. Some leaders use humor to inspire and motivate their subordinates to accomplish their daily tasks. Good-natured humor is entertaining, reduces stress, and enhances cooperation and collaboration between managers and their dependents. Leaders who apply humor tactics in their daily interactions are more favorable to work with than other supervisors (Goswami et al., 2016).

Qu et al. (2019) also reported that managers fluctuate between the transformational leadership approach and the laissez-faire style for different reasons. Occasionally, supervisors need to carefully observe their subordinates due to time constraints and task complexity. In such
circumstances, leaders should provide immediate assistance to workers when needed. Likewise, yet in similar situations of time limits and the complexity of the tasks, leaders might use laissez-faire tactics instead, encouraging their subordinates to take the lead in their functions. In such a situation, employees are likely to be less productive and less enthusiastic at work.

Gutermann et al. (2017) found that engaged workers are enthusiastic and inspired in their job. LMX and crossover theories emphasize the significance of leaders’ role in boosting their employees’ motivation and engagement at work. One of the primary tasks of managers is interacting with and managing their workers. According to the LMX principle, high job engagement of leaders elevates employees’ motivation and job engagement as well. Enthusiastic leaders develop distinctive relationships with their dependents. Consequently, employees complete their duties at a higher level and increase organizational performance. As leaders’ work engagement and devotion rise, according to the LMX principle, this will boost and benefit subordinates’ engagement and job satisfaction (Gutermann et al., 2017). Nonetheless, if supervisors demonstrate self-interested attitudes in the workplace, employees’ commitment and job satisfaction will decrease severely in a short period.

Schmid et al. (2019) labeled the self-interested conduct of leaders as an exploitative leadership approach. Such self-directed behavior will be destructive and damaging for both the supervisor and employee. Destructive leadership manifests itself as managerial negligence toward subordinates, which in turn, negatively affects the commitment and performance at work resulting in a decrease in organizational performance. Researchers showed that leaders occasionally pursue a self-interested course even if they did not contribute significantly to the accomplishment of their employees (Schmid et al., 2019). Exploitative leaders may gain some advantage in the short-run, but will likely not succeed in the long-run.
Öztürk et al. (2017), instead of defining the concept of leadership, have developed critical leadership paradigms essential for a better comprehension of leadership as follows:

- The trait-personality paradigm identified superior leaders and investigated their elite qualities. Scholars then tried to apply these traits to any cultural background but failed to identify universal leadership characteristics across cultures. Therefore, this model happened to be obsolete.

- The behavioral leadership theory (BLT) defined leadership as the principal’s managing behavior that positively impacts everyone in a corporation. BLT focuses on the practical actions of leaders within organizations. Behaviorists assume that leaders craft their actions based on the perceptions of the organization’s environment.

- Contingency theory paired leadership styles with contingent aspects. The best course of action is dependent on internal and external factors. Commonly used contingency theories include path-goal theory, situational leadership theory, and life cycle theory. However, all these contingency theories are insufficient to explain the concept of leadership in its entirety, even though they brought new perspectives to the leadership arena.

- Social and relational leadership theories define leadership as social certainty developed by relations with others. LMX, one of the essential models in this group of leadership philosophies, emphasizes that leaders use different methods with their followers. In private companies, leaders work faithfully with those employees who are confident in their superiors’ managing abilities. For other employees, supervisors use different tactics.

- Neo-charismatic or new leadership theory deals with the method of change and the transformation of subordinates. Transactional and transformational leadership styles are
among the most prominent approaches in this theory of leadership. The transactional practice focuses on leading and observing employees by utilizing a disciplinary and reward system. In contrast, the transformational approach emphasizes the practical behaviors of leaders who set higher goals and value collective contributions.

Öztürk et al. (2017), however, have concluded that all five leadership philosophies are relatively obsolete and may no longer be applicable in modern work environments. The majority of the principles of these methodologies do not fit with a younger generation of employees. The field of leadership should develop more inclusive and contemporary methods, which include perceptions, consciousness, reasoning, opinions, information managing, and labeling (Öztürk et al., 2017). This new modern approach to leadership introduced implicit leadership theories (ILTs). Shen (2019) confirmed that ILTs reflect on employees’ cognitive perceptions of the practical and nonpractical traits and skills of their leaders. ILTs are more appropriate for the behaviors of modern, global leaders whose styles are substantively different than former leadership approaches (Shen, 2019).

**Global leaders.** Developing and promoting global leaders becomes a critical phase of peoples’ management in MNCs (Ramsey et al., 2017). Global leaders can analyze, operate, and manage workers in global surroundings and climate. These individuals have comprehensive knowledge and perspectives that help MNCs gain comparative advantages in today’s global markets. Bodlay and Vida (2018) found that global leaders are more culturally intellectual, which allows them to adapt to any cultural setting and to lead people within cross-cultural and cross-national surroundings. Cultural diversity in the workplace helps MNCs develop global talent and create an organizational culture that supports diversity and inclusion within the workforce.
Chakravarthy and Yau (2017) emphasized that global companies need skillful leadership teams that support diversity and have essential, comprehensive business experiences to meet upcoming complexities. Operating on the global stage is imperative for MNCs, but global competing requires innovative and proactive approaches. By empowering their personnel around the world, corporations ensure their performance in the global economy. International companies must be dynamic and develop global strategies that go beyond their capabilities to serve top-notch global market segments. Leading a global company requires teamwork, which cultivates innovation, diversity, and inclusion in the workplace (Chakravarthy & Yau, 2017).

Velasco and Sansone (2019) stressed that rapidly-shifting demographics in the United States require that MNCs and other organizations develop culturally knowledgeable and inclusive staff. Businesses that encourage and support diversity and inclusion in the workplace generate higher earnings and increase their capacity to innovate. Many organizations, however, still struggle to create inclusive cultures; others resist change entirely (Velasco & Sansone, 2019). Resistance to change may, in fact, be the most constructive reaction. If workers’ principles, values, and actions meet their needs, then their resistance to change is reasonable. Regardless of the particular approach to business taken by organizations, they should always include perspectives of both leaders and employees when making strategic decisions.

**Decision-making process.** Strategic decision-making plays a significant role in a company’s short and long-term business success (Parayitam & Papenhausen, 2018). Decision-making is a rational thinking process through which leadership teams of corporations develop unique and complex courses of action. During this process, executives, senior leadership, and managers give-and-take information, discuss and analyze it, draw conclusions, and make decisions. Before reaching conclusions, decision-makers may fall into cognitive, affective, and
process conflicts (Guo et al., 2019). Cognitive conflict relates to constructive disagreements on inventive tasks and decisions, while affective conflict denotes personal inabilities and emotional antagonism. Process conflict refers to decision-makers’ selection of how to approach various perspectives of team members.

Parayitam and Papenhausen (2018) also found that cooperative and competitive conflict management techniques impact a group’s success and results. Collaborative dispute management tactics reduce stress and bring consensus among decision-makers. Leaders with a coordinated conflict approach emphasize mutual goals and organizational performance above personal perceptions of executives and other managers. The collective strategy facilitates collaboration and trust among teammates and develops cooperative goals and consensus behaviors during conflicts. In contrast, decision-makers who pursue competitive conflict strategy aim to accomplish their objectives by exploiting others’ ideas, which decreases the group’s effectiveness.

Parayitam and Papenhausen (2018) highlighted that strategic decision-making within MNCs and other companies is relevant for three prominent theories:

1. Upper echelons theory predicts that the success of a corporation is a product of top leadership teams and their decisions (Shi et al., 2018). Organizational effectiveness is subject to the top executives’ qualities and experience. Senior directors make strategic decisions based on their prior skills, values, and behaviors, which are useful in determining future organizational accomplishments.

2. Group process theory focuses on the group process variables and their implications for decision-making. This approach reflects on the behaviors of executive team members as they engage in decision-making and strategy formulation. Group variables include
members’ diversity, task importance, groupthink, and group structure. Group process theory takes into account the contributions of both the group and individuals. Group-focused and individual-focused transformational leadership is a fundamental approach to supporting and improving workgroup’s performance (Lorinkova & Perry, 2019).

3. Information process theory posits that essential information between members of an executive leadership team must flow efficiently before crafting and implementing strategic decisions. Information process theory overlaps with communication theory. Ruben and Gigliotti (2017) added that information flow and mutual understanding are essential, especially in culturally-diversified leadership teams.

Mtetwa (2017) stressed that decision-makers at all levels (executive, leadership, and managerial) make decisions under continuous pressure. The most important aspect of this process is how leaders manage and control themselves under pressure and how they lead their subordinates. Leaders need to understand the nature of pressure before making final decisions. Next, decision-makers should increase the time between experiencing stress and their reaction to it. Managers may also need to make decisions with less than 80% of accessible information (Mtetwa, 2017). At the same time, leaders sometimes make unfavorable decisions because they lack information and must deal with external and internal pressures and time constraints.

These days, organizations and their leadership teams need to learn to make decisions rapidly because of environmental uncertainty, time requirements, complexity, and other essential decision-making constraints (Akinci & Sadler-Smith, 2019). When needed, senior managers and leaders make their individual decisions based on intuition and prior leadership experience. For Akinci & Sadler-Smith (2019), decision-making practice in some organizations, such as the police and military forces, occurs in a consistently unpredictable, fast-changing, and robust
environment. Under such conditions, organizations should encourage their leaders to develop their intuitive skills and incorporate them into collective, instinctive decision-making. Business organizations operate in similar circumstances where globalization, outsourcing, and workplace diversity play significant roles (Weber et al., 2018).

**Managing diversity in the workplace.** Weber et al. (2018) underscored that managing diversity is a primary function of leaders in business organizations. The latest technological developments, globalization, education, and workers’ movements have generated vastly diverse workforces in business organizations (Crouch, 2015). Weber et al. also added that implicit, authentic, charismatic, and transformational leadership approaches lean toward the beliefs, expectations, and interactions between subordinates and their superiors. Leaders and employees have different perceptions of diversity. Organizational performance depends on how workers and leaders value diversity’s impact on the workplace. Corporate decision-makers have more responsibilities than employees in any business segment, including cultural diversity’s influence at work.

Although a vast body of research suggested that understanding the significance of diversity and managing differences in the workplace is a fundamental factor of tomorrow’s organizational success, yet many companies have still not incorporated this dimension into their business strategies (Anselmo, 2017). Hennekam et al. (2017) found that many leaders responsible for implementing a diversity strategy in their MNCs in the Middle East and North Africa (MENA) region did not recognize its full potentials. They require further training and education to understand the full benefits of cultural diversity for their business. Some MNCs in the MENA region not only neglected and ignored diversity’s impact but actively resisted its implementation in their organizations. It is possible that leaders’ power and authority in these
organizations mostly contribute to the resistance toward and ignorance of diversity curricula. Senior leaders may be afraid to lose their influence and dominance within their companies, perceiving diversity’s impact as a threat (Hennekam et al., 2017). Other organizations in the MENA region never go beyond diversity training and awareness in practice.

Steinfield et al. (2019) point out that diversity training focuses on removing biases and unfair practices within MNCs and other organizations. Diversity training is still a developing practice, and various MNCs are still testing its implications for business. Recently, corporations have acknowledged the benefits of diversified workgroups and their positive impact on organizational performance. However, diversity strategy is still in its adolescent stage in the real world of business. For instance, the corporate settings of Google, Starbucks, and Facebook support diversity in the workplace; nonetheless, these companies still deal with issues of sexism and racism (Steinfield et al., 2019). MNCs and other organizations in the world need to work together to solve the challenges and enhance the benefits of diversity in the workplace and set an example for others by creating corporate cultures in which diversity and inclusion are business imperatives (Lageson, 2017).

**Leading by example.** The literature has established that the traditional power of MNCs is not effective at strengthening business ethics and related organizational success (Nygaard et al., 2017). The authors found that when leaders use their coercive powers toward employees, this may have adverse effects on the ethical foundations and performance of an organization. In contrast, referent power, or the power of a role model, is found to be highly influential in promoting business ethics and a company’s performance. Role models help employees to integrate themselves with their employers and their values. Value-based methods increased the ethical behaviors of leaders and employees and their loyalty to their organizations (Nygaard et
al., 2017). Also, knowledgeable leaders and managers gain trust among their followers and employees. Developing and encouraging skillful and knowledgeable workers and leaders within both business and non-business organizations is an essential element in multinational teamwork.

**Multinational teamwork.** Although some leaders and employees consider transnational partnerships as a threat, others believe that multicultural partnering and networking represent an opportunity to flourish (Levitt, 2019). Multicultural groupwork involves a continual back and forth interplay between diversity and a group. Cultural diversity in MNCs demonstrates a mixture of workers with diverse national identities conducting their business in a shared work environment. The differences in nationality, language, race, gender, beliefs, religion, and culture affect the perceptions and understandings of one another. Furthermore, every company has its own organizational culture, which additionally shapes the behaviors of its leaders and employees. Cultural diversity’s implication and success in multinational teams profoundly depend on employees’ acceptance and mutual respect, as well as on the cross-cultural leadership skills and experience (Levitt, 2019; Tenzer & Pudelko, 2017).

**Cross-cultural leadership.** In the modern global economy, cross-cultural leaders and managers face increasingly new challenges (Dietz et al., 2017). MNCs such as Levi Strauss Bangladesh, IKEA Saudi Arabia, and Aracruz Cellulose Brazil are the three actual scenarios that demonstrated the complexity of cross-cultural business environments. After completing an ethical review, Levi Strauss Bangladesh found that some contractors had hired children younger than 14 years of age, which was against International Employment Standards and the company’s policies. The cross-cultural leadership team of Levi Strauss Bangladesh found itself in a dilemma. Bangladesh’s laws allowed this labor practice. If the company rejected their hiring, the children would look for other, inferior jobs — including prostitution — to feed their families.
What should Levi Strauss’s decision-makers do in such cross-cultural and international circumstances? After analyzing all options and their legal and ethical implications, Levi Strauss Bangladesh recommended that the children deserved a full wage, and the company should pay their education expenses until they reach the employment stage. By adopting this approach, Levi Strauss established a community of educated and empowered workers who became loyal to the company’s core values and its overall success, which benefited both the corporation and society.

IKEA Saudi Arabia faced a similar controversy about whether to remove figures of females from its catalog distributed domestically. By eliminating the depictions of females, the company would demonstrate respect for local cultural traditions. Nevertheless, many criticized IKEA’s choice in Saudi Arabia as placing local standards and practices ahead of the company’s core values. IKEA back-tracked on its decision, widely apologized, and in doing so, sent a message of that they stood by the corporation’s values and underscored IKEA’s identity, obligations, and commitments as a global company.

In a third example, Aracruz Cellulose Brazil experienced a dispute with landless indigenous people following the purchase of land that had met all legal and environmental requirements. Together with local and global supporters, the indigenous group argued that the property the company purchased belonged to them and that therefore no one had the right to sell it. Brazilian legal authorities ruled against Aracruz Cellulose and returned the land to the indigenous group. All three cases were extraordinarily political and illustrated the cross-cultural types of problems that can arise when MNCs operate in domestic environments of other countries, characterized by local social problems and unpredictable domestic government institutions. Global and cross-cultural leaders can learn from these cases to go above and beyond
traditional leadership practices to develop enduring global organizational success and performance (Dietz et al., 2017).

Yoon and Han (2018) stressed that global corporations should educate and empower their leaders and managers with essential global leadership qualities and experience. The most critical factor for global business success is how well international organizations share their know-how among diversified employees and working groups. In a complex and diverse global business arena, international decision-makers encourage and assist working teams consisting of various individuals with different nationalities, cultural backgrounds, and languages to meet their strategies and targets. The organizational theory makes sense of leader-employee interactions and behaviors, various decision-making processes, and organizational performance of MNCs and other companies (Paquette, 2019). International corporations are increasingly developing the necessary cross-cultural training programs for workers and leaders to enhance their global capabilities, which in turn, generate higher earnings and improve organizational performance (Yoon & Han, 2018).

**Organizational performance.** Muterera et al. (2018) defined organizational performance as a company’s ability to use all available resources to remain competitive in global markets. Corporate decision-makers try to generate the highest employee outcomes and increase their job satisfaction, and at the same time, meet business goals and objectives. Jiang and Holburn (2018) added that business organizations regularly search for new opportunities to increase profits. Expanding to international markets is an acceptable business strategy to grow and improve the financial performance of a company, but it may carry certain risks as well. Many MNCs that were previously successful in domestic markets had to back-track on international expansion. Alternative Energy Southeast (AES) Corporation in Georgia, Tesco in Japan, and Wal-Mart in
Germany denote organizations that did not succeed in international markets because they did not have clear visions or missions appropriate to global demands (Jiang & Holburn, 2018).

