

Role of Cultural Diversity, Cultural Fit, Interpersonal Conflict, Inclusive Leadership, and Team Communication Inclusion in Employee Turnover Intention among Multinational Organisations (MNCs)

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Abstract: This study intends to explore adaptive security models that possess the capability to dynamically adapt and respond to emerging cyber threats, taking into account the rapid evolution of technology. Examine the incorporation of security measures that prioritise the needs and preferences of users, recognising the significant involvement of end-users in both the prevention of cyber-attacks and the response to security incidents. This analysis aims to evaluate the economic consequences associated with the adoption of comprehensive cybersecurity measures, taking into account the cost-effectiveness and advantages of e-commerce platforms of different scales. This study aims to conduct comparative analyses across various industries in order to determine whether the efficacy of cybersecurity measures differs between the e-commerce sector and other sectors. The integration of behavioural studies into the analysis of user responses to security measures offers valuable insights for the development of user-friendly and efficient cybersecurity protocols. Furthermore, the study also provided confirmation of the negative correlation between employee-culture fit and employee turnover intention. This study makes significant contributions to the existing body of knowledge, as only a limited number of studies have previously examined the relationship between cultural diversity in work teams, interpersonal conflict, and its subsequent impact on turnover intention. Furthermore, the limited investigation of the moderating influence of team communication inclusion and inclusive relationships in previous research underscores the significance of this study's contribution to the existing literature. Furthermore, there is a limited amount of research available on the topic of employee-culture fit, underscoring the significance of this study as a valuable addition to the existing body of knowledge.

Keywords: Multicultural work teams, turnover intention, inclusive leadership, interpersonal conflict, team communication inclusion.

1. INTRODUCTION

The phenomenon of businesses expanding their operations globally has resulted in a heightened level of workforce diversity. This trend is in line with the prevailing global shift towards embracing diversity and inclusivity (Hussain and Deery 2018; Shore, Cleveland and Sanchez 2018). The

enhanced workforce diversity presents numerous advantages, as it facilitates the collaboration of individuals from diverse cultural backgrounds towards a collective objective. Individuals with diverse backgrounds contribute unique viewpoints, opinions, and perspectives, thereby expanding the range of available resources and enhancing the collective knowledge base. This, in turn, facilitates the resolution of organisational issues and challenges (Raewf and Mahmood 2021).

Nevertheless, the presence of diversity in the workforce, specifically within a work team, is not devoid of its own set of challenges. One of the primary obstacles associated with diversity is communication, which arises from factors such as language barriers, divergent perspectives, varied information processing or interpretation, and contrasting opinions stemming from diverse cultural and social backgrounds (Stahl and Maznevski 2021). Each of these issues possesses the capacity to generate conflict among the members of the team. The occurrence of miscommunication and confusion resulting from a dearth of shared understanding regarding inconsequential matters can give rise to more significant consequences, such as adverse work-related outcomes. Prior research has examined the detrimental consequences of interpersonal conflict within work teams, revealing various outcomes such as decreased employee engagement and commitment, impaired job performance, heightened workplace stress and anxiety, compromised mental well-being, and ultimately, an inclination towards employee turnover (Ahmad 2022; Khan and Azam 2022; Langove and Isha 2017; Warsito *et al.* 2021; Wright *et al.* 2017).

Hence, the primary objective of this study was to examine the dynamics of interpersonal relationships within teams characterised by cultural diversity. This study examines the impact of cultural diversity within work teams on the occurrence of interpersonal conflict, which in turn may contribute to employees' intention to leave their positions. The high rate of employee turnover can impose significant financial burdens on organisations, underscoring the importance of implementing strategies to mitigate this challenge (Warsito *et al.* 2021). Furthermore, this study also examines the moderating influence of team communication, inclusion, and inclusive leadership. These factors are anticipated to mitigate the adverse consequences of diversity, particularly in relation to the emergence of interpersonal conflict. This is achieved through the facilitation of effective team communication that accommodates the perspectives of all team members, as well as the presence of an inclusive leader who fosters unity and encourages active participation from all individuals while valuing the diversity of viewpoints.

Furthermore, the examination of the relationship between employee-culture fit and turnover intention is also undertaken. The current study makes significant contributions to the existing literature, as only a limited number of studies have previously examined the relationship between cultural diversity in work teams and its impact on interpersonal conflict, ultimately leading to turnover intention. Furthermore, the limited research on the moderating influence of team communication inclusion and inclusive relationships underscores the significance of this study in contributing to the existing literature. Furthermore, there is a dearth of research on the topic of employee-culture fit, underscoring the significance of this study as a valuable addition to the existing scholarly literature.

2. LITERATURE REVIEW

2.1 Interpersonal Conflict

In instances where individuals are required to engage and coexist for an extended duration, such as within a professional environment or while collaborating as a team within an institution, interpersonal relationships are formed. The nature of these relationships can vary, either positively or negatively, based on the quality of interaction and the degree of mutual understanding and synchronisation among the individuals (Giao *et al.* 2020). The presence of a positive interpersonal relationship within work teams can result in various positive outcomes, including improved performance, enhanced coherence, and increased alignment among team members (Lai and Chen 2012).

