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## Impact of Culturally Diverse Leadership in Finance Organizations on Job Satisfaction and Turnover Intent

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# Walden University

College of Social and Behavioral Sciences

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Yashica Bailey

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2021

Abstract

Impact of Culturally Diverse Leadership in Finance Organizations on Job Satisfaction  
and Turnover Intent

by

Yashica Bailey

MBA, Metropolitan College of New York, 2016

BS, Brooklyn College, 2009

Dissertation Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Philosophy

Industrial & Organizational Psychology

Walden University

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## Abstract

Finance organizations are taking on the challenges involved in keeping workers and determining the reasons why there is turnover within a certain time period. Leaders need to develop cultural knowledge to effectively understand and aid organizations in terms of job satisfaction and avoiding turnover intent. When workers are committed and loyal, companies save time and money. The purpose of the study was to determine the impact of culturally diverse leadership on job satisfaction and turnover intent. Herzberg's two-factor theory was used to address behaviors and determine outcomes. The research addressed how culturally diverse leadership influenced job satisfaction and turnover intentions in finance organizations. Data were collected from 55 participants who were found using Facebook, LinkedIn, and Walden Participation Pool from finance organizations who were 18 and over working in the company for 1 year or more. The Job Satisfaction Survey (JSS), Turnover Intention Scale (TIS), and SHRM Diversity Survey were used for the data collection with standard deviation, and range of scores for the variables culturally diverse leadership, job satisfaction and turnover intent that were calculated. A cross sectional survey was used looking for culturally diverse leaders investigating the relationship between job satisfaction and turnover intent, which was used for testing the hypotheses on the research questions. Data analysis confirmed that culturally diverse leadership is correlated with employee satisfaction. Findings from the study may provide positive social change by increasing awareness that culturally diverse leadership has positive benefits for organizations.

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## Dedication

First, I must dedicate my doctoral study to the Lord and Savior Jesus Christ, who gave me the courage and the strength to carry on when I thought it was impossible at times. He had provided resources throughout when I thought it was the end, financially, for daycare, and provisions that helped immensely throughout my journey.

Secondly, this is dedicated to all my family who supported and believed in me. Also, a special dedication to my wonderful children Angelique Cummings and Shemar Cummings, who have been through thick and thin with me over the years and pushed and persevered. My grandchild Zachary Cummings has shown more than support throughout my time in school, sitting under my arm while I wrote my papers, assisting, and reminding me about my schoolwork daily. I pray that the completion of my study will inspire each of you. Your possibilities are limitless and I wanted to show you that.

My Mom, Phyllis Campbell, and Dad, Eli Bailey, have given me life, wisdom, strength, and always there when needed, sometimes without enough notice. Putting up with whatever I came with sometimes too stressed to explain what I am going through, but always there and never failed me.

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## Chapter 1: Introduction to the Study

### **Introduction**

Creating leadership that is culturally diverse in finance organizations can be a challenge (Castelli, 2016). This study examined the relationship between culturally diverse leadership and employee job satisfaction as well as culturally diverse leadership and turnover intent. When employees are satisfied, productivity becomes high, with a committed workforce greatly desired by management (Bhattacharya, 2015). This strong organizational culture determines behavior in organizations leading to common values and codes of conduct for workers, wherein goals and missions are accomplished for organizations (Ali, 2016). Awareness and impact were addressed in terms of changes in outcomes of job satisfaction and turnover.

Leadership involves caring about the wellbeing of followers in order to achieve desirable outcomes (Ospina, 2017). Finance organizations have diverse voices in leadership for organizational development to ensure their needs are filled (Makino & Oliver 2019). Leaders with diverse voices are favorable in terms of workflow performance in finance organizations, which is an ongoing challenge to create and sustain job satisfaction with engaged employees (Makino & Oliver, 2019). To reduce employee turnover rates, companies must have strong leaders who communicate well with employees and recognize each individual according to their work (Biswakarma, 2016). Turnover rates negatively affect the US economy and cost businesses more than \$25 billion annually (Corso et al., 2015). The Bureau of Labor Statistics (BLS, 2016) said 37% of workers thought about leaving their jobs. In this dissertation, this researcher

determined if there was a relationship between culturally diverse leadership and job satisfaction as well as turnover intent. When an organization is culturally diverse with strong leaders, there are gains in benefits, including increases in productivity and lower turnover rate (Terera & Ngirande, 2014). Herzberg's two-factor theory of motivation and hygiene factors on job satisfaction and turnover intent was used. When leadership understood various cultures of individuals, companies successfully retained loyal employees in their corporations (Aritz & Walker, 2014). When leaders are cognizant of various backgrounds, corporations are better able to compete with other markets on a global scale (Ertürk, 2014).

