



University of
**Southern
Queensland**

DYNAMIC CAPABILITIES OF MULTICULTURAL PROJECT TEAMS: AN ANALYSIS OF VALUE ADDITIONALITY

A Thesis submitted by

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ABSTRACT

Complexities of multiple cultures have received significant attention in research and practice, with most scholarly efforts focusing on problems surrounding multicultural teams (MTs). This research investigates additionality of value that MTs bring to projects and organisations. It studies benefits, challenges and organisational enablers of cross-cultural integration, and key variables and correlates of MTs' additionality. Further, it proposes a framework for operationalising the additionality through team's dynamic capabilities (DCs). A mixed-method (MM) approach is the core of the research, involving data collection through interviews and questionnaires. Semi-structured interviews were used to identify benefits, challenges, and organisational enablers of MTs, whilst questionnaires measured the various dimensions of value additionality through their relative statistical significance and interdependencies. Results of the qualitative and quantitative studies formed the operational framework. An overwhelming majority of participants (interview, 100%; questionnaire survey, 96%) agree that MTs bring benefits to teams and organisations. Dimensions of the benefits include creativity, flexibility and optionality, rarity, and team enrichment. Key variables driving the benefits are diversities of ideas, experiences and thinking, unique mix of diverse people in MTs, and cultural alignment with clients. The research findings also suggest MTs bring challenges. A significant number of participants (interview, 72%; questionnaire survey, 70%) support this claim. The challenges include trust issues within teams and difficulty in measuring the value of cultural diversity. Key drivers of these challenges are stereotyping, cultural diversity being too soft to measure, and difficulty apportioning team performance. The research also found that organisational enablers enhance value additionality of MTs. 80% of interview participants and 90% of survey respondents affirm this claim. Dimensions of these enablers include organisations' culture of respect and HR and Recruitment Systems with fewer biases. Variables of these dimensions include promoting respect in teams, a recruitment system with a pipeline of culturally diverse candidates, intercultural training for teams, and organisational leadership. Insights of these findings can enable stakeholders to learn, unlearn and see MTs and their diversity as an asset rather than a mere source of problems. Key organisational players can focus on how teams' multiculturality is best understood and managed to maximise productivity, especially in multicultural countries like Australia.

CERTIFICATION OF THESIS

I, Ephraim Osagie OSAGHAE, declare that the Thesis entitled *Dynamic Capabilities of Multicultural Project Teams: An Analysis of Value Additionality* is not more than 100,000 words in length including quotes and exclusive of tables, figures, appendices, bibliography, references, and footnotes. The thesis contains no material that has been submitted previously, in whole or in part, for the award of any other academic degree or diploma. Except where otherwise indicated, this thesis is my own work.

Date: 30 April 2024

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Student and supervisors' signatures of endorsement are held at the University.

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Grace A. Osaghae, my beloved mother a.k.a “Mrs Nigeria” deserves a special mention. Words are not enough to appreciate how she encouraged me to complete this project. This thesis is part of her legacy.

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DEDICATION

To Grace A. Osaghae (nee Aisueni) (1942 – 2023), my beloved mother.

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ABBREVIATIONS

MT:	Multicultural Team
DC:	Dynamic Capabilities
VAMT:	Value Additionality of Multicultural Teams
VRIN:	Value, Rarity, Inimitability, Non-substitutability
RQ:	Research Question
OBJ:	Objective of Research
MM:	Mixed-Methods

DEFINITION OF TERMS

Culture: the mental software containing unwritten rules or collective programming of the mind that distinguishes one person, members of one group, or a category of people from another (Hofstede, 1997)

Multicultural team (MT): consists of people from different cultures working together to deliver a task or group of tasks. It is often used interchangeably to describe people from different nations. *Cultural diversity* and *Multiculturality* are terms that refer to these different cultures in teams.

Value: The worth or usefulness of an asset based on stakeholders' perceptions (Project Management Institute 2017).

Value Additionality: The worth of specific features that triggers an entity to achieve definite positive performance outcomes.

Organisation: An organized group of people with a particular purpose, such as a business or government department (Simpson and Weiner 1989).

Organisational systems: "A set of interacting and interdependent components that function as a unified system" (Project Management Institute 2017, 37). Organisations enhance value delivery through people via systems, structures, and leadership (*organisational enablers*).

Dimensions: Attributes that define the components of something. For example, the various dimensions of the benefits, challenges, and organisational enablers of MTs' value additionality in projects and organisations.

Variables: Properties or characteristics of something or person that can take on different values or sets of values, not constants that do not vary.

Dynamic Capabilities (DC): A strategic management construct that enables the purposive creation, deployment, and protection of strategic assets and resources

(Barney 1991; Teece and Pisano 1994; Teece, Pisano and Shuen 1997; Eisenhardt and Martin 2000; Teece 2007; Helfat and Martin 2014).

Competitive Advantage: A deliberate intention to set up, operate and preserve routines of high performance over the long-term.

Operational framework: A structural plan or frame that a team, project, or organisation uses with intentionality to unify, motivate, orient, and organize its people around a common vision to achieve predefined goals within a set timeframe. In the context of this study, VAMT is a visual representation of DC-driven operational framework for harnessing and maximising the value additionality of MTs.

CHAPTER ONE

INTRODUCTION

1.1. General Introduction

Organisations and teams rely on people within them to achieve success, and this constitutes the heart of value delivery. For greater clarity, value delivery via projects involves ideation and value analysis to sanction commencement, planning, implementation, operation, and decommissioning. People are the heart and drivers of this delivery process. Businesses and projects bring people from multiple professional and cultural backgrounds to work together. Without this, delivering value for business and project stakeholders is impossible. Drucker (1997, 8) summarises the importance of people to organisations: "The organization is, above all, social. It is people". Reference to 'people' in Drucker's context should be plural – teams of people of nuanced ages, genders, skill levels, professional callings, and not least, people from diverse cultures.

Business investment in people is primarily driven by value. It is an economic and productivity decision for profit-making organisations: how much more output can people achieve over the input, including the cost of hiring and retaining them? People are not primarily engaged because of their cultural diversity, rather because they can do the job, or their part of the job, as a team member. Culturally diverse teams bring additional dimensions to the people-value proposition because of their inherently unique features of diverse perspectives, ideas, and experiences, over and above the basic requirements. The issue is whether organisations and business leaders have the knowledge, courage, or intentionality to explore the potential value additionality of multicultural teams.

'Multicultural teams' (MTs) has been used pervasively by researchers in normative literature. This signifies the increasing importance of multiculturalism within organizations

and project teams (Henrie and Sousa-Poza 2005; Henderson, Stackman and Lindekilde 2018; Mateescu 2015; Miller 1995; Mohr and Shoobridge 2011; Robinson and Dechant 1997). Evidence by Bubshait and Farooq (1999) and Ibrahim, Costello, and Wilkinson (2013) suggests that project success depends on how team members can work well together. Scholars and practitioners also agree cultural diversity influences how teams work together (Cox 1991; Demirkesen and Ozorhon 2017; Eisenhardt and Martin 2000; Ely and Thomas 2001). The potential value additionality from MTs' unique features of diverse perspectives, ideas and experiences would remain a potential, or even worse, MTs could be counter-productive if they cannot work together. Turning MTs into high-performing teams requires more than the nameplate of being a culturally diverse team. One central focus of this study is to explore how this can happen as a seamless part of an organisation's culture.

The other issue with the argument for valuing cultural diversity in teams is the challenge of quantifying and measuring the value attributable to the multiculturalism of teams. Despite extensive research, the causal links between cultural diversity and team performance remain unclear. In particular, evidence is limited on the relationship between specific elements of cultural diversity and teams' outcomes in terms of project performance and utility (Means and Mackenzie Davey 2023; Minbaeva, Fitzsimmons and Brewster 2021; Stahl and Maznevski 2021; Stahl, Maznevski, et al. 2010). The study is not aimed at establishing definitive causality between elements of cultural diversity and team or project outcomes; rather, its focus is to understudy specific patterns in diversity in relation to how MTs add value to organizations and projects.

Value means different things to different people. Some schools of thought portray value as a financial metrics of accrued benefits above the cost of acquiring the benefits.

Others think value is the worth or usefulness of an asset based on stakeholders' perceptions (Project Management Institute 2017). In the context of this study, value additionality is the *intangible* worth of specific features of a team that are attributable to multiculturalism within the team, which trigger the team to achieve definite positive performance outcomes. It is the considered focus of this study that such phenomena are worth exploring against documented challenges that associate with how cultural diversity shapes teams' outcomes.

Fundamentals of human resource management regarding selection of team members typically include evaluating potential candidates who possess the right skillset, their technical proficiency, and cognate experience (Ahsan, Ho and Khan 2013; Barber 1998; Boudreau and Ramstad 2007; Boyatzis 2008). However, the value additionality of cultural diversity has rarely been considered despite the widely reported benefits of MTs, including their inherent capacity to bring diverse perspectives, ideas and experiences to teams and organisations (Stahl and Tung 2015; Adler and Aycan 2018; Glaveanu and Taillard 2018). The lack of clarity in the causative links between cultural diversity and team performance has contributed to this gap (Means and Mackenzie Davey 2023; Stahl, Maznevski, et al. 2010). Inadequacies of systems for facilitating value additionality in MTs also constitute barriers to knowledge and practice (Minbaeva, Fitzsimmons and Brewster 2021; Stahl, Maznevski, et al. 2010). Without closing these gaps, businesses and project stakeholders may miss out on optimising the benefits of MTs.

This research aims to bridge the gaps in contributing to the body of knowledge on MTs by investigating systems for harnessing and maximising value additionality of MTs. While most extant studies are fixated on pros and cons of cultural diversity, this study seeks to deepen intellectual insights into enablers of value and performance in MTs. In

addition, the study investigates elements of organisational systems, processes, and leadership that associate with maximising value additionality in MTs. It explores the dynamic capabilities (DCs) in MTs and other strategic attributes that make them a source of competitive advantage for organizations and projects. The next section briefly introduces key building blocks for this research: culture, multicultural teams, and dynamic Capabilities.

1.1.1. Culture

Hofstede (1997) describes culture as the mental software containing unwritten rules or collective programming of the mind that distinguishes one person, members of one group, or a category of people from another. This means People are ‘programmed’ to behave in certain ways based on the respective shared values they may have acquired through childhood, upbringing, and social environments. They carry these values with them through mobility – as they relocate from one place to another: whether to a new country or a new organisation or another project team.

Hofstede and Hofstede (2005b) highlight that human nature, like race, skin or eye colour are inherited, however culture is learned. They both integrate into human personality. Culture is programmed into people over time, through learning, unlearning, influencing, and can change over time. For example, migrants often adopt the prevailing culture of their host communities in part or in whole over time. This includes how to dress, eat, show respect and whatever constitutes societal norms. However, despite adopting a new culture, migrants’ genetic features will not change. Human nature is inherited within one’s genes, determining one’s physical nature like race, skin colour, and eye colour. Personality is a blend of traits that are partly inherited genetically and partly learned, a modification influenced by culture.

Alfonsus “Fons” Trompenaars and Charles Hampden-Turner have also contributed significantly to the scholarly work on culture, especially in the organisational context (Trompenaars and Hampden-Turner 1998, 2002, 2012). They describe culture as the shared ways in which groups of people understand and interpret the world. It would determine their focus, approach to life events and specific endeavours at work and workplaces.

Gharajedaghi (2011) presents culture in a way that is related closely to “mental software” and “shared ways”, as the “shared image” that constitutes the principal bond amongst team members and provides the necessary conditions for meaningful communications. Giorgi, Lockwood, and Glynn (2015) add some invaluable contributions also. They moved from a single best description of culture to a comprehensive theorisation using five themes: values, stories, frames, toolkits, and categories. Further, the author presents culture “as a broad system anchored by values or overarching toolkits, within which categories, frames, and stories serve as cultural manifestations, which congeal, express, and diffuse commitments, ideas, and beliefs among actors” (Giorgi, Lockwood and Glynn 2015, 4).

Culture reflects potential complexity amongst people within and across teams, whether programmed, shared, or systemic. This intricacy is amplified in MTs.

1.1.2. Multicultural Teams

MT consists of people from different cultures working together to deliver a task or group of tasks (Stahl, Mäkelä, et al. 2010; Snell et al. 1998). It is often used interchangeably to describe people from different nations (Beekie, Sloman and Kalba

2007; Brett, Behfar and Kern 2006). The world is increasingly a global village with a rapid rise in globalisation, global mobility, and human resource requirements. MTs have become a more common and important discourse in workplaces, projects, and organisations.

Australia is the main research context for this study, a country that exemplifies the significance of cultural diversity. More than one in four people in Australia (27.6%) are born overseas (Australian Bureau of Statistics 2021). England, India, China, New Zealand, and the Philippines are the five most common overseas countries of birth of Australians. Thus, cultural diversity has been a significant part of Australia's workplace policies and human resource strategy. This trend is anticipated to be applicable in many regions of the world also. Apparently, organizations that are averse to competitive advantage in cultural diversity are unlikely to be as successful as their counterparts that are culturally diverse in a world that is intensely complex culturally.

People are selected into teams and organisations to take a role or another and contribute to delivering business and project outcomes. That is the baseline value in a professional context. However, people come with their nuanced cultures to projects and workplaces. They are inseparable from their cultures. Traditional organisational systems can attempt to suppress peoples' cultures. How appropriate is this to trigger best value amongst such teams, especially MTs? Could there be significant opportunity costs with avoiding the extra efforts in exploring ways of harnessing maximum value from MTs?

Significant research efforts are evident on how cultural diversity shapes performance in teams, projects, and organisations through a unique form of dynamism (Earley and Mosakowski 2000; Gibson 1999; Stahl, Maznevski, et al. 2010; Kochan et al.

2003). For example, Earley and Mosakowski (2000) propose a model of the effects of transnational dynamism amongst teams. They found that the challenges of MTs are evident during the initial stages of team development. Complications were found to improve with increased learning, interaction, and effective communication. Like other scholars, Earley and Mosakowski (2000) conclude that more research efforts are required to establish systemic approaches to explaining the dynamics of multiculturalism amongst teams.

1.1.3. Dynamic Capabilities

Strategic management focuses on how organisations generate and sustain competitive advantage. Dynamic Capabilities (DCs) are a useful strategic management construct for generating and sustaining competitive advantage in the context of this study. DCs enable the purposive creation, deployment, and protection of strategic assets and resources (Barney 1991; Teece and Pisano 1994; Teece, Pisano and Shuen 1997; Eisenhardt and Martin 2000; Teece 2007; Helfat and Martin 2014). As Teece and Pisano (1994) aptly described, firms that maximise their competitive advantage would demonstrate timeliness, flexibility, innovation, and the management capability to coordinate and redeploy competencies effectively. DCs involve adapting, integrating, and reconfiguring skills. They also improve resources and organizations' functional competencies in a changing environment. Competitive advantage is driven by stakeholders' deliberate intention to set up, operate and preserve routines of high performance.

This research presents a theoretical framework of how organisations can harness the value that MTs add to projects through DCs. It incorporates already established benefits and challenges in MTs. Further, the study investigates specific strategic

attributes of MTs, such as their diversity and rarity, that make them a source of competitive advantage. This will be done by exploring how organisational systems and leadership enable value additionality of MTs. Finally, the framework proposed in this study integrates DCs into a holistic system for operationalising value additionality and for sustaining predictable MTs' contributions to competitive advantage for organisations.

1.2. A Snapshot of Research Theoretical Framework

This section introduces the research theoretical framework. It includes a foundational review of existing theories that triggered the arguments for this current study. The section presents relevant phenomena in drawing connections between existing key research and theories in support of the current research. Figure 1.1 presents a diagrammatic representation of the framework including interconnection of base arguments, trigger studies and key themes. The roadmap also shows the links between previous studies, knowledge gaps, and the current research design. Snapshots of each section and the interconnection are presented next subsections.



Figure 1.1 Research Theoretical Framework

Adapted from Osaghae and Olatunji (2023, 4)

1.2.1. Base Arguments, Trigger Studies, and Key Themes

This research is triggered by certain basic arguments. One of these is that there are benefits and challenges in working with MTs. Creativity is one of such benefits (Adler 2013; Adler and Aycan 2018; Glaveanu and Taillard 2018; Stahl and Tung 2015). Increased capacity for marketing to a nuanced market base is also a benefit (Cox 1991; Un 2016; Thomas 2004; Zaheer, Schomaker and Nachum 2012). Also, MTs position organisations for globalisation and the future of work (Maloney and Zellmer-Bruhn 2006; Zaheer, Schomaker and Nachum 2012).

Challenges of MTs include decreased cohesion and difficulties with integration due to mistrust, miscommunication, and tension (Adler and Aycan 2018; Maznevski 1994; Wu et al. 2019; Stahl and Tung 2015; Aybar and Ficici 2009). Studies have also underlined decreased ability to validate ideas, reach a consensus, and execute actions (Stahl, Mäkelä, et al. 2010; Brannen and Peterson 2009). Evidence suggests there are increased burdens in managing MTs because of these challenges, likely to result in significant inertia amongst business and project leaders (Matveev and Milter 2004; Ochieng et al. 2013; Joplin and Daus 1997).

Case studies have been reported where significant benefits of MTs have been realised despite the challenges. One of these reports is the study by Emerson (2001, 5) where they cite Carlos Ghosn, President of Nissan Motors Ltd.: "Cultural differences can be viewed as either a handicap or a powerful seed for something new". Ghosn's experience in culturalism is enriched with their successful leadership of Renault, a French organisation, in acquiring a position in Nissan, a Japanese company, in which they have made a significant success of the alliance despite cross-cultural challenges. According to

the report, success came from keeping the right balance of maximising the benefits and minimising (or positively managing) challenges. Ghosn and his Renault-Nissan leadership ensured high visibility of support for cultural integration. They also prioritised business goals. In organisational behaviour, they led and drove consistency in open-mindedness. They listened, focused on goals, and acted timely.

Thomas (2004) reports a case study on how IBM expanded minority markets by promoting diversity in its workforce. They did not ignore discrimination or attempt to eliminate differences among employees. Rather, they turned diversity into a major growth strategy by launching a diversity task force initiative to empower their MTs and their differences to appeal to broader customers. The author reports IBM's key success criteria for the change to include demonstrated leadership support, integrating diversity with management practices, and linking diversity goals to business goals. The efforts led to significant achievements, including extending the company's focus to Asian, black, Hispanic, mature (senior citizens), and Native American markets. This action resulted in significant revenue growth in the company's Small and Medium-Sized Business sector, from \$10 million in 1998 to \$300 million in 2001.

Thomas has contributed to the argument for the business case for diversity and harnessing the benefits. He has also partnered with Ely to work on this topic (Ely and Thomas 2001; Thomas and Ely 1996). Their paper, *Getting Serious About Diversity: Enough Already with the Business Case* aligns much more with this research (Ely and Thomas 2020). They drew on their previous work spanning 25 years to conclude that organisations will fully benefit from increased cultural diversity if they adopt a learning orientation and be willing to change the corporate culture and power structure. They propose four actions for leaders: building trust and creating a workplace where people

feel free to express themselves; actively combating bias in the system; embracing various styles and voices inside the organization; and using employees' identity-related knowledge and experiences to learn how best to accomplish the organisation's core work.

In summary, this study's central argument aligns with existing knowledge that cultural diversity in teams can be an asset and a liability. Multiculturality can bring benefits and challenges to teams, projects, and organisations. This research argues further that harnessing the value of MTs involves working with stakeholders with deliberate intention to maximise the benefits and mitigate challenges. This also entails ensuring high visibility of support for integrating cultural diversity within organisational management practices driven from senior to junior leadership levels and vice versa. The process will also require a thorough understanding and combination of the dimensions and variables of these factors that drive the value additionality of MTs. The integration can be done without compromising business goals. Moreover, linking cultural diversity goals to business goals can constitute a successful business strategy. The contribution of this research bridges some knowledge gaps in existing studies.

1.2.2. Knowledge Gaps

There is consensus amongst scholars regarding the need for more depth in cultural studies. Stahl and Maznevski (2021) presents a review of progress made in research on MTs between 2010 and 2020. Rafaqat et al (2022) reports another review of literature spanning the period 2000 to 2021 on the impact of workforce diversity. They conclude that MTs bring benefits and challenges to organisations. They also conclude with a need for an agenda for further research on investigating these benefits and challenges of MTs. The authors also argue in favour of the growing need for this knowledge amongst multinational enterprises and the wider communities, likewise the importance of understanding their domains of operation.

Culture and cultural diversity in teams has gained increased attention in the project management discourse. Project Management Institute (PMI) commissioned a content analysis study on culture within the profession (Henrie and Sousa-Poza 2005). The survey aimed to raise project manager culture awareness by answering the question: Is the project management profession including culture as part of its research agenda? The proposition set forth is this (Henrie and Sousa-Poza 2005, 6): If project management researchers and practitioners believe culture is critical for project success, this would be reflected in an increase in culture-based research activity with subsequent peer-review journal publications and increased book inclusions. The study involved the review and analysis of carefully selected 770 scholarly articles and 93 books. The results show significant gaps in cultural intelligence in the project management discipline and reinforce the need for more culture-based research, and value additionality of MTs in projects.

Empirical evidence is insufficient in normative literature regarding variables that drive or deter project success amongst MTs (Zaheer, Schomaker and Nachum 2012). Stahl and Maznevski (2021) argue for a definitive examination of the relationships between multiple sources of diversity and the potential to improve stakeholders' understanding. Wu et al. (2019) propose future research on variables that determine the effects of team diversity on performance. Stahl and Tung (2015) specifically suggest that studies on process variables can provide an understanding of how cultural differences are recognised, understood, and managed. Such understanding can maximise benefit realisation of MTs.

There are also gaps in the knowledge of organisational systems, structures, and leadership for enabling value additionality and positive team outcomes (Stahl and Tung

2015; Adler and Aycan 2018; Glaveanu and Taillard 2018; Stahl, Maznevski, et al. 2010). For example, Glaveanu and Taillard (2018) proposed that it is not enough to study how diversity drives creativity along functional silos but there is significant value in extending research to a cross-functional perspective. Like the IBM story, the authors propose a system where differences can be integrated through such studies rather than approaching the matter as issues that need to be suppressed or eliminated. DCs can provide this bridge. DCs provide a potential framework for crystallising the strategic benefits of MTs. They enable the purposeful creation, deployment, and protection of MTs, and their additionality to teams, projects, and organisations. A systemic approach is required for harnessing the value additionality of MTs.

1.2.3. Value Additionality: A Systemic Approach

Figure 1.2 shows a diagrammatic capture of the foundational components of the framework for this research. It involves the interplays between teams, their multiculturalism and organisational systems. The core is the potential for value additionality. The framework builds on previous versions by the authors (Osaghae and Olatunji 2023; Osaghae and Olatunji 2021), adding on outcomes of preliminary evidence being a part of an ongoing longitudinal study. Brief descriptions of these foundational components and their intersections are presented in this section.

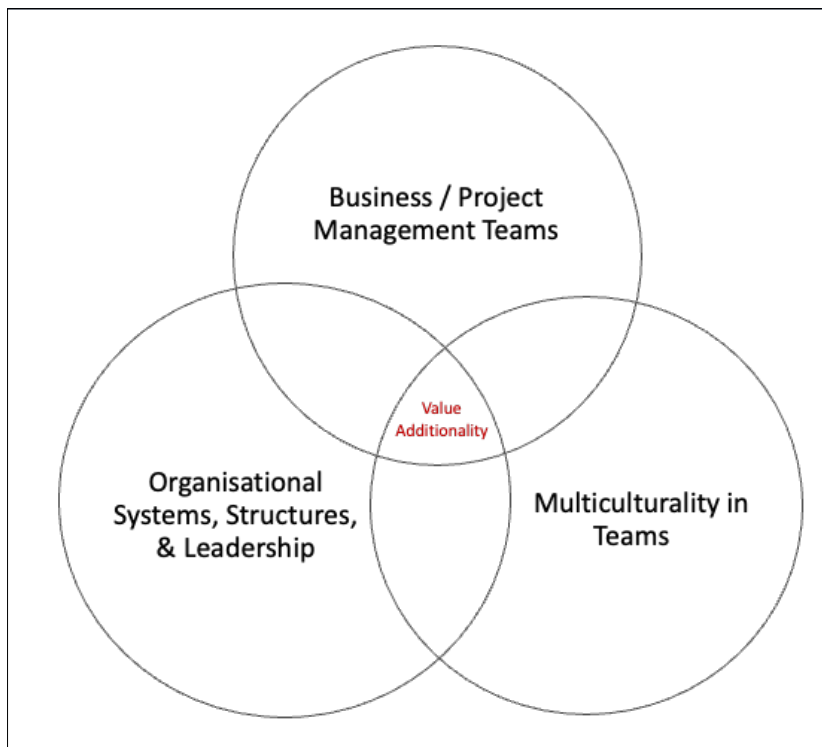


Figure 1.2 Foundational Components of Theoretical Framework

1.2.3.1 Business, Project Teams, and Base Value

Project management entails engaging teams in applying knowledge, skills, tools, and techniques to project activities to deliver intended business outcomes (Project Management Institute 2017). Value is the ultimate purpose for projects; hence, many projects are initiated based on a business case. Project deliverables and outcomes contribute to business value, typically expressed in measurements highlighted by Thomas and Mullaly (2008), including return on investment (ROI) for implementing the project. ROIs are often weighted with sensitivities to capture other softer, non-monetary values like strategic alignment, contribution to portfolio and growth, and enhancement of overall business competitive advantage. Teams drive value realisation irrespective of their cultural diversity.

Team members are traditionally selected for their right levels of skills, technical proficiency, relevant experiences, and other characteristics important to hiring organisations (Barber 1998). However, researchers propose paradigm shifts in how

business leaders engage people and teams. Tung (2016) writes about the requirement for new perspectives, policies and practices in a global context, especially in response to changes driven by globalisation, migration, reverse migration, the ascendancy of emerging markets, and demand for talent. Boudreau and Ramstad (2005) discuss extending HR focus from mere service orientation to enhancing decision-making and sustainability. They argue for a system identifying pivotal talent pools and human capital for driving strategic and sustainable success. Collings and Mellahi (2009) present a theoretical model supporting the argument for strategic talent management processes that contribute to sustainable competitive advantage. This study posits that MTs are a part of such talent pools partly because of their multiculturality.

1.2.3.2 Multiculturality in Teams and Value Additionality

Multiculturality is a significant aspect of this research. However, MTs are primarily team members in organisations and they must satisfy key elements highlighted by Katzenbach and Smith (2005): commitment to a common purpose and performance goals, complementary skills, and mutual accountability. These baseline elements provide the foundation for MTs' value *additionality*, the additional value they bring to teams and organisations which are attributable to their multiculturality. This value additionality arguably comes from a balance of benefits and challenges presented in Section 1.2.1 and depicted in Figure 1.3. MTs' benefits and challenges respectively maximise and moderates the additionality. Literature is the initial source for conceptualising these variables and the relationships depicted in the simple taxonomy in Figure 1.3. This study aims to further investigate the value additionality by identifying the benefits, challenges, and organisational enablers of MTs in organisations. It adds to the body of knowledge and validates previous studies.

Section 1.2.1 presents brief descriptions of MTs' benefits of creativity, increased marketing capacity, preparing organisations for globalisation and future of work. MTs' challenges were also described briefly including decreased team cohesion due to mistrust, decreased ability to validate ideas and reach a consensus, and increased burdens in managing MTs because of these challenges.

Researchers also investigate how resources contribute to competitive advantage based on their **value**, **rarity**, **inimitability**, and **non-substitutability** (VRIN) (Barney 1991, 2001; Barney, Wright and Ketchen 2001). A key argument in this study is that MTs bring these strategic attributes as benefits to projects and organisations. Barney (1991) highlights the claim that resources can only be a source of competitive advantage for an organisation when they are **valuable**. Barney (1991) describes **rarity** as a scenario where a small number of organisations in an industry possess a particularly valuable resource compared to the number of organisations in the industry. Porter (1996) added that an organisation can outperform their rivals as they establish a difference that they preserve and sustain. Barney (1991) also provides understanding regarding **inimitability** and **non-substitutability**. Valuable and rare resources can only contribute to an organisation's sustained competitive advantage if competitors cannot easily obtain, imitate, or replicate them. MTs' value additionality remains a potential unless appropriate enablers are implemented to help strike the right balance across the benefits and challenges. Suitable organisational systems, structures and leaders are required to harness the needed additionality.

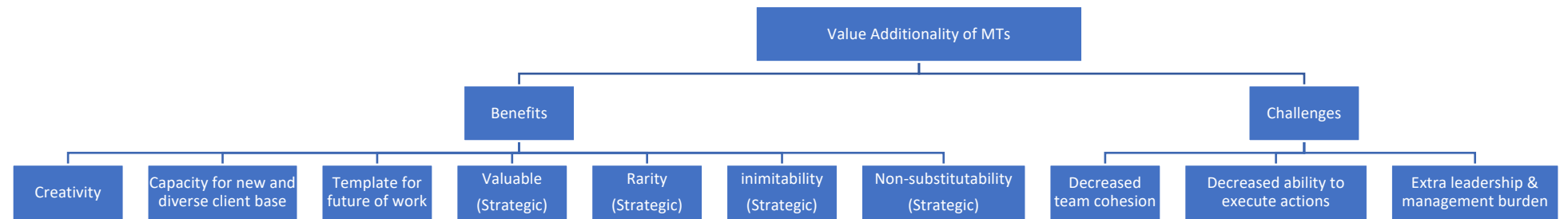


Figure 1.3 Value Additionality of MTs: A Simple Taxonomy

1.2.3.3 Organisational Systems, Structures and Leadership: Enabling Value

Additionality

Organisations aim to deliver value through their people. (Drucker 1997, 8) argues: organizations "must... make people's strengths effective and their weaknesses irrelevant. That is the one thing only the organization can do - the one reason why we have it and need to have it". Organisations enhance value delivery through people via systems, structures, and leadership.

A system is "a set of interacting and interdependent components that function as a unified system" (Project Management Institute 2017, 37). It is also an organised approach for achieving a common purpose. Structures are how parts of a system are arranged or organised (for example, an organisational structure). Growth processes or results are only sustainable once they are systematised. Systems and structures enable the predictability of achieving desired outcomes. They make replication possible, thereby guaranteeing sustainability and longevity of results. Ultimately, leadership facilitates developing and sustaining appropriate organisational systems and structures.

There are knowledge gaps in extant studies on organisational systems, structures, and leadership for integrating and enabling value additionality in MTs. This shift largely depends on the intentionality of the key players in upholding the benefits of MTs while mitigating the challenges and barriers. It entails dealing with multiple variables associated with multiculturalism in teams in an interdependent, holistic manner. Organisational leaders are pivotal in achieving this goal. This type of leadership is portrayed as "leading beautifully" by Adler (2013). Like the leadership in the Renault-Nissan success story (Emerson 2001), they would have the cultural intelligence and courage to envision and pursue great possibilities with MTs even when others do not share the same belief. They

can choose, develop, and maintain the right systems and structures for harnessing value additionality in MTs. Dynamic Capabilities framework provides an additional systemic component for maximising value additionality in MTs.

1.2.3.4 Dynamic Capabilities and Maximising Value Additionality in MTs

Value additionality of MTs and their VRIN attributes remain a potentiality unless they are valued, enabled, and utilised effectively for the benefit of projects, organisations and their stakeholders. DCs framework provides a potential mechanism for harnessing these benefits. In alignment with the description by Teece and Pisano (1994), the 'dynamic' in DC refers to the reality of changing business and project environments; 'capabilities' emphasizes the key role of business leaders to engage MTs in value delivery. For example, certain strategic and operational responses are necessary when faced with business and project needs that require creativity, entering or expanding into emerging markets, or marketing to a culturally diverse clientele base. DCs enhance such responses.

An integrative framework for enabling value additionality in MTs is shown in Figure 1.4. It combines components that balance out the benefits and challenges of diversity and the additional strategic VRIN assets. This system consists of a conceptual DC framework that enables purposefulness in sensing, seizing, integrating, learning, reconfiguring, and protecting value additionality in MTs based on business opportunities and environment. The competitive advantage to host organisation comes from the intentionality in setting up, operating, and preserving such high-performance routines. At the same time, they maximise and deliver value additionality dynamically.

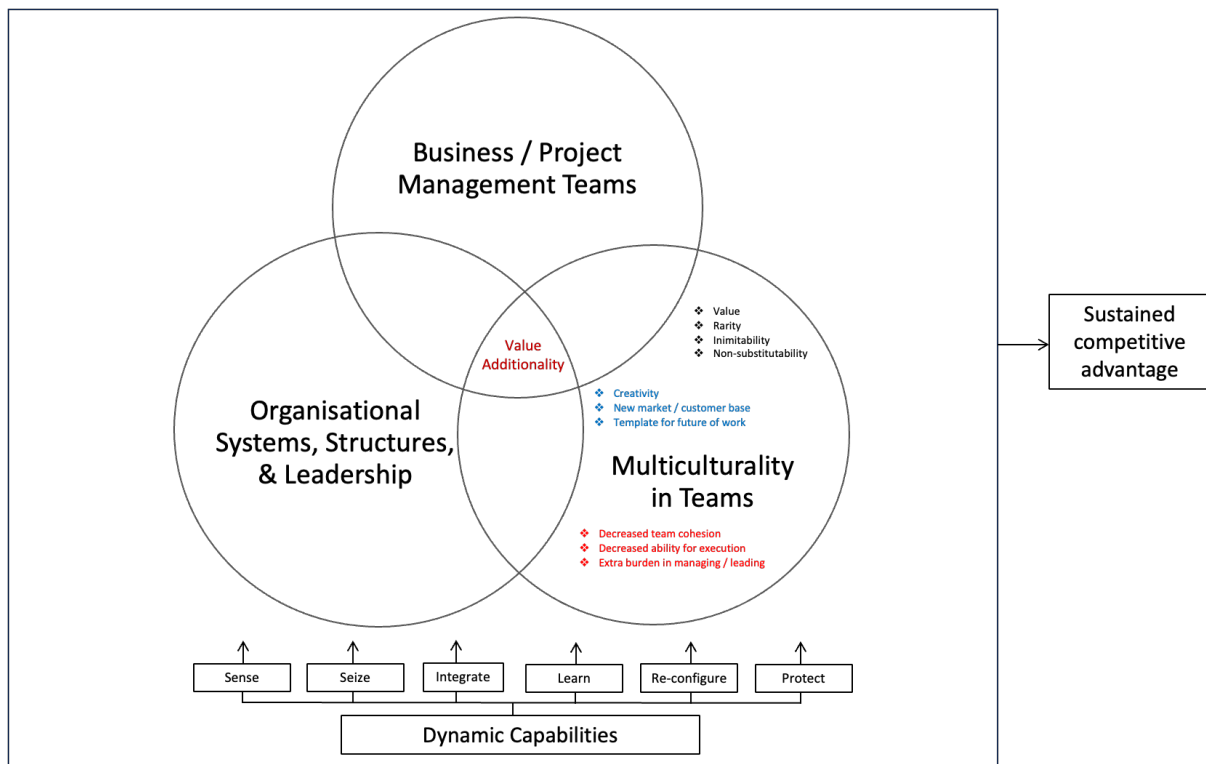


Figure 1.4 Conceptual Integrative Framework of Dynamic Capabilities in Multicultural Teams

Baden-Fuller and Teece (2020) provide brief descriptions of sensing and seizing. Sensing entails the capacity to see possibilities that others may not see, including the identification of opportunities and threats. Business leaders can sense opportunities for MT's value additionality. Seizing the opportunities involves mobilising, deploying, and supporting MTs to respond appropriately to the opportunities and deliver value. Teece and Pisano (1994) explain integrating, learning, and re-configuring. Mobilisation often requires integrating multiculturalism with other capabilities to achieve the value delivery. Learning process is closely aligned with integration. This is the process by which repetition and experimentation enable the deployment of MTs to be performed better and quicker over time. With rapidly changing environments, reconfiguring the MT's asset structure may be necessary for ongoing improvement in efficiency and effectiveness in value delivery. Finally, the system would require protection so that competitors cannot easily imitate or replicate the capabilities of MTs for delivering this value additionality.

Teece (2018a) proposed a strategy that defends intellectual property to achieve this protection.

An improved adaptation of Figure 1 forms part of the operational framework, a key deliverable of this research project. The framework assumes that organisations traditionally support teams to deliver value for owners and other stakeholders. It shows the potential to integrate multiculturality in teams for value addition. The systemic approach of the framework recognises the combination of the benefits, the challenges, and the strategic attributes in MTs to deliver the additionality. It also models DC-driven operational framework for purposeful deployment of the advantages in MTs for long-term benefits.

1.3. Statement of Purpose

The purpose of this study is to investigate teams' multiculturality in relation to value addition in projects and organizations. The research explores the combination of the benefits, the challenges, and the strategic attributes in MTs to deliver additionality. It probes enablers that maximise the value of MTs in businesses and projects including organisational cultures, systems, and leadership. It measures variables that drive value and productivity amongst MTs. It models a framework for assignment, organisational support, and long-term productivity of MTs based on the strategic management theory of dynamic capabilities. Multicultural Australia provided the primary context for the research.

1.4. Research Questions

The research questions for this study are as follows:

RQ1. What value addition do multicultural teams (MTs) bring to projects and organisations?

RQ2. What variables drive MTs' value addition in projects and organizations?

RQ3. How can the value additionality of MTs be operationalised in projects and organizations for long-term benefits?

1.5. Research Aims and Objectives

This study aims to investigate enablers of value additionality in multicultural teams.

Objectives of the research are:

OBJ1. To identify benefits, challenges, and organisational enablers of MTs' value additionality in projects and organisations.

OBJ2. To determine correlates of variables of MT's benefits, challenges, and organisational enablers and value additionality.

OBJ3. To develop a DC-driven conceptual framework for operationalising value additionality and long-term benefits of MTs.

1.6. Introduction to Research Methods

A mixed-method (MM) approach is used in this research. MM was considered fitting for this study as the research questions and objectives called for real-life contextual understandings, multi-level perspectives and cultural influences (Creswell 2003). The pragmatism and values placed on objective and subjective perspectives also add to its suitability (Morgan 2007). As further highlighted by Creswell (2011) and Creswell (2018a), this methodology allowed for triangulation across evidence and instances.

Triangulation has been a common feature in MM qualitative inquiry community where it is widely accepted that the strategy adds breadth, rigour, authenticity, depth, complexity, robustness, credibility, and trustworthiness, to any study. (Bryman 2004; Denzin 2007; Denzin 2012; Mertens and Hesse-Biber 2012). It is related to a measurement technique popular with surveyors to locate an object in space by relying on two known points to "triangulate" on this unknown fixed point in that same space. In the

context of this research, it entails using multiple approaches (MM) to increase the potential for generalizability, provide a deeper elaboration of the phenomenon, and enhance confidence in findings that neither qualitative nor quantitative methods can provide alone.

The MM approach for this research involved a qualitative study (interviews) and a quantitative study (questionnaires). Modelling techniques were used to develop the operational framework based on the dynamic capabilities of working with MTs. The research methods were executed in succession in that order and iteratively while leveraging across the spectrum. For example, initial interview findings provided context and boundaries for data collection and analysis while administering the questionnaires. The modelling of the operational framework was based on findings from the interviews and the questionnaires. See Table 1.1 for a mapping of the research methods to the research questions and objectives.

Table 1.1 Mapping across Research Questions, Objectives and Methods

Mapping across Research Questions, Objectives and Methods		
Research Questions	Research Objectives	Research Methods
RQ1. What value additionality do multicultural teams (MTs) bring to projects and organisations?	To identify benefits, challenges, and organisational enablers of MTs' value additionality in projects and organisations.	Interviews
RQ2. What variables drive MTs' value additionality in projects and organizations?	To determine correlates of variables of MT's benefits, challenges, and organisational enablers and value additionality.	Questionnaires
RQ3. How can the value additionality of MTs be operationalised in projects and organizations for long-term benefits?	To develop a DC-driven conceptual framework for operationalising value additionality and long-term benefits of MTs.	Modelling

A qualitative study was appropriate for gaining deep insights into the context of MTs before commencing with the quantitative phase. Indeed, many studies support using qualitative research design to understand the context and meaning of people's experiences before the more scientific explanations of the quantitative study. For example, Creswell and Creswell (2009) highlighted studies where results from qualitative research shaped the selection of participants for subsequent quantitative studies. They also support the procedure undertaken in this research: begin with exploratory qualitative interviews followed by a quantitative survey of a larger sample to help generalise results to a larger population.

The interviews (qualitative aspects) are suited for conducting cross-cultural research (Liamputtong 2020). They were employed in this research to explore the meaning and understanding of the various constructs relating to the additionality of cultural diversity in teams. They were used to further probe the benefits and challenges of working with MTs, and their strategic attributes. They also supported the investigation of enabling organisational culture, systems, and leadership styles that contribute to maximising the value additionality of MTs. The study involved capturing the views, experiences, and beliefs of members of MTs and key stakeholders at all levels with the intent of understanding the enablers of the value-additionality of MTs in projects and organisations.

The quantitative element involves assessing the magnitude and frequency of variables determined from the qualitative study. It captures a quantitative description of trends, attitudes, or opinions of the participants, in alignment with established research practice (Creswell 2009). The method supports bases for making deductions about the population. It further delineates the key variables that drive the additionality of MTs and

measures how much they drive outcomes. Useful insights are gained from relevant correlations between measured variables. These correlations furnished the data for modelling the proposed operational framework to support the long-term benefits of MTs in projects and organisations.

1.7. Significance of Potential Findings

This research proffers solutions to problems identified in previous studies. For example, Stahl and Maznevski (2021) propose future research that will involve more depth and scope in studying the benefits and challenges of MTs. Zaheer, Schomaker, and Nachum (2012) emphasise the need to understand the variables of MTs that drive or deter project success. Wu et al. (2019) highlight the gaps in the effects of team diversity on performance. Stahl and Tung (2015) specifically suggested studies on process variables that provide insights into how cultural differences are systemically recognised, understood, and managed.

Findings from this study provide further depth to identifying and understanding the benefits and challenges of MTs to projects and organisations. It also contributes to articulating strategic features of MTs and how these attributes further enhance their value additionality. This improves extant understanding of how cultural diversity can create value for global organisations and society, such as learning through cross-border knowledge-sharing and collaboration and leveraging the creative talent of cultural diversity in MTs.

This research identifies organisational systems, cultures, and leadership styles that enable the value additionality of MTs and their contribution to systemic growth. The findings will equip business leaders with knowledge and best practices as they consider options for structural and systemic changes to ensure the replication of beneficial

outcomes, guaranteeing sustainability and longevity of results. The findings are expected to provide MTs' organisational leadership with templates for facilitating, developing, and sustaining the right organisational systems and structures.

Outcomes of this research go beyond pros and cons of MTs. They elicit variables that drive value and additionality of MTs, including the relative significance and interdependencies of key variables. Such insights equip organisational players to work with these variables in planning, resourcing, and managing MTs for higher productivity and maximum benefits realisation.

The DC-driven operational framework is a key deliverable of this research. It will be adaptable for any organisation aiming to operationalise their capacity and agility to sustainably sense and seize opportunities for MTs' value additionality. The tool is designed to support organisations with more predictability of productive outcomes for planning, resourcing, and managing MTs for higher productivity and maximum benefits realisation.

This study significantly contributes to research, teaching, and industry practice in diverse ways. It provides cultural intelligence to all stakeholders in harnessing the most value realisable from the inevitability of growing globalisation and cultural diversity in teams. It enhances the capacity and predictability of MTs to be more productive. It also equips business managers and leaders with tools for building sustainable organisational systems and effectiveness in planning, resourcing, deploying, and managing MTs for maximum benefit realisation. The benefit of this study is applicable across organisations in multicultural countries like Australia with expected improvement in national productivity.

1.8. Thesis Outline

The layout of this thesis represents the underlying research processes for this project. It is comprised of seven chapters and two sections for references and appendixes. The outline of the chapters is as follows:

Chapter 1, Introduction, commences with the original impetus of the project. It presents a snapshot of what is ahead in reading through the thesis. It rendered background information regarding some core concepts of the study - culture, multiculturalism and dynamism in teams. The theoretical framework and research design are introduced. Also introduced are the research questions and objectives, methods for conducting the research, and potential findings and their significance.

Chapter 2, Literature Review, provides more details about the context for this research including a review of existing literature and relevant theories in culture, MTs, value, DCs, and organisations. The review situates this study in the broader literature relevant to valuing and setting up MTs as a significant resource base for value addition and benefits realisation for projects and organisations. To understand contexts, it is necessary to explore the attributes of organizations that go beyond what is being done regarding MTs and their contribution to productivity. The theorised value is beyond the mere pros and cons of MTs and probes into variables that drive value and organisational systems that enable the value addition of MTs.

Chapter 3, Research Methodology, describes the methodological approach to this research. It explains how the literature influenced the design options. It also outlines how the research questions have been used to guide the choice of research methods which then informs how fieldwork and data collection were planned and conducted. Particular

attention is paid to defining and describing the mixed-methods approach adopted in this study.

Chapter 4, Qualitative Study, details the qualitative method (Interviews) used in this study. It outlines the interview process, data collection, and analysis. The chapter also presents information about the collected data and results of the study. It also specifies applicable ethical considerations and limitations encountered during the qualitative study and the implications for the research.

Chapter 5, Quantitative Study, details the quantitative method (questionnaires) used in this study including tools used to collect and analyse data and results of the study. The chapter presents information about applicable ethical considerations, and limitations encountered during the quantitative study, and the implications for the research.

Chapter 6, Operational Framework for Activating Value Additionality of Multicultural Teams (VAMT), details the development of operational framework for value additionality of MTs, including the incorporation of findings from the qualitative and quantitative studies. The chapter also presents the final version of the framework.

Chapter 7, Discussion and Conclusions, include explanations and interpretations of the research results in the context of the research questions and literature review. The chapter delves into the meaning, importance, and relevance of the results and elaborates on how the findings relate to previous studies. Conclusion articulates the main research findings and answers to the research questions based on this study. It also discusses how the research is related to the study's objectives. This chapter reiterates the significance of the research project including new knowledge contributed to business

management, project management, human resource management, cultural intelligence, and strategic management. The chapter also outlines shortcomings in the study and recommends future research to close the gaps.

1.9. Summary of Chapter One

This introductory chapter has set the stage for the reader by providing a snapshot of what is ahead in reading through the thesis, including a clear focus, purpose, and direction of the research project. It rendered background information regarding some core concepts of the study – team’s multiculturality, organisational systems, DCs, and value additionality of MTs. The chapter also introduced the theoretical framework, research design and methods, and significance of potential findings of this study.

Various media have since reported alleged financial scandal involving Carlos Ghosn including his departure from Renault-Nissan and at the time of this thesis, the case is still being decided in court (Leggett and Wingfield-Hayes, 2024; Taylor, 2024). This piece of information is included in this thesis for full disclosure. However, the lessons from the Renault-Nissan case study are still relevant for this research context: diversity can constitute a major growth strategy.

The next chapter presents details of the theoretical framework, including a review of existing literature and relevant theories in culture, MTs, value additionality of MTs, and organisational enablers of the additionality. It presents the arguments for the theorised value beyond the pros and cons of MTs, delving into variables that drive the additionality. The chapter also provides some insights into the building blocks of the DC-driven operational framework for predictably harnessing and maximising the value additionality of MTs.

CHAPTER TWO

LITERATURE REVIEW

2.1 Culture as a Foundational Block for Multicultural Teams

Cultures are foundational blocks for multicultural teams (MTs) and their multiculturalism. Exploring the basics of culture is a key aspect of this research, so also their capabilities in an organisational context. This section deepens the introduction presented in Section 1.1 by reviewing extant literature of culture in a broad context.

2.1.1 Dimensions of Culture

Culture is multidimensional. Scholars have provided a significant understanding of these dimensions. Hofstede and Hofstede (2005b) describe four ways in which culture is manifested: *symbols*, *heroes*, *rituals*, and *values*. *Symbols* consist of words, gestures, pictures, or objects that carry meanings for those who share the culture. *Heroes* are persons, dead or alive, real or imaginary, who possess characteristics highly cherished in a culture and thus, serve as models for behaviour. Examples are Barbie in the United States, Zulu in Southern Africa, and Steve Irwin, 'The Crocodile Hunter' in Australia. *Rituals* are traditions with socially relevant meanings within a culture. Examples are ways of greeting and paying respect. The cultural meanings of rituals are often invisible and take the meaning and interpretations the insiders give them. *Values* are inclinations, definitions, or ideals the group shares regarding good versus bad, permitted versus forbidden, edible versus inedible, moral versus immoral, among others. They are acquired early in life, from family and immediate environment.

Trompenaars and Hampden-Turner (2012) provide some insights into culture in a layered approach. They describe an outer layer which they call *products*, the middle layer called *norms* and *values*, and the inner core of *assumptions about existence*. The outer

layer is the explicit and observable realities of language, slang, accent, art, fashion, hairstyles, food, buildings and similar exhibitions, with the same meaning as the layer of symbols and heroes reported by Hofstede and Hofstede (2005b). The middle layer of norms and values is similar to Hofstede and Hofstede (2005b)'s rituals and values. Trompenaars and Hampden-Turner (2012) add another layer: depth – the core of assumptions about existence. They describe how this explains why people organise themselves differently around their best way of dealing with their environments based on the resources available to them. For example, people from African backgrounds often retain their forefather's name as a surname over generations because of the core assumption that *the root holds the entire tree in place* for enduring identity. If a third-generation African is asked why they still bear the name of someone they never knew, they are likely to answer (as though a norm) or way to show respect for their roots (value). This core assumption has become a common African culture over generations.

Scholarly works on dimensions of culture have been widely acknowledged especially studies by Geert Hofstede. There were over 250,000 citations of their work on Google Scholar as of February 2024, about five times the 54,000 citations reported by Harzing's "Publish or Perish" citation index in 2010 (Tung and Verbeke 2010). However, one common criticism of their work is the limited scope of conceptualising culture at the national level (see Boyacigiller et al. (2004) and Adler and Aycan (2018)). More scholars have attempted to broaden the field of cross-cultural management study by expanding the scope and dimensions used to compare cultures. For example, Leung et al. (2002) report a study where they conceptualised culture on social axioms which they described as "generalised beliefs about oneself, the social and physical environment, or the spiritual world, and are in the form of an assertion about the relationship between two entities or concepts" (p. 289). They compared cultures across five dimensions: cynicism (belief that

humans and institutions cannot be trusted), social complexity (belief that multiplicity and complexity in events and humans exist for desired outcomes), reward for application (belief that knowledge and planning are necessary to achieve outcomes), religiosity (belief that a supreme being exists and religious practice is associated with positive outcomes), and fate control (belief that there are ways to influence fated outcomes). Leung and the team argue that these social axioms play a significant role in people's belief systems, including their capacity to function and survive in their social and physical environments.

People bring their dimensions of culture to organisations and workplaces. These include their *symbols, heroes, rituals, values, assumptions about existence, and social axioms*. These cultural manifestations show up with people, as highlighted by Hofstede and Hofstede (2005b), Trompenaars and Hampden-Turner (2012), and Leung et al. (2002). There are also other thoughts that culture is not only multidimensional but dynamic as it changes over time, situation, and location.

2.1.2 Dynamics of Culture

Ronald Inglehart discusses how human needs have influenced culture over time (Inglehart 2012, 1971). They draw on the classical theory of motivation and personality (Maslow 1970): people have a variety of needs at varying degrees of fulfilment and they will direct their actions towards unsatisfied needs, giving less attention to needs already satisfied over a given period. Inglehart used contemporary Western Europe for their research context. They hypothesized that physical safety and economic security are relatively more satisfied among the post-World War II generations than their older counterparts. Within the same country, younger folks were found to give more priority to the fulfilment of needs for belonging and self-actualisation than their parents. The author

concludes that national patterns of value priorities correspond with a nation's economic history and age-group differences. These findings relate to dimensions of culture. People and culture change based on human needs and intergenerational influences. This could explain why an African-skilled immigrant in Australia may not necessarily retain their forefather's name as a surname because of the need for a sense of belonging especially in the workplace. They may have prioritised their need for economic security, acceptance and thriving in the new largely individualist country over maintaining certain more collectivist norms or the traditions of their forefathers.

Inglehart and Baker (2000) and Inglehart and Welzel (2005) also attribute change in culture to economic development and modernisation. They propose that changes in people's basic values and beliefs are related to changes and modernisation in the broader economic, political, sexual, and religious contexts, over time. Inglehart and Baker (2000) find that economic development causes shifts away from absolute norms and values, towards value manifestations that are increasingly rational, tolerant, and participatory. Inglehart and Welzel (2005) demonstrate that modernisation of these life aspects is a process of human development resulting in cultural changes including individual autonomy, gender equality, and democracy. In reference to the example given of African-skilled immigrants in Australia, the dimensions of culture relating to the norms and traditions of retaining family names have noticeably changed over time. The pursuit of economic prosperity and prevailing autonomy in a new western culture have largely resulted in situations where Africans in Australia are increasingly adopting English surnames.

Hofstede's dimensional concept of culture dominates in cross-cultural studies and international management (Hofstede and Hofstede 2005b; Hofstede 1984, 2001;

Hofstede and Bond 1988). Inglehart's work is mainly on the dynamic concept of culture (Inglehart and Baker 2000; Inglehart and Welzel 2005; Inglehart 1971, 2012). Beugelsdijk and Welzel (2018) argue for a deviation from the disciplinary division because the two concepts are complementary. They reason that a synthesis across both concepts rectifies their mutual weaknesses of neglecting either the dimensional or dynamic aspects of culture. Beugelsdijk and Welzel (2018) demonstrate empirically that the combination leads to an improved understanding of cultural differences. This current study also adopts the combination philosophy in its contribution to understanding, valuing, and operationalising the additionality of cultural diversity teams. The multidimensional and dynamic implications of culture in organisational contexts are further amplified with multicultural teams and their multiculturality.

2.2 Multidimensional and Dynamic Expressions of Culture

Cultural diversity in MTs manifests in the various dimensions of culture (Section 2.1.1). Adler and Aycan (2018) express team diversity in terms of the number of cultures represented in a team. For example, team members can have individualist and collectivist cultural backgrounds. MTs can also be differentiated further based on skin colour, gender, race, ethnicity, and nationality, among others. For greater clarity, in their study on '*Diversity at Work*', Ely and Thomas (2001) associate cultural diversity with visible manifestations such as skin colour. A team of people with diverse skin colours like white, black, and brown, would be considered diverse. They also discuss the less visible elements, such as personal values. A team with members who value their individual spaces, and others, communal preferences, would be diverse. Diversity could also constitute team members with different belief systems as highlighted by Leung et al. (2002) including those with varying levels of cynicism, social complexity, and religiosity. These differences can cause challenges of conflicts and extra management burdens for

organisations (Adler and Aycan 2018; Maznevski 1994; Wu et al. 2019; Aybar and Ficici 2009). They also present a potential for benefits and opportunities (Adler 2013; Glaveanu and Taillard 2018). Nevertheless, negativity around cultural diversity is more popular amongst practitioners and normative scholars. They mostly overshadow the positive aspects of teams' multiculturalism (Stahl, Mäkelä, et al. 2010; Stahl and Tung 2015).

Conceptualisation of multiculturalism in the context of nationality has also gained momentum. Hofstede and Hofstede (2005b) report a study on power distance *versus* uncertainty avoidance (PDI-UAI) matrix to show how people and MTs from different countries solve organisational problems (see Figure 2.1 for illustration). Power distance is indicated by *who* can decide *what* uncertainty avoidance by what rules are to be followed to attain desired ends. The authors report a finding that the French, for example, would typically prefer to escalate cases of conflicts up to top senior management levels for resolution via orders. According to the matrix, this indicates a “pyramid culture” with bosses at the top of the pyramid: a culture with stronger uncertainty avoidance and larger power distance. Germans were more of a “machine culture” with smaller power distance and weaker uncertainty avoidance: interventions by the bosses were limited to exceptional cases because the rules should settle routine problems. British are more “market-driven” with even weaker uncertainty avoidance, where the demands of the marketplace drive solutions rather than hierarchy or rules. The matrix shows that most Asian and African cultures are more “family-oriented” with large power distance and weak uncertainty avoidance. Family in this context means a communal mindset rather than an individualistic one. They readily take matters to senior officials in the organisation but also often subscribe to allowing the market forces to guide the attainment of desired ends.