Conversely, an adverse interpersonal dynamic within a team can result in unfavourable consequences, including diminished job motivation, reduced concentration, and heightened conflict among team members, commonly referred to as interpersonal conflict. (Khan & Azam, 2022). Interpersonal conflict is a “conflict evolving from interpersonal incompatibilities regarding personal characteristics and preferences, as well as from disagreements in regard to interpersonal interactions, and thus it elicits negative affective states” (Hundschell *et al.* 2022). In the context of multicultural teams, it is inevitable that interpersonal conflict arises due to the diverse cultural and social backgrounds of team members. These differences in mindset and perspectives in processing information often result in disagreements among team members on various issues. The categorization of relationship conflict within work teams encompasses three distinct forms, namely interpersonal conflict, task conflict, and

process conflict. The focus in this study is particularly on interpersonal conflict which “is usually the outcome of differences among team members in personal concerns, such as personality, feelings, preferences and values” (Davaei *et al.* 2022).

This particular form of conflict emerges due to disparities in norms, traditions, values, beliefs, and individual emotions and preferences. Conflicts arise among individuals due to divergent personalities and values, resulting in disputes over seemingly inconsequential matters. These conflicts, if left unresolved, have the potential to escalate into more significant issues, ultimately impacting work-related outcomes in a negative manner. Prior research has examined the detrimental consequences of interpersonal conflict within work teams, revealing outcomes such as reduced employee engagement and commitment, impaired job performance, increased workplace stress and anxiety, compromised mental well-being, and ultimately, a heightened intention to leave the organisation (Ahmad 2022; Khan and Azam 2022; Langove and Isha 2017; Warsito *et al.* 2021; Wright *et al.* 2017).

In an organisational or work environment characterised by heightened conflict and stress, employees experience a decline in their motivation and willingness to engage in work-related activities. Consequently, their intention to leave the organisation becomes more pronounced. Therefore, based on the discussion above, the following hypothesis is proposed,

H1: Interpersonal conflict among team members belonging to different cultural backgrounds is significantly associated with employee turnover intention.

2.2 Cultural Diversity in Work Team

“The combination of differences among people in an organization can also be called workplace diversity that seems plain, but diversity includes color, sex, ethnic background, age, temperament, academic skill, concept, institution, schooling, the community, etc.” (Aissa, Thabit and Hadj 2018). Diversity in the workforce offers numerous benefits, including enhanced adaptability, a broader range of resources, and an expanded knowledge base that aids in addressing service delivery and product improvement challenges. Additionally, it facilitates the inclusion of diverse perspectives, which contribute insights derived from varied thought processes and expertise, thereby fostering innovation and development (Raewf and Mahmood 2021).

However, the presence of diversity in the workforce, specifically within a work team, is not devoid of its inherent difficulties. One of the primary

obstacles associated with diversity is communication, which arises from various factors such as language barriers, divergent perspectives, distinct information processing or interpretation methods, and disparities in opinions stemming from diverse cultural and social backgrounds. Also, it is observed that employees belonging to the majority group often exhibit a certain degree of intolerance towards their colleagues who come from diverse backgrounds. Organisations encounter challenges when attempting to formulate comprehensive employee policies that effectively address the requirements and sensitivities of diverse cultural groups. In order to foster a culture of tolerance and diversity management within a company, organisations may find it necessary to coordinate training sessions focused on multicultural awareness (Mahmood, Raewf and AL-Hamadany 2019; Raewf and Mahmood 2021).

Stahl and Maznevski (2021) have also underscored the advantages and disadvantages associated with cultural diversity within work teams. According to their perspective, cultural diversity can yield both advantages and disadvantages in the form of process gains and process losses, respectively. This is achieved through the facilitation of divergence and the creation of barriers to convergence. The presence of diversity within work teams gives rise to a divergence that fosters creativity and innovation, thereby exerting an influence on the overall performance of the team. However, it is important to acknowledge that divergence can also engender conflict as a result of contrasting perspectives and opinions held by individuals from diverse backgrounds, ultimately impeding the effectiveness of a team.

Conversely, the presence of diversity within a work team can give rise to obstacles to achieving convergence. Specifically, culturally diverse teams often experience a dearth of cohesion and integration due to the absence of individuals who share similar perspectives and values. In certain instances, it is observed that the emphasis on fostering cohesion and collective thinking within a work team may inadvertently lead to the dilution of diversity. Consequently, a culturally diverse team, which has the potential to introduce fresh ideas, creative thinking, and varied perspectives, may be compelled to conform to and align with a singular approach. This outcome undermines the fundamental objective of cultivating diversity within the team (Stahl and Maznevski 2021). Multicultural work teams facilitate the aggregation of a diverse range of knowledge, expertise, experiences, ideas, and perspectives. This amalgamation of diverse perspectives contributes to the generation of novel insights and enhanced learning opportunities for all team members,

thereby increasing the likelihood of fostering innovation within an organisation (Gibson *et al.* 2014; Maznevski *et al.* 2013).