### **Background**

According to Otake and Wong (2014), job satisfaction is crucial in finance organizations. Satisfaction is found through work group relationships and determined through actions in order to form a united organization (Coetzer et al., 2017). Job satisfaction affects leader-member exchanges and leadership, the relationships between fairness and job satisfaction, and advocacy and turnover. How leaders develop and implement approaches to reduce employee turnover are based on how aware they are of their employees (Chahal & Bakshi, 2015). As an ethical driver of relationships in organizations, culturally diverse leadership plays a critical role (Moore et al., 2019). Strong and culturally diverse leaders have open communication, whether it is personal or interpersonal (Moore et al., 2019). This is when decisions are made to prevent bias, discrimination, and cultural awareness (Moore et al., 2019). Open discussion is needed when communication is not clear between parties where cultural practices may differ

(Aritz & Walker, 2014). Workgroup relationships form an efficient basis for promotional opportunities from diverse leaders in finance organizations where pay increase is concerned (Coetzer et al., 2017).

Leaders have specific influence over employees based on relationships and context. Moore et al. (2019) said that in ethical relationships, communication decreases workers' tendency to disengage morally, while also decreasing their decisions to be unethical. Culturally diverse leaders understand the relationship between them and employees and how satisfied they are on the job. When leaders understand the relationship between them and their workers, this affects their employees' wellbeing and usefulness in different aspects of their job (Yorulmaz et al., 2017). A leader follows and distributes correct work procedures, which may have a significant effect on work outcomes, organizational commitment, and job satisfaction (Rokhman, 2014). Studying the relationship between these constructs at the finance organization level reveals how culturally diverse leaders strongly influence a mutual understanding of justice (Schminke et al., 2015).

### **Problem Statement**

Employees' job satisfaction is a predictor of turnover within finance organizations (Otake & Wong, 2014; Zoran & Ana, 2012). In this dissertation, this researcher examined whether culturally diverse leaders had an impact on job satisfaction and impacted turnover intention in finance organizations. Leaders learn cultural differences to better understand workstyles and should not be ignored, considering the current business climate. Cultural differences were examined to understand and become aware of how



concepts and use of culture were treated in the business world to avoid barriers.

According to Otaye and Wong (2014), the treatment of individuals based on leadership and their understanding of cultural diversity determines their job satisfaction and turnover intentions. An employee's ability to perform well on the job is determined by their experience, as well as their ability to advocate for someone if they are faced with unfair treatment (Otaye & Wong, 2014). Dissatisfaction stems from individual perceptions which affect their productivity in the workplace (Fornell & Robinson, 1983). According to Coetzer et al. (2017), job turnover intentions are moderated by workgroup relationships.

Peterson and San (2015) noted that a person's attitude and values are culturally influenced to form a beneficial work establishment. According to Nair and Salleh (2017), the intent to leave an organization is based on satisfaction, the most common predictor of employee turnover. According to Gallup (2015), 50% of the employees that left financial organizations, did so to get away from ineffectual leaders. Due to lack of loyalty in finance organizations, only 33% of Americans actively engage in their work in companies. Leadership and employees' relationships engagement level accounted for about 70% (Gallup, 2015).

The problem was that the relationship between culturally diverse leadership and employees' job satisfaction and turnover intent in finance organizations was not known. This study showed how culturally diverse leadership in finance organizations was important in today's workplace, where employers recognize that the happier their employees are, the better their attitudes will be in terms of their work life, employee

motivation, and performance. Therefore, this research will fill a gap in understanding the relationship between culturally diverse leadership and job satisfaction and turnover intent in organizations.

### **Purpose of the Study**

The purpose of the quantitative correlational study was to investigate the relationship between culturally diverse leadership and employees' job satisfaction and turnover intent in finance organizations. Using the quantitative methodology with a regression correlational design assisted in examining predictive relationships if any existed among variables. The independent variable was culturally diverse leadership and the dependent variables were job satisfaction and turnover intent within finance organizations. The organization employed a minimum of 100 employees, age 18 and over, working for the company for more than 1 year. Using this concept narrowed the research on employees in the organization, but the employees still had enough experience with leadership, and the time committed in the organization to share answers fairly for the research questions. The age was chosen to focus on adults, their thought processes, and optimism in terms of answering questions fairly. The rationale for this study came from researching job satisfaction in finance organizations based on culturally diverse leaders and their likeliness of impacting individuals.

### **Research Questions and Hypotheses**

*RQ1*: Is there a relationship between perceived culturally diverse leadership styles and employee job satisfaction in finance organizations?

*H<sub>01</sub>*: There is no relationship between perceived culturally diverse leadership styles and job satisfaction in finance organizations.

*H<sub>a1</sub>*: There is a significant relationship between perceived culturally diverse leadership styles and job satisfaction in finance organizations.

*RQ2*: Is there a relationship between perceived culturally diverse leadership styles and employee turnover intention in finance organizations?

*H<sub>02</sub>*: There is no relationship between perceived culturally diverse leadership styles and employee turnover intention in finance organizations.

*H<sub>a2</sub>*: There is a significant relationship between perceived culturally diverse leadership styles and employee turnover intention in finance organizations.