**Organizational vision and mission.** Kopaneva (2019) defined the mission is a declaration of a corporation’s business determination, which justifies why a company does what it does and what it stands for in a market. Vision defines the ultimate target of a company in the long run, which addresses the aspiration of where a company wants to be in the future. Prosperous vision and mission statements can result in a high level of employee job satisfaction, enhanced organizational commitment and engagement, reduced skepticism, and superior organizational performance. A vast literature has indicated the significance of a shared vision and mission within organizations. Some researchers have found that a mutually shared vision and mission among superiors and subordinates is even more meaningful than the company’s structure (Kopaneva, 2019).

Based on organizational theory, leaders are the proprietors of the vision and mission, and workers are their executors who should align themselves with the corporate vision and mission. The empowerment of workers focuses on equipping employees with essential resources so they can march in step with the leader’s mission and vision. Kopaneva (2019) emphasized that employees’ perspectives on organizational vision and mission are crucial for corporate distinctiveness. Organizational identity is a shared asset of leaders and employees alike, developed through their mutual interdependency and collaboration in complex environments. In today’s global economy, many MNCs have emerged from the bottom-up initiatives of employees, instead of through the traditional, top-down method, according to servant leadership theory (Heyler & Martin, 2018). Likewise, organizational culture has an enormous impact on the selected leadership approach of MNCs (Heyler & Martin, 2018).
Organizational culture. In order to succeed, MNCs and other organizations must establish those work conditions in which corporate culture and leadership play significant roles in driving employee engagement, mutual trust, collaboration, and organizational loyalty (Meng & Berger, 2019). Organizational culture theory states that culture is a set of business practices, beliefs, standards, and values that a company or a group of employees share and nurture in the workplace (Meng & Berger, 2019). Collective organizational values have an impact on the actions and conduct of both leaders and employees, as well as of their decisions, which ultimately influence overall corporate performance. In such a business setting, subordinates and superiors generate business ideas vis-à-vis significant challenges and possible future courses of action. Thus, organizational culture is an essential learning aspect of corporations, communicated, and transferred from senior regulatory associates to future generations of employees within business entities.

Nasaireh et al. (2019) described four types of organizational culture based on Charles Handy’s 1996 model: power, role, task, and person culture. Power culture is a business climate in which a leader influences and controls the behavior of employees within a company. Role culture is a regulatory business environment where managers and workers have specific roles or tasks to carry out for enhancing individual and organizational performance. Task culture is a business setting where teams perform particular functions according to their level of expertise and capability. Lastly, a person’s culture is a distinctive organizational culture where employees are at the center of attention. In this case, the corporation helps its workers succeed.

Saif (2017) elaborated on the four organizational cultures illustrated by the Organizational Culture Assessment Instrument (OCAI) created by professors Robert Quinn and Kim Cameron. The OCAI comprises six cultural dimensions: leading characteristics, leadership
method, management approach, organizational glue, strategic emphases, and criteria of success. From the Competing Values Framework (Figure 5), the four corporate culture approaches developed by Quinn and Cameron include Clan, Adhocracy, Market, and Hierarchy. In their extensive research, Quinn and Cameron concluded that the majority of companies had established a prevailing culture style. Likewise, corporations hardly ever have only one cultural model. In reality, companies operate on a mix of the four leading organizational cultures.

**Figure 5**

*Competing Values Framework*

*Note.* The information shown in this figure is explicit to professors Quinn and Cameron and synthesized from the OCAI and Saif (2017).

Saif (2017) also developed a framework of cultural types that predominate in today’s business world. In reality, a single best cultural solution does not exist. Only in a particular business setting, one method will prevail over the others, but it will not provide continuous benefit. Because the business environment is continually changing, organizations must also be
flexible and adjust their approach to organizational culture. The researcher summarized the four leading organizational cultural styles and their characteristics in Table 5.

**Table 5**

**Organizational Cultural Styles**

<table>
<thead>
<tr>
<th></th>
<th>Clan</th>
<th>Adhocracy</th>
<th>Market</th>
<th>Hierarchy</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Leaders</strong></td>
<td>Helper, mentor, and team creator</td>
<td>Inventor, entrepreneur, and visionary</td>
<td>Hard motivator, contender, and producer</td>
<td>Coordinator, controller, and planner</td>
</tr>
<tr>
<td><strong>Employees</strong></td>
<td>Large family</td>
<td>Take risks in a fast-paced, innovative environment</td>
<td>Competitive and goals-oriented</td>
<td>Follow formal and structural procedures</td>
</tr>
<tr>
<td><strong>Value Drivers</strong></td>
<td>Organizational loyalty, communication, and engagement</td>
<td>Inventing results, change, and responsiveness</td>
<td>Market share, goals accomplishment, and earnings</td>
<td>Low costs, time limits, stability, and standardization</td>
</tr>
<tr>
<td><strong>Theory of Success</strong></td>
<td>Human Resources development and engagement</td>
<td>Invention, vision, and new tools</td>
<td>Customer attention and aggressive competing</td>
<td>Monitoring, time frames, successful processes</td>
</tr>
<tr>
<td><strong>Quality Enhancement Strategy</strong></td>
<td>Empowerment, team support, and unbiased communication</td>
<td>Surprise and satisfaction, generating new standards and resources, and endless improvement</td>
<td>Focus on customers and suppliers, improving effectiveness, and making external partnerships</td>
<td>Error identification, measurement, process monitoring, problem-solving, and quality tools</td>
</tr>
</tbody>
</table>

*Note.* The information presented in this table is specific to the OCAI (2019) and Saif (2017).

**Communication.** Cultural diversity in the workplace signifies a fundamental dimension of the business environment where communication complexity between leaders and employees takes place (Ruben & Gigliotti, 2017). Communication is the key to success. Determined communication and mutual respect among subordinates and supervisors are essential in daily interactions. Said and Shah (2017) emphasized that one of the most significant duties of leaders is open and free communication with the company and its members at all business stages.
Corporate communication creates an equilibrium between innovation and restrictions and highlights employees’ needs and relationships to overcome barriers and support change and invention. A sender and a receiver should be on the same page to finalize the intended communication process with success. To overcome language and other barriers in communication, business and non-business organizations have generally accepted and acknowledged the English language as the “lingua franca” of international business, which also implies “prestige and power” in the world (Anglemark & John, 2018, p. 406).

**Potential themes and perceptions.** In this section of the study, the researcher reflected on the five possible themes that emerged from the review of professional and academic literature. Cultural diversity in the workplace is an essential business aspect that can generate both positive and negative outcomes within organizations (Cao et al., 2019; Martin, 2014). MNCs and other companies depend on their decision-makers’ skills and experience to manage the challenges they face in dealing with diversity at work (Bowness, 2017). The five potential themes and perceptions of this project were decision-making under pressure, leadership incompetence, managerial negligence, time constraints, and task complexity. Each theme presented below synthesizes the findings from the relevant literature.

**Decision-making under pressure.** Leaders and managers have significant responsibilities in their organizations (Stoermer et al., 2016), and most desire sufficient time to analyze all relevant factors before making final decisions. Mtetwa (2017) emphasized that leaders need to understand the nature of pressure and learn how to manage and control themselves under pressure first before executing and leading subordinates. Weber et al. (2018) contended that managing diversity is a primary task of leaders in business organizations, which brings additional pressure and impact on managerial decision-making. In these conditions, executives can make
poor judgments if they are unable to distinguish between relevant and irrelevant data. For instance, leaders occasionally underestimate the impact of the various aspects of diversity, such as gender, race, or language, and make verdicts that lead to adverse effects relating to cultural diversity in the workplace (Daniels & Thornton, 2019). Thus, MNCs and other enterprises should design and incorporate business programs and training designed exclusively to educate their decision-makers in how to actively deal with cultural diversity at work because these programs will strengthen their managerial competences (Bowness, 2017).

**The incompetence of leaders.** In today’s turbulent and ever-changing world economy, organizational leadership must be capable of dealing with ever more complex challenges (Wang et al., 2018). Managers and leaders of MNCs require exceptional skills and knowledge to manage their diversified workforce successfully (Bowness, 2017). The upper echelons theory considers that the success of corporations is a product of top leadership teams and their decisions (Shi et al., 2018). Johnson (2015) emphasized that cultural diversity brings excellent opportunities for MNCs rather than problems that need solutions. Employee differences represent a competitive edge for MNCs when their managers are effective in utilizing them according to their skills and knowledge (Siachou et al., 2015). While some corporate leadership recognizes and supports diversity, others are prone to ignore cultural diversity, posing risks to performance.

**Managerial negligence.** When organizational leaders and managers neglect the cultural differences of their employees, challenges could occur, and the overall company performance may fall (Sharma, 2016). Integrating differences and unique perspectives of minority employees into decision-making reflects wisdom by managers and leaders, who are aware of developing such attitudes within their organizations (Winck et al., 2016). Culturally diversified leaders and
employees play an essential role in business and other types of organizations nowadays, especially throughout processes of change. Likewise, they are typically more qualified and skillful, and they tend to outperform their competition that lacks these crucial skills (Li et al., 2017). However, corporate support plays an essential part in creating a culture where diversity and inclusion are values dimensions of the decision-making process (Meng & Berger, 2019).

**Time constraints.** Increasingly, organizations and their leadership teams must make quick decisions due to environmental uncertainty, time restrictions, complexity, and other essential decision-making constraints (Akinci & Sadler-Smith, 2019). Sousa and Rocha (2019) emphasized that the autocratic or dictatorial leadership approach is common in fast-paced environments where leaders need to make quick judgments. Nevertheless, this approach is also associated with high rates of job absence and turnover. In today’s business world, many top executives and other leaders make mandatory decisions based on intuition and prior leadership experience because they lack time to conduct a full analysis. In such business conditions, MNCs should encourage their decision-makers to develop their intuitive skills and incorporate them into collective intuitive decision-making (Weber et al., 2018).

**Task complexity.** The research showed that teams’ diversity positively impacted the handling of complexity of tasks and organizational performance (Clarke & Mahadi, 2017). The degree of complexity of business tasks requires special skills and knowledge of diversified employees who can execute such tasks and projects more efficiently than regular workers who lack these unique talents. Yoon and Han (2018) stressed that global organizations should educate and empower their leaders and employees with essential comprehensive qualities and experiences. The most critical factor for global business success is how well international organizations share their know-how among diversified employees and working groups. Global
leadership inspires and encourages individuals with distinctive cultural backgrounds to collaborate and work together toward accomplishing common organizational goals on a worldwide scale (Chakravarthy & Yau, 2017).

**A review of the literature.** Cultural diversity’s impact on the decision-making of leaders has a profound influence in the business arena. Decision-makers and leaders face various challenges when dealing with diversity in the workplace. Mateescu (2018) emphasized that organizational leadership needs excellent skills and knowledge to manage cultural diversity in business and non-business entities because of its direct impact on organizational performance. Managers and leaders, especially in MNCs, need to learn to manage their diversified teams to boost their companies’ performance (Sharma, 2016). Given snowballing globalization and the rise in the number of overseas-born employees in today’s business environment, leaders are on constant alert to lead successfully culturally diverse working teams (Young et al., 2018).

**Research on the problem.** Culture matters and affects every individual and organization in the world today (Stoermer et al., 2016). Leaders and managers make decisions under the constant influence of multiple business aspects, including cultural diversity, which impacts both personal and organizational performance (Rao & Tilt, 2016). Still, many leaders continue to face challenges when dealing with diversity, which may result in a decrease in organizational performance. This study will examine the specific challenges faced by leaders in dealing with cultural diversity in the private sector in the area of Richmond, Virginia. The literature review section elaborated on the four main concepts used in this case study, including cultural diversity, employees, leaders, and organizational performance.

**Research on cultural diversity.** According to Audretsch et al. (2019), cultural diversity is a complex term that calls for a variety of talents in cultures, nations, religions, and gender
orientations reflected through people’s skills, knowledge, and competencies in the workplace. Research indicates that having the knowledge and experience to manage and lead diversity at work is a significant challenge shared by managers worldwide (Young et al., 2018). Cultural diversity in the workplace refers to employees’ nationality, religion, race, gender, language, beliefs, values, traditions, norms, laws, customs, and cuisines. Each category of cultural diversity required a more in-depth examination and elaboration to obtain the expected information that leans toward individual and organizational success in today’s business world. Emerging international commerce, an increasing number of immigrants and refugees across countries, and demographic changes in the world, has shaped the workplace in terms of both consumers and employees (Fujimoto & Charmine, 2017).

**Research on employees.** Employees are, in a way, the invisible hand of their superiors (Wisdom, 2018). Diversified employees have a unique set of skills and experience that leaders discover and support within organizations. Furthermore, organizational superiors and subordinates, in facing business challenges together (Young et al., 2018), develop diversified relationships and learn from one another. Cultural diversity in the workplace influences the ethical behavior of employees and leaders. Multicultural education and proper ethical training within organizations benefit both supervisors and subordinates and helps them accomplish mutual goals and objectives (Ermasova et al., 2017). Teamwork and shared decision-making between employees and managers play a significant role in non-diversified organizations, but even more so in organizations that are diversified (Flores-Fillol et al., 2017). Likewise, successful organizations strive to establish and support healthy relationships among leaders and employees in today’s business environment.
Research on leaders. Weber et al. (2018) underscored that managing diversity is a leading task of leaders in business organizations. Mtetwa (2017) stressed that decision-makers at all levels (executive, leadership, and managerial) make decisions under continuous pressure in today’s business world. Cultural diversity in the workplace can impact individual and organizational performance in both positive and negative ways. It is up to managers and leaders to decide in which direction they lead their companies. Leaders who undervalue cultural diversity’s impact in their workplace might experience adverse effects, which will likely decrease the overall performance of their companies (Szymanski et al., 2019).

Research on organizational performance. Muterera et al. (2018) defined organizational performance as a corporation’s ability to use all accessible resources to remain competitive. Cho et al. (2017) indicated that workforce diversity has emerged as an essential strategic asset that MNCs and other enterprises support and develop to generate creativity and innovation within multinationals. In highly diverse corporations, leaders’ ability to manage and direct their subordinates effectively are fundamental principles of organizational success in the long-run (Atiyah, 2016). The most successful MNCs support and promote the diversity of their employees because diverse workers can create and invent new methods and business practices that help their companies thrive and remain competitive (Triguero-Sánchez et al., 2018). Thus, organizational cultures that support diversity, mutual respect, and leaders-employees’ collaboration in the decision-making process play a significant role in today’s business world (Meng & Berger, 2019).

Summary of the literature review. The researcher summarized various relevant sources and scholarly peer-reviewed journal articles in the conceptual categories of the study, including cultural diversity, employees, leaders, and organizational performance. The author also
addressed each concept of the study in detail. Diverse theories and academic perspectives emerged in this project. The main focus of the literature review was to present the contemporary challenges that leaders face when dealing with diversity in the workplace. Globalization, technology, immigration, and workers’ movements have combined to create a dynamic in which people from around the world with diverse cultural backgrounds work together in MNCs.

Cultural diversity and its implications are vital for corporations. It is a complex dynamic that includes various aspects substantial to the decision-making process within the business and other enterprises. Cultural diversity signifies differences among multiple employees based on their nationalities, religions, race, gender, languages, beliefs, values, traditions, norms, customs, laws, and cuisines. Each of these cultural characteristics is essential for leaders and managers when making decisions in their companies because it impacts overall organizational performance. Organizations need to support diversity from top to bottom and incorporate minority employees’ perspectives into their strategies to succeed.

Subordinates are indeed the invisible hand of their superiors. Employees and managers need to come to agreements in order to accomplish organizational goals and objectives. TFL theory proposes that leaders should encourage and inspire their subordinates to perform above and beyond their expected outcomes. Workers’ education, qualifications, and mutual respect are fundamental principles of diversified teamwork. Leaders who integrate diversity intellect in their decision-making are more likely to succeed in accomplishing organizational goals and objectives.

Leading and managing a diversified workforce is a challenging task in today’s dynamic and ever-changing global economy. Leaders’ actions vary, and they use distinctive approaches (autocratic, democratic, and laissez-faire) and methods to influence their workers to perform at a
level beyond their regular obligations. Global leaders have comprehensive knowledge and perspectives that help MNCs develop competitive advantages. Knowledgeable leaders and managers gain the trust of their workers and become role models in their corporations. They are, therefore, a significant advantage in multinational teamwork and a crucial aspect of organizational performance.