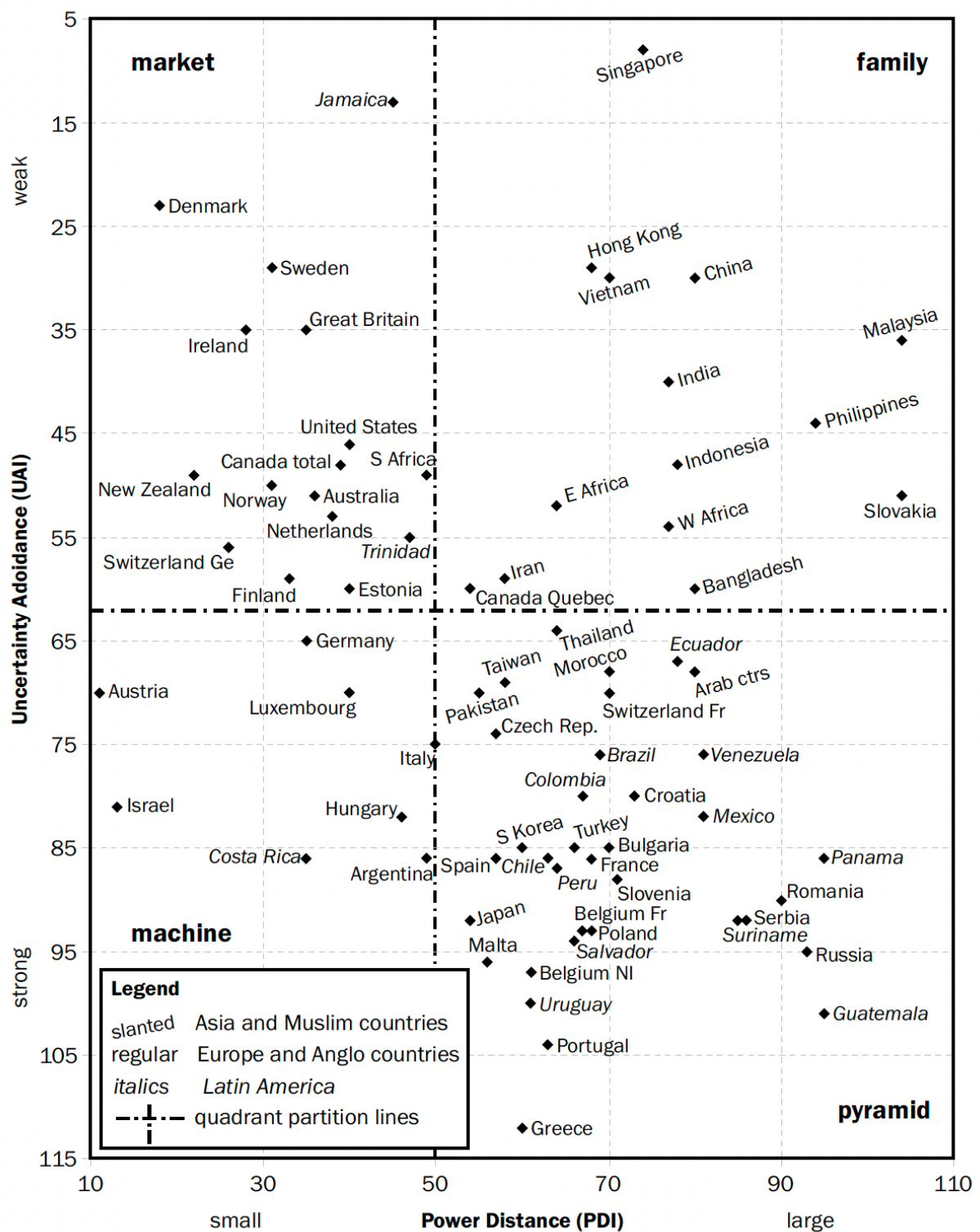


Figure 2.1 Power Distance Versus Uncertainty Avoidance

Source: Hofstede and Hofstede (2005b, 205)

The PDI-UAI matrix by Hofstede and Hofstede (2005b) reverberates the significance of how MTs and their multiculturality influence organisational and management processes. The reverse is also a reality: organisation processes can also influence MTs. The matrix also indicates the potential for benefits and challenges with varying dimensions of multiculturality. How would the “pyramid,” “machine,” “market,” and “family” people work together to provide maximum value and productivity for their organisations? For example, people from more collectivist “family” countries (including team members of Asian and African backgrounds) would be more communal in their mindsets with a preference to consult with senior officials on most matters than their colleagues from a more individualistic “machine” background. In the contrary: people from more individualistic cultural backgrounds are more likely to promote more self-reliance, assertiveness, and independence. The PDI-UAI matrix demonstrates the complexities in a teams’ multiculturality via national dimensions of culture.

The complexities associated with dimensions and dynamics of multiculturality are often amplified during significant global events of a geo-political nature like COVID-19 pandemic and the ongoing invasion of Ukraine by Russia also known as the Ukraine War. The study by Chang and Wu (2023) found significant and diverse correlations between Hofstede’s national cultural dimensions and COVID-19 data from six regions of Africa, Europe, the Americas, the Western Pacific, SouthEast Asia, and the Eastern Mediterranean. For example, part of their results indicate Power distance (PDI) has significant correlation with COVID-19 data from Africa and the Eastern Mediterranean. A higher PDI decreases the number of people infected with COVID-19, the study found. Based on the results, the authors recommended that governments and people in different cultural regions can learn how to more effectively deal with the spread of infectious diseases like COVID-19 in the future. A society of lower PDI can be more intentional in

temporarily abiding by set rules against such diseases to protect health and safety of the public. Insights from this study provide further indications of the value addition of cultural diversity with the right vision and intentionality in maximising the benefits while mitigating associated challenges.

These multidimensional cultural aspects of MTs are expressed in projects and organisations irrespective of traditional organisational systems aimed at achieving a unified approach of delivering value through people including MTs. It could be more complex with dimensions of belief systems including consideration for various levels of cynicism, social complexity, and religiosity in teams, as highlighted by Leung et al. (2002). Furthermore, how would organisations cater for the dynamic aspects of teams' multiculturalism including cultural shifts due to modernisation (Inglehart and Welzel 2005)? It is acknowledged that organisations are social units of people often including MTs along with these multidimensional and dynamic aspects of culture. Do organisational leaders have the capacity to lead teams with such complexities? Can they maximise the benefits while minimising the challenges of MTs which are increasingly the norm in our globalised world? Are traditional organisational systems adequate for managing multiculturalism?

2.3 Organisational Systems

Organisational structure, organisational culture, cultural fit, and cultural intelligence are four organisational concepts and processes to be considered in the context of this study. Brief reviews of each are presented in the next couple of sections.

2.3.1 Organisational Structure

Organisational structure is an example of an established organisational system widely acknowledged and used across professional disciplines, industries and regions. Nene and Pillay (2019, 11) define organisational structure as “a system that determines

how tasks are formally structured and coordinated within a group that is intentionally organised to accomplish a common goal”. Different types of organisational structures have been studied over the years. For example, O Reilly and Tushman (2004) report functional design, unsupported teams, cross-functional teams, and ambidextrous organisation. Taylor (2019) examine direct line management, line management, mixed structures, project structures and flat structures. Project Management Institute (2017) specifies functional, projectized, and matrix organisations. O Reilly and Tushman (2004)’s ambidextrous organisation-type is shown in Figure 2.2, for illustrative purposes.

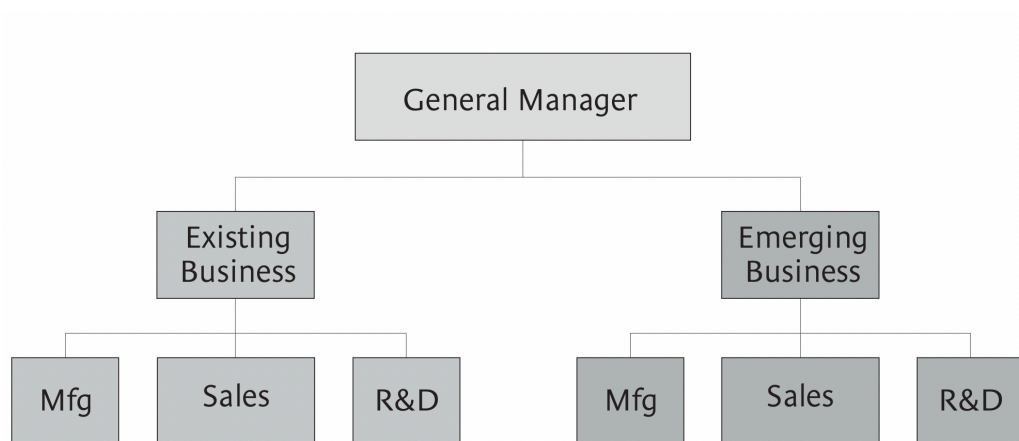


Figure 2.2. “Ambidextrous Organizations” Design

Source: O Reilly and Tushman (2004, 6)

Pugh et al. (1968) suggest four basic dimensional functions of an organisational structure. Firstly, it enables structuring of activities. As illustrated in Figure 2.2, *Existing Business* and *Emerging Business* units are supported by their own separate Manufacturing (Mfg), Sales, and R&D subunits. Secondly, organisational structures specify authority levels. The subunit leads report to the heads of the business units who then report to the General Manager. Those lines of authority also reflect line control of workflow which is the third function. Finally, the boxes indicate resource requirements; a box without an assigned person is a trigger for a recruitment campaign to employ someone suitable to perform the specified task. The structure provides a mechanism that

enables each unit to contribute to the overall performance towards achieving the organisation's goals and objectives.

People occupy the boxes in organisational charts, bringing direct focus back to the current research. They are often MTs in today's considering our increasingly globalised world and as already established in literature. For example more than one in four people in Australia (27.6%) are born overseas (Australian Bureau of Statistics 2021). Extant studies indicate a lack of empirical research to demonstrate how organisational structures cater for teams' multiculturalism and associated multidimensional and dynamic aspects of people and their culture. The merits of a system that enables formal structuring and coordinating of organisational tasks cannot be overlooked. However, the PDI-UAI dynamics (Hofstede and Hofstede 2005b), the diverse belief systems (Leung et al. 2002), and the cultural shifts over time (Inglehart and Welzel 2005) are still a reality in organisations with MTs. What opportunities for value addition are missed if organisations are not catering for the whole people aspects of the team.

The concept of people in the boxes of organisational structures is more than the one-dimensional chart on paper. MTs and their multiculturalism are multidimensional and dynamic. An organisational structure may be relatively easier to build and manage; organisational leaders decide the type based on organisational goals and functions, design it, implement it, and manage it. They may be more predictable as organisational leaders match the organisational structure to the organisational requirements, fill the boxes with people, and get them to work. Understandably, the practical aspects are more complex in the context of people, teams' multiculturalism and the associated cultural dimensions than as discussed in previous paragraphs. Traditional organisational structures are valuable. However, they do not seem to be adequate in working with MTs

and their multiculturality. This situation re-echoes the point by Drucker (2006) that new models are required to cater for the changes and diversification for organisations to sustain their performances and thrive well into the future.

O'Reilly and Tushman (2004) discuss a concept of ambidextrous organisation structures that is different from traditional types. They describe the key differentiator of such an innovative structure as its capacity to support the establishment of project teams that are structurally independent units with their processes, structures, and cultures. However, these independent units are integrated into the overall organisations at the senior management level (Figure 2.2). For example, the *Emerging Business* unit can be designed to pursue and successfully pioneer radical innovations that add incremental gains to the established whole-businesses organisation. The authors claim that companies that use ambidextrous organisational structures are nine times more likely to create breakthrough products and processes than those using other organisational structures while sustaining or improving their existing businesses.

Tamburri, Lago, and Vliet (2013) attempt to also bridge the gap by their Organizational Social Structure (OSS) for software engineering. Their study involves empirical efforts for incorporating social dimensions into the traditional theory of organisational structure. They work towards a shift from a rigid organisational structure and process to a more dynamic OSS-type. The latter is designed to recognise the interplay of people and associated social networks including developers and stakeholders in the software industry. It is anticipated that with this new model will equip software practitioners and organisations with a more pragmatic and robust system for resourcing their software engineering and development. The authors conclude that an OSS-aware

software engineering provides capacity for using OSSs best fit for delivering solutions and one that incorporate social networking aspects of the business.

Gaspar, Moura, and Wegner (2020) study organisational structure that can equip organisations to be more innovative in operating in dynamic and rapidly changing markets. Their paper analyses the influence of different dimensions of organisational structure on the development of a work environment for stimulating creativity and innovation. They find that designing organisational structures for specific structural dimensions of level of communication, level of formalisation, and job codification would more likely stimulate creativity and innovation.

O'Reilly and Tushman (2004), Tamburri, Lago, and Vliet (2013), and Gaspar, Moura, and Wegner (2020) recognise the inadequacy of traditional organisational structure in enhancing teams' maximum value and productivity. They propose the need for more changes and flexibility to cater for social aspects of teams and organisations. However, none has addressed the significance of working with MTs to harness the benefits of their multiculturality. Nene and Pillay (2019) highlight the challenge associated with the process of changing organisational structures as most of them tend to be fixed over a long period. Changing them is often very lengthy. The authors propose incorporating the required flexibility in the design before setting the structure in place. Such built-in flexibility can ensure effective and adaptable organisational structures that allow short-term changes to seize emerging opportunities typically associated with a changing business environment.

Organisational structure is structural by design. However, it needs people in the boxes and roles to perform specified tasks and work together in teams to accomplish

organisational goals. Repeating Drucker (1997, 8)'s point on the importance of people to organisations: "The organization is, above all, social. It is people". People come into organisations with their cultural dimensions and belief systems which also change over time. Organisational structures are more focused on performance. They specify the tasks to be performed, the workflow for the tasks, and the line of authority while performing the tasks. They are not necessarily designed to help with managing the people side of organisations including teams' multiculturality and the manifestations of the associated diverse dimensions and dynamics of culture in the workplace. Finding a solution to this situation may have triggered the popularity of theories of organisational culture.

2.3.2 Organisational Culture

Authors have espoused organisational culture in a variety of phenomena. Lounsbury and Glynn (2001) describe organisational culture as embedded in stories and organisational identity used to garner resources. Warrick (2015, 4) defined the concept as "the predominant beliefs, values, attitudes, behaviours, and practices that are characteristic of a group of people". The Schein father-son collaboration has contributed to this field of study. They have variously described organisational culture as a set of values that guide and constrain people in a changing world (Schein 2017; Schein 2010; Schein and Schein 2019).

These definitions of organisational culture imply that organisations also have their cultural dimensions and belief systems. The theories signify the desirability for more uniformity and consistency in the organisation irrespective of the level of teams' multiculturality. A traditional paradigm is that organisations improve their resource performance when workers and team members have learned to work well together in a common "programmed" way. However, Warrick (2015) provides insights into the various

manifestations of organisational cultures (Figure 2.3). Warrick (2017) alert organisational leaders on the need to be aware of the dominant culture of the organisation they lead. Warrick claims organisational culture can determine the difference between failure and success. It has the potential to influence group effectiveness, employee morale and productivity, and talent retention.

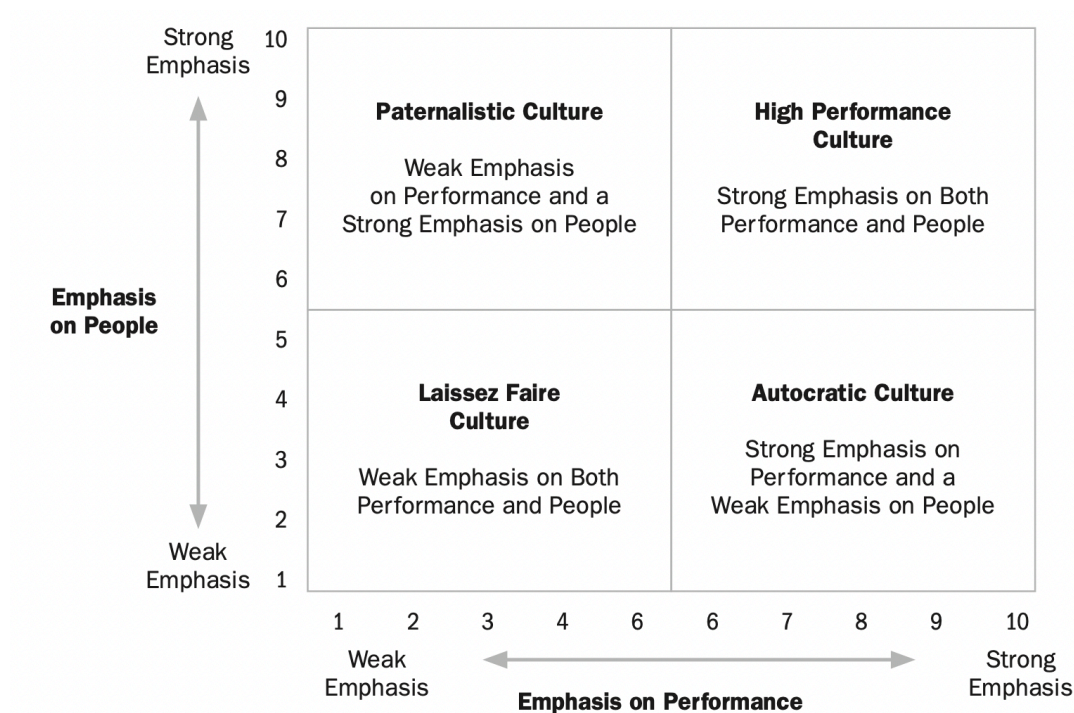


Figure 2.3. A Snapshot of Manifestations of Organisational Cultures

Source: Warrick (2015, 5)

Warrick (2015) describes various organisation cultures. An organisation with an autocratic culture places a strong emphasis on performance and a weak emphasis on people. The leaders of such organisations would depend on traditional organisational structures; “see the org chart and job description. You have been selected to perform the tasks. These are the people you work with including your authority and reporting lines. Get on with the job!” The preoccupation is performance and results with barely any regard for the people, their concerns, or needs. Decisions are made primarily at the top with little or no value for input from people at the lower parts of the organisational structure. With such a culture, there will be minimal regard for teams’ multiculturalism and the potential

value of engaging the differences in their culturally diverse teams. Organisations with a paternalistic culture are at the opposite end of their autocratic counterpart. They place a weak emphasis on performance and a strong emphasis on people. The leaders go out of their way to keep people happy with little or nothing to show in terms of results. Problems are smoothed over to avoid possible conflict and the permissive environment results in some people taking advantage of the organisation with few if any consequences. Laissez-faire cultures place a weak emphasis on both performance and people with evidence of a lack of results and organisational direction. Finally, an organisation with a high-performance culture places a strong emphasis on performance and people. The leaders strike and maintain a healthy balance on results and care for people. They look for ways to fully utilize, empower, and develop the potential of their people including teams' multiculturality.

Proponents of organisational culture imply that when culturally diverse people work together, they will subscribe to a common cultural identity while employed by that organisation. It seems logical, especially from a commercial viewpoint of corporate vision and branding. Is this attainable? Is it sustainable? Is it always the most valuable? People are at the core of the matter. Hofstede and Hofstede (2005b) argue that organisational members typically approach organisational cultures like other cultures they encounter over their lifetimes. People in MTs come to organisations with levels of multiculturality that are often multi-dimensional and dynamic. They had their own diverse cultural identities before joining an organisation. They do not simply drop their cultures for a shared organisational culture. This could explain the reason conflicts within teams and organisations are still prevalent (Stahl and Maznevski 2021) despite organisational structures and supposedly "common" organisational cultures. Organisations continue to explore systems, tools, and processes to balance managing cultural diversity in teams

while maintaining economic goals. Cultural fit and cultural intelligence are two other phenomena that have grown in popularity.

2.3.3 Cultural Fit

Mobasseri, Goldberg, and Srivastava (2019, 305) describe cultural fit as “the process of thinking and acting in ways aligned with the thoughts and behavioural expectations of members of a social group”. They report a framework for conceptualising and measuring cultural fit in organisational contexts (Figure 2.4). The framework was used to distinguish between the cognitive and behavioural aspects of cultural fit and their levels of alignment in individuals and teams. The authors describe cognitive cultural fit as the degree to which the individual’s mental representations, beliefs, and values align with those of the group or organisation. They also define behavioural cultural fit as the degree of compliance with the group’s normative behavioural expectations. They theorised that a misalignment between cognition and behaviour in individuals may cause them to develop incorrect perceptions of their own and others’ cultural fit. They claim that such inconsistencies can lead to tension and dysfunction in the group.

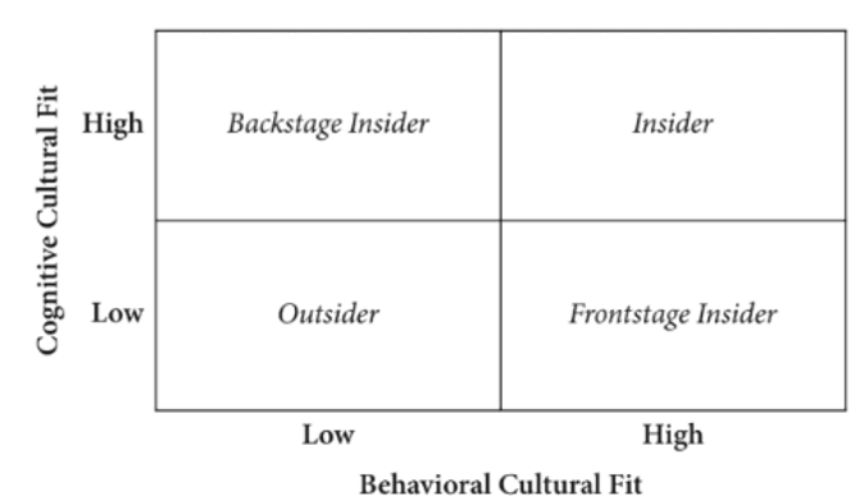


Figure 2.4. Framework of cultural fit

Source: Mobasseri, Goldberg, and Srivastava (2019, 307)

Mobasseri, Goldberg, and Srivastava (2019) present four types of cultural fit based on the framework illustrated in Figure 2.4. They found the frontstage insider is one with low cognitive - high behavioural cultural fit. Team members with this type of profile may intentionally take the position of compliance to get ahead in their careers. They could also be unintentional in this positioning, especially for newcomers pressured to comply before they have the confidence to express themselves. Nonetheless, others may have exhibited this fit due to an incorrect assessment of its popularity. The backstage insider has a high cognitive – low behavioural cultural fit. An example is when a fast-learning newcomer from another country can adapt to beliefs and values but cannot speak without an accent. The true behaviour will be evident despite efforts to fit in.

The *insider* and *outsider* are the remaining two types of cultural fit. They are more congruent regarding their behaviours and compliance with the group norms. Insiders are fully aligned as they think and act like the group. They needn't put extra effort into fitting in. This type of human resource would be the dream team member of proponents of monocultural teams. Outsiders are not aligned on both fronts; indications have shown that they will not adapt with time. These are team members that team leaders, line managers or HR managers are likely to edge out of the team, group, or organisation due to what is commonly flagged as a lack of *cultural fit*. If they are not in the team yet, for example, and they are currently being interviewed for the role, they would likely be dropped off from proceeding further in the recruitment process.

Srivastava et al. (2018) report investigative modelling of what they termed *enculturation trajectories* - how people adapt to an organisational culture during the process of a cultural fit and the various consequences. The authors predict levels of

attainment of cultural fit beyond the initial cultural matching typically performed as part of a selection process whereby an individual either fits or does not fit culturally with an organisation. They find enculturation as an ongoing process with variations at different stages in a person's tenure in an organisation. A low cultural fit at the early stage is likely to be associated with the failure to gain social acceptance by colleagues which may reflect low attachment later. They reveal distinct patterns of adaptation for employees who exit voluntarily, exit involuntarily, and remain employed. Initial cultural fit and early enculturation predict longevity at the organisation. These types of team members are like the *insiders* in Mobasser, Goldberg, and Srivastava (2019)'s framework – they are fully aligned with the organisational culture. Srivastava et al. (2018) demonstrate that rapid early cultural adaptation reduces the risk of involuntary, but not voluntary exit. Newcomers who do not rapidly conform to cultural norms are rejected by their colleagues and ultimately forced to exit. These members of the organisation are similar to the *outsiders* in Mobasser, Goldberg, and Srivastava (2019)'s framework.

Srivastava et al. (2018) also highlight that enculturation requires continuous nurturing. They caution on the common organisational practice of investing significant time and effort to hire people based on cultural fit when there is significant variability in initial cultural fit. They also claim that individual differences in cultural compatibility may not be merely a function of person–organisation fit. Rather, it also depends on variance in enculturability - an individual's capacity for enculturation. The authors acknowledge the knowledge gaps regarding whether enculturability is a fixed individual trait that newcomers bring with them to any new organisation, whether it varies by individual experience, or whether it is context-dependent and therefore a property of the person–organisation relationship. However, they suggest that identifying antecedents to enculturability may be as effective as hiring on cultural fit or post-hire cultural training.

The findings by Mobasseri, Goldberg, and Srivastava (2019) and Srivastava et al. (2018) have implications for organisations and MTs and how to harness the value of their cultural diversity. Firstly, the findings indicate that organisations need more than their established organisational structures and cultures to get the best value out of teams, their members, and their multiculturality. The need for congruence between the cultures of individual team members, groups and their organisational culture is also implied. The authors did not extend their study to the context of dealing with MTs and the associated diverse cultural dimensions. It can be inferred that the requirement for congruency will be further amplified with MTs because of the dynamics of culturally diverse teams which requires more alignment and enculturation. The push for cultural fit, enculturation, and enculturability triggers some questions in this current research, namely: what are the benefits-costs proposition for cultural fit? Is enculturation process sustainable? How would enculturability enable valuing and maximising the benefits of MTs?

Cultural fit proposition has the potential to play an important role in organisations. It can help foster an organisational identity for attracting and acquiring the right resources (Lounsbury and Glynn 2001). It has also been reported as part of the process for identification and selection of candidates with thinking and behaviours that are aligned with the organisational culture (Mobasseri, Goldberg and Srivastava 2019; Srivastava et al. 2018). Cultural fit can also be helpful as part of ongoing intercultural training programs and team development (Srivastava et al. 2018). An understanding of cultural fit would equip a trainer or coach to train others properly. However, the “cultural fit” position requires balancing.

The cultural fit *assimilation* context denotes a mine-is-better-than-yours position as indicated in Srivastava et al. (2018)'s study, implying that organisational culture is dominant and better. Mobasser, Goldberg, and Srivastava (2019) explain that compliance with organisational norms will likely provide a poor indicator of cultural fit. Cultural domination is not necessarily a cultural fit. Srivastava et al. (2018)'s indication that cultural fit is consequential for individual survival and success in an organisation is concerning. While it seems logical that *the whole is more important than an individual*, there could be more significant consequences than sacking the individual. It gets even more concerning with the author's suggestion that enjoyment of "benefits" like psychological well-being, favourable perceptions by colleagues, and likelihood of retention are dependent on compliance. The claim of psychological well-being as a conditional workplace benefit could constitute a more challenging proposal than friendship and job retention.

Ward and Chang (1997) and Ward, Leong, and Low (2004) highlighted potentially worse consequences of assimilation. Whilst their research contexts relate to sojourners and hosts in Australia and Singapore, the matter is still about people and cultural fit. They report an investigative study where people with personality attributes like openness and agreeableness were enculturated to become more compliant with a supposedly dominant culture. They found that discrepancies between sojourners' personality profiles and host culture norms were associated with increased psychological distress. Cultural fit process, though meritorious in some contexts, ought to be implemented with balance. Such balance will be required in dealing with MTs and their multiculturalism due to their multidimensional and dynamic expressions of culture.

According to Hofstede (1991, 237), “the principle of surviving in a multicultural world is that one does not need to think, feel, and act in the same way to agree on practical issues and to cooperate”. Rationally, MTs would often adapt to align with the organisational expectations regarding shared values, work activities, workflow, and recognition of authority. However, they largely retain their respective cultures as indicated in the PDI-UAI study (Hofstede and Hofstede 2005b). They work according to their real ‘mental software’ despite well-designed organisational systems including organisational structures, organisational cultures, and cultural fit. Chen et al. (2018) also support this point based on their study that examined the impacts of organisation-level eastern values of collectivism and western values of individualism. They found that American managers working in a company embracing both values were able to manage conflict cooperatively with their Chinese workers and vice versa. They needed more than traditional organisational systems to work more productively together as a culturally diverse team. They tapped into their human capacity to appreciate, value and work with their cultural diversity as a team. This intelligence may provide a viable alternative to the traditional organisation systems already considered in this chapter.

2.3.4 Cultural Intelligence

Cultural Intelligence is often referred to as “cultural quotient” (CQ). It is described as a capability for functioning effectively in culturally diverse contexts (Earley and Mosakowski 2004; Ang, Rockstuhl and Tan 2015; Leung, Ang and Tan 2014; Lam and Cheung 2018; Ang and Van Dyne 2015). For example, Leung, Ang, and Tan (2014) describe CQ to include intercultural traits, intercultural attitudes and worldviews, and intercultural capabilities. The authors describe intercultural traits as prevailing personal characteristics like a quest for adventure, open-mindedness, tolerance of ambiguity, flexibility, inquisitiveness, and patience. Intercultural attitudes and worldviews focus on

how other cultures or information are perceived. For example, people can refer to other people's food as 'smelling' based on their perception when the owners of the food smell and eat that same food as a delicacy. Colourful fashion is another example, but often positive. It is dressing for the occasion for those that wear such "colourful" fashion while others perceive them as out of the ordinary. Finally, intercultural capabilities were reported to emphasise effective intercultural interactions like showing knowledge of other cultures, adaptability to communication, and cultural tuning for learning and collaboration. CQ promotes pursuit of cultural intelligence for all stakeholders rather than pushing for cultural domination and assimilation. This was a key driver to the American-Chinese collaborative success (Chen et al. 2018).

Earley and Mosakowski (2004) highlight three components of CQ and their locations in people (figuratively) which aligns with how Leung, Ang, and Tan (2014) conceptualised CQ as intercultural capabilities. They are the cognitive (head), the physical (body), and the motivational (heart). The elements in the head signify learning and working with other cultures' beliefs, customs, and taboos. The physical relates to mirroring gestures, habits, and mannerisms. Finally, the motivational aspects consist of the determination to adapt. For example, scholars have demonstrated the correlation between better work engagement and adaptation to cultural differences, especially in multinational work and projects (Chen et al. 2023; Gabel-Shemueli et al. 2019; Ramalu and Subramaniam 2019).

Researchers are also in alignment regarding the importance of CQ in the organisational context. Fang, Schei, and Selart (2018) report a detailed review of empirical articles in the CQ research field titled "Hype or hope? A new look at the research on cultural intelligence." The research findings indicate that CQ is more than just hype,

and the conclusion was a renewed effort to gather more information about the contexts and process of developing the capability.

It is progressive that CQ arguably provides organisations and team members with the capacity to function effectively in culturally diverse contexts. Unlike the assimilation stance of *cultural fit*, CQ not only implies a validation of cultural diversity in teams but also promotes intentionality to learn and adapt to other cultures within the team. The literature is, however, silent on the adequacy of CQ alone to harness the value additionality of MTs and their multiculturalism.

Can an organisational setup be done better for a higher chance of maximising the value of MTs for all stakeholders? The merits of traditional organisational systems are undeniable as demonstrated in the review of literature. Organisational structures provide a formal structure for coordinating efforts towards accomplishing common goals. Organisational cultures foster shared organisational values and practices to guide people and teams. Cultural fit provides a process for aligning thinking and behaviours to organisational cultures. CQ takes the pressure away from key organisational players regarding their efforts and the potentially negative impact of cultural fit and assimilation. CQ promotes intentionality to learn and adapt to other cultures within the team. Organisational leaders can facilitate collaboration across cultures while deservedly giving more weight to organisational culture as a common rallying point of shared values and practices towards common organisational goals. That may qualify as a new concept of cultural fit.

The case study about Carlos Ghosn's leadership of the Nissan-Renault merger provides an example of successful collaboration across Japanese and French cultures

(Emerson 2001). According to the case study report, the success of Ghosn and his leadership did not come from attempting to eliminate differences among culturally diverse employees. They did prioritise business goals and the necessary organisational systems required to focus people on the goals. They ensured consistency in open-mindedness and high visibility of support for cultural integration. This current study complements such case studies and success stories by conducting an empirical study to further demonstrate the case for an integrative approach. The multidimensional and dynamic features of MTs and their multiculturalism require a robust system for harnessing their value additionality.

2.4 An Integrative Modelling Approach for Engaging Multiculturalism

This current study argues in favour of an integrative approach to harnessing the value additionality of MTs in organisations. Cultural fit and cultural intelligence paradigms may have worked well previously. However, they will become more unpopular with increasing globalisation and cultural diversity in teams requiring a more integrative approach. MTs will become more motivated to seek value in their cultural diversity as well.

Stahl and Tung (2015) conduct research involving content analysis of 1141 scholarly articles of the *Journal of International Business Studies* over the 23 years between 1989 and 2012. The results indicate that an integrative approach does provide a better framework for understanding both the positive and negative effects of cultural differences in teams and organisations.

An integrative approach allows for aligning thoughts, behavioural patterns, and expectations across multiple cultural fronts of individual members, teams, and organisations. CQ is implied in integrative approach which requires intentionality to learn

and adapt to other cultures within the team. Where a dominant culture exists, the system can be positioned intentionally to ensure the whole works together to maximise value. Unlike the *cultural fit* paradigm, the “dominant” culture does not dominate or assimilate others in an integrative approach. Rather, the diverse cultures are intentionally integrated within the system, making the whole work effectively to maximise the value additionality of cultural diversity in the organisation. Models are often used to simulate an integrative approach.

Edmonds et al. (2019, 1) provided a concise description of models with much relevance to this study: “A common view of modelling is that one builds a ‘life-like’ reflection of some system, which then can be relied upon to act like that system. This is a correspondence view of modelling where the details in the model correspond in a roughly one-one manner with those in the modelling target — as if the model were some kind of ‘picture’ of what it models.”

Burke (2008) highlights some usefulness of organisational models. Firstly, organisational models can provide a means of sorting information into a manageable set of categories. Secondly, they enhance understanding of the organisation. Finally, they can help to guide action for change. Several organisational models have been developed for different purposes, including those dealing with internal dimensions and others referring to environmental factors. Scholars have worked on team performance (Backhaus and Heiner 2014), inter-organisational team dynamics (Fong and Lung 2007), and team empowerment (Morgan Tuuli and Rowlinson 2010). Others have studied conflict management (O'Neill and McLarnon 2018) and human resource systems and organisational support (Wang and Tian 2012).

Examples of organisational models include Weisbord (1976)'s six-box model which is a practice theory for diagnosing organisations. The model combines many ideas in a relatively simple framework that can be applied in various settings. It brings together organization/environmental, sociotechnical, and formal/informal systems concepts, and proposes six broad categories for looking at an organisation, its purposes and structure; relationships; rewards; leadership; and helpful mechanisms. Rolstadås and Schiefloe (2017) demonstrates the Pentagon model in their work on modelling project complexity. The model combines a holistic system perspective with a social theoretical approach to constructing knowledge rather than just passively taking in information. The model is based on sociological perspectives, focusing on organizations as socio-cultural systems and as contexts for action. The general dependent variables in the model are capabilities and performance. For example, an organisation's ability to manage a project in meeting the defined goals, such as time, cost and quality. Rolstadås and Schiefloe (2017) find that the model enhances understanding of project complexity, drivers and factors that influence project complexity, impact of project complexity on organisational performance.

The literature is lacking recent evidence regarding models for operationalisation of MTs despite Drucker (2006)'s conclusion that new models are required to cater for changes and diversification for organisations to sustain their performances into the future. Stahl, Mäkelä, et al. (2010) also call for a future research agenda for more models and processes to improve the body of knowledge on the better understanding and operationalisation of MTs' value in organisations.

Earley and Gibson (2002) develop a theoretical model that closely aligns with the integrative paradigm (see Figure 2.5). The model incorporates a dynamic, multilevel view

of MTs focusing on various features of the team's members, their interactions as a team, and the organisational context in which they operate.

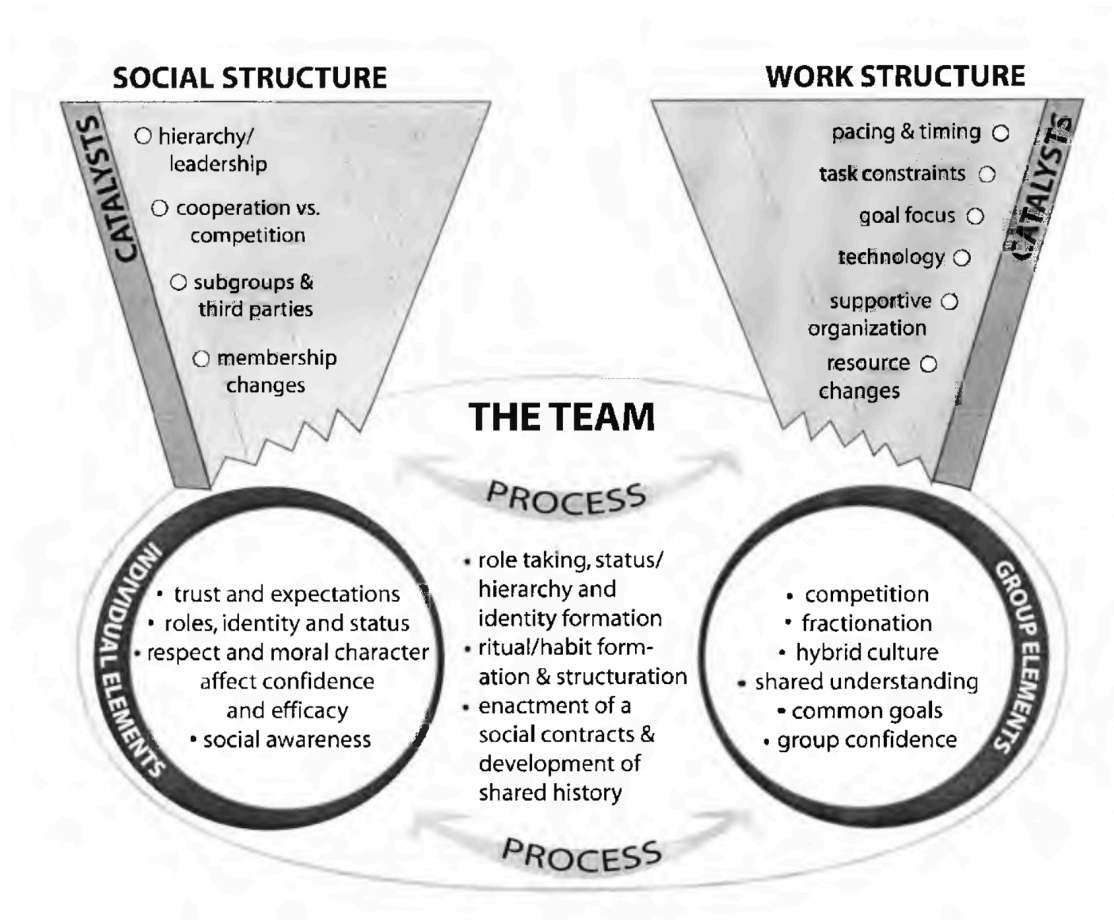


Figure 2.5. A Multicultural Team Model

Source: Earley and Gibson (2002, 52)

The model links the individual and group elements of a team through specific processes. For example, social awareness of individuals within a team can collectively create a hybrid culture within the group via the enactment of social contracts. It also maps organisation-wide social and work structures that serve as catalysts for regulating the individual and group elements. For example, the process of creating a hybrid culture may require more focus on organisational goals. The work structure and systems would

provide refocusing as a catalyst. This way, the feature provides a balance between desires for differentiation and requirements for integration.

van Knippenberg, De Dreu, and Homan (2004) propose the categorization-elaboration model (CEM) which they claim can integrate information/decision-making and social categorisation perspectives on work-group diversity and performance. The authors argue that CEM improves on other diversity models because it incorporates mediator and moderator variables. They advise that linking positive and negative effects of diversity to specific types of diversity should be abandoned. Rather, the assumption that all dimensions of diversity may have positive as well as negative effects should be adopted. van Knippenberg, De Dreu, and Homan (2004) suggest an agenda for future research in diversity that will further test the moderating and mediating variables including an increased focus on statistical interaction effects.

Guillaume et al. (2014) develop a conceptual model also aimed at supporting diversity management in organisations. The model adopts a social identity approach that relates work motivation logic of diverse work groups to innovation, effectiveness, and well-being. The authors identify factors that are likely to contribute to the effective management of diversity in organisations. They include workgroup factors like climate for inclusion and supervisory leadership, organisational factors like diversity management policies and beliefs, and societal factors like legislation and socio-economic situation. Guillaume et al. (2014) also propose future research into variables that influence how diversity drives performance and specifically, work motivation. They also suggest more studies directed at evidence showing how changes in the dimensions of diversity affect the factors of organisational management of diversity over time.

Earley and Gibson (2002)'s model (Figure 2.5) and others presented in this section depict the approach of most integrative models for operationalisation of MTs' value in organisations. They involve integrating traditional attributes of teams, their multiculturality, and supportive organisational systems and leadership. A similar approach is used for developing the operational framework for value additionality of MTs in this current study.

2.5 Value Additionality of Multicultural Teams: An Integrative Approach

Comparatively, the modelling scope in this study aims to enhance the understanding of the value additionality of MTs. It places value additionality of MTs at the centre and core of the integrative and dynamic framework developed. The starting premise of this study is the proposition that MTs offer some level of worth or usefulness to owners of projects, organisations, and other stakeholders (Project Management Institute 2017). It also incorporates VRIN strategic attributes of MTs taking the value proposition beyond the mere benefits and challenges of culturally diverse teams. It is proposed in this current study that MTs can contribute to organisations' competitive advantage based on their value, rarity, inimitability, and non-substitutability (VRIN) (Barney 1991, 2001; Barney, Wright and Ketchen 2001) – also see Section 1.2.3.2 for an introduction to VRIN concept.

The framework integrates dimensions and dynamics of culture as per the literature review in the earlier sections (Hofstede and Hofstede 2005a; Leung et al. 2002; Inglehart and Welzel 2005) as well as other relevant theories. It also incorporates theories of organisational systems. This includes relevant aspects of organisational structures (Project Management Institute 2017; O Reilly and Tushman 2004), organisational cultures and cultural alignment (Mobasseri, Goldberg and Srivastava 2019; Warrick

2015), and cultural intelligence (Leung, Ang and Tan 2014; Chen et al. 2023). Much weight is given to how organisational systems enable value additionality of MTs.

This current study's framework also aims to determine, measure, and incorporate the key variables that drive value additionality of MTs including those related to organisational systems. This contributes to closing the gap highlighted by van Knippenberg, De Dreu, and Homan (2004) where they suggest future research to test variables relating to workgroup diversity and organisational performance. The integration of Dynamic Capabilities (DC) into the current study's framework enhances the dynamic feature including bridging the research gap which was also suggested by Guillaume et al. (2014). Modelling how changes in the dimensions and dynamics of teams' multiculturalism and organisational systems affect value additionality over time would be a valuable addition to the body of knowledge.

The current study also models how the value additionality of MTs can be operationalised for predictability in managing diversity in projects and organisations. Research on the relationship between work group diversity and performance has yielded inconsistent results (van Knippenberg, De Dreu and Homan 2004). The literature on practices of diversity management in organisations is currently fragmented and often contradictory (Guillaume et al. 2014). It is proposed in this study that equipping organisational leaders with such an operational framework could foster more predictableness in their capacity for managing and maximising the value of their MTs.

The different components of the proposed integrative framework for value additionality of MTs are discussed in the next couple of sub-sections as part of the theoretical basis for development of the framework.

2.5.1 The Core of Value Additionality Framework

The value additionality of MTs is the core of the integrative and dynamic framework. A taxonomy of this value additionality was also introduced in Chapter One (See Figure 1.3). It comprises the benefits and challenges nodes. These nodes are further broken into their various connecting components as per the taxonomy. The next subsections present a literature review of these components as part of the ongoing build-up of the theoretical basis for the operational framework.

2.5.1.1 Benefits of MTs and their Multiculturality

Miller (1995, 1) makes a business case for harnessing the value of MTs: “. . . valuing diversity is not merely recognizing the legitimacy of differences but relying on these differences for competitive advantage”. Valuing multiculturalism in teams should go beyond advocacy, compliance with employment legislation, and statistical representation of subgroups for positive publicity. Organisations can differentiate themselves competitively by cherishing, harnessing, maximising, and operationalising the benefits of cultural diversity in their MTs. Organisational leaders "lead beautifully" (Adler 2013, 3-4) like Ghosn in the Renault-Nissan success story (Emerson 2001) by courageously pursuing the benefits in MTs even when others do not share the same belief. Some of these benefits are presented in the next couple of sub-sections.

2.5.1.1.1 Creativity

Creativity is one of the most cited benefits of cultural diversity in teams (Adler and Aycan 2018; Leopoldino, González and Júnior 2016; Stahl and Tung 2015). Leopoldino, González, and Júnior (2016) conducted detailed exploratory analysis on 85 papers about collective creativity and found multiculturalism as an indicative factor that influence

positively the development of collective creativity in organizations. They report other factors of creativity including management practices based on trust, cooperation capacity in solving tasks, and multidisciplinary. Stahl and Tung (2015) theorise that creativity is derived from leveraging MTs' greater access to diverse knowledge and sources of learning, a wider range of perspectives, enhanced capacity for generating more and better ideas, and less inclination to groupthink. Leopoldino, González, and Júnior (2016) recommended future research using a quantitative approach to verify the impact of the positive associations between these MT factors and creativity. Part of the objectives of this current research is to validate these variables as well as determine and measure their correlates.

2.5.1.1.2 New Markets and Expanded Customer Base

Cultural diversity in teams has also been associated with increasing the capacity for organisations to market to a culturally diverse clientele successfully (Cox 1991; Un 2016; Zaheer, Schomaker and Nachum 2012). This increased capacity helps with the expansion of their market base. Zaheer, Schomaker, and Nachum (2012) reported a finding of a positive relationship between national cultural differences in MTs and knowledge transfer. They propose this positive association as an explanation for the success of marketing across borders. MTs are likely to provide the effectiveness and efficiency required for harnessing business value that requires cross-border interactions. This situation is further amplified by increasing globalisation and the search for new frontiers of opportunities in almost all sectors. Thomas (2004)'s report IBM case study provides a fitting illustration: IBM expanded minority markets by promoting diversity in its workforce. Their senior Executives empowered MTs to use their cultural backgrounds to advance the organisation's marketing efforts while enhancing their careers in the process. The necessity of a diverse market became their mother of invention.

2.5.1.1.3 Multiculturalism and Future of Work

MTs act as a template for positioning organisations for work of the future, driven by globalisation. Maloney and Zellmer-Bruhn (2006) theorise a process perspective where MTs act as globalisation vehicles, effectively “gluing” and carrying differing cultural contexts throughout the organisation. Zaheer, Schomaker, and Nachum (2012) find that cultural differences enhance knowledge transfer. They also propose that international acquisitions can upgrade organisations’ existing portfolio of knowledge and assets. This advantage further enhances the operational flexibility of organisations with MTs by allowing them to exploit diverse market conditions. MTs are uniquely positioned to drive the dynamic process of synergy creation and learning across cultures that would help unleash the value of globalisation. They would serve as bridges for working across cultures, countries, and a wide range of contexts. MTs can provide effective and efficient templates for cross-border mergers and acquisitions, new entries, development of strategic capabilities, foreign direct investment, and project development and implementation.

It is worth highlighting the globally acknowledged example of how MTs drive the future of work in Silicon Valley in California, USA (Saxenian 2002a, 2002b; Ester 2019; Saxenian 2018). Saxenian’s research mostly relates directly to the current research focus: value additionality of MTs. Ester’s research was more general in drawing attention to the acceleration of wealth in Silicon Valley. Saxenian (2002a) states that the culturally diverse leaders in Silicon Valley mostly migrated from China, Taiwan, India, the United Kingdom, Iran, Vietnam, the Philippines, Canada, and Israel. They often serve as middlemen (the “glue”) linking businesses in their current country of residence with those in their countries of birth overseas, where they have retained their networks. The author

explains how these MTs start new businesses and generate jobs and wealth for themselves, their organisations, their countries of birth, and their host country. Saxenian (2002b) report that these leading MTs ran 25% of Silicon Valley's technology businesses, generating 58,282 jobs (14%) and accounting for \$16.8 billion in sales (17%) in 1998 alone. This beneficial outcome is against the belief of people opposed to immigration that immigrants displace native workers.

Ester (2019) reports that Silicon Valley is home to iconic high-tech companies such as Google, Apple, HP, Oracle, Cisco, Facebook, LinkedIn, Uber, Airbnb, WhatsApp, Twitter, Dropbox, Instagram, Salesforce, VMware, and many more. These are innovation giants that have changed lifestyles, ways of thinking, working, and communicating across the globe. Silicon Valley and the resident high-tech companies continue to inspire and facilitate thousands of start-ups across international borders. Ester (2019, 1) also reports a few simple statistics to illustrate the success of the commercial precinct in cultivating corporate and start-up performance. It has been calculated that if the Bay Area, with Silicon Valley as its technological and economic nucleus, were a country, it would rank 19th in terms of GDP. It has the highest concentration of start-ups (between 14,000 and 19,000) in the world and houses more U.S. and Global Fortune 500 companies than anywhere in the U.S. except for New York.

Saxenian (2018) attributed the success in Silicon Valley to the complex networks of social relationships within and between organisations and between organisations and local institutions. Organisations compete while also learning from one another about changing markets and technologies through informal communication and collaborative practices. It is faster for business agility and adapting in response to the fast-paced changes associated with the innovative, high-tech sector. These attributes are relatable

to some of the MTs's attributes that drive creativity which is often associated with innovation (Section 2.5.1.1.1). The attributes include greater access to diverse knowledge and sources of learning, a wider range of perspectives, and enhanced capacity for generating more and better ideas (Adler and Aycan 2018; Leopoldino, González and Júnior 2016; Stahl and Tung 2015).

Why are projects and organisations in other regions not reporting similar benefits of MTs like those in Silicon Valley? This is a relevant question for regions where migration and cultural diversity have been a steady feature in the economic and population growth (for example, Australia). Indeed, Robinson and Dechant (1997) argue that this is not a business priority for most companies despite their acknowledgement of the importance of cultural diversity in the workplace. The authors have argued that a solid business case could help increase the likelihood of obtaining leadership commitment for implementing diversity initiatives. Additional evidence of the strategic benefits of MTs helps in building such a business case.

2.5.1.2 A Case for Strategic Benefits of Multiculturality in Teams

Extant studies are limited in investigating the strategic attributes of MTs that make them key contributors to a firm's competitive advantage. This section takes the argument for MTs' benefits beyond fostering creativity, enhancing market expansion, and providing a template for the future of work. It expands the narrative on MTs' strategic attributes and their ability to contribute to organisations' competitive advantage.

A firm's competitive advantage was traditionally based on Porter's five competitive forces (Porter 1980; Porter 2008). This involves weighing the underlying organisational positioning and potential for obtaining competitive advantages in terms of the five forces

of competitive advantage. They include rivalry among existing competitors, bargaining power of buyers, bargaining power of suppliers, threat of new entrants, and threat of substitute products or services. This framework involves analysis of organisation's SWOT – internal strengths and weaknesses, and external opportunities and threats it faces in the market.

Proponents of the resource base view (RBV) theory of the firm agree that a firm's value should be analysed through the resources available to it, with reduced emphasis on products and the firm's business environment (Wernerfelt 1984; Barney 1991; Wernerfelt 1995; Barney 2001; Barney, Wright and Ketchen 2001; Ray, Barney and Muhanna 2004; Newbert 2008; Barney, Ketchen and Wright 2011; Wernerfelt 2013). They also agree that the resource value is sustained when they are distributed heterogeneously across the organisation and the differential benefits are stable over time. This is where the dynamism for competitive advantage comes from – the capacity of the firm's resources to be heterogeneous, distributed (or operationalised), and sustained. Put aptly by Porter (1996, 62): "a company can outperform rivals only if it can establish a difference that it can preserve".

Caves (1980) and Daft (1986) describe organisational resources as tangible and intangible assets. These resources are controlled by the organisation in ways that enable it to conceive and implement strategies that improve its efficiency and effectiveness. Resources in this context include brand names, knowledge, skilled employees, capabilities, trade contacts, machinery, and efficient procedures. Barney (1991) corroborates the argument for exploring an organisation's internal characteristics for competitive advantages. They support the RBV model with two key underpinning assumptions. First, organisations can have heterogeneous and strategic resources which

they control. Second, these resources can be retained to sustain heterogeneity over time. They also introduce four indicators of organisations' resource capacities to generate sustained competitive advantage through VRIN. Newbert (2008) and Talaja (2012) perform conceptual empirical analysis to test VRIN framework. Findings from both studies suggest that organisations with more valuable and rare resources achieve higher levels of sustainable competitive advantage and performance. Neither of the researchers extended to MTs. This current study posits that MTs embody these attributes with the potential to provide a competitive advantage to organisations that can value and harness the benefits as appropriate.

2.5.1.2.1 Value

Resources can only be a source of competitive advantage for an organisation when they are valuable. This applies to MTs as well. They are required to contribute to exploiting opportunities or neutralising threats for the organisation, real or perceived (Barney 1991). Value (in VRIN) is the anchor that qualifies the other three attributes of rareness, inimitability, and non-substitutability as sources for competitive advantage. Business owners and shareholders reward value. In its simplest form, value the worth that MTs bring to the organisation based on stakeholders' perceptions (Project Management Institute 2017). Organisational leaders will traditionally reward team members for doing the work they were engaged to do (Ahsan, Ho and Khan 2013). However, the value additionality of MTs in the context of this study includes the other benefits highlighted in Section 2.5.1.1. It is the considered proposition of this study that such additionalities are worth exploring, harnessing, and rewarding. Talaja (2012) tested the *Value* part of VRIN based on empirical analysis conducted on 265 large and medium-sized organisations in Croatian. The findings suggest that organisations with more valuable resources achieve higher levels of sustainable competitive advantage and

performance. It is proposed that MTs bring value to organisations. It is also argued that MTs have additional potential to contribute more to organisations' competitive advantage via the other strategic attributes of rarity, inimitability, and non-substitutability. This current research will test these propositions.

2.5.1.2.2 Rareness

According to Porter (1996), an organisation must preserve their established strength in order to compete, and outperform their rivals. Their strategies must create unique value beyond their competitors'. Rarity adds to value in this context. It contributes to a company's competitive advantage also. Barney (1991) provides an additional insight into this. They argue that it may be possible for a small number of organisations in an industry to possess a particularly valuable resource and still generate a competitive advantage. The fact that only a few of them have that resource compared to the number of organisations in the industry has resulted in a rarity Talaja (2012) also tested the *Rarity* part of VRIN and the research findings suggest that organisations with more rare resources achieve higher levels of sustainable competitive advantage. It is proposed that MTs bring value to organisations. Arguably, this current research tests these propositions.