### **Theoretical Framework**

The theoretical framework for this study was Herzberg's two-factor motivational theory, also known as the motivator hygiene theory. One's attitude, as well as their commitment to the organization, is based on their job satisfaction or dissatisfaction levels (Herzberg et al., 1959). This study determined the relationship between culturally diverse leaders regarding job satisfaction and turnover intentions in finance organizations. This researcher assessed the finance organizations employees' behaviors regarding culturally diverse leadership in their organizations, and their policies, including relevant occurrences that happened in their highest period and in their lowest period of job satisfaction, amplifying feelings that were provoked. Herzberg et al. (1959) identified positive factors, also known as motivators, which are: achievement, responsibility, growth, recognition, advancement, and the work itself. Negative factors on the job

involve needs of employees to avoid dissatisfaction and survive on the job daily.

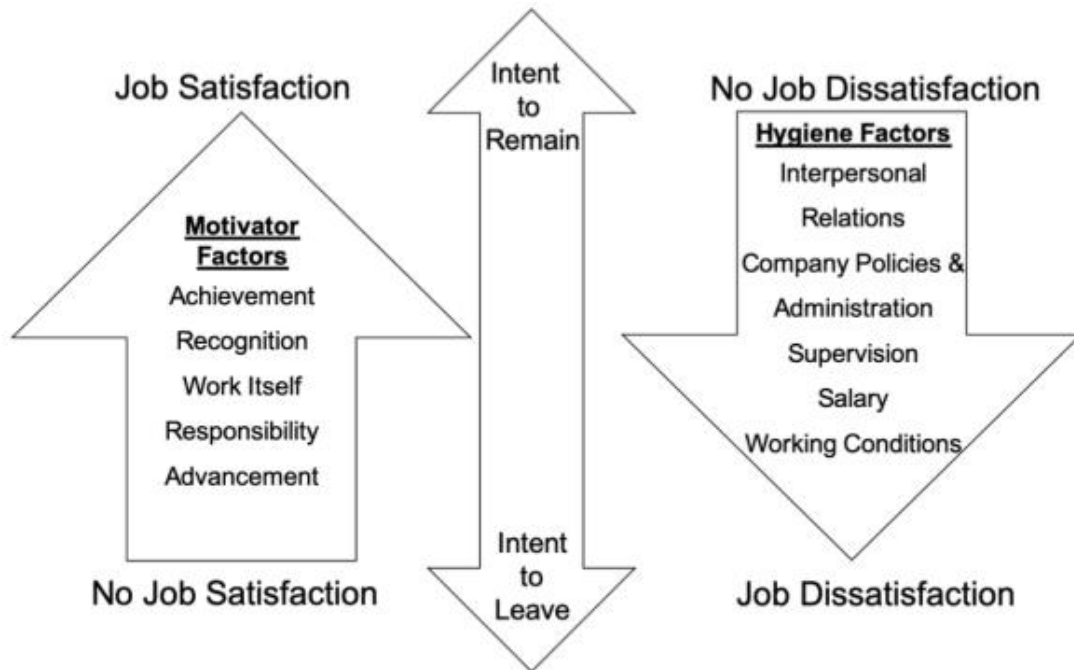
According to Herzberg (2003), the presence of negative factors results in dissatisfaction.

These factors included salaries, interpersonal relationships, conditions at work, administration policies, and quality of leadership.

Since the development of Herzberg's theory, the motivator-hygiene theory was used to identify and validate drivers of motivation in organizations through leadership. In finance organizations, Herzberg's theory was used to understand factors that are intrinsic. Some of these factors include growth, support of culturally diverse leadership, achievement which contributes to job satisfaction, reductions in intent to leave, and improved job performance (Brayer & Marcinowicz, 2018; Charkhat Gorgich et al., 2016; Gaki et al., 2013; Hee et al., 2016; Woodworth, 2016). Herzberg's theory was used to address employee job satisfaction and avoiding turnover intent based on culturally diverse leadership.

**Figure 1**

*Herzberg's motivator hygiene theoretical framework*



### **Nature of the Study**

The nature of the study was quantitative with a correlational design, which involves examining the relationship between outcomes and predictors it identified for targeted populations. The quantitative methodology was used to determine relationships between variables through collection and analysis of numerical data. The best approach for examining relationships between variables is the quantitative approach. The quantitative approach assisted in minimizing biases that influenced data. Using the quantitative methodology with a correlational design, this researcher examined relationships between culturally diverse leadership and job satisfaction and turnover

intentions in finance organizations. Participants were individuals from a firm with over 100 employees. Each participant was at least 18 and worked for the company for more than 1 year. A sample size of 55 participants was used for this research. Instruments used were the Job Satisfaction Scale (JSS), Turnover Intention Scale (TIS) and Society for Human Resource Management (SHRM) Diversity Scale.

### **Definitions of Terms**

*Employee Job Satisfaction:* Employees' job based on one's feelings, perceptions, and attitudes regarding job that impacts the magnitude within the organization (Bin Shmailan, 2016).