However, it has been observed that when individuals from diverse backgrounds convene and are tasked with collaborating as a cohesive unit, a lack of shared understanding often arises. This is due to the different perspectives that team members hold, which ultimately lead to conflicting interpretations of the same information. The rationale behind this phenomenon is that individuals hailing from diverse cultural backgrounds possess distinct sets of values, cognitive processes, and behavioural patterns, thereby resulting in varied interpretations and analyses of identical information (Stahl and Tung 2015). Given the evidence provided in the literature, the following hypothesis is proposed,

H2: Cultural diversity in work team is significantly associated with interpersonal conflict among team members belonging to different cultural backgrounds.

2.3 Team Communication Inclusion

The concept of team communication inclusion entails that any information shared among team members should be mindful of the diverse composition of the team. This ensures that all team members are capable of comprehending the communicated information and interpreting it in a consistent manner. The foundation of team communication inclusion lies in the “the extent to which members understand one another and view themselves as insiders” (Lisak *et al.* 2016). The presence of cultural diversity within a work team presents challenges due to the unique perspectives brought forth by team members from various cultural backgrounds. Cultural norms, values, traditions, and beliefs influence these perspectives, which could lead to discrepancies in how team members interpret the same piece of information. When there is a lack of shared understanding and mutual sense-making, it can lead to various issues within a team, such as conflicts among team members resulting from misunderstandings and confusion, as well as a decline in overall team performance (Lisak *et al.* 2016).

However, when communication includes considerations for inclusion, the presence of diversity within a work team can yield substantial advantages. This is because it enables the pooling of a wide range of perspectives and knowledge, fostering creativity and the generation of innovative ideas for problem-solving. Additionally, it provides fresh insights and alternative viewpoints on a given scenario, thereby facilitating the effective attainment of the team's shared objectives through the

introduction of novel and innovative concepts (Lauring and Klitmøller 2017; Shore *et al.* 2018). Therefore, it is imperative to prioritise inclusivity when disseminating information within a culturally diverse team (Shemla *et al.* 2016). “It helps multicultural team members understand similarities and differences in their knowledge bases, experiences, skills, and perspectives and to leverage their cultural diversity to discover new ways to combine knowledge and perspectives towards innovative team outcomes” (Nouri *et al.* 2013). It entails refraining from the use of culturally specific jargon and abbreviations that may not be familiar to or understood by individuals from diverse cultural backgrounds.

Additionally, inclusive communication involves ensuring that input and feedback are solicited from all team members during meetings without favouring any particular cultural group. In order to maximise the potential of a team, it is imperative to effectively harness the diversity within it. This can be achieved by capitalising on the various perspectives, extensive knowledge resources, differing viewpoints, and valuable insights that team members bring to the table (Hajro, Gibson and Pudenko 2017). By adopting this approach, the occurrence of conflict between team members can be reduced, as no team member would experience exclusion from team communication as a result of language barriers or a lack of shared comprehension of information. This research paper posits that the presence of team communication inclusion acts as a moderator in the correlation between multicultural diversity within work teams and interpersonal conflict, resulting in a weakening of the relationship.

The application of inclusive communication strategies facilitates the resolution of ambiguities and misunderstandings that fuel interpersonal conflict within multicultural teams. The presence of team communication inclusion has a detrimental effect on the relationship between diversity within work teams and interpersonal conflict. More formally stated,

H3: Team communication inclusion moderates the relationship between multicultural diversity in work team and interpersonal conflict among team members belonging to different cultural backgrounds.

2.4 Inclusive Leadership

Numerous organisations have prioritised the cultivation of workforce diversity as a means to establish credibility and garner acceptance, while also addressing the growing societal imperative to embrace inclusivity and accommodate diverse perspectives. These various endeavours enhance an organization's public image by exemplifying inclusivity and diversity. Nevertheless, relying solely on superficial observations is insufficient

(Shore *et al.* 2018). The promotion of inclusivity should be accompanied by tangible actions aimed at cultivating an inclusive environment within an organisation. This entails ensuring that members of culturally diverse teams are actively involved in all decision-making processes, taking into account their diverse and distinctive ideas and perspectives. By doing so, organisations can enhance their decision-making capabilities, leading to improved team performance (Sabharwal, Levine and D'Agostino 2018).

The significance of leadership in fostering an inclusive climate cannot be overstated (Ashikali, Groeneveld and Kuipers 2021; Bae *et al.* 2017; Brimhall 2021; Sabharwal *et al.* 2018). Specifically, the leadership style referred to as inclusive leadership enables genuine inclusivity within the organisation. According to Ashikali *et al.* (2021), inclusive leadership encompasses a range of behaviours that are intended to facilitate the complete integration of team members and establish an open standard for acknowledging and respecting diverse social identities (p. 3). Under the guidance of an inclusive leader, the members of a diverse team are able to express their individuality, encompassing their varied perspectives and ideas.