2.5.1.2.3 Inimitability

Valuable and rare resources can only contribute to sustained competitive advantage for an organisation if other competitors cannot easily obtain, imitate or replicate these resources. Barney (1991) provides a more realistic view of this resource attribute by referring to it as imperfectly imitable resources. They qualify it further by providing three reasons why resources are imperfectly imitable. First, the ability of an organisation to obtain a resource depends upon unique historical conditions. Only organisations that have obtained and retained valuable and rare resources would have

exploited them in implementing value-creating strategies that cannot be duplicated. Other organisations without the history cannot obtain the resources and inherent capabilities, including training, experience, intelligence, relationships, and insights to implement a similar strategy. Second, the link between valuable and rare resources and their contribution to the organisation's sustained competitive advantage is causally ambiguous. This link is not easily discerned. At best, it is understood imperfectly. This makes it almost impossible to imitate the resources and the value they deliver. Further, the resource generating the organisation's advantage is socially complex, limiting the ability for imitation. Interpersonal relations among managers of an organisation, organisational culture, and the organisation's reputation among suppliers and customers are examples of this social complexity (Barney 1991). MTs fit these descriptions of inimitability, especially those that have worked together for a relatively long period.

2.5.1.2.4 Non-substitutability

This is the last requirement for an organisation's resource to be VRIN and a source of sustained competitive advantage. Barney (1991) provides two forms of this substitutability. The first form is the situation where another organisation can substitute a similar resource, enabling them to conceive and implement the same strategy even if they cannot achieve exact imitation. The two resources may differ (history, people, and processes) but they may be strategically equivalent and substitutable and thus, their organisation cannot claim any consequential competitive advantage. The second is a form where different organisational resources can be strategic substitutes. Barney (1991) explains an example of an organisation where managers have a clear vision of the future due to their charismatic leader. Managers in a competing firm may also have a clear vision, but this time, it is due to their organisation's strategic planning process. Same value-creating strategies but different resources. The strategic planning process can be

a substitute for the charismatic leader in this context. Non-substitutability cannot be claimed and neither the strategic planning process nor the charismatic leader would likely contribute to a sustained competitive advantage for their organisation.

Cultural diversity in teams can be both an asset and a liability. MTs can bring benefits and challenges to teams, projects, and organisations. The next section highlights some of these potential challenges.

2.5.1.3 Challenges of Multiculturality in Teams

There are claims that cultural diversity can result in difficulties in teams presenting issues that organisations and their leaders must manage to ensure maximum value addition of MTs. This section highlights some of these challenges.

2.5.1.3.1 Decreased Team Cohesion

Aybar and Ficici (2009, 1318, 1321) highlight the risks of “liability of foreignness” and “double-layered acculturation” which they associate with a team’s cultural diversity. Their study relates to cases of ventures involving cross-border acquisitions and issues with post-acquisition integration. The authors link the challenge of “liability of foreignness” and “double-layered acculturation” to differences in cultures, customer preferences, business practices and institutional forces. The decreased cohesion due to a lack of knowledge and experience dealing with these differences may inhibit the target benefits. These findings are relatable to MTs at individual and group levels as well. Wu et al. (2019) report conflicts in construction projects relating to three types of conflicts. The first is task conflict, where members of MTs have different viewpoints, ideas, and opinions about tasks. Relationship conflict is the second type. This is where interpersonal incompatibilities cause disagreements. The third form of conflict is process conflicts that

emanate from differences in various aspects of project processes. These differences can be caused by diversity in cultural backgrounds (Hofstede and Hofstede 2005a), belief systems (Leung et al. 2002) and attitudes towards modernisation (Inglehart and Welzel 2005). The differences may become barriers to realising key organisational objectives if not well managed.

2.5.1.3.2 Decreased Ability for Timely Execution

Researchers have also reported that cultural diversity in teams can cause alienation, decreased ability to validate ideas and arrive at a consensus, and delay in executing actions (Adler and Aycan 2018; Stahl, Mäkelä, et al. 2010; Aybar and Ficici 2009; Brannen and Peterson 2009). For example, Brannen and Peterson (2009, 479-480) highlight that cultural differences in expectations of how meetings are conducted and how participation is valued can lead to individual-level alienation. This factor alone, or in combination with others, can cause difficulties working together to achieve project or organisational goals and objectives. Aybar and Ficici (2009, 1321) also caution on the potential effect of the extra cost of knowledge transfer and reduced effectiveness of knowledge-sharing.

2.5.1.3.3 Extra Burden in Managing the Complexities of Multiculturalism

Scholars have reported the extra burden in managing and leading MTs, including dealing with the challenges reported in the preceding sections above and the potential for inertia on the part of team leaders (Matveev and Milter 2004; Ochieng et al. 2013; Joplin and Daus 1997). For example, Matveev and Milter (2004) report a claim that many ineffective MTs drain resources rather than improve efficiency for success. Ochieng et al. (2013) also highlight the uncertainty and complexity of managing these challenges in MTs in an already complex construction industry. Joplin and Daus (1997) theorise that daily

engagement and management of these challenges consume more time than planned. Team leaders can feel more time pressures which could result in inertia if unresolved.

This current research posits that maximum value additionality of MTs is achievable based on an integrative systemic approach that maximises MTs' benefits while minimising their associated challenges. Organisations can strike the right balance. Acknowledging and understanding the challenges associated with MTs and not denying them can help harness the cumulative value even more. The right organisational systems are key enablers for maximum value additionality of MTs.

2.5.2 Organisational Contexts for Value Additionality of Multicultural Teams

The integrative concept in Chapter One (Figure 1.4) was our starting operational framework for this current study. Part of the concept is used to further theorise the organisational contexts supporting the core value additionality of MTs (Figure 2.6). The conceptual elements are similar to those associated with Earley and Gibson (2002)'s Multicultural Team model (Figure 2.5). The concept integrates the main building blocks of traditional team elements, teams' multiculturality, and organisational systems. A review of the literature relating to these building blocks has been undertaken and presented in earlier sections of this chapter.

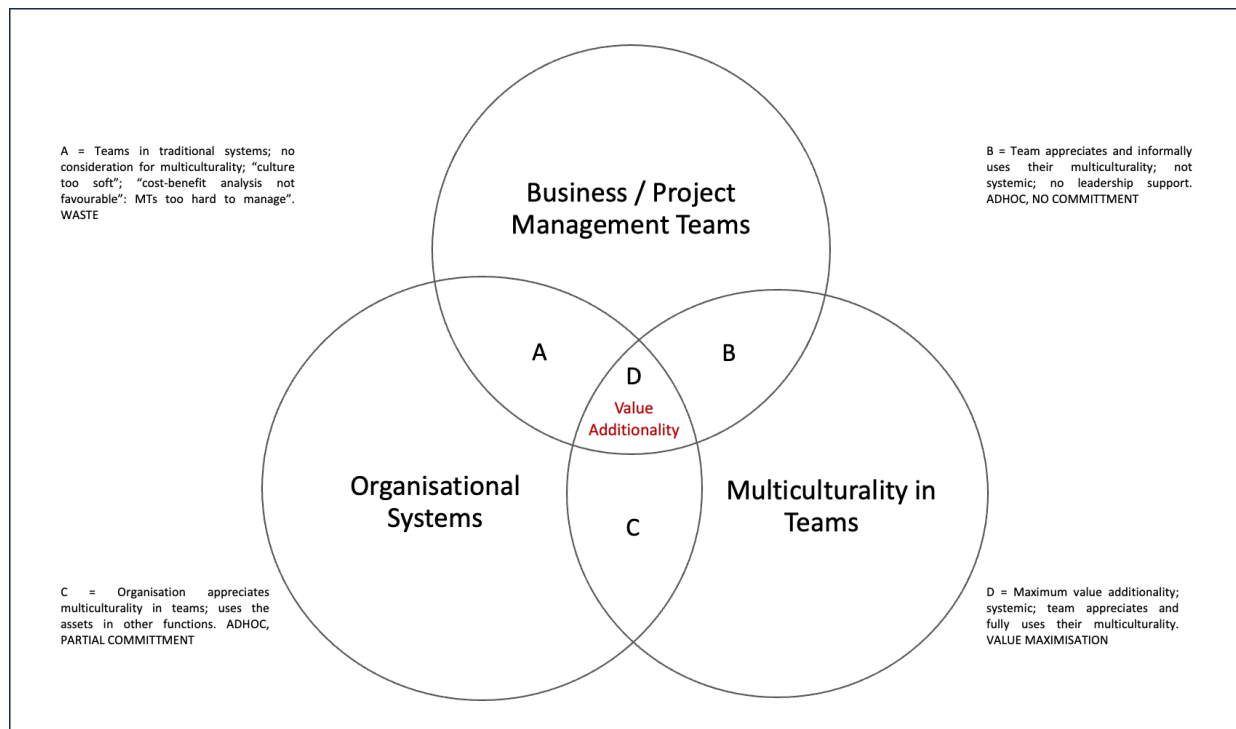


Figure 2.6: Organisational Contexts for Value Additionality of MTs: Scenario Setting

Firstly, a review of multicultural teams and teams' multiculturalism was presented across Sections 2.1 and 2.2. This review includes theories and concepts of MTs, various dimensions and dynamics of teams' multiculturalism. Thereafter, Section 2.3 presents a review of relevant concepts and processes of organisational systems in the context of working with MTs and their multiculturalism. They include organisational structures, organisational culture, cultural fit, and cultural intelligence. It was concluded that the complexities associated with the multidimensional and dynamic cultural manifestations in MTs require more than traditional organisational systems. This led to reviewing extant scholarly works in integrative modelling including efforts at modelling MTs and their multiculturalism (see Section 2.4). Finally, Section 2.5 presents a review of the core MTs' benefits (including their strategic VRIN) and challenges.

The current research envisions a model for value additionality of MTs with the right integration of the main building blocks of teams, teams' multiculturalism and organisational

systems. However, there are various scenarios presented next that can be anticipated and proactively managed based on the proposed operational framework. Modelling provides a means to enhance understanding of the organisation and can help to guide action for change (Burke 2008).

2.5.2.1 Scenario A: Teams in Traditional Systems of No Consideration for Multiculturality

In this scenario, organisations disregard multiculturalism as a factor of a team's success. They often assume this position for various reasons. One such reason is what (Stahl, Mäkelä, et al. 2010, 439) referred to as the “dark side” of multicultural team diversity. Proponents of this viewpoint often overemphasize the challenges and barriers associated with MTs like those highlighted in Section 2.5.1.3. They would rather maintain the status quo instead of making room for the beneficial aspects of MTs - see Sections 2.5.1.1 and 2.5.1.2 for examples of such benefits.

The inability to link cultural diversity to team performance is often cited as a reason why organisations do not actively explore the potential benefits of teams' multiculturalism (Stahl and Maznevski 2021; Means and Mackenzie Davey 2023; Minbaeva, Fitzsimmons and Brewster 2021). Means and Mackenzie Davey (2023) highlights various criteria used in the attempt to establish this measurement. They include process criteria such as innovation, creativity, learning, positive relationships, and team stability over time. Minbaeva, Fitzsimmons, and Brewster (2021) agree with the complexity involved in establishing team diversity–performance causality. They propose a shift of focus to how diversity is managed though they acknowledge that this shift may involve more complexity. It is more pragmatic to focus on managing MTs rather than being bugged down with the complexity of trying to solve the diversity-performance equation.

Stahl, Mäkelä, et al. (2010) cites “cultural distance” as another potential barrier to embracing the benefits of MTs in organisations. Shenkar (2012) describes cultural distance as a construct for measuring the extent to which different cultures are similar or different, and often guides foreign direct investment. Shenkar (2012) explains further that this tool offers a seemingly tangible and convenient tool with which to bypass the complexities and intricacies of culture. The tool provides an indicative measure of difficulties, costs, and risks associated with cross-cultural contact. This is where the caution lies (Stahl, Mäkelä, et al. 2010): a growing cultural dissimilarity may mean a score that negates favourable consideration of teams’ multiculturalism. A proposed solution to the challenge of lack of performance measurement may constitute further barriers to actively exploring the potential benefits of teams’ multiculturalism.

Team diversity is often not a top business priority (Robinson and Dechant 1997). Other organisational and project initiatives present a more compelling business case with established delivery processes, trackable performance measurements, and clear evidence of payback on investment. Diversity initiatives have been portrayed as having very little or none of these parameters and would hardly be included in the shortlist of investments to be implemented. Robinson and Dechant (1997) propose that the presentation of a solid business case for team diversity could increase the likelihood of winning the commitment of key business players. Miller (1995) did provide a business case where team diversity can offer a competitive advantage to organisations. Ely and Thomas (2020) also provided three critical modifications for a credible business case. Firstly, they argue for sound and empirically based evidence of value. Secondly, business leaders must embrace a broader vision of success (like learning, innovation, creativity, and flexibility) rather than focusing only on maximizing shareholder returns. Finally,

leaders must be willing to reshape their power structure to drive the value of team diversity from the top as well.

MTs are pervasive due to globalisation (Adler and Aycan 2018; Lam and Cheung 2018; Ramsey et al. 2016; Solomon and Steyn 2017). The option of maintaining the status quo or apathy towards harnessing the value of MTs does not avoid the challenges associated with MTs. They are part of organisations anyway. This study proposes that organisations can make it a business case and take decisive actions to harness and maximise the value additionality of MTs. They can avoid the waste associated with the scenario of lack of consideration for teams' multiculturality.

2.5.2.2 Scenario B: Teams where Multiculturalism is an Informal Tool

In this scenario, MTs suppress their multiculturalism at work due to a lack of organisational commitment and support (Terry 2007; Silberzahn and Chen 2012; Chen et al. 2018). Terry (2007) presents a case study of an organisation with cultural issues unknown to the management. The organisational leaders did not realise the value of their culturally diverse workforce including their previous qualifications and experiences. The team was not contributing anything near their potential, due to lack of communication and trust between them and the management. They were doing the minimum required as per their job descriptions to keep their jobs going. It took a new manager with the right level of cultural intelligence to engage the MTs properly and address the cultural issues. The changes include recognising the gaps, breaking down communication barriers, implementing training programs, and mentoring. The results of the changes include growth in the workforce by 30% and in gross sales by 250%. Terry (2007) concluded that enabling MTs to bring their full potential to work will yield substantial and measurable benefits for the organisation.

Chen et al. (2018) also reports how integrating the western values of individualism with the eastern values of collectivism have influenced cross-cultural management. American managers working in a company embracing western low power distance and eastern collectivism values were able to work cooperatively and build trust with their Chinese workers. They showed more interest in their workers' viewpoints which promoted integrated solutions for the organisation. Organisations can motivate MTs to bring their full potential to work and yield substantial benefits for the organisation. This is better than the scenario where teams suppress their multiculturalism (and the potential value) due to lack of organisational support.

2.5.2.3 Scenario C: Organisation's Support for Multiculturalism Without Support for MTs

With this type of setup, organisational leaders appreciate teams' multiculturalism but without an equivalent appreciation of their MTs. Joplin and Daus (1997) describes such leaders as lacking empathy because they have not established an emotional identification with followers from a variety of cultures. Joplin and Daus (1997) provides a contrast to leaders that personified empathy including Martin Luther King, Jr., John F. Kennedy, and Mahatma Ghandi. Leaders with empathy recognize and incorporate the needs of their followers into their convictions. Organisationally, such leaders carry people in the workplace (including MTs) toward a stage of true appreciation of teams' diversity. They can announce positive metrics about the progress achieved with teams' multiculturalism on the organisation's websites or report to relevant government agencies. However, they are also swift to demonstrate their commitment to diversity with actions and initiatives in support of harnessing and maximising value additionality of their MTs. Such a balanced approach is a shift towards Scenario D.

2.5.2.4 Scenario D: Maximum Value Additionality of MTs

The central position of this study is that projects and organizations can maximize value additionality of teams through a systemic and integrative approach that supports multiculturalism in team dynamics and organisational systems. This is because organisations are designed to deliver value through their people. Drucker (1997, 8) argues: “its purpose must ... be to make the strengths of people effective and their weaknesses irrelevant. That is the one thing only the organization can do - the one reason why we have it and need to have it”.

The study assumes traditional elements of teams and organisational systems are valued. However, full benefits of value additionality can be realised by all stakeholders when organizational leaders understand what to do and are able to take deliberate actions. They will appreciate the benefits of, and the challenges associated with multiculturalism in teams (see Section 2.5.1). They will lead actions to harness the benefits and mitigate the challenges. All these must be done in an integrative manner with other stakeholders and within the framework of the organisational systems.

Gharajedaghi (2011) highlights that organisations would require a paradigm shift to harness and maximise the value of their MTs successfully. Moreover, the ever-changing internal and external environments of the organisation further demand agility of the integrative system.

2.5.3 Dynamic Capabilities and Operationalising Value Additionality of Multicultural Teams

Dynamic capabilities (DCs) is an emerging strategic management process. Teece, Pisano, and Shuen (1997, 515-516) define DCs as “adapting, integrating, and reconfiguring internal and external organizational skills, resources, and functional competencies” (pp. 515-516). Eisenhardt and Martin (2000, 1107) add: DCs are “the firm’s processes that use resources—specifically the processes to integrate, reconfigure, gain and release resources” (p. 1107). Another definition by Helfat et al. (2007, 4) suggest DCs are “the capacity of an organization to purposefully create, extend, and modify its resource base” (p. 4). ‘Resource’ refers to tangible, intangible human assets or capabilities organisations own, control, or access preferentially. It is MTs in the context of this study.

The overall aim of DC is to sustain an organisation’s competitive advantage by responding to and creating environmental change from within the firm. Scholars unanimously agree that DC enables organisations to purposefully create, deploy, and protect assets that are VRIN-attributes (Teece, Pisano and Shuen 1997; Teece 2007; Eisenhardt and Martin 2000; Helfat and Martin 2014; Ambrosini and Bowman 2009). They aid organisations to be more proactive to ‘stay ahead of the game’ in implementing operational actions in actualising their strategic goals.

While Teece (2018a) credited scholars of the earlier work on VRIN, he contended that they had not addressed the complete process for deploying the assets for value delivery. He argued that a coherent strategy and business model should complement resources, and together, they constitute a more formidable system for value delivery and contribution to the organisation’s competitive advantage. Ambrosini and Bowman (2009)

encouraged scholars to integrate the DC perspective with other complementary fields of enquiry in establishing a theoretically well-founded construct with managerial relevance and industry practice. A core component of this study is showing how DC can drive the operationalisation of an integrative organisational system, enabling the value additionality of MTs.

2.5.3.1 Dynamic Capabilities and Operationalising Integrative Systems

DCs form a critical bridge between strategy and human resource management, especially in sustaining the organisation's competitive advantage. They provide the model for integrating, building and reconfiguring organisational capabilities to address rapidly changing markets in alignment with the organisation's strategic direction (Shuen, Feiler and Teece 2014). It drives the system dynamics.

A strategy is "a coherent set of analyses, concepts, policies, arguments, and actions that respond to a high-stakes challenge" (Rumelt 2011, 6). It maps out how an organisation will compete in the context of opportunities in the market and broader environmental challenges. Strategic analysis leads to selecting the right business model for the right market and the right go-to-market approach that gives an organisation a competitive advantage. Casadesus-Masanell and Ricart (2010) remark that this selection process often leads to abandoning an old business model (how the organisation operates) for a new one to create and maintain a distinct advantage in the marketplace. This is a key trigger for connecting DCs and MTs in this study.

In many cases, corporate strategy dictates business model design. At times, however, organisations experience arrival of new opportunities for radically new business models to which corporate strategy must respond, such as internet, AI, and, in the context

of this study, maximising value additionality of MTs. Unique capabilities are the primary building block of firm-level competitiveness because they enable business model design suitable for responding to high-stakes challenges.

Dynamic capabilities and strategy are incorporated in this study's integrative framework. They combine to create, refine, and guide organisational transformation and dynamism for sustaining competitive advantage. They also do this by responding to and creating environmental change from within the firm while delivering value for stakeholders. In alignment with Teece and Pisano (1994), the 'dynamic' in DC refers to changing business and project environments; 'capabilities' emphasises business leaders' key role in engaging internal resources in value delivery.

Teece (2018a) argues that DC will maintain the vital interdependencies within the organisation and underpin the required adaptability for long-term profitability. They tap into their previous works (Teece 2007, 2012; Teece, Pisano and Shuen 1997) to support his views. See Figure 2.7 for a snapshot of a simplified version of his multidisciplinary operational framework that integrates strategy, business modelling and DCs. Driven by their core DCs from the inside, organisations will sense and identify opportunities in the market and use their unique resources to seize them while delivering value for owners and other relevant stakeholders. DCs also afford the ability to maintain the necessary transformation and realignment for sustaining the position of advantage. MTs are enhanced by the purposeful deployment of their capabilities in a dynamic and integrated manner, as shown in Figure 2.5. Meanwhile, as part of the operational framework, the organisation also continues strategic analysis that anticipates potential imitation by competitors, protects intellectual property, and prevents erosion of profits and competitive advantage.

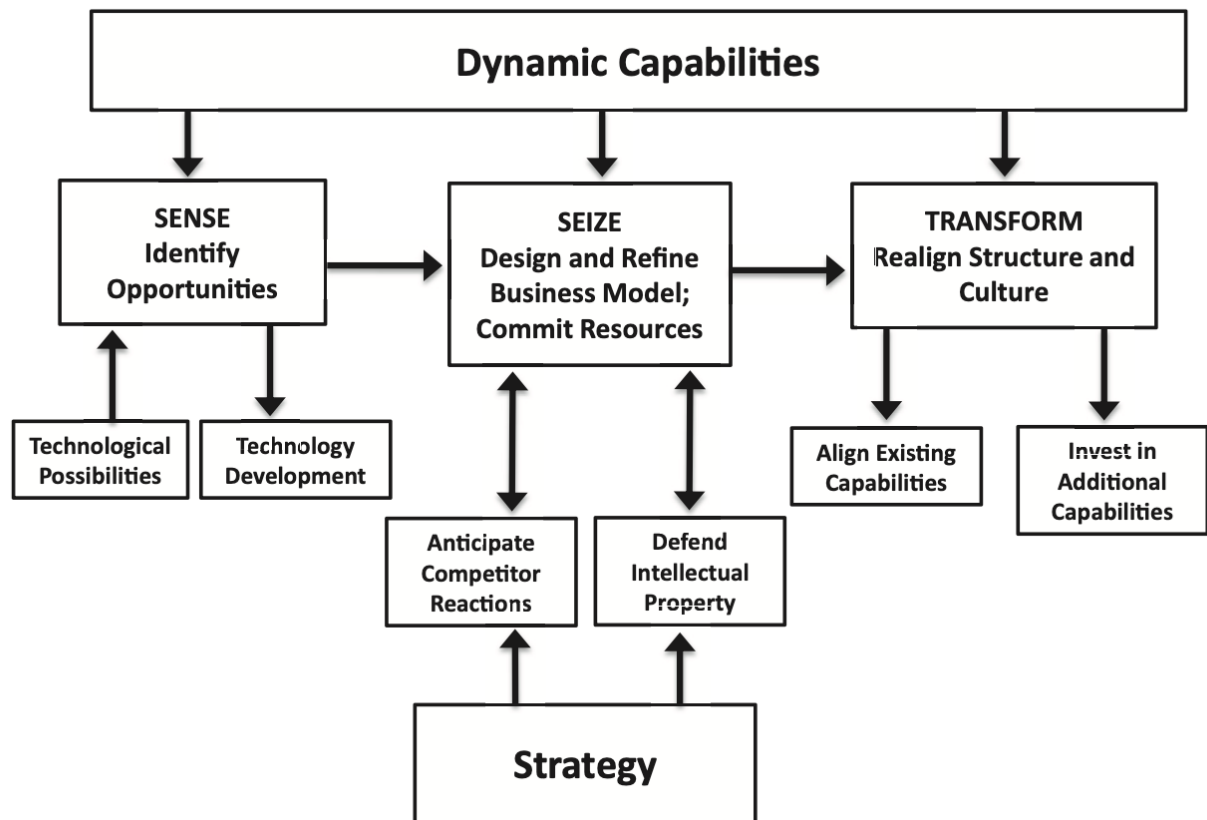


Figure 2.7: Simplified Schema of DC, Business Models, and Strategy

Source: Teece (2018a, 44)

The literature contains very limited reports of DC application within the contexts of project-based organisations and project-related work (Adam and Lindahl 2017; Choi et al. 2018; Zerjav, Edkins and Davies 2018; Davies and Brady 2016; Davies, Dodgson and Gann 2016; Hermano and Martín-Cruz 2016). For example, Hermano and Martín-Cruz (2016) explore the role of top management involvement in firms performing projects using a DC approach. They sample a cross-section of global project-based organisations to determine how top management influences project, portfolio, and firm performance. Their results indicate significant DC influences at operational and strategic management levels. Davies and Brady (2016) also highlighted a case study where a DC model was built, codified, and mobilised to deliver a project with significant deadlines for project completion. DCs hold significant potential for MTs and their organisations. However, the

literature lacks studies on how DCs can drive the operationalisation of an integrative system that will enable business leaders to harness and maximise the value of MTs. This research contributes to bridging the gaps by integrating DCs with theory of MTs, their multiculturalism, and organisational systems to form an operational framework for harnessing and maximising value additionality of MTs.

2.5.3.2 DC-Driven Model for Operationalising Value Additionality of MTs

The conceptual framework model for this study (Figure 2.8) builds on earlier versions in Figure 1.4 and Figure 2.6. Incorporating the DC component can enable organisations with MTs to purposefully create, deploy, and protect their MTs as assets, including their strategic VRIN attributes based on prevailing market conditions. It provides the processes for integrating, reconfiguring, and releasing their MTs based on targeted opportunities. This way, organisations can sustain their competitive advantage by responding to and creating environmental change from within the firm, aligning with its strategic direction.

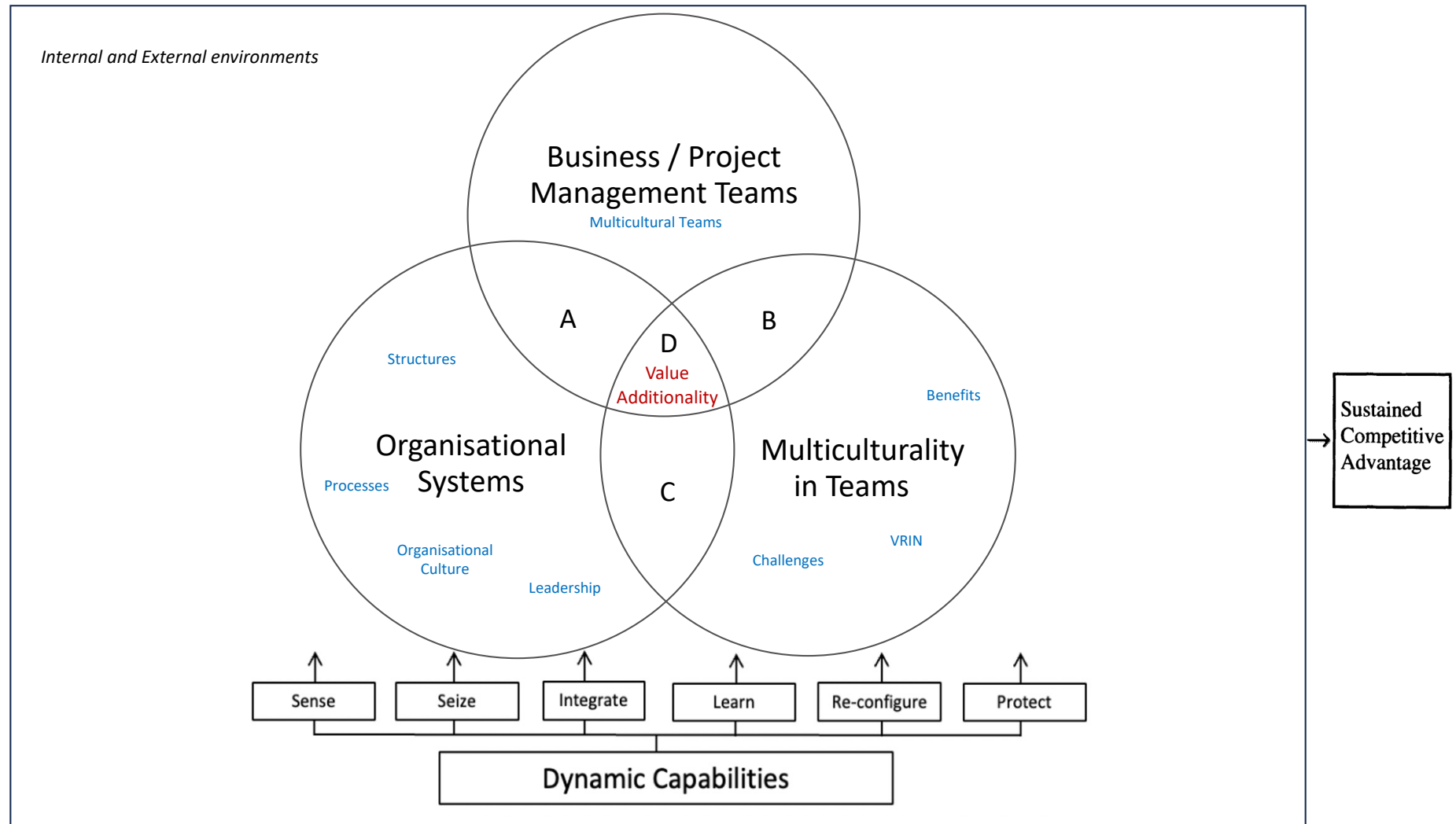


Figure 2.8: A DC-Driven Operational Framework for Value Additionality of MTs

This multidisciplinary, integrative, and dynamic operational framework combines MTs, multiculturality in MTs, and organisational systems to guide efforts towards value addition of MTs and sustaining competitive advantage. The framework incorporates lessons from the literature review as presented in the earlier sections of this chapter. For example, the integration of traditional teams' attributes, their multiculturality, and supportive organisational systems aligns with Earley and Gibson (2002)'s MT model (Figure 2.5). Similarly, the extant findings relating to the benefits and challenges of MTs are also incorporated in the operational framework to be developed in this study. See Section 2.5.1 for a recap of the literature review. Whilst VRIN potential has been extensively studied in strategic management (Barney 1991; Newbert 2008; Talaja 2012), very little has been done to associate this strategic benefit with MTs. This study contributes to that component starting with the argument that MTs inherently present organisations with the additional VRIN benefits if properly valued and harnessed. Integrating the DC component is another key differentiator of the framework. Similar to VRIN, DC concept has been considerably researched and applied in the strategic management field (Teece and Pisano 1994; Teece, Pisano and Shuen 1997; Eisenhardt and Martin 2000; Teece 2007; Helfat and Martin 2014; Vijaya Sunder M, Ganesh L.S. and Marathe 2019; Teece 2018b). This current study posits that DC has significant potential in its application for valuing, harnessing and maximising the additionality of MTs. The DC component enables the entire system to operate dynamically. Organisations are equipped to respond to and create purposeful change from within the firm while delivering value for stakeholders in response to changing business and project environments. This capacity enables the value addition of MTs to contribute to sustaining the competitive advantage of the organisation (Bingham, Eisenhardt and Furr 2011; Porter 2008).

The DC component of the proposed operational framework supports the intentionality that dynamically drives the vital interdependencies and adaptability for long-term profitability (Teece 2018a). The *sensing, seizing, integrating, learning, reconfiguring, and protecting* subcomponents are the system's key functionalities and subroutines that enable purposefulness in the value additionality of MTs based on opportunities and the business environment. Organisational leaders work with MTs to combine the DC functionalities to maximise the benefits while mitigating the associated challenges. The competitive advantage to the host organisation comes from the intentionality in dynamically setting up, operating, and preserving the high-performance routines in the framework. The next section explains how to use these DC functionalities to drive the system for value additionality and maximisation.

2.5.3.2.1 Sensing

Baden-Fuller and Teece (2020) describe ***sensing*** in DC-driven models as the capacity to see possibilities others may not see, including identifying opportunities and threats. Adler (2011, 208) puts it pertinently: “Responding to the challenges and yearnings of the twenty-first century demands anticipatory creativity. Designing options worthy of implementation calls for levels of inspiration, creativity, and a passionate commitment to beauty that, until recently, have been more the province of artists and artistic processes than the domain of most managers”. Business leaders can sense opportunities in MTs and their multiculturality, including their VRIN assets, potential creativity, and trigger for a new customer base. They can perceive relevant trends in the future of work, especially those related to breaking into new frontiers of global markets and how MTs can help. Such leaders can also sense potential challenges like decreased team cohesion, sluggishness in execution tasks, and extra burden in dynamically leading and managing MTs.

2.5.3.2.2 Seizing

Sensing relevant opportunities and challenges is a significant step in harnessing the value additionality of MTs. Having and using a system that enables organisations to capture the opportunities while minimising the challenges would constitute the next logical step. Baden-Fuller and Teece (2020) explained that **seizing** involves mobilising, deploying, and supporting resources to deliver the sensed value. In the context of MTs and operational framework of this study, such an effort is supported by an organisational system that authentically values and enables multiculturalism in teams, including their strategic VRIN attributes. Thomas (2004) reports a case study of how IBM's leadership sensed the potential to leverage cultural diversity in the organisation to expand its market base. They proceeded to seize the opportunity by intentionally promoting diversity in its workforce. They made diversity a market-based issue. They created and empowered diversity task forces to help drive the necessary changes for harnessing the value of their diversity. They provided leadership. The result was significant economic growth in the multicultural and women-owned businesses department.

2.5.3.2.3 Integrating

Adopting Teece and Pisano (1994)'s explanation: **integration** provides the mobilisation process that combines multiculturalism in MTs (and the advantages they bring) with other organisational capabilities to deliver the value additionality of MTs. Delivering business and project outcomes is a team effort. This is the reason this current study has maintained the *additionality* stance from the beginning. Value additionality is the worth of specific features of a team that are attributable to the teams' multiculturalism (adapted from Project Management Institute (2017)'s definition of value). MTs'

additionality can only be tangible if integrated and done within the context of the wider team and organisation.

2.5.3.2.4 Learning

Teece and Pisano (1994) describes **learning** as another DC component closely aligned with integration. Going by their description, it is the process by which repetition and experimentation enable the deployment of MTs and their value additionality to be performed better and quicker over time. Zollo and Winter (2002) reports learning mechanisms that shape DC in this manner. The first one is *experience accumulation* which the authors describe as the learning process that results from the operating routine. The second is *knowledge articulation* which entails a process by which individuals and groups figure out what works and what does not. The third learning mechanism is *knowledge codification* when people codify their understanding of the operating routine in written tools like manuals and decision support systems. Cezarino et al. (2018) propose that these learning mechanisms are key factors that facilitate DC for sustainability.

2.5.3.2.5 Reconfiguring

Rapidly changing business environments necessitate ongoing improvement in efficiency and effectiveness in value delivery. Aligning with the description of **reconfiguring** in a DC framework by Teece and Pisano (1994), MTs and other relevant system components would continue to rearrange and remain agile for sustained value delivery. Dixon, Meyer, and Day (2014) report a case study that shows that resource reconfiguration supports dynamic capabilities for resource exploitation and deployment. The authors propose that it is the DC-enabled system that has helped the organisation to sustain its competitive advantage in a highly volatile environment.

2.5.3.2.6 Protecting

Finally, the system would require **protection** so that competitors cannot easily imitate or replicate the capabilities of MTs for delivering value additionality. Teece (2018a) proposed that licenses and patents are often used to defend a system's intellectual property and subroutines. With the operational framework of this study, organisational leaders can also explore incentives that would motivate MTs to agree to confidentiality, shared ownership, and long-term commitments.

However sophisticated, the DC-enabled integrative framework will not drive itself. People remain the core of the framework and its operation. It would require the right leadership at operational and strategic levels to work well.

2.6 Leadership

Leadership is critical to harnessing and maximising the value additionality of MTs in organisations. This was evident in the significant economic growth in IBM's multicultural and women-owned businesses, which earned more than \$300 million in revenue in 2001 compared with \$10 million in 1998 (Thomas 2004, 99). This 2,900% increase in just 3 years has been attributed to the action of IBM leadership when it expanded minority markets dramatically by intentionally promoting diversity in its workforce. IBM's leadership was the key driver to the success, starting from valuing their MTs and leading the engagement and integration necessary to harness the value. They made diversity a market-based issue. They created and empowered diversity task forces to help the organisation uncover and understand differences and ways to leverage the opportunities in them. They provided leadership.

The Nissan and Renault partnership case provides another example of the importance of leadership and how they can strike the right balance between strategic benefits and value maximisation. As aptly expressed by Carlos Ghosn, President and CEO of Nissan and Renault, who succeeded in making his organisation one of the top global automotive manufacturers in three years, “cultural differences can be viewed as either a handicap or a powerful seed for something new.” (Emerson 2001, 5). He provided this perspective when asked how he worked with the differences between the Japanese and the French ways of doing things. He positioned himself with the insight that cultural differences provide opportunities to innovate to achieve pragmatic business objectives. He described how cultural diversity provided platforms for cross-fertilisation for innovation in how things are done rather than reasons for disagreement and frustration. His leadership did not make room for significant misalignment and in-fighting. While acknowledging the ‘small frustrations’ of language and communication challenges, as an example, there was a stronger focus on achieving the bigger prize of strategic business sustainability goals. Ghosn and his team were pragmatic in leading the reviewing and adapting their organisational systems and processes as often as necessary to achieve their business objectives.

Other scholars also support the importance of leadership in harnessing and maximising the value additionality of MTs. Zander and Butler (2010) propositioned that team leadership for MTs is informed by strategic choices that enhance team outcomes given different multicultural team compositions. Szymanski, Fitzsimmons, and Danis (2018) claim that leaders of multicultural backgrounds would likely do better leading MTs, especially for opportunities with a global operation. They argue that culturally diverse leaders have capabilities aligned with globalised business environments, making them more likely to seize cognitively distant opportunities than monocultural managers. This

claim, however provocative, was supported by a case study (Terry 2007) where the replacement of a monocultural leader of an MT by one that was more culturally diverse resulted in a change in approach. More importantly, the firm achieved the desired economic and team growth. Zander, Mockaitis, and Butler (2013) report that successful leaders of MTs are people-oriented, capable of leading across boundaries, and able to leverage diversity.

The type of leadership portrayed above fits the profile Adler (2013) calls “leading beautifully.” She claims such leaders would have the cultural intelligence and courage to envision great possibilities with culturally diverse teams even when others do not share the same beliefs. They would intentionally shift from the traditional organisational systems that minimise the value of cultural differences to those that amplify and harness the opportunities they present. They would trust themselves and others to lead the change. The lack of a significant number of successful cases like those of IBM (Thomas 2004, 99) and Nisan-Renault (Emerson 2001, 5) indicates the need for more empirical studies as part of efforts to close the gaps.

Empirical studies demonstrating the capacity to harness the opportunities in Teams’ cultural diversity contribute to belief and intentionality in value additionality of MTs. Research efforts based on observations and experience rather than from theory can provide the additional impetus and actions for driving the required systemic changes and realising the benefits of high-performing MTs. The next chapter, Research Methodology, describes the methodological approach to this research, including how the literature and research questions influence design options, research methods, and data collection and analysis.

2.7 Summary of Chapter Two

This review chapter hereby reports its achievements in fourfold: First, culture is established as a foundational block for MTs. Various cultural dimensions and dynamics determine the nature of team outcomes, including multiculturality, strategic VRIN attributes, and how they develop over time. Understanding and working with these foundational blocks contribute to the efforts to maximise the value additionality of MTs. Second, value additionality of MTs requires a systemic approach. The system maps out the benefits and challenges of MTs, including their strategic VRIN attributes. This mapping sets the modelling efforts for determining and measuring the variables driving the cumulative value of MTs, starting from their benefits and challenges. What is not valued is not measured. What is not measured does not count. This systemic approach is the starting point of the integrative framework for valuing and measuring MTs' multiculturality. It also maps the integration with the organisational system to enable value additionality of MTs. Third, DCs provide an operational framework for the value additionality of MTs. Business leaders can use DC to drive the system to sustain competitive advantage by purposefully deploying and protecting MTs as assets for capturing market opportunities and delivery value. Finally, leadership is critical to the successful value additionality of MTs. The integrative systemic framework will not drive itself. Rather, it would require leaders who lead beautifully to deliver the best outcomes for the benefit of their organisations and other stakeholders.

Chapter Three details how the research methodology supports the investigation of the research problem. The initial framework for research design (Figure 1.1) has been largely supported by the literature review. Validating the key themes is central to the research methodology: benefits and challenges of MTs, organisational enablers of MTs' value additionality, and DC-enabled framework for operationalising the additionality. The

theoretical rationale guides the conceptual thinking about the research and the basis for data collection. A comprehensive methodology for systematic research is presented in the next chapter.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction to Research Philosophy and Methodological Approach

This chapter presents the methodology and the approach to the research design. It outlines the suitability of the methodologies chosen and the research design details. Trafford and Leshem (2008)'s circular approach informs much of the research strategy. The circular approach proposes four levels of research thinking. First, a research paradigm is developed. Next, a research approach is established within the context of the research paradigm. Thereafter, the research methods are developed in alignment with the research methodology. The final step involves an iterative process of reverse auditing that supports consistency in thoughts and implementation. Decisions at each step consider validity regarding suitability and support the next. The iteration doubles up for the auditing process including checking whether a subsequent decision supports the previous decisions. Figure 3.1 illustrates the circular approach to research thinking.

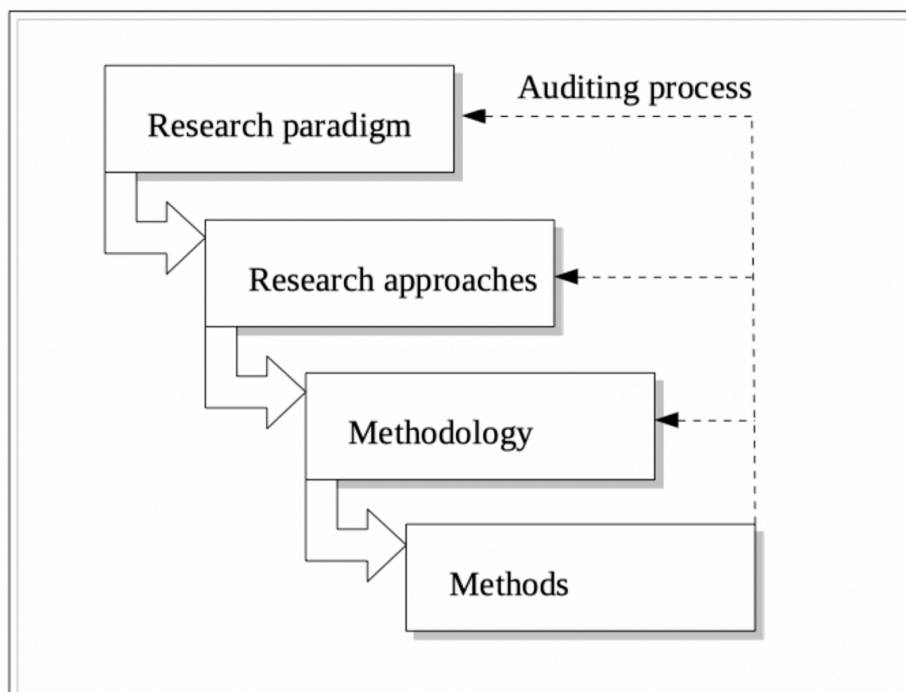


Figure 3.1: Levels of research thinking (Circular approach)

Source: Trafford and Leshem (2008, 94)

Connecting the research paradigm, research approaches, methodology, and methods align with Kivunja and Kuyini (2017, 28)'s definition of overall research methodology: "the logic and flow of the systematic processes followed in conducting a research project, so as to gain knowledge about a research problem". The definition of paradigm for this study is adapted from Plowright (2011, 177) as a system of ideas, a belief system or theoretical principles which "determine[s], maintain[s] and reinforce[s] our way of thinking about an issue or a topic". Kivunja and Kuyini (2017) argue that a research paradigm clarifies the impact of choices around research approaches, methodology, and methods. They propose that it consists of elements of epistemology, ontology, methodology and axiology. Epistemology is described as a lens to view thinking and the nature of knowledge creation (Palmira 2018; Spender 1998). Ontology relates how thinking about the nature of the research problem are orientated (Kivunja and Kuyini 2017). Axiology points to ethics and values and their effect on knowledge creation (Morgan 2007). Figure 3.2 illustrates the positioning of these elements and the levels of research thinking in context of this study design. Decisions regarding each step were checked for validity and auditing in alignment with the circular approach.

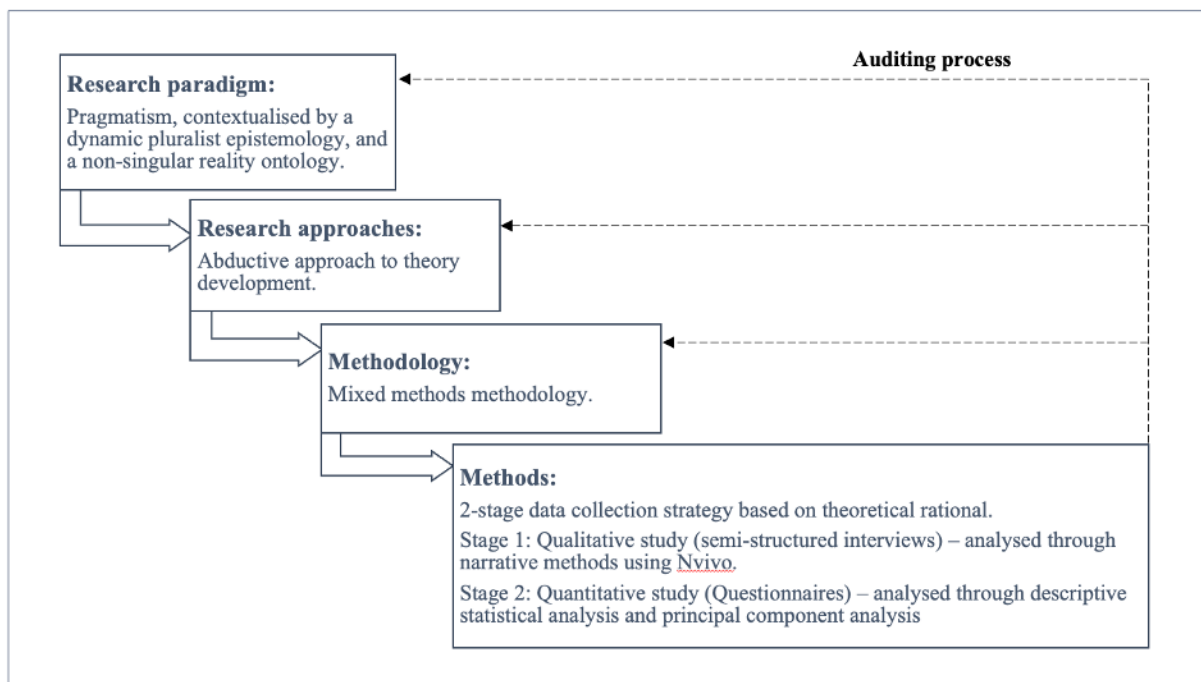


Figure 3.2: Research thinking for this study.

Adapted from Trafford and Leshem (2008) and Martin (2021)

3.2 Developing the Research Paradigm

Kivunja and Kuyini (2017) emphasize the importance of articulating the philosophical position early in the research. Research paradigms often dictate how meaning is inferred from data. They also influence researchers' decisions throughout the research process including choices regarding data collection and analysis. The clarity in the philosophical position for this research was achieved at the early stages of the project development.

No one paradigm is best for all research problems. Plowright (2011) suggests a reconciliation between the two paradigms popularly known amongst scholars. Positivism is a philosophical school that holds that the world exists as an ontological reality, independent of our perception and understanding. To the positivist, genuine knowledge is scientific with facts derived by reason and logic, and other ways of acquiring knowledge are meaningless. Constructivism provides that knowledge can be acquired by

constructing new understandings and knowledge through experience, social discourse, and integrating new information with prior knowledge. Plowright argues that rather than being contradictory, one can provide a balance for the other.

Pascale (2010) was of a different opinion regarding reconciling both paradigms. The author argues that a paradigm combining positivist and constructivist lenses inevitably inherits the baggage associated with either. Further, such mergers may not be compatible with the benefits of contextualisation when exploring a particular phenomenon. Pascale took his argument further by challenging whether philosophy should determine research methods in the first instance. For example, the author argues that scientific models [the purist stance] could limit research in the social sciences.

Hall (2013) and Morgan (2007) challenge non-paradigmatic stance suggested by Pascale (2010). They warn that such a position could lead to the convenient utilitarian use of methodology that avoids consideration for the underlying research paradigm. They also argue that it could promote expediency over reflective approaches leading to methodology-driven research without depth. Scholarly credibility and reputation will be lacking without research depth. Morgan (2014, 5) reinforces the argument for developing a clear paradigmatic position by this qualification: "Paradigms are thus social worlds where research communities exert a powerful influence over the beliefs we consider to be "meaningful" and the actions we accept as "appropriate."" Articulating a clear philosophical position for research is not just about the researcher. It also helps research communities to relate to the research work thereby facilitating scholarly contribution.

3.2.1 The Case for Pragmatism

Morgan (2014), Hall (2013) and Yvonne Feilzer (2010) support the use of pragmatism as a paradigm because it provides the basis for a more integrated research approach. For example, Yvonne Feilzer (2010) argues that pragmatism helps with focusing on the importance of the consequences of a specific research problem. It also orients towards accepting multiple realities, elements, and layers, which could help with engaging social science research inquiry. Pragmatism provides the balance between positivism and constructivism as proposed by Plowright (2011). The current research study on value additionality of MTs could benefit from such a balanced philosophical stance. The positivism-based facts would be useful. The multiple realities, elements, and layers associated with constructivism is highly regarded as well.

Pascale (2010) highlighted unique features of the social sciences that indicate that pragmatism as a philosophical position that could work better for research in that field of study. Pascale argues that both positivism and constructivism are outdated and unsuitable for investigating research problems in social sciences in the 21st-century. Pascale argues further that both these philosophical positions have their origins in the 19th-century philosophy of science. Pragmatism presents a paradigm that embraces multiple styles of inquiry and a variety of processes arguably more suited for the social sciences.

Morgan (2014) and Hall (2013) however warn against the use of pragmatism as a philosophical position that is merely methods-driven. They insist that pragmatism as a research paradigm must be philosophically robust and applicable beyond “what-works”. Morgan (2014, 69) also cautions about the ethical issues of pragmatism being centred on its use to “gain knowledge in the pursuit of desired ends”.

Pragmatism is the selected paradigm for investigating the research problem in this study. The research requires real-life contextual understandings, multi-level perspectives, and an integrated approach that for balanced philosophical stance. Indeed, it has its shortcomings. Some of the critical pitfalls are addressed through contextualisation of the research paradigm (Bonache and Festing 2020; Welch et al. 2011). A dynamic pluralist epistemology and a non-singular reality ontology provide the context for the research paradigm (Welch et al. 2011). This research adopts a pluralist stance in which the legitimacy of different methodologies is both acknowledged and actively applied. The axiology allows the inclusion of diversity of participants, and their personal experiences, opinions and ideas, as well as varying project and organisational situations regarding MTs' additionality. Brief descriptions of these parts of the methodology are presented next including how they provide additional contextualisation for the research paradigm.

3.2.1.2 A Dynamic Pluralist Epistemology

Spender (1998) describes epistemology as the foundation of knowledge, knowledge creation and belief about reality. In contrast to the paradigmatic stance which indicates thinking about the topic, epistemology provides a specific perspective. Palmira (2018, 3963) illustrates further: thinking about an object is not the same as thinking about it "via a special epistemic relation".

A dynamic pluralist epistemology has been found suitable when investigating firms that operate in a fast-changing environment (Griffith 2015; Spender 1998). Spender (1998, 242) propose that pluralism allows the exploration "of the incommensurability and interplay of knowledge types". These features are anticipated to be evident in this current research of analysing value additionality of MTs' dynamic capabilities. Adopting a

dynamic pluralist epistemology allows for investigating individuals' and team knowledge, corporate culture, and knowledge, and how these diverse types of knowledge interact to form new knowledge (Griffith 2015; Spender 1998).

The research process design for this study aims to develop an operational framework for value addition of MTs via a two-stage process of data collection. The framework integrates the key components of traditional team attributes, teams' multicturality and organisational enablers. It also incorporates the variables driving the contribution of these components to MTs' value addition. All these components are modelled to interact and deliver outcomes within a context of dynamic internal and external organisational environments.

The dynamic pluralist epistemology supports an abductive approach to investigate such a complex system, reflective of real-life organisations. (Awuzie and McDermott 2017).

3.2.1.3 Ontology: A non-singular reality

Kivunja and Kuyini (2017, 27) described ontology as the “assumptions, concepts or propositions [that] help to orientate ... thinking about the research problem, its significance and how you might approach it ... to contribute to its solution”. This interpretation of the ontological stance is supported by the pragmatic research paradigm which: Yvonne Feilzer (2010) proposes a focus on the research question and research consequences in multiple-reality environments. Kivunja and Kuyini (2017)'s description of the ontological positioning also aligns with Spender (1998)'s dynamic pluralist epistemology contextualisation of using the pragmatic paradigm and a non-singular reality within a changing environment.

This study investigates value additionality of MTs to organisations with multiple players, their interconnections, driving variables, and all set within the context of a dynamic business environment. A multi-faceted interpretation of reality is helpful to explore how the dynamic interplays contribute to value additionality of MTs, similar to Earley and Gibson (2002, 52)'s multicultural team model. A non-singular reality ontology considers that these interactions are multidimensional and multilayered, reflective of the diversity of the players involved in the interaction. It enables the consideration of these interacting factors from various viewpoints.

3.2.1.4 Axiology

The value-laden axiology of this study allowed the inclusion of a diversity of participants, and their personal experiences, opinions and ideas regarding MTs' additionality. Considerations were given to adequate representations of disciplines, experience levels, industry types, and cultural diversity. The risk of power and knowledge gaps are assumed to exist in the target research participants. Adequate care has been taken to contextualise the research questions based on the proposed organisational and professional environment (Morgan 2007, 2014; Plowright 2011).

This research involved human participation, and the required approval was sought and obtained from Curtin University's Human Research Ethics Committee. These approvals were done per the National Statement on Ethical Conduct in Human Research (Updated 2018) and The Australian Code for Responsible Conduct of Research (2007). The researcher committed to, and conducted the study, with strict adherence to the following codes: (1) honesty and integrity always during this research, (2) respect for human research participants, (3) appropriate acknowledgment of the role of others in the

research, (4) responsible communication of research results, and (5) good stewardship of public resources used to conduct the research. See Appendix 1 for the qualitative study's official ethics approval (Approval No: HRE2020-0349). This document was subsequently updated to incorporate ethical clearance for the questionnaire survey and approval of the amendment was received a few months after the first approval (see Appendix 2).

The researcher intentionally encapsulated their personal views about MTs and related concepts during this study. Every effort was made to ensure that the research processes were void of biases as much as reasonably possible (Creswell and Creswell 2009). This was demonstrated during the development of the research protocols, interaction with participants, data collection, data analysis, and reporting of findings.

3.3 Establishing the Research Approach

This study has adopted the circular research process (Kivunja and Kuyini 2017; Trafford and Leshem 2008). The iterative nature of the research processes is well suited for an abductive research approach. Using an abductive approach allows engagement with research iteratively by going backwards and forwards. Awuzie and McDermott (2017, 357) states that the approach helps researchers to go “between theory and data in a bid to develop new or modify existing theory”.

The cyclical nature of research processes and limited academic discourse on MTs' value additionality motivated an abductive research approach. The various dimensions and dynamics in studying MTs necessitate such an approach. The methodology strives to reconcile objectivism and subjectivism, facts and values, accuracy and different contextualised experiences (Saunders 2016; Kelemen 2008; Trafford 2008). Theory

development involves collecting data to identify themes, explaining patterns to generate new or modify an existing theory, and iteratively testing theories through additional data collection until an overall theory is fully developed. This approach aligns with the researcher's belief that more robust research will provide answers with multiple viewpoints and interpretations rather than a single point of view.