*Employee Organizational Commitment:* This is an individual's desire for acceptance in terms of company values and goals as well as efforts involved with attaining those goals as well as continuing with the organization to meet their vision (Albdour & Altarawneh, 2014).

*Employee Turnover:* Employee turnover is the rate at which employees withdraw from employment (Li et al., 2017).

*Job Satisfaction:* Job satisfaction refers to fulfillment or enjoyment within organizations, which is vital for employee and environmental outcomes.

*Leadership:* The action of leading an organization or group of people.

*Organizational Culture:* Organizational culture refers to the primary structure of conventions developed to recognize and manage cognitive interrelationship norms. These are values and beliefs that assist in guiding ones' conduct within the organization (Ruiz-palomino & Martinez-Canas, 2014).

*Turnover intention:* Turnover intention is an employee's decision to withdraw from employment which occurs before the actual turnover takes place (Katsikea et al., 2015).

### **Assumptions**

According to Ellis and Levy (2009), ideas taken for granted by researchers, which they accept as being true, are assumptions. Assumptions can be incorrect or misguided in a research and needs to be guided by carefully thinking. In this study, participants were collected using SurveyMonkey via social media, LinkedIn, Facebook, and the Walden Participation Pool. Work satisfaction surveys online included assumptions that the participants met the requirement with no potential biases and interventions by the researcher in the study when they filled out the survey (Athubaiti, 2016). The participants answered questions honestly in the surveys, reflecting the beliefs of the targeted population. The researchers also assumed that the respondents assigned the same meaning to all questions. Also, another assumption was the similarity of participants characteristics within the study and determining the level of participants for a sample size for the research (Fricker & Schonlau, 2002).

### **Scope and Delimitations**

The elements were within what the researcher controlled, however there was a limit on where the boundaries in the study were. The boundaries were the parameters and sample size projected (Ellis & Levy, 2009). Scope was confined to participants in the areas of finance organization with more than 100 employees, who had more than one year of employment, and the age group (over the age of 18) for the study. The boundaries

set by the researcher to narrow the scope of the research was the Delimitations (Dusock, 2014). These are the geographical locations, which included social media (Facebook & LinkedIn), and Walden Participation pool that targeted finance organizations. They were used to perform the study detailing the sample used to provide benefits for employees. Thus, ensured that questions answered by the participants could not be traced to those that did the survey. This study focused on participants who were over 18 and had more than 1 year of experience in an organization with over 100 employees.

### **Limitations**

Limitations in the study are generally based on weaknesses which involve lack of data that is available or reliable. This study examined ways in which job satisfaction and turnover intent was impacted by culturally diverse leaders. Although there were no benefits, it was not without limitations where privacy is concerned, based on online surveys (Cho & LaRose, 1999). According to Chang and Vowels (2013), there is no complete control of data provided through a third party. In addition, a limitation that occurred were participants from social media withdrawing their answers during the survey. This skewed the numbers in mind and forced a longer time to complete the survey correct sample size. Responses given may not represent the population overall.

### **Significance**

In this study, results assisted culturally diverse leaders in terms of understanding how culturally diverse leadership impacted job satisfaction and turnover intent because many individuals were not satisfied by their job and their functionality. Job dissatisfaction leads to burnout, less productivity, and turnover intent (Lee et al., 2015).



This study will heighten awareness regarding leadership training in and development for the organization's Human Resource team, which will foster change in terms of how leadership approaches employees. Cappone & Petrillo (2016), said people are stressed based on how satisfied they are with the job. In this research study, findings assisted in terms of filling a gap in literature regarding leaders who possessed little or no knowledge of culturally diverse leadership and the implications this has on job satisfaction and turnover intent in finance organizations.

The importance of addressing employees' experiences regarding job satisfaction in business organization among leaders was necessary to prevent ongoing bias. It was also necessary for leaders to become culturally aware of individuals in the organizations by finding ways to effectively manage and facilitate processes which make it easier to avoid turnover. Therefore, I attempted to address organizational turnover, interactions, and employees' self-efficacy, and attitudes.

### **Summary**

Hygiene and motivation can affect employees' job satisfaction, thus leading to turnover intent. This researcher addressed culturally diverse leadership and ways in which it impacted job satisfaction and turnover intent in finance organizations. The two-factor theory assisted in understanding how participants thought about and reacted to dealing with ambiguous leadership. Chapter 2 addresses the literature review and Chapter 3 involves the methodology and design. Chapter 2 includes the critical theory framework. Another focal point involved culturally diverse leaders and the importance of understanding individual backgrounds. Chapter 2 includes information regarding why

this may or may not help organizations, as well as how this impacts job satisfaction and turnover intent in the organization. Chapter 3 includes information about the research design, why it was chosen, research questions, and impact of the study. This researcher's responsibility was to find participants through groups on Facebook, LinkedIn, and Walden Pool, who responded based on criteria provided. The sampling and strategy that was used, was through Survey Monkey with consent of the participants, to collect data.