Simultaneously, they experience a sense of belonging and inclusion within the team, avoiding feelings of exclusion or marginalisation. It caters to the need of belongingness and uniqueness which is the essence of having multiculturally diverse work teams. "Belongingness involves individuals seeking similarities with and validation by others. Uniqueness refers to individuals seeking individuality in comparison with others" (Ashikali *et al.* 2021). Achieving genuine inclusivity necessitates striking a delicate equilibrium between these two imperatives: fostering a sense of belonging and integration within the team, wherein members are treated as insiders, and simultaneously allowing individuals the freedom to express their authentic selves and maintain their unique and distinct identities.

An inclusive leader possesses the ability to address the requirements of team members' sense of belonging and individuality. They actively promote an environment where team members are encouraged to express their distinct and varied ideas and perspectives, thereby fostering innovation and creativity. Simultaneously, these leaders ensure that diverse team members feel integrated within the larger team and facilitate cooperation among all members (Randel *et al.* 2018). Further, the promotion of distinct ideas by a leader and the establishment of a norm within team discussions that values diverse and unique perspectives and ideas can contribute to a reduction in interpersonal conflicts among team members. This is because the encouragement and emphasis on inclusivity originate from the leadership, thereby fostering the development of an inclusive climate (Shore *et al.* 2018).

Therefore, this research posits that the inclusion of leadership with inclusive qualities serves as a moderating factor in the association between multicultural diversity within work teams and interpersonal conflict, resulting in a mitigated relationship. The reason for this is that an inclusive leader assumes a central role and promotes diversity, thereby preventing any team members from diminishing the distinct ideas and perspectives of their peers, ultimately reducing conflict. Therefore, the following hypothesis is proposed,

H4: Inclusive leadership moderates the relationship between multicultural diversity in work team and interpersonal conflict among team members belonging to different cultural backgrounds.

2.5 Employee-Culture Fit

Employee culture fit can be defined as “the congruence between an individual’s values and those of an organization” (Hua and Liu 2017). The alignment between an employee and the organisational culture is established when the personal values of an individual correspond with the values that are deeply embedded within the culture of the organisation. An organisation's culture comprises three distinct elements: artefacts, which are tangible and observable aspects of culture, encompassing traditions, rituals, objects, symbols, and similar manifestations. The artefacts under consideration are deeply ingrained in the values and assumptions of the organisation, which constitute two additional components of culture. Values refer to the principles, philosophies, and standards that guide the organisation's actions, while assumptions represent the fundamental beliefs about reality that form the foundation of the organisational culture (Schein 1990).

Organisations endeavour to recruit individuals who possess a strong cultural alignment, referring to their ability to seamlessly integrate into the prevailing environment and culture of the organisation. The practice of recruiting employees who align with the organisation's culture yields numerous advantages for the organisation, such as increased levels of job satisfaction, organisational commitment, organisational citizenship behaviour, enhanced job performance, and reduced turnover intention (Endrejat 2021). Consequently, organisations have a fundamental incentive to recruit individuals who possess cultural compatibility, as this facilitates improved and favourable work outcomes, while concurrently reducing the likelihood of employee attrition, which imposes significant costs on organisations (Will 2022).

The practise of hiring for organisational cultural fit has garnered significant criticism from a diversity standpoint due to its potential to

introduce bias into the hiring process and impede the promotion of workplace diversity, thereby exacerbating issues related to inclusivity. Organisations must evaluate the potential contributions of individuals to the organisation and their respective work teams when considering cultural fit during the hiring process. Does the individual question the existing cognitive frameworks of an organization's members? Is he/she capable of generating innovative and creative ideas? It is imperative to inquire about all of these questions prior to reaching a decision (Wallrich 2022).

However, a high turnover rate poses a significant financial burden for organisations, prompting them to actively seek ways to reduce it. Research has shown that when there is a mismatch between an employee's personal values and the values upheld by an organisation, the employee is more likely to express an intention to leave. This is why organisations prioritise hiring individuals who align with the organisational culture from the outset (Endrejat 2021). Therefore, given the evidence above, the following hypothesis is proposed,

H5: Employee-culture fit is negatively and significantly associated with employee turnover intention.