This abductive approach to theory development is supported by the preceding parts of the research methodology already established for this study: the pragmatic paradigm, contextualised by the dynamic pluralist epistemology and a non-singular reality ontology. The exploratory collection of data is informed by the various perspectives of participants coupled with findings from literature. The exploratory data and the initial findings are tested through an industry survey. The results are fed into the operational framework for valued additionality of MTs.

3.4 Data Collection

A comprehensive mixed-methods (MM) approach is the core of the data collection methodology for this research. See Figure 3.3 for a graphical representation of this methodology including the sequences and interconnections. It involves a qualitative study (interviews) and a quantitative study (questionnaires). A modelling technique was also used in the study mainly for developing the integrative operational framework for the value additionality of MTs based on research findings.

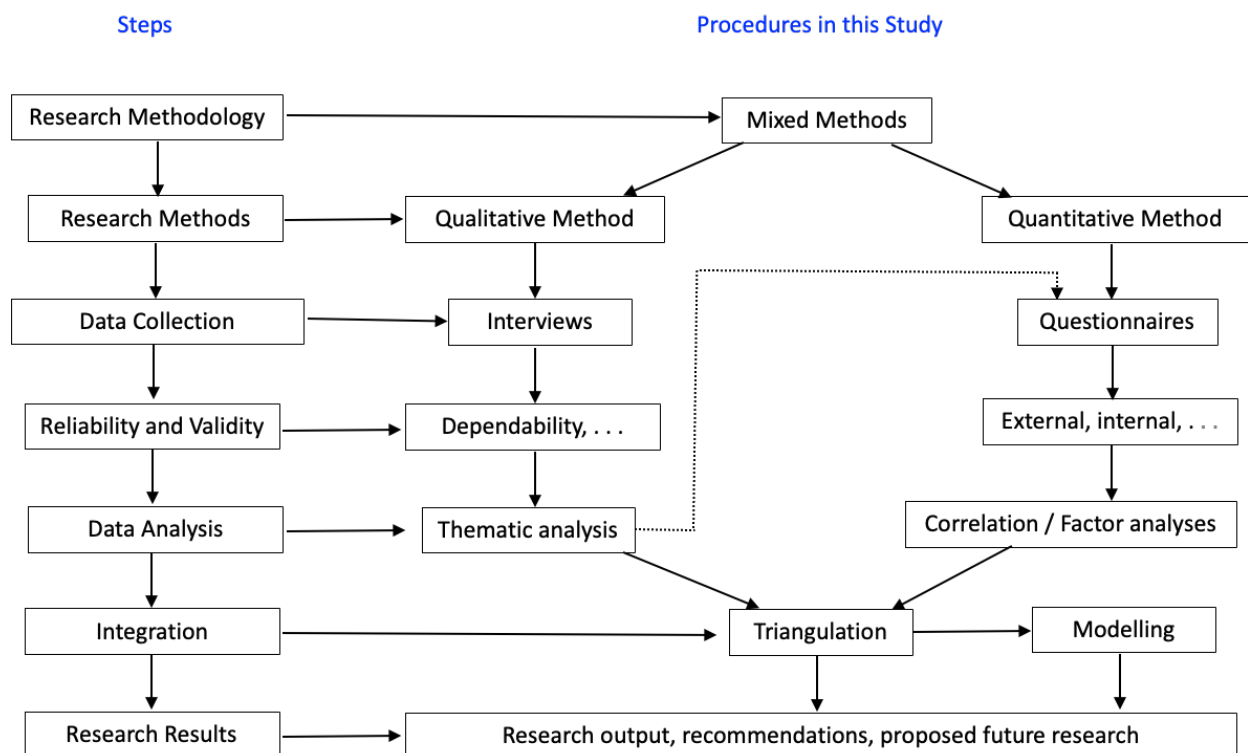


Figure 3.3: Graphical Representation of Research Data Collection Methodology and Methods

3.4.1 The Case for Mixed-Methods Research

MM was considered fitting for this study as the research questions and objectives called for real-life contextual understandings, multi-level perspectives and cultural influences (Creswell 2003). The pragmatism and values placed on objective and subjective perspectives enhance the suitability of the mixed methods (Morgan 2007). A single method can hardly provide answers to all three research questions alone (Section 1.4).

MM is a fitting data collection methodology in conjunction with a pragmatic paradigm and abductive approach for theory development (Plowright 2011; Yvonne Feilzer 2010). It aligns with the multiple realities and layers of the pragmatic paradigm and the iterative capacity of the abductive approach. MM also allows for contextualisation

of the research questions in linking the qualitative and quantitative methods to constructivism and positivism, respectively. See Table 1.1 for a recap of the mapping across the research questions, research objectives, and research methods. RQ1 and RQ2 relate to identifying the benefits and challenges of MTs to projects and organisations. Answering these research questions will require socially constructed data associated with constructivism. RQ3 involves determining and measuring the variables that drive value additionality of MTs which is more in the scientific and logical domain of positivism.

The next sections briefly explain the key justifications for choosing MM for this research, similar to the evaluations by Greene, Caracelli, and Graham (1989).

3.4.1.1 Initiation

MM enables the discovery of new perspectives and the recasting of questions or results from one method with questions or results from the other (Greene, Caracelli and Graham 1989). With this current study, questions based on themes from the qualitative study (interviews) were recast into hypotheses enabling the *initiation* of the quantitative study. The questions were broken down further in the questionnaires to provide new and deeper perspectives on the value additionality of MTs while determining variables for this value. The results from both the qualitative and quantitative studies provided data for initiating and finetuning the modelling work.

3.4.1.2 Expansion

MM provides the capacity to extend the breadth and range of enquiry by using different methods for different inquiry components (Greene, Caracelli and Graham 1989). The interviews in this research aim to identify the benefits and challenges associated with MTs and their cumulative value to organisations. They also help identify organisational

enablers that contribute to harnessing and maximising this value. The administration of questionnaires helps determine and measure variables that drive the value additionality of MTs, including the relative significance and interdependencies of the variables. Finally, the framework aims to provide operational engine for predictability and sustainability of value additionality of MTs.

A review by Hoskisson, Hitt, and Wan (1999) suggests that the study of the resource-based view (RBV), which also underpins DCs, requires MM to identify, measure and understand firms' assets and resources, including people, corporate culture, and tacit knowledge. Overall, the approaches used by prominent strategy scholars have largely been inductive, in-depth case analyses and extensive surveys, mainly to provide initial knowledge of business patterns. Ambrosini and Bowman (2009) hinted that DCs are not automated but must be orchestrated by enabling and inhibiting variables within and outside the firm. MM is suited for this rigour and expansion from traditional approaches to new components.

3.4.1.3 Development

This is the situation in MM where the results from one method help develop or inform the other (Greene, Caracelli and Graham 1989). In this context, development broadly includes sampling, data collection, data analysis, and interpretation of results. This is the case with this research. The result of the qualitative study is anticipated to provide the starting questions for the quantitative study. The latter further delineates the key variables that drive the additionality of MTs and measures how much they drive outcomes. Useful insights are gained from relevant correlations between measured variables. These correlations furnish additional data for modelling the proposed

operational framework to support the long-term benefits of MTs in projects and organisations.

3.4.1.4 Complementarity

Greene, Caracelli, and Graham (1989, 258) aptly states the advantages of complementarity in mixed-methods as a situation where different methods “are used to measure overlapping but also different facets of a phenomenon, yielding an enriched, elaborated understanding of that phenomenon”. All three methods in this study complement one another. Results from the qualitative study provide data for the quantitative study and modelling. Quantitative methods do the same for modelling including validation. Modelling provides a platform of illustration for the other two. The desired elaboration, enhancement, and amplification are achieved via this complementarity advantage of MM.

3.4.1.5 Triangulation

Denzin (2007, 1) defines triangulation as “the application and combination of several research methodologies in the study of the same phenomenon”. The technique is related to a measurement technique popular with surveyors to locate an object in space by relying on two known points to “triangulate” on this unknown fixed point in that same space. Triangulation in this research uses data, analytical results, and inferences from qualitative, quantitative, and modelling studies to unearth findings about the value addition of MTs.

Triangulation has been a common feature in the MM qualitative inquiry community, where it is widely accepted that the strategy adds breadth, rigour, depth, richness, authenticity, generalisability, and credibility to studies (Mertens and Hesse-Biber 2012;

Fielding 2012; Denzin 2012). For example, Mertens and Hesse-Biber (2012) highlights the benefits of mixing quantitative and qualitative data to illustrate a more complete understanding of the phenomenon being studied. Fielding (2012) draws attention to the pivotal role of triangulation in integrating data at the data analysis stage fostering convergence, corroboration, and correspondence of results from different methods. Such convergence enhances validation and the development of analytic density or “richness.” Gibson (2017), Creswell (2011) and Creswell (2018a) also showed that triangulation across evidence and instances increases the potential for generalisability with MM that none of qualitative, quantitative, or modelling methods can provide alone.

Three of the four forms of MM triangulation highlighted by Bryman (2004) are evident in the research methodology of this study. Methodological triangulation refers to using multiple methods for gathering data. Theoretical triangulation denotes using more than one theoretical position in interpreting data. The third, data triangulation, entails gathering data through several sampling strategies, at different times and social situations, and from various people.

In exploiting the benefits of triangulation in this research, the emphasis was placed on seeking corroboration between quantitative and qualitative data. This MM data collection methodology entails using multiple methods, data collection, and data analytical techniques (see Figure 3.3). It is aimed at increasing the potential for generalisability about the value additionality of MTs, including providing a deeper elaboration of the phenomenon, and enhancing confidence in findings.

MM has been strongly supported as a data collection methodology of choice. However, Plowright (2011, 16) cautions researchers to be “increasingly concerned about

how research really [is] based on a number of disturbing inconsistencies and misleading ideas... a *mythodology*.” The author argues that MM could lead to expectations and assumptions about what we “believe we can do... [or] what we are supposedly allowed to do” (p.19) within a specific research paradigm or domain. Plowright also alerted researchers to the risk of inconsistencies between an MM research activity and the “characteristics and realities of the [particular] research process” (p.17). Any of these situations, or a combination thereof, can lead to misleading or inaccurate research outcomes.

Plowright (2011) proposes integrated methodology as a solution to the risk *mythodology*. Plowright argues that such methodology provides “warrantable empirical research that is rigorous and systematic” (p.21). An integrated research methodology establishes a clear MM structure that can help avoid the risk of confusion while enhancing the credibility of findings. Clarity in the sense includes setting out “what is being mixed and what are the methods that are being realised?” (p.66). This clarity then drives the selection of data source, sampling strategy, and data source management. The research data collection methodology for this study (Figure 3.3) was designed and implemented for the kind of integration, clarity and rigour proposed by Plowright.

Other researchers have used MM approach in studies involving groups and teams. For example, Raghav and Gibson (2019) and Gibson, Dunlop, and Raghav (2020) used interviews and surveys in their study to reveal the attributes of global workers that lessen intrapersonal identity conflict and to show that doing so is critical for thriving in global work contexts. Kreiner, Hollensbe, and Sheep (2006) used surveys and interviews to examine how members of a demanding occupation conduct identity work to negotiate an optimal balance between personal and social identities. Lammers, Atouba, and Carlson (2013)

examine the relationships between group, organisational and professional identities in experiencing burnout.

3.5 Research Methods

The research design for this study outlines the strategy for answering the research questions while keeping the theoretical framework and the other components of the research methodology in view (Saunders 2016). It details the rationale and methods for data collection, which is through a multi-stage, mixed-methods methodology. It also outlines the techniques and tools for data analysis. The section presents associated challenges, validity, reliability, and limitations in the research design.

The proposed theoretical rationale was used to guide the staged MM research design consisting of qualitative study (interviews), quantitative study (questionnaires), and operational framework modelling. Snapshots of the different methods are presented next in the context of the diagram and the interrelationships between them (See the next three chapters for more details about each method).

3.5.1 Qualitative Study (Interview Method)

The qualitative study (interviews) answers research questions 1 and 2 (RQ1 and RQ2). It explores the meaning and understanding of the various constructs around the core subject matter. These include the benefits and challenges of cultural diversity in teams and their strategic VRIN attributes. It also examines what organisational systems enable the value additionality of MTs. The study investigates views, experiences, and beliefs of members of MTs at various organisational levels to understand the key drivers for value and organisational enablers of the additionality.

Research interview method was considered as the best approach for the qualitative part of this study despite associated methodological and ethical challenges. Interviews are suited for cross-cultural research because they provide better opportunities for conveying sensitivity within the interviewees' cultural settings (Liamputtong 2020). They enable individuals to think and to talk about their situations in the research context including their predicaments, needs, expectations, experiences, and understandings (Nunkoosing 2005). They provide extra information in addition to the recorded verbal answers including observation of social clues like voice intonation and body languages (Opdenakker 2006). They provide the flexibility for probing and gaining deep insights into research contexts (Creswell and Creswell 2009). Other researchers argue that interviews help with understanding the context and meaning of people's experiences before designing and implementing the more scientific explanations of a quantitative study (Grbich 2013; Creswell 2007, 2013; Creswell 2018b; Creswell 1998; Kvale 1996; Qu and Dumay 2011). Creswell and Creswell (2009) highlighted studies where results from qualitative research shaped the selection of participants for subsequent quantitative studies. These studies, like this current research design, commenced with exploratory qualitative interviews followed by quantitative survey of larger sample to help generalise results to a larger population. The results from the qualitative study provide starting data for implementing the quantitative study.

Interviews have their challenges. Firstly, it is resisted as a credible research method in the scholarly world. Some researchers, especially *pure* supporters of quantitative methods, regard empirical data produced by qualitative interview methods as "unreliable, impressionistic, and not objective" (Denzin and Lincoln 2000, 12). Other scholars cite additional problems associated with interviews. Nunkoosing (2005) highlights the challenge of distinguishing truth from authenticity with interviews. People

often present their stories in interviews authentically. It is their stories. However, they may draw on cultural backgrounds in making sense of their situation, and their preference for one narrative over another might be related to how they explain and attribute their experience and actions. That is authentic but not necessarily the truth. Researchers are often helpless in such situations and they accept the narratives as presented. Anyan (2015) discusses the influence of power imbalance between a researcher and a participant which may control and constrain the contributions of non-powerful party. Anyan (2015) reported that such power imbalances can be due to differences in socioeconomic status, educational or professional background, and gender or ethnic identity of the parties involved. Liamputtong (2020) described an ethical challenge of research interviews which relates to the one of the advantages of its use. Ethics in research seeks to prevent research participants from being harmed by the researcher or the research process. Research interviews are often the preferred method for dealing with vulnerable research participants especially those involved in cross-cultural research. Thus, researchers using interview methods are often under more pressure to uphold their ethical responsibilities more seriously.

Research interview was the preferred option for the qualitative research, the first stage of the MM in this study. The benefits outweigh the challenges. Combining interviews with quantitative research questionnaires in this study may mitigate the risk of resistance as a credible research method. The researcher's maturity in research and practice ensured the least likelihood of power imbalance in this study. The researcher upheld ethical responsibilities which reduced the chance of causing harm to research participants. Moreover, the interview set up and instruments were designed and validated accordingly. Trustworthiness was at the core of the validation as the interviews were performed in participants' natural settings and with a focus on behavioural inquiry

(Amankwaa, 2016; Guba and Lincoln, 1979; Kakar et al, 2023). Trustworthiness in this research context relates to importance and worth of qualitative data. The degree of trustworthiness was achieved and maintained by ensuring credibility, transferability, dependability, and conformability of research process. Section 3.7 provides details of the research validity and reliability. Ethical consideration was also a key driver for the selection of semi-structured interview option for this study: “it enables interviewees to provide responses in their own terms and in the way that they think and use language” (Qu and Dumay 2011, 246). Semi-structured interviews are flexible and intelligible with the capability of disclosing important and often hidden facets of people, organisational behaviours, and in the context of this research, additionality of MTs. (Qu and Dumay 2011). Interviews are very popular with researchers both as standalone and as part of mixed-methods.

Ahiaga-Dagbui et al. (2020) explores effectiveness of inter-organisational relationships in engendering innovation and successful delivery of infrastructure projects using semi-structured interviews along with focus group workshops and document analysis. They claim the resulting model provides mechanism for developing team behaviours that support enhanced performance and collaboration than traditional contracting approach. Zerjav, Edkins, and Davies (2018) used semi-structured interviews and document analysis in studying how assembly of project capabilities in temporary inter-organisational settings contribute to the delivery of operational outcomes. The study takes place in the context of the delivery of London Heathrow Terminal 2. They identify the following DCs – reconfiguring project capabilities, adapting project capabilities and maintaining project capabilities as key capability-enabling mechanisms. Zuofa and Ochieng (2017) extends extant knowledge on virtual teams by examining the challenges of virtual project teams in organisations in Nigeria. They collected data through 20 semi-

structured interviews. Their findings align with similar studies from other geographical locations and confirm the growing relevance of virtual project teams in highly competitive global business environments. Their results also associate challenges in virtual project teams, singly, or in combination, with the organisation, the project team and the virtual environment.

3.5.1.1 Research Instruments for Interview Methods

Semi-structured interviews were undertaken based on an established protocol that is moderated by a University Research Ethics procedure (Section 3.2.1.4). The interviews were also guided by established protocols in normative literature. The instrument comprises questions designed to enable an understanding of the viewpoints of each interviewee in line with the research questions and objectives. Findings from the literature review were also incorporated in the interview questions. Tables 3.1, 3.2, and 3.3 depict mapping of the interview questions to research questions they seek to provide answers for, reasons for asking the questions, and potential use of the answers. These tables provide snapshots and explanatory notes supplementing the full version of the Instrument in Appendix 3. The questions in Table 3.1 introduce the interviews including obtaining relevant demographic The more detailed questions in Table 3.2 drill down particular topics to draw out more complete narratives from the interviewees. They also contextualise the questions for participants at senior executive levels. Table 3.3 is similar to the latter except that it is contextualised for team members. These types of questioning align with Qu and Dumay (2011)'s work on the use of probes in semi-structured interviews. These interview guides provided the researcher the means to engage the interviewees and enabling them to elaborate on answers provided in introductory sessions. For example, the fifth question in the Introductory guide (Table 3.1) is this: *Is there value in culturally diverse teams? Please share your perspective.* This often led to the question in Section

#4 of the detailed guide (Table 3.2): *How has your organization enhanced the benefits of cultural diversity for your projects?*

Table 3.1: Interview questions, the research questions, and potential use of answers in quantitative study (Base Questions)

Interview question	RQ1	RQ2	Reasons for asking question, nature of data, and potential use of answers in the study
1. Please tell me about your background.			Introduction. Answers provides demographic data including cultural diversity of interviewees.
2. How would you describe the culture of your workplace?			Exploration. Elicits situations, experiences and understandings about workplace culture that may not be obvious (Nunkoosing 2005).
3. How would you describe the cultural diversity in your team, including ethnicities?			Exploration. Elicits situations, experiences and understandings about MTs that may not be obvious (Nunkoosing 2005).
4. What was the driver for diversity in your team and organisation: intentionality vs required competency?			To develop more precise descriptions about drivers of cultural diversity in workplaces (Qu and Dumay 2011). Answers expected to elicit themes and variables of MTs' additionality.
5. Is there value in culturally diverse teams? Please share your perspective.	X		Elicit data about MTs' benefits: if there are any, and if yes, their dimensions. Probe to draw out more narratives.
6. What were the challenges of diversity? Please share your perspective a bit more.	X		Elicit data about MTs' challenges: if there are any, and if yes, their dimensions. Probe to draw out more narratives.
7. How do you think diversity can work better regarding organisational systems?		X	Elicit data about organisational enablers of MTs: if there are any, and if yes, their dimensions.

Interview question	RQ1	RQ2	Reasons for asking question, nature of data, and potential use of answers in the study
8. How do you think diversity can work better regarding Leadership?		X	Probing question: leadership as organisational enablers of MTs (Qu and Dumay 2011)
9. How do you think diversity can work better regarding training?		X	Probing question: training as organisational enablers of MTs (Qu and Dumay 2011).
10. Last word in closing, please.			Elicits data that may not have been thought about or not obvious.

RQ1. What value additionality do multicultural teams (MTs) bring to organisations?

RQ2. What organisational systems contribute to maximising the value additionality of MT?

Table 3.2: Interview questions, the research questions, and potential use of answers in quantitative study

Questions for Senior Executives (Sponsors, Portfolio Managers, Program Managers, Project Directors, or Equivalent Level)

Interview question	RQ1	RQ2	Reasons for asking question, nature of data, and potential use of answers in the study
1. Interviewee's background			
Profession			Demographics and diversity of participants
Country of birth			Demographics and diversity of participants
Country of main education or training			Demographics and diversity of participants
How long have you worked in Australia?			Demographics and diversity of participants
Have you worked in countries other than Australia? What were the durations?			Demographics and diversity of participants
In which of the industries do you currently work? How long?			Demographics and diversity of participants
What is your role in your organization? How long have you been in this role?			Demographics and diversity of participants

Interview question	RQ1	RQ2	Reasons for asking question, nature of data, and potential use of answers in the study
2. Strategic and operational significance of cultural diversity in teams			
How would you describe the culture of your project/organization?			Exploration. Elicits situations, experiences and understandings about workplace culture.
How important is cultural diversity for achieving your organizational or project goals?			Follow-up to question to expand answer to previous question (Qu and Dumay 2011).
How does cultural diversity contribute to Dynamic Capabilities (DCs) in your projects and organization? (DCs are a type of strategic management that consists of adapting, integrating, and reconfiguring organizational skills, resources, and functional competencies to formulate and implement its major goals and initiatives).		X	Probing question: elaborate on answers in response to question 7 in Table 3.1. Expected data can relate to how DCs facilitate organisational enablers of MTs
What is your view on the value of cultural diversity for your projects?	X		Follow-up to question 5 in Table 3.1 to expand on MTs' value with regards to creativity
What is your view on the value of cultural diversity and creativity in teams?	X		Follow-up to question 5 in Table 3.1 to expand on MTs' value with regards to projects.
Explain the challenges associated with cultural diversity in your organization or projects.	X		Follow-up to Q5 in Table 3.1: MTs' challenges

Interview question	RQ1	RQ2	Reasons for asking question, nature of data, and potential use of answers in the study
How are nationalities (numbers and names) represented in your organization or projects?			Follow-up question 3 in Table 3.1 to expand on Teams' multiculturalism, by nationalities.
What is your view about affirmative action, quota systems and the likes in attempting to increase cultural diversity in organisations and teams?			Follow-up question to expand answer to the previous question and efforts at teams' diversity
3. DC in multicultural teams - integrating, developing, adapting, reconfiguring			
How do you ensure alignment of cultures in team members, projects, and organisations because of the reality of individual commitments to their own cultures?		X	Follow-up to questions 2 and 3 in Table 3.1 to expand on intentionality of using DCs to facilitate organisational enablers.
How do you preserve competitive advantages of cultural diversity in your teams (i.e., the DCs)?		X	Follow-up question to expand answers on DCs. Aiming to elicit themes and variables as well
How do you ensure continuous adaptation and reconfiguration (agility) in your culturally diverse teams to preserve or improve your DCs?		X	Follow-up question to expand answers on DCs. Aiming to elicit themes and variables as well
How do you develop culturally diverse teams to preserve or improve your DCs?		X	Follow-up question to expand answers on DCs.

Interview question	RQ1	RQ2	Reasons for asking question, nature of data, and potential use of answers in the study
4. The role of organizational and leadership practices in enhancing the benefits of cultural diversity			
How has your organization enhanced the benefits of cultural diversity?		X	Follow-up to questions 5 in Table 3.1 to explore organisational enablers of MTs' benefits
What leadership practices have enhanced the benefits of cultural diversity for your projects? How?		X	Probing further on leadership practices on enhancing organisational enablers
What other systems, tools, or processes have enhanced the benefits of cultural diversity for your projects? How?		X	Probing further on systems and tools that enhance organisational enablers
5. Outcomes			
How has cultural diversity in teams impacted project outcomes in your organization?	X		Exploring the MTs' challenges regarding association with project outcomes
Describe how your organization measure impact of cultural diversity on outcomes.	X		Follow-up question to expand answer to the previous question regarding MTs' challenges
Are there other factors relating to enhancing the benefits of cultural diversity in teams that we have not addressed yet that you deem to be important to discuss?	X	X	Elicits data that may not have been thought about or not obvious.

Table 3. 3: Interview questions, the research questions, and potential use of answers in quantitative study

(Questions for members of multicultural project teams (with at least 1 year of working experience, cumulative)

Interview question	RQ1	RQ2	Reasons for asking question, nature of data, and potential use of answers in the study
1. Interviewee's background			
Project discipline			Demographics and diversity of participants
Country of birth			Demographics and diversity of participants
Country of main education or training			Demographics and diversity of participants
How long have you worked in Australia?			Demographics and diversity of participants
Have you worked in countries other than Australia? What were the durations?			Demographics and diversity of participants
In which of the industries do you currently work? How long have you worked in the industry?			Demographics and diversity of participants
What is your role in your organization? How long have you been in this role?			Demographics and diversity of participants

Interview question	RQ1	RQ2	Reasons for asking question, nature of data, and potential use of answers in the study
2. The significance of your culture to you and in the context of your project or organizational culture			
How would you describe the culture of your organisation?			Follow-up to questions 2 and 3 in Table 3.1 to expand to expand answer. Elicit themes.
How would you describe your culture? How important is it to you?			Follow up to previous question to contextualise for team members' culture.
How are nationalities (numbers and names) represented in your organization or projects?	X		Probing question: elaborate on answers to the last two questions. Follow up to question 6 in Table 3.1 to explores the challenges of cultural backgrounds and representation.
How does your own culture contribute to the benefits of cultural diversity of your organisation – especially regarding creativity in teams and availability of resources?	X		Follow-up to question 5 in Table 3.1 to expand on MTs' value with regards to creativity and resourcing

Interview question	RQ1	RQ2	Reasons for asking question, nature of data, and potential use of answers in the study
3. Alignment of Cultures			
Are there challenges associated with cultural diversity in your organization or projects? Explain.	X		Follow-up to question 6 (Table 3.1): expand team member's views on MTs' challenges.
Describe your commitment to your own culture compared to project or organizational culture.	X		Probing further to elicit themes regarding individual versus organisational culture.
Do you think your culture influences how you interact and work in your team? How?	X		Probing: to ascertain individual versus group culture. Elicit themes on challenges.
How would you describe alignment between your culture and your organisation's? Do you sometimes encounter conflicting priorities? Can you give examples?	X		Probing: to ascertain individual versus organisational culture. Elicit themes on challenges
How would you describe the benefits of the alignment for you and your project or organisation and how such benefits can be further enhanced?	X		Probing: to ascertain individual versus organisational culture. Elicit themes on benefits.

Interview question	RQ1	RQ2	Reasons for asking question, nature of data, and potential use of answers in the study
4. The role of organizational and leadership practices in enhancing the benefits of cultural diversity			
Describe specific organizational and leadership practices that have enabled you to work better in multicultural teams. What were the challenges resolved? What enablers were enhanced?		X	Elicit data and themes regarding enablers, (organisational processes and leadership), from team members' viewpoint.
Did you receive intercultural training while working in multicultural teams? If yes, what types of training? Describe the impact on enhancing the benefits of cultural diversity for the project.		X	Elicit data and themes regarding enablers, (intercultural training), from team members' viewpoint.
5. Outcomes			
How has cultural diversity in teams impacted project outcomes in your organization?	X		Exploring MTs' challenges regarding project outcomes, from team members' viewpoint.
Are there other factors relating to enhancing the benefits of cultural diversity in teams that we have not addressed yet that you deem to be important to discuss?	X	X	Elicits data that may not have been thought about or not obvious.

Considerations were given to work disciplines, experience levels, industry types, and cultural diversity. The interview questions for project executives (Table 3.2) aimed to obtain insights into the strategic and leadership aspects of multicultural teams. They could answer questions relating to:

- Strategic value of MTs;
- Selecting, developing, and assigning MTs;
- Enabling organisational systems for MTs;
- Various leadership styles they have used to manage MTs.

The interview questions for team leads and members of various disciplines (Table 3.3) elicit perspectives on the benefits and challenges associated with MTs. They also trigger responses relating to the more operational aspects of project organisations and the dynamics of working in MTs. These questions generated data about how they have integrated with colleagues of other cultural backgrounds to deliver outcomes. Additional insights will also result from probing questions into how their cultural affiliations contradict or enhance their project participation. The questions helped to unearth their lived experiences, including if and how they tapped into their cultural diversity for better business and project outcomes.

The interview process aligns with best practices in using questions from the interview guides (Qu and Dumay 2011). The setting of the interview, the perspectives of the interview participants, and the ethical responsibilities of the interviewer all come together to create a unique environment in getting the “best” possible responses in the context of the research objectives. Best research practice also requires having the right interview participants.

3.5.1.2 Interview Participants

Data for this research were obtained from multiple categories of participants: executives, managers, and team members working across different industry sectors. The researcher ensured a level of randomness in selecting research participants by advertising and recruiting via Western Australia's local chapter of Project Management Institute, a globally recognised professional body for project practitioners. Other participants responded to an invitation posted on LinkedIn. Yet, others participated via purposive stratified referrals. There were no strict selection criteria apart from being a multicultural team member involved in projects or project-based organisations. They were either project team members directly delivering projects or a member of the project-based organisation including executives and functional managers. Adequate measures were taken to select people from culturally diverse backgrounds initially focusing on residents of Western Australia. However, the recruitment was extended beyond the state when it became necessary to recruit more participants. The other inclusion criteria involved targeting participants with at least 1 year experience of working in multicultural teams.

The researcher was intentional in ensuring no harm to research participants which was also demonstrated in the consenting process as well. Firstly, the researcher achieved full compliance with the Australian Code for the Responsible Conduct of Research which led to the approval and ethics clearance for the study. Part of the requirements is to demonstrate readiness to undertake the research without causing harm to the participants. Adequate steps were taken to ensure that the interviewees have freely volunteered to participate, and were not coerced into participating in the

research, and that they know the intended outcomes of the research (Kvale 2007; Qu and Dumay 2011). They were informed on how the interview data will be used, that they could refuse to answer any particular questions, and that they could withdraw their consent and stop participating at any time.

A total of 25 individuals participated in the interviews. Participant's work experience ranged from 13 to 38 years, and their industries comprised oil and gas, utilities, construction, government, and professional services. Disciplines represented included project management, quantity surveying, architecture, and human resource management. Whilst they have all worked in Australia at different periods, their cultural diversity spreads across 13 nationalities by birth (Figure 3.4). Most participants were born in Australia (24%), Nigeria (20%), South Africa (12%), and India (8%) representing 64% of the whole. The remaining 36% represent an even distribution of participants across the remaining countries regarding their countries of birth. 36% responses are working in project management discipline, 28% are CEOs and other senior managers, other construction management disciplines (other than project management), and 16% Human Resource management.

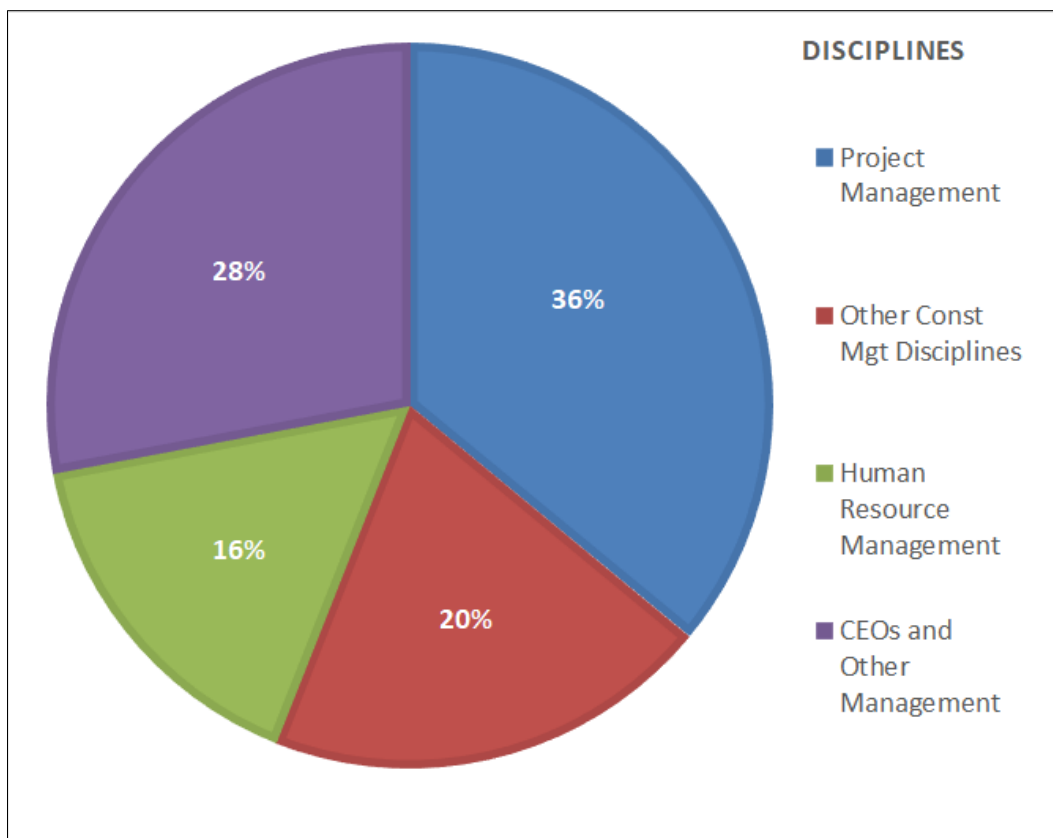
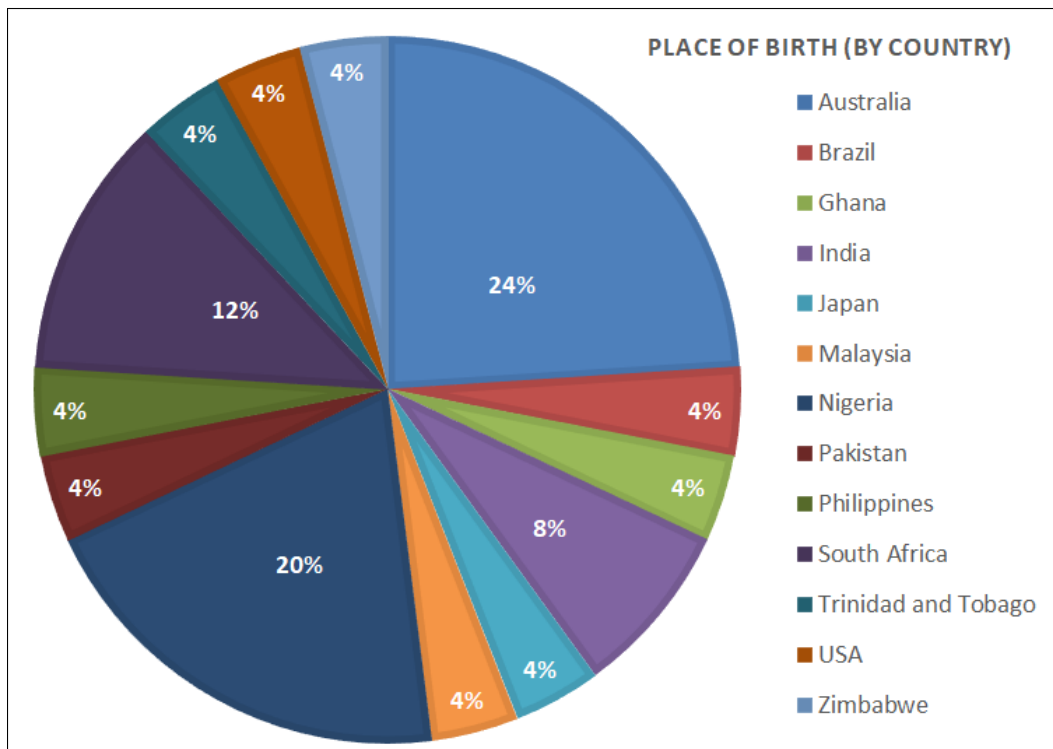


Figure 3.4: Demographics of Interview Participants

See Appendix 4 for further demographic breakdown and categorisation of the participants in this study. It includes further breakdown by nationality, birth, gender, industry, discipline, position in organisation, and experience level.

3.5.1.3 Data Collection Via Interviews

All interviews, except one, were done via zoom due to covid restrictions which prevented physical proximity. Adequate safety measures were taken to avoid covid infection for the one that was done in a physical office location. The interview sequence mostly aligns with the guidelines by Liamputtong (2020). They commenced with introduction which included building good rapport with participants by engaging in 'small talk' and making them feel comfortable. It was at this point that the researcher took some time to re-introduce the research to participants including the purpose of the study, their involvement, reassuring them of their confidentiality, and asking them for verbal consent despite previous email acceptance. Permission to record the interview was also obtained. The interviews commenced once the researcher could ascertain that the participants have settled.

The interviews involved prepared questioning guided by the interview instruments (Tables 3.1 to 3.3). They were used in a consistent and systematic manner. The questions in Table 3.1 were mostly used for the introductory phase of the discourse. The researcher used the more detailed, exploratory, and probing questions in Tables 3.2 and 3.3 as follow-up questions and as probes to elicit more elaborate responses. The researcher maintained a focus on the interview guide with incorporation of a series of broad themes covered during the interview. Silence was intermittently used to allow pauses, so that the interviewees have ample time to

associate, reflect, and break the silence themselves with significant information. The researchers took brief notes of the responses during the interview which served as prompts for follow up matters that need to be clarified or questions to elicit further details. Both interviewer and interviewees participated in the interview, producing questions and answers through a discourse of basic to complex interpersonal talk (Qu and Dumay 2011). These dialogues were done in the context of the research objectives.

The total number of interviews stopped at 25 on attainment of an acceptable degree of theoretical saturation (Saunders et al. 2018). Analyses show that further data collection are unnecessary (Section 3.5.1.4). No additional information regarding value additionality of MTs was obtained with the last set of interviews. This situation was observable across the various study components including benefits and challenges of MTs as well as organisational enablers of MTs' additionality. This saturation point also aligns with the description by deMarrais (2003, 61): "When researchers begin to see similar patterns in the responses from participants or when little new information is received from the interview process, it is probably time to stop the interview portion of the study.'

3.5.1.4 Analysis of Interview Transcripts

The first stage of analysis of the interview data included narrative summaries of the complete transcripts. Data was analysed to identify themes or codes (called Nodes in NVivo). The second sub-stage of analysis involved a coding system (through nodes). A co-occurrence matrix analysis tool in NVivo helped to identify nodes that have high

co-occurrence rates of themes (nodes), which were used as the basis for further analysis of the interviews.

Detailed thematic analysis was conducted on the transcribed interview data, including establishing thematic categories at the beginning of the analysis, developing central themes, and drawing out the importance of words or text (Conaway and Wardrope 2010; Ryan and Bernard 2003).

A quick browse of all the interview transcripts was performed at the beginning performed at the beginning of the analysis. First impressions were noted. Each interview transcripts were read again, one by one, in-depth. This follow-up reading was associated with drawing meaning out of the data sets in the context of the research questions and findings from the literature review. Note-taking assisted with determining relevant keywords, aggregation of texts, sentences and sections into major themes, and categories emerging from the data. These codes are then labelled, reviewed for validation, and grouped where similarities exist. Finally, codes are analysed for significance, frequency of occurrence, interconnections to other codes, and relationship to research questions and literature.

NVivo 12 software was used to support this data analysis. This content analysis software provided the required automation and bulk data processing. It was also necessary to revisit relevant literature as part of the thematic analysis, including validating emerging themes and categories. A key aspect of the analysis was maintaining new knowledge from the participants' perspective while encapsulating the researcher's opinion to avoid bias.

The identified themes come under the main headings, also known as nodes in Nvivo. Additional nodes were added as themes emerged in the analysis. These themes formed the basis for further analysis and understanding of the contexts of valuing MTs and the organisational aspects that will enable them to work well together. This aligns with practices for qualitative studies for gaining a deep insight (Liamputtong 2013; Grbich 2013; Creswell 2007, 2013; Creswell 2018b; Creswell 1998; Kvale 1996).

The research design enables maximum benefits realisation of the MM advantage. The results of the qualitative study (interviews) are presented in Chapter 4. The findings also provide data and support for the quantitative study involving industry survey using questionnaires.

3.5.2 Quantitative Study (Industry Survey using Questionnaires)

This section details the quantitative study including research methods for the industry survey, survey participants, data collection and analysis, and findings. The quantitative study aims to provide answers for RQ2: What variables drive the value addition of MTs? The section describes the use of the survey to further test and validate the variables from the interviews. It also determines correlates of the variables and the additionality.

Foroudi, Palazzo, and Stone (2021) state that survey questionnaires are a common tool in most research studies in marketing and social sciences. They are most suitable for capturing quantitative and numeric description of research participants' trends, attitudes, or opinions about a matter (Creswell 2009). They provide researchers

with effective and flexible options for achieving generalisability with research (Ruel, Wagner and Gillespie 2016).

Eadie et al. (2015) use a web-based questionnaire to investigate the current status of the management aspects of Building Information Modelling (BIM) for Government projects in the UK. BIM. Using a Likert-type scale, survey respondents were requested to provide opinions on their awareness of current status and issues surrounding BIM adoption and usage. The researchers obtain 92 responses. Their results indicate that respondents agree with the enforced BIM usage, demonstrating client demand is a significant driver on uptake. The researchers rank the importance of BIM standards and the type most used. They find front end design via BIM models and clash detection outweighing the use for facilities management. Their results also show design, build and framework arrangements to be most common BIM procurement use.

For this current research, survey questionnaires were used for test and validate variables that drive value additionality of MTs. The study also includes assessing interdependencies of the variables towards developing operational framework for the additionality (Section 3.5.3). Successful survey research depends on a well-designed survey instrument.

The research design enables one method to use questions and results from another as part of the benefits of MM relating to development, complementarity, and triangulation (Section 3.4.2). Results of the qualitative study provided the starting data and information for this quantitative study (Figures 4.3, 4.4, and 4.5). Key themes and

variables from the interviews are the building blocks for the hypotheses to be tested in RQ2 while deepening evidence around RQ1 as well. For clarity, RQ1 is further divided into three: RQ1.1 which focuses on benefits; RQ1.2, which focuses on challenges; and RQ1.3 which focuses on organisational enablers. This is because value additionality comes from maximising benefits and organisational enablers, and minimising challenges. Testing the hypotheses also provides answers to RQ2 including correlates between value additionality of MTs and their variables.

3.5.2.1 Hypotheses

The hypotheses tested were hierarchically mapped to RQ1. Testing the hypotheses will roll up to the upper levels and ultimately provide answers to the research questions at the top.

RQ1.1 What beneficial value do multicultural teams bring to organisations?

H1 Cultural diversity brings value to teams and organisations.

H1.1 Cultural diversity adds value through creativity in MTs.

H1.1.1 Diversity of ideas contributes to creativity in MTs.

H1.1.2 Diversity of experiences contributes to creativity in MTs.

H1.1.3 Diversity of thinking contributes to creativity in MTs.

H1.1.4 Unique mix of people contributes to creativity in MTs.

H1.1.5 Cultural alignment with clients contributes to creativity in MTs.

H1.2 Cultural diversity adds value through flexibility and optionality in MTs.

H1.2.1 Diversity of ideas contributes to flexibility and optionality in MTs.

H1.2.2 Diversity of experiences contributes to flexibility and optionality in MTs.

H1.2.3 Diversity of thinking contributes to flexibility and optionality in MTs.

H1.2.4 Unique mix of people contributes to flexibility and optionality in MTs.

H1.2.5 Cultural alignment with clients contributes to flexibility and optionality.

H1.3 Cultural diversity in MTs offers rarity.

H1.3.1 Diversity of ideas contributes to rarity in MTs.

H1.3.2 Diversity of experiences contributes to rarity in MTs.

H1.3.3 Diversity of thinking contributes to rarity in MTs.

H1.3.4 Unique mix of people rarity in MTs.

H1.3.5 Cultural alignment with clients contributes to rarity in MTs.

H1.4 Cultural diversity in MTs enriches whole team and organisation.

H1.4.1 Diversity of ideas contributes to enriching whole organisation.

H1.4.2 Diversity of experiences contributes to enriching whole organisation.

H1.4.3 Diversity of thinking contributes to enriching whole organisation.

H1.4.4 Unique mix of people contributes to enriching whole organisation.

H1.4.5 Cultural alignment with client contributes to enriching organisation.

RQ1.2 What challenges do MTs bring to organisations?

H2 Cultural diversity brings challenges to project teams and organisations.

H2.1 Cultural diversity in MTs causes lack of trust in teams.

H2.1.1 Stereotyping contributes to lack of trust in teams.

H2.1.2 Cultural diversity being too soft to measure contributes to lack of trust.

H2.1.3 Difficulty apportioning team performance contributes lack of trust.

H2.2 It is difficult to determine value of cultural diversity.

H2.2.1 Stereotyping contributes to difficulty in determining value of diversity.

H2.2.2 Diversity too soft to measure contributes to difficulty in determining value.

H2.2.3 Difficulty apportioning team performance causes difficulty in valuing.

RQ1.3 What organisational systems contribute to maximising MTs' value additionality?

H3 Organisational systems contribute to harnessing the value of MTs.

H3.1 Organisational culture of respect contributes to harnessing value of MTs.

H3.1.1 Promoting respect contributes to organisational culture of respect.

H3.1.2 Recruitment system with pipeline of diverse candidates enables respect.

H3.1.3 Intercultural training contributes to organisational culture of respect.

H3.1.4 Leadership contributes to organisational culture of respect.

H3.2 Human Resource and Recruitment systems with moderated bias contribute to harnessing the value of MTs.

H3.2.1 Promoting value and respect in teams contributes to Human Resource and Recruitment systems with moderated biases.

H3.2.2 Recruitment system with a pipeline of culturally diverse candidates contributes to Human Resource and Recruitment systems with moderated biases.

H3.2.3 Intercultural training for teams contributes to Human Resource and Recruitment systems with moderated biases.

H3.2.4 Leadership contributes to Human Resource and Recruitment systems with moderated biases.

3.5.2.2 Questionnaire Survey Instrument

The questionnaire survey was designed to provide data towards answering the research questions and test the hypotheses. Professionals from diverse cultural backgrounds, work roles, and levels were the focus of the questionnaire. The campaign reached out to people responsible and accountable for business strategy, delivery, and outcomes in project-based organisations.

Questions were based on initial findings from the qualitative study (Chapter 5). They were designed to provide insights into answering RQs 2 regarding determination of key variables that drive value additionality of MTs and measuring the significance and interdependencies of the variables. See Appendix 5 for a copy of the questionnaires, and further as represented in Qualtrics, a cloud-based tool used in administering the survey, data collection and preliminary analysis.

Table 3.4 presents key points about the instrument including questions asked, reasons for asking the questions, why they were asked, nature of data collected, and what to do with the data in this study. This table provides snapshots and explanatory notes supplementing the full version of the Instrument in Appendix 5.

Table 3.4: Industry survey questions, expected data, and potential use of answers

Questionnaires	Reasons for asking question, nature of data, and potential use of answers
Q1 - In which of these industries or sectors have you worked in the longest to date (particularly in the last 10 years)?	Demographics and diversity of participants; data for descriptive statistics and cross-tabulations
Q2 - Which of the following best describes your role within the organization?	Demographics and diversity of participants; data for descriptive statistics and cross-tabulations
Q3 - How long have you worked in multicultural teams (this could be over multiple work episodes)?	Demographics and diversity of participants; data for descriptive statistics and cross-tabulations
Q4 - How would you rate the level of cultural diversity in your most diverse team?	Demographics and diversity of participants; data for descriptive statistics and cross-tabulations
Q5 - How would you describe the size of the multicultural team in Q4 above (your best estimate of the number of people in the team will do)?	Demographics and diversity of participants; data for descriptive statistics and cross-tabulations
Q6 - How would you describe the size of the overall organisation including the multicultural team described in Q4 (your best estimate of the number of people)?	Demographics and diversity of participants; data for descriptive statistics and cross-tabulations
Q7 - How would you describe your position in the multicultural team?	Demographics and diversity of participants; data for descriptive statistics and cross-tabulations
Q8 - Please provide answers to the following set of demographic questions (Please select all that apply): place of birth, study, work, and residence	Participants' demographics and diversity: for descriptive statistics.
Q9 - What is your age range?	Participants' demographics and diversity: for descriptive statistics.

Questionnaires	Reasons for asking question, nature of data, and potential use of answers
Q10 - What is your gender?	Participants' demographics and diversity: for descriptive statistics.
Q11 - Please provide answers to the following questions regarding benefits of cultural diversity in teams: Cultural diversity brings value to organisations, value of creativity, value of flexibility, value of rarity, value of overall team enrichment	Data for answering hypothesis relating to MTs' benefits (and dimensions of the benefits). Note: the dimensions of MTs' benefits were from literature review findings and results of the qualitative research interviews
Q12 - How would you attribute the importance of the following to the value of creativity in multicultural teams? (1 for lowest, 5 for highest, and N/A not applicable): diversity of ideas, diversity of experience, diversity of thinking, unique mix of people in the team, cultural alignment with clients.	Data for determining associations and correlations between dependent variables (value of creativity) and independent variables from literature review findings and results of the qualitative research interviews.
Q13 - How would you attribute the variables to MTs' value of flexibility?	Data for determining associations and correlations between value of flexibility and independent variables
Q14 - How would you attribute the variables to MTs' value of rarity?	Data for determining associations and correlations between value of rarity and independent variables
Q15 - How would you attribute the variables to MTs' value of team enrichment?	Data for determining associations and correlations between value of flexibility and independent variables
Q16 - Please provide answers to the following questions regarding challenges with cultural diversity: Cultural diversity brings challenges to organisations, causes lack of trust in teams, difficult to determine the value of cultural diversity	Data for answering hypothesis relating to MTs' challenges (and dimensions of the challenges). Note: the dimensions of MTs' challenges were from literature review findings and results of the qualitative research interviews

Questionnaires	Reasons for asking question, nature of data, and potential use of answers
Q17 - How would you attribute the following variables relating to MTs' challenges to cause of lack of trust in teams? (1 for lowest cause, 5 for highest cause): stereotyping, cultural diversity too soft to measure, difficulty in apportion performance	Data for determining associations and correlations between dependent variables (lack of trust) and independent variables from literature review and interview results.
Q18 - How would you attribute the variables to cause of difficulty in valuing cultural diversity in teams?	Data for determining associations and correlations between difficulty in valuing diversity and independent variables
Q21 – Please provide answers regarding making MTs to work well: Organisational culture that promotes respect for all, HR and Recruitment systems with fewer biases	Data for answering hypothesis relating to organisational enablers of MTs' value additionality (and dimensions of the enablers).
Q22 - How would you attribute the contribution of the following to organisational culture that promotes respect for all: promote respect, Recruitment systems with pipeline of culturally diverse candidates, intercultural training, and leadership?	Data for determining associations and correlations between dependent variables (organisational culture that promotes respect for all) and the independent variables
Q23 - How would you attribute the contribution of the following to a Recruitment and HR system with fewer biases?	Data for determining associations and correlations between Recruitment and HR system with fewer biases and the independent variables

Successful survey research depends on selecting the right respondents.

3.5.2.3 Survey Respondents

Purposive sampling was prominently used in this study. It is also known as judgmental, selective or subjective sampling, and relies on the researcher's judgement in selecting respondents (Sharma 2017). Survey respondents in this study were identified based on their involvement in multicultural teams as leaders, members, or organisational executives in project-based organisations. The researcher considered the advantages of this sampling technique highlighted by Sharma (2017) in selecting the option. The technique provided justification for generalisation. For example, the purposefulness in the technique and the research context facilitated enlistment of more respondents when the researcher judge that a phenomenon was worth investigating further. The researcher was also aware that purposive sampling can be prone to researcher bias because of the subjectivity in the technique (Sharma 2017). However, researcher's judgements for this study have been based on clear criteria in alignment with the research objectives and theoretical frameworks. The approved research ethics clearance also provides further disincentives for biases. Purposive sampling was supplemented with snowball sampling. With the latter, respondents assisted in recruiting other respondents from their network of colleagues based on the established selection criteria thereby causing the sample group to grow like a rolling snowball.

Invitations to respond to the survey reached over 1,000 prospective respondents via email, LinkedIn messenger, Facebook messenger, and WhatsApp messenger. The invitations contained information about the study and an anonymous link to the survey. They were informed about the research objectives. They were also reminded that participation in the research is voluntary, and they are within their rights to discontinue at

any time without consequences. Respondents were advised that their consent is implied by completing the online survey. They were given an indication of the timeframe for completing the survey including opportunity to save and complete later if they are not able to complete the questionnaire in one attempt. Respondents were assured that their responses will be treated as confidential and will not be re-identifiable. Email contacts for the researcher and research supervisor were left with prospective respondents for ongoing enquiries and feedback, including complaints, where applicable.

Adequate measures were taken to invite people from culturally diverse backgrounds, initially focusing on residents of Western Australia. However, more respondents were sought beyond the state out of necessity for more respondents. A total of 300 individuals expressed intention to respond to the survey. 140 responded. 126 completed the questionnaires to the end. Further analysis later revealed missing values with respondents that completed to the end. Whilst they have all worked in Australia at different periods, their cultural diversity spreads across many nations by birth, work, and residence. Chapter 5 provides comprehensive breakdown of the demographics and descriptive statistics of respondents.

3.5.2.4 Data Collection (Survey)

The questionnaires were administered via Qualtrics, a cloud-based tool used in conducting the survey, data collection and preliminary analysis. Chapter 5 details the analysis and results of the quantitative study. The number of questionnaires administered depended on access to participants, and response rate (Saunders et al. 2018). These factors directly relate to sample size adequacy and indicates when further data collection and analysis are unnecessary. The issue of missing data impacts sample size adequacy.

3.5.2.4.1 Missing Data

An overview of data collected shows missing values. Bannon Jr (2015) describes missing data to mean that a data set is missing one or more values assigned to a variable. Several problems can cause missing data, including a respondent choosing not to answer a question. This situation was anticipated with this study considering the sensitivities around the topic of multiculturalism and cultural diversity in Australia. Conversations around multiculturalism in Australia are still very guarded at best for various reasons, which could be another area of research inquiry. Elias, Mansouri, and Sweid (2021) investigates public attitudes towards multiculturalism in Australia. Their findings including systematic review of previous efforts indicate the need for more stakeholders' convergence on the matter. Finding participants willing to share their thoughts on this topic proved more difficult than anticipated. Some respondents commenced the survey but did not complete their responses. Missing data can also result from errors in data entry, data encoding, or data transfer from one medium to another (Mirzaei et al. 2022). In line with Bannon Jr (2015) and Mirzaei et al. (2022), it was important to understand the pattern of missing values and their potential imputation before proceeding with the analysis reported in Section 3.5.2.4.1.1 and Section 3.5.2.4.1.2.

Table 3.5 shows missing values for the nominal variables. 19.0% of respondents did not state their place of study, perhaps because they consider such information is not important to the study or because they have studied at different places, or they are not comfortable providing the information. The analysis also indicates that 18.3% and 13.5% of respondents did not state their place of work and birth, respectively, possibly for the same reasons as previously suggested.

Table 3.5: Missing value for nominal variables

Variables	Missing Values	% Missing Values
Gender	3	2.1
Industry	1	0.7
Role	3	2.1
Place of Birth	4	3.2
Place of Residence	17	13.5
Place of Study	24	19.0
Place of Work	23	18.3

Tables 3.6, 3.7 and 3.8 show missing values in ordinal data relating to research hypotheses (Section 3.5.2.1). Mapping of the independent to dependent variables are also shown in the tables. To make data analysis meaningful, these missing values need to be handled. It is also observed that these missing values are due to the lack of responses from the survey respondents. From a total of 140 samples returned, 14 participants (coded 6-8, 15, 24, 27, 34, 46, 47, 60, 61, 92, 116 and 139 did not complete more than 90% of the questionnaire. Thus, they were excluded from the analysis.