## Chapter 2: Literature Review

### **Introduction**

Understanding the value of cultural diversity in finance organizations is important for leaders. It is necessary for job satisfaction, and also necessary for institutions to be more profitable and drive success, therefore avoiding turnover intent. Employees in finance organizations, need input from leadership in all areas to be motivated and to build a stronger work environment. Through communication and trust, leaders can have great organizations built for competitiveness in the market based on the quality of work with high driven results because of combining different cultural experiences. Fairness is highlighted through leadership showing employees efficiency in the organization (Muterera, et al., 2018). Leaders who did not understand the different cultures of the individuals they were working was not a satisfying experience and negative for the environment. In turn, this caused conflict between leadership and employees (Meischke et al., 2018). Low job satisfaction increases turnover in finance organizations.

In businesses, various factors influence their success internally and externally where performance is affected. One's attitude and cultural values are dependent on behaviors to benefit organizations. According to Chen and Hamilton (2015), culture and diversity is imperative for social acceptance in groups, in which everyone feels they belong. In financial organizations where strategies are not geared toward employee satisfaction, it is difficult for improvement of goals (Byrne, 2016). Leadership should understand various cultures for a competitive organization as cultural diversity is important and necessary for trends and efficacy for the company.

Focusing on this quantitative study and its impact on finance organizations to increase job satisfaction and assisting with employees being committed to reducing turnover intent will lead to saved productivity. Findings will contribute to social change by helping leaders become aware of cultural diversity, thus improving job satisfaction and reducing turnover intent.

### **Literature Search Strategy**

In this research, databases that were used were: ProQuest, Google Scholar, Emerald Management Journal, Thoreau, ERIC, PsycARTICLES, Walden Library Books, and EBSCOHost. Search terms used were: *Cultural diversity, job satisfaction, finance organizations, turnover intent, diversity, leadership, cultural leadership, organization behavior, turnover, finance, and cultural organization.*

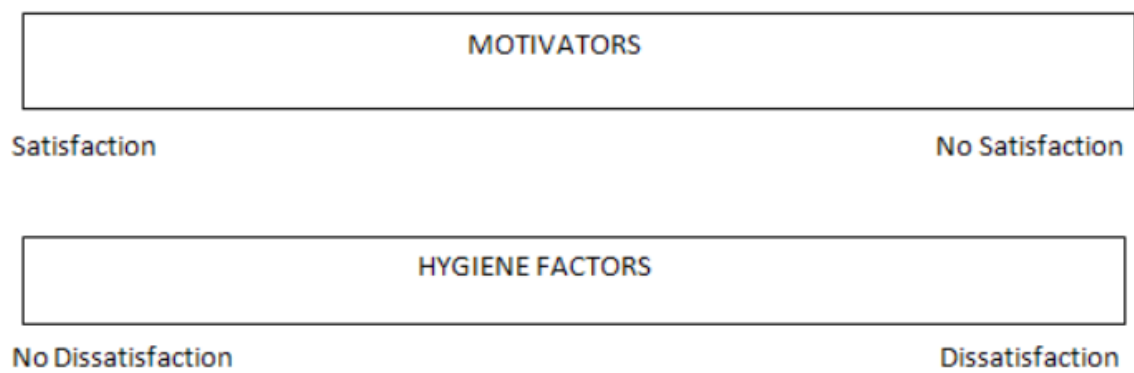
For databases used in the literature review, there was a limited number of peer-reviewed articles published between 2017 and 2021. Using the key terms limited number of responses from databases. Search terms were derived from phrases used throughout the research process to get results for desired articles.

### **Theoretical Foundation**

Addressing the aspect of Herzberg's development of motivation-hygiene theory or the two-factor theory, aspects of elements within financial organizations led to job satisfaction and others lead to dissatisfaction. Factors that impact job satisfaction are described as motivator factors; factors that impact job dissatisfaction are described as hygiene factors. Herzberg et al. (1959), said specific occurrences of events in the workplace are found to produce job attitudes and feelings, which then translate into

behaviors. Herzberg looked in to two factors that can be adjusted to increase motivation in the workplace which are: motivators encouraging employees to work harder and hygiene factors that does not influence them to worker harder. However, if these two factors are not present, it will cause them to be unmotivated (Herzberg, (1959) (see Figure 2).

**Figure 2**



*Herzberg's View of Satisfaction and Dissatisfaction*

Furthermore, Herzberg (1959) said job satisfaction and dissatisfaction are discrete and exist because of the needs regarding self-actualization. They are based on personal achievement as well as environmental conditions (Alshmemri et al., 2017).

Herzberg's Theory was essential to use in this research because it has critical components that applied to the Theoretical Framework used for the study. The theory explained the three variables used: independent variable, culturally diverse leadership; dependents, job satisfaction and turnover intent. For job satisfaction, factors identified included recognition, salary, fringe benefits, job security, and working conditions (Herzberg et al., 1959). Johari and Yahya (2016), said that in the absence of work, security and job responsibility affected job satisfaction as well. Herzberg et al. (1959),

said if culturally diverse leaders focused on and understand employees, this has the potential for growth, recognition, and responsibility in terms of what they achieve, which has a positive impact on job satisfaction.