Organizational performance reflects a company’s ability to effectively use all available resources to remain competitive in global markets. A robust, motivational vision and mission can create a high level of employee satisfaction, enhanced workers’ organizational commitment and engagement, reduced employees’ skepticism, and superior organizational performance. Corporate culture plays a vital role in boosting employees’ engagement, mutual trust, and collaboration — all key for boosting outcomes. There are four major types of organizational culture: clan, adhocracy, market, and hierarchy. In real-business settings, companies operate on a mix of these four cultural approaches because their business environment is endlessly changing. Organizations are continually adjusting their strategies and communicating these changes throughout their organization. Communication is the key to success.

In the literature review, the researcher presented five potential themes and perspectives where workplace diversity plays an important role, including decision-making under pressure, the incompetence of leaders, managerial negligence, time constraints, and task complexity. To understand the nature of pressure and learn how to manage and control themselves under pressure first before executing and leading subordinates is a crucial skill of all influential leaders. Managers and leaders need to develop exceptional skills and knowledge to manage diversified workforces successfully in their companies. Integrating, but not neglecting, differences, and the unique perspectives of minority employees into decision-making reflects leadership wisdom. To
better handle situations of significant time constraints, decision-makers must develop their intuitive skills and incorporate them into the collective intuitive decision-making process. The research showed that teams’ diversity positively impacts the execution of complex tasks and organizational performance.

**Transition and Summary of Section 1**

Section one of this study provided the introduction to this research project, which started with the background of cultural diversity’s impact in the workplace and its significance on the decision-making process of leaders and managers within business organizations. Cultural diversity at work ultimately impacts overall organizational performance. Despite the vast amount of literature about cultural diversity’s impact on companies, there was a gap between the existing literature and the perspectives of leaders and employees regarding this phenomenon in real-business settings. The problem statement articulated the general and specific research problems and why they are essential to understand in the leadership arena. The purpose statement section explained the reasons for why the exploration of the research problem and enhancing existing knowledge about cultural diversity and its effects on decision-makers and employees in the workplace is essential. The nature of the study segment sketched out the selected research method and design among the available alternatives.

The foundation of this research project is a qualitative case study. Research questions guided this approach to discover how leaders and employees perceive and experience cultural diversity in the workplace. The conceptual framework elaborated on the fundamental concepts of the study and corresponding theories from the literature to predict cultural diversity phenomena and their relationship to current knowledge and business practices. The definition of terms section explained all terms used in the course of the research. The section on assumptions,
limitations, and delimitations listed all constraints and boundaries of the scope of this research endeavor and how they might impact the results. The significance of the study explained how this project would fill gaps in the existing body of knowledge, imply Biblical integration, and relate to the field of study. The literature review section identified the research gaps, addressed the research questions, linked the concepts and theories illustrated in the conceptual framework of the research, and isolated potential themes of the study.

Section two of this inquiry provided an overview of the research project, including the role of the researcher, participants, research method and design, population and sampling, data collection and analysis plans, and reliability and validity of the overall approach. The main focus of section two was to collect additional data from the leaders and employees of the selected organization in the Richmond area of Virginia to carry out the analysis and answer the research questions.

**Section 2: The Research Project**

Taking into account the overall approach of the research project, the principal investigator created a field study plan (Appendix H) in this section. The purpose statement clearly defined the goal of the study. The researcher subsection outlined the specific tasks carried out to access the insights and thoughts of the study participants. The research method and design section identified and justified the appropriate research approach according to the problem and the purpose of the research. The section on population and sampling described and clarified the chosen methodology for the project.

The data collection subsection discussed the instruments of the study, the techniques used to collect data, and the organization techniques for controlling the data. The data analysis portion focused on specific software tools, methods, and the coding process utilized to develop themes of
the study. The reliability and validity section addressed the saturation and triangulation of the project, both of which increased the credibility and consistency of the study. The transition and summary of section two reflected on the critical points of the project and provided an introduction to part three of this study.

**Purpose Statement**

The purpose of this qualitative case study was to explore cultural diversity’s impact on the decision-making of top executives and managers within MNCs and other multicultural organizations in the Richmond area in the state of Virginia. Likewise, the researcher explored the impacts of cultural diversity on organizational performance as well. Qualitative research provided insights into the participants’ perspectives and builds a complex approach to describe and explain the research problem (Creswell & Poth, 2018). The case study was essential for understanding the phenomenon within its real-life setting and its impact on superiors’ decision-making (Rooney & Cuganesan, 2015). In the essence of the case inquiry, the researcher sought to discover the essential individual business experiences and reflections of both top executives and leaders (Jit et al., 2016) within the culturally diversified workplace. In addition, the researcher also examined employees’ experiences regarding the impact of cultural diversity at the workplace.

The goal of this study was to contribute to the existing body of knowledge through the insights of decision-makers and workers about cultural diversity. Even though leaders and managers participate daily in decision-making, influenced by cultural diversity and other business aspects within their organizations, their experiences remain unexplored. Procedures associated with qualitative research guided this case study as it delivered insight into the leadership perspective vis-à-vis cultural diversity. The specific emergent themes from this case
inquiry provided a vision of how leaders and top executives coped with cultural diversity in the workplace and what, if any, effect this had on them and their organization.

**Role of the Researcher**

In this qualitative case inquiry, the researcher selected and contacted participants of the study, conducted required interviews, wrote important field notes, and collected and analyzed all data. Porter et al. (2019) highlighted some of the challenges for researchers in the process of selecting interview participants, including the tremendous effort before contacting and selecting the applicable organizations and applicants of study, time constraints, gaining access to companies’ data, restrictions on using sensitive data, and unpredictable withdrawal of the research participants. Interviews were fundamental sources in this project to develop deep insights into applicants about cultural diversity in the context of the research questions (Benedetto et al., 2018). The investigator noted his observations in the field while conducting interviews and afterward. (Phillippi & Lauderdale, 2018). Finally, the examiner collected and analyzed all data by following the security measures and practices of a qualitative case study and protected the identity of the participants throughout the research process.

**Participants**

After the institutional review board (IRB) approved this study, the researcher sent initial invitation emails (Appendix C) and attached informed consents (Appendix G) to approximately 20 MNCs, or other organizations with highly diversified workforces, in Richmond, Virginia. Likewise, the author contacted and scheduled appointments with potential candidates (Appendices E and F) in one organization that permitted the study (Appendix D) by protecting their voluntary contributions and respecting confidentiality and privacy at all times. The investigator collected the supplementary data for this study from three leaders and three
employees from the selected organization. It was important to get perspectives from both subordinates and superiors regarding cultural diversity’s impact on the workplace and organizational performance. The preference was to interview one leader from the middle- or top-level of leadership and one manager from a lower level in the company’s hierarchy to get a broader view of the phenomenon. The observer selected employees in the company based on recommendations of the leaders who participated in the study and was ready to perform a random selection if needed, as well.

**Research Method and Design**

This research was built on the interpretivist paradigm, being especially appropriate for qualitative data analysis (Sevel et al., 2018). The qualitative method is pertinent when evaluating words, gaining a deeper understanding of the research problem, and answering *how* research questions (Lowe et al., 2018). Therefore, the researcher carried out a qualitative case study to access the data required to answer the research questions and contribute to bridging the gap in the literature by incorporating participants’ viewpoints of cultural diversity to the knowledge base.

**Discussion of the method.** The qualitative approach used in this study explored both leaders’ and employees’ perspectives regarding cultural diversity’s influence on the workplace (Megheirkouni, 2017), permitting more in-depth understandings of a specific business problem and how individuals behave in certain ways under certain circumstances (Combs et al., 2019). Various qualitative projects are descriptive and exploratory and build rich data on understudied topics. There are five major qualitative approaches: ethnography, phenomenology, narrative, grounded theory, and case study (Cornelissen, 2017).
Discussion of design. In this project, the researcher used the case study design. Since the research for this study starts with How questions, the examiner focused on the complexity and details of the case (Cornelissen, 2017). This project also pursued a single case study approach as data was collected from one organization and linked the participants’ perceptions of the conceptual framework and literature to generate emerging themes of the study. The other qualitative methods did not apply to the research objectives of this study.

An ethnography is a detailed study of people and cultures where the researcher has to spend a substantial amount of time with participants (Woermann, 2018), while a case study examines a single event or situation that does not require the examiner to have an immersive experience with the research subjects. Phenomenology focuses on the lived experience of a particular group of people, including their nature and implications for the world (O’Neill, 2019). Narrative research explores the life of a person or persons and tells stories of their experiences. At the same time, the case study directly reveals and develops an in-depth understanding of the research topic directly from participants (Kudret et al., 2019). Likewise, grounded theory builds theory from the field and involves numerous study members (Sigrid & Jürgen, 2020).

Summary of the research method and design. This project established its foundation on the interpretivist approach. The researcher integrated a qualitative case inquiry to investigate cultural diversity’s impact on the workplace. Both leaders’ and employees’ viewpoints about cultural diversity were relevant to this project. Considering the research questions of this inquiry that start with How, the investigator followed a case design method to develop emerging themes and to interpret the results of the research problem.
Population and Sampling

Population and sampling are fundamental parts of every research project. The study population consists of all individuals involved in a research project. The sample size depends on the preferred research method and purpose of the project (Alexander et al., 2018). For this project, the ideal approach was to find MNCs or other multicultural organizations willing to disclose relevant data and access to employees who could provide the most thorough answers to the research questions and to address general and specific problems of the study (Banks et al., 2019). Likewise, the examiner was able to generalize the research results to the target organization from the sample (Harvey et al., 2017).

Discussion of population. Targeting sampling involves dividing a population into groups, choosing targeted groups, and guiding actions to these segments of a population (Grier & Schaller, 2020). Scholars and scientists follow targeting procedures to isolate and target their research to specific groups of individuals to accomplish the purpose of their studies. In this project, the researcher targeted one business organization where cultural diversity plays a significant role in conducting daily business operations. The preference was to interview representatives from two or three MNCs headquartered in Richmond, Virginia, if possible; if not, then to find other organizations with highly diversified teams of employees in the same geographical area. Furthermore, the examiner desired to interview one executive leader, one first-line manager, and two employees based on the recommendation of participating senior management from each organization. However, it was only possible to research one local company.

Discussion of sampling. When deciding on the sample size, the probability or non-probability approach is a significant factor in the research. The probability-constructed sampling
method is essential when investigating the general population, applying a random selection process, and using surveys (Revilla & Ochoa, 2018). Non-probability sampling techniques are more applicable for business research, incorporating a non-random selection process, examining more specific research problems, and conducting interviews (Revilla & Ochoa, 2018). Since the investigation established its roots in a case study, a selective or purposive sampling approach was the most suitable to accomplish the purpose of this project (Liu et al., 2019). Thus, the researcher applied a typical purposive sampling method to investigate the research topic by relying on his judgment in the selection of the business organization and research participants in this case study design (Liu et al., 2019).

**Summary of population and sampling.** Population and sampling are crucial factors in the research arena determined by the preferred research method and the purpose of the project (Alexander et al., 2018). In this study, the investigator targeted business organizations where cultural diversity plays a significant role in running its daily business activities. Although the intention was to interview two leaders and two employees from two or three MNCs headquartered in Richmond, Virginia, due to COVID-19, only one local organization was selected. Furthermore, it was a struggle to find the appropriate participants who could provide the best answers to the research questions and address general and specific problems of the study (Banks et al., 2019). Likewise, the researcher trusted and relied on his judgment in the selection of the business company and potential applicants in this case study approach (Liu et al., 2019).

**Data Collection**

As discussed by Polanin and Terzian (2019), various sources of data collection and data sharing agreements help researchers boost the consistency of outcomes, reduce biases, and enhance the validity and reliability of their studies. Figure 6 displays the data collection process
developed in this case study. Upon receiving the IRB approval of this research and the agreement from the participating organization, the examiner collected additional data in a real business setting. A case study design usually incorporates complex data collection approaches from various sources to generalize the findings of the research (Lashgari et al., 2018). The investigator further discussed instruments, data collection techniques, and data organization techniques of this project in the following sections.

Figure 6

Data Collection Process


Instruments. Researchers use various data collection instruments, including observations, interviews, documentation evaluation, artifact collection, and other applicable techniques (Mamabolo & Myres, 2019). For this project, the researcher incorporated different data collection instruments, including field notes, face-to-face interviews, documentation analysis, and audio recordings of the participants. As Mamabolo and Myres (2019) suggested, the investigator triangulated the instruments used in this study to enhance the validity of the results. In qualitative case studies, investigators are typically the primary instruments used to
interact and interpret data from the applicants based on their unique skills and knowledge. In the case of this particular study, the researcher’s distinctive characteristics had the potential to impact the collection of useful data from the applicants (Borlaug & Gulbrandsen, 2018). Borlaug and Gulbrandsen (2018) observed that the role of researchers as the instrument in research and their unique individual talents are significant factors in creating an intimate space with participants where they feel confident to share their experience and life stories.

Researchers’ biases are inevitable in their studies. By utilizing various research instruments and using multiple resources, the investigator minimized observer bias and generated results from the perspectives of the research participants. Understanding cultural diversity’s impact on the workplace through the eyes of corporate representatives was the primary goal of this project (Lashgari et al., 2018). This project was a challenge for the researcher and, at the same time, an opportunity for future investigators to learn about the obstacles that they might encounter and how to handle them in their research. Therefore, the examiner strengthened his interviewing skills to obtain the needed information and generate research findings through interactions with the study participants. By carefully listening to the interviewees’ observations, understanding the issue from their perspectives, and asking probing questions, the investigator reduced his perception bias and boosted the validity of the study (Borlaug & Gulbrandsen, 2018; Mamabolo & Myres, 2019).

Methodical competence is essential in organizing interviews. Researchers need to identify prospective interviewees, schedule appointments for the interviews, clarify materials of confidentiality, provide informed consent forms, make sure that the interview contributors feel comfortable and safe, and construct the practical opening and closing statements for a successful interview process (Yin, 2018). As Megheirkouni (2017) observed, an in-depth semi-structured
interview is a commonly applied approach in a qualitative case study design where the investigator has the principal role in developing and interpreting information from participants through a meaningful discussion of the research subject. For this project, the investigator created two interview guides, one for leadership (Appendix A) and one for employees (Appendix B). Both guides included preliminary statements, main interview questions that addressed related research questions and sub-questions of the study, and concluding remarks.

In the introductory statement, the researcher greeted all research participants and acknowledged their time and efforts. Additionally, the interviewer addressed the significance of the participants’ insights for both the research arena and their organization. The investigator committed to protecting the identity of each participant, and the organization contributed to this project at all times. The researcher also prepared additional copies of informed consent forms, included with the initial invitation emails sent to the potential interviewees for the research. Lastly, the researcher created an environment in which all interviewees felt safe and comfortable to share their thoughts regarding the subject area in response to interview questions.

The interviewer conducted the interviews in a room where others could not easily overhear or disturb the process. The interview sessions were independent and held separately with each candidate to avoid the responses of one participant adversely impacting the replies of others. The researcher made an effort to meet the candidates based on their availability. After interviewing the selected leaders from the organization, the investigator followed their recommendations and identified other employees to interview. This practice of allowing organizational leaders to recommend employees as possible research participants in the study reduced potential researcher selection bias (Kim et al., 2018).
The central interview questions discovered the interviewees’ perspectives of cultural diversity. Appendix A linked fundamental interview questions to the first research question and sub-questions of this study, where the examiner asked leaders about cultural diversity’s influence on the workplace and organizational performance. Likewise, Appendix B conveyed the main interview questions to the second research question of this project, in which the investigator gained access to the employees’ perceptions regarding cultural diversity. At the end of the interviews, the researcher thanked all participants for their contributions to his study.

**Data collection techniques.** Primary data collection occurred through the investigator’s field notes and in-depth, semi-structured, face-to-face interviews with research participants (Lourenção et al., 2019). In his field notes, the interviewer reflected on the case (organization) and each participant to enhance the findings in the field (Mousazadeh et al., 2019). Both Appendices (A and B) guided the investigator to obtain critical perceptions from leaders and workers related to cultural diversity’s impact in their particular workplace. While conducting face-to-face-interviews in the field, the examiner held back his own thoughts and ideas to minimize the influence of his personal biases and asked probing questions and listened to the experiences and stories of the participants during and after investigation (Nikolić, 2018). The researcher acquired his secondary data by exploring relevant articles, organizational vision and mission statements, and other significant documents found on the internet. After collecting all data, the investigator organized and sorted it by utilizing the appropriate methods.