Table 3.6: Missing data in ordinal variables relating to benefits of MTs

Dependent variables	Independent variables	Missing Values	% Missing Values
Benefits of MTs' cultural diversity in teams and organisations	MTs' cultural diversity brings benefits (H1)	14	10.0
	Cultural diversity adds benefits through creativity in MTs (H1.1)	17	12.1
	Cultural diversity adds benefits through flexibility and optionality in MTs (H1.2)	14	10.0
	Cultural diversity in MTs' offers rarity (H1.3)	17	12.1
	Cultural diversity in MTs' enriches whole team (H1.4)	16	11.4
Creativity (H1.1)	MTs' diversity of ideas contributes to creativity (H1.1.1)	15	10.7
	MTs' diversity of experience contributes to creativity (H1.1.2)	15	10.7
	MTs' diversity of thinking contributes to creativity (H1.1.3)	15	10.7
	MTs' unique mix of people contributes to creativity (H1.1.4)	16	11.4
	MTs' cultural alignment with clients contributes to creativity (H1.1.5)	16	11.4
Flexibility and Optionality (H1.2)	MTs' diversity of ideas contributes to flexibility and optionality (H1.2.1)	15	10.7
	MTs' diversity of experience contributes to flexibility and optionality (H1.2.2)	15	10.7
	MTs' diversity of thinking contributes to flexibility and optionality (H1.2.3)	15	10.7
	MTs' unique mix of people contributes to flexibility and optionality (H1.2.4)	17	12.1
	MTs' cultural alignment contributes to flexibility and optionality (H1.2.5)	16	11.4

Dependent variables	Independent variables	Missing Values	% Missing Values
Rarity (representative of VRIN asset) (H1.3)	MTs' diversity of ideas contributes to rarity (H1.3.1)	25	17.9
	MTs' diversity of experience contributes to rarity (H1.3.2)	24	17.1
	MTs' diversity of thinking contributes to rarity (H1.3.3)	24	17.1
	MTs' unique mix of people contributes to rarity (H1.3.4)	25	17.9
	Cultural Alignment rarity (H1.3.5)	25	17.9
Enrichment of whole team and organisation (H1.4)	MTs' diversity of ideas contributes to enrichment of whole team and organisation (H1.4.1)	16	11.4
	MTs' diversity of experience contributes to enrichment of whole team and organisation (H1.4.2)	16	11.4
	MTs' diversity of thinking contributes to enrichment of whole team and organisation (H1.4.3)	16	11.4
	MTs' unique mix of people contributes to enrichment of whole team and organisation (H1.4.4)	18	12.9
	MTs' cultural alignment contributes to enrichment of whole team and organisation (H1.4.5)	20	14.3

Table 3.7: Missing data in ordinal variables relating to challenges of MTs

Variable	Attributes	Missing Values	% Missing Values
Challenges of MTs' cultural diversity in teams and organisations	MTs' cultural diversity brings challenges (H2)	22	15.7
	MTs' cultural diversity causes lack of trust (H2.1)	22	15.7
	MTs' cultural diversity causes difficulty in determining value of MTs' cultural diversity (H2.2)	22	15.7
Lack of trust (H2.1)	Stereotyping contributes to lack of trust (H2.1.1)	26	18.6
	MTs' cultural diversity being too soft to measure contributes to lack of trust (H2.1.2)	35	25.0
	Team performance being too difficult to apportion in culturally diverse teams contributes to lack of trust (H2.1.3)	31	22.1
Difficult to determine value of cultural diversity (H2.2)	Stereotyping contributes to difficulty in determining value of cultural diversity (H2.2.1)	32	22.9
	MTs' cultural diversity being too soft to measure contributes to difficulty in determining value of cultural diversity (H2.2.2)	30	21.4
	Team performance being too difficult to apportion in culturally diverse teams contributes to difficulty in determining value of cultural diversity (H2.2.3)	30	21.4

Table 3. 8: Missing data in ordinal variables (relating to organisational enablers of MTs' value additionality)

Variable	Attributes	Missing Values	% Missing Values
Organisational enablers for harness MTs' Value of Cultural Diversity	Organisational systems contribute to harnessing the value of MTs (H3)	26	18.6
	Organisational culture of respect enables value additionality of MTs (H3.1)	26	18.6
	Human Resource and Recruitment systems with moderated bias enable value additionality of MTs (H3.2)	27	19.3
Organizational culture of respect (H3.1)	Promoting respect in teams contributes to organisational culture of respect (H3.1.1)	29	20.7
	A recruitment system with a pipeline of culturally diverse candidates contributes to organisational culture of respect (H3.1.2)	29	20.7
	Intercultural training contributes to organisational culture of respect (H3.1.3)	28	20.0
	Leadership contributes to organisational culture of respect (H3.1.4)	28	20.0
Human Resource and Recruitment systems with moderated bias (H3.2)	Promoting respect in teams contributes to Human Resource and Recruitment systems with moderated bias (H3.2.1)	28	20.0
	A recruitment system with a pipeline of culturally diverse candidates contributes to Human Resource and Recruitment systems with moderated bias (H3.2.2)	29	20.7
	Intercultural training (contributes to Human Resource and Recruitment systems with moderated bias H3.2.3)	34	24.3
	Leadership contributes to Human Resource and Recruitment systems with moderated bias (H3.2.4)	30	21.4

Data classification system helps in making decisions about how to handle the missing data and how to inform the user of data about considerations that were taken to handle (Mirzaei et al. 2022). “The most commonly used methods to handle the missing data was complete case analysis (45%), single imputation (27%), model-based methods (19%) and multiple imputation (8%)” (Jakobsen et al. 2017). Complete case analysis was adopted for this study because mechanisms causing missing data are completely at random and may cause standard errors due to reduced sample size, but does not cause bias; it is also the most commonly used (Jakobsen et al. 2017). Only those cases with complete responses are considered in the bivariate analyses.

3.5.2.4.2 Sample Size Adequacy

Costello and Osborne (2005) conducted research to provide guidelines about best practice for sample size with Principal Component Analysis (PCA). They posit that subject to item ratio is the best method for standardizing sample size data. Subject is the number of samples in the initial item pool. Item is the number of variables. They argue that one advantage of this method is that the criterion involves direct comparison to the research own data analysis. In a majority of the studies in the survey they used for their study (62.9%) researchers performed analyses with subject to item ratios of 10:1 or less. Costello and Osborne (2005) report this ratio as the prevalent rule-of-thumb many researchers use for determining a priori sample size at that time. They also report a surprisingly high proportion of research that reported factor analyses based on subject to item ratios of only 2:1 or less (small size samples). They indicate that a small sample size with ratios of 10:1 or less” is sufficient in terms of generalisability. However, they caution that there are research studies where the sufficiency criteria were satisfied with subject to item ratios more than 10:1.

Costello and Osborne (2005) concluded by strongly cautioning researchers against drawing substantive conclusions based on PCA alone. It can be used along with other variable modelling techniques in testing hypotheses. This is exactly how this current research has been designed and implemented. PCA in this study is combined with other statistical analyses (Fisher's Exact Test and Spearman's rank correlation) and findings from the qualitative study. The benefits of data, process and results triangulation with this combination will enhance the capacity for testing the hypotheses.

3.5.2.5 Statistical Analysis

Qualtrics is a web-based software that allows users to create surveys and generate reports based on feedback from survey respondents. Qualtrics was used for preliminary data categorisation and statistical analysis. Statistical Package for the Social Sciences (SPSS) statistical software was applied for the more complex data analysis in dealing with complicated relationships in this study. IBM SPSS Version 29.0.0.0 (241) is the software version used for this research.

Statistical analyses involve testing relationships between pairs of variables for associations and correlations. Altman and Krzywinski (2015, 899) commence their explanation by summarising the relationship between associations and correlations: "correlation implies association, but not causation. Conversely, causation implies association, but not correlation". The authors provide a caution: association should not be confused with causality; if X causes Y, then the two are associated (dependent). However, the same variables can also be associated in absence of a causal relationship between them. Association is the same as dependence and may be due to direct or indirect causation. It was established in the early section of this study the focus is

association between MTs' value additionality and their dimensions and variables, not causality. Thus, a key theory behind determination of variables driving MTs' value additionality is that causation implies association. Testing statistically significant associations between relevant independent variables and dependent variables imply that the former drive the latter.

Relationships between these variables can also be characterized using correlation, similar to findings by Altman and Krzywinski (2015). Correlation is more specific than associations: two variables are correlated when they display an increasing or decreasing trend together. Correlation implies specific types of association such as monotone trends or clustering, but not causation. Correlation is a statistical measure that expresses the extent to which two variables are linearly related (meaning they change together at a constant rate). It's a common tool for describing simple relationships without making a statement about cause and effect. Nettleton (2014) provided a simple illustration of correlations between two numerical variables, X and Y. A positive correlation signifies that if variable Y goes up, then X will also go up, whereas if the value of the correlation is negative, then if Y increases, X decreases.

Fisher's Exact Test was used to determine if there were significance associations between cultural diversity, rarity in MTs, value of MTs and organisational culture (Bower 2003). Spearman's rank correlation was used to evaluate the strength and direction of the association between two variables, such as strength and direction of the relationship between the influence of diversity of ideas, unique mix of people in the multicultural team, cultural alignment with clients, on the outcome variable, and the value of rarity; it does not require assumption of normal distribution and is suitable for discrete ordinal data (Bonett and Wright 2000; Spearman 2010).

Relationships between pairs of variables were further tested using the chi-square test of independence and Pearson's correlation (McCrum-Gardner 2008). Principal Components Analysis (PCA) was used to reduce the dimensionality of the large variable dataset (Middleton 2022; Salem and Hussein 2019). It is an established technique for examining the structure of multiple interacting variables like we have in this study. Furthermore, regression analysis was used to assess the role of predictor variables such as diversity of ideas; unique mix of people in the multicultural team; cultural alignment with clients on the outcome variable value of creativity. Regression analysis was further used to assess the influence of diversity of ideas, unique mix of people in the multicultural team, cultural alignment with clients, on the outcome variable, the value of rarity.

Cross-tabulation is another quantitative method for measuring associations of variables with each other and it is particularly useful for variables that are categorical (Momeni et al. 2018; Sloan and Angell 2015). Momeni et al. (2018) further describes cross-tabulation as the summarization of categorical data into a table with each cell in the table containing the frequency of the observations that fit the categories represented by that cell. The data presented in cross-tabulated form can then be used for statistical tests most of which follow a chi-squared distribution. For this study, cross-tabulations were used to answer questions like these:

- *Which professionals and industry backgrounds are more inclined to embrace the value of MTs?*
- *Does experience level (especially working with MTs) tend to increase appreciation for valuing MTs?*
- *Does the level of position in the company influence the appreciation of the value of MTs?*

The consequential importance of these analyses and results relates to their additional input into the modelling scope of this study including answering RQ3 (see Chapter 6). Determination and measurement of the associations between target variables enable incorporation of traditional team attributes into the operational framework. Age, position in the organization, and level of experience working in MTs were the three dimensions tested in this research component. The researcher acknowledges the complexities of studying variables relating to people and teams. This component of this research and the findings were not designed to be exhaustive or generalised. Rather, it provides a better understanding of team factors that can influence the value additionality of MTs. The findings also provide additional inputs for developing the framework.

3.5.2.6 Principal Component Analysis

Exploratory factor analysis (EFA) is a commonly used and extensively employed statistical method in the field of social sciences. A significant majority of researchers utilized principal components analysis with varimax rotation as the chosen method for data analysis. Lovett, Zeiss, and Heinemann (2002) use it for developing an instrument for the evaluation of school principals. Morris (2001) apply it in assessing the motivation of Puerto Rican high school students. Majors and Sedlacek (2001) utilise it determining what types of services should be offered to college students. Among those who disclosed their criteria for determining the number of factors to be retained for rotation, a majority relied on the Kaiser criterion, which involves retaining all factors with eigenvalues exceeding one. Although this is commonly seen in the literature and is generally the default setting in major statistical software tools, it may not always produce the most optimal outcomes for a certain dataset. The EFA is an intricate process that lacks definitive rules and offers numerous alternatives. Moreover, the study's design,

characteristics of the data, and the specific research objectives all influence which methods will produce the most advantage. The objective of this research is to examine the typical approach in studies employing exploratory factor analysis and offer practical guidance on the most effective methods for utilizing EFA. There are four issues that we will discuss: 1) Comparison between component extraction and factor extraction methods, 2) Determining the appropriate number of factors to maintain for rotation, 3) Choosing between orthogonal and oblique rotation techniques, and 4) Ensuring a sufficient sample size for the analysis.

In exploratory analyses, Principal Component Analysis (PCA) is used to account for all variances, including error, unique, and common variances. It is also used to create linear combinations of observed variables, maximizing the variance of their component scores (Hair and Black 2014; Tabachnick and Fidell 2019).

For post-factor extraction, the rotation of the loading matrix is crucial for identifying the number of variables linked to each factor, enhancing the scientific and interpretability utility. Both oblique and orthogonal rotations are common (Field 2009; Hair and Black 2014; Tabachnick and Fidell 2019). Orthogonal rotation is beneficial when factors are independent, simplifying analysis and reporting; although, oblique rotation is used when factors are correlated (Tabachnick and Fidell 2019).

In this study, varimax, a prevalent orthogonal rotation method, was employed to maximize variance loadings on each factor. Varimax aids in evenly distributing variation among components and clarifies the evaluation of factors and due to the uncorrelated nature of factors in orthogonal rotation, the results are easier to interpret (Tabachnick and Fidell 2019).

Three criteria were used for component extraction: screen test, variance percentage, and latent root. Estimating each variable's variance is critical prior extraction (Field 2009). Eigenvalues, shown in the initial PCA conducted, indicate the amount of variance explained. Communality, the average variance error of indicators, represents the explained variation of indicators by the measurement model. A communality of more than 0.5 (or 0.7 average loading) is desirable, requiring larger sample sizes, especially when communalities are low or the model includes fewer items per component (Field 2009).

The Kaiser-Meyer-Olkin (KMO) measure and Bartlett's test of sphericity are essential for validity of the principal component analysis (Shrestha 2021). The KMO measures variance attributable to underlying factors or components, and a KMO value above 0.6 indicates significant, suitable correlations for Exploratory Factor Analysis (EFA) (Tabachnick and Fidell 2019) while the Bartlett's test confirms the suitability of the data for EFA when correlation between measurement items exceeds 0.30 (Hair and Black 2014).

The eigenvalue, also known as the latent root, indicates the amount of variance a factor explains. For a factor to be considered significant in component analysis, its eigenvalue should be one or higher. Factors with eigenvalues below 1 are typically seen as not meaningful and are therefore excluded from the analysis (Field 2009; Hair and Black 2014; Tabachnick and Fidell 2019).

3.5.3 Operational Framework for Value Additionality of Multicultural Teams

This study's modelling component answers RQ3: how can the value additionality of MTs be operationalised in projects and organizations for long-term benefits? The objective is to develop a DC-driven conceptual framework for operationalising value additionality and long-term benefits of MTs. In alignment with the usefulness of an organisational model highlighted by Burke (2008), the framework is aimed at enhancing understanding of MTs' dynamic capabilities. It also facilitates capturing, interpretation, and timely deployment of data for MTs' value additionality, reflecting target real-life contexts of teams, organisations, and other stakeholders. The final version is real enough that it can be relied upon to act like the system it models (Edmonds et al. 2019). The framework further guides action for change regarding the knowing, harnessing, and maximising MTs' value additionality.

An initial conceptual framework is illustrated in Figure 2.8 based on review of literature (Chapter 2). The modelling process is similar to Earley and Gibson (2002)'s Multicultural Team Model shown in Figure 2.5. It involves a dynamic, multilevel view of MTs focusing on various features of the team's members, their interactions as MTs, and the organisational context in which they operate. However, the framework for this current research incorporates various dimensions and variables that drive MTs' value additionality. This feature enables agility required for working with those variables in seizing opportunities in a timely manner. It also integrates strategic dynamic capabilities framework for driving the system to purposefully deploy internal resources for harnessing and maximising MTs' additionality.

The framework adopted an integrative modelling solution which aligns with Stahl and Tung (2015)'s studies relating to teams' cultural diversity. They conclude that such

integrative approach provides a better framework for understanding both the positive and negative effects of cultural differences in teams and organisations. The framework also incorporates insights from Rolstadås and Schiefloe (2017)'s work on modelling project complexity, including generic drivers such as ambiguity, uncertainty, unpredictability and pace. Those drivers for this current research constitute the MTs' value additionality variables and correlates determined in Chapter 5 Results and Presentation of Findings - Quantitative Study.

Similar to Rolstadås and Schiefloe (2017)'s project complexity model, this operational framework can be contextualised for organisations and projects based on tasks they undertake, as well as technological, economic and socio-political contexts. The DC component provides the engine for dynamically integrating, building and reconfiguring MTs and their attributes to address these rapidly changing parameters in alignment with the organisation's strategic direction (Shuen, Feiler and Teece 2014).

Validation of the conceptual framework is based on the results of this empirical study, like Schiefloe and Vikland (2009) did with validating their Pentagon model for organization capabilities and performance. Findings from qualitative and quantitative studies provide basis for finetuning and validating the framework for the final version presented in Chapter 6. This modelling component further adds to the beneficial points of triangulation of this study's MM approach.

3.6 Research Facilities and Data Management

Zoom in-built audio recording was used to assist with obtaining high quality interview recordings. Voice memo functionality in the researcher's mobile telephone was adequate for recording the physical interview undertaken. Interviews were recorded and

transcribed to text documents from the original audio files. Manual transcription of the interviews by the researcher was supplemented with procured services due to the significant audio recordings in this study. The universities made adequate provisions to cover applicable expenses.

Three non-generic software were used this study – Nvivo, Qualtrics, and SPSS. Nvivo was used in the qualitative study to store, organise and analyse research interview data. Qualtrics web-based survey software was used in the quantitative study to design, send and perform preliminary analysis of surveys online. The cloud-based survey technology enabled the collection of respondents' feedback at scale via questionnaires. It provided the ability to get data, quickly, from respondents by automating the process of sending out surveys across a variety of channels including social media. SPSS was used to analyse quantitative data. The universities provided adequate access for the researcher to use all three software during the study. All electronic and hard file data were safely and securely stored as per the approved data management plan.

The research data management plan was approved by the Curtin University Human Research Ethics Office (Section 3.2.1.4). Typical facilities and resources provided for Higher Degree by Research (HDR) students by Curtin University and The University of Southern Queensland include access to office space and desktop computer. They also provide internet connection, access to journals and books via the libraries (both physical and remote access), printer, training and relevant software. These facilities were adequate for the desktop related and literature review aspects of this study.

3.7 Validity and Reliability

The researcher adequately considers validity and reliability in this study. Validity is about what research instruments measure, and how well they do so, while reliability concerns truthfulness in data obtained and degree to which measurements avoid random error (Cohen, Manion and Morrison 2017). Thus, research validity and reliability depend on clearly defined research questions and hypotheses, suitably selected data collection methods and instruments, ensuring collection of data from a representative and adequate sample size.

The questions asked in the interviews and questionnaires elicit answers to the research questions in line with the research design and mapping shown in Tables 3.1, 3.2, 3.3 and 3.4 (Sections 3.5.1.1 and 3.5.2.2). The interview process in this study aligns with Qu and Dumay (2011) including setting interview settings, having the right interview participants, using questions from the interview guides, and eliciting responses from interviewees in the context of the research objectives. The researcher was intentional in conducting the interviews as designed, avoiding leading questions, and allowing interviewees to express their viewpoints rather than making assumptions about the research questions.

Internal and external validity are two types widely addressed by scholars. Based on the description by Cohen, Manion, and Morrison (2017), internal validity is concerned with the question, is the research sufficiently free of errors or violations of validity? Did the research instruments measure what they were meant to measure? Where they well done? If a relationship is observed that is not related to extraneous variables such as differences in subjects, location, or other related factors, the research probably has strong internal validity. External validity, on the other hand, asks the question, given

demonstrable effects of the research, to what populations or settings can they be generalised? How generalisable the results of the study are beyond the sample that is studied.

LeCompte, Preissle, and Tesch (1993) propose internal validity for qualitative research to include authenticity and the ability of research to report a situation through the eyes of participants. Design and implementation of this research have been done with the view of diverse participants at the core. The study also aligns with other arguments about authenticity highlighted by Cohen, Manion, and Morrison (2017). Firstly, it is argued that there should be fairness, with complete and balanced representation of the multiple realities in, and constructions of, a situation. This is a key aspect of this research in ensuring adequate representation of cultures, nationalities, industries, professional disciplines, work position levels, experience levels, and age range. Scholars also argue for ontological and educative authenticity in providing a fresh and new appreciation of a situation. This research investigates how organisations and society can harness value addition of MTs and their cultural diversity. This research generates fresh and beneficial understandings regarding this matter that relates to multiple stakeholders including workers, global communities and generations. Finally, this study re-echoes the thinking behind catalytic authenticity in triggering specific courses of action in academia and practice including the call for harnessing the benefits in our multiculturalism. Carrying out these actions promises significant benefits for multicultural countries like Australia especially with increasing globalisation.

Onwuegbuzie and Leech (2007) also identify threat to internal validity in qualitative research to include researcher bias including tendency for a piece of research to confirm existing findings or hypotheses. They also cited causal error that infers causal relations

when none exists or where no evidence has been provided of their existence. The researcher of this current study has taken steps to avoid or minimize these potential errors that could have added invalidity to the research. Whilst part of RQ1 is partly confirmatory in identifying MTs' benefits and challenges as well as organisational enablers of MTs' value additionality, the research went further in determining their various dimensions and variables. The researcher states clearly in Chapter One Introduction that this study does not aim to establish causal relationship between multiculturalism and performance, at the team, project or organisational levels. Research instruments and interviews fully align with this position.

There are several kinds of threat to internal validity in quantitative research. Baldwin (2018) highlights one that relates to the extent to which observed differences in the dependent variable are directly related to the independent variable. The researcher has taken steps to avoid this threat by basing the relationships between dependent and independent variables on theoretical foundation and findings from the qualitative study (Tashakkori, Teddlie and Teddlie 1998).

The auditing process, suggested by Trafford and Leshem (2008), was followed to ensure internal validity of the research process. Abductive research approach allowed systematic progression of research, focussing the research topic, and guiding data collection and analysis. A non-singular reality ontology and dynamic pluralist epistemology contextualised the pragmatic paradigm. Potential biases were addressed using a non-singular reality ontology.

The researcher of this study critically considers challenge of external validity and generalisation. With qualitative research, Roe and Just (2009) propose that empirical

research using naturally-occurring field data is what it is: it often scores higher with internal validity but achieve lower score on the ability for others to replicate research. Lincoln and Guba (1985) suggest that researchers provide sufficiently rich data so readers and users can determine how they will replicate the research as applicable to their objectives. Schofield (2006) supports the provision of clear, detailed and in-depth description to enable others make their own judgments on how findings generalise to their research contexts. Bogdan and Biklen (2007) argue that, in qualitative research, more weight is given to question of the settings, people and situations to which they might be generalisable than the issue of whether the findings are generalisable. This current research details the interview process and research instrument used including mapping of these components to the research questions. The in-depth description of the qualitative research details interview settings and relevant demographics of participants.

External validity in quantitative research fully concerns generalisability. Cohen, Manion, and Morrison (2017) alert researchers to key external validity challenges which include generalising from a narrow sample to a broad population, and from one situation to another similar situation without taking account of contextual differences. These pitfalls were avoided in this research.

Cohen, Manion, and Morrison (2017) presents factors that could further complicate matters for researchers regarding external validity. They include failure to describe independent variables explicitly. Other researchers can only replicate research conditions in the future only if these variables are adequately described. The authors also highlight lack of representativeness of available and target populations as another factor to avoid in ensuring external validity. Beyond research participants representativeness of available population, researchers should also consider representativeness of target

population to generalize findings. The researcher of the current research endeavours to explicitly describe all variables. The intentionality in ensuring representativeness of typical workplace and project diversity is evident in the research design and implementation. Survey respondents represent all global regions regarding births, residence, and work. They also represent major project-based work roles, organisations and industries. (Section 3.5.2.3).

The researcher also takes adequate steps to ensure reliability in this study like other scholars (Lincoln and Guba 1985; Stenbacka 2001; Denzin and Lincoln 2008). For example, Stenbacka (2001) attributes reliability to generating understanding in qualitative approach to research. Lincoln and Guba (1985) propose dependability, transferability, credibility, and conformability in research.

Dependability aims to establish that research findings are consistent and repeatable. Enough details have been provided in this study including describing the research procedures and instruments used so that other researchers may be able to collect data in similar ways (Saumure and Given 2008). The researcher also provides clear and consistent explanations and visibility on the links between the research questions, data collection and analysis.

Transferability emphasises generalisation of the research findings. The interview participants for this study were selected first, ensuring they have the capacity and diversity to contribute to the study, and enough representation for the required diversity in cultures, experiences, and opinions. Stahl and King (2020) affirms that transferability is often achieved despite the relative difficulty of small samples associated with qualitative research.

Credibility refers to the extent to which the observations and measurements represent social reality (LeCompte and Goetz 1982). It concerns the degree of harmony between research methodology, data sources, the researcher's interpretations, and conclusions. The researcher carefully and consistently draws inferences from qualitative data by adopting the right theme for guiding discussion of results.

Conformability implies the establishment of correct operational measures for the concepts in the study including ascertaining that right measurement has been achieved (Yin 2011). The researcher in this study took deliberate measures to ensure that his subjectivity and bias did not pose a significant threat to the construct validity. Inferences are drawn from the interviewees' opinions against existing literature and established theoretical framework.

The researcher explicitly documents procedure for quantitative study to satisfy additional research reliability criterion (Kirk, Miller and Miller 1986; Franklin and Ballan 2001). Research report includes detailed research design and methods, including loop back to the research questions and theoretical framework. It also details data source, sampling procedure, analysis and hypothesis testing. Use of relevant software, Nvivo, Qualtrics and SPSS, additionally address reliability concerns about manual coding and survey data handling around researcher fatigue in working complex data-sets (Illia, Sonpar and Bauer 2014).

Validity and reliability in questionnaires deserve special attention in this research. feature in many types of research, from surveys to action research. Belson (1986) considers validity of questionnaires from two viewpoints: firstly, whether respondents

complete questionnaires accurately, honestly and correctly; and secondly, whether those who did not complete theirs would have given the same distribution of answers as did those who completed. Fowler (2009) suggests prevalence of online surveys amplify the risks of dishonesty and inaccurate answers. Respondents may not understand or may misunderstand a question, or they may not know the answer, and they are not able to seek clarifications. Considering the topic of this current research, multiculturalism and associated challenges (Section 3.5.2.4.1), they may not want to disclose information, or they may give what they believe to be the socially desirable answer rather than a 'true' answer. All these, together, or singly, affect reliability.

The researcher adopts several strategies for maximising response rate to questionnaires as Hudson and Miller (1997) suggest. They include stressing the importance and benefits of the questionnaire in the respondents' invitation, providing length of the questionnaire and expected time for completion, and multiple rounds of follow-up to encourage completion. The researcher also expends efforts to minimise missing data which could not be avoided in the quantitative study despite best-practice (Section 3.5.2.4.1). The researcher followed established scholarly process for classification and decision-making about handling missing data (Section 3.5.2.4.1.3).

Triangulation provides a significant technique for demonstrating validity and reliability (Cohen, Manion and Morrison 2017; Lincoln and Guba 1985). Lincoln and Guba (1985) suggest how credibility in qualitative research can be addressed by triangulation of methods. Exclusive reliance on one method may increase the risk of bias. Different methods of data collection that yield substantially the same results provide confidence in research. In this study, triangulation maps out, and explains more fully, how studying MTs'

value additionality from more than one standpoint of qualitative, quantitative and conceptual modelling enhance research validity and reliability.

3.8 Limitations

It was a challenge to secure the planned sample for this research. Identifying and securing participants for the interviews and surveys was more difficult than anticipated. A topic on cultural diversity and multicultural teams could trigger different emotions and behaviours in people in the community. This situation is further amplified in a country like Australia with a cultural history that is difficult to discuss openly without the risk of offence. Participants were regularly assured of anonymity. Venues and timing of interviews were arranged with maximum provision for confidentiality. The anonymous link for the survey provided an opportunity for participation with more assurance of anonymity and confidentiality.

The original design of this project was for 50 interview participants and 500 questionnaire respondents. The actual participants were 25 interviewees and 126 respondents, respectively. Finding participants willing to share their thoughts on this topic proved more difficult than anticipated. Conversations around multiculturalism in Australia are still very guarded at best for various reasons, which could be another area of research inquiry. The very thing that constitutes a significant part of the country's identity as a nation, multiculturalism, is a challenging topic to discuss openly. It was observed that there were missing values in some variables for those who completed the questionnaires. This could have been caused by a respondent choosing not to answer a question, a data entry error, or errors associated with data encoding or data transfer from one medium to another or from one place to another, such as through the Internet. The researcher made extra efforts to drive the recruitment campaign, including tapping into his professional

network and relevant industry groups and soliciting participant referrals. Adequate lead times for data collection were allowed in the project schedule.

The interviews were initially planned to be face-to-face. However, adjustments were made due to the COVID-19 crisis and all the interviews, except one, were conducted via Zoom. The Zoom option was particularly useful during the COVID-19 pandemic. It enabled research to continue despite the impact of social distancing and lockdowns which lasted longer than initially envisaged. The researcher took advantage of the lockdown to do more desktop aspects of the research, including literature reviews and developing the theoretical framework. With Zoom, voice data were captured and recorded. The records were regularly duplicated as backup copies because of the risk of data loss. Strict adherence to confidentiality was maintained. The researcher ensured adequate capture of important information from observation of nonverbal cues such as facial expressions, voice intonation, and body language as highlighted by Opdenakker (2006).

Rolstadås et al. (2014) validated the relevance of their Pentagon model through cases. The validation of the operational framework from this research used empirical studies, similar to Schiefloe and Vikland (2009). The contribution to knowledge is deemed significant despite this limitation.

3.9 Summary of Chapter Three

This chapter details the pragmatic philosophical position of the research and motivates the dynamic pluralist epistemology and a non-singular reality ontology against the theoretical rationale presented in Chapter 1. A circular approach was followed regarding the levels of thinking about research. The consistency between the levels were deliberated through a reverse auditing process. A two-stage data collection strategy

based on the theoretical rationale is described in this chapter. Data management strategies and the methods used to collect and analyse the data is outlined. The contribution of mixed-methods data collection concerning the research questions and objectives is discussed, and data validity and reliability are indicated.

The next chapter presents the qualitative study for this research including details of the interviews, participants, data collection, data analysis, and findings.

CHAPTER FOUR

RESULTS AND PRESENTATION OF FINDINGS OF THE QUALITATIVE STUDY

4.1 Introduction to Presentation of Qualitative Study Results

This chapter reports the results of the qualitative study. It outlines key findings from the thematic analysis including key categories and themes reflecting participants' experiences and viewpoints on the following research questions and associated objectives:

The qualitative study provides answers to the following Research Question:

RQ1. What value additionality do multicultural teams (MTs) bring to projects and organisations?

The research Objectives investigated in this part of the study:

OBJ 1. To identify benefits, challenges, and organisational enablers of MTs' value additionality in projects and organisations.

The findings from the qualitative study combine visual representation through a Word Cloud and quantified qualitative analytical results along with the supportive graphical and textual representation of key themes from the thematic analysis.

4.2 Word Cloud

Firstly, the Word Cloud in Figure 4.2 below is generated from responses by research participants during the interviews. It increases comprehension and accessibility

via visualisation of the transcribed responses (Heimerl et al. 2014). It reflects the most frequently occurring words or concepts resulting from the interviews. *Diversity, people, team, cultural, value, diverse, work, Australia, culturally, leadership, culture, project, different, and organisation* are the most used.



Figure 4.1: Word Cloud from the Interviews

This Word Cloud provides an advanced assurance that the research had the right people in the interviews discussing the right subject matter of valuing cultural diversity and multicultural teams at work. Australia is the primary location context for this research. Leadership is also a key theme in this research finding. Repetition of words represented in this Word Cloud reflects the relative emphasis and intensity of the words and themes based on the experiences and perspectives of the participants. The report should be more comprehensible for stakeholders, including those who might not be familiar with numerical tables or statistical analyses.

4.3 Results of the Thematic Analysis

The identified themes come under the main headings or categories of value, challenges, intentionality, and organisational systems (making it work). High-level snapshots of the thematic analysis results are presented in Figure 4.2 as reported in NVivo. It shows the frequency with which participants related their experiences to the key categories of themes represented by Nodes 1 - 6. The categories and themes under Node 2 (Intentionality), Node 3 (Value) and Node 5 (Making it work) are further broken down into subthemes as shown. *Making it work* refers to enabling organisational systems for value addition of MTs. The number in the column titled “Files” indicates the number of participants relating to the theme on the node. It is one file per participant. The total number of references is calculated based on coding for participants. For example, if two participants have related to the same theme at the node, the coded content is combined and counted as two references.

Nodes				
	Name	Files	References	
+	1 - Introduction	0	0	
+	2 - Intentionality	0	0	
	2.1 - Intentional	13	19	
	2.2 - Non-Intentional	13	15	
+	3 - Value	0	0	
	3.1 - Sees value in culturally diverse teams	25	46	
	3.2 - Rare - Non-imitable - Non-substitutable	9	12	
	3.3 - Leverage Gender diversity gains (the Multiplier effect)	9	11	
	3.4 - Does not see value in culturally diverse teams	1	2	
	4 - Challenges	18	31	
+	5 - Making it work	0	0	
	5.2 - Leadership	20	46	
	5.3 - Organisational Culture and System	20	52	
	5.4 - Recruitment	6	11	
	5.5 - Training	16	24	
	6 - Cultural diversity & team outcomes - correlative or causative	11	18	

Figure 4.2: Key Nodes of identified Themes from Interview Data

All 25 participants align with the theme that cultural diversity in teams brings value to organisations. Leadership and organisational culture are next in the ranking with 20 participants each agreeing that leadership and organisational culture are enablers of MTs' value additionality. 18 support the claim that MTs bring challenges to organisations. A similar trend is evident in the number of references which indicates the number of times themes are mentioned during the interviews. However, organisational culture as enabler of MTs' additionality ranks highest followed jointly by the leadership and MT's value, and finally by MTs' challenges.

Training as an organisational enabler of MTs' additionality ranks next. Intentionality in engaging MTs and the relationship between cultural diversity and team outcomes are next in the ranking. Also, though not as much as the four themes presented in the last paragraph. The strategic VRIN attributes of MTs were variously expressed. MTs' VRIN attributes and opportunity to leverage gender diversity gains also feature in the ranking. This research did not probe further into the topics of "gender diversity" comparison and the cultural diversity–team outcomes causative link. They were not part of the focus of this research.

A similar trend in the results was reflected in the matrix report of quantified responses by a composite grouping of participants (Table 4.1). The larger the numbers, the darker the blue colour of the cells, and the stronger the research participants were aligned with the criteria (or theme). The results under the male column are used to commence explanation of the findings. Support for the claim that MTs bring benefits to organisations was strongest (31) compared to support that MTs bring challenges (17), VRIN (7) and the claim that MTs do not add value (2). With organisational enablers,

having the right organisational culture (28) was supported as the most contributor, followed leadership (26), training (16) and recruitment system (5). The results also show more support for the claim that organisations are more intentional with their cultural diversity.

Table 4.1: Matrix Coding Query Results - Composite Groups

Research Criteria	Research Criteria (Breakdown)	Male	Female	Team Member	Team Leader	Consultant or Adviser	< 15 Years	15 - 25 years	> 25 years	Oil & Gas and Mining	Utilities, Other Heavy Industries	Govt	Professional Services
Intentionality	Intentional	15	4	2	13	4	0	17	2	11	1	5	2
	Non-Intentional	10	5	7	7	1	3	6	6	7	3	1	4
Value	MTs' Benefits	31	15	13	28	5	3	33	10	20	6	12	8
	VRIN	7	5	6	4	2	3	8	1	6	1	1	4
	No MT value additionality	2	0	0	2	0	0	0	2	0	0	0	2
Challenges	MTs' Challenges	17	14	0	0	0	0	0	2	0	0	0	0
Making it work	Leadership	26	20	12	26	8	3	36	7	22	7	7	10
	Organisational Systems	28	24	19	29	4	11	34	7	27	9	6	10
	Recruitment	5	6	0	8	3	0	9	2	1	0	7	3
	Training	16	8	8	16	0	3	13	8	12	4	4	4

The findings, based on the interview with these 25 research participants, are consistent across the demographic headings:

- MTs bring more benefits than challenges to organisations; and
- Organisational culture, leadership and training are key enablers of MTs' value additionality.

The results also indicate that more males, those in team leadership roles, more experienced participants, and those working in the Oil, Gas and Mining industry sectors were more aligned with these findings. The findings across the demographics were not probed further during this qualitative study because of scope boundary of this research. Rather the parameters were validated in the quantitative study. A triangulation of the findings between the two methods provides validated demographic input for the modelling scope (Chapter 6). The next section details findings from the qualitative research based on further analysis of interview transcripts. They are presented under the key categories of MTs' benefits, MTs' challenges, and organisational enablers of MTs' value additionality. Part of the findings from this in-depth analysis would include key themes that provide indication of the independent variables to be carried into the quantitative study.

4.3.1 Benefits of Multiculturality in Teams

Participants consistently agree with the proposition that MTs bring benefits to teams and organisations (Figure 4.2 and Table 4.1). They also share some insights on the dimensions of this value additionality including creativity, flexibility and optionality, RIN as an asset, and enrichment of whole team and organisation. Here are excerpts of the

interview transcripts highlighting key findings and themes in the context of the research objectives.

4.3.1.1 Creativity

A senior project manager in a government sector shares his experience in response to the question of whether MTs bring benefits to organisations:

Yes! One anecdote that comes to mind is a project that was into a lot of trouble, and I was brought in to try and make it work. Firstly, I received senior-level support to make changes necessary to put the project back on track. The culturally diverse team I pulled together involved owner's team, main contractor, and subcontractors. Having diversity was uncomfortable at the time because of the challenges and push back I received due to differences in views. There was openness in speaking out and sharing these differences in views. There were certainly no group think. The result was really great.

This participant acknowledges the benefits of creativity which he and his organisation harnessed from engaging differences in their MTs. Different viewpoints and avoidance of group think are associated with diversity of ideas. The participant states: *There was openness in speaking out and sharing these differences in views.*

Seven participants at team leadership and executive levels in energy and mining industry also responded to the question of whether MTs bring benefits to organisation. They acknowledge the benefits of creativity in their culturally diverse teams by stating:

There was a time we needed to assess a project risk associated with an investment in Latin America. The Americans assess risks with a lot of assumptions, etc. But the Latin Americans do it another way: they just pinpoint the key aspects

to consider and proceed with the analysis. We did the traditional approach and incorporated the view from this Latin American.

The value of the diverse team shows forth more when they are put to a test. This is more evident when they are faced with unscripted challenges including navigating boundaries. The differences in view are elicited and the dynamics is almost biological and maybe that's the way to explain the value. In a day-to-day challenge where anyone (and even a machine) can do the job, then diversity may not be valuable. What I see when we are faced with finding solutions is that everyone brings different views in our overall approach, and it helps us to succeed.

My team has been one of the most diverse and has been one of the most high performing. We draw viewpoints from various directions, and this has been shown over and over again to help us get the right solutions.

There's recognition that in unlocking the value in the diversity in our tens of thousands of staff, we empower our tens of thousands diversity of thoughts and our ability to solve problems. By allowing people to feel safe, valued, empowered. I believe this is what gives us the competitive advantage. We recognize the power of diversity of thoughts.

There were US, England, Thailand, Japan teams. What I found interesting was that the USA / England thinking was somewhat similar. It was more about big-picture focus. However, the problem was not moving fast enough and many times, we got stuck. Our Asian counterparts came up with "I don't care about the big picture, I am just going to make a list and hit them hard until we get the work done." Of course, they could not complete some aspects without our big-picture inputs and guidance. Ultimately, we got the job done.

There were diverse opinions and sharing of past knowledge, etc. This included differences in perspectives and challenging of norms. These did help in helping the team to arrive at the best designs.

All seven participants articulated key themes which are variables that potentially drives MTs' benefits of creativity in organisational contexts. They include diversity of

ideas. One of the participants recalls: *when we are faced with finding solutions is that everyone brings different views in our overall approach and it helps us to succeed.* Diversity of thinking was also highlighted in this statement by one of these interviewees: *By allowing people to feel safe, valued, empowered. I believe this is what gives us the competitive advantage. We recognize the power of diversity of thoughts.* A participant flags how having the right and unique mix of diverse people in MTs drove their creativity: *The Americans assess risks with a lot of assumptions, etc. But the Latin Americans do it another way: they just pinpoint the key aspects to consider and proceed with the analysis.*

4.3.1.2 Flexibility and Optionality

An executive in government shares some thoughts regarding the question of whether cultural diversity in their team brings value to their organisation:

From my experience and understanding it provides better productivity and relatability with clients. A homogeneous team would have been limited in its capability to effectively carry out our services. We had a project where we needed to gain the support of the Chinese community in order to secure a significant funding for this project. Some of the older Chinese prefer to connect and build trust based on an appreciation of their culture especially regarding their language. Thankfully, a member of my team of Chinese background was able to bridge the gaps for us. We secured their support, got the fund, and delivered the project successfully.

A recruitment leader also shares some thoughts on the same topic:

There was a case where a project was being developed in Russia, the company intentionally went for candidates in Russia due to the requirements for competent staff that are from Russia as they will also have local intelligence and experience with projects in the region. So, it was competency first.

I was involved as part of a multicultural team for an oil and gas company's efforts to maintain an offshore-based HR team in Manila (as part of the global HR function). Being from that region, part of my role was to bridge the gaps between the Philippines and Australian perspectives.

MTs in these organisations afforded them the optionality to be able to serve their clients and stakeholders productively. The first participant links *productivity* and *relatability with clients*. The second participant substantiates how MTs enhanced success in international business. These answers indicate that having the right and unique mix of diverse people in MTs and cultural alignment with clients are two key variables that could drive dimensions of MTs' benefits relating to flexibility and optionality.

A team member in energy and mining industry (of Brazilian background) shared his views regarding the question of whether MTs bring benefits to projects and organisations:

There is huge value that is not being exploited. People bring a lot of potentials including knowledge and skillset through their backgrounds. I will use the example of my experience in a Port project in the ME to further buttress my point on the value of diversity. This was a schedule-driven project. There were some constraints that demanded that we wait on one aspect to be finish before we can complete another task. Flexibility is one culture that's typically associated with Brazilians, and I tried to put that into practice by exploring and proposing other flexible options for achieving the task at hand while still meeting the objective of delivering to schedule. But members of the team of Anglo-Saxons background were opposed to deviating from the traditional methods. There were eventually more interactions, some form of compromised position as well as an integration of views and the project benefited from this capability. The schedule was optimized by 9 months and the business value was also improved.

This account highlights MTs' dimension of value of flexibility and how it can be beneficial for organisations and teams if harnessed. The team made room for the diversity of experiences in their culturally diverse team. That variable drove the value addition.

4.3.1.3 RIN as an Asset

The support for the rarity, inimitability, and non-substitutability of MTs was also evident. Interview participants, mostly executives, responded to the question of how they preserve competitive advantages based on cultural diversity in their teams, including recognition and adoption of VRIN and DC framework? Here are some excerpts from their responses:

In terms of rarity: yes, you don't find it easily. Culturally diverse teams are not easily imitated. Yes, it can be done but it will take time and effort and most people will not be ready (or willing) to do the work required. It is not naturally forming.

It's very challenging to replace any member of the team due to the rarity of talents in a knowledge-based service delivery. It will take significant time to replicate such a team.

Rarity: yes. There are lots of reasons: resources (pipeline), timeline, more over many times, you cannot steal from other projects. I happen to get it right most of the time with gender, but not so much with cultural diversity. Sometimes, I accepted people part-time when I believed they would contribute to that edge for my team.

Very limited responses were received regarding this relatively more strategic question. However, participants that responded support the claim that MTs are RIN – rare, inimitable, and non-substitutable.

4.3.1.4 Enrichment of the Whole Team and Organisation

This section presents excerpt of findings relating to capacity of MTs to enrich whole team and organisations. The latter is a dimension of MTs' benefits. These three participants consist of an executive in professional service sector, a team member in energy and mining, and the last one, a team lead in government agency. They respond to the question of whether MTs bring benefits to organisations. Here are some of the thoughts expressed during the interviews:

Compared to my upbringing I have: I see the value. We are mixing different thoughts. I like it. It helps the team. The lunch and learn sessions have become a good platform for sharing our cultures. I get a lot out of it personally. I was not brought up in a multicultural setting, and I am learning a lot and it's an interesting aspect for me. I also see great potential regarding going into new regions etc. and building a culturally diverse team around it (at least one with enough cultural intelligence for the target region) in view of supporting successful development and delivery of the project, etc.

My horizon broadened when I joined a culturally-diverse, multinational company not necessarily because of the technical competency I brought into the organization but the exposure I have received since my company's operation is across 150 nations and I have worked across cultures and countries. This diverse experience has made me to be more capable.

The diversity meant that we had a better understanding on how people lived in the world compared to if it was homogeneous.

The findings show evidence that MTs' enrich overall teams and organisations. The results also indicate that diversity of thinking and experiences as well as the right and unique mix of team's diversity are variables that drive this dimension of MTs' benefits in an organisational context.

4.3.2 Challenges of Multiculturality in Teams

Participants also agreed with the proposition that there are challenges in dealing with culturally diverse teams. The support for this position was not as strong as the backing for the claim of benefits and organisational enablers of MTs (Figure 4.2 and Table 4.1). They share their viewpoints on dimensions of MT's challenges including lack of trust in teams and difficulty determining value of MT's cultural diversity. Here are excerpts of the interview transcripts highlighting key findings and themes in the context of the research objectives.

4.3.2.1 Lack of Trust

A team leader, a team member, and a senior project manager in energy and mining sector share their experience in response to the question of whether MTs bring challenges to organisations:

Trust is a big barrier. The Project context is particularly challenging due to its fast pace, key constraints, etc. It is about "come in and get the work done!" How do you harness the value of cultural diversity which typically takes time and efforts?

There are so many assumptions and stereotypes that are made about culturally diverse people. It will be very difficult to see the value where there are biases.

I was asked by higher leadership to lead a PM team in replacement of another set of local westerners. People did not think about what you know but the colour of my skin. There was conflict. There was resistance for a while not because of what I have done (or not done), but because of my difference in terms of ethnicity.

All three participants align on the claim that lack of trust is a dimension of challenges in organisations associated with MTs and their multiculturality. The first participant linked a lack of incentives to barrier in valuing cultural diversity. The organisation does not put much weight on harnessing value additionality of their MTs in comparison to overall project delivery to time, budget and quality. The second and third participant blame the challenges outrightly on biases and racism. The latter two are categorised as stereotyping for the purpose of this study. Stereotyping and softness of cultural diversity measurement are indicated as drivers of MTs' challenges in an organisational context.

Another team leader describes another perspective in responding to the question of MTs' challenges:

How do you reward individuals in a culturally diverse team? If competition is not encouraged, then how do you figure out high-performing individuals within the team without disrupting the harmony in the team?

Difficulty in apportioning performance when dealing with a culturally diverse team is evident in the response. Indeed, how do organisational leaders reward high-performing individuals in MTs without disrupting the harmony in the team?

4.3.2.2 Difficulty in Determining Value of MT's Cultural Diversity

Still in response to the question of challenges associated with MTs and their multiculturalism, two other team leaders share additional thoughts:

The causative link between cultural diversity and outcomes is hard; making it challenging to sell.

What started as a target of gender diversity has extended across gender, first nations, and cultural diversity. However, the first two have gained traction because they are easy to implement and measure as we don't have stats on ethnicity.

Findings indicate that inability to demonstrate causative link between cultural diversity and business or project outcomes has made it challenging to sell and harness MTs' value additionality. The results also suggest that difficulty in measuring value of cultural diversity contributes to the challenges.

4.3.3 Enabling Organisational Systems (Making It Work)

Participants consistently agree with the proposition that organisational systems constitute enablers of MTs' value additionality (Figure 4.2 and Table 4.1). The support is almost at same level as that of MTs' benefits. Research participants share their opinions and experiences on dimensions of organisational enablers including organisational culture of respect and Human Resource Recruitment systems with fewer biases. Here are excerpts of the interview transcripts highlighting key findings and themes in the context of the research objectives.

4.3.3.1 Organisational Culture of Respect

Two executives describe their experiences in their responses to the question regarding organisational culture of respect as an enabler of MTs' value additionality:

People who have different perspectives are often shut down or managed out under the guise that they don't fit in or not aligned by way of thinking. But that is mostly a cup out from accepting that they don't have the capability to manage difference. It is more of a failure of leadership despite the awareness that some people may just lack the value required.

On reflection now, we did not spend enough time to appreciate our cultural diversity hence the benefits were not harnessed. The system was not also there.

A team member narrates a more positive experience regarding significance of organisational culture of respect as follow:

The leadership and company have past experiences where differences in ethnicities have been working together over a long time. So, lessons have been learnt and systemized. Communication has been very instrumental to ensuring that we worked well together. People see things differently. Some cultures do allow you that if you say deadline is Friday, they can take it that Monday morning will still be acceptable. We have grown to know the diversity in our group. We communicate well so we make our culturally diverse people work better while also delivering customer satisfaction. The open, respectful and accepting culture enhanced the confidence of the diverse members of the team.

The findings indicate that organisational culture of respect enables MTs' value additionality. The results also show this dimension of the additionality to be dependent on promoting respect in teams and leadership.

4.3.3.2 Human Resource and Recruitment Systems with Moderated Bias

The participants gave more attention and voice to the dimension of Human Resource and Recruitment systems with fewer biases in response to the question of what organisational systems enable MTs' value additionality and how. Executives from different sectors share their experiences as follow:

It gets on the list for many corporates. However, the shorter-term goals that shareholders and the market like and that enhances the chances for the bottom line and bonuses. This situation then pushes the D&I subject to the bottom and then next program. There is need to escalate this to the top including linking it to KPIs & bonuses and as part of their day jobs, they will get serious on the matter. The managements and leadership of the likes of Apple, Uber, Google, LinkedIn talk the talk not necessarily that they are perfect. Of course, they are way ahead of those that are not even talking the talk. Their leaderships get it.

The C-Level leaders are driven by the success of authentic study or case studies of success stories. A study that measures apple with apple (with the only variable as cultural diversity), and it shows that culturally diverse teams are most productive, they will go for it. They want to be part of success stories.

There are challenges with pipeline of diversity (gender or culture). There needs to be some work to ensure this pipeline is in place.

Conscious and unconscious biases should be addressed positively. Blank CVs (no names, ethnic backgrounds, age, sex, etc.) could be a good starting point especially at the early phase of the employment process.

De-identification of CVs (names and locations removed) helps to remove some biases. It is hard work hence people default easily to the status quo and what they know. It takes a lot of leadership courage to achieve this type of D&I. For example, when a job goes to the market and HR comes back with a narrow view. Request further search, etc. Recommend that they use established pipelines. This will help to actively target the target diversity. Thereafter, you have to make it work.

4.3.3.3 Training and Leadership

The interviews also provide evidence that training and leadership are important organisational enablers of MTs' value additionality. These variables were expressed by participants at all work levels including executives, team leaders, team members, and consultants. Here are some excerpts from the interview transcripts:

There's need to educate leaders around having the foresight for alternative perspectives. They need to think about the value of diversity and inclusion. Remove the barriers against such openness including, training for reducing or removing conscious and unconscious biases, using recruitment systems without identifiers, and establishing the supply chain for such talents and diversity.

Training and leadership are also important especially at the beginning i.e. how to deal with and lead culturally diverse teams, etc. You don't want to go too far down the line before trying to load-in the value of diversity. It is even more important in a traditionally homogeneous organization, group, community, etc. Multiculturalism needs to be demystified.

Initial orientation and D&I training at the front end can contribute to success of the culturally diverse team. The understanding of each other in the early phase helps the benefits thereafter. Hiring managers should be trained in limiting the barriers of conscious and unconscious biases.

Education is a key factor to making it work, in my opinion. It is important for organization leaders and key players to learn how to work across cultures.

It comes down to leadership. Be open to recruit from different backgrounds. Once they do it, it becomes an aha moment and they end up enjoying the value.

Our differences are deep. Mindsets will be challenged. The concept of harnessing the value of cultural diversity is almost against the natural leanings. We have to step back and holistically promote a system that supports value for differences in thinking, etc. This is not going to work, without a strong leadership spine.

Some team members also respond to the same question and describe their experiences as follow:

D&I: Diversity is like inviting people to a party. Inclusion is like now asking them to dance. Leadership has the responsibility of helping to harness the value in D&I. Leaders need to search deeper and go beyond mates employ mates and end up with a workplace of mates. Leaders can be helped not to be lazy. They can look at apprenticeships, etc., so they can attract the wider school of thoughts. Why one leadership / organisations take the risk and others don't? We have the enabling environment to take the risk (of D&I regarding cultural diversity) where mistakes are seen as opportunities to be had and learning points. People would find it difficult where organisations do not have that culture.

This must be addressed at the leadership level. They talk it, but they don't walk it. They say it, but those at the top who make decisions don't really believe in it. Why should leadership not want to harness the value in cultural diversity? They must lead the organization in the right direction. Let's use MS Word or Excel for illustration. Do you know that less than 10% of people who use this tool only use less than 10% of the capability? Same with cultural diversity, you don't get the full benefits if you are not open-minded.

There have been cases where it has been set as KPIs for hiring managers, etc. This is not a goal that most leaders have in front of them. They just want to have a high-performing team.

Good leadership drives diversity. Actually, it attracts diversity. They can help go beyond the challenges of boom and bust to drive the culture of cultural diversity.

Leadership can foster safe and respectful teams. People must be given the space to make mistakes and learn. Ultimately, such a team becomes high performing. This is so important for harnessing culturally diverse teams.

Leadership will shape the way and extent to which the value is harnessed from the mix of the combined capability resulting from the cultural diversity.

It is crucial for leaders to understand the importance of cultural diversity and push into the organizational culture and systems. Australia is already culturally diverse (almost 50% are born overseas or one parent is born overseas), organisations will miss out on the value! Representations in leadership can help. We need to start seeing difference faces at all levels, etc.

Four key themes are evident from the above excerpts of the interview transcripts. They also indicate variables that drive dimension of HR and Recruitment systems with fewer biases as organisational enablers of MTs' value additionality. Firstly, promoting culture of respect in teams contributes to having such systems in place which in turn enhances valuing MTs and their multiculturalism as well as their additionality to the organisation. Secondly, a recruitment system with a pipeline of culturally diverse candidates and prospective team members will most likely constitute organisational enabler for MTs' additionality. Thirdly, having a correct training system can further enhance the additionality. Finally, leadership is most evident as an organisational enabler of MTs' value additionality. The significance of leadership is further demonstrated by the way participants at all levels associate this variable with the first three of promoting culture of respect, having a pipeline of culturally diverse recruitment candidates, and training.

The participants associated leadership with the topic *cultural fit* and *intentionality* when asked the question about organisation systems, in general, and leadership as an organisational enabler. Further probes result in insights mostly from participants at the senior leadership and executive levels:

The Cultural fit question: How long does it take to determine when someone is culturally fit or not? It is a lazy approach except if there's a clear divergence from

the organizational fit. For example, is the organization is very big on respect and a candidate displays a behaviour that was obvious that are not respectful of these values (and it is evident that this is inherent), then that will be an easy judgment. Take another scenario where a job interview candidate or new employee of the Moslem faith is being prejudged as not fit because he or she has displayed a reluctance to be available for team building during Ramadan fasting period. This may be unrealistic conclusion of lack of fitness. Again, cultural fitness still comes down to the leader. Thankfully, I have not heard that term for a long time. I think “cultural fit” is fundamentally flawed.