Topics related to turnover intent include employee commitment, engagement, and retention. The main reason finance organization employees tended to leave their jobs was because of job dissatisfaction (Fitzpatrick et al., 2014).

### **Motivational Theories**

Motivation for Herzberg (1959), referred to the effect on ones' action, behaviors, needs, and desires. Need based theories, known as motivational theories, are composed of two classifications, content and process theories (Moon et al., 2017). In content theory, it listed the fulfillment an individual needed among motivating factors (Liu et al., 2016). Cook and Artino (2016), also mentioned that content theories focused on individuals' need in organizations that sustained, directed, energized, or stopped a behavior that was specific to needs explaining job satisfaction, reward systems, and behavior. Other prominent theories were Herzberg et al. (1959), two-factor theory in the content category which comprised of the Maslow's (1954), hierarchy, McClelland's (1961), needs, and Alderfers' (1969) growth, relatedness, and existence theories.

The study focused on why individuals acted the way they did based on personal factors and if the behaviors choices they made were successful. There are four primary theories of focus which are: goal setting, expectancy, reinforcement, and goal setting. Goal setting defines one's motivation on job satisfaction based on culturally diverse leadership, valuable to the employee (Cook & Artino, 2016). Reinforcement and goal

setting theories are best to apply in job satisfaction and expectancy great in compensation design plans for the organization (Sahito & Vaisanen, 2017).

### **Comparative and Rival Motivational Theories**

The Hierarchy of Needs theory (Maslow, 1943), was used to identify the five needs to satisfy individuals attempt throughout their lifetime by researchers and leaders. The hierarchy of needs is shaped like a pyramid in accordance with how the needs of the individuals were met to outline the order of how satisfaction is influenced by motivation (Maslow, 1943). Once an individual achieved lower-level needs satisfaction, the outcome on their behavior diminished (Maslow, 1943). The categorical hierarchy of needs that Maslow (1943), listed is in order are physiological, safety, love, esteem, and self-actualization. Physiological references the need that is most basic. This requirement needs food, air, and water to survive (Maslow, 1943). Safety requires the need to be safe from harm both physically and psychologically (Maslow, 1943). Love is the need for affection and belonging (Maslow, 1943). Esteem is necessary for one's reputation, their status, and recognition how they are viewed by others, self-confidence, and strength (Maslow, 1943). Self-actualization one's desire for self-fulfillment, being the best, an individual could be (Maslow, 1943).

There are three criticisms affiliated with Maslow's hierarchy of needs and they are as follows: this is not supported by significant data that is empirical, the assumption of employees being comparable is false, and these theories are about the satisfaction of the job, not motivation (Graham & Messner, 1998). Studies have shown that based on Maslow's (1943) hierarchy, this theory is hard to standardize for finance organizations

because the requirement for motivation contradicts immensely from one individual to another, as well as based on the size of the organization and the geography (Jonas, 2016). Herzberg's (1959), two-factor theory relates to Maslow's hierarchy of needs.

In addition, Herzberg (1959) theory established more factors to measure the way individuals are motivated in the organization (Yusoff et al., 2013). Individuals should fulfill certain needs to achieve satisfaction (Maslow 1943; Herzberg et al. (1959). In Maslow's (1943) theory, it is embedded in the hierarchy of needs. In comparison, Herzberg et al.'s (1959) two-factor theory concentrated on hygiene and motivation factors. In Maslow's (1943) theory, they categorized areas of human needed and presented it in a manner that was simple and descriptive based on the lengthy experience of studying human needs. Herzberg et al. (1959), however, concentrated on areas of physiological aspects where humans are concerned, and needs to be present for motivation to be produced. Herzberg (1959) forecasted his theory based on idea of motivation that was the prevailing frame of mind among individuals. Maslow proposed, that in order to attain mental and physical growth that is healthful and wholesome, people's needs must be met.

### **Demographic Survey**

The survey consisted of five open-ended questions in relation to the participants personal information. Included in these questions were the age of the employee, their gender, their educational background, their classification of job, and the years of service in the finance organization (Green & Salkind, 2016). The descriptive statistics that were used to measure the variables, used minimum, median, maximum, and standard deviation



(Green & Salkind, 2016). The descriptive analysis was applied to give a summation of the results for determination of the frequency and the distribution percentage to the demographic variables.

### **Job Satisfaction Survey (JSS)**

Paul Spector's (1985) job satisfaction survey was used to assess the employees on the jobs as well as the aspects of the job. This survey consisted of 36 items and a 9-facet scale. Four items were assessed in each facet and the completed score from all items were computed. A summary of a rating scale format was used and the six choices of the rating ranged from strongly disagree to strongly agree. The facets for the nine items were Pay, Promotion, Supervision, Fringe benefits, Contingent rewards based on performance, Operating procedures based on rules and procedures that are required, Coworkers, Nature of work and communication (Spector, 1985). This survey was applicable for all organizations and was perfect for the finance organizations used during this study.