**Data organization techniques.** The researcher transferred all data from the field into the newest version of the NVivo qualitative software program. This program helped the investigator to organize and explore the unstructured findings from the field. It also classified, arranged, and analyzed relationships within the data. Furthermore, the NVivo program performed coding and
clustering of the information into emergent themes related to cultural diversity, constructing useful diagrams and figures to provide a visual component of the findings.

**COVID-19 pandemic impact.** Due to the worldwide spread of the COVID-19 virus at this time, the researcher made the necessary adjustments and modified his data collection approach as needed. The principal investigator prepared Zoom and WebEx applications to conduct one-on-one interviews with candidates to mitigate the risk of infection between the interviewer and interviewees. The examiner followed all federal and local regulations issued to combat the spread of COVID-19 during fieldwork. The health, confidentiality, and safety of all parties involved in the study were the top priorities of the principal investigator in these unpredictable conditions.

**Summary of data collection.** Various sources of data collection help researchers to improve the level of triangulation, which is essential in developing a comprehensive understanding of the research problem (Polanin & Terzian, 2019). In this case study, because the investigator was the primary instrument of data collection, his distinctive characteristics had the potential to impact the collection of applied data (Borlaug & Gulbrandsen, 2018). According to Yin (2018), the investigator needs to organize and conduct the required interviews in the field to support the foundation of research developed in section one of this study. The examiner performed the necessary semi-structured, face-to-face interviews, created important field notes, and used them as the primary data sources for this study. If required, the investigator planned to use Zoom or WebEx applications to conduct the interviews in the field due to COVID-19. The researcher acquired his secondary data by exploring relevant articles, organizational vision and mission statements, and other significant documents available on the internet. The NVivo qualitative software program helped organize, arrange, code, and cluster all data from the field
into meaningful emerging themes for a comprehensive understanding of the research problem (Polanin & Terzian, 2019).

**Data Analysis**

Data analysis in research is a process of assessing relevant rich data by applying analytical and rational reasoning of each data element and converting the results into meaningful findings (Mousazadeh et al., 2019). As addressed by Mousazadeh et al. (2019), Graneheim and Lundman’s data content analysis approach is an appropriate method for qualitative research designs. The researcher of this project adopted Graneheim and Lundman’s latent strategy and linked it to the interpretivist paradigm, which helped the investigator to immerse himself in the process and draw meaningful conclusions from the study. Figure 7 displays the data analysis process developed in this qualitative case study. There are four principal phases in this method, including decontextualization, recontextualization, categorization, and compilation (Bengtsson, 2016).

In the decontextualization phase, the examiner transferred his transcribed primary and secondary data into the NVivo qualitative program to initiate the interpretation and open coding process. The investigator continued with extracting and comparing the data with the original documents and assigned their preliminary codes. Furthermore, the researcher created subthemes, developed potential themes, and organized the concepts of this study in the categorization stage. Lastly, the investigator grouped emerging topics and drew meaningful conclusions from the research in the compilation phase. Triangulation and saturation of the data shadowed each phase and step of the analysis process for better comprehension and understanding of the research problem and getting the answers to the research questions (Mathias & Smith, 2016; Pinheiro et al., 2017).
Note. Data analysis process based on Bengtsson (2016).

Coding process. As addressed throughout this study, the researcher utilized the most recent version of the NVivo qualitative software platform to analyze, code, and group emergent themes and perceptions of the participants (Furlan Matos Alves et al., 2017). The program helped cultivate patterns and relationships of each theme gathered in the field to the corresponding research questions, conceptual framework, and relevant potential themes developed from the literature review. The successful completion of the coding and clustering process by NVivo software depended on the examiner’s skills, knowledge, and ability to comprehend and present reliable and valid findings of the study (Rossolatos, 2019). Therefore, the researcher completed the required online training to utilize the program’s full potential.
Summary of data analysis. Data analysis is a technique used to assess significant rich data by examining and justifying each element of the data and converting the findings into meaningful conclusions. The researcher utilized Graneheim and Lundman’s latent method and linked it to the interpretivist paradigm, which helped the investigator to immerse himself in the process and draw meaningful conclusions. The data analysis process was methodical and carried out in four stages, including decontextualization, recontextualization, categorization, and compilation. The researcher exploited the NVivo qualitative software platform to analyze, code, and group the emergent themes and perceptions of the participants (Furlan Matos Alves et al., 2017). Triangulation and saturation techniques shadowed each phase of the data analysis process as well.

Reliability and Validity

Reliability and validity are research concepts used to assess the quality of a study (de Menezes & Xavier, 2018). They signify how well research design and techniques applied throughout a project indicate and explain a research problem. Researchers must address both validity and reliability when they create research designs, develop research approaches, and present their findings. Investigators have an obligation to be consistent throughout the entire research process to increase the reliability and validity of the research (de Menezes & Xavier, 2018). Although these concepts are essential and used interchangeably, reliability and validity have different meanings. A study can be reliable but not valid; however, if a research project is valid, it is likewise reliable.

Reliability. In quantitative approaches, reliability reflects the degree of replicability of the outcomes of a particular methodology (Fu et al., 2020). In qualitative methods, reliability represents the consistency of the research techniques and the findings of the study (Nguyễn et al.,
If various researchers generate identical outcomes by applying consistent methods and procedures throughout their projects under identical settings, then their research is highly reliable. In this case study, the researcher ensured the reliability of the proposal by incorporating the following techniques:

- The data collection technique was consistent (Silva et al., 2019), and the outcomes are specific, steady, and replicable. The interview guides for both leaders and employees were similar and associated with corresponding research questions of this study. Additionally, the investigator formulated the interview questions to elicit the responses from the participants that would indicate their experiences and perspectives on the main concepts of the study.

- The settings of the interviews were consistent and used standardized methods. All participants were treated equally and received the same information under identical circumstances (Fu et al., 2020). The interview sessions remained discrete and conducted individually and distinctively with each participant. The private sessions of interviews helped the investigator to minimize the external influence on the candidates and prevented variations in their responses.

- The data analysis and coding process established dependability and increased the reliability of the case study (Carpenter, 2017). The researcher ensured that both the primary and secondary data were complete and accurate. The investigator also delivered participants a copy of the transcribed data from their audio-recorded interviews to validate the information and to minimize the possibility that the information reflected what the interviewer wanted to hear and include his perception biases.
• The extracted data from the original sources was due to constant checking and comparison by the researcher and his colleagues, including the dissertation chair, reader, and methodologist. Multiple reviewers addressed the first-tier triangulation of the data (Hu, 2018). They included different perceptions and explanations of the results by the principal investigator and his co-investigators, which increased the reliability of the study. Likewise, deviant information was inclusive and comprehensive from sources used and analyzed in this project until the data saturation point was complete (no new emerging themes were achievable from the data).

**Validity.** Validity in qualitative research reveals trustworthiness (Lock & Seele, 2018) of the instruments, methods, data, and the results. Validity signifies the degree to which research outcomes represent what they suppose. To increase validity in research studies, researchers should ensure that the findings are meaningful and useful in real business settings for decision-makers to make sound business decisions. In this project, the investigator certified validity through the following steps:

• The researcher developed a single case study strategy to investigate cultural diversity’s impact on the workplace through various perspectives. The investigator accomplished the second-tier triangulation in which he analyzed the data from multiple primary sources and compared it to several secondary sources of the organization in the study. The examiner evaluated the credibility of the interpretation of data and results through various sources, participants, and facilitators, and thereby increased the internal validity (Lock & Seele, 2018) of the study.

• The purposive sampling technique (Gupta & Pathak, 2018) was applicable in this case study design, which also increased validity as it produced accurate outcomes. For
example, the researcher decided to investigate an MNC in Richmond, Virginia, and interviewed three employees and three leaders to obtain their perspectives about the phenomenon from various organizational levels. The preference was to discuss cultural diversity’s implication for the workplace with one executive leader, one leader from the low-level of management, and employees based on the selected leaders’ recommendations within the organization. Leaders’ suggestions reduced the researcher’s selection bias, enhancing the study’s validity.

- The investigator sent the results of this study back to the company to verify the content by applying the respondent validation technique (Behjati, 2017). After the data was analyzed, the principal investigator sent it to the participants to check its accuracy and to refine his understandings of the participants’ answers. The participants were able to identify their responses as valid and trustworthy.

- Lastly, incorporating a deep saturation of the data helped promote the validity of the research (Carmichael & Cunningham, 2017). The researcher actively searched for other information and explanations of both outliers from the data until he obtained identical results. By asking probing and inverse questions, the investigator strengthened the validity of the findings.

**Summary of reliability and validity.** In qualitative methods, reliability represents the consistency of the research techniques and the findings of the study (Nguyễn et al., 2018), and validity reveals trustworthiness (Lock & Seele, 2018) of the instruments, methods, data, and the results. In this case study project, the researcher ensured reliability by incorporating techniques to ensure consistency in data collection, applying standardized methods and coherent settings, including contingent data collection techniques and coding process. The investigator also
certified consistent data checking and comparison by utilizing triangulation and saturation of the data. Similarly, the investigator affirmed validity through multiple sources, participants, and facilitators, thereby increasing the internal validity of the study. Likewise, the examiner used the purposive sampling technique, applied the respondent validation technique, and incorporated deep saturation of the data to promote the validity and reliability of the research.

Transition and Summary of Section 2

Section 2 of this study presented the design of the project and all other aspects necessary to conduct the field research. The purpose of this qualitative case study was to explore cultural diversity’s implications for the decision-making of top executives and managers within MNCs and other organizations characterized by cultural diversity in Richmond, Virginia. It was evident and clarified that the principal investigator of this project was the researcher himself who selected and contacted the participants, conducted the required interviews, took important field notes, and collected and analyzed all data. The researcher sent the initial invitation email and attached informed consent to one multiethnic organization with a highly diversified team of workers. The preference was to interview three leaders and three employees from the organization willing to contribute to this research.

This study was founded on the interpretivist paradigm pursuing a qualitative method and a single case study design, which provided consistency and trustworthiness of the project. The target population was multinational or multicultural organizations in Richmond, Virginia. The investigator utilized a purposive sampling method, relying on his knowledge and judgment in the selection of potential candidates from local organizations in Richmond. The data collection process included gathering information from primary (interviews and field notes) and secondary sources (journal articles, vision and mission statements, and the internet). The principal
investigator was the main instrument of the project who utilized other data collection instruments to conduct the field study, including field notes, face-to-face interviews, documentation analysis, and audio recordings of the participants.

The investigator adopted Graneheim and Lundman’s latent data content analysis approach and linked it to the interpretivist paradigm, which helped immerse the interviewer into the process and draw meaningful conclusions. The triangulation and saturation shadowed both data collection and data analysis processes by using multiple sources and facilitators. The researcher also used the latest version of the NVivo qualitative software platform to analyze, code, and group the emergent themes and perceptions of the participants from the field. The NVivo program helped the investigator cultivate patterns and relationships of each theme gathered in the field to the corresponding research questions, conceptual framework, and relevant topics identified through the literature review. The researcher ensured the reliability of the project by using consistent data collection techniques, applying standardized methods and coherent settings, including contingent data collection techniques and coding processes, and providing consistent data checking and comparison through triangulation and saturation of the data. Likewise, the investigator certified the validity of the study by developing a single case study design based on purposive sampling, the respondent validation technique, and data saturation.

In section 3 of this project, the investigator completed the field study and presented the research findings in a meaningful way by reviewing the data collected through interviews in a real business setting. The researcher then discussed the application of the findings to the professional business practice, followed by the implication of the results for the Biblical framework and the field of study. The investigator continued the research process by providing
recommendations for action and further inquiry to improve business practices. Likewise, the examiner reflected on his experience and personal biases, the potential impact on the research participants and the company’s situation, and the Biblical principles related to this study. Finally, the investigator summarized the study by restating key findings, illustrating how the research contributes to close the knowledge gap in the literature, and making strong concluding remarks.

**Section 3: Application to Professional Practice and Implications for Change**

In this phase, the researcher completed fieldwork by conducting required interviews with potential candidates in the real business environment (Sperkova, 2019) regarding cultural diversity. This part of the project began with a brief overview in which the principal investigator elaborated on why and how the study addressed cultural diversity’s impact on the workplace, followed by the development of potential themes and perceptions from the field. Later, the researcher presented the findings based on the interviews, conceptual framework, and the literature. The investigator also discussed the application of the results to business practices and made recommendations for action and further research. The principal investigator also reflected on possible personal biases (Kostelic, 2019), on his potential influence on the participants (Nikolić, 2018), and the implication for Biblical principles. Lastly, the examiner summarized the study and provided meaningful conclusions of the research.

**Overview of the Study**

During the eight weeks of field study, the principal investigator sent invitations to participate in the research study to approximately 20 organizations located in Richmond, Virginia. In the first week, two organizations declined to participate, and the others did not respond. The COVID-19 pandemic had a significant impact on the feasibility of the fieldwork and the lack of responsiveness of the organizations. The researcher continued to seek approvals
from local businesses every day, but most of them did not reply. The research’s uncertainty continued to grow until the end of week eight when one multicultural organization accepted the invitation to participate in the research project with the intermediation of a friend. The principal investigator set up and conducted the semi-structured, face-to-face interviews on-site with six candidates based on the recommendation of the vice president of the company. Table 6 shows all interviews conducted in the field, including the corresponding codes of the participants, their position, length of employment, and the date and duration of the interviews.

Table 6

<table>
<thead>
<tr>
<th>Codes</th>
<th>Position</th>
<th>Employed</th>
<th>Date</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>KL001</td>
<td>Leader</td>
<td>4 years</td>
<td>June 25, 2020</td>
<td>60 minutes</td>
</tr>
<tr>
<td>KL002</td>
<td>Leader</td>
<td>8 years</td>
<td>June 25, 2020</td>
<td>38 minutes</td>
</tr>
<tr>
<td>KL003</td>
<td>Leader</td>
<td>16 years</td>
<td>June 25, 2020</td>
<td>35 minutes</td>
</tr>
<tr>
<td>KE001</td>
<td>Employee</td>
<td>2 years</td>
<td>June 25, 2020</td>
<td>32 minutes</td>
</tr>
<tr>
<td>KE002</td>
<td>Employee</td>
<td>8 years</td>
<td>June 25, 2020</td>
<td>55 minutes</td>
</tr>
<tr>
<td>KE003</td>
<td>Employee</td>
<td>24 years</td>
<td>June 25, 2020</td>
<td>20 minutes</td>
</tr>
</tbody>
</table>

Note. The information presented in this table is specific to the multicultural organization that participated in the study.

Due to the difficulties in gaining access to other organizations as a result of COVID-19, the principal investigator carried out a single case study at a local business with a highly diversified body of employees. After visiting the company, the researcher discovered that cultural diversity played a significant role in the organization’s day-to-day operations and had a tremendous impact on its overall business performance and success. The organization has employees from various countries and continents, including Vietnam (Asia), Bosnia and Herzegovina (Eastern Europe), Jordan (Middle East), South Africa (Africa), and the United States (North America). The organization welcomed and supported the researcher with all
available resources. Due to the organization’s hospitality and assistance, from the president and the vice president to all the interviewees and other employees in the workshop, the researcher conducted all six interviews and completed the fieldwork in one day. The experience was overwhelmingly positive for both the participants and the investigator.

The organization has served many customers throughout Virginia with their authentic and customized products, including institutions of higher education (the University of Richmond, College of William and Mary, and the University of Virginia), medical facilities (VCU Health Systems, UVA Health Systems, Sentara Martha Jefferson Hospital, and others), courthouses (Orange County, Hanover County, Charlotte County, and Fairfax County), libraries, churches, offices, and sports facilities. Furthermore, the company has crafted exclusive products for Liberty University, including the Montview Student Union, Freedom Tower and Scriptorium, Williams Football Stadium, and the School of Business (J. Kueny, personal communication, July 25, 2020). The field notes and the participants’ perceptions recorded in the interview transcripts revealed that organizational success lies in its diversity and inclusion, which is visible in and supported through their mission statement:

“Crafting beautiful spaces for the best customers (J. Kueny, personal communication, July 25, 2020).”

J. Kueny highlighted that the company’s core values promote and define organizational success and its diversity through:

1. Ethical operation

“Taking the high road in all concerns, being honest and trustworthy.”