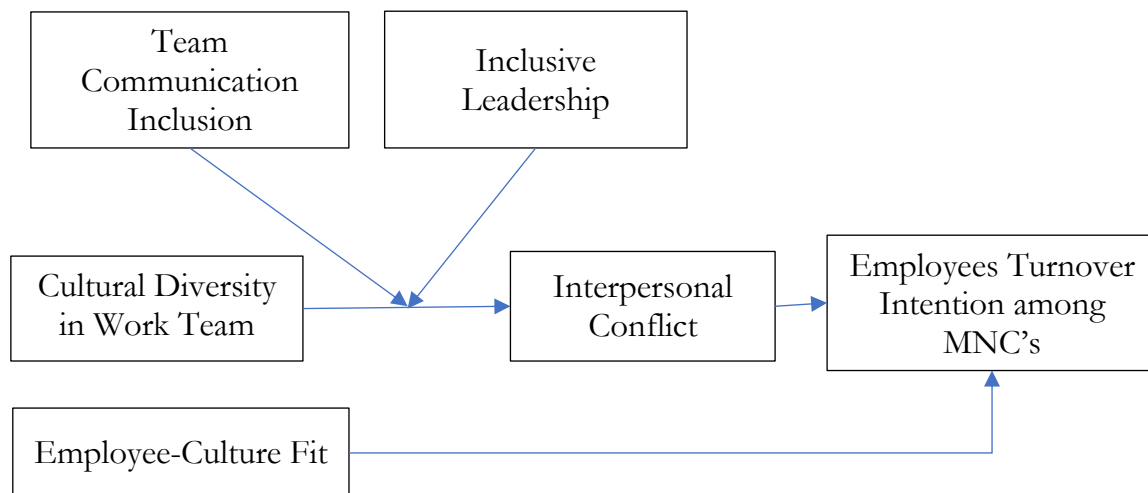


Figure 1. Conceptual model of the Study

3. METHODOLOGY

3.1 Research Instrument

The variables utilised in the study were assessed using pre-existing measurement questionnaires that had been previously validated. The measurement scale utilised for assessing the variable of multicultural diversity was derived from the research conducted by Raewf and Mahmood (2021). The measurement scale utilised for assessing

interpersonal conflict was derived from the research conducted by Wright *et al.* (2017). The measurement of team communication inclusion was conducted by employing the tool developed by Lisak *et al.* (2016). The measurement of inclusive leadership was conducted by modifying the instrument utilised in the research conducted by Ashikali *et al.* (2021). The measurement of the employee-culture fit variable was conducted by employing the tool developed by Hua and Liu (2017). The measurement of all variables was conducted using a 5-point Likert scale. Table 1 displays the measurement items and statements for each variable, along with their respective sources.

Items	References
Multicultural Diversity	Raewf and Mahmood (2021)
The leadership at the organization encourages diversity	
Management shows that diversity is important through its actions	
The organization respects individuals and values their differences	
The organization is making progress with diversity initiatives	
The organization's policies or procedures discourage discrimination	
There is cultural diversity among the people a job candidate will meet on his/her first visit to the organization	
The organization has done a good job providing training programs that promote multicultural understanding	
The organization provides an environment for the free and open expression of ideas, opinions, and beliefs	
Interpersonal Conflict (Never 1, Rarely 2, Sometimes 3, Often 4, Very Often 5)	Wright <i>et al.</i> (2017)
How often have you felt like you were treated unfairly by others at work?	
How often have you had a disagreement with others over the work you do?	
How often have you been shown a lack of respect or felt underappreciated by others at work?	
How often have you been treated with hostility or rude behaviour by others at work?	
How often have you had others yell at you at work?	
How often have you been blamed or criticized for something that was not your fault by others at work?	
How often have you been given unclear directions by others at work?	
Team Communication Inclusion	Lisak <i>et al.</i> (2016)
My multicultural team members make an effort to communicate in ways that other members will understand.	
My multicultural team members choose concepts and words with which each team member is familiar	

My multicultural team members check that their messages are correctly understood by everyone in the team	
Inclusive Leadership	Ashikali <i>et al.</i> (2021)
Encourages me to discuss diverse viewpoints and perspectives to problem solving with colleagues	
Makes sure I have the opportunity to express diverse viewpoints	
Stimulates me to exchange different ideas with colleagues	
Encourages me to use colleagues' diverse ethnic-cultural backgrounds for problem solving	
Makes sure that I use colleagues' diverse ethnic-cultural backgrounds as a source for creativity and innovation	
Stimulates me to learn from colleagues' ethnic-cultural backgrounds	
Stimulates me to actively participate in the team	
Makes sure I am treated as an equal member of the team	
Tries to prevent me to think in negative stereotypes about other colleagues	
Tries to prevent employees to form groups that could exclude other colleagues	
Makes sure I have the opportunity to be myself in the team	
Communicates the benefits of ethnic-cultural diversity for the team to employees	
Makes sure I have the opportunity to have a voice in the team	
Cultural Fit	Hua and Liu (2017)
My values match or fit the values of this company	
I am able to maintain my values at this company	
My values prevent me from fitting in at this company because they are different from the company's values	
Turnover Intention	Hussain and Deery (2018)
I plan to leave this organization as soon as possible	
I would be reluctant (unwilling) to leave this organization	
I often think about leaving this organization"	

Table 1. Measurement Tools

3.2 Target Population. Sampling Technique and Data Collection:

The data for this study was obtained through a quantitative survey conducted among employees employed in various Multinational Organisations (MNCs) operating within the Kingdom of Saudi Arabia. A survey questionnaire was employed to gather data from participants, with the use of a convenience sampling technique to select the respondents. The participants were duly informed and reassured that their responses would be treated with the utmost confidentiality and solely utilised for academic objectives. A total of 500 questionnaires were disseminated, of which 215 questionnaires were received and utilised for the purpose of analysis. The

collected data was cleaned and analysed using SPSS and Structural Equation Modelling (SEM) techniques.