### **Turnover Intention Scale (TIS 6)**

The TIS-6 instrument was used to measure the independent variable turnover intent. It was derived from the 15-item scale that was developed in 2004 by Dr. Gerdt Roodt and used to measure the employee turnover intentions (Bothma & Roodt, 2013). Dr. Roodt also developed a shorter version that has only six of the TIS-15 items that were originally developed to measure turnover intention. TIS-6 was used in this study. This assessed the participants intent to leave the finance organization when the six items are measured on the 5-point Likert scale. The options provided ranged from 1, never – always with 5 as highly likely (Roodt, 2004). Some of the sample questions in the TIS-6

included: “How often do you dream about getting another job that will better suit your personal needs?” “How often do you look forward to another day at work?” (Bothma & Roodt, 2013, p. 4). This instrument has been accepted and used in the community by many researchers to assess employees’ turnover intentions (Aladwan et al., 2013; Yusoff et al., 2015; & Mxenge et al., 2014). There were 30 scales developed and confirmed which was the reliability coefficient turnover intention scale (Roodt, 2004).

### **SHRM Diversity Scale**

The SHRM Diversity Scale was used to measure culturally diverse leadership in the finance organizations. SHRM is an organization that is global and believes in equality for employees. Diversity scales are used in organizations to measure metrics in relations to the workforce. Diversity also covers demographics gender, ethnicity religion, gender, language spoken, age, marital status etc. The scale was used in regard to the current working conditions the employees face, if they have equal rights, and the same opportunities as another employee. In this survey, there were questions on how employees felt about the condition they work in. The questions were based on a Likert scale questions with answers varying from Strongly Disagree which is 1 to Strongly Agree which is 5. Participants indicated their reactions according to each statement based on their opinion by circling the best answer that applied to them on the questionnaire. “The leadership at the company encourages diversity.” “Management show that diversity is important through its actions.” The company respects individuals and values their differences.” “At this company, employees appreciate others whose race/ethnicity is

different from their own.” The Diversity Scale can be used in any organization to ensure there is no lack of imbalance within.

### **Literature Review Related Key Variables and/or Concepts**

#### **Diversity in the Workplace**

In everyday life, diversity is a fact and is important for organizational leaders on diversity and cultural backgrounds (Abreu, 2014; Alpert, 2018; Belfield, 2016; Martin, 2014; Wood & Wilberger, 2015). Understanding the culture in organizations and the people they are serving is important for leaders (Martin, 2014). Leaders need to understand that through other culture's interactions, the level of communication is clearer (Belfield, 2016). Diverse employees are important to an organization as they bring varied experiences. Faist (2015), mentioned that stereotypes and social inequities are still evident in today's organizations. As noted by Carter and Phillips (2017), on its surface level, diversity is seen as furnishing results for deep levels and could be applied to the task. In turn, this could determine the reason to influence someone's performance. According to Liao and Long (2016); Torchia et al., (2015), teams that are diverse accomplished superior performance because of access to multiple experiences and knowledge of other areas versus those teams that are not diverse. In order to bring competitiveness to organizations, they needed to take advantage of diversity (Clark, 2015). With the right leadership, diversity in organizations should be a priority, which reinforced performance in a group, developed competence in the organization, has great resolutions, and brought creative and quality ideas to the table, thus ensuring people of various talents increase effectiveness to the company, and expertise contributed to the

organizations goal (Wood & Wilberger, 2015). Researchers that have studied diversity found that people who have varied talents that are on a team think quickly, encouraging efficacy and resourcefulness (Abreu, 2016; Wood & Wilberger, 2015). According to Belfield (2016), it is through diversity that trust is built, knowledge is gained in assisting in understanding each other, then in turn respect is shown based on the culture, and communication of individuals.

### **Culture and Diversity**

Culture and diversity are crucial to organizations for the enhancement of performance and productivity, which increased with employees from different cultural background (Belfield, 2016). It is critical for organizations and institutions to be culturally diverse as a representation of the communities they serve (Belfield, 2016). A team that is culturally diverse brings many benefits with diverse views, additional ways of thinking, experiences, new skills, new knowledge, which attributes to different ideas, bringing forth for a better institution (Belfield, 2016). According to Wood and Wilberger (2015), they mentioned that globalization in cultural diversity, in cultural knowledge, and the commitment of the organization brought about renewed interest in other cultures. It is essential for leaders in organizations to be culturally diverse to understand an individual's background for better facilitation and collaboration within (Belfield, 2016).

Armenakis and Burnes (2015); Belfield (2016); and Wood & Wilberger (2015), defined our surroundings, culture, the values, and beliefs as the lens that is used in what

we see and the strongly held assumptions that are normally accepted by a group of people in certain childhood backgrounds and passed down from one generation to the other.