2. Everyone matters

“Helping each other, customers, and vendors to succeed.”
3. Work ethic

“Taking pride in our work, going beyond what is expected.”

4. Teamwork

“Working together to be more efficient at what we do.”

5. Do good and have fun

“Actively seek opportunities to help the community and be cheerful (personal communication, June 25, 2020).”

After transcribing the interviews, the examiner emailed them to the participants for their verification. The researcher then utilized the newest version of the NVivo qualitative software for MacBook and coded, analyzed, and developed the research’s final results. The principal investigator linked his fieldwork results with the conceptual framework and the literature. The leading categories/themes discovered in the field were similar to the framework’s main concepts and the cultural diversity drivers indicated in the literature review. The investigator completed a word frequency analysis, presented in Appendix I, and finalized a word frequency cloud, displayed in Figure 8.

Appendix I contains the 200 most significant words generated from the interviews. Furthermore, each word has its length—the number of letters (the program did not count the words with fewer than three letters), frequency—the number of times that the word appears in the data, weighted percentage—the frequency of the word compared to the total words analyzed, and similar words added to its account. For example, the participants discussed the term “cultural” 135 times throughout their interview sessions. Its weighted percentage is 1.99%, and similar words included in that category are: cultural, culturally, culture, cultures. Moreover, the term “people” has a count of 130 and a corresponding weighted percentage of 1.92%.
Figure 8

*Word Frequency Cloud*

*Note.* This figure displays the essential concepts in the field study.

Figure 8 displays various font sizes of the words, which depict the number of times the candidates mentioned or explained particular terms/themes during the interviews. For instance, the words “cultural, people, knows, working, and diversity” are the participants’ most utilized terms and so are represented as the largest ones in the word cloud. The study’s most meaningful concepts are the largest ones and located in the center of the word cloud.

The principal investigator also utilized the Mind Map and Context Map tools in the NVivo platform, presented in Figures 9 and 10, to code, analyze, and present the data found in the field. The Mind Map was beneficial to link the study’s potential codes/themes to the
literature and conceptual framework. The conceptual framework discovered the key terms and their association with cultural diversity drivers at the beginning of this research. Likewise, the Mind Map incorporated the findings into the main ideas of the study.

**Figure 9**

*Mind Map*

![Mind Map](image)

*Note.* This figure shows the relationships between the main concepts of the study.

**Figure 10**

*The Context Map*

![The Context Map](image)

*Note.* This figure shows the actual codes derived from the data, including two significant outliers (work ethic and feedback) specific to the organization.
The Context Map was an essential instrument in the NVivo program for developing principal codes and child codes from the interview records. All contexts/codes supplemented the main concepts of the study. However, the principal investigator highlighted two outliers—work ethic and feedback—found in the data. The examiner could link them to the other principal codes, but their significance is more important to stand alone in this research. Both outliers are evident above in Figure 10. The researcher presented and discussed each theme/code in the following sections of the study.

**Anticipated Themes/Perceptions**

As mentioned above, the examiner extracted the expected themes/codes in the field by utilizing the Word Frequency Analysis and Word Frequency Cloud in the NVivo qualitative analysis software. The Mind Map and the Context Map interfaces of the program facilitated and grouped the main themes/codes in one place where the researcher could see their patterns and relationships and thus draw conclusions. These tools of the program increased the validity and reliability of the results.

**Presentation of the Findings**

The principal investigator organized the data by using the theme/pattern/relationship structure. The researcher also identified two outliers from the records and presented them in the same manner. All themes interrelated and overlapped with one another, and they were consistent throughout the study and summarized in Table 7. In addition, each theme incorporated illustrative quotes from the applicants. The researcher emphasized and highlighted any alterations from the themes discovered through the interviews to those developed in the study’s previous sections. Finally, the investigator connected the findings to the research question,
conceptual framework, and the literature to enhance the consistency and validity and ensure a high level of saturation and triangulation during interviews.

**Table 7**

*Anticipated Themes*

<table>
<thead>
<tr>
<th>Theme 1. Cultural Diversity</th>
<th>Theme 2. Employees</th>
<th>Theme 3. Leaders</th>
<th>Theme 4. Organizational Performance</th>
<th>Theme 5. Outliers</th>
</tr>
</thead>
<tbody>
<tr>
<td>Cuisine</td>
<td>Collaboration and Cooperation</td>
<td>Communication</td>
<td>Decrease</td>
<td>Feedback</td>
</tr>
<tr>
<td>Customs</td>
<td>Conflicts</td>
<td>Cultural Diversity Training</td>
<td>Increase</td>
<td>Work Ethic</td>
</tr>
<tr>
<td>Gender</td>
<td>Departments</td>
<td>Decision-making</td>
<td>Organizational</td>
<td></td>
</tr>
<tr>
<td>Language</td>
<td>Learning</td>
<td>Leadership Skills</td>
<td>Culture</td>
<td></td>
</tr>
<tr>
<td>Nationality</td>
<td>Projects and Goals</td>
<td>Managing</td>
<td>Organizational</td>
<td></td>
</tr>
<tr>
<td>Race</td>
<td>Teamwork</td>
<td>Diversified</td>
<td>Policy and Strategies</td>
<td></td>
</tr>
<tr>
<td>Religion</td>
<td></td>
<td>Employees</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

*Note.* The information in this table illustrates all principal themes and sub-themes in the field.

**Theme/pattern/relationship 1.** All participants agreed that cultural diversity plays a major role in their organization. Its significance is an important part of every aspect of organizational and individual well-being. For instance, the company has employees from Vietnam, Bosnia and Herzegovina, Jordan, South Africa, and the United States who work together as a family, and therefore are able to accomplish desirable business results. Based on the field notes, recordings, and on-site observations, the organization’s cultural diversity is comparable to the conceptual framework and the literature. The evidence from the field reinforced the significance of cultural diversity in the workplace, including its attributes such as cuisine, customs, gender, language, nationality, race, and religion.

The most significant illustrative quotes of the research participants regarding cultural diversity include (all participants, personal communication, June 25, 2020):
Participant KL001 stated, “and we encouraged them to do that and bring their own food.” According to Mills (2018), cuisine and its variations represent significant symbols and values of distinctive nations worldwide. Interviewee KL001 also added, “I don’t know is that the right way to put it, but I think even the Bosnians enjoy the Vietnamese cultural thing. They really do. The Americans enjoy both of them.”

Participant KL002 emphasized that “the main issue, of course, is the language barrier. Still, if there was someone who doesn’t understand or can’t communicate with, I try to get someone else who speaks that language and use them as an interpreter, and then we go over it together.” Stryker (2018) highlighted that effective communication is critical for individuals and the company’s success. Participant KE002 supported this by stating, “yes, when I enter our building and start walking among people and hear ten different languages, it makes me so happy and proud to work in this organization.”

Participant KL001 asserted, “I am a strong believer in that [one of America’s greatest strengths is its diversity], and I have been for as long as I can remember it. Indeed, most people come to America because things were not well wherever they were, and I think you end up with smart and a lot of good people that they might stay otherwise wherever they were. If you look at history, the United States’ biggest strength is its diversity...uhm, and you look at just all the advancements we’ve made, there are lot of things we were like, oh America came with this and that, but look at who that person actually was. A lot of times, it was a foreigner or the son of a foreigner.” Mateescu (2018) addressed the central role that cultural diversity plays in MNCs and other companies due to globalization, internationalization, immigration, and the worldwide presence of guest service workers. If managed effectively, cultural diversity can increase
creativity, work satisfaction, customers’ satisfaction and engagement, and organizational performance.

Interviewee KE002 noted, “however, [laughing]....he [the president] made another similar mistake when he ordered the company’s lunch again, but it was the first or second day of Ramadan. Let me explain, Ramadan is one of the holy months in which Muslims fast. They don’t eat nor drink from down to sunset each day for a month. So, most of the pizzas that he ordered that day were wasted, and again, he apologized to each Muslim in this company.” Ancarani et al. (2016) highlighted that religion is one of the most influential factors in both national and overall culture. Furthermore, faith shapes one’s principal values and beliefs. The president of this local multicultural organization recognized the religion’s impact on believers and apologized to each employee affected by his action. Thus, this was a learning experience for all employees and leaders within the company.

The candidates mentioned food, different nationalities, fewer women employees, language barriers, communication, diversity, foreigners, churches, mosques, Ramadan, and food preferences. These perceptions are specific and associated with cuisine, nationality, gender, language, and religious concepts integrated into the framework of cultural diversity in the literature review. The investigator documented the remaining quotes regarding cultural diversity’s theme in Appendix J.

**Theme/pattern/relationship 2.** Employees are the most valuable asset of any organization, particularly in the constantly changing and demanding business environment of today. In this organization, both leaders and employees enjoy and respect one another in their daily interactions and activities. They learn from each other and move forward together to accomplish shared goals and objectives. All workers feel fortunate and are very proud of their
differences; they take pride and encourage one another to emphasize their distinct perspectives in their work.

Furthermore, both employees and leaders share their ideas and incorporate them into the decision-making process. This practice is a critical element in the success of the company, contributing to its long-run success and helping it thrive in today’s competitive business environment. The employees’ perspectives about cultural diversity’s impact in the workplace from a real business setting enhanced this study because this particular perspective was missing in the literature. The participants highlighted standard collaboration, learning from others, different skills as an advantage to solve business problems, open communication, family, various viewpoints, and flexibility in departments. These aspects are explicit and concurrent with the concepts discussed in the employees’ section of the literature. All quotes related to the employees’ theme are specific and presented in Appendix K.

The most notable quotes from the interviews regarding employees, including collaboration and cooperation, conflicts, departments, learning, projects and goals, and teamwork are as follows (all participants, personal communication, June 25, 2020):

Participant KE002 stated, “when we’re talking about cultural differences, including our nationalities, we collaborate very normal and in a positive way. In the end, [laughing] we see fewer and fewer differences among us because we produce the best results when we assimilate with each other.” Ermasova et al. (2017) stressed that cultural diversity in the workplace impacts employees’ and leaders’ ethical behavior. Cairrao et al. (2019) found that many organizations struggle to create a healthy workspace for their employees. That is not an issue in this local multicultural company. Participant KE003 revealed, “uhm…I wrote with different cultures, so uhm, we can talk with each other. Good relationship.” Interviewee KL002 supported this by
adding that “they collaborate good, and the other thing you get too is you get different ideas or different approaches for accomplishing your goals or finding the solutions to your issues.”

Participant KL003 declared, “yeah, it’s good for me because you know...you work with different people, and you can learn more from different people. We look like a family.”

According to Clarke & Mahadi (2017), the “person-person” approach between supervisors and subordinates is more critical than the “person-organization” value method because it positively affects employees’ job performance (p. 165). All candidates agreed that they work together as a family to accomplish their business targets. Moura et al. (2019) reinforced that communication, cooperation, trust, team cohesion, team climate, mutual respect, dealing with and successfully managing conflict situations, and leadership guidance are essential factors for high-performing team execution tasks.

Research participant KL001 stated, “uhm, we, it’s not intentional, but a lot of our departments are like their own little groups. They’re managed by certain cultures, and their employees belong to these certain cultural groups. So, for instance, the finishing department is all Vietnamese pretty much.” Kim et al. (2017) supported the organizational flexibility by emphasizing that leader-member exchange theory (LMX) and work schedule flexibility are major contextual components of employees’ empowerment. In elite LMX interactions, leaders and employees respect, trust, collaborate, and communicate with each other. The principal investigator observed similar elite relationships between leaders and employees in the field, and all participants shared the same experience in their interviews.

Theme/pattern/relationship 3. Leaders and managers get the job done through their employees by communicating, understanding, helping, trusting, and respecting their differences and viewpoints (Bornay-Barrachina & Herrero, 2017). They also share decision-making with
workers by accepting the ideas that benefit them and increase organizational performance. Organization leaders do not always have solutions to the customers’ requests and demands, but their employees may have answers based on their skills and problem-solving abilities. Likewise, the leaders’ perspectives about the challenges of cultural diversity in the workplace also added new perspectives and insights to the research arena that helped bridge the gap in the literature.

The most illustrative quotes by the participants regarding leaders, including communication, cultural diversity training, decision-making, leadership skills, and managing diversified employees, include (all participants, personal communication, June 25, 2020):

Participant KE002 emphasized, “simply said, our management has a great potential because they do not underestimate and ignore such things. If they ignore cultural, national, gender, religious, and other differences among our people, they would fail. Workers can see easily if managers have something else in their mind.” Gutermann et al. (2017) found that engaged workers are enthusiastic and inspired in their job. Interviewee KE001 confirmed that their leaders are supportive, and they engage employees by “setting clear expectations and communicating clearly.”

Contributor KL001 added, “you know, it’s a good question because I’m trying to think exactly how it affect my decision-making. uhm... actually, you know, I would say it’s neither positive nor negative. It’s just something that you have to keep, you have to think about it. So, [exhale], different groups of people respond differently to different things. I mean, you play to each group’s strengths. You play their individual strengths. It’s though because they overlap too. So, if you understand how they operate and what drives them, then you can get lot of productivity out of them. They’ll go above and beyond. But if you are insensitive to them, you get the inverse.” Weber et al. (2018) underlined that managing diversity is a primary task of leaders in
business organizations. Nygaard et al. (2017) added that knowledgeable leaders and managers gain trust among their followers.

Participant KL002 revealed, “uhm... sometimes I have to be a little more gentle about how I distribute work. If it’s something that seems overwhelming, I try not to give out as much work at that time if I can. And that’s something I think that it’s not as much of a problem if I can explain it well in English, but since I can’t speak other languages then, I have to be a little more creative about it.” Qu et al. (2019) highlighted that managers accommodate their leadership approach based on different factors. Goswami et al. (2016) found that leaders change their operations to drive employees to become more efficient, which is consistent with the leadership actions in the multicultural organization of the study.

The participants highlighted the importance of setting clear expectations, direct communication, dealing with diversity instead of ignoring it, being mindful and aware of the situation, flexibility with the work distribution, and managerial confidence to work with diversified people. These qualities are explicit in the leader sub-section in the literature. The remaining quotes regarding the theme of leaders are categorical and presented in Appendix L.

**Theme/pattern/relationship 4.** Organizational performance includes comparing a company’s outputs against its business targets (goals and objectives). In the organization of the study, everyone is anxious about performance because they share all aspects of the business from top to bottom and vice versa. The organization helps its departments, organized and led by different cultural groups, to prepare and create their plans of actions to execute the required tasks. For instance, the Vietnamese group controls and leads the finishing department, the Bosnian group regulates and coordinates the production department, and the American group plans, controls, and oversees all departments within the organization. All departments overlap, as
well. Overall performance is quite successful because both leaders and employees have learned how to turn their ‘cultural diversity wheel’ in a positive direction.

The most significant quotations from research participants regarding organizational performance and its attributes (decrease, increase, organizational culture, and organizational policy and strategies) from the data (all participants, personal communication, June 25, 2020) include:

Participant KE001 stated, “uhm... I have written down we are very diverse within our teams, and uhm... our culture is inclusion promotes harmony.” Meng and Berger (2019) noted that organizations must establish the appropriate work conditions in which corporate culture and leadership play significant roles in boosting employee engagement, mutual trust, collaboration, and loyalty. Interviewee KL002 confirmed, “Yeah, yeah, there’s always a conflict between people and... but it has nothing to do with the diversity part.” All candidates agreed that the company’s culture enhances organizational performance and workers’ satisfaction.

Participant KE002 summarized, “so, regarding our cultural, national, religious, and other backgrounds, I didn’t see any negative things in the past eight years in this company. Our leaders treat everyone equally, regardless of their cultural and national backgrounds. Currently, we all experience the COVID-19 pandemic impact, where many local businesses are forced to shut down their operations. We’re still operating, thanks to him [the president of the company].” Levitt (2019) and Tenzer and Pudelko (2017) emphasized that the effect of cultural diversity on success in multinational teams much depends on employees’ acceptance of one another and mutual respect, as well as the cross-cultural skills and experience of the leaders. There is a high level of mutual trust and respect between superiors and subordinates built up over the last four years in the company. Participant KL001 supported this by stating, “you know, uhm, I think it is
important because it gives us an advantage over someone that did not have that cultural diversity, and a good example Bosnians and Vietnamese because they work so hard. They are so productive.”