We don’t believe in “cultural fit.” Rather, we believe in “cultural add.” We ask prospective employees: what value are you bringing? Are you bringing along a culture we don’t already have? If valuable, then we add that to our existing culture. . . .we don’t just gather people together. There are people that are very knowledgeable, but they “step on so many toes” before they can get anything done. There are also people that are so nice and they don’t get things done. We focus more on excellence than perfection.

We need to go beyond the ticking of the box. There are conflicts in the organization that are quickly explained as lack of cultural fit rather than doing the work of making cultural diversity work for all stakeholders. Just because I stayed quiet doesn’t mean that you’re smarter than me or that you’re right. Indeed, not everyone has the personality to be more assertive or stand for their rights. Unfortunately, the organization loses out on the value that such “hidden or suppressed stars” could have brought to the team and organization.

The findings on cultural fit indicate a balanced set of views. The answers from the participants do not indicate that cultural fit is completely bad. Rather, it should not be practiced as an easy way of avoiding the need to do the work of valuing and harnessing MTs’ additionality.

Here are some of their expressions regarding the theme of *intentionality* during the interviews:

I have been focusing on technical capabilities. I had a specific window that I needed to recruit for. This was important due to the niche area of my operations and time constraint. Moreover, they were mainly contract roles and not ongoing permanent role. I have not even thought about it [MTs' value additionality] until this interview.

This is intentional for us. There's a strong business case and academically sound case to pursue a diverse workforce. It's a deliberate and not left to luck. We pursue it to counter the inherent personal biases in humans. It's not necessarily in the form of direct employment but it could be by spends like contracting, suppliers, consultants, think-tank participation. This way diversity via the thought process could also be facilitated.

How do we capture this type of variable [intentionality] that makes it work? (1) We do it via capturing lessons learned and share with next team and others along the way. (2) We document where they brought value. (3) We bring a team together and make them gel to deliver.

We need to be intentional as leaders, HR systems, etc. You need a united front and support from the top down. This is not going to work, without a strong leadership spine. It will not take shape if you try to do it in silos. For example, our CEO took up the challenge with gender: "if the world we serve is 50/50) then why are we not?" He then took action: "we want to 50/50 by 2025." He went public with it! He then made KPI targets around the organization. Now, all the leaders are getting behind and speaking the language irrespective of whether they believed it initially or not. This is the power of leadership.

We are undertaking transformational activities to support change. For example, we are redesigning the workplace including recruitment (blind CV etc.), female-friendliness, technology, work processes, etc.

Here is a particular response from an executive on how far *intentionality* could be modelled:

You could easily end up with a homogeneous team in a Local Government compared to an industry like oil and gas. The latter is just so complex that you can hardly have any other than culturally diverse team because the competency requirements would help you achieve it irrespective of your efforts. With the former, most culturally diverse people do not get to the later stage of recruitment because the jobs are not as complex and there are many locals that would have the traditional requirements and would be similar culturally like the hiring managers (people hire people like them – it's more comfortable). There was an anecdotal example: We were recruiting for a 9-month role and it's difficult to attract high quality candidates as people would prefer longer-term role. Candidates that were put through the interviews did not give what was really required for the role especially in terms of culturally diverse communities that we will be servicing. Despite the fact that it was not by job and I was invited to be on the panel, I took my time to look beyond the already interviewed candidates and requested to review other CVs that came through because as you know there are cultural barriers for diverse people in traditional recruiting process. For example, there was one candidate that will potentially bring value and did tick most of the boxes however he included a letter from a previous employer giving reasons why he was made redundant. I led an explanation why that could have happened – people like him are not aware of such nuances or unwritten rules in Australia. So, I proposed that the person should be given a chance and be invited for the interview. I then probed more into a portion of his profile that indicated that he's done a job previously in his former country of residence that bears much relevance to the job at hand but was not highlighted on his CV. With my questioning, I was able to elicit that aspect out of him and he answered very well and he got the job. He's been doing very well on the job. The person speaks 3 different Indian languages and the organisation has a very large Indian customer base and the role was a customer-facing one.

The findings on *intentionality* indicate the weight given to this important variable in driving leadership actions towards MTs' value additionality. The results show that some

organisational and their leaders have not commenced any action to harness this additionality. It is also evident that lack of awareness contributes to the cause of this inaction. This qualitative research establishes a firm position that leadership and their intentionality provide the most organisational and systemic enablement for MTs' value additionality.

Figures 4.3, 4.4, and 4.5 are diagrammatic representations of the key themes and findings from this qualitative study based on the interviews and analysis above. Together, they provide answers to RQ1: What value and additionality do MTs bring to projects and organisations? Figure 4.3 shows MTs' benefits along with their associated dimensions and variables, key construct based on the qualitative study's findings and themes. Similarly, Figure 4.4 presents findings relating to for MTs' challenges along with their dimensions and variables. Finally, Figure 4.5 presents organisational enablers of MTs' value additionality along with associated dimensions and variables. These depictions are presented in pyramidal shapes to reflect the construct: the variables propagate up through to the respective dimensions and value additionality they drive. A brief and further explanation of these associations is presented next.

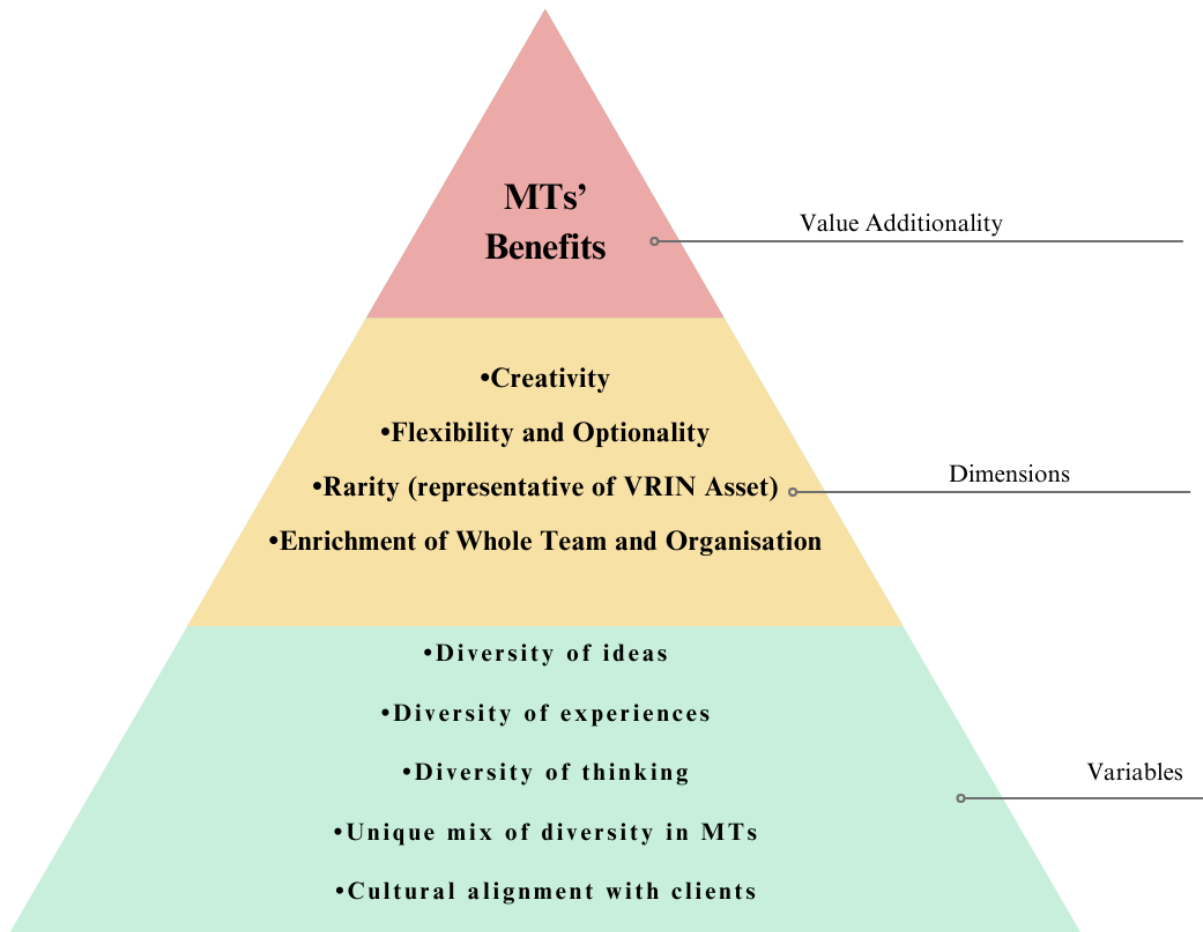


Figure 4.3: A Diagrammatic Representation of the Key Themes for MTs' Benefits as dimensions and variables

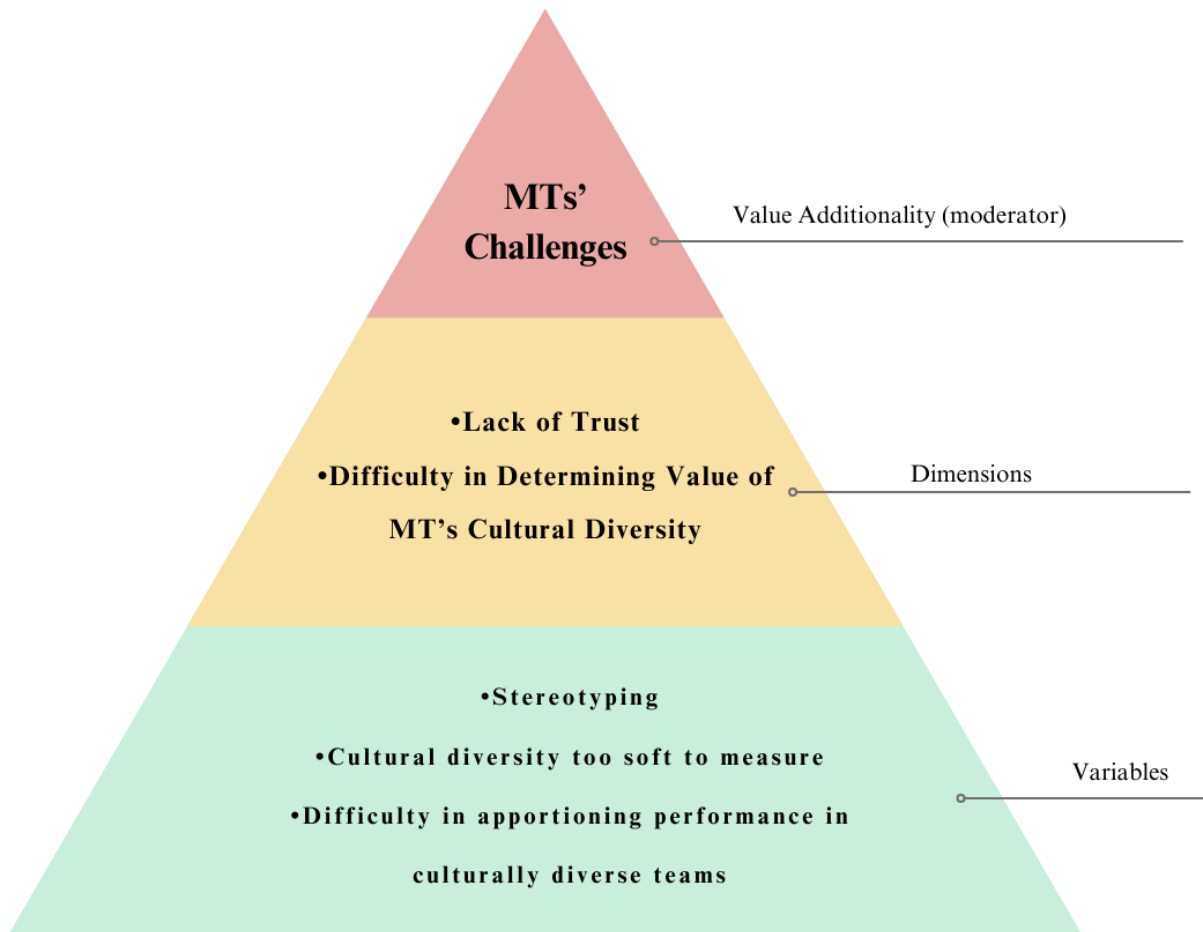


Figure 4.4: A Diagrammatic Representation of the Key Themes for MTs' Challenges as dimensions and variables

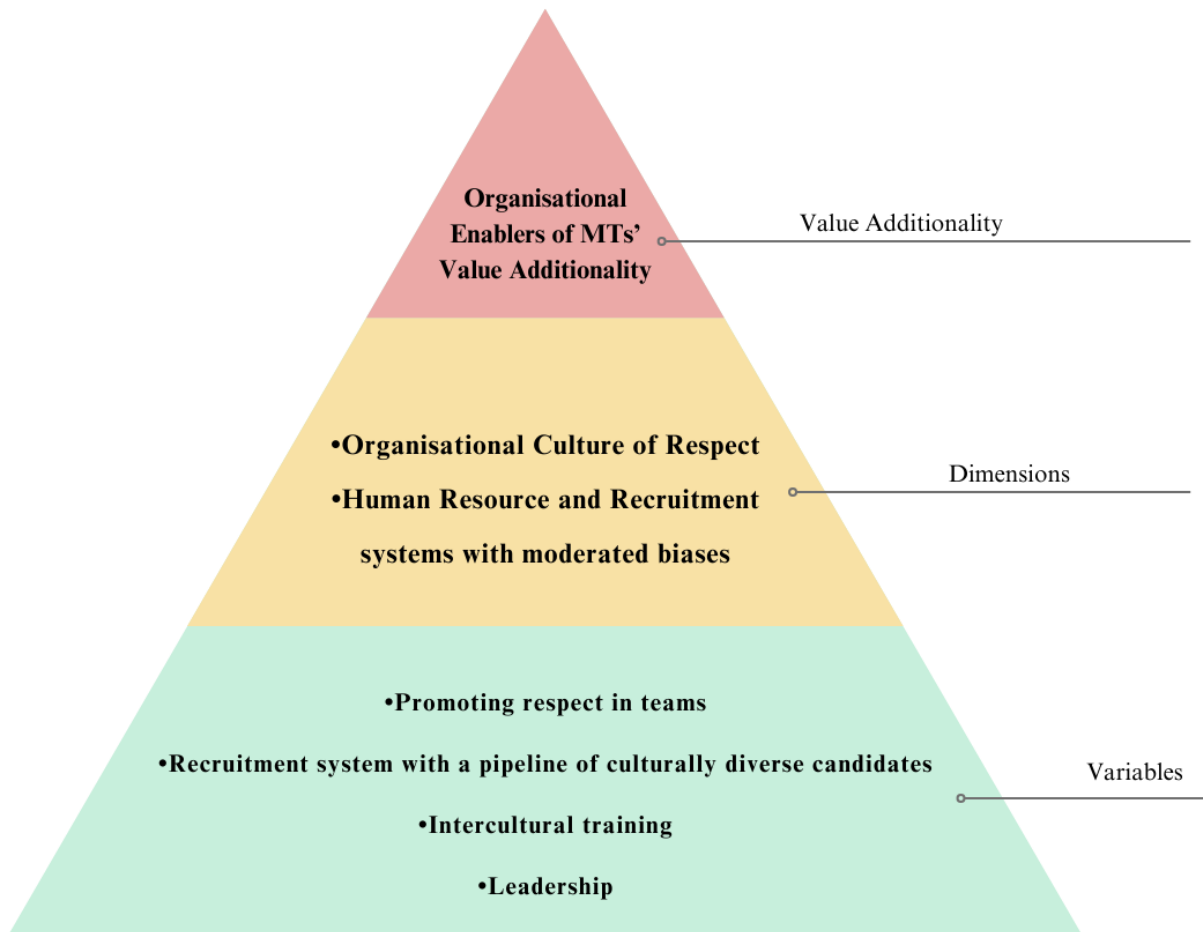


Figure 4.5: A Diagrammatic Representation of the Key Themes for Organisational Enablers of MTs' Value Additionality as dimensions and variables

All interview participants support the claim that MTs bring benefits to organisations. These benefits have mostly been portrayed as constituting value of creativity, flexibility (or optionality), enrichment of teams (including learning experiences), and VRIN attributes. Interviewees have also described these benefits as innovative solutions, sustainable growth, and competitive advantage from teams' diversity. They also associate MTs' benefits with market expansion, increased productivity, customer satisfaction, and team enrichment. The findings from the interviews indicate that MTs' diversity of ideas, diversity of experiences, and diversity of thinking were mostly associated with creativity. The same association was found between unique mix of people and MTs' rarity (which is representative of VRIN). Finally, cultural alignment with clients were found to be associated with value of flexibility and optionality.

Participants also support the claim that MTs bring challenges to organisations, but to a lesser degree compared to MTs' benefits. These challenges have been portrayed as constituting lack of trust and difficulty in determining value of MT's cultural diversity. The interviewees associate MTs' challenges mostly with stereotyping, cultural diversity being too soft to measure, and difficulty apportioning performance to cultural diversity.

The interview participants support the claim that having the right organisational systems in place can enable and maximize value additionality of MTs' cultural diversity. This claim received more support than that of MTs' challenges but less than the support for MTs' benefits. The interviewees describe these organisational enablers to include organisational culture of respect and Human Resources and Recruitment systems with

moderated bias. Participants also associate these organisational enablers mostly with promotion of respect in teams, recruitment system with a pipeline of culturally diverse candidates, intercultural training for teams, and leadership.

4.4 Contribution of Qualitative Study to Research Questions and Objectives

The findings from this qualitative study have provided answers to RQ1 in meeting OBJ1 as summarised below.

RQ1: What value additionality do MTs bring to projects and organisations?

OBJ1: To identify benefits, challenges, and organisational enablers of MTs value additionality in projects and organisations.

The answers to RQ1 are based on the findings of qualitative study (Figures 4.3, 4.4, and 4.5):

- MTs' bring benefits to projects and organisations.
- The dimensions of MTs' benefits that they bring to projects and organisations are:
 - Creativity
 - Flexibility and Optionality
 - Rarity (which is representative of VRIN Asset)
 - Enrichment of Whole Team and Organisation
- The variables driving MTs' benefits and dimensions are:

- Diversity of ideas
 - Diversity of experiences
 - Diversity of thinking
 - Unique mix of diversity in MTs
 - Cultural alignment with clients
- MTs' bring challenges to projects and organisations.
 - The dimensions of MTs' challenges that they bring to projects and organisations are:
 - Lack of trust
 - Difficulty in determining value of MTs' cultural diversity
 - The variables driving MTs' challenges and dimensions are:
 - Stereotyping
 - Cultural diversity too soft to measure
 - Difficulty in apportioning performance in culturally diverse teams
 - Having the right organisational systems in place can enable and maximize value additionality of MTs' cultural diversity.
 - The dimensions of organisational enablers of MTs' value additionality are:
 - Organisational culture of respect
 - Human Resource and Recruitment systems with moderated bias
 - The variables driving organisational enablers of MTs' value additionality are:
 - Promoting respect in teams
 - Recruitment systems with a pipe of culturally diverse candidates

- Intercultural training
- Leadership

These resulting relationships and associations constitute the starting variables for the design and implementation of the quantitative study (Chapter 5). They will be tested for validate the associations between the dependent and independent variables and relevant correlates.

4.6 Summary of Chapter Four

The qualitative study of 25 semi-structured interviews was ethically undertaken based on an established interview guide with questions aimed at eliciting answers to RQ1. Findings of the study include identifying benefits, challenges, and organisational enablers of MTs value additionality in projects and organisations. Results also include dimensions and variables of the additionality.

The findings from the qualitative study indicate that MTs' bring benefits to projects and organisations including dimensions of creativity, flexibility and optionality, rarity, and enrichment of whole team and organisation. The results also show variables driving these MTs' benefits to include diversity of ideas, experiences, and thinking. MTs' diversity type and their cultural alignment with clients also influence their contribution to the additionality. MTs also bring challenges of lack of trust and difficulty in determining value of their cultural diversity. MT challenges are driven by stereotyping, softness in measuring cultural diversity, and difficulty in apportioning performance in culturally diverse teams. Finally, the study finds organisational enablers of MTs' value additionality to include

organisational culture of respect and Human Resource and Recruitment systems with moderated bias. Variables driving organisational enablers are promoting respect in teams, recruitment systems with a pipeline of culturally diverse candidates, intercultural training, and leadership.

The next chapter details quantitative analysis which involves testing and validating the dimensions and variables from the qualitative study. Relevant correlates between these dependent and independent variables will also be determined and measured in Chapter 5. Findings are expected to provide further certainty regarding variables that drive value additionality of MTs.

CHAPTER FIVE

RESULTS AND PRESENTATION OF FINDINGS OF QUANTITATIVE STUDY

5.1 Introduction to Presentation of Quantitative Study Results

This chapter reports results of quantitative study. Findings from this quantitative study deepens answers to RQ1 and OBJ1 while focusing on answers to RQ2 and OBJ2 which relates to determining the correlates between value additionality of MTs and their variables. The findings are presented under the subheadings of demographics, descriptive statistics, frequency analysis, inferential analysis, and cross-tabulations.

5.2 Descriptive Statistics

Tables 5.1 – 5.9 provide comprehensive statistics regarding respondents' demographics, professional backgrounds, and experiences. Sample is split evenly between 50% male and 48.4% female (Table 5.1). The remaining 1% prefer not to disclose their gender. The age of respondents varied. 65% of respondents are between 35 and 54 years old, 11% are younger than 35 years, and 23% older than 54 years (Table 5.2). Furthermore, the distribution of the industry backgrounds (Table 5.3) showed that the largest group came from the metal and mineral sector (31%), followed by healthcare (14.3%), and consulting and professional services (9.5%). A diverse range of other industries was also represented. In terms of roles within their organizations, 25.4% of respondents are involved in project management, and 15.9% were CEOs or in other senior management roles (Table 5.4). 51.6% hold various positions such as earth scientists, environmental scientists, and mechanical engineers.

Duration of participants' experience in multicultural teams varied (Table 5.5). A significant portion (69%) have had over 11 years of experience. In terms of multicultural diversity levels within their teams, 64.3% reported a high level of diversity compared to 31.7% moderate-level diversity (Table 5.6). For this study, high-level cultural diversity implies 5 or more members of different ethnicities or places of births, and moderate-level cultural diversity, 2 - 4 members of different ethnicities or places of births. The organizations these teams were part of were predominantly large. 50% of them have had 200 or more employees, and 44.4% with 5 – 199 employees (Table 5.7). Likewise, the distribution of the respondents' positions within their multicultural teams showed 45.2% were team leaders, followed by 42.1% who were team members, and 11.9% serving as consultants or advisors (Table 5.8).

Table 5.1: Respondents by gender

Respondents' gender	Frequency	Percent
Male	63	50.0
Female	61	48.4
Prefer not to answer	1	0.8
No response	1	0.8

Table 5.2: Respondents by age groups

Respondents' age groups (years)	Frequency	Percent
Under 21	2	1.6
21 – 34	12	9.6
35 – 44	42	33.3
45 – 54	40	31.7
55 – 64	21	16.7
65+	8	6.3
No response	1	0.8

Table 5.3: Respondents by industries

Respondents' industries	Frequency	Percent
Metals and Minerals (Incl. Oil & Gas & Mining)	39	31.0
Building, Construction and Infrastructure	7	5.6
Energy and Utilities	9	7.1
Consulting and Professional Services	12	9.5
Others	32	25.4
Finance	5	4.0
Healthcare	18	14.2
Information, Media & Telecommunication	3	2.4
No response	1	0.8

Table 5.4: Respondents by roles

Respondents' roles	Frequency	Percent
Construction management	1	0.8
Project management	32	25.4
Human Resource management	7	5.5
CEO and other senior management	20	15.9
Others	65	51.6
No response	1	0.8

Table 5.5: Respondents' work periods in Multicultural teams

Period worked in multicultural teams	Frequency	Percent
Fewer than 5 years	16	12.7
6 – 10 years	22	17.5
11 – 15 years	32	25.4
16 – 25 years	30	23.8
More than 25 years	25	19.8
No response	1	0.8

Table 5.6: Multicultural teams' diversity levels in respondents' organisations

Multicultural diversity	Frequency	Percent
High	81	64.3
Moderate	40	31.7
No cultural diversity	4	3.2
No response	1	0.8

Table 5.7: Size of respondents' organisations

Size of respondents' organisations containing multicultural teams	Frequency	Percent
5 – 19	32	25.4
20 – 199	24	19.0
200 and above	63	50.0
No response	7	5.6

Table 5.8: Respondents' positions in Multicultural teams

Position in the Multicultural team	Frequency	Percent
Team leader	57	45.2
Team member	53	42.1
Consultant or Advisor	15	11.9
No response	1	0.8

Table 5.9 elucidates the geographic diversity of the 126 study participants in terms of their birthplaces, places they have lived for more than three months, studied, and worked. A significant proportion of the participants were born in Australia (24.6%) and Africa (31.7%). Furthermore, Australia was the most common place where participants have lived for an extended period (76.2%), studied (51.6%), and worked (69.8%). Other notable birthplaces include Asia (21.4%), Europe (8.7%), and to a lesser extent, the Middle East, North America, South America, and the Caribbean. The presence in these regions was less pronounced in terms of living, studying, or working experiences. There was a notable percentage of participants who did not respond to these questions, ranging from 3.2% for the place of birth to 19.0% and 18.3% for the places where they studied and worked, respectively.

Table 5.9: Location of respondents

Place				
	Birth	Lived*	Studied	Worked
	Frequency (%)	Frequency (%)	Frequency (%)	Frequency (%)
Australia	31 (24.6)	96 (76.2)	65 (51.6)	88 (69.8)
Oceania (other than Australia)	1 (0.8)	-	1 (0.8)	1 (0.8)
Africa	40 (31.7)	1 (0.8)	10 (7.9)	1 (0.8)
Asia	27 (21.4)	5 (4.0)	9 (7.1)	4 (3.2)
Europe	11 (8.7)	5 (4.0)	9 (7.1)	7 (5.6)
Middle East	2 (1.6)	1 (0.8)	2 (1.6)	1 (0.8)
North America	5 (4.0)	1 (0.8)	3 (2.4)	1 (0.8)
South America	3 (2.4)	-	2 (1.6)	-
The Caribbean	2 (1.6)	-	1 (0.8)	-
No response	4 (3.2)	17 (13.5)	24 (19.0)	23 (18.3)

Notes: Lived for more than three months.

5.3 Frequency Analysis

This section reports findings and respondents' viewpoints regarding MTs' value additionality. It aims to validate and deepen answers to RQ1 earlier obtained from qualitative study (Section 4.42), including benefits and challenges MTs bring to projects and organisations, and organisational enablers of MTs additionality.

5.3.1 Preliminary Testing of Hypotheses

Frequency analysis of whether MTs bring value and challenges to organisations and what organisational systems contribute to maximising additionality was conducted.

This frequency analysis relates to the first-level hypothesis testing relating to MTs' dynamic capabilities and value additionality (Section 3.5.2.1):

- H1: Cultural diversity brings value to teams and organisations.
- H2: Cultural diversity brings challenges to project teams and organisations.
- H3: Organisational systems contribute to harnessing MTs' value additionality.

Table 5.10 provides a quick snapshot of the results of the statistical analysis. 96% of respondents agree that cultural diversity brings value to organisations. 70% agree that it brings challenges as well. 90% agree that organisational systems contribute to harnessing MTs' value additionality. The level of disagreement is highest (20%) in response to whether cultural diversity brings challenges to organisations. 10% of the respondents neither agree nor disagree.

Table 5.10: Responses relating to MT's value additionality

	To organisations, cultural diversity brings		Organisational systems contribute to harness the value of MTs
	Benefits	Challenges	
Agree	96%	70%	90%
Disagree	2%	20%	7%
Neither agree nor disagree	2%	10%	3%

The strong agreement with the claim that cultural diversity brings value was further expressed across industries and roles. Plots of the "Cultural diversity brings value" with "Industry" and "Role" are shown in Figure 5.1 and Figure 5.2, respectively. They show a

strong agreement across the roles and industries represented that MTs bring value to organisations.

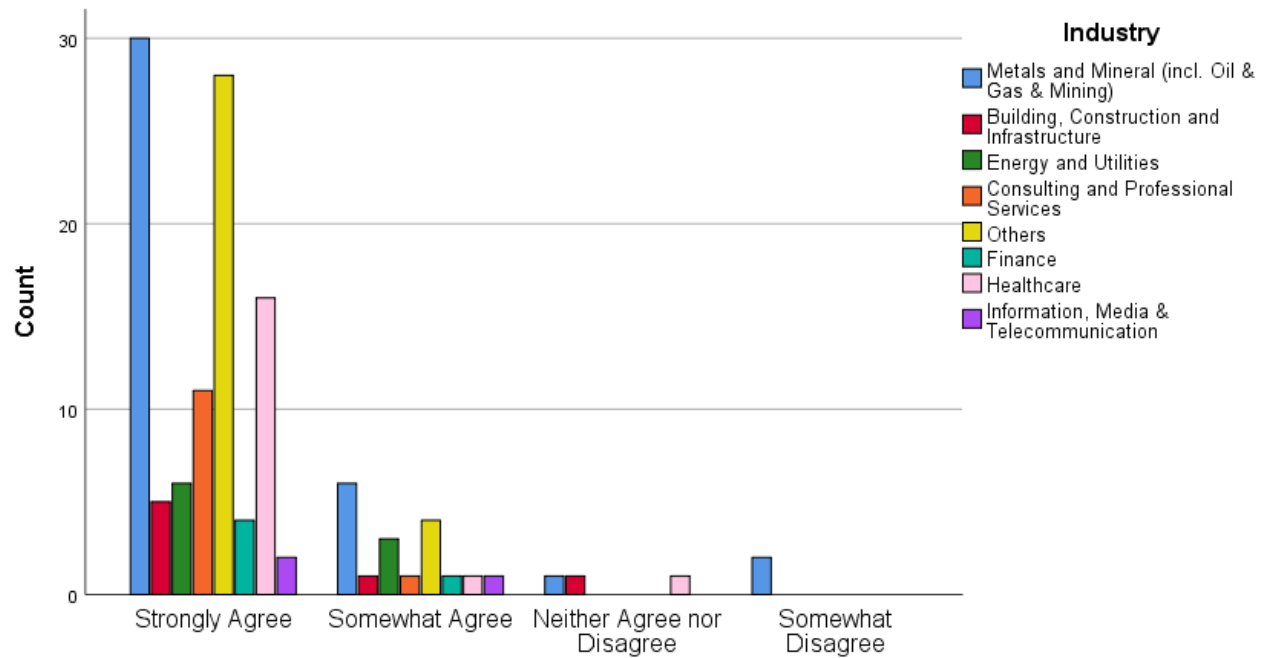


Figure 5.1: Does cultural diversity bring value to organisations? Agreement across Industries

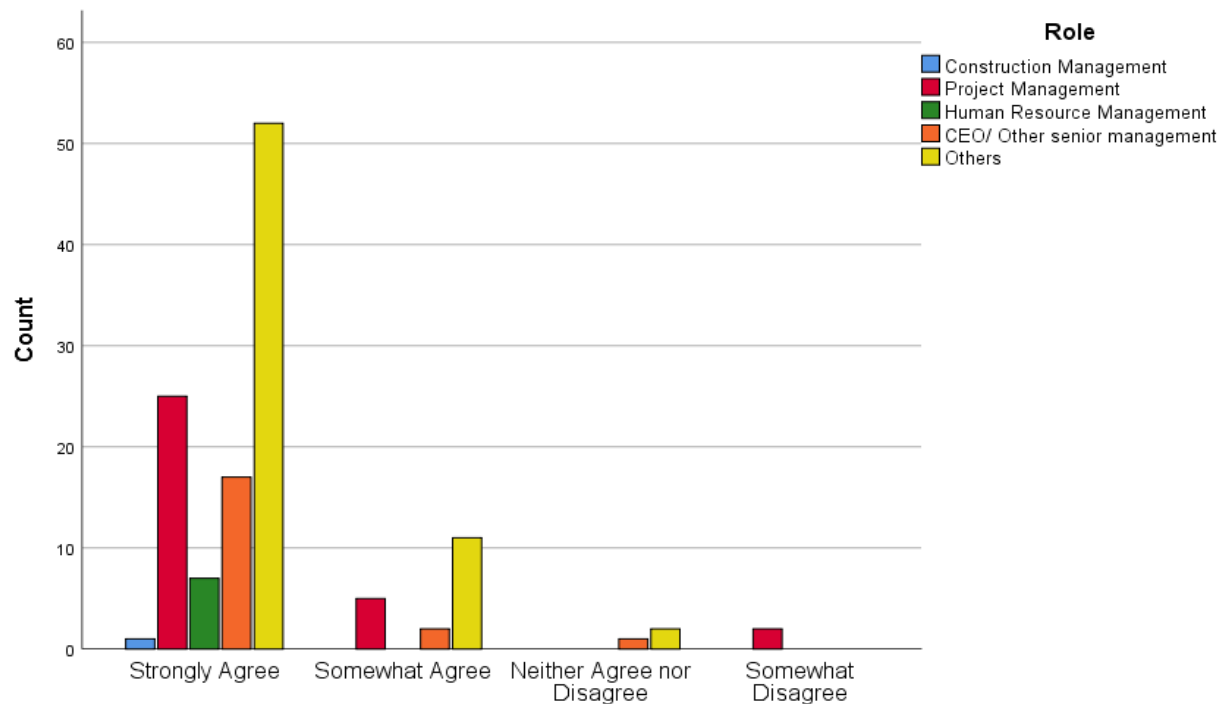


Figure 5.2: Does cultural diversity bring value to organisations? Agreement across Roles

5.3.2 Level 2 Analysis of Hypotheses Testing

As shown in Section 5.3.1, most respondents agree that MTs' cultural diversity brings benefits (96%) and challenges (69%) to organisations. There was also strong support (90%) for the hypothesis that organisational systems enable value additionality of MTs. A review of literature and findings from the qualitative study of this research align on the proposition that there are multiple dimensions of these MTs' benefits and challenges as well as the organisational enablers. This part of the analysis tested the levels of contribution of these dimensions to the value and enablement respectively.

5.3.2.1 Dimensions of MTs' Benefits

Results of qualitative study indicate creativity, flexibility and optionality, rarity, and enrichment of teams as dimensions of MTs' benefits (Section 4.4.2.1). This frequency analysis is second-level hypothesis testing relating to MTs' dynamic capabilities and value additionality (Section 3.5.2.1):

- H1.1: Cultural diversity adds value through creativity in MTs.
- H1.2: Cultural diversity adds value through flexibility and optionality in MTs.
- H1.3: Cultural diversity in MTs offers rarity.
- H1.4: Cultural diversity in MTs enriches whole team and organisation.

Table 5.11 shows that value of team enrichment is mostly supported by respondents as contributor to value additionality of MTs. 98% agree. Creativity is next: 93% respondents agree MTs bring creativity to organisations. Flexibility and optionality reports 83% agreement, while rarity returns 57% agreement. The level of disagreement is highest (23%) in response to whether cultural diversity in MTs offers rarity. Respondents that neither agree nor disagree were relatively significant regarding the claim that cultural diversity in MTs offers rarity (20%) and that cultural diversity adds value through flexibility and optionality in MTs (16%).

Table 5. 11: Responses relating to dimensions of MT's benefits

In MTs, Cultural diversity adds value through				
	Creativity	Flexibility & optionality	Rarity	Enriches team & organisation
Agree	93%	83%	57%	98%
Disagree	1%	1%	23%	0%
Neither agree nor disagree	6%	16%	20%	2%

Table 5.12 presents responses relating to dimensions of MT's benefits as captured on Likert-type scale. 74.8% of those surveyed strongly agree cultural diversity adds value to teams and organisations through creativity in MTs. A further 18.7% of respondents somewhat agree. This is the total 93% of the respondents that agree (Table 5.11). 5.7% neither agree nor disagree with this claim. Less than 1% somewhat disagree. A similar trend is observed with the responses relating to MTs' proposed benefits of team enrichment and flexibility. 74.2% strongly agree and 24.2% somewhat agree that MTs offer value of team enrichment. Approximately 1.6% neither agree nor disagree regarding this claim. 57.9% strongly agree and 25.4% somewhat agree that MTs adds value through flexibility and optionality. 16% were undecided and they neither agree not disagree regarding this claim. Less than 1% somewhat disagree. 21.1% strongly agree and 35.8% somewhat agree that cultural diversity offers value of rarity to teams and organisations. 20.3% neither agree nor disagree. Significantly, 16.3% somewhat disagree with this claim. More significantly, that 6.5% strongly disagree with the claim. Value of rarity is the only proposed dimension of MTs' benefits that was strongly refuted by respondents.

Table 5.12: Responses relating to dimensions of MT's benefits on Likert-type scale.

	Strongly Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly Disagree
Cultural diversity adds value through creativity in MTs	92 (74.8%)	23 (18.7%)	7 (5.7%)	1 (0.8%)	0
Cultural diversity adds value through flexibility and optionality in MTs	73 (57.9%)	32 (25.4%)	20 (15.9%)	1 (0.8%)	0
Cultural diversity Offers Value of Rarity	26 (21.1%)	45 (35.8%)	25 (20.3%)	20 (16.3%)	8 (6.5%)
Cultural diversity offers value of team enrichment	92 (74.2%)	30 (24.2%)	2 (1.6%)	0	0

5.3.2.2 Dimensions of MTs' Challenges

Findings from qualitative study indicate *lack of trust* and *difficulty in determining the value of cultural diversity* as key dimensions of MTs' challenges (Section 4.4.2.2). This frequency analysis is second-level hypothesis testing relating to MTs' dynamic capabilities and value additionality (Section 3.5.2.1):

- H2.1: Cultural diversity in MTs causes lack of trust in teams.
- H2.2: It is difficult to determine or measure value of cultural diversity.

The results of quantitative analysis in Table 5.13 show only 18% and 23% respondents agree with the claim that MTs' challenges are caused by lack of trust and difficulty in valuing cultural diversity, respectively. The results also indicate that 62% and

65% respondents disagree with the claim that MTs' challenges are caused by lack of trust and difficulty in valuing cultural diversity, respectively. The remaining 20% and 12% are undecided regarding the claim that MTs' challenges are caused by lack of trust and difficulty in valuing cultural diversity, respectively.

Table 5.13: Responses relating to dimensions of challenges of MT

	Lack of Trust	Difficulty in determining value
Agree	18%	23%
Disagree	62%	65%
Neither agree nor disagree	20%	12%

Table 5.14 shows responses relating to dimensions of MT's challenges as captured on Likert-type scale. More respondents disagree (30.5% somewhat disagree and 31.4% strongly disagree) than agree (13.6% somewhat agree and 4.2% strongly agree), the remaining 20.3% undecided. Similarly, more respondents disagree (39% somewhat disagree and 26.3% strongly disagree) than agree (16.1% somewhat agree and 6.8% strongly agree), the remaining 11.8% undecided.

Table 5.14: Responses relating to dimensions of challenges of MT on Likert-type scale

	Strongly Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly Disagree
Cultural diversity causes lack of trust	5 (4.2%)	16 (13.6%)	24 (20.3%)	36 (30.5%)	37 (31.4%)
It is Difficult to Determine the Value of Cultural Diversity	8 (6.8%)	19 (16.1%)	14 (11.8%)	46 (39.0%)	31 (26.3%)

5.3.2.3 Dimensions of Organisational Enablers of MTs' Value Additionality

Organisational culture of respect and *Human Resources and Recruitment systems with moderated bias* are MTs' organisational enablers resulting from the qualitative study (Section 4.4.2.3). This frequency analysis is second-level hypothesis testing relating to MTs' dynamic capabilities and value additionality (Section 3.5.2.1):

- H3.1: Organisational culture of respect contributes to harnessing the value of MTs.
- H3.2: Human Resource and Recruitment systems with moderated biases contribute to harnessing the value of MTs.

The results of the subsequent quantitative analysis in Table 5.15 indicate the respondents' strong agreement that these enablers contribute to harnessing the value additionality of MTs. 90% and 88% of the respondents agree that organisational culture of respect and Human Resource and Recruitment systems with moderated bias enable organisations to harness MTs' value additionality. The remaining 10% and 12% respondents are either in disagreement or undecided regarding the claims, respectively.

Table 5.15: Responses relating to dimensions of organisational enablers of value additionality of MTs

	Organisational culture of respect	Human Resource and Recruitment systems with moderated bias
Agree	90%	88%
Disagree	8%	8%
Neither agree nor disagree	2%	4%

Table 5.16 shows responses relating to dimensions of organisational enablers of MT's value additionality as captured on Likert-type scale. Most respondents agree (14% somewhat agree and 76.3% strongly agree) than disagree (1.8% somewhat disagree and 6.1% strongly disagree), the remaining 1.8% undecided. Similarly, most respondents agree (21.2% somewhat agree and 66.4% strongly agree) than disagree (3.5% somewhat disagree and 4.4% strongly disagree), the remaining 4.4% undecided.

Table 5.16: Responses relating to dimensions of organisational enables of value additionality of MTs on Likert-type scale

	Strongly Agree	Somewhat agree	Neither agree nor disagree	Somewhat disagree	Strongly Disagree
Organisational culture of respect	87 (76.3%)	16 (14.0%)	2 (1.8%)	2 (1.8%)	7 (6.1%)
Human Resource and Recruitment systems with moderated bias	75 (66.5%)	24 (21.2%)	5 (4.4%)	4 (3.5%)	5 (4.4%)

Next sections present results of the third-level hypotheses testing which included Fisher's Exact Test and Spearman's rank correlation. They respectively test the statistical significance and directions of the association between the independent variables from thematic analysis (Section 4.4.2) and the various construct (dimensions) of value additionality of MTs that they drive. The pyramidical representations of the relationships between MTs' value additionality, their dimensions, and the variables are shown in Figures 4.3, 4.4 and 4.5 based on findings of qualitative study. It is assumed that the

variables at the bottom level drive the dimensions, and the latter roll up cumulatively to the value additionality at the top. An indication of the strength and direction of the various associations provide additional answers and validation on how these attributes contribute and drive value additionality of MTs.

5.4 Correlation Analysis

This section presents results of level 3 analysis of hypothesis testing. As shown in Table 5.9, most respondents agree that MTs' cultural diversity brings benefits (96%) and challenges (69%) to organisations. There was also strong support (90%) for the hypothesis that organisational systems enable value additionality of MTs. A review of literature and findings from the qualitative study of this research align on the proposition that there are multiple dimensions of these MTs' benefits and challenges as well as the organisational enablers. This part of the analysis tested the levels of contribution of these dimensions to the value and enablement respectively.

5.4.1 Variables of MTs' Benefits

The benefits that MTs' cultural diversity bring to organisations (H1) have the following dimensions: H1.1 Value of creativity, H1.2 Value of flexibility, H1.3 Value of rarity, and H1.4 Value of team enrichment. The testing is done at the third-level hypotheses testing relating to how the following variables drive MTs' value additionality (Section 3.5.2.1):

- Diversity of ideas.
- Diversity of experiences.

- Diversity of thinking.
- Unique mix of people.
- Cultural alignment with clients.

This section presents the results of Fischer's Exact Test (two-sided p-value). When p-value is less than 0.05, there is statistically significant association between the variables. The p-value is less than 0.05 for all the associations in Table 5.17 except those between the value of rarity dimension of MTs' benefits and the independent variables of diversity of experience, unique mix of people and cultural alignment with clients. The p-values of these three relationships are greater than 0.05 hence there are no statistically significant associations between them. This implies that diversity of experiences, unique mix of people in MTs, and cultural alignment with clients are not drivers of MTs' value of rarity. The other 17 relationships between the dependent and independent variables are statistically significant. Thus, as an example, diversity of ideas, experiences, and thinking are expected to drive MTs' value of creativity.

Table 5.17: Results of Fischer's Exact Test for third-level hypotheses testing of variables of MTs' benefits

Value	Diversity of			Unique mix of people	Cultural alignment with clients
	Ideas	Experiences	Thinking		
Creativity	0.001	0.001	0.001	0.001	0.009
Flexibility & Optionality	0.001	0.001	0.001	0.001	0.009
Rarity	0.038	0.060	0.019	0.244	0.075
Team enrichment	0.001	0.001	0.001	0.001	0.001

Results of Spearman's rank correlations are presented next. They complement the results of Fischer's Exact Test in examining the direction of the relationships between the variables. A negative correlation coefficient (r) means they go in opposite directions: as the value of one variable increases, the value of the other decreases. The reverse is also true.

The r value is negative for all the relationships with statistically significant associations except the one between value of rarity dimension of MTs' benefits and diversity of idea.

The latter is positively correlated hence an increase in diversity of ideas is associated with an increase in MTs' value of rarity. All the other relationships are negatively correlated. For example, increase in diversity of ideas is expected to be associated with a decrease in MTs' value of creativity.

Table 5.18: Results of Spearman's rank correlation for third-level hypotheses testing of variables of MTs' benefits

Value	Diversity of			Unique mix of people	Cultural alignment with clients
	Ideas	Experiences	Thinking		
Creativity	-0.299	-0.356	-0.359	-0.335	-0.206
Flexibility & Optionality	-0.494	-0.419	-0.495	-0.458	-0.453
Rarity	0.074		-0.495		
Team enrichment	-0.410	-0.449	-0.499	-0.439	-0.346

5.4.2 Variables of MTs' Challenges

The challenges that MTs' cultural diversity bring to organisations (H2) have the following dimensions: H2.1 cultural diversity in MTs causes lack of trust in teams and H2.2 It is difficult to determine value of cultural diversity. The testing is done at the third-level hypotheses testing relating to how the following variables drive MTs' value additionality (Section 3.5.2.1):

- Stereotyping.
- Cultural diversity being too soft to measure.
- Difficulty apportioning team performance.

Table 5.17 shows p-value to be less than 0.05 for the relationships between lack of trust dimension of MTs' challenges and the independent variables of cultural diversity being too soft to measure and difficulty apportioning team performance. Similarly, p-value is less than 0.05 for the relationships between difficulty in determining cultural diversity and cultural diversity being too soft to measure. There are statistically significant associations between these variables. The p-values of the other three relationships are greater than 0.05 hence there are no statistically significant associations between them.

Table 5.19: Results of Fischer's Exact Test of variables of challenges of MTs.

	Stereotyping	Cultural diversity is too soft to measure	Difficulty apportioning team performance
MTs cause of lack of trust in teams	0.080	0.001	0.002
Difficulty in determining value of cultural diversity	0.852	0.004	0.130

Results of Spearman's rank correlations (Table 5.20) negative correlation for all the relationships with statistically significant associations. For example, an increase in softness in measuring cultural diversity is expected to be associated with a decrease in lack of trust.

Table 5.20: Results of Spearman's rank correlation of variables of challenges of MT

	Stereotyping	Cultural diversity being too soft to measure	Difficulty apportioning team performance
Cultural diversity in MTs causes lack of trust in teams		-0.188	-0.044
It is difficult to determine value of cultural diversity		-0.274	

5.4.3 Organisational Enablers of MTs' Value Additionality

Organisational Enablers of MTs' Value Additionality (H3) have the following dimensions: H3.1 Organisational culture of respect contributes to harnessing the value of MTs, and H3.2 Human Resource and Recruitment systems with moderated biases

contribute to harnessing the value of MTs. The testing is done at the third-level hypotheses testing relating to how the following variables drive MTs' value additionality (Section 3.5.2.1):

- Promoting respect in teams.
- A recruitment system with a pipeline of culturally diverse candidates.
- Intercultural training for teams.
- Leadership.

The results show statistically significant associations with two relationships (their p-values are lesser than 0.050: organisational culture of respect and a recruitment system with a pipeline of culturally diverse candidates, and intercultural training and Human Resource and Recruitment systems with moderated bias (Table 5.21). There are no statistically significant associations with the other relationships because their p-values are greater than 0.05.

Table 5.21: Results of Fischer's Exact Test of MTs' organisational enablers

	Promoting respect in teams	A recruitment system with a pipeline of culturally diverse candidates	Intercultural training for teams	Leadership
Organisational culture of respect	0.551	0.040	0.203	0.119
Human Resource and Recruitment systems with moderated bias	0.783	0.060	0.042	0.546

The r value is negative for both relationships with statistically significant associations shown in Table 5.22. The variables are negatively correlated. For example, increase in Intercultural training for teams is associated with decrease in Human Resources and Recruitment systems with moderated bias.

Table 5.22: Results of Spearman's rank correlation of variables of MTs' organisational enablers.

	Promoting respect in teams	A recruitment system with a pipeline of culturally diverse candidates	Intercultural training for teams	Leadership
Organisational culture of respect		-0.097		
Human Resource and Recruitment systems with moderated bias			-0.177	

5.5 Inferential Analysis

Principal Component Analysis (PCA) was conducted on the 85 items (questions) on the survey instrument. The items loaded on 16 components (a set of related items making up a construct), but 8 items were strongly cross loaded on each other (measuring the same construct). These were therefore removed to improve clarity and reliability of the extracted factors, and the analysis was repeated, resulting in the final 12 components structure in Table 5.23. Kaiser-Meyer-Olkin (KMO) measure for the analysis 0.748 (Table 5.24), indicating sample adequacy. Bartlett's test was significant ($p=0.001$), fulfilling necessary conditions.

Table 5.23: Rotated Component Matrix

Items	Factor	Component
Importance of Diversity of Ideas in Value of Team Enrichment	0.895	1
Importance of Diversity of Experience in Value of Team Enrichment	0.863	1
Importance of Diversity of Thinking in Value of Team Enrichment	0.847	1
Importance of Diversity of Idea in Value of Flexibility and Optionality	0.793	1
Importance of Mix of People in Value of Creativity	0.775	1
Importance of Diversity of Thinking in Value of Creativity	0.688	1
Importance of Diversity of Ideas in Value of Creativity	0.687	1
Importance of Diversity of Experience in Flexibility and Optionality	0.687	1
Importance of Unique Mix of People in Value of Team Enrichment	0.635	1
Importance of Cultural Alignment in Value of Team Enrichment	0.635	1
Importance of Cultural Alignment in Creativity	0.619	1
Importance of Cultural Alignment in Flexibility	0.571	1
Contribution to Intercultural Training by Compulsory Training	0.841	2
Contribution to Intercultural Training by Hands on Training	0.785	2
Contribution to Leadership by Intercultural Training	0.761	2
Contribution to Intercultural Training by Upfront Training	0.742	2

Items	Factor	Component
Contribution to Organisational Value of Intercultural Training	0.596	2
Contribution to Fewer Bias by Intercultural Training	0.434	3
Contribution to Fewer Bias by Promotion of Respect	0.767	3
Contribution to Leadership by Intentionality	0.740	3
Contribution to Fewer Bias by Leadership	0.692	3
Contribution to Intercultural Training by Promotion of Respect	0.657	3
Contribution to Fewer Bias by No Identifiers	0.525	3
Pressure of other priorities contributes to lack of trust	0.823	4
Other priorities as cause of difficulty in valuing cultural diversity	0.741	4
Racism Contributes to lack of trust	0.715	4
Conflicting priorities of shareholders expectation	0.652	4
No time to engage with difference in team	0.651	4
Diversity gets less priority than budget, time, expectation.	0.413	4
Contribution to Org. Value of Recruiting System	0.764	5
Contribution to Fewer Bias by Pipeline of Diverse Candidates	0.648	5
Contribution to Leadership by Key Performance Indicators for leaders	0.594	5
Contribution to Fewer Bias by Search for Diversity	0.566	5
Importance of Cultural Alignment in Value of Rarity	0.713	6
Importance of Diversity of Experience in Creativity		
Diversity Causes Lack of Trust	0.740	7
Difficult to Determine Value of Diversity	0.639	7

Items	Factor	Component
Cultural Diversity offers value of creativity	0.852	8
Cultural Diversity offers Value of Flexibility and Optionality	0.701	8
Diversity Brings Challenges	0.727	9
Cultural Diversity offers Value of Rarity	0.782	10
Cultural diversity is too soft to measure	0.763	11
Importance of Diversity of Ideas in Value of Rarity	0.503	11
Intercultural Training contribute to harness value of diversity	0.788	12

Extraction Method: Principal Component Analysis.

Rotation Method: Varimax with Kaiser Normalization.

Rotation converged in 19 iterations.

Table 5.24: KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy		0.748
Bartlett's Test of Sphericity	Approx. Chi-Square	6677.585
	df	1770
	Sig.	.000

Every variable included in the principal component analysis showed communality values above 0.6, with a variance range from 0.640 to 0.868 (Table 5.25). This indicates a strong fit of each item within its respective component, explaining 79.56% of the total variance (Table 5.26).

Table 5.25: Communalities

Communalities		
	Initial	Extraction
Cultural Diversity offers value of creativity	1.000	0.832
Cultural Diversity offers value of flexibility and optionality	1.000	0.853
Cultural Diversity offers Value of Rarity	1.000	0.773
Importance of Diversity of Ideas in Value of Creativity	1.000	0.796
Importance of Diversity of Experience in Value of Creativity	1.000	0.817
Importance of Diversity of Thinking in Value of Creativity	1.000	0.883
Importance of Mix of People in Value of Creativity	1.000	0.796
Importance of Cultural Alignment in Value of Creativity	1.000	0.796
Importance of Diversity of Idea in Flexibility and optionality	1.000	0.789
Importance of Diversity of Mix in Flexibility and optionality	1.000	0.886
Importance of Cultural Alignment in Flexibility and optionality	1.000	0.824
Importance of Cultural Alignment in Value of Rarity	1.000	0.832
Importance of Diversity of Ideas in Value of Team Enrichment	1.000	0.857
Importance of Diversity of Experience in Value of Team Enrichment	1.000	0.868
Importance of Diversity of Thinking in Value of Team Enrichment	1.000	0.828
Importance of Unique Mix in Value of Team Enrichment	1.000	0.850
Importance of Cultural Alignment in Value of Team Enrichment	1.000	0.816
Diversity Brings Challenges	1.000	0.729
Diversity Causes Lack of Trust	1.000	0.700
Difficult to Determine Value of Diversity	1.000	0.716
Diversity gets less priority than budget, time, expectation.	1.000	0.712
Pressure of other priorities contributes to lack of trust	1.000	0.818
Racism Contributes to lack of trust	1.000	0.684
Cultural diversity is too soft to measure	1.000	0.727
Other priorities as cause of difficulty in valuing cultural diversity	1.000	0.680
No time to engage with difference in team	1.000	0.788
Conflicting priorities of shareholders expectation	1.000	0.640
Intercultural Training contribute to harness value of diversity	1.000	0.778
Contribution to Organisational Value of Recruiting System	1.000	0.828
Contribution to Organisational Value of Intercultural Training	1.000	0.795

Communalities		
	Initial	Extraction
Contribution to Fewer Bias by Promotion of respect	1.000	0.760
Contribution to Fewer Bias by Pipeline of Diverse Candidates	1.000	0.823
Contribution to Fewer Bias by No Identifiers	1.000	0.788
Contribution to Fewer Bias by Search for Diversity	1.000	0.798
Contribution to Fewer Bias by Intercultural Training	1.000	0.871
Contribution to Fewer Bias by Leadership	1.000	0.802
Contribution to Intercultural Training by Promotion of Value	1.000	0.738
Contribution to Intercultural Training by Compulsory Training	1.000	0.840
Contribution to Intercultural Training by Upfront Training	1.000	0.791
Contribution to Intercultural Training by Hands on Training	1.000	0.840
Contribution to Leadership by D&I Training	1.000	0.788
Contribution to Leadership by Intentionality	1.000	0.807
Contribution to Leadership by Key Performance Indicators for leaders	1.000	0.848
Importance of Diversity of Ideas in Value of Rarity	1.000	0.823
Extraction Method: Principal Component Analysis.		