4. ANALYSIS

The data analysis for this study was performed using a two-step methodology. Initially, the evaluation of the study's measurement model involved the implementation of confirmatory factor analysis. The determination of the constructs' reliability, as well as their convergent and discriminant validity, was conducted. Subsequently, the evaluation of the structural model was conducted, employing path analysis as a statistical technique to examine the hypotheses posited in the study.

4.1 Measurement Model Assessment

The initial stage of structural equation modelling involves evaluating the measurement model. The evaluation of the measurement model encompasses the determination of both construct reliability and validity. The assessment of the reliability of all variables in the study was conducted using Cronbach's alpha, composite reliability, and average variance extracted (AVE). The table below displays the Cronbach's alpha values for all variables in the study, indicating that they all exceeded the standard accepted threshold of 0.7. This implies that the variables exhibit internal consistency. Furthermore, it is worth noting that the composite reliability for all variables in the study exceeded the accepted standard value, thus offering additional support for the reliability of these variables. Moreover, the average variance extracted (AVE), which measures the reliability and convergent validity of the variables in the study, exceeds 0.5 for all variables.

Variable	Cronbach's α	CR	AVE
Multicultural diversity in work team	0.847	0.804	0.788
Team communication inclusion	0.701	0.847	0.829
Inclusive leadership	0.766	0.709	0.800
Interpersonal conflict	0.831	0.864	0.794
Employee-culture fit	0.729	0.734	0.736
Turnover intention of employee	0.708	0.711	0.783

Table 2. Reliability and Convergent Validity

The following table, Table 3, presents comprehensive information regarding the discriminant validity of all variables examined in the study.

The table presents the square roots of the average variance extracted (AVE) for each variable in the diagonal, as well as the correlation statistics among all variables within the diagonal. The table reveals that none of the correlation values exceed the respective square root of the average variance extracted (AVE) for any variable. This finding supports the discriminant validity of the variables, indicating that they are distinct and do not exhibit overlap.

Variable	1	2	3	4	5	6
Multicultural diversity in work team	0.879					
Team communication inclusion	0.647	0.794				
Inclusive leadership	0.624	0.647	0.540			
Interpersonal conflict	0.533	0.342	0.421	0.556		
Employee-culture fit	0.491	0.489	0.401	0.501	0.441	
Turnover intention of employee	0.676	0.670	0.311	0.341	0.301	0.647

Note: The bold values in diagonal are square roots of AVEs of the variables.

The values which are off diagonal are correlations among the variables.

Table 3. Discriminant Validity

The fit indices for the measurement model of the study are presented in Table 4. Fit indices offer a comprehensive assessment of the extent to which the observed data aligns with the proposed model. The table demonstrates that the fit indices fall within the acceptable ranges, indicating that the provided model is a suitable fit. Consequently, the measurement model adheres to established standards in terms of quality.

Fit Indices	Overall Model Score	Acceptable Model Fit	Acceptable Baseline
CFI	0.95	Accept	≥ 0.90
AGFI	0.87	Accept	≥ 0.80
RMSEA	0.067	Accept	< 0.10
CMIN/df	1.67	Accept	< 3
TLI	0.94	Accept	≥ 0.89
IFI	0.96	Accept	≥ 0.90

Table 4. Measurement Model Fit Indices

4.2. Structural Model Assessment

The subsequent phase in the process of structural equation modelling involves evaluating the structural model. The assessment of the quality of a structural model begins by examining the fit indices. The table provided below displays the fit indices for the structural model. It is evident that all of the fit indices fall within the acceptable ranges, indicating that the

structural model is deemed to be a satisfactory fit. Consequently, it is appropriate to draw inferences from the model.

Fit Indices	Overall Model Score	Acceptable Model Fit	Acceptable Baseline
CFI	0.95	Accept	≥ 0.90
AGFI	0.88	Accept	≥ 0.80
RMSEA	0.048	Accept	< 0.10
CMIN/df	2.34	Accept	< 3
TLI	0.93	Accept	≥ 0.89
IFI	0.95	Accept	≥ 0.90

Table 5. Structural Model Fit Indices

Moreover, the structural model facilitates the examination of the postulated associations among the variables under investigation. The acceptance or rejection of hypotheses is determined by evaluating their significance value, which can be assessed using either the p-value or the t-value. The presented table demonstrates a noteworthy correlation between interpersonal conflict and employee turnover intention, thereby supporting the first hypothesis (H1) of the study. This implies that there is a positive correlation between the degree of interpersonal conflict experienced by employees in multicultural work settings and the probability of employee turnover within the organisation. This phenomenon can be understood from a logical standpoint, as individuals generally exhibit a preference for working in environments characterised by positive dynamics and minimal conflict.