The applicants illustrated that they do not have cultural conflicts in the workplace. Everyone agreed that leaders are very responsive and that they treat employees equally and with respect. The organization fomented mutual trust between leaders and employees. Diversity and inclusion promote harmony in the workplace; however, the company lacks an explicit diversity and inclusion policy because of limited resources. These concepts link with the organizational performance and potential themes sections reviewed in the literature. The remaining quotes related to the organizational performance theme are specific and presented in Appendix M.

**Theme/pattern/relationship 5.** The principal investigator highlighted two significant outlier themes based on the participants’ quotes in the field involving work ethic and feedback. Both outliers overlap with other themes, especially with employees and leaders. Nevertheless, the researcher separated them because they need further investigation and cross-analysis to increase their validity and reliability in the literature. Based on the field findings, foreign workers have a much better work ethic than American employees, while Americans are more direct than foreigners in receiving feedback.

The most illustrative quotations by research participants regarding the outlier themes of work ethic and feedback (all participants, personal communication, June 25, 2020) are as follows:

Participant KL001 noticed, “so, for instance, if we have a group of Americans, and you told them, oh, you know, we need you to take all your vacation we’re not going to work overtime, and if you cut back to their overtime, usually, they don’t care, it’s OK to them. Whereas, if you
do that, the Vietnamese are the best example, if you do that to Vietnamese, they get upset. The Bosnians have really; they do have a really really good work ethic. They do, and they’re uhm, they’re good problem-solvers, they’re very confident, ...[laughing]...With the Bosnians, if they make a mistake, you don’t say: “You just made a mistake.” You have to go around it in a different way. Not just to go straight at them.” In this organization, leaders learned that different groups respond distinctly to feedback, and they also possess unique work ethics. Lee and Ha-Brookshire (2018) supported these research findings by emphasizing that the ethical climate strongly influences and improves workers’ OCB, which improves an organization’s sustainability performance, regardless of its size.

Both outliers overlap with the cultural diversity, employees, and leaders sections discussed in the literature. Leaders need to understand and appreciate their employees’ traditions, norms, and expectations to lead them toward success. Likewise, superiors should be flexible and accommodate the different cultural styles of workers from diverse backgrounds. The remaining quotes associated with the outliers theme are specific and grouped in Appendix N.

**Relationship of themes/patterns to research questions.** The principal investigator followed the same pattern as indicated in the literature and conceptual framework when conducting a field study by showing the relationship of themes to research questions. Leaders and organizational performance themes are specific to the first research question, but they overlap with other topics. For instance, the leaders’ interview guide covered queries and organizational leadership responses, particularly to the first research question and sub-questions:

1. How does cultural diversity impact the decision-making of leaders within organizations?
   1.a. Which leadership actions and behaviors contribute to improved organizational performance?
1.b. Which leadership actions and behaviors contribute to a worsening in organizational performance?

In the organization of the study, leaders and managers are well aware of the company’s diversity and the impact of cultural differences on the decision-making process and the organizational performance. Everyone is welcome and equal, regardless of his or her cultural identity. Leaders and employees collaborate, communicate, and share ideas for the benefit of the company. Although leaders do not always have solutions to their business problems, employees may have the answers due to their unique skills and knowledge they brought to the United States. All those interviewed agreed that contributing to leaders’ decision-making within the company through cultural diversity is a very inspiring and positive experience.

Open communication, patience, sharing, and incorporating everyone’s ideas into decision-making, support, and mutual respect are some of the leadership behaviors identified in the field that increased organizational performance. However, the research employees participants did not recognize any action or conduct of leaders that might decrease performance. Some of them mentioned that misunderstandings could cause some slow-downs in production. Nevertheless, they all come together and solve the problem in these circumstances very quickly because they care about one other.

The employees’ interview guide included questions and responses from employees regarding the second research question and sub-questions:

2. How do employees experience and understand cultural diversity’s impact in the workplace?

2.a. Which leadership skills do you like about your leaders? Why?

2.b. Which leadership skills do you not like about your leaders? Why not?
As indicated in the study’s purpose, employees’ insights about cultural diversity’s impact on the workplace are as significant as leaders’ perceptions. Employees highlighted that a diversified workforce provides an advantage to an organization because various viewpoints may be useful to solve many business challenges. Monocultural companies do not have the option of drawing on a diverse set of attitudes and points of view; they have specific procedures to deal with business operations, and customers’ demands are particular to their geographic region or nation. Multicultural organizations, on the other hand, are better equipped to solve problems and customers’ requirements more quickly because they take advantage of their diversified team of employees and utilize their ideas to increase organizational performance.

In this organization, employees liked and appreciated open communication, support, inclusion, respect, and quick response and learning from their leaders and managers. Workers highly valued their president and vice president’s actions and behaviors toward them. Employees suggested that new managers or leaders should pay more attention to the workers’ application or other guidelines and use this information when approaching subordinates to avoid unnecessary problems. It is not easy to deal with people from diverse cultures. Ultimately, when leaders and employees know and respect one another, as in this multicultural company, it leads to the success of both individuals and organization.

**Relationship of themes/patterns to the conceptual framework.** The principal investigator trailed the path developed in the conceptual framework throughout the study. The themes/codes found in the fieldwork were specific and explicitly related to the main concepts and the literature. Participant KL001 indicated, “we are so diverse, and you don’t see anyone talking bad about the other ones” (personal communication, June 25, 2020). Vlad and Stan (2018) emphasized that cultural diversity in the workplace is a phenomenon that plays a
significant role in today’s world economy. In this organization, leaders and employees are well aware of cultural diversity’s significance in the workplace and use it as an advantage in the market. Participant KL002 testified to this by stating, “you get more diverse ideas and you get a lot more creativity, and so it is a very positive thing” (personal communication, June 25, 2020).

By hearing and incorporating employees’ voices and ideas, top executives are more likely to increase organizational performance and sustainability (Chou & Ramser, 2019). The president and vice president of the company, including other leaders and managers, welcome and support their diversified workers. Interviewee KL001 highlighted, “where people came from, or what they look like, even like what gender group they belong, that doesn’t matter” (personal communication, June 25, 2020).

Subordinates trust and respect their leadership team. Participant KE002 emphasized, “our managers have great potentials,” and candidate KE003 added, “sometimes you know the language...we don’t understand each other so... we just...you know, take time to communicate” (personal communication, June 25, 2020). Bachkirov (2019) expressed that culturally diversified teams enhance the performance of both their groups and companies. The principal investigator observed that the organizational leaders and managers do not ignore various perspectives of their employees, and they take time to integrate their ideas into the decision-making process.

Globalization continues to drive companies worldwide to promote global leaders and multicultural workers to respond to future business challenges (Lisak & Erez, 2015). In this domestic multicultural company, leaders and employees collaborate and work together as a family to succeed. Research participant KE003 shared, “we are like a family,” and participant KE002 said that “our leaders treat everyone equally, regardless of their cultural and national backgrounds” (personal communication, June 25, 2020).
Summary of the findings. The overall fieldwork was a very enthusiastic and positive learning experience for the principal investigator. The researcher was not able to obtain organizational approval to participate in the research study during seven and a half weeks of effort. The COVID-19 impact was a significant obstacle for gaining access to local organizations. At the end of the eighth week, the researcher received a positive response from one small multicultural firm through a friend’s recommendation who works for the company. The investigator used the latest version of NVivo qualitative software and uploaded transcribed interviews from all participants to further code and analyze. The anticipated themes, including cultural diversity, employees, leaders, organizational performance, built on the conceptual framework and the literature. The outliers’ theme of work ethic and feedback is significant for the organization and requires further investigation and analysis. Leaders’ observations from the field linked with the first research question and sub-questions and employees’ insights aligned with the second research question and sub-questions. Likewise, both leaders’ and employees’ perspectives overlapped.

Applications to Professional Practice

The best business practices involve finding and applying optimal approaches to performing job duties to accomplish business targets within organizations (Shinkle et al., 2019). This process embraces all activities, including innovations and modifications, both in and out of the business arena, that secure successful organizational performance compared and measured against business practices and standards set by industrial leaders. Generally speaking, businesses should maintain and continue to improve on the work practices that have proven to be dependable and reliable in the field. It is an ongoing, iterative process that requires the
contribution and commitment of all members of a team in order to stay competitive and productive.

This case study aimed at gaining insights from both leaders and employees about how cultural diversity impacts the decision-making process and, ultimately, overall organizational performance. Much research has addressed the issue of cultural diversity, but the real-business experiences from those involved in dealing with culturally-diversified organizations have remained unexplored. This study targeted the participants’ perceptions of the phenomenon, which were the most significant dimension of this research study.

Cultural diversity plays a vital role in individual and organizational well-being (Hu et al., 2019). Its attributes, including nationality, religion, race, gender, language, beliefs, values, traditions, norms, laws, customs, and cuisine, are valuable and essential aspects of the business that leaders and managers should consider when managing diversified employees. Although cultural diversity’s qualities are comprehensive, when valued and understood by organizational leadership, they can be essential in various ways to enhance employee effectiveness and business performance. Nationality, or other forms of cultural diversity, has a direct effect on how individuals act and think inside the organization. Therefore, it may have significant consequences for operations and outcomes if leaders treat all employees based on the dominant domestic cultural norms regardless of country of origin.

Employees are one of the most critical assets of organizations. Satisfied employees exceed their regular work obligations, resulting in increased organizational performance (Silveira, 2019). If workers feel that their superiors do not treat them equally, the quality and efficiency of their work is likely to be affected, which may have a negative impact on their individual and company’s performance. Workers that represent cultural diversity bring different
perspectives to the workplace that can help companies deal more effectively with future business challenges. When workers respect and trust each other and their leaders, and when they mutually accept and respect their workplace differences, they are likely to be more effective in accomplishing their goals and objective, boosting team spirit, and enhancing organizational performance.

Leaders should modify their leadership style based on their employees’ needs to succeed (Brohi et al., 2018; Sharifirad & Hajhoseiny, 2018). Likewise, they need to find the right way to persuade their diversified employees to work together in teams and accomplish their business objectives. Leaders and managers also need to share decision-making with employees by listening and incorporating the ideas that enhance the process, ensuring more productivity, and generating better business results. Furthermore, organizational leadership should be mindful of workers’ strengths and weaknesses and lead them in the right direction. Leaders should communicate and delegate responsibilities to subordinates by seeking clarity and understanding of the who, what, where, how, and why dimensions of each task. The commitment of each team member matters, as people learn to struggle together in this uncertain and challenging world’s economy.

Business organizations depend on their leaders’ and employees’ skills and qualifications (Boikanyo & Heyns, 2019), regardless of their cultural or national differences. The most successful organizations in the world integrate every concept and idea coming from subordinates or superiors that help them meet business challenges. In this study, the literature showed that MNCs and other multicultural organizations are more competitive than monocultural businesses because they use cultural diversity in their operations as an advantage (Buckley, 2018). During the fieldwork, the researcher found similar results and effects of cultural diversity on the
organization, as discussed in the literature. In this small multicultural company that was the subject of the study, leaders and employees empowered one another and worked as a family to accomplish their shared goals and objectives. Together, they turned their ‘cultural diversity wheel’ toward success.

In the Biblical framework, God encourages people to work together and help one another. By doing so, citizens will get closer to Him and elevate themselves in this earthly life, and especially in the afterlife. Ecclesiastes 4:9 advises: “Two are better than one; because they have a good reward for their labor” (New International Version, 1973/2011). Furthermore, Proverbs 27:17 reminds us that “iron sharpeneth iron; so a man sharpeneth the countenance of his friend” (Kings James Bible, 1611/2012). When employees and leaders work together as a team, they strengthen their abilities and achieve excellent business results. They also build trust in one another and create harmony in their endeavors. Good teammates always challenge and encourage each other to become better individuals and team players.

The leadership arena is a wide-open field in business preoccupied with encounters and relationships between diversified people (Chabanet, 2017). Globalization, wars, migration, guest service workers, outsourcing, and other developments are forces that drive people to work together to accomplish their business tasks in multinational and multicultural organizations. The leadership field has an essential mission within organizations. Leaders and managers bear significant responsibilities in the organization, including managing risk, leading through uncertainty, dealing with emotional stress, and taking full responsibilities for accomplishing organizational goals and objectives. Working together as a team within companies is an effective strategy to meet organizational demands and achieve results.
Recommendations for Action

The results from this study may be relevant for multinational, multicultural, and other organizations where diversity plays a significant role in their business operations. The fieldwork outcomes showed how cultural diversity positively affects organizational performance when leaders manage their diversified employees by taking into account their various perspectives. Both employees and leaders can achieve great results when working together as one team.

Recommendations for taking advantage of the opportunities presented by culturally-diversified groups of workers include the following:

1. Engage all employees by addressing their unique interests and motivations and treating them equally, regardless of differences. Leaders and employees should get to know and understand one another. By overcoming interpersonal obstacles and moving forward together, intercultural teams are in a better position to accomplish organizational goals and objectives than monocultural ones.

2. Recognize workers’ endeavors by appreciating everyone’s efforts. Create an enthusiastic reward system to motivate everyone to execute tasks. Identify and acknowledge the most valuable team actors at regular meetings.

3. Be proactive and build trust among team members. Leaders should shadow their subordinates whenever possible to show them that they are right there beside them. That will enable them to assist employees directly at work.

4. Respect cultural differences and deal with conflicts by accepting and respecting others. While conflicts are inevitable, by addressing conflict-related challenges, leaders and managers will be able to move the organization forward. Avoiding conflict situations in the workplace will be counter-productive in the long run.
5. Develop healthy decision-making and share it with employees by incorporating workers’ ideas into the process to enhance overall business performance. Communicate clearly and delegate tasks accordingly to subordinates. Emphasize the who, what, where, how, and why of each job.

6. Create cultural harmony by educating and empowering all employees about their differences and the implications that cultural diversity may have in the workplace. Learning from one another creates unity and trustworthiness within the team and inculcates pride in working for such an organization.

7. Emphasize teamwork and seek consistency through collaboration and cooperation among team members. Highlight the importance of teamwork versus individual accomplishments. Individual and organizational well-being depend on robust team efforts.

8. Support and encourage diversity at all organizational levels through mission statements and corporate policy and strategies from the top-down. Welcome and encourage all differences. We are all in this together.

9. Have regular organizational meetings dedicated to reiterating the company’s vision, mission, goals, and objectives. Recognize those who have accomplished their tasks and went the extra mile in their work. Reflect on the current organizational state, the future goals of the company, and the strategy for how to get there.

**Recommendations for Further Study**

Cultural diversity’s implications for organizational decision-making and performance are complex subjects for research. The conceptual framework, literature, and empirical study
identified various perspectives significant for leaders and managers who regularly deal with diversified teams of employees. Recommendations for further research include:

1. To investigate more MNCs and other multicultural organizations in this area.
2. To explore the impact of cultural diversity’s training in the workplace.
3. To carry out a longitudinal study of the same phenomenon and variables at repeated points in the future to identify trends and other factors that may affect the outcomes.
4. To analyze the generalizability of the findings to other multicultural companies.
5. To investigate whether the work ethics of various groups of workers in the study are empirical facts or stereotypes.
6. To explore whether the feedback approach toward different groups of employees observed in the field study is similar in other organizations.
7. To expand this study by interviewing a broader population regarding cultural diversity’s impact in the workplace.
8. To discover what effect the Internet has on the implications of cultural diversity within organizations.
9. To explore how specific aspects of cultural diversity, including nationality, race, religion, gender, language, beliefs, values, traditions, norms, laws, customs, and cuisine, may individually impact organizational performance.
10. To investigate whether the findings in this case study help leaders and managers when leading and managing culturally-diversified teams of employees in their organizations.

Reflections

The research study was a very positive experience for the principal investigator. COVID-19 had a tremendous impact on the researcher and the difficulty in accessing more than one
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multicultural organization for the field study. The examiner sent about 20 applications to MNCs and other multicultural companies in Richmond, Virginia, but only one responded and participated in the investigation. The vice president and the president, all research participants, and other workers in the company were welcoming and gave full support to the researcher. The investigator will never forget their hospitality and kindness.

The ideal would have been to investigate two or three organizations. However, because of COVID-19, the researcher completed a single case study and presented a very detailed discussion of the fieldwork’s findings. The examiner also incorporated the company’s mission statement, core values, and the information found on the Internet regarding the organization in the final results, accomplishing the research’s triangulation requirements.

After receiving the organization’s approval, the researcher sent an email and called the vice president, and scheduled the interview sessions on site. Likewise, the principal investigator asked the vice president to increase the number of research participants from four to six (three leaders and three employees) because of the current situation related to COVID-19. The vice president approved the request and recommended all six candidates to participate in the study, minimizing the researcher’s selection bias. After obtaining all six signed informed consents, the investigator conducted and recorded all interviews in one day, on June 25, 2020. The applicants from various countries contributed voluntarily in the research and consequently strengthened the findings by contributing their multiple perspectives to cultural diversity in the workplace.