Table 5.26: Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cum. %	Total	% Variance	Cum. %	Total	% Variance	Cum. %
1	14.947	33.970	33.970	14.947	33.970	33.970	8.120	18.454	18.454
2	4.068	9.246	43.216	4.068	9.246	43.216	5.684	12.917	31.371
3	3.088	7.018	50.235	3.088	7.018	50.235	3.905	8.875	40.246
4	2.317	5.267	55.502	2.317	5.267	55.502	3.281	7.456	47.702
5	1.784	4.055	59.557	1.784	4.055	59.557	2.659	6.042	53.744
6	1.576	3.582	63.139	1.576	3.582	63.139	2.375	5.398	59.142
7	1.386	3.151	66.290	1.386	3.151	66.290	1.864	4.236	63.378
8	1.339	3.044	69.334	1.339	3.044	69.334	1.648	3.746	67.124
9	1.237	2.812	72.146	1.237	2.812	72.146	1.568	3.563	70.687
10	1.206	2.740	74.886	1.206	2.740	74.886	1.392	3.164	73.851
11	1.052	2.391	77.277	1.052	2.391	77.277	1.355	3.080	76.931
12	1.004	2.282	79.560	1.004	2.282	79.560	1.157	2.629	79.560
13	0.846	1.923	81.483						
14	0.732	1.664	83.147						
15	0.695	1.579	84.726						
16	0.673	1.531	86.257						
17	0.619	1.407	87.664						
18	0.607	1.380	89.043						
19	0.515	1.171	90.214						
20	0.470	1.068	91.283						
21	0.444	1.008	92.291						
22	0.385	0.875	93.165						

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cum. %	Total	% Variance	Cum. %	Total	% Variance	Cum. %
23	0.354	0.805	93.971						
24	0.318	0.723	94.693						
25	0.302	0.687	95.380						
26	0.285	0.648	96.028						
27	0.241	0.547	96.575						
28	0.205	0.467	97.042						
29	0.186	0.422	97.464						
30	0.156	0.354	97.818						
31	0.136	0.309	98.127						
32	0.126	0.286	98.413						
33	0.109	0.247	98.660						
34	0.105	0.240	98.900						
35	0.097	0.220	99.120						
36	0.083	0.189	99.308						
37	0.063	0.143	99.452						
38	0.059	0.134	99.586						
39	0.053	0.120	99.706						
40	0.040	0.091	99.796						
41	0.036	0.083	99.879						
42	0.023	0.053	99.932						
43	0.018	0.040	99.972						
44	0.012	0.028	100.000						
Extraction Method: Principal Component Analysis.									

The rotated component matrix (Table 5.27) shows the 12 components from the PCA analysis. Items measuring diversities of ideas, experiences and thinking were loaded together on component 1. Likewise, creativity, flexibility and optionality were loaded together on component 7, other items on different components. These streamlined set of variables were used to further test the respective hypotheses (Section 5.6.1).

Table 5.27: Rotated Component Matrix

Items	Matrix	Component
Diversity of experience	0.851	1
Diversity of thinking	0.833	1
Diversity of ideas	0.826	1
Diversity of ideas	0.798	1
Diversity of thinking	0.757	1
Unique mix of people	0.735	1
Diversity of experience	0.730	1
Unique mix of people	0.604	1
Unique mix of people	0.579	1
Diversity of ideas	0.577	1
Cultural alignment	0.523	1
Intentionality	0.791	2
Supportive culture	0.781	2
Human Resource bias	0.761	2
Intercultural training	0.745	2
Human Resource bias	0.738	2
Intercultural training	0.736	2
Leadership	0.733	2
Promotion of respect	0.714	2
Promotion of respect	0.941	3
Leadership	0.929	3
Human Resource bias	0.914	3
Organisational culture of respect	0.870	3

Items	Matrix	Component
Intercultural training	0.859	3
Diversity of ideas	0.882	4
Diversity of thinking	0.877	4
Diversity of experience	0.855	4
Unique mix	0.841	4
Cultural diversity Too Soft to measure	0.816	5
Too difficult to apportion performance	0.755	5
Too difficult to apportion performance	0.740	5
Cultural diversity Too Soft to measure	0.739	5
Cultural diversity Too Soft to measure	0.710	5
Hands on training	0.793	6
Upfront training	0.749	6
Compulsory training	0.738	6
Intercultural training	0.733	6
Creativity	0.857	7
Value	0.845	7
Flexibility	0.674	7
Success	0.657	7
Team enrichment	0.632	7
Stereotyping	0.864	8
Stereotyping	0.801	8
Racism	0.758	8
Conflicting priorities	0.796	9
Conflicting cost time	0.744	9
No identifier in recruitment	0.624	10
Recruiting system	0.559	10
Intercultural training	0.476	10
Other priorities	0.456	10
Cultural diversity pipeline	0.447	10
Difficult to measure	0.699	11
Lack of trust	0.695	11
Challenges	0.685	11
Diversity not a priority	-0.680	12

Items	Matrix	Component
Other priorities	0.577	12
Other priorities	0.458	12
Cultural alignment	0.514	13
Value of rarity	0.842	14

5.5.1 Hypotheses Testing based on Inferential Analysis

This section presents results of regression analyses including further test of the respective hypotheses based on the streamlined set dimensions and variables. For further hypothesis testing of MTs' benefits (H1), the dependent variables carried forward for regressions analysis are value creativity and value of rarity. The independent variables are diversity of ideas, unique mix of people in MTs, and cultural alignment with clients. Similarly, for MTs' challenges (H2), the dependent and independent variables are lack of trust in teams and stereotyping, respectively. Finally, for organisational enablers of MTs' value additionality (H3), dependent variables carried forward for regressions analysis are organisational culture of respect and Human Resource and Recruitment systems with moderated biases. The independent variables are promoting value and respect in teams, recruitment system with a pipeline of culturally diverse candidates, intercultural training, and leadership. The results of these analyses are presented in the next subsections.

5.5.1.1 Regression Analysis of Benefits of MTs'

It was hypothesized that diversity of ideas contributes to the value of creativity. Table 5:19 shows a weak but positive relationship between diversity of ideas and creativity ($r=0.30$), explaining 8.9% of variance and an adjusted R^2 value of 0.074. Furthermore, diversity of ideas was found to be a significant predictor of the dependent variable, creativity ($\beta=-0.301$, $p < 0.05$).

Table 5.28: Regression analysis of creativity

Dependent variable -Creativity	B	p	R	R²	Adjusted R²
Diversity of ideas contributes	-0.301	0.017	0.299 ^a	0.089	0.074
Unique mix of people in MTs	-0.006	0.948	0.261 ^a	0.068	0.053
Cultural alignment with clients	-0.315	0.037	0.261 ^a	0.068	0.053

Another hypothesis is that unique mix of people in MTs contributes to value of creativity. The correlation co-efficient between the two variables showed a weak relationship ($r=0.261$), which explained 6.8% of the variance in the outcome variable. Furthermore, unique mix of people in the multicultural team was found to be a non-significant predictor of the dependent variable value of creativity, ($\beta=-0.006$, $p=0.948$).

Furthermore, it was hypothesized that cultural alignment with clients contributes to the value of creativity. The correlation co-efficient between the two variables showed a weak relationship ($r=0.261$), which explained 6.8% of variance. Furthermore, cultural alignment with clients was found to be a significant predictor of the dependent variable, rarity ($\beta=-0.315$, $p<0.05$).

With value of rarity dimension, it was hypothesized that diversity of ideas contributes to value of rarity (Table 5.29). The correlation co-efficient between the two variables showed a weak relationship ($r=0.063$), which explained 0.4% of variance. Diversity of ideas was found to be a non-significant predictor of the dependent variable value of creativity ($\beta=0.075$, $p=0.622$).

Table 5.29: Regression analysis of rarity

Dependent variable – Rarity	β	p	R	R²	Adjusted R²
Diversity of ideas contributes	0.075	0.622	0.063 ^a	0.004	-0.012
Unique mix of people in MTs	0.045	0.679	0.053 ^a	0.003	-0.013
Cultural alignment with clients	-0.020	0.911	0.014 ^a	0.000	-0.016

It was further hypothesized that unique mix of people in the multicultural team contributes to the value of rarity. The correlation co-efficient between the two variables showed a weak relationship ($r=0.053$), which explained 0.3% of variance. Furthermore, unique mix of people in the multicultural team was found to be a non-significant predictor of the dependent variable value of rarity ($\beta=0.045$, $p=0.679$).

Furthermore, it was hypothesized that cultural alignment with clients contributes to the value of rarity. The correlation co-efficient between the two variables showed a weak relationship ($r=0.014$), which explained 0% of the variance. Furthermore, cultural alignment with clients was found to be a non-significant predictor of the dependent variable of rarity ($\beta=-0.020$, $p=0.911$).

5.5.1.2 Regression analysis of challenges of MTs

It was hypothesized that stereotyping contributes to lack of trust in teams. Table 5.30 shows a weak but positive relationship between stereotyping and lack of trust ($r=0.50$), explaining 0.3% of variance (lack of trust). Furthermore, stereotyping was found to be non-significant predictor of the dependent variable lack of trust, ($\beta=0.052$, $p=0.585$).

Table 5.30: Regression analysis of lack of trust in teams

Dependent variable - lack of trust	β	p	R	R^2	Adjusted R^2
Stereotyping	0.052	0.585	0.050 ^a	0.003	-0.006

5.5.1.3 Regression analysis of organisational enablers of MTs' value additionality

It was hypothesized that promoting respect in teams contributes to the organizational culture of respect. The results in Table 5.31 indicate a weak but positive relationship between promoting respect in teams and the value of creativity ($r=0.119$), explaining 1.4% of variance. Furthermore, promoting respect in teams was found to be a non-significant predictor of the dependent variable, organizational culture of respect ($\beta=0.047$, $p=0.223$).

Table 5.31: Regression analysis of lack of trust in teams

Dependent variable - organisational culture of respect	β	p	R	R²	Adjusted R²
Promoting value and respect in teams	0.047	0.223	0.119 ^a	0.014	0.005
Recruitment system with a pipeline of culturally diverse candidates	-0.082	0.027	0.229 ^a	0.052	0.042
Intercultural training	0.014	0.855	0.020 ^a	0.000	-0.012
Leadership	-0.332	0.000	0.408 ^a	0.166	0.156

It was also hypothesized that a recruitment system with a pipeline of culturally diverse candidates contributes to the organisational culture of value and respect for all. There was a weak but positive relationship between recruitment system with a pipeline of culturally diverse candidates and the value of creativity ($r=0.229$), explaining 5.2% of variance. Furthermore, a recruitment system with a pipeline of culturally diverse candidates was found to be a significant predictor of dependent variable, organizational culture of respect ($\beta=0.082$, $p<0.05$).

Furthermore, it was hypothesized that intercultural training for teams and organisations contributes to the organisational culture of value and respect for all. The

correlation co-efficient between the two variables showed a weak relationship ($r=0.020$), which explained 0% of the variance in the outcome variables. Intercultural training was found to be a non-significant predictor of the dependent variable, organizational culture of respect ($\beta=0.014$, $p=0.855$).

Likewise, it was hypothesized that leadership contributes to organisational culture of respect. The correlation co-efficient between the two variables showed a moderate relationship ($r=0.408$), which explained 16.6% of variance (Table 5.32). Leadership was found to be a significant predictor of the dependent variable, organizational culture of respect ($\beta = -0.332$, $p < 0.05$).

With organisational enablers of MTs' value additionality, it was hypothesized that promoting value and respect in teams contributes to recruitment systems with fewer biases. The correlation co-efficient between the two variables showed a weak relationship ($r=0.061$), which explained 0.4% of variance. Furthermore, promoting respect in teams was found to be a non-significant predictor of the dependent variable, recruitment systems with fewer biases ($\beta=-0.071$, $p=0.582$).

Table 5.32: Regression analysis of RQs

Dependent variable – Human Resource and Recruitment systems with moderated bias	β	p	R	R²	Adjusted R²
promoting value and respect in teams	-0.071	0.582	0.061 ^a	0.004	-0.009
recruitment system with a pipeline of culturally diverse candidates	-0.165	0.366	0.115 ^a	0.013	-0.003
intercultural training for teams and organisations	-0.478	0.017	0.297 ^a	0.088	0.073
Leadership	-0.129	0.589	0.069 ^a	0.005	-0.011

Another hypothesis was that a recruitment system with a pipeline of culturally diverse candidates contributes to Human Resource and Recruitment systems with moderated bias. The correlation co-efficient between the two variables showed a weak relationship ($r=0.115$), which explained 1.3% of variance. Recruitment system with a pipeline of culturally diverse candidates was found to be a non-significant predictor of the dependent variable Human Resource and Recruitment systems with moderated bias ($\beta=0.165$, $p=0.366$).

The correlation co-efficient between the two variables, intercultural training and Human Resource and Recruitment systems with moderated bias showed a weak relationship ($r=0.297$), which explained 8.8% of variance. Furthermore, intercultural training was found to be a significant predictor of Human Resource and Recruitment systems with moderated bias ($\beta=-0.478$, $p<0.05$).

Finally, the correlation co-efficient between leadership and Human Resource and Recruitment systems with moderated bias showed a weak relationship ($r=0.069$), which explained 0.5% of the variance in the outcome variable. Leadership was found to be a non-significant predictor of Human Resource and Recruitment systems with moderated bias ($\beta=-0.129$, $p=0.589$).

5.6 Cross-Tabulations

This research also investigates how age, work experience, and work position level influence MTs value additionality. Results of crosstabulations of value for cultural diversity (respondents' answers) and these parameters are presented in this section. Details of cross-tabulations are presented in Appendix 6.

Figure 5.3 captures the percentage of respondents who agree that cultural diversity brings value to teams and organisations against their age. Respondents in the 35-54 age range were mostly in agreement (64%) compared to the other age groups. Age group 55-64 were next, at 14%. Those in the 21-34 age range that agree with this claim are 9.6%.

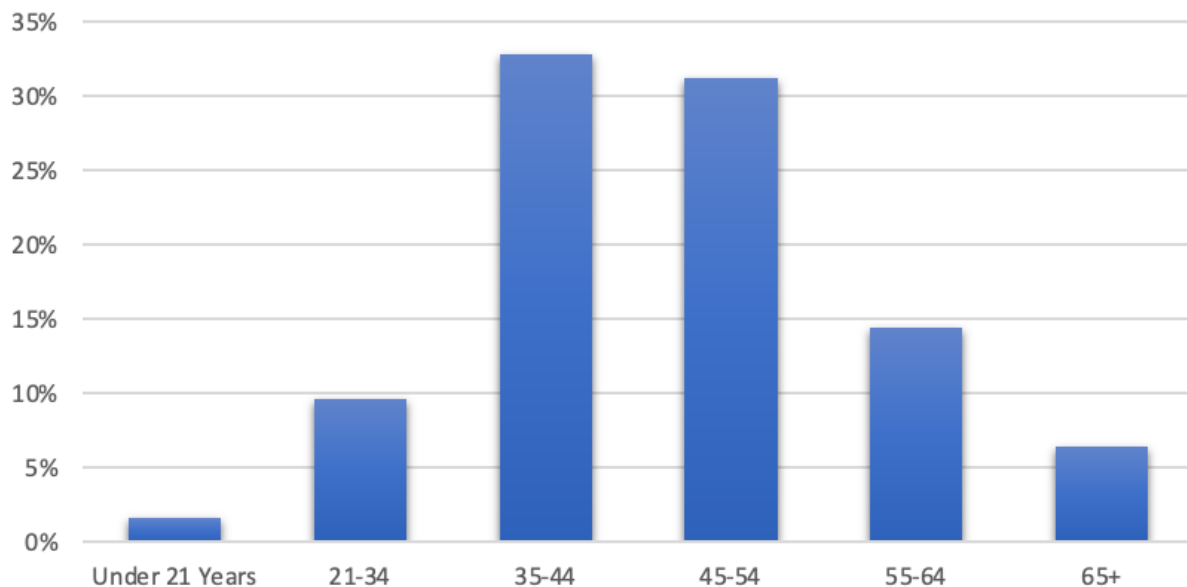


Figure 5.3: Cultural Diversity and Age

A similar question was asked in exploring the influence of work experience in MTs: Does actively working in MTs influence the appreciation and valuation of cultural diversity and MTs? Figure 5.4 presents a crosstabulation of value for cultural diversity (respondents' answers) and Period worked in MTs. It captures the percentage of respondents who agree that cultural diversity brings value. The findings show a more even distribution. However, those with more experience value cultural diversity more with 11-15 years' work experience range highest. Those in the 16-25 years range were next, and then those with more than 25 years' experience working in MTs.

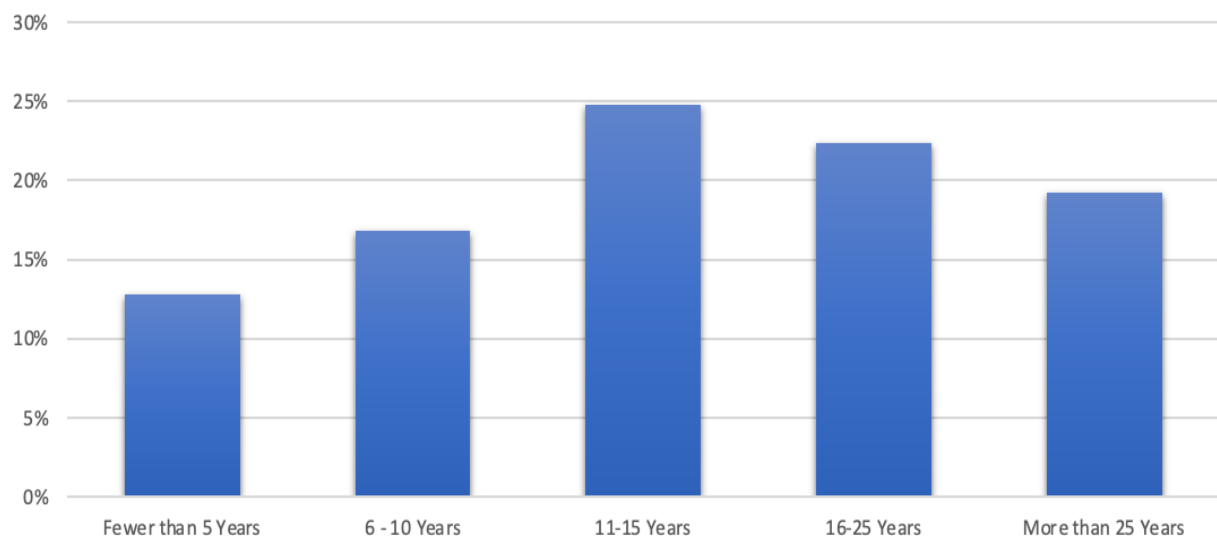


Figure 5.4: Cultural Diversity and Work Experience in MTs

Finally, the impact of position in organizations was also tested and the results shown in Figure 5.5. Team leaders tend to value cultural diversity more, then, team members, and thereafter, consultants.

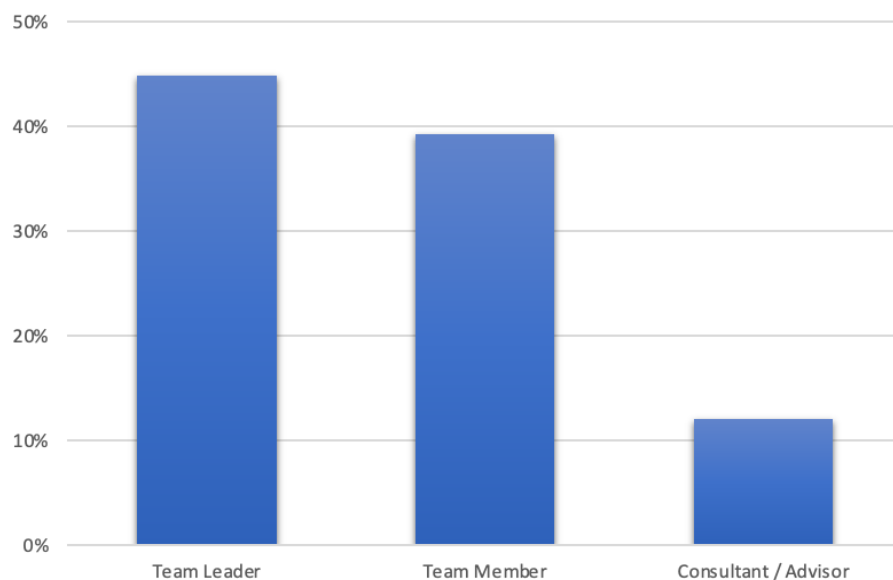


Figure 5.5: Value for Cultural Diversity and Position (Influence) in Organisations

5.7 Contributions of Quantitative Study to Research Questions and Objectives

This part of quantitative study presents findings that validate results from qualitative study regarding value additionality of MTs to projects and organisations (RQ1) including their benefits and challenges, and organisational enablers of their additionality. The findings also provide deeper probe into the variables that drive value additionality of MTs (RQ2). The results also provide answers regarding the correlates of the dependent and independent variables of MT's value additionality.

The results of this quantitative study reflect the viewpoints of the survey respondents. The findings from the descriptive statistical analysis indicate that MTs bring benefits to organisations. They also provide further validation of dimensions of MTs' benefits as initially identified from review of literature and qualitative study. These dimensions include value of creativity, flexibility and optionality, rarity, and team enrichment. Similarly, the findings study further indicate that MTs bring challenges to organisations. Lack of trust and difficulty in determining value of MT's cultural diversity are validated as dimensions of MTs' challenges. Thirdly, the findings further confirm that having the right organisational systems can enable and maximize the value additionality of MTs. Organisational culture of respect and Human Resource and Recruitment systems with moderated bias are validated as dimensions of organisational enablers of MTs' value additionality.

Providing answers to RQ2 was the focus of the quantitative study which entails determining the variables that drive value additionality of MTs and their correlates. The first set of results are based on statistical analysis involving Fisher's Exact Test and Spearman's rank correlation. They tested the statistical significance and directions of the

association between the independent variables and the various dimensions of value additionality of MTs that they drive. Subsequent inferential analysis based on Principal Component Analysis (PCA) finetuned the results further. The results of the final analysis based on cross-tabulation investigates influence of teams' age, work experience, and work position level in valuing MTs additionality. This part of the results provides inputs into the development of the DC-driven conceptual operational framework for MTs' value additionality (Chapter 6).

Table 5.33 presents a summary of the results of associations and correlations between the dependent and independent variables. It shows statistically significant association with all the relationships except those between rarity (dependent variable) and three independent variables (diversity of experiences, unique mix of people, and Cultural alignment with clients). The table also shows that variables in fifteen of the relationships with statistically significant associations are negatively correlated with each other, implying that as one increases, the other decreases. Only in the relationships between rarity (dependent variable) and two independent variables (diversity of ideas and diversity of thinking) are the variables positively correlated. This means when one increases, the other increases as well.

Table 5.33: Summary of the relationships between variables in MTs' benefits

	Creativity	Flexibility	Rarity	Team enrichment
	Correlations			
Diversity of ideas	Negative	Negative	Positive	Negative
Diversity of experiences	Negative	Negative	Insignificant	Negative
Diversity of thinking	Negative	Negative	Positive	Negative
Unique mix of people	Negative	Negative	Insignificant	Negative
Cultural alignment	Negative	Negative	Insignificant	Negative

The results relating to variables of dimensions of MTs' challenges are shown in Table 5.34. There are statistically significant associations between all the driving variables and lack of trust. Only the variable of cultural diversity being too soft to measure has statistically significant association with difficulty in determining value of MTs' cultural diversity, and they are negatively correlated with one another. Stereotyping is positively correlated with lack of trust, the other two negatively correlated. They are negatively correlated with one another.

Table 5.34: Summary of relationships between variables in challenges of MTs

	Lack of trust	Difficulty in measuring cultural diversity
	Correlations	
Stereotyping	Positive	Insignificant
Cultural diversity too soft to measure	Negative	Negative
Difficulty apportioning team performance	Negative	Insignificant

Table 5.35 contains the results for variables driving dimensions of organisational enablers of MTs' additionality. There are no statistically significant associations except between two relationships:

- i. recruitment systems with pipeline of culturally diverse candidates and organisations' culture of respect, and
- ii. intercultural training for teams and recruitment systems with fewer biases.

Both relationships involve negative correlations between the variables.

Table 5.35: Correlations between organisational enablers of MTs' value additionality

	Organisations' culture of respect	Human Resources and Recruitment Systems with moderated biases
	Correlations	
Promoting respect in teams	Insignificant	Insignificant
Recruitment system with pipeline of culturally diverse candidates	Negative	Insignificant
Intercultural training for teams	Insignificant	Negative
Leadership	Insignificant	Insignificant

PCA analysis also provides tests of associations and predictability for the variables. Table 5.36 shows diversity of ideas and cultural alignment with clients as significant predictors of value of creativity. *Unique mix of people in the MTs* is not. None of the independent variables are significant predictors of value of rarity.

Table 5.36: Associations and predictability of benefits of MTs'

	Creativity	Rarity
Diversity of ideas	Significant Predictor	Non-Significant Predictor
Unique mix of people	Non-Significant Predictor	Non-Significant Predictor
Cultural alignment	Significant Predictor	Non-Significant Predictor

Stereotyping is a non-significant predictor of lack of trust.

Table 5.37: Associations and predictability of challenges of MT

	Lack of trust
Stereotyping	Non-Significant Predictor

Recruitment systems with pipeline of culturally diverse candidates and leadership have been found to be significant predictors of organisational culture of respect. The latter

is posited as an organisational enabler of MT's value additionality. Only intercultural training of teams is found to be significant predict Human Resource and Recruitment systems with fewer biases.

Table 5.38: Associations and predictability between variables of organisational enablers of MT

	Organisational culture of respect	HR and Recruitment Systems with Moderated biases
Promoting respect in teams	Non-Significant Predictor	Non-Significant Predictor
Recruitment system with pipeline of culturally diverse candidates	Significant Predictor	Non-Significant Predictor
Intercultural training	Non-Significant Predictor	Significant Predictor
Leadership	Significant Predictor	Non-Significant Predictor

The results of this quantitative study triangulate with findings from literature and qualitative study (Chapter 4). Together, they constitute the starting variables and inputs for designing and developing the operational framework for value additionality of MTs presented in Chapter 6.

5.8 Summary of Chapter Five

The quantitative study involves analysis of 126 completed survey questionnaires which aimed mainly to elicit answers to RQ2 in determining and measuring the variables that drive value additionality of MTs. The study also provides additional validation for findings from the qualitative study (RQ1). results are reflective of the viewpoints of the survey respondents.

Findings indicate that MTs' bring benefits to projects and organisations including dimensions of creativity, flexibility and optionality, rarity, and enrichment of whole team and organisation. The results also show variables driving these MTs' benefits to include diversity of ideas, experiences, and thinking. MTs' unique mix of people and their cultural alignment with clients also influence their contribution to the additionality. MTs bring challenges of lack of trust and difficulty in determining value of their cultural diversity which are driven by stereotyping, softness in measuring cultural diversity, and difficulty in apportioning performance in culturally diverse teams. Finally, the study finds organisational enablers of MTs' value additionality to include organisational culture of respect and Human Resource and Recruitment systems with moderated bias. Variables driving these enablers are promoting respect in teams, recruitment systems with a pipeline of culturally diverse candidates, intercultural training, and leadership.

Results of this quantitative also provided insights into the relationships of these dependent and independent variables including their associations and correlations with one another which also influence how they drive MTs' value additionality. PCA technique further helped with streamlining the variables along with implications. Diversity of ideas, cultural alignment with clients, recruitment system with pipeline of culturally diverse candidates, intercultural training, and leadership have been found to be significant predictors of various dimensions of MTs' value additionality.

Insights from this quantitative study along with findings from quality study and literature, provide theoretical framework for developing conceptual framework for operationalising MTs' value additionality. The next chapter presents findings and details about the final version of the operational framework.

CHAPTER SIX

OPERATIONAL FRAMEWORK FOR ACTIVATING VALUE ADDITIONALITY OF MULTICULTURAL TEAMS

6.1 Introduction to Presentation of Operational Framework

The purpose of this chapter is to propose a conceptual framework that is based on dynamic capabilities framework within teams to operationalise value additionality of multicultural teams. The model answers RQ3 relating to developing a framework for operationalising value additionality and long-term benefits of MTs.

The first section presents the proposed framework, including explanation of key components and associated metrics from this current research findings. The next section details implementation of the framework. It explains the integrated operations and use of the metrics in harnessing and maximising MTs' value. It also elucidates how dynamic capabilities drive the entire system for sustained competitive advantage for the organisation, based on internal and external environments.

6.2 Value Additionality of Multicultural Teams (VAMT)

Figure 6.1 presents Value Additionality of Multicultural Teams (VAMT), operational framework for activating value additionality of MTs. Typical organisations' internal and external operating environments are represented in the structure. Explanations of each component of VAMT are presented next. These explanations highlight how metrics from quantitative study integrate and drive operationalisation of the additionality in practice, and for the benefits of stakeholders.

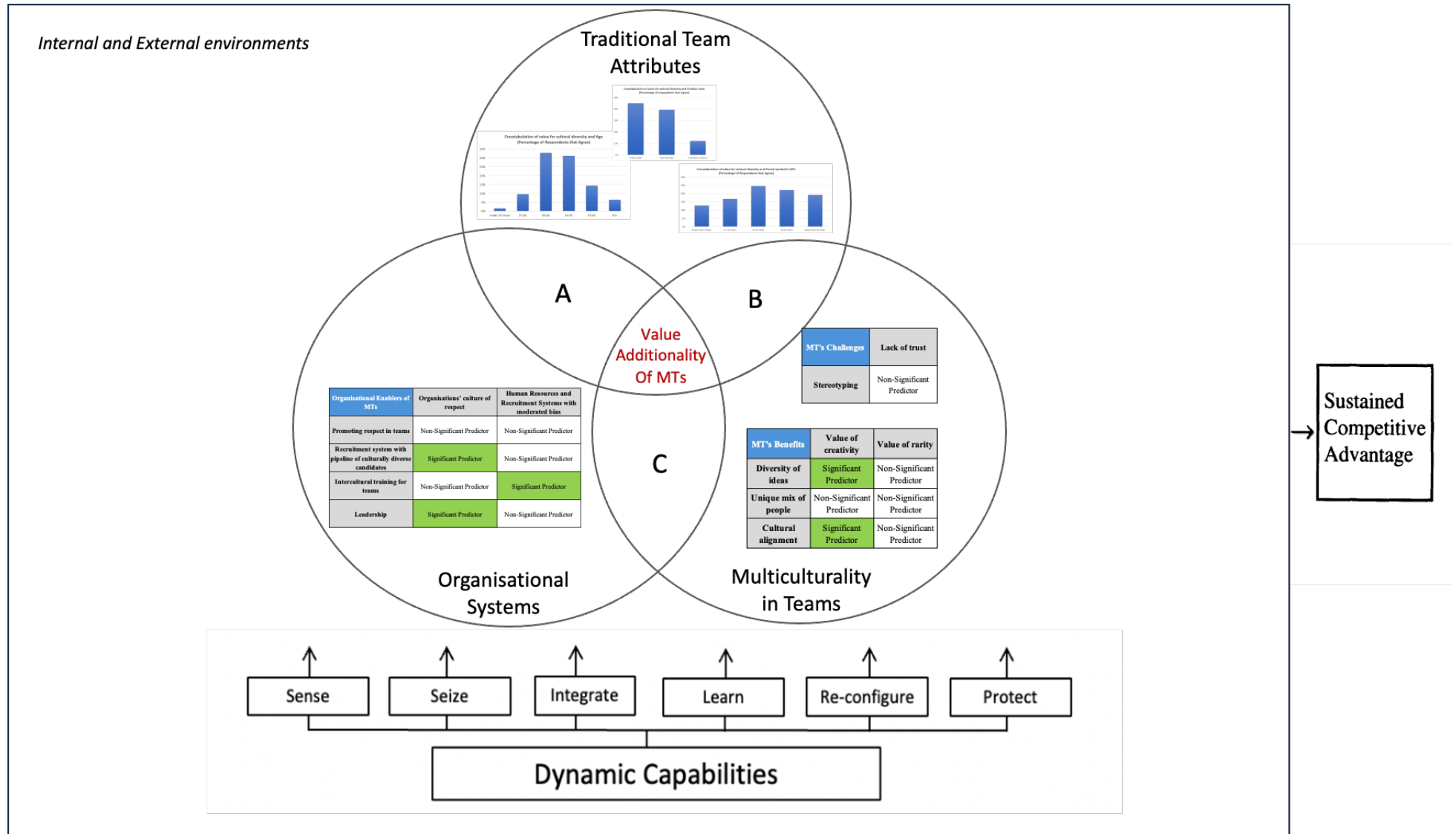


Figure 6.1: The “VAMT” Operational Framework

6.2.1 Multiculturalism in Teams

This section details VAMT's component of multiculturalism in teams regarding the dynamics of their cultural diversity in driving value additionality. Findings from this research show that cultural diversity in teams bring benefits to teams and organisations (Table 5.10). Results also show that key dimensions of these benefits include value of creativity, flexibility and optionality, rarity, and team enrichment (Table 5.11). This research also determines variables driving these benefits and their correlations (Table 5.33). They include diversity of ideas, experiences and thinking. Others are unique mix of people in MTs and cultural alignment with clients. Further analysis (PCA and regressions analysis) streamlined the key variables driving MTs' benefits further to the set of dependent and independent variables used for VAMT illustration and represented in Figure 6.2. Diversity of ideas and cultural alignment with clients ended up being the only significant predictors (of value of creativity). The other driving variables are important considerations as well regarding operationalisation of value additionality of MTs. However, these additional empirical analyses indicate differentiation of these driving variables as significant predictors as shown.

MT's Benefits	Value of creativity	Value of rarity
Diversity of ideas	Significant Predictor	Non-Significant Predictor
Unique mix of people	Non-Significant Predictor	Non-Significant Predictor
Cultural alignment	Significant Predictor	Non-Significant Predictor

Figure 6.2: VAMT Operational Framework: Key Drivers of MTs' Benefits

Similarly, findings show that MTs and their cultural diversity bring challenges to teams and organisations (Table 5.10). Key dimensions of MTs' challenges include lack of trust and difficulty in measuring cultural diversity (Table 5.13). This research also determines variables driving these benefits and their correlations (Table 5.34). They are stereotyping, cultural diversity too soft to measure, and difficulty apportioning team performance. Further analysis streamlined variables driving MTs' challenges to just stereotyping, driving lack of trust (Figure 6.3). This is the variable used to illustrate the operational framework though it is a non-significant predictor.

MT's Challenges	Lack of trust
Stereotyping	Non-Significant Predictor

Figure 6.3: VAMT Operational Framework: Key Driver of MTs' Challenges

Regarding VAMT operational framework (Figure 6.1), this teams' multicultural component offers a quick window into dynamics and key drivers of value additionality of MTs. It provides a platform for maximising MTs' benefits while minimising their challenges. It facilitates intentionality required for considering and harnessing the additionality. This graphical front-end can help users to quickly appreciate the interplays of factors influencing the additionality including the beneficial and challenging aspects of teams' multiculturality. The front-end also leads users to delve into unravelling a more detailed backend of the other variables and dimensions, as required.

6.2.2 Organisational Systems

Key organisational enablers are also highlighted in the organizational systems area. Research results indicate that having the right organisational systems serve as enablers of MTs' value additionality (Table 5.10). Findings also show that key dimensions of these organisational enablers include organisational culture of respect and Human Resource and Recruitment systems with moderated bias (Table 5.15). Research determines variables driving these benefits and their correlations (Table 5.33). They are promoting respect in teams, recruitment system with pipeline of culturally diverse candidates, intercultural training for teams, and leadership. Further analysis streamlined the key variables driving MTs' benefits further to the set of dependent and independent variables used for VAMT illustration and represented in Figure 6.4. Diversity of ideas and cultural alignment with clients ended up being the only significant predictors (of value of creativity). The other driving variables are important considerations as well regarding operationalisation of value additionality of MTs. However, these additional empirical analyses indicate differentiation of these driving variables as significant predictors as shown.

Organisational Enablers of MTs	Organisations' culture of respect	Human Resources and Recruitment Systems with moderated bias
Promoting respect in teams	Non-Significant Predictor	Non-Significant Predictor
Recruitment system with pipeline of culturally diverse candidates	Significant Predictor	Non-Significant Predictor
Intercultural training for teams	Non-Significant Predictor	Significant Predictor
Leadership	Significant Predictor	Non-Significant Predictor

Figure 6.4: VAMT Operational Framework of Key Drivers of Organisational Enablers of MTs

Design of this organisational systems component of the operational framework is similar to the Teams' multiculturalism component: the graphical front-end interface provides users with quick reference guide that can lead to the detailed backend. Key players at the backend can work the various dimensions and variables of organizational enablers in support of MTs' value additionality.

6.2.3 Traditional Team Attributes

Results of this research show how traditional team attributes of age, work position-level, and experience working in MTs also influence value additionality of MTs (Section 5.6). Summarily, respondents in 35-54 years age range agree MTs bring to organisations more than other age groups. This was followed by the older group in the 55 to 64 years group. Those under 21 years were the least in agreement. Respondents that have spent more years (> 10 years) working in multicultural teams seem to value cultural diversity than those with less experience working in culturally diverse teams.

Finally, the impact of position in organizations was also tested and the results shown in Figure 5.5. Team leaders tend to value cultural diversity more, followed by team members, and then, consultants.

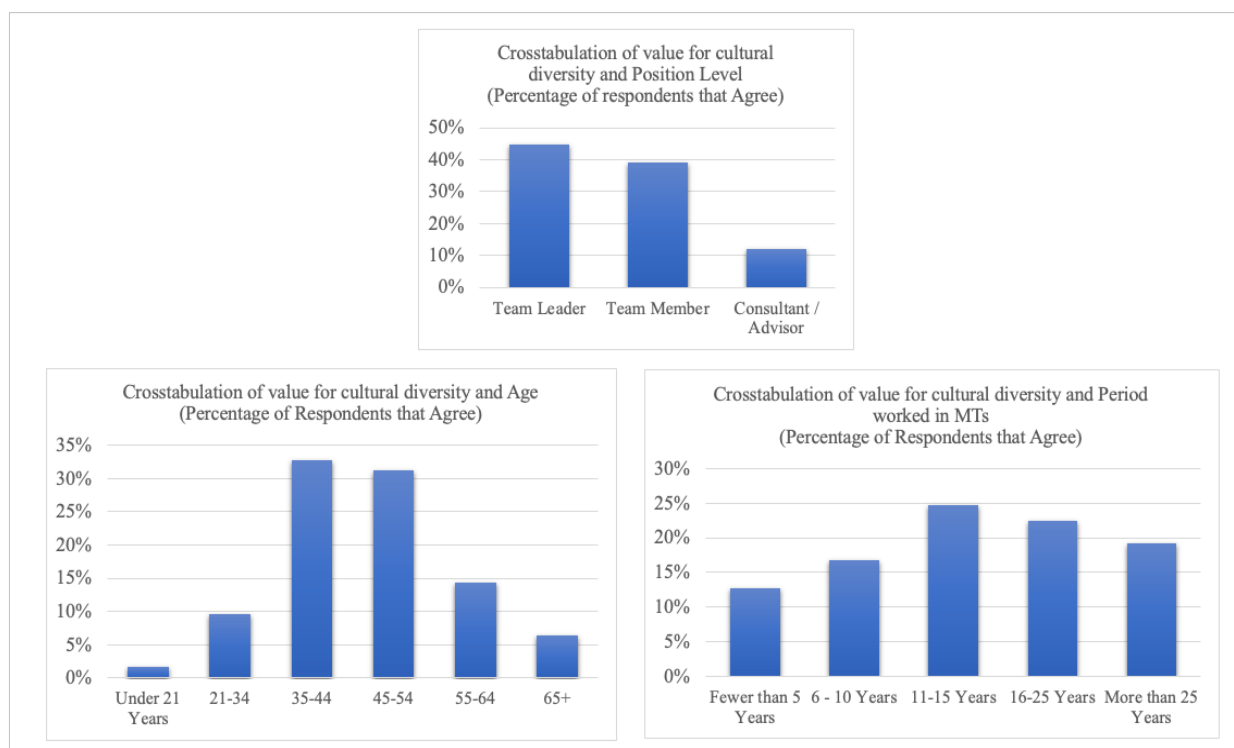


Figure 6.5: VAMT Operational Framework of Key Team Attributes

This section of the operational framework with highlights on traditional team attributes provides a quick and pictorial view of the considerations to engage the right team for harnessing MTs' value additionality. While it is not the only criteria for such teams, thoughtfulness should be given to levels of maturity, experience working with MTs, and workplace influence. Dealing with people and teams entails more complexities, but these factors are to be considered in the context of value maximising and sustaining MTs' additionality. See Section 5.5.5 for results and details of key inputs for this component. A critical success factor for operationalising this additionality involves mapping and integrating teams with the right profiles to the other components.

6.2.4 Dynamic Capabilities

The dynamic capabilities component of this model is the engine for driving both the operational and strategic management aspects of VAMT. It enables purposeful sensing of opportunities based on external parameters in the market and internal capabilities of MTs and enabling organisational systems. It enhances the mobilisation and deployment of relevant MT's capabilities, including their multiculturality, to seize opportunities (Section 2.5.3.2). Seizing opportunities also involves continuously integrating the MT's capabilities with other organisational resources, making required changes as part of learning, reconfiguring for ongoing agility, and protecting the MTs including motivating them to maintain the required momentum even with uncertainties.

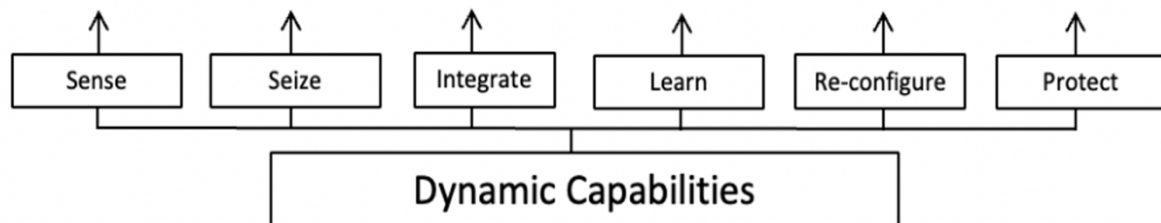


Figure 6.6: VAMT Operational Framework: Dynamic Capabilities

The DC's subroutines drive the systemic and integrative operations of the framework for harnessing and maximising MTs' value additionality and contributing to sustained competitive advantage for the organisation. The operations will not run itself; it is implemented as part of efforts to activate the additionality in practice.

6.3 VAMT Implementation

This section proposes key steps for implementing VAMT. It is important to reiterate the key point about MTs' value additionality. Teams and organisations

already exist and are delivery value at different levels irrespective of whether key organisational players have given attention to the potential additionality that MTs and their cultural diversity brings to teams and organisations. It is the same philosophy that drives this VAMT operational framework: the capacity and enabling tool for supporting users in their efforts to value, harness, and maximise this additionality in their MTs.

It starts with people, the team and leadership. They would have the levels of maturity, experience working with MTs, and workplace influence to understand the opportunities in the internal and external environments of the organisations. These attributes would also enable them to understand and value their MTs in view of exploiting the opportunities. The type of opportunity will determine the steps to take in seizing the opportunity. Assuming it is one that requires high-level creativity, the business of project sponsor can explore multiculturalism in the team with focus on significant predictors of the benefits that such a team will bring to the project. A team that can bring diversity of ideas, and one with high cultural alignment with potential clients would be highly considered.

On the organisational systems side, the resourcing team would be intentional in ensuring organisational culture of respect to give the project team the best chance for maximum value additionality. The resourcing team would also hope that the Human Resource and Recruitment team have staff with intercultural training and pipeline of culturally diverse candidates they can use in resourcing the project. Organisational leadership support is another critical success factor for the project team. All these actions, singly or in combination, constitute significant predictors for harnessing value additionality of the new multicultural project team.

The resourcing and leadership teams will be purposeful in adopting DC subroutines all through their resourcing the project team. They will ensure agility in making changes as part of implementation. This could involve sensing opportunities to exploit, committing resources to seize the opportunities, realigning current organisational structure, capabilities and routines to support the project, as required. The resourced team will be motivated and protected to ensure sustainable value additionality. The subroutines will also be preserved and improved for sustained competitive advantage for the organisation.

The researcher does not claim that the factors in this operational framework are the only necessary considerations for delivering team outcomes and sustainable advantage for organisations. Rather, the study highlights the key aspects to consider for harnessing and maximizing the value additionality of MTs. Organisational leadership with the right intentionality for MTs is key to successfully adopting and implementing this operational model.

6.4 Contribution of Modelling Scope to Research Questions and Objectives

This modelling scope answers RQ3 regarding how value additionality of MTs can be operationalised for predictable and long-term benefits. It simulated the target real system including integration of component parts and dynamics in traditional team attributes, teams' multiculturality, and organisational systems. Key metrics and action-enablers were incorporated in the components based on this research findings including dimensions and variables of MTs' benefits, challenges, and organisational enablers of their additionality. The operational system is driven by a DC framework

which provides agility for purposeful exploitation of opportunities in the contexts of internal and external changes. It is proposed that this study has demonstrated VAMT robustness with the incorporation of results and data from relevant literature, qualitative study, and quantitative study.

6.5 Summary of Chapter Six

Proposed VAMT operational framework resulted from finetuning and validating the conceptual model based on data and results from qualitative and quantitative studies of this research. It involved incorporation of the dimensions and variables of MTs' value additionality and integrating with DC component which provides the dynamic functionality of the model. The chapter also offered steps for implementation of the framework as part of further activation of MTs' value additionality in practice.

The next chapter explains and interprets the research results in the research questions context including findings from the qualitative, quantitative and the conceptual work relating to VAMT operational framework. It delves into the results' meaning, importance, and relevance. The chapter also elaborates on how the findings relate to previous studies.

CHAPTER SEVEN

DISCUSSION AND CONCLUSIONS

7.1 Introduction to Discussion of Findings

This research contributes to valuing cultural diversity in teams, including the additionality that MTs bring organisations. It also studied organisational systems that enable harnessing and maximising value additionality of MTs. The mixed-methods research involved a qualitative study (interviews), a quantitative study (questionnaires), and a modelling component. The empirical research provided additional depth and breadth to MTs' benefits and challenges and maximising their additionality. It determined the various dimensions and variables of the additionality including the relative significance and interdependencies of these key drivers. It also highlights correlates that significantly predicts the additionality. Finally, the research findings were used to develop a framework model for operationalising value additionality and long-term benefits of MTs. The main aim of the DC-driven framework is to facilitate predictability and sustainability of the additionality.

This chapter explains and interprets the research findings in the research questions context. It delves into the results' meaning, importance, and relevance. The chapter also elaborates on how the findings relate to previous studies and proposes gaps for further research.

7.2 Discussion of Findings

Research findings are discussed and presented under subheadings of research questions and objectives. The discussions highlight key achievements in relation to

previous studies. All findings are discussed including anticipated results, at least based on literature, surprising and unexplainable outcomes, and others in between. Discussions also revisit accepted and rejected hypotheses and their implications. Potential applications of findings are proposed including VAMT's potentials, for research, practice, and other stakeholders.

7.2.1 Diversity of Research Participants

The descriptive statistics of participants in interviews (Section 3.5.1.2) and respondents in survey research highlight the required level and adequacy of diversity for this study. Cultural diversity of interview participant's spreads across 13 nationalities by birth, with work experience ranging from 13 to 38 years, and their industries comprised oil and gas, utilities, construction, government, and professional services. 36% responses are working in project management discipline, 28% are CEOs and other senior managers, other construction management disciplines (other than project management), and 16% Human Resource management. The survey respondents have similar diversity level though more matured in age (89% more than 35 years old). This level of diversity provides more confidence that the data and research participation reflect in diversity of thoughts and authenticity anticipated for the study and findings.

7.2.2 MTs and their Multiculturality bring Benefits to Teams and Organisations

The claim that MTs and their multiculturality bring benefits to organisations has been strongly supported in this research as indicated by the results of the qualitative study (Section 4.3.1) and quantitative study (Section 5.3.1). All interview participants

(100%) and 96% of those who completed the questionnaires affirm this claim (see Tables 4.1 and 5.10 respectively). This affirmation was also evident across the diversity of industries (Figure 5.1) and work roles (Figure 5.2) represented in the quantitative study. The results indicate significant strength in the agreement with only few respondents stating that their indecisions or somewhat disagreement. These findings align with previous studies that also support this claim (Adler and Aycan 2018; Glaveanu and Taillard 2018; Stahl and Tung 2015; Cox 1991; Un 2016; Maloney and Zellmer-Bruhn 2006; Stahl and Maznevski 2021). For illustration, Adler and Aycan (2018), Stahl and Tung (2015), and Glaveanu and Taillard (2018) outline how diversity is an asset rather than as a source of problems and the need for relevant stakeholders to learn to value this asset. Stahl and Maznevski (2021) propose future research that will involve more depth and scope in studying the benefits and challenges of MTs. This research adds evidence to the claim that MTs are assets while providing further solutions in bridging that gap of lack of depth in support of that claim.

7.2.2.1 Key Dimensions of MTs' Benefits

The research findings about the various dimensions of MTs' benefits provide further understanding and depth on how MTs add value to teams, projects and organisations. Creativity, flexibility and optionality, rarity, and team enrichment were evident as dimensions of MTs' benefits based on the interview results (see Section 4.3.1). Interview participants at all work levels narrate how initial discomfort of cultural differences in their teams turned out well and resulted in these beneficial dimensions as their organisations provided the enabling environment for the additionality. Findings relating to dimensions of MTs' benefits were also supported by the results of the survey (Table 5.11). 98% of participants who completed the questionnaires agree

that MTs bring enrichment to teams. 93% agree that MTs bring creativity, 83% flexibility (optionality) and 57% rarity.

Similar to other assets, knowing the building blocks of MTs' benefits helps organisational leaders and stakeholders to value, manage and enhance the value additionality of their MTs. It also helps with predictability in building more of the asset. Replication is made easier. Advancement to make the asset better and more functional is also facilitated. Finally, knowledge of the components and dimensions of the assets helps with sustainability because the right building blocks are in place in the right quantity and quality. This research adds to the body of knowledge on this important aspect of studying and working with these building blocks for more validation, predictability, repeatability, and sustainability of MTs' value additionality. MTs can also position themselves for success if they are aware of the significance and dimensions of their potential. They too can take necessary actions to enhance their capacity and make themselves more marketable in adding value to teams and organisations.

Current research results regarding these dimensions of MTs' benefits (Table 5.11) also relate to previous research. Adler and Aycan (2018) report on creativity as an advantage of MTs. Cox (1991) highlighted the potential to be more successful in marketing to different types of customers with MTs (value of optionality). Maloney and Zellmer-Bruhn (2006) stated that MTs provide templates for positioning organisations for globalisation and the future of work (value of flexibility). MT's value additionality in enriching teams has not been widely cited as others. Fiol (1994) reported the potential for cultural diversity to enhance organisational learning, including the development of

new and diverse interpretations of concepts, events and situations. The author claims that this enrichment facilitates corporate innovation. Remarkably, MTs' value of team enrichment was mostly supported (98%) by participants in this quantitative study as contributing to MT's value additionality. Creativity is commonly cited as MTs' benefit (Glaveanu and Taillard 2018; Stahl and Maznevski 2021; Stahl and Tung 2015). Very little has been reported on the benefits of team enrichment and rarity, part of the strategic VRIN attributes of MTs. Rarity adds to organisations' competitive advantage by creating unique value beyond the competition (Porter 1996).

Just like the I-inimitability and N-non-substitutability of the VRIN dimensions of MTs, the value of rarity has been silent in the body of knowledge regarding MTs. It is no surprise that this dimension was the least supported by the survey respondents: 57% of the research participants agree that this dimension contributes to MTs' value additionality. This is possibly due to less awareness among stakeholders. This current research could contribute to bridging the gap by contributing to the body of knowledge in this context. The finding that this strategic dimension contributes to MTs' benefits reiterates the position of some scholars in the strategic management field (Teece, Pisano and Shuen 1997; Teece 2007; Eisenhardt and Martin 2000; Helfat and Martin 2014; Ambrosini and Bowman 2009; Barney 1991, 2001; Barney, Wright and Ketchen 2001). They have mostly applied their works on the resource-based view (RBV) and dynamic capabilities' view (DCV) of the firm to other aspects of businesses and projects. For example, Ambrosini and Bowman (2009) showed how the DCV extends RBV to create and deploy VRIN resources in changing business environments. The study by Teece (2007) forms a key part of the model development scope of this research. He demonstrated how DC enables business enterprises to create, deploy,

and protect VRIN assets supporting superior long-term business performance. This study extends the application to MTs. The opportunity cost of not harnessing and maximising these MT's value dimensions could be more than most business leaders and MTs currently imagine.

7.2.2.2 Key Variables of MTs' Benefits

Investigating MT's value additionality went deeper in this research by studying key variables driving the four dimensions of MTs' benefits. The results indicate key variables to include diversity of ideas, experiences, and thinking were evident in the results (Table 5.33). Findings also include unique mix of people in MTs (types and levels of diversity) and cultural alignment with clients. The significance and direction of the associations were also determined and measured (Table 5.33). All five independent variables exhibit statistically significant associations and negative correlations with the four dimensions of MTs' benefits. The only three exceptions with no statistically significant associations are between diversity of experience, unique mix of people, and cultural alignment variables with value of rarity dimension. This implies that each of these variables has little or no influence on the capacity of an organisation to possess and establish MTs' capability with a difference that they can preserve and sustain (value of rarity). The researcher relates to insignificance of relationship between cultural alignment with clients and rarity. However, findings relating to diversity of experience and unique mix of people with rarity are surprising and cannot be explained convincingly, based on the scope of this research. Intuitively, the more diversity of uniqueness and experience of a team, the rarer they should be. Could this be attributable to the novelty of this research and concepts and respondents may have provided answers to the level of their current understanding.

Nettleton (2014)'s description of correlations provide context for interpreting and discussing correlation results in this study, in the context of key variables driving MTs' benefits and their value additionality. A positive correlation means that the variables move in the same direction: as one variable increases or decreases so does the other. Conversely, a negative correlation means that the variables move in opposite directions: as one variable increases, the other decreases. There are only two positive correlations in the seventeen relationships with statistically significant associations (Table 5.33). They are those between diversity of ideas and diversity of thinking (independent variables) and value of rarity dimension (dependent variable). The others have negative correlations with one another. For illustration, the positive correlation between MTs' diversity of experiences and rarity indicates that more diversity of experience would likely be associated with more rarity of the MT. Same with diversity of thinking and rarity. an increase in is expected to increase value of. The same applies to diversity of thinking and value of rarity. These positive correlations are intuitively feasible. What is surprising, to the researcher at least, are the other fifteen relationships found to be negatively correlated with one another (Table 5.33). For example, it was not expected that an increase in MTs' diversity of ideas will be associated a decrease in value of creativity. Adler and Aycan (2018) found that cultural diversity offered the potential advantage of increased creativity because of the wider range of MTs' perspectives, enhanced capacity for generating more and better ideas, and disinclination to groupthink. These relationships are anticipated to be positively correlated based on literature and intuition. Again, delving deeper into these surprising findings was beyond the scope of this study.