In such a scenario, employees may desire to disengage and persistently seek avenues to distance themselves from said circumstances. When confronted with widespread discord among team members, certain employees experience significant demoralisation and express an inclination to depart from the organisation. The examination of the data additionally demonstrated a significant correlation between multicultural diversity within the work team and interpersonal conflict, thereby providing empirical support for Hypothesis 2 as posited in the study. This implies that as the level of cultural diversity within a work team increases, the probability of experiencing interpersonal conflict among team members also increases. This observation is also supported by logical reasoning, as cultural diversity inherently implies the presence of varying opinions, perspectives, beliefs, traditions, and perceptions among individuals.

Consequently, such diversity can potentially give rise to conflicts among members. When a team consists of individuals from diverse backgrounds who collaborate towards a shared objective, their cultural disparities may

impede progress. Each team member possesses their own unique perspectives and cognitive processes, which can potentially clash with those of their counterparts, leading to conflicts within the team. Furthermore, the examination of the data additionally unveiled a significant correlation between employee-culture fit and employees' turnover intention, thereby providing empirical support for Hypothesis 5 in the research. This implies that a higher degree of alignment and congruence between an employee and an organisation's culture is positively associated with a decreased likelihood of the employee expressing an intention to depart from the organisation. When an employee's values and perceptions are congruent with those of the organisation, there is a higher likelihood of long-term retention and reduced turnover intention.

It is highly unlikely that an employee would voluntarily resign from an organisation to which they are well-suited and experience no difficulty assimilating.

Relationship	t-value	p-value	Status
Interpersonal conflict → Turnover intention of employee	3.67	0.015	Accept
Multicultural diversity in work team → Interpersonal conflict	4.65	0.024	Accept
Employee-culture fit → Turnover intention of employee	5.99	0.033	Accept

Table 6

In addition to evaluating the immediate impacts, the analysis was also undertaken to examine the indirect moderating effects. The table presented below illustrates that the inclusion of team communication serves as a significant and positive moderator in the relationship between multicultural diversity within work teams and interpersonal conflict among employees. This finding provides empirical support for Hypothesis 3 of the study. This implies that if team members prioritise inclusivity in their communication, ensuring that all team members can comprehend and assimilate the conveyed information, then the adverse impact of diversity, manifested as interpersonal conflicts within the team, can be mitigated. The implementation of inclusive team communication initiatives mitigates the potential confusion and interpersonal conflicts arising from cultural diversity among team members.

The table also shows that inclusive leadership is a positive and important factor in reducing the negative effects of multicultural diversity on work teams and interpersonal conflict. This implies that by exhibiting inclusive leadership qualities and serving as a mediator between individuals from diverse cultural backgrounds, the leader of a team can effectively mitigate

the negative consequences of cultural diversity, such as interpersonal conflicts. Hence, the significance of leadership lies in its ability to foster team cohesion and proactively address conflicts at their early stages, preventing them from escalating into unmanageable proportions.

Relationship	t-value	p-value	Status
Multicultural diversity in work team * Team communication inclusion → Interpersonal conflict	4.67	0.014	Accept
Multicultural diversity in work team * Inclusive leadership → Interpersonal conflict	5.24	0.026	Accept

Table 7. Hypothesis Testing-Moderation Effects

5. DISCUSSION

The primary objective of this research study was to examine the management of interpersonal relationships within work teams that are culturally diverse. The study aimed to evaluate the impact of cultural diversity within work teams on the occurrence of interpersonal conflict among team members. This study examined the impact of interpersonal conflict on employee turnover intention. In addition to this, an evaluation was conducted to examine the impact of employee culture fit on employee turnover intention. The study also examined the moderating effects of team communication, inclusion, and inclusive leadership. In order to attain these objectives, data was gathered from a sample of 215 employees employed in diverse multinational corporations operating within the confines of Saudi Arabia. The data that was gathered was subjected to analysis through the use of structural equation modelling in the software programme AMOS.

The findings of the analysis indicated a significant correlation between interpersonal conflict within the work team and employees' intention to leave the organisation. In work teams characterised by the convergence of individuals from diverse cultural backgrounds, the occurrence of conflict is an anticipated outcome due to disparities in values, norms, traditions, perceptions, and cognitive processing. Frequently, the persistent occurrence of minor issues can have a detrimental impact on employees, leading them to no longer desire to remain employed and consequently fostering an intention to depart from the organisation. The aforementioned discovery aligns with previous scholarly research that has examined the correlation between employee conflict and their intention to leave the organisation (Ahmad 2022; Khan and Azam 2022; Langove and Isha 2017; Warsito *et al.* 2021; Wright *et al.* 2017).