Some participants could not provide long answers to the interview questions because of their level of English. Therefore, the investigator had to ask many probing questions to get meaningful responses from the candidates. One of the respondents was from the same country as the principal investigator, Bosnia and Herzegovina, so the examiner conducted and recorded the
interview in their native language. The examiner translated the content based on his knowledge and understanding. In both circumstances, the researcher could impact the candidates and their thinking process regarding the phenomenon. However, to minimize this perception bias, the investigator emailed and sent a copy of the individual interview transcripts to the employees who had participated in the interviews for their verification and double accuracy.

The final results of this study harmonized with the Biblical values emphasized many times throughout the research. For instance, working together in teams and helping one another succeed are fundamental principles addressed in the study. Also, God created people in various groups to learn from one other to prosper; therefore, they will get closer to Him if they do so. Likewise, the Bible revelations strengthened and reinforced the field’s and literature’s findings regarding cultural diversity’s impact in the workplace.

**Summary and Study Conclusions**

This doctoral dissertation had three essential parts:

1. Section I provided the study’s foundation, including the problem and purpose statements, research questions, conceptual framework, literature review, implications for Biblical integration, relationship to the field of study, and other essential concepts of the research.

2. Section II explored the project itself, including its fundamental parts such as the researcher’s role, participants, research method and design, data collection method, data analysis technique, and validity and reliability of the study.

3. Section III revealed the findings from the fieldwork, integrating the presentation of the final results, applications to professional practice, recommendations for action, suggestions for further study, reflections, and summary and research conclusions.
Based on the conceptual framework, literature, and field study, the principal investigator answered both research questions and made the following conclusions:

- Leaders and managers bear significant responsibility within their organizations, especially when leading and managing diversified teams of employees. They lead their subordinates through uncertainties, take risks, experience high work stress, take full responsibilities for the execution of the tasks, and are accountable for overall organizational performance. To succeed, leaders and managers should be aware of their employees’ qualities and differences and integrate their ideas into decision-making to increase corporate performance. To avoid the potential adverse impacts of cultural diversity in the workplace, leaders need to address the issue, the conflicts that may arise, and create an appropriate plan of action to resolve problems. Leaders should also be flexible when directing subordinates and integrate their perspectives into business decisions. Communication and understanding play significant roles in the process of managing cultural diversity in an organization. Avoiding, neglecting, or ignoring problems could decrease organizational performance over the long-run.

- Employees need to collaborate and cooperate by respecting all differences among themselves. Workers should stay loyal to their convictions, especially when they have better ideas on how to accomplish their job duties more effectively and efficiently. They need to stay focused and convince their superiors about their innovations and proposals that benefit and increase organizational performance. Most of the time, the best business practices come from the workers themselves, but their contributions to decision-making are often invisible because of the lack of managerial commitment. Working as one team, regardless of differences, generates productive outcomes for companies.
• Business organizations should show their commitment to cultural diversity by incorporating cultural diversity into their mission statements. Businesses should create diverse organizational cultures that are inclusive and comprehensive, and where minority viewpoints are as essential and relevant as the majority perspectives.

The principal investigator explored various concepts regarding the phenomenon in the literature. Yet, there were numerous articles and other sources of information about the research topic. Nevertheless, the actual thoughts and feelings from those challenged by working with co-workers from diverse backgrounds remained unexplored. The researcher conducted a comprehensive field study and contributed to filling the knowledge gap in the literature by integrating insights and quotes from both leaders and managers about cultural diversity in a real business environment. When people get together, accept, respect, and are thankful for everything they have, they can face any challenges in life and answer God’s call.
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Appendix A

Semi-structured Interview Guide (Leaders)

Time and duration of the interview:

Date:

Organization:

Interviewer:

Interviewee:

Research questions:

1. How does cultural diversity impact the decision-making of leaders within organizations?
   1.a. Which leadership actions and behaviors contribute to the increase in organizational performance?
   1.b. Which leadership actions and behaviors contribute to the decrease in organizational performance?

Opening statement:

I want to thank you for letting me discuss cultural diversity’s impact on the workplace and the overall organizational performance with you. Your insights about the phenomenon are the most critical parts of this study to fill the gap in the research arena. As the principal investigator in this doctoral study, I want to assure you that your contribution to this project will not affect your relationship and employment status with your employer. The interview will take approximately 30 to 60 minutes. I will record our conversation and transcribe verbatim for additional data analysis. The interview recording is subject to permanent deletion as soon as the transcription process is complete. The researcher will not disclose any personal or organizational
data in the published results of this project. You have the right to remove your records and information and leave this research at any time for any reason without consequences or penalties.

*Interview questions:*

1. Demographic information (this question will not be recorded):
   - Nationality:
   - Job Title/Description:
   - Gender:
   - Education:
   - Age:
   - Work experience with your employer:

2. Could you describe your experience in dealing with culturally-diversified employees?
   - Did you encounter any issue or success?
   - How did you handle it?
   - What were the outcomes?

3. How would you describe the impact of cultural diversity in your workplace on your decision-making?
   - Positive?
   - Negative?
   - Neither?

4. Could you explain your organizational culture towards diversity and inclusion?

5. What are the organization’s policy and strategy on diversity and inclusion?
   - Supportive?
   - Neutral?
6. How important is cultural diversity to your organization?

7. How important is cultural diversity in the workplace to you?

8. Do you receive cultural diversity training at your workplace?

9. How does your organization support/promote diversity and inclusion at your workplace?

10. Can you tell me, from your perspective, how organizational leadership can improve the overall organizational performance when leading/managing workers with different cultural backgrounds?

   • What adds to the overall improvement? Why?
   • What contributes to the overall decline? Why?

11. How would you rate and describe your ability to work with culturally-diversified employees?

12. Do you have any lingering questions, ideas, or suggestions regarding cultural diversity’s impact on the workplace?

Closing statement:

Thank you for your time and effort. You have given me a clear picture of the phenomenon from the real-business background, and I cannot hide my excitement about the findings of this study. Your skills and experience in dealing with challenges that cultural diversity generates in the workplace will add additional values to this study and close the gap in the research arena. From my research, I knew that your organization and your inputs would deliver a missing piece of the puzzle to complete this project. Now I am very enthusiastic about the final results. Do you have any other ideas or concerns about this research?
Appendix B

Semi-structured Interview Guide (Employees)

Time and duration of the interview:

Date:

Organization:

Interviewer:

Interviewee:

Research questions:

2. How do employees experience and understand cultural diversity’s impact in the workplace?
   2.a. Which leadership skills do you like about your leaders? Why?
   2.b. Which leadership skills do you not like about your leaders? Why not?

Opening statement:

I want to thank you for letting me discuss cultural diversity’s impact on the workplace and the overall organizational performance with you. Your insights about the phenomenon are the most critical parts of this study to fill the gap in the research arena. As the principal investigator in this doctoral study, I want to assure you that your contribution to this project will not affect your relationship and employment status with your employer. The interview will take approximately 30 to 60 minutes. I will record our conversation and transcribe verbatim for additional data analysis. The interview recording is subject to permanent deletion as soon as the transcription process is complete. The researcher will not disclose any personal or organizational data in the published results of this project. You have the right to remove your records and
personal information and leave this research at any time for any reason without consequences or penalties.

*Interview questions:*

1. Demographic information (this question will not be recorded):
   - Nationality:
   - Job Title/Description:
   - Gender:
   - Education:
   - Age:
   - Work experience with your employer:

2. How do you perceive cultural diversity’s impact on your organization’s performance?
   - Positive?
   - Challenge?
   - Neutral?

3. Did you experience any challenges when working with colleagues with different cultural backgrounds than yours?
   - Did you experience any problems or successes?
   - How did you deal with it?
   - What was the outcome?

4. What are your expectations when dealing with diversified teammates and leaders?

5. Which leadership skills do you support when managing a diversified workforce? Why?

6. Which leadership skills need improvement in your leadership team when dealing with diversified employees? Why?
7. Could you explain your organizational culture towards diversity and inclusion?

8. What are the organization’s policy and strategy on diversity and inclusion?
   - Supportive?
   - Neutral?

9. How important is cultural diversity to you?

10. What are the most significant factors for success when working with people from different cultural backgrounds?

11. Did you receive any training from your leadership team regarding cultural diversity influence in your organization?

12. Do you have any lingering questions, ideas, or suggestions regarding cultural diversity’s impact on the workplace?

Closing statement:

Thank you for your time and effort. You have given me a clear picture of the phenomenon from the real-business background, and I cannot hide my excitement about the findings of this study. Your skills and experience in dealing with challenges that cultural diversity generates in the workplace will add additional values to this study and close the gap in the research arena. From my research, I knew that your organization and your inputs would deliver a missing piece of the puzzle to complete this project. Now I am very enthusiastic about the final results. Do you have any other ideas or concerns about this research?
Appendix C

Permission Request to Conduct Study

Mr./Mrs. [Title] [Organization]

Dear [Mr./Mrs.]:

As a graduate student in the School of Business at Liberty University, I am conducting research as part of the requirements for the degree of Doctor of Business Administration. The title of my research project is *Cultural Diversity Impact on the Decision-making of Leaders within Organizations*, and the purpose of my research is to explore cultural diversity’s implication on the decision-making of top executives and leaders within organizations in the Richmond area in the state of Virginia.

I am writing to request your permission to conduct my research in your organization located in the city of Richmond in the state of Virginia. The preference is to interview one leader from the middle or top-level of leadership, one leader from the low-level of management, and two employees based on the selected leaders’ recommendations within the company.

Participants will be asked to take part in audio-recorded interviews to discuss the challenges and opportunities in dealing with diversity at the workplace. Participants will be presented with the informed consent document and the interview guide before participating. Participant responses and information about their identity will be kept confidential throughout the study. Taking part in this study is completely voluntary, and participants are welcome to discontinue participation at any time.

Thank you for considering my request. If you choose to grant permission, please provide a signed statement on official letterhead indicating your approval and respond by email to the researcher. If you have any lingering questions regarding this study, please contact the researcher at any time on his cell phone, or via email provided below. A permission letter document and the consent form are attached for your convenience.

Sincerely,

Ahmedin Pasic
Doctoral Candidate
School of Business
Liberty University
Phone: Email:
Appendix D

Permission Letter

Ahmedin Pasic
Doctoral Candidate
School of Business
Liberty University
Phone:
Email:

Dear Ahmedin Pasic:

After careful review of your research proposal entitled Cultural Diversity Impact on the Decision-making of Leaders within Organizations, [I/we] have decided to grant you permission to conduct your study at our organization located in the Richmond area in the state of Virginia.

Check the following boxes, as applicable:

☐ [Add applicable option or delete checkbox.]

☐ [Add applicable option or delete checkbox.]

☐ [I/We] are requesting a copy of the results upon study completion or publication.

Sincerely,

[Your Name]
[Your Title]
[Your Organization]
Appendix E

Recruitment Email

[Mr./Mrs.]
[Title]
[Organization]

Dear [Mr./Mrs.]:

As a graduate student in the School of Business at Liberty University, I am conducting research as part of the requirements for the degree of Doctor of Business Administration. The purpose of my study is to explore cultural diversity’s implication on the decision-making of top executives and leaders within organizations in the Richmond area in the state of Virginia, and I am writing to invite eligible participants to join my study. The deadline for participation is within the two weeks from the date of receiving of this recruitment email.

Participants (executive leaders, first-line managers, or employees) of a multicultural corporation or an organization must be between 18 and 65 years of age to contribute to this research. Participants, if willing, will be asked to take part in an audio-recorded interview to discuss the challenges and opportunities in dealing with diversity at the workplace. It should take approximately 30 to 60 minutes to complete the interview. Names and other identifying information will be requested as part of this study, but the information will remain confidential throughout the research.

In order to participate in this study, please contact me by phone or email provided below to schedule your interview.

A consent document is attached to this email for your convenience. The consent document contains additional information about my research. Please read carefully, sign, and return the attached consent document to me via email or directly at the time of the interview. Likewise, I will have backup copies of all required documents for this study at the interview session as well.

Thank you for contributing to this study. Each participant will receive a $20 VISA gift card to compensate for his or her time and effort. If you have any lingering questions regarding this research, you are encouraged to contact the researcher by using the contact information provided below at any time.

Sincerely,

Ahmedin Pasic
Doctoral Candidate
School of Business
Liberty University
Phone:
Email:
Appendix F

Recruitment Follow-up Email

[Mr./Mrs.]
[Title]
[Organization]

Dear [Mr./Mrs.]:

As a graduate student in the School of Business at Liberty University, I am conducting research as part of the requirements for the degree of Doctor of Business Administration. Last week an email was sent to you, inviting you to participate in a research study. This follow-up email is being sent to remind you to respond if you would like to participate and have not already done so. The deadline for participation is within one week from the date of the recruitment email sent to you.

If you choose to participate, you will be asked to take part in an audio-recorded interview to discuss the challenges and opportunities in dealing with diversity at the workplace. It should take approximately 30 to 60 minutes to complete the interview. Names and other identifying information will be requested as part of this study, but the information will remain confidential throughout the research.

In order to participate in this study, please contact me by phone or email provided below to schedule your interview.

A consent document is attached to this email for your convenience. The consent document contains additional information about my research. Please read carefully, sign, and return the attached consent document to me via email or directly at the time of the interview. Likewise, I will have backup copies of all required documents for this study at the interview session as well.

Thank you for contributing to this study. Each participant will receive a $20 VISA gift card to compensate for his or her time and effort. If you have any lingering questions regarding this research, you are encouraged to contact the researcher by using the contact information provided below at any time.

Sincerely,

Ahmedin Pasic
Doctoral Candidate
School of Business
Liberty University
Phone:
Email:
Appendix G

Consent Form

Consent Form

Title of the Project: Cultural Diversity Impact on the Decision-making of Leaders within Organizations
Principal Investigator: Ahmedin Pasic, Doctoral Candidate, School of Business, Liberty University

Invitation to be Part of a Research Study
You are invited to participate in a research study. In order to participate, you must be 18 to 65 years of age, and an executive leader, a first-line manager, or an employee of a multicultural corporation or an organization. Taking part in this research project is voluntary.

Please take the time to read this entire form and ask questions before deciding whether to take part in this research project.

What is the study about, and why is it being done?
The purpose of this qualitative multiple case study is to explore cultural diversity’s implication on the decision-making of top executives and leaders within multinational corporations (MNCs) and other organizations in the Richmond area in the state of Virginia. Likewise, the researcher will explore the impacts of cultural diversity on organizational performance as well. The goal of this study is to add to the existing body of knowledge the insights of both decision-makers and employees about the phenomenon.

What will happen if you take part in this study?
If you agree to be in this study, I would ask you to do the following things:

1. Take part in an audio-recorded interview, which will last approximately 30 to 60 minutes.

How could you or others benefit from this study?
The participants should not expect to receive direct benefit from taking part in this study.

Benefits to society include increasing societal knowledge about the phenomenon and its positive effects on the workplace and people to work together and live better in this global world.

What risks might you experience from being in this study?
The risks involved in this study are minimal, which means they are equal to the risks you would encounter in everyday life.

How will personal information be protected?
The records of this study will be kept private. Published reports will not include any information that will make it possible to identify a subject. Research records will be stored securely, and only the researcher will have access to the records. Data collected from you may be shared for use in future research studies or with other researchers. If data collected from you is shared, any information that could identify you, if applicable, will be removed before the data is shared.

Liberty University
IRB-FY19-20-185
Approved on 5-12-2020
Participant responses will be kept confidential through the use of letters and numbers codes. Interviews will be conducted in a location where others will not easily overhear the conversation.

Data will be stored on a password-locked computer and may be used in future presentations. After three years, all electronic records will be deleted.

Interviews will be audio-recorded and transcribed. Recordings will be stored on a password-locked computer for three years and then erased. Only the researcher will have access to these recordings.

How will you be compensated for being part of the study?
Participants will be compensated for participating in this study. Each participant will receive a $20 VISA gift card from the researcher after the interview. The compensation will not be prorated if a subject does not complete the study.

Is study participation voluntary?
Participation in this study is voluntary. Your decision about whether to participate will not affect your current or future relations with Liberty University or your organization. If you decide to participate, you are free not to answer any question or withdraw from the study at any time without affecting those relationships.