7.2.2.3 Significant Predictors of MTs' Value Additionality

Results of PCA and inferential analysis streamlined dimensions of MTs' benefits to two: value of creativity and value of rarity (Table 5.36). The key driving variables of these dimensions are now three: diversity of ideas, unique mix of people diversity in MTs, and cultural alignment with clients. The criteria regarding how much the independent variables drive the MTs' benefits dimensions are reflected in whether they are significant or non-significant predictors. Only diversity of ideas and cultural alignment with clients are found to be significant predictors of value of creativity. The other variables are found to be non-significant predictors. The finding regarding diversity of ideas as a significant predictor of creativity is widely supported by scholars (Adler and Aycan 2018; Leopoldino, González and Júnior 2016; Stahl and Tung 2015). Similarly, researchers relate capacity for organisations to expand into new markets and client base to their internal assets of culturally diverse teams (Cox 1991; Un 2016; Zaheer, Schomaker and Nachum 2012; Thomas 2004). However, extant studies are lacking the depth of this current research including the level of triangulation of methods and techniques to achieve these findings and predictability. The results provide more definitive guidance regarding which variables significantly drive MTs' benefits and their value additionality. This level of research rigour aligns with Zaheer, Schomaker, and Nachum (2012) as they emphasise the need to understand the variables of MTs that drive or deter project success. Stahl and Tung (2015) specifically suggest studies on variables that provide insights into how cultural differences are systemically recognised, understood and managed. This study contributes to bridging this research gap.

7.2.3 MTs and their multiculturality bring Challenges to Organisations

The claim that MTs bring challenges to organisations was evident from the qualitative study (Section 4.3.2) and quantitative study (Section 5.3.1) results. 72% interview participants and 70% of those who completed the questionnaires affirm this claim (see Tables 4.1 and 5.10 respectively). These findings align with previous studies that also support this claim (Adler and Aycan 2018; Maznevski 1994; Wu et al. 2019; Stahl and Tung 2015; Aybar and Ficici 2009). The results in Table 5.10 indicate less support (70%) for the hypothesis that MTs bring challenges to organisations compared to that of MTs' benefits (96%). However, these results provide guidance on moderation of MTs' value additionality if these challenges are not articulated and managed. Key organisational players can be intentional in mitigating challenges associated with MTs and their multiculturality with the aim of maximising their MTs' additionality. Understanding the dimensions of these challenges provides depth for mitigating them.

7.2.3.1 Key Dimensions MTs' Challenges

Thematic analysis results indicate that lack of trust within teams and difficulty in determining value of cultural diversity are the prevalent dimensions of MTs' challenges (Section 4.3.2). However, the quantitative study results in Table 5.11 and Figure 5.5 indicate less support for the claim that these are the dimensions contributing to MTs' challenges. Only 18% and 23% of respondents agree to the lack of trust and difficulty in determining value dimensions, respectively. While most of the respondents agree that MTs present organisations with challenges, they did not agree with the dimensions as much. Meanwhile, these dimensions relate to previous studies reported in the literature including decreased team cohesion and integration due to mistrust and

miscommunication (Adler and Aycan 2018; Maznevski 1994; Wu et al. 2019; Stahl and Tung 2015; Aybar and Ficici 2009). This is an aspect of findings that triggers the need for further research. In the meantime, respondents provided answers for the research aspects relating to key variables driving these MTs' challenges.

7.2.3.2 Key Variables of MTs' Challenges

Table 5.34 summarises key variables driving the dimensions of MTs' challenges. Stereotyping, cultural diversity being too soft to measure, and difficulty apportioning team performance are three variables resulting from this study. There are six relationships between the two MTs' benefits dimensions (dependent variables) and these three independent variables. The independent variables of cultural diversity being too soft to measure and difficulty apportioning team performance exhibit statistically significant associations and negative correlations with Lack of trust. Cultural diversity being too soft to measure exhibit statistically significant associations and negative correlations with difficulty apportioning team performance. There are no statistically significant associations with the other three relationships.

Similar to the experience with MTs' benefits discussion, some of the findings regarding MTs' challenges were counterintuitive to the researcher. For example, the results indicate no statistically significant association between stereotyping and lack of trust (Table 5.34). The significance was expected for this relationship more than that of cultural diversity being too soft to measure and with lack of trust. However, the positive correlation between stereotyping and lack of trust is relatable. Stereotyping (over-generalised belief about a particular people) is human, and it can be very emotive. Going in same direction as lack of trust regarding their association seems

intuitively right. Moreover, researchers support the association of stereotyping and MTs' challenges (Joplin and Daus 1997; Means and Mackenzie Davey 2023; Stahl, Maznevski, et al. 2010).

7.2.3.3 Significant Predictors of MTs' Moderation of Value Additionality

Results of PCA and inferential analysis provide more definite answers regarding the variables that are significant predictors of the dimensions of MTs' challenges (Table 5.17). Only stereotyping driving lack of trust made the shortlist. However, findings show that despite the association between the two, stereotyping is not a significant predictor of lack of trust. MTs' challenges including lack of trust in teams are still prevalent, as well as associated negative impacts on productivity and wellbeing in organisations (Aybar and Ficici 2009; Ochieng et al. 2013; Wu et al. 2019). These findings only indicates that key players should look beyond the significant predictor factor and focus much more holistically on the 6-way relationships between the key dimensions and variables of MTs challenges (Table 5.34).

7.2.4 Organisational systems enablers of Value Additionality of MTs

The claim that organisational systems contribute to harnessing the value additionality of MTs was evident in the qualitative study (Section 4.3.3) and quantitative study (Section 5.3.1) results. 80% of interview participants and 90% of those who completed the questionnaires affirm this claim (Tables 4.1 and 5.10 respectively). Research is lacking knowledge and understanding regarding organisational enablers of MTs' value additionality. Inability to link cultural diversity to team performance is often cited as a reason why organisations do not actively explore the potential benefits of teams' multiculturalism (Stahl and Maznevski 2021; Means and

Mackenzie Davey 2023; Minbaeva, Fitzsimmons and Brewster 2021). Minbaeva, Fitzsimmons, and Brewster (2021) propose a shift of focus to how diversity is managed rather than being bugged down with the complexity of trying to solve the diversity-performance causality equation. Additional research into dimensions and variables of these organisational enablers provides depth beyond knowledge that these enablers are necessary for harnessing MTs' value additionality.

7.2.4.1 Key Dimensions of Organisational Enablers of Additionality of MTs

Findings about the various dimensions of organisational enablers of MTs' value additionality provide insights on how organisations can enhance the additionality. Organisations' culture of respect and Human Resource and Recruitment Systems with fewer biases were evident as dimensions of MTs' benefits based on the interview results (Section 4.3.3). These findings were also supported by survey results (Table 5.15). 90% participants who completed the questionnaires agree that organisations' culture of respect enable value additionality of MTs. 88% of participants support the claim that Human Resource and Recruitment Systems with fewer biases enable value additionality of MTs. Chen et al. (2018) reported a case study where American team members (typical western low power distance cultural background) worked colleagues of Chinese background (eastern collectivism values). Solely just by respecting each other's culture they were able to manage conflict cooperatively. The report indicates that the American managers valued collectivism enough to develop more trust with their Chinese workers. They showed more interest in each other's viewpoints and were able to reach more integrated solutions more often. The positive impact spilled over to the organisation-wide better team cohesion and productivity. Understanding and

intentionally using just one dimension, culture of respect, this organisation was able to use this enabler to enhance MTs value additionality. Gaining further understanding and insights into variables that drive these dimensions and direction of the associations in the relationships could further amplify the enablement of MTs' additionality.

7.2.4.2 Key Variables of Organisational Enablers of Additionality of MTs

Table 5.35 provides a snapshot of findings about the significance and direction of the associations between the variables of organisational enablers of MT's value additionality as determined and measured in this study. Promoting respect in teams, recruitment system with pipeline of culturally diverse candidates, intercultural training for teams, and leadership are four key variables driving the two dimensions of organisational enablers. There are eight relationships between two organisational enablers dimensions (dependent variables) and four independent variables. Statistical analysis results indicate that recruitment system with pipeline of culturally diverse candidates is negatively correlated with the dimension of organisation's culture of respect. Intercultural training for teams is also negatively correlated with the dimension of Human Resource and Recruitment systems with moderated bias. There are no statistically significant associations with the other six relationships.

Some aspects results relating to organisational enablers (Table 5.35) are counterintuitive similar to the experience with MTs' benefits (Table 5.33) and MTs' challenges (5.34). For example, a significant association and positive correlation were expected between promotion of respect in teams and organisations' culture of respect.

The researcher held similar intuition towards leadership and organisations' culture of respect. However, the results of the quantitative study show both relationships have no statistically significant association between them.

7.2.4.3 Significant Predictors of Organisational Enablers of MTs'

Additionality

Results of PCA and inferential analysis (Table 5.38) provided further convergence of findings. Recruitment system with pipeline of culturally diverse candidates and intercultural training are still significant predictor of organisations' culture of respect and Human Resource and Recruitment systems dimensions, respectively. However, leadership is now significant predictor of organisations' culture of respect, expectedly. HR systems with fewer biases depend much more on intercultural training for teams. Harnessing maximum value from MTs and cultural diversity requires an organisational culture that promotes value and respect across cultural divides. A recruitment system with provision for cultural diversity requires an established pipeline of current and potential multicultural resources to ensure sustainability of the organisational enablement of MTs' value additionality. Such an enabling system would also be supported by a training regime that underpins and sustains an inclusive culture and Human Resource system. Finally, the right leadership would intentionally drive and sustain the transformation and value resulting from multicultural teams. Organisational culture, systems and leadership contribute to harnessing and sustaining MTs' value additionality.

Previous studies were mostly focused on the pros and cons of MTs (Adler and Ayca 2018; Glaveanu and Taillard 2018; Stahl and Tung 2015; Cox 1991; Un 2016;

Maloney and Zellmer-Bruhn 2006). However, the findings of this research on organisational enablers of MTs' value additionality relate to the work of other researchers. The dimension of organisations' culture of respect relates to the findings by Lucas (2010) on the importance of a collaborative culture in the successful implementation of organisational practices. Orlando and Johnson (2001) argued that managing diversity is a long-term investment that requires organisational adaptation and transformation, particularly in HR management. They introduced the notion of diversity orientation, which commits many aspects of the organisation to truly integrate diversity and diverse perspectives into the entire organisational life. This shift largely depends on the intentionality and courage of the organisational leaders to uphold the necessary changes in organisations' culture and HR systems. Adler (2013) described this type of leadership as "leading beautifully". Like Ghosn in the Renault-Nissan success story (Emerson 2001), they envision and pursue value additionality of MTs. They lead the selection, development, and sustainability of the right systems for harnessing value additionality in MTs.

It is critical to note at this point of this discussions that indications of non-significant association or predictability does not indicate lack of importance of a variable. Indicators of statistical significance and predictability provide another layer of insights to use in being intentional in facilitating MTs' value additionality. All 20, 6, and 8 respective relationships regarding MTs' benefits (Table 5.33), MTs' challenges (Table 5.34), and organisational enablers of MTs' value additionality (Table 5.35) are important. The significance, variability, and predictability of the associations based on these analyses provide some levels of differentiation between them. More importantly, the analyses and findings provide additional triangulation for making judgements and

facilitating intentional actions for harnessing and maximising MTs' value additionality. They also provide important input, metrics and action enablers for the operational framework for MTs' additionality proposed for projects and organisations.

7.2.5 VAMT and operationalisation MTs' additionality

Value Additionity of Multicultural Teams (VAMT) operational model (Figure 6.1) offers a simplified representation of an integrative system for engaging MTs and harnessing their value additionality predictably and sustainably. It facilitates having the right teams in place, engaging their multiculturality for maximum value, and enhancing the delivery with the support of organisational systems. The dynamic capabilities component provides the engine for dynamically driving the system in the context of the prevailing business environment including seizing and exploiting opportunities for sustained competitive advantage.

Users of VAMT would facilitate maximisation MT-related benefits and organisational enablers while minimising associated challenges. The framework will help them check which MTs' dimensions and variables are at play in their organisational and business contexts. Organisational leaders or key players can probe deeper by exploring and articulating which of the variables are driving their MTs' dimensions. Knowledge and visibility of the significance, correlations, and predictability in and between these variables can equip them to set up their MTs for maximum success and value delivery.

VAMT also guides selection and onboarding of the right team with the right profiles that can help drive the system to harness and deliver maximum value from

their teams' multiculturality. Additionally, triggers requirement to consider other organisational contexts involve in the integrative framework.

7.3 Summary of Scholarly Contributions

This research provides further validation for previous research work relating to MTs benefits and challenges in teams, projects, and organisations. Creativity is one of such benefits widely cited and supported (Adler 2013; Adler and Aycan 2018; Glaveanu and Taillard 2018; Stahl and Tung 2015). Increased capacity for marketing to a nuanced market is also MTs' benefit popular with scholars (Cox 1991; Un 2016; Thomas 2004; Zaheer, Schomaker and Nachum 2012). Also, credit has been given to MTs in providing templates for positioning organisations for globalisation and the future of work (Maloney and Zellmer-Bruhn 2006; Zaheer, Schomaker and Nachum 2012). Findings from the qualitative and quantitative studies in this research contributes to this growing body of knowledge. MTs and their multiculturality bring benefits to teams, projects and organisations.

The scholars in this research context also align on the claim that MTs bring challenges to teams and organisations including potential to cause mistrust, miscommunication, decreased cohesion and difficulties with integration (Adler and Aycan 2018; Maznevski 1994; Wu et al. 2019; Stahl and Tung 2015; Aybar and Ficici 2009). Studies have also underlined difficulty in reaching a consensus, and decreased ability to validate ideas, and execute actions in a timely manner (Stahl, Mäkelä, et al. 2010; Brannen and Peterson 2009). Researchers also suggests there are increased burdens in managing MTs because of these challenges (Matveev and Milter 2004;

Ochieng et al. 2013; Joplin and Daus 1997). Findings from this current research further support the claim: MTs and their multiculturality bring challenges to teams, projects and organisations.

There is less scholarly work regarding organisational enablers of MTs' value additionality. Researchers did explore reasons why organisations do not actively explore the potential benefits of teams' multiculturality (Stahl and Maznevski 2021; Means and Mackenzie Davey 2023; Minbaeva, Fitzsimmons and Brewster 2021). They mostly blame inability to establish causal relationship between diversity and organisation performance. This current empirically investigated organisational enablers for harnessing value additionality of MTs. Findings from this part of the research indicate potential to trigger more interest in organisational enablers. It has the potential to deliver more impact because what individual MTs or passionate MT researcher cannot achieve, organisations can do, and achieve more, especially if they see the potential benefits. This current study went deeper into the various dimensions and variables of these main building blocks of MTs' additionality.

Research results about the dimensions and variables of MTs' benefits, challenges, and organisational enablers provide more depth, rigour and robustness into this research area. The findings also provide additional branches and platform for further research into the growing field of teams' multiculturality.

VAMT operational framework is in its infancy. However, the novelty, thoughtfulness, simplicity in the framework could promote it for immediate uptake. The multidisciplinary footprint of the framework qualifies it as tool for engaging teams to

strategically harness and maximise value additionality of their MTs. The framework is also a suitable mapping tool for generating or finetuning MT-related research ideas.

7.4 Implications for Practice

This research significantly contributes to various sectors and institutions with an interest in people and culturally diverse teams including groups, taskforces, committees, projects, and organisations. It equips business leaders and key players with knowledge and model for replication of beneficial outcomes, guaranteeing sustainability and longevity of MTs' value additionality. It adds breadth and depth to the body of knowledge of MTs and cultural diversity in teams especially in the context of value additionality to projects and organisations. It provides cultural intelligence to key stakeholders interested in globalisation and multiculturalism. It provides the necessary balance between MTs' benefits, challenges and enabling integration for success. Key players can gain the capacity for harnessing value additionality of MTs at the local, national, and global levels.

Findings from this study provide further depth to identifying and understanding the benefits, challenges, and enablers of MTs to projects and organisations. The study illuminates the dimensions and building blocks of these MTs' value additionality. Organisational leaders can explore and maximise the value of creativity, value of flexibility (or optionality), value of rarity, and value of team enrichment as part of their MTs' benefits. They can be equipped to know the risks associated with MTs including lack of trust within teams and difficulty in measuring the value of their cultural diversity. Management actions can be taken to minimise their potential impediment of MTs' value additionality. Finally, organisational leaders can appreciate that leading

organisational culture of respect and Human Resource and Recruitment Systems with fewer biases can enable their MTs' additionality.

MTs themselves are a key target beneficiary of these research findings and VAMT. They can get better at identifying, articulating, selling and maximising their impact in the context of MTs' value additionality. This research can help trigger a fresh awareness of the potential and real value additionality of MTs, for the benefits of all stakeholders.

The benefits of this study are applicable across organisations and communities in multicultural countries like Australia. It provides capacity for harnessing value additionality of MTs, the most benefits-realizable asset from the inevitability of growing migration, globalisation and cultural diversity in teams. It provides cultural intelligence to all stakeholders for appreciating their culturally diverse teams and communities. This study improves extant understanding of how cultural diversity can create value for global organisations and societies, such as learning through cross-border knowledge-sharing and collaboration and leveraging the creative talent of cultural diversity in MTs. Multiculturalism can become less negative with the capacity to realise more benefits from the growing and inevitable reality in our world.

7.5 Research Gaps

This section presents research gaps which are mostly and directly related to limitations of the study. There are five aspects of this study that trigger opportunities for further research. They include exploring MTs' strategic VRIN attributes further, conducting the survey with a larger sample size, and probing further into some findings

of correlation analysis. Other proposed future research area includes further development and validation of the operational framework. Finally, this research can be extended to other regions and countries either as comparative study or other forms of empirical research.

Researchers have investigated how resources contribute to competitive advantage based on their value, rarity, inimitability, and non-substitutability (VRIN) (Barney 1991, 2001; Barney, Wright and Ketchen 2001). The results of this study have indicated that value of rarity is a dimension of MTs' benefits. However, it was evident during research design and data collection that the level of awareness of VRIN concepts was very low amongst the target research population. It also became indicative during the analysis that this lack of knowledge may have contributed to the missing data experienced during the research. Additional studies can probe these strategic MTs' benefits further including the aspects relating to their inimitability and non-substitutability. Adequate and proactive measures can be taken to ensure that research participants are knowledgeable enough to provide answers completely and correctly. The potential benefits in exploring VRIN as an MT asset outweighs the cost of extra efforts to undertake further research that incorporates this aspect and avoiding the issues of missing data and incomplete questionnaires.

The data obtained from questionnaires for the quantitative study of this research did not satisfy the recommended guidelines for sample size with Principal Component Analysis (PCA) as proposed by Costello and Osborne (2005). While the authors also report a high proportion of research with factor analyses outside their proposed guideline, it would be beneficial for a replication of this research with a

compliant sample size. The researcher provides some insights regarding challenges with securing commitments of research participants for a topic related multiculturalism in a place like Australia. The topic is still a difficult one to even talk about in normal day-to-day routine. One is not sure when one may be causing offence. This challenge is amplified when a researcher tries to recruit participants for a study that would be published eventually. Despite efforts to reassure potential participants including evidence of ethics clearance, it was very challenging attaining the sample size designed for this study. This experience leaves room for more research and improvement in this important area of our lives as a research and practice community. Australia is multicultural. We must explore all options to make it work for us all. That includes ongoing research, ethical research.

Some of the results of the correlation analysis are counterintuitive. For example, it was not expected that an increase in MTs' diversity of ideas will be associated with a decrease in value of creativity. Similarly, a positive correlation was expected between promotion of respect in teams and organisations' culture of respect. However, this was not the case with this research findings. Further research including similar correlation analysis will provide validation and improvement.

VAMT operational framework is a key deliverable from this research with significant potentials to trigger further research and practice. Future research can continue with its development validation or start afresh with similar research philosophy or an improved version. Following maturing in improvement, the framework can be validated based on empirical studies, similar to Schiefloe and Vikland (2009), or through cases like Rolstadås et al. (2014).

Finally, more perspectives and applicable insights can be obtained with an extension of this research to other global regions especially those with significant multicultural attributes like Australia, USA, Canada, and England are examples for such extension. A comparison of results across countries and jurisdictions are expected to provide rich data sets and findings.

7.6 Research Highlights

This chapter concludes the study and explains the research contribution to the knowledge gap in value additionality of multicultural teams (MTs). The study investigates the benefits and challenges of MTs and the organisational enablers for harnessing and maximising additionality. Extant literature suggests that cultural diversity in teams is more problematic than beneficial. Researchers report that MTs and their multiculturality are multidimensional, dynamic, and too soft to measure. These associated complexities indicate a futile effort in valuing MTs: *what cannot be measured cannot be counted*. Other scholars narrate efforts at managing teams' multiculturality which includes adopting and implementing management concepts like organisational culture, cultural fit and cultural intelligence. Yet, researchers report gaps with these processes: they cannot adequately enable value additionality in MTs and their multiculturality. An integrative modelling approach was proposed as a solution that can cater for the complexities of working with diversity of cultures while delivering value and competitive advantage. This is the key position of this study. This research conducts empirical studies to investigate these matters regarding MTs.

The research problem focused on the additional value that MTs bring to teams and organisations. The study progressed on the premise and alignment with previous studies that MTs bring benefits to organisations. Creativity, market expansion, and templates for future of work are commonly cited examples of MTs' benefits to organisations. The research also recognised studies that show MTs to bring challenges like decreased team cohesion and extra burden managing culturally diverse teams. Value entails maximising the benefits and minimising the challenges. The study acknowledged that MTs can only add so much value based on the level of organisational support in place. This current research went beyond the mere MTs' pros and cons to exploring their various dimensions and variables that drive their contribution to MTs' value additionality. Finally, it is recognised that the additionality can be more predictable and sustainable if it is operationalised within applicable organisational contexts.

Existing academic discussions around value additionality of MTs do not sufficiently address the MTs' benefits and challenges and the organisational enablers of the additionality. The literature is lacking studies that articulate the dimensions of these key building blocks and key variables that drive their contribution to MTs' additionality. There are also gaps in systems for operationalising MTs' value additionality for more predictability and sustainability. Three research objectives were identified to address the research gap:

OBJ1. To identify benefits, challenges, and organisational enablers of MTs' value additionality in projects and organisations.

OBJ2. To determine correlates of variables of MT's benefits, challenges, and organisational enablers and value additionality.

OBJ3. To develop a DC-driven conceptual framework for operationalising value additionality and long-term benefits of MTs.

Using pragmatism as a research paradigm allowed the exploration of pre-supposed MTs' benefits and challenges and their organisational enablers. A dynamic pluralist epistemology and non-singular reality ontology grounded the research. The value-laden axiology entails ethical considerations and balanced biases by considering opposing viewpoints and objective evidence. The researcher's personal views about MTs and related concepts were intentionally encapsulated during this study.

A mixed-method (MM) approach is used in this research. The qualitative study (interviews) explored the meaning and understanding of the various constructs around the core subject matter of MTs' benefits and challenges and enabling organisational systems. The subsequent quantitative study (questionnaires) provided a larger sample to help generalise results to a larger population. This study's modelling component incorporated results from the qualitative and quantitative study supplemented by insights from the literature review. The MM approach allowed for the real-life contextual understandings, pragmatism, multi-level perspectives, and triangulation required for the research.

7.7 Concluding Remarks

This section presents some concluding keynotes of the overall research outcome including a snapshot of the key empirical results of the study and associated commentaries. Table 7.1 shows the respective first-level and second-level hypotheses and sub-hypotheses tested. The table also indicates whether they were supported or not supported by the test.

Table 7.10: A Snapshot of key hypotheses and sub-hypotheses tested in this study

Hypotheses	Supported? (Yes or No)
H1 MTs' cultural diversity brings benefits to teams and organisations.	Yes
H1.1 MTs' cultural diversity adds value through creativity.	Yes
H1.2 MTs' cultural diversity adds value through flexibility & optionality.	Yes
H1.3 MTs' cultural diversity offers value of rarity.	Yes
H1.4 MTs' cultural diversity enriches whole organisation.	Yes
H2 MTs' cultural diversity brings challenges to organisations.	Yes
H2.1 MTs' cultural diversity causes lack of trust in teams.	No
H2.2 It is difficult to determine value of cultural diversity.	No
H3 Organisational systems contribute to harnessing MTs' value.	Yes
H3.1 An organisational culture of respect contributes to harnessing MTs' value.	Yes
H3.2 Human Resource and Recruitment systems with moderated bias contribute to harnessing MTs' value.	Yes

MTs bring benefits to teams, projects, and organisations. Dimensions of these benefits include value of creativity, value of flexibility (or optionality), value of rarity, and value of team enrichment. Variables of these dimensions that drive their contribution to value additionality of MTs include diversity of ideas, diversity of

experiences, diversity of thinking, unique mix of diverse people in MTs, and cultural alignment with clients/customers.

Findings relating to OBJ1 and OBJ2 are as follows:

- ◇ MTs' bring benefits to projects and organisations.
- The dimensions of these MTs' benefits are:
 - Creativity
 - Flexibility and Optionality
 - Rarity (which is representative of VRIN Asset)
 - Enrichment of Whole Team and Organisation
- The variables driving MTs' benefits and dimensions are:
 - Diversity of ideas
 - Diversity of experiences
 - Diversity of thinking
 - Unique mix of diversity in MTs
 - Cultural alignment with clients
- ◇ MTs' bring challenges to projects and organisations.
- The dimensions of MTs' challenges that they bring to projects and organisations are:
 - Lack of trust
 - Difficulty in determining value of MTs' cultural diversity

Whilst these dimensions were not supported in the hypotheses testing, they were supported as part of the outcome of the qualitative study and thematic analysis,

- The variables driving MTs' challenges and dimensions are:

- Stereotyping
 - Cultural diversity too soft to measure
 - Difficulty in apportioning performance in culturally diverse teams
- ◇ Having the right organisational systems in place can enable and maximize value additionality of MTs' cultural diversity.
- The dimensions of organisational enablers of MTs' value additionality are:
 - Organisational culture of respect
 - Human Resource and Recruitment systems with moderated bias
 - The variables driving organisational enablers of MTs' value additionality are:
 - Promoting respect in teams
 - Recruitment systems with a pipe of culturally diverse candidates
 - Intercultural training
 - Leadership

Findings relating to OBJ3 is VAMT (Value Additionality of Multicultural Teams), an operational framework and a key deliverable of this study. It incorporates the findings in this research and relevant literature in an integrative model which is driven by the strategic dynamic capabilities framework. The model provides users with the tool to enhance their capacity for ensuring more predictability and sustainability of MTs' value additionality.

The triangulation across the methods and results in this research firmly leads to the position that MTs offer value worth exploring and maximising for the benefit of all stakeholders. Integrating data and findings across literature and methods adds

breadth, depth, rigour, richness, authenticity, generalisability, and credibility to the research outcomes.

This research makes significant contributions to academia and practice at local and global levels. It adds to the body of knowledge regarding cultural diversity in teams. It proffers cross-functional perspective and solutions to problems identified in previous studies including more depth and scope of MT's value additionality, insights on the dimensions and variables of the additionality, and the organisational enablers. It can improve our understanding of how cultural diversity can create value for global organisations and society. It enhances the potential for increased national productivity especially in multicultural countries like Australia. The research and VAMT can facilitate learning through purposeful cross-border knowledge-sharing and collaboration in leveraging the creative talent in MTs.

Leadership is critical to harnessing and maximising the value additionality of MTs in organisations. This was a key finding in this research and reinforces what was already evident in literature. One of the interviewees in the qualitative study of this research put it succinctly:

We need to be intentional as leaders. You need a united front and support from the top down. This is not going to work, without a strong leadership spine.

Value additionality of MTs requires leaders that would have the cultural intelligence and courage to envision great possibilities with culturally diverse teams

even when others do not share the same beliefs. They would intentionally shift from the traditional organisational systems that minimise the value of cultural differences to those like VAMT that amplify and harness the opportunities they present. They would trust themselves and others to lead the change. Hopefully this research provides the additional trigger for more leaders with such intentionality for maximising value addition of MTs.

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APPENDICES

Appendix 1: Ethics Office Approval for Interviews (Curtin University)

		
		Research Office at Curtin
		GPO Box U1987 Perth Western Australia 6845
		Telephone +61 8 9266 7863 Facsimile +61 8 9266 3793 Web research.curtin.edu.au
26-Jun-2020		
Name:	Oluwale Olatunji	
Department/School:	School of Design and the Built Environment	
Email:	Oluwale.Olatunji@curtin.edu.au	
Dear Oluwale Olatunji		
RE: Ethics Office approval		
Approval number: HRE2020-0349		
Thank you for submitting your application to the Human Research Ethics Office for the project Dynamic Capabilities in Multicultural Project Teams .		
Your application was reviewed through the Curtin University Low risk review process.		
The review outcome is: Approved .		
Your proposal meets the requirements described in the National Health and Medical Research Council's (NHMRC) <i>National Statement on Ethical Conduct in Human Research (2007)</i> .		
Approval is granted for a period of one year from 26-Jun-2020 to 25-Jun-2021 . Continuation of approval will be granted on an annual basis following submission of an annual report.		
Personnel authorised to work on this project:		
Name	Role	
Olaghae, Ephraim	Co Inv	
Olatunji, Oluwale	CI	
Approved documents:		
Document		
Standard conditions of approval		
1. Research must be conducted according to the approved proposal		
2. Report in a timely manner anything that might warrant review of ethical approval of the project including: - proposed changes to the approved proposal or conduct of the study - unanticipated problems that might affect continued ethical acceptability of the project - major deviations from the approved proposal and/or regulatory guidelines - serious adverse events		
3. Amendments to the proposal must be approved by the Human Research Ethics Office before they are implemented (except where an amendment is undertaken to eliminate an immediate risk to participants)		
4. An annual progress report must be submitted to the Human Research Ethics Office on or before the anniversary of approval and a completion report submitted on completion of the project		
5. Personnel working on this project must be adequately qualified by education, training and experience for their role, or supervised		
6. Personnel must disclose any actual or potential conflicts of interest, including any financial or other interest or affiliation, that bears on this project		
7. Changes to personnel working on this project must be reported to the Human Research Ethics Office		
8. Data and primary materials must be retained and stored in accordance with the Western Australian University Sector Disposal Authority (WAUSDA) and the Curtin University Research Data and Primary Materials policy		
9. Where practicable, results of the research should be made available to the research participants in a timely and clear manner		
10. Unless prohibited by contractual obligations, results of the research should be disseminated in a manner that will allow public scrutiny; the Human Research Ethics Office must be informed of any constraints on publication		
11. Approval is dependent upon ongoing compliance of the research with the Australian Code for the Responsible Conduct of Research , the National Statement on Ethical Conduct in Human Research , applicable legal requirements, and with Curtin University policies, procedures and governance requirements		
12. The Human Research Ethics Office may conduct audits on a portion of approved projects.		
Special Conditions of Approval		
1. Participant Information Sheet		
a.) 'Who will have access to my information?' Please delete 'kept indefinitely (select one)'.		
b.) Please add the Chief Investigator's Curtin contact details to the information sheet.		
2. It is the responsibility of the Chief Investigator to ensure that any activity undertaken under this project adheres to the latest available advice from the Government or the University regarding COVID-19.		
This letter constitutes low risk/negligible risk approval only. This project may not proceed until you have met all of the Curtin University research governance requirements.		
Should you have any queries regarding consideration of your project, please contact the Ethics Support Officer for your faculty or the Ethics Office at hrec@curtin.edu.au or on 9266 2784.		
Yours sincerely		
		
Amy Bowater Ethics, Team Lead		

	Curtin University
	Research Office at Curtin GPO Box U1987 Perth Western Australia 6845 Telephone +61 8 9266 7863 Facsimile +61 8 9266 3793 Web research.curtin.edu.au

05-Jan-2021

Name: Oluwale Olatunji
Department/School: School of Design and the Built Environment
Email: Oluwale.Olatunji@curtin.edu.au

Dear Oluwale Olatunji

RE: Amendment approval
Approval number: HRE2020-0349

Thank you for submitting an amendment request to the Human Research Ethics Office for the project **Dynamic Capabilities in Multicultural Project Teams**.

Your amendment request has been reviewed and the review outcome is: **Approved**

The amendment approval number is HRE2020-0349-03 approved on 05-Jan-2021.

The following amendments were approved:

To conduct survey as part of the second phase of this PhD project.

Condition of Approval

I. Participant Information Sheet - Survey

a.) Please amend the HREC project number 72923 to HRE2020-0349.

It is the responsibility of the Chief Investigator to ensure that any activity undertaken under this project adheres to the latest available advice from the Government or the University regarding COVID-19.

Any special conditions noted in the original approval letter still apply.

Standard conditions of approval

- Research must be conducted according to the approved proposal
- Report in a timely manner anything that might warrant review of ethical approval of the project including:
 - proposed changes to the approved proposal or conduct of the study
 - unanticipated problems that might affect continued ethical acceptability of the project
 - major deviations from the approved proposal and/or regulatory guidelines
 - serious adverse events
- Amendments to the proposal must be approved by the Human Research Ethics Office before they are implemented (except where an amendment is undertaken to eliminate an immediate risk to participants)
- An annual progress report must be submitted to the Human Research Ethics Office on or before the anniversary of approval and a completion report submitted on completion of the project
- Personnel working on this project must be adequately qualified by education, training and experience for their role, or supervised
- Personnel must disclose any actual or potential conflicts of interest, including any financial or other interest or affiliation, that bears on this

Appendix 3: Qualitative Study: Research Instruments (Interview Protocol)

Research instruments – Interview Protocol (Base Questions) - Please tell me about your background. - How would you describe the culture of your workplace? - How would you describe the cultural diversity in your team, including ethnicities? - What was the driver for diversity in your team/organisation: intentionality vs required qualification/competency? - Is there value in culturally diverse teams? Please share your perspective. - What were the challenges of diversity? Please share your perspective a bit more. - How do you think diversity can work better regarding Leadership? - How do you think diversity can work better regarding organisational systems? - How do you think diversity can work better regarding training? - Last word in closing, please.	Research instruments – Interview Protocol (Detailed Questions) <i>Senior Project Executives (Sponsors, Portfolio Managers, Program Managers, Project Directors)</i> - Interviewee's background - Profession (Project Sponsor, Project Director, Project Manager, Project Control Manager) - Country of birth - Country of main education/training - How long have you worked in Australia? - Have you worked in countries other than Australia? What were the durations? - In which of the industries do you currently work? How long have you worked in the industry? - What is your role in your organization? How long have you been in this role? - Strategic and operational significance of cultural diversity in teams - How would you describe the culture of your project/organization? - How important is cultural diversity for achieving your organizational / project goals? - How does cultural diversity contribute to Dynamic Capabilities (DCs) in your projects and organization? (DCs are a type of strategic management that consists of adapting, integrating, and reconfiguring organizational skills, resources, and functional competencies to formulate and implement its major goals and initiatives (Nag et al., 2007; Teece et al., 1997)). - What is your view on the value of cultural diversity and creativity in teams? - What is your view on the value of cultural diversity for your projects? - How are nationalities (numbers and names) represented in your organization/projects? - What is your view about affirmative action, quota systems and the like in attempting to increase cultural diversity in organisations and teams? - Explain the challenges associated with cultural diversity in your organisation/projects. - Dynamic capabilities in multicultural teams - integrating, developing, adapting, reconfiguring - How do you ensure alignment of cultures in team members, projects, and organisations because of the reality of individual commitments to their own cultures? - How do you preserve competitive advantages of cultural diversity in your teams (i.e., the DCs)? - How do you develop culturally diverse teams to preserve or improve your DCs? - How do you ensure continuous adaptation and reconfiguration (agility) in your culturally diverse teams to preserve or improve your DCs? - The role of organizational and leadership practices in enhancing the benefits of cultural diversity - How has your organization enhanced the benefits of cultural diversity for your projects? - What leadership practices have enhanced the benefits of cultural diversity for your projects? How? - What other systems, tools, or processes have enhanced the benefits of cultural diversity for your projects? How? - Outcomes - How has cultural diversity in teams impacted project outcomes in your organization? - Describe how you / your organization measure the impact of cultural diversity on project outcomes. - Are lessons learned from the impact of cultural diversity on project outcomes fed back into the project resourcing process for continuous improvement and best practices?	- Are there other factors relating to enhancing the benefits of cultural diversity in teams that we have not addressed yet that you deem to be important to discuss? These might be aspects of the project and organizational environment, the multicultural team, or individuals within the project/organisation. Members of multicultural project teams (with at least 1 year of working experience, cumulative) - Interviewee's background - Project discipline (project management, construction management, contract management, quality management, quantity surveying/estimators, scheduling, designing/engineering, administration) - Country of birth - Country of main education/training - How long have you worked in Australia? - Have you worked in countries other than Australia? What were the durations? - In which of the industries do you currently work? How long have you worked in the industry? - What is your role in your organization? How long have you been in this role? - The significance of your culture to you and in the context of your project / organizational culture - How would you describe your culture? How important is it to you? - How would you describe the culture of your project/organisation? - How are nationalities (numbers and names) represented in your organization/projects? - How does your own culture contribute to the benefits of the cultural diversity of your project/organisation – especially regarding creativity in teams and availability of resources? - Alignment of Cultures - Describe your commitment to your own culture compared to project / organizational culture. - Are there challenges associated with cultural diversity in your organisation/projects? Explain. - Do you think your culture influences how you interact and work in your team? How? - How would you describe the alignment between your culture and project/organisation? Do you sometimes encounter conflicting priorities? Can you give examples? - How would you describe the benefits of the alignment for you and your project/organisation and how such benefits can be further enhanced? - The role of organizational and leadership practices in enhancing the benefits of cultural diversity - Describe specific organizational and leadership practices that have enabled you to work better in multicultural teams. What were the challenges resolved? What enablers were enhanced? - Did you receive intercultural training while working in multicultural teams? If yes, what types of training? Describe the impact on enhancing the benefits of cultural diversity for the project. - Outcomes - How has cultural diversity in teams impacted project outcomes in your organization? - Are there other factors relating to enhancing the benefits of cultural diversity in teams that we have not addressed yet that you deem to be important to discuss? These might be aspects of the project and organizational environment, the multicultural team, or individuals within the project/organisation.

Appendix 4: Qualitative Study: Classification of Interview Participants (further breakdown)



Appendix 5: Quantitative Research Instruments – Questionnaires

Q1 In which of these industries or sectors have you mostly worked to date?

- Oil & Gas and Mining
- Building / Construction
- Infrastructure
- Government (Local, State, or Federal)
- Professional Services
- Others _____

Q2 Which of the following best describes your role within the organization?

- Construction management role
- Other project management roles
- Human resource management role
- CEO / Other senior management role
- Others _____

Q3 How long have you worked in multicultural organisations / teams (this could be over multiple work episodes)?

- Less than 5 years
- 6 - 10 years
- 11 - 15 years
- 16 - 25 years
- More than 25 years

Q4 How would you rate the level of cultural diversity in your most diverse team?

- High cultural diversity (5 or more members of different ethnicities or places of births)
- Moderate cultural diversity (2 - 4 members of different ethnicities or places of births)
- No cultural diversity (all members are of the same ethnicity or place of birth)

Q5 How many of such multicultural teams where you have been a member, a leader and/or an organisational executive to date (your best estimate will do)?

- none
- 1 - 2
- 3 - 4
- 5 - 6
- 7 or more

Q6 How would you describe your position in the multicultural team?

- Team leader
 - Team member
 - Consultant / Advisor
-

Q7 Please provide answers to the following set of demographic questions (Please select all that apply)

	Place where you were born	Place/s where you have lived (for over 3 months, not visiting)	Place/s where you have studied (resident, not remote/online study)	Place/s where you have worked (for over 3 months, not short-term assignment.)
Australia				
Oceania (apart from Australia)				
Africa				
Asia				
Central America				
Europe				
Middle East				
North America				
South America				
The Caribbean				

Q8 What is your age range?

- Under 21
- 21-34
- 35-44
- 45-54
- 55-64
- 65+

Q9 What is your gender?

- Male
- Female
- Prefer not to answer

End of Block: General Work-Related & Demographic Questions

Start of Block: Value in Multicultural Teams

Q10 Please provide answers to the following questions regarding value (or benefits) of cultural diversity in teams

	Cultural diversity brings value to teams / organisations	Cultural diversity in teams offers the value of creativity	Cultural diversity in teams offers the value of optionality / flexibility	High-performing multicultural teams are not easy to find (value of rarity)	Cultural diversity enriches the team as a whole	Cultural diversity in teams supports successful delivery of outcomes for the team, project, or organisation
Strongly agree						
Agree						
Neither agree or disagree						
Disagree						
Strongly disagree						

Q11 How would you attribute the importance of the following to the VALUE OF CREATIVITY in multicultural teams? (N/A not applicable, 1 for lowest and 5 for highest) - Please provide answers for all

	Diversity of ideas	Diversity of experiences	Diversity of thinking	Unique mix of people in the multicultural team	Cultural alignment with markets / client/s
N/A					
1					
2					
3					
4					
5					

Q12 How would you attribute the importance of the following to the VALUE OF OPTIONALITY / FLEXIBILITY in multicultural teams? (N/A not applicable, 1 for lowest and 5 for highest) - Please provide answers for all

	Diversity of ideas	Diversity of experiences	Diversity of thinking	Unique mix of people in the multicultural team	Cultural alignment with markets / client/s
N/A					
1					
2					
3					
4					
5					

Q13 How would you attribute the importance of the following to the VALUE OF RARITY in multicultural teams? (N/A not applicable, 1 for lowest and 5 for highest) - Please provide answers for all

	Diversity of ideas	Diversity of experiences	Diversity of thinking	Unique mix of people in the multicultural team	Cultural alignment with markets / client/s
N/A					
1					
2					
3					
4					
5					

Q14 How would you attribute the importance of the following to the VALUE OF TEAM ENRICHMENT in multicultural teams?

(N/A not applicable, 1 for lowest and 5 for highest) - Please provide answers for all

	Diversity of ideas	Diversity of experiences	Diversity of thinking	Unique mix of people in the multicultural team	Cultural alignment with markets / client/s
N/A					
1					
2					
3					
4					
5					

Q15 Please provide other remarks relating to the value of cultural diversity in teams / organisations including aspects that may not have been covered by the above questions

End of Block: Value in Multicultural Teams

Start of Block: Challenges in Multicultural Teams

Q16 Please provide answers to the following questions regarding challenges with cultural diversity in teams

	Cultural diversity brings challenges to teams / organisations	Cultural diversity in teams causes lack of trust in the teams	It is difficult to determine the value (benefits) of cultural diversity in teams	Other business and project priorities (budget, time, shareholders expectations) cause less attention on valuing the benefits of cultural diversity in teams
Strongly agree				
Agree				
Neither agree or disagree				
Disagree				
Strongly disagree				

Q17 How would you attribute the contribution of the following to the CHALLENGE OF DISTRUST within multicultural teams?

(N/A not applicable, 1 for lowest and 5 for highest) - Please provide answers for all

	Stereotyping (over-generalized belief about a particular people)	The pressure of other priorities (no time to engage with difference in the team)	Racism (ranking different races as inherently superior or inferior to each other)	Cultural diversity is too soft to measure	It is difficult to apportion team performance to cultural diversity since there are many other factors
N/A					
1					
2					
3					
4					
5					

Q18 How would you attribute the contribution of the following to the CHALLENGE OF VALUING cultural diversity in teams?

(N/A not applicable, 1 for lowest and 5 for highest) - Please provide answers for all

	Stereotyping (over-generalized belief about a particular people)	The pressure of other priorities (no time to engage with difference in the team)	Cultural diversity is too soft to measure	It is difficult to apportion team performance to cultural diversity since there are many other factors
N/A				
1				
2				
3				
4				
5				

Q19 How would you attribute the contribution of the following to the CHALLENGE OF RELEGATING THE VALUE OF CULTURAL DIVERSITY DUE TO OTHER BUSINESS / PROJECT PRIORITIES? (N/A not applicable, 1 for lowest and 5 for highest) - Please provide answers for all

	The pressure of other priorities (no time to engage with difference in the team)	Racism (ranking different races as inherently superior or inferior to each other)	Cultural diversity is too soft to measure	Shareholders' expectations	Cost and time constraints
N/A					
1					
2					
3					
4					
5					

Q20 Please provide other remarks regarding challenges associated cultural diversity in teams / organisations

End of Block: Challenges in Multicultural Teams

Start of Block: Making it work

Q21 Please provide answers to the following questions regarding making it work i.e. multicultural teams (and the cultural diversity in them)

	Organisational culture, systems and leadership can contribute to valuing cultural diversity in teams and making it work	An organisational culture that promotes respect and value of all members irrespective of cultural backgrounds can help to harness the value of cultural diversity in teams / organisations	HR / Recruitment systems with less biases can help to harness the value of cultural diversity in teams / organisations	Diversity and Inclusion training for teams can help to harness the value of cultural diversity in teams / organisations	Leadership can help to harness the value of cultural diversity in teams / organisations
Strongly agree					
Agree					
Neither agree or disagree					
Disagree					
Strongly disagree					

Q22 How would you attribute the contribution of the following to ORGANISATIONAL CULTURE OF VALUE AND RESPECT FOR ALL? (N/A not applicable, 1 for lowest and 5 for highest) - Please provide answers for all

	Promoting value and respect in teams	Recruitment system with a pipeline of culturally diverse candidates	Intercultural training for the team	Leadership
N/A				
1				
2				
3				
4				
5				

Q23 How would you attribute the contribution of the following to a RECRUITMENT / HR SYSTEM WITH LESS BIASES? (N/A not applicable, 1 for lowest and 5 for highest) - Please provide answers for all

	Promoting value and respect in teams	Recruitment system with a pipeline of culturally diverse candidates	Recruitment system with no identifiers (age, gender, university attended, country of birth)	Recruitment system with a wider search for diversity	Intercultural training for the team	Leadership
N/A						
1						
2						
3						
4						
5						

Q24 How would you attribute the contribution of the following to a DIVERSITY & INCLUSION TRAINING that will enhance and harness the value of cultural diversity in teams? (N/A not applicable, 1 for lowest and 5 for highest) - Please provide answers for all

	Promoting value and respect in teams	Compulsory intercultural training for the team	D&I training at the front-end during staff orientation, project induction.	D&I training with hands-on, role-playing aspects (rather than traditional classroom types)	Leadership
N/A					
1					
2					
3					
4					
5					

Q25 How would you attribute the contribution of the following to a LEADERSHIP that will enhance and harness the value of cultural diversity in teams? (N/A not applicable, 1 for lowest and 5 for highest) - Please provide answers for all 4

	D&I leadership training	Intentionality (on the part of leadership)	Supportive organisational culture and system	Having KPIs for leaders that incentivize valuing and harnessing the benefits of cultural diversity in teams
N/A				
1				
2				
3				
4				
5				

Q26 Dynamic Capabilities involves adapting, integrating, and reconfiguring organizational resources for implementation of goals.

Which of the people from the following backgrounds have you preferred working with? (Please select all that apply)

	▼
Australia	Most preferred ... Least preferred
	▼
Oceania (apart from Australia)	Most preferred ... Least preferred
	▼
Africa	Most preferred ... Least preferred

Asia	▼ Most preferred ... Least preferred
Central America	▼ Most preferred ... Least preferred
Europe	▼ Most preferred ... Least preferred
Middle East	▼ Most preferred ... Least preferred

North America	▼
	Most preferred
	... Least preferred
South America	▼
	Most preferred
	... Least preferred
The Caribbean	▼
	Most preferred
	... Least preferred

Q27 Please provide other remarks regarding organisational culture, systems and leadership that can make or mar the value of cultural diversity in teams and organisations.

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Thank you for completing the survey!

Appendix 6: Results of Cross Tabulations: How much do Demographic Factors drive Value Additionality of MTs?

A9.1: Does age influence the appreciation and valuation of MTs? (Crosstabulation of value for cultural diversity vs Age)

			Age Range						Total
			Under 21	21-34	35-44	45-54	55-64	65+	
Cultural Diversity Brings Value to Teams and Organization	Strongly Agree	Count	1	10	36	35	16	4	102
		% within Cultural Diversity Brings Value to Teams/ Organization	1.0%	9.8%	35.3%	34.3%	15.7%	3.9%	100.0%
		% within Age Range	50.0%	83.3%	85.7%	87.5%	76.2%	50.0%	81.6%
	Somewhat Agree	Count	1	2	5	4	2	4	18
		% within Cultural Diversity Brings Value to Teams/ Organization	5.6%	11.1%	27.8%	22.2%	11.1%	22.2%	100.0%
		% within Age Range	50.0%	16.7%	11.9%	10.0%	9.5%	50.0%	14.4%
	Neither Agree nor Disagree	Count	0	0	1	0	2	0	3
		% within Cultural Diversity Brings Value to Teams/ Organization	0.0%	0.0%	33.3%	0.0%	66.7%	0.0%	100.0%
		% within Age Range	0.0%	0.0%	2.4%	0.0%	9.5%	0.0%	2.4%
	Somewhat Disagree	Count	0	0	0	1	1	0	2
		% within Cultural Diversity Brings Value to Teams/ Organization	0.0%	0.0%	0.0%	50.0%	50.0%	0.0%	100.0%
		% within Age Range	0.0%	0.0%	0.0%	2.5%	4.8%	0.0%	1.6%
Total		Count	2	12	42	40	21	8	125
		% within Cultural Diversity Brings Value to Teams/ Organization	1.6%	9.6%	33.6%	32.0%	16.8%	6.4%	100.0%
		% within Age Range	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%	100.0%

A9.2: Do more work experience in MTs tend to more appreciation and value of MTs? (Crosstabulation of value for cultural diversity vs Period worked in MTs)

			Period Worked in Multicultural teams					Total
			Fewer than 5 years	6-10 years	11-15 years	16-25 years	More than 25 years	
Cultural Diversity Brings Value to Teams/ Organization	Strongly	Count	15	19	27	22	19	102
	Agree	% within Cultural Diversity Brings Value to Teams/ Organization	14.7%	18.6%	26.5%	21.6%	18.6%	100.0%
		% within Period Worked in MTs	93.8%	86.4%	84.4%	73.3%	76.0%	81.6%
	Somewhat	Count	1	2	4	6	5	18
	Agree	% within Cultural Diversity Brings Value to Teams/ Organization	5.6%	11.1%	22.2%	33.3%	27.8%	100.0%
		% within Period Worked in MTs	6.3%	9.1%	12.5%	20.0%	20.0%	14.4%
	Neither	Count	0	1	1	1	0	3
	Agree nor Disagree	% within Cultural Diversity Brings Value to Teams/ Organization	0.0%	33.3%	33.3%	33.3%	0.0%	100.0%
		% within Period Worked in MTs	0.0%	4.5%	3.1%	3.3%	0.0%	2.4%
	Somewhat	Count	0	0	0	1	1	2
	Disagree	% within Cultural Diversity Brings Value to Teams/ Organization	0.0%	0.0%	0.0%	50.0%	50.0%	100.0%
		% within Period Worked in MTs	0.0%	0.0%	0.0%	3.3%	4.0%	1.6%
Total								
			Count	16	22	32	30	125
			% within Cultural Diversity Brings Value to Teams/ Organization	12.8%	17.6%	25.6%	24.0%	100.0%
			% within Period Worked in MTs	100.0%	100.0%	100.0%	100.0%	100.0%

A9.3: Does the position level in the organisation influence the appreciation and valuation of MTs? (Crosstabulation of value for cultural diversity vs Position Level)

			Position in the Multicultural Team			
			Team Leader	Team Member	Consultant/ Advisor	Total
Cultural Diversity Brings Value to Teams/ Organization	Strongly Agree	Count	48	41	13	102
		% within Cultural Diversity Brings Value to Teams/ Organization	47.1%	40.2%	12.7%	100.0%
		% within Position in the Multicultural Team	84.2%	77.4%	86.7%	81.6%
	Somewhat Agree	Count	8	8	2	18
		% within Diversity Brings Value to Teams/ Organization	44.4%	44.4%	11.1%	100.0%
		% within Position in the Multicultural Team	14.0%	15.1%	13.3%	14.4%
	Neither Agree nor Disagree	Count	0	3	0	3
		% within Diversity Brings Value to Teams/ Organization	0.0%	100.0%	0.0%	100.0%
		% within Position in the Multicultural Team	0.0%	5.7%	0.0%	2.4%
	Somewhat Disagree	Count	1	1	0	2
		% within Diversity Brings Value to Teams/ Organization	50.0%	50.0%	0.0%	100.0%
		% within Position in the Multicultural Team	1.8%	1.9%	0.0%	1.6%
Total	Count	57	53	15	125	
	% within Diversity Brings Value to Teams/ Organization	45.6%	42.4%	12.0%	100.0%	
	% within Position in the Multicultural Team	100.0%	100.0%	100.0%	100.0%	

Appendix 7: Selected Publications by Ephraim Osaghae

The following scholarly publications were produced during this PhD study:

1. Ephraim Osagie Osaghae, and Oluwole Alfred Olatunji, (2023) "Value Additionality of Multicultural Teams: A Theoretical Framework", *International Journal of Management and Applied Science (IJMAS)*, 9(11) pp. 36-43,
2. Osaghae, Ephraim, and Oluwole Alfred Olatunji. 2023. "Key Drivers of Value Amongst Multicultural Teams in Construction Projects." *International Journal of Construction Management*: 1-8. <https://doi.org/10.1080/15623599.2023.2221059>.
3. Ephraim Osaghae, and Oluwole Alfred Olatunji, (2023) "Value Additionality of Multicultural Teams: A Theoretical Framework", In *International Conference on Multidisciplinary Research (ICMR)*, Society for Advanced Academic Research and Development (SAARD), Kuala Lumpur, Malaysia, October 2023.
4. Osaghae, Ephraim, and Oluwole Alfred Olatunji. 2021. "Dynamic Capabilities in Multicultural Project Teams: Conceptual Review, Framework Analysis and Practical Implications." In *Construction Business and Project Management Conference*, University of Cape Town, Cape Town, South Africa, June 2021.

Other scholarly publications prior to this PhD study:

5. Osaghae, Ephraim O., Javeed A. Khan, and Jo J. Rao Voola. 2004. "Gas Field Monetisation: Major Investment Drivers for Gas-to-Power Ventures." In *SPE Asia Pacific Oil and Gas Conference and Exhibition*, pp. SPE-88553. Society of Petroleum Engineers (SPE), Perth, Australia, October 2004.
6. Osaghae, Ephraim Osagie. 2003. "Economic Model for Gas-to-Power Project Capitalization in Developing Economy." In *SPE Hydrocarbon Economics and Evaluation Symposium*, pp. SPE-82026. Society of Petroleum Engineers (SPE), Dallas, Texas, April 2003.

Other publications (mostly books in the socio-cultural domain):

7. Osaghae, Ephraim. 2022. *Migration and Family: Secrets to Sustainability for Culturally Diverse Families*. Tri-W Pty Ltd. Perth Australia.
8. Osaghae, Ephraim. 2022. *LiME: Leadership in Motion & Experience: A Proven Model for Unleashing Greatness*. Tri-W Pty Ltd. Perth Australia.
9. Osaghae, Ephraim. 2021. *Top Insiders' Guide to Successful and Stable Careers: How to Secure and Sustain Professional Jobs Without Losing Self and Value*. Tri-W Pty Ltd. Perth Australia.
10. Osaghae, Ephraim. 2021. *Migrapreneurs: The Potentials for Diversifying our Diversity*. Tri-W Pty Ltd. Perth Australia

11. Osaghae, Ephraim. 2020. *How to Achieve Successful Migration and Integration (A Workbook)*. Tri-W Pty Ltd. Perth Australia.
12. Osaghae, Ephraim. 2020. *Adopt Adapt Achieve: An Amazing Triple A Guide for Successful Relocation, Change and Integration*. Tri-W Pty Ltd. Perth Australia.
13. Osaghae, Ephraim. 2019. *A Handbook for Migrants: The Good, The Challenges and The Lessons*. Tri-W Pty Ltd. Perth Australia.
14. Osaghae, Ephraim. 2019. *Voices from Home: Wisdom from Our Diasporic Roots*. Tri-W Pty Ltd. Perth Australia.
15. LiME Youth and Osaghae, Ephraim. 2019. *A Handbook for Migrant Youth: Peer To Peer Wisdom From Those Who've Been There, Done That*. Tri-W Pty Ltd. Perth Australia.