Conflict within an organisation can lead to the development of an unfavourable working atmosphere, resulting in a decline in employee motivation and an increased likelihood of voluntary job termination. Additionally, the research findings also indicate that the presence of diversity within a work team is associated with increased levels of interpersonal conflict among employees. Individuals from diverse cultural backgrounds who collaborate within the same team encounter various challenges, such as language barriers, disparities in opinions and perspectives, variations in cognitive abilities, and differences in information processing methods. Multicultural work teams often exhibit a deficiency in integration and cohesion, primarily stemming from a lack of compatibility and understanding among employees.

Consequently, this dearth of harmonious interaction gives rise to interpersonal conflict. Previous scholarly research has also presented empirical support for the presence of cultural diversity within work teams and its correlation with interpersonal conflict (Stahl and Maznevski 2021; Stahl and Tung 2015). Moreover, the findings of the study also offer empirical support for the moderating influence of team communication inclusion on the association between multicultural diversity within work teams and interpersonal conflict among team members. When proper attention is given to inclusion in communication, the presence of diversity within a work team can yield substantial advantages. This is because it enables the pooling of a wide range of perspectives and knowledge, fostering creativity and the generation of innovative ideas for problem-solving.

Additionally, it offers fresh insights and alternative viewpoints on a given scenario, thereby facilitating the effective attainment of the team's shared objectives through the introduction of novel and innovative concepts (Lauring and Klitmøller 2017; Shore *et al.* 2018). The resolution of confusions and misunderstandings that contribute to interpersonal conflict within multicultural teams is often facilitated by inclusive communication, which addresses the diverse communication requirements of team members. Additionally, the research results have substantiated the moderating influence of inclusive leadership on the association between cultural diversity within work teams and interpersonal conflict among team members. In the presence of an inclusive leader, team members from diverse backgrounds are afforded the opportunity to express their individuality, encompassing their unique perspectives and ideas.

Simultaneously, they experience a sense of belonging and inclusion within the team, devoid of any feelings of exclusion or marginalisation (Ashikali *et al.* 2021; Bae *et al.* 2017; Brimhall 2021; Sabharwal *et al.* 2018). The promotion of varied and unique ideas by an inclusive leader can

contribute to the reduction of conflict, as it establishes a shared understanding among team members regarding the communication climate set by the leader (Shore *et al.* 2018). In conclusion, the results of the study demonstrated a correlation between the alignment of employees with organisational culture and their intention to leave the company. When there is congruence between an employee's values and norms and those of the organisation, the likelihood of that employee departing from the organisation decreases. Organisations also aim to recruit individuals who possess a strong cultural fit, referring to their ability to seamlessly integrate into the prevailing environment and culture of the organisation.

Previous research has also yielded empirical support for the notion of employee-culture congruence and the commitment of employees to remain with the organisation, as well as their lack of intention to depart from said organisation (Endrejat 2021; Will 2022). The alignment between an organisation and its employees is mutually advantageous, as it reduces the occurrence of issues such as employee stress and turnover intention.

5.1 Implications

The current study makes significant contributions to the existing body of knowledge, as only a limited number of studies have previously examined the relationship between cultural diversity in work teams, interpersonal conflict, and its subsequent impact on turnover intention. Furthermore, the limited investigation of the moderating influence of team communication inclusion and inclusive relationships in previous research underscores the significance of this study's contribution to the existing literature. Furthermore, there is a limited amount of research available on the topic of employee-culture fit, thereby underscoring the significance of this study as a valuable addition to the existing body of knowledge.

This study offers several practical implications for organisations that employ individuals from diverse cultural backgrounds. Organisations are required to address the requirements of a heterogeneous workforce by ensuring that all communication within multicultural work teams is inclusive and caters to the needs of all individuals involved. Additionally, the significance of leadership in fostering equilibrium between the alignment of team members and the encouragement of diverse and distinctive ideas cannot be overstated. Furthermore, in order to mitigate conflicts among team members, it is imperative for organisations to organise training sessions that facilitate employees' understanding of diverse cultures and the potential advantages that diversity can offer to both the team and the organisation at large.

5.2. Limitations and Future Research Directions

There are some limitations in the current investigation that future researchers may successfully address. The present study adopts a quantitative approach, wherein the findings are derived from the data collected from the participants. Consequently, the analysis is primarily focused on statistical methods, which may impose certain constraints on the extent to which the results can be generalised. Subsequent investigations may explore this subject matter through a qualitative approach, utilising in-depth interviews to extract additional profound insights. Furthermore, the primary objective of this study is to examine the workforce of multinational corporations (MNCs) exclusively within the confines of Saudi Arabia. However, it is recommended that future research endeavours replicate this model in diverse settings and contexts, thereby offering a cross-national outlook.

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