What should you do if you decide to withdraw from the study?
If you choose to withdraw from the study, please contact the researcher at the email address/phone number included in the next paragraph. Should you decide to withdraw, data collected from you will be destroyed immediately and will not be included in this study.

Whom do you contact if you have questions or concerns about the study?
The researcher conducting this study is Ahmedin Pasic. You may ask any questions you have now. If you have questions later, you are encouraged to contact him at phone number [redacted] or email [redacted]. You may also contact the researcher’s faculty sponsor, Dr. Robert Lee Dewhurst, at [redacted].

Whom do you contact if you have questions about your rights as a research participant?
If you have any questions or concerns regarding this study and would like to talk to someone other than the researcher, you are encouraged to contact the Institutional Review Board, 1971 University Blvd., Green Hall Ste. 2845, Lynchburg, VA 24515 or email at irb@liberty.edu.
Your Consent

By signing this document, you are agreeing to be in this study. Make sure you understand what the study is about before you sign. You will be given a copy of this document for your records. The researcher will keep one copy of this document with the study records. If you have any questions about the study after you sign this document, you can contact the study team using the information provided above.

I have read and understood the above information. I have asked questions and have received answers. I consent to participate in the study.

☐ The researcher has my permission to audio-record me as part of my participation in this study.

______________________________  ______________________________
Printed Subject Name                        Signature & Date

Liberty University
IRB-FY19-20-185
Approved on 5-12-2020
## Field Study Plan

### Phase 1: Planning

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<thead>
<tr>
<th>Task</th>
<th>Schedule</th>
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<tr>
<td>Receiving the IRB approval of the study</td>
<td>Due date</td>
</tr>
<tr>
<td>Researching and selecting potential organizations and requesting their permission to conduct the study</td>
<td>1 week</td>
</tr>
<tr>
<td>Obtaining permission letters, selecting likely research participants from the organizations, and sending recruitment emails and consent forms</td>
<td>1 week</td>
</tr>
<tr>
<td>Receiving the confirmation emails with the signed informed consents, establishing the relationship with participants, sending the interview guides to the participants to prepare them, and scheduling the interviews</td>
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### Phase 2: Prepping

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<td>Obtaining additional copies of all documents, including consent forms, for the interviews</td>
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<tr>
<td>Preparing computer and other electronic devices for audio-recording and organizing field notes for reflection on site and participants during and after the scheduled interviews</td>
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### Phase 3: Fielding

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<td>1 to 2 weeks</td>
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<td>Conducting and recording semi-structured face-to-face individual interviews with research participants in a confidential setting where others cannot easily overhear or interrupt the discussion in the second chosen organization</td>
<td>1 to 2 weeks</td>
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<td>Conducting and recording semi-structured face-to-face individual interviews with research participants in a confidential setting where others cannot easily overhear or interrupt the discussion in the third chosen organization</td>
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### Phase 4: Reflecting

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## Appendix I

Word Frequency Analysis

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Appendix J

Theme/Pattern/Relationship 1

“And we encouraged them to do that and bring their own food.”

“I don’t know is that the right way to put it, but I think even the Bosnians enjoy the Vietnamese cultural thing. They really do. The Americans enjoy both of them. I mean, it’s very positive. You don’t see anyone talking bad about the other ones. You get to experience it a lot [laughing].”

“We probably have less white American males than we do a lot of other employees. Uhm, we do have fewer women, but it’s not because we don’t hire them. It’s because fewer women come to apply for the job.”

“The main issue, of course, is the language barrier. And that usually is something that I handle by…there are…well that we have mostly Bosnian and Vietnamese here we have some Africans…people from African countries as well. Still, if there was someone who doesn’t understand or can’t communicate with, I try to get someone else who speaks that language and use them as an interpreter, and then we go over it together.”

“Yes, when I enter our building and start walking among people and hear ten different languages, it makes me so happy and proud to work in this organization. I would be delighted if I could understand all of them. Different people around you make you motivated and energized to continue your work and life journey. Our differences are phenomenal for me. Do you understand me? Every other negative opinion about our differences, I would be against it and refuse those negative perspectives.”

“I am a strong believer in that [one of America’s greatest strengths is its diversity], and I have been for as long as I can remember it. Indeed, most people come to America because things were not well wherever they were, and I think you end up with smart and a lot of good people that they
might stay otherwise wherever they were. A prime example would be our mill manager. He’s an absolutely brilliant person, and I have absolutely no doubt that he would end up with some other path that is more lucrative if he was native-born. And because their options have been eliminated, they ended up doing this. And you end up with just brilliant people that you otherwise wouldn’t get from the domestic labor pool. If you look at history, the United States’ biggest strength is its diversity, and it’s just like I said, most of us came here not because things were going well wherever we were. Uhm, and you look at just all the advancements we’ve made, there are lot of things we were like, oh America came with this and that, but look at who that person actually was. A lot of times, it was a foreigner or the son of a foreigner.”

“God has created a man with many known and unknown organs that work together as one. Similarly, different people work together in organizations and produce the best results if they work and help each other. I was visiting many churches and mosques with our president. Usually, they require presents made in our company for somebody else. However, [laughing]....he [the president] made another similar mistake when he ordered the company’s lunch again, but it was the first or second day of Ramadan. Let me explain, Ramadan is one of the holy months in which Muslims fast. They don’t eat nor drink from down to sunset each day for a month. After that, they celebrate for three days as a reward for their fasting during Ramadan. So, most of the pizzas that he ordered that day were wasted, and again, he apologized to each Muslim in this company. I see these two events as a learning thing for him, where he educated himself about our religion and tradition in a positive way for all of us. The other workers learned as well about our customs and religion. In the end, he promised that he’d never order any food for anyone during Ramadan...[laughing]. That’s the highest respect from him! If he didn’t do it, I would be the first to tell him face-to-face that was wrong and exit the door. I am
aware that the things around us will never be perfect, but he tries really hard to make them better every day as he can.”
Appendix K

Theme/Pattern/Relationship 2

“When we’re talking about cultural differences, including our nationalities, we collaborate very normal and in a positive way. In the end, [laughing] we see fewer and fewer differences among us because we produce the best results when we assimilate with each other. I always behaved professionally with others because I always try to finish my work with pride.”

“Uhm…I wrote with different cultures, so uhm, we can talk with each other. Good relationship. Everybody treats equal. This would be fine, be good. Respect for each other.”

“They collaborate good, and the other thing you get too is you get different ideas or different approaches for accomplishing your goals or finding the solutions to your issues. Uhm, I mean, as I said, I think it is important in what way our productivity and problem-solving are going. On a personal level, you get many good viewpoints on like the world, life, and stuff like that.”

“I’ve worked in other companies too that…well, I’ve worked with people who were not so open. Obviously, there is… you meet enough people you’re going to meet people who are just outright racist, and I’ve met a number of those people as well but, overall places I’ve worked I’ve been pretty fortunate with uhm… they’ve been… the last company I worked with also had many Bosnians, many Asians, many Hispanics, and uhm… it was never an issue for anybody that I could tell as far as that goes.”

“Yeah, it’s good for me because you know…you work with different people, and you can learn more from different people. Mm… don’t have a problem with me. Everything very good to me. Everything is fine.”

“Yes. I’m happy. We look like family. I always want to learn something from people, and I always respect everybody. I do.”
“I’ve always... I was grown up in a household that had a strong focus on inclusion and diversity, and so it’s always been something important to me so...”

“Uhm, we, it’s not intentional, but a lot of our departments are like their own little groups. They’re managed by certain cultures, and their employees belong to these certain cultural groups. So, for instance, the finishing department is all Vietnamese pretty much.”

“Yeah, uhm... well I think it’s very important because of what I was saying before I think people are exposed to various viewpoints uhm... various ideas that you wouldn’t be exposed to otherwise. And to me, that’s very valuable. Uhm... it’s something that can make everybody better personally and you can come up with ideas on how to do uhm... projects in more efficient ways that you might have not thought of and I think that’s great.”
Appendix L

Theme/Pattern/ Relationship 3

“I get embarrassed, and so sometimes maybe I should seek other people out to help communicate and kind of cross that barrier, but I don’t.”

“Uhm…my expectation is that there would be a sense of understanding that we don’t understand each other in terms of where we’re necessarily coming from because we come from such diverse backgrounds and to have some of the patience you’re talking about and understand that uhm... that the way one person might approach a subject....So, my expectation is to give people the benefit of the doubt and an opportunity to progress or to learn in spite of the fact that they may learn or communicate in a way that’s different from me or my superiors.”

“But I came with an understanding... setting clear expectations and communicating clearly. Those expectations to your employees and also when they have not met those expectations communicating that promptly and clearly.”

“Well I think it’s kind of a factor of limited resources of when you’re working in a much larger company. There are resources in place to provide training for new leaders and you go through a lot of the training I’m sure a lot of this is training you go on how to communicate with your employees... you have someone, you have a team that focuses solely on setting expectations and how to measure them.”

“Simply said, our management has a great potential because they do not underestimate and ignore such things. If they ignore cultural, national, gender, religious, and other differences among our people, they would fail. For instance, a person can’t live with one organ only. Also, leaders have to be very patient with us. Workers can see easily if managers have something else in their mind.”
“I didn’t experience any training from the above, but I had a couple of instances where I was sent and attended several seminars and sport activities as a trainer. However, my leaders give me that kind of job where I oversee, suggest, and assess those students, which will have my evaluation in their records. Do you understand me? My evaluation is very important for someone.”

“Good communication. Sometimes you know the language...we don’t understand each other so... we just...you know take time to communicate.”

“So, I am going to try to give you one specific example because I think that’s what this question is going for. Uhm, we’ve had one manager that for whatever reason wanted the internet connection in his office, which he didn’t have before, and we had a really hard time explaining to him that he couldn’t bring his personal computer and just hook it up to our ethernet system because, of course, that’s a risk. It can bring anything into our ethernet system once he does that. It can bring viruses, and God knows what else. Uhm, it was really tricky feeling figuring out why he was so upset about it because I told him NO. You know, you can’t hook up the data line to your personal computer, and what it was is this is to me that’s like a straightforward thing, but to him having a computer in his office was like a big deal. But it took us a little while to figure out that’s what it was.”

“You know, it’s a good question because I’m trying to think exactly how it affect my decision-making. Uhm... actually, you know, I would say it’s neither positive nor negative. It’s just something that you have to keep, you have to think about it. So, [exhale], different groups of people respond differently to different things. I mean, you play to each group’s strengths. You play their individual strengths. It’s though because they overlap too. Uhm, I would say if just organizational level, like on higher level, just being mindful of how they might take different
instruction is important. And, having managers that are conscious of that, because if they’re not, then you could end up with groups of people that are upset. There is also a group’s mentality.

So, if you’re really, I keep picking on the Vietnamese because they’re like such a small [laughing]...culturally you know one group over there. Uhm, if you upset them enough, they will like, you’ll get the inverse. They will slow down their work. So, you have to be mindful of that, and if play to, you know, it goes both ways. Just like you question says. So, if you understand how they operate and what drives them, then you can get lot of productivity out of them. They’ll go above and beyond. But if you are insensitive to them, you get the inverse.”

“Uhm... sometimes I have to be a little more gentle about how I distribute work. If it’s something that seems overwhelming, I try to not give out as much work at that time if I can. I’ll hold some back so that it doesn’t get discouraging. And that’s something I think that it’s not as much of a problem if I can explain it well in English but since I can’t speak other languages then, I have to be a little more creative about it.”

“Uhm...well I think it’s overall positive I think because uhm... the ideas when you have a diverse group, you get more diverse ideas and you get a lot more creativity and a lot of times there are people who think of things that I don’t and sometimes that’s not always a good thing but sometimes it’s a very good thing. And so, overall, I think a very positive thing.”

“I’m pretty okay with working with people from different cultures... different diverse backgrounds. I like that actually...so.”

“Everything is good. I work with everybody. I mean, everybody happy. We look like family. All together very good. And sometimes we...you know we understand each other and then we fine with it. No fight no nothing no yell. Sometimes we joke around and you know...and that be fine. No argument with it. We very good.”
“Yeah before, the old boss, he trained me. And then after that I learned...sometimes I look online whatever I try to learn more. And I try to do my job more better.”
Appendix M

Theme/Pattern/Relationship 4

“Yeah, yeah there’s always conflict between people and... but it has nothing to do with the diversity part. There is also a group’s mentality. Uhm, if you upset them enough, they will like, you’ll get the inverse. They will slow down their work. It really upset me when managers ask for the work and they didn’t check the applications where workers didn’t hide their limitations. That’s my suggestion to them. Managers need to do their homework and be responsible in this segment. I don’t have that feeling that our managers treat any of our groups differently, or on a personal level too. I would be the first to let that particular leader about his or her preferences or favoritism, if there is one. But there is none of that in our company.”

“Uhm...I think uhm...I think it’s overall positive uhm... think you need to understand that everyone’s needs are different and sometimes those needs can be based on your cultural background or whatever else but, just because you have different needs than someone else doesn’t mean they’re worse. So, regarding our cultural, national, religious, and other backgrounds I didn’t see any negative things in the past eight years in this company. Only positive results. Our leaders treat everyone equally, regardless of their cultural and national backgrounds. Currently, we all experience the COVID-19 pandemic impact where many local businesses are forced to shut down their operations. We’re still operating, thanks to him [the president of the company]. Even though, he tries to find the way to accommodate all of us if he can. He’s trying to keep everyone on the payroll as long as he can. Therefore, working together, understanding, respect, acceptance, teamwork, and other things make us to work as one and succeed in our job.”
“You know, uhm, I think it is important because it gives us an advantage over someone that did not have that cultural diversity, and a god example Bosnians and Vietnamese because they work so hard. These people work so hard. They are so productive. Yeah, uhm… well I think it’s very important because of what I was saying before I think people are exposed to various viewpoints uhm… various ideas that you wouldn’t be exposed to otherwise. And to me, that’s very valuable. Uhm… it’s something that can make everybody better personally and you can come up with ideas on how to do uhm… projects in more efficient ways that you might have not thought of and I think that’s great. Yeah, they care about people. They care about people around. Yeah, they do.”

“Uhm… I have written down we are very diverse within our teams and uhm… our culture is inclusion promotes harmony. Everything starts with our president and the vice president. And, that’s how it supposed to be. Everyone wants to work in here now. I think that you got the message, did you? Oh, I mean, we are so diverse. We take people of all backgrounds. You know, we don't get political with it, we'll take pretty much anyone. We look if they're good workers and if they have good skill set. Ah, well I mean it seems to be open and welcoming here I've never had a problem. Oh yeah, they do respect us. They…everything we need…we come ask them. They always open arms and help.”

“I don’t think we have a diversity or inclusion policy. Uhm… and again part of that is the limited resource thing. You know, if we’ve had, I don’t know if the right term is monoculture, but if we had a monoculture, we would probably more actively try not to be that way. I don’t know that there is a specific policy that I can think of or even anything that’s been vocalized when I’ve talked to the management here. And the only thing I can go by is what I see, and people are hired based on merit. Can they do the job? It’s not based on where they’re from or what language they
speak unless they cannot speak English at all I think that’s probably going to be a hinderance but other than that I don’t think there really is a policy.”
Appendix N

Theme/Pattern/Relationship 5

“So, that sounds terrible but, hm, for instance, if we have a group of Americans, and you told
them oh, you know, we need you to take all your vacation we’re not going to work overtime, and
if you cut back to their overtime, usually, they don’t care, it’s OK to them. Whereas, if you do
that, the Vietnamese are the best example, if you do that to Vietnamese, they get upset. It’s not
just that they’re not making as much money. It is that they have such a work ethic that they feel
like they’re, you know, they’re doing something wrong if they don’t work as much as possible,
they can. It’s different.”

“The Bosnians have really; they do have a really really good work ethic. They do, and they’re
uhm, they’re good problem-solvers, they're very confident, ...[laughing]..., uhm, with them you
know... Americans are a bit more direct; I can say something more directly to native-born
Americans, and most of the time they respond in a certain way. With the Bosnians, if they make a
mistake, you don’t say: “You just made a mistake.” You have to go around it in a different way.
So, you say: “Hey, I saw you did this, do you think we could do it this way, you know, what are
your thoughts about doing it this way?” That’s a better way to get them to do the things. Not just
to go straight at them.”

“And, you would get Americans that are the same way, and you would have to do the same thing
with them, absolutely, but some of them you could just say straight up, you know, and they would
not get upset.”