As noted by Mesmur-Magnus et al. (2018), an organization that stands out has an impact on the team functions and their behaviors. Carmeli et al., (2017), also stated that in organizations, the way in which they act determines one's behavior, therefore, whatever the organization embraces, the workers follow. Thus, the culture of the company sways the behavior of employees. This can go in other direction, where it increases or decreases the company, consequently displaying the rules and becomes a part of their recognition to the external surroundings (Lee et al., 2015). The way in which an organization encourages employees to treat their customers, is the way in which they should be treated by leadership as part of the organizations culture (Nixon et al., 2017).

### **Leadership**

Leadership is the effort in which they lead employees in an organization. It is an action in which leaders guide, direct, as well as influencing goals, specifically set by others in each situation (Jyoti and Bhau 2015). Leadership influences others in their behavior in the capacity of a group, motivating to realize their goals (Ugoani, 2017). Leadership inspires cultural change which is a significant factor that holds a group responsible for the goal that needs to be achieved. Infusing a leadership style with culture supports a successful finance organization, which in turn inspires collaboration strategically, the ability to communicate effectively, influence employees, set high financial accomplishments, and gain insights into strategies to retain employees (Ugoani, 2017). Culturally diverse leadership is vital for finance organizations to sustain job

satisfaction and turnover intent in which the organizations survive in a competitive market. Leaders have the fundamental skills needed to think critically, where complex situations are concerned to have diversity inclusion with various cultures (Catchings, 2015). Leadership understands culture from all levels to better promote employees through the organization; through teaching new skills and the competencies to stay in the respective positions. By identifying the critical skills that are required for all levels in the company, providing support in opportunities for development and training for the workers who needs new skills, individuals will have job satisfaction and the turnover intent will be reduced (Prewitt et al., 2011). As mentioned by Per Day et., al (2014), distinguishing crucial skills through culturally diverse leadership development programs, assisted in the motivation of employees. Some of these programs included executive coaching, 360-degree feedback, and simulations where there are action learning assignments, which assist in garnering the competencies needed.

These development programs for culturally diverse leadership covered the necessary skills needed not only for teaching, but also showing how these skills should be applied (Deaton et al., 2013). Companies that offer these programs for culturally diverse leadership furnished their employees with the resources to increase their job satisfaction and decrease turnover intent. Jyoti and Bhau (2015), stated that when culturally diverse leaders provide job satisfaction to employees with motivation, trust and confidence, it decreased turnover intent.

## **Leadership Impact**

Leadership's influence on workers' well-being can either be positive or negative, which in turn influences their job satisfaction (Dul & Ceylan, 2014; Schilling & Schyns, 2015). The direct role leadership plays in a worker's day is in their engagement, productivity, and their willingness to work at the company (Bell, 2017; Boddy, 2015). Previous studies were conducted to mitigate leadership styles and behaviors that may break cycles that impacted employees in the workplace (Pradhan, 2015; Tse & Chui, 2014). For a workplace to be innovative, a corporate culture needs to be created where flexibility is aligned for each individual (Brown et al. Dul & Ceylan, 2014; Tse & Chiu, 2014; Jain & Kaur, 2014). In doing this, it created a safe environment for workers in which they felt they can be heard, which makes them loyal and more innovative (Hayes et al., 2015; Harder et al., 2015; Hewlett, 2016).

Leadership's role in an organization is valuable, they created an environment where cultures are learned which were necessary for personal values, beliefs, and approaches to solve various problems as needed satisfactorily (Appannah & Biggs, 2015; Guiso et al., 2015; Moore et al., 2015). Learning about cultural diversity is important for leaders to establish ways to mitigate job satisfaction in the workplace. Studies found that with positive leadership styles, they tended to report a decrease in turnovers (Pradhan & Pradhan, 2015). When leadership understands one's culture and background, they reported of a higher rate of overall job satisfaction and productivity in workers (Tse & Chiu, 2014). When leaders are available to listen attentively to all views, an inclusion in

decision making for all employees in different areas of the company are satisfied, this is where issues are raised, job satisfaction is evident (Breevart et al., 2014).

With leadership's ability to manage an institution that is diverse, it plays a major role for all (Bond & Haynes, 2014). Leaders that embrace culture in the corporations, where inclusion of diverse employees are valued or those who desire to make a difference in the discriminatory culture in finance from within, with marginalized groups, are most likely to have workers with an improved increase in productivity (Mizzi, 2017). Leaders that understand culture and diversity quickly and effectively deal with bias and the disruptive behavior of a worker in the workplace (Moore et al., 2015; Webster, et al., 2016; Zahra, 2015).

### **Job Satisfaction**

In most organizations, job satisfaction has been an area of scrutiny, mainly because this simulates the outcome in organizations, one's performance, a worker's absenteeism as well as turnover (Srivastava et al., 2019). Job satisfaction is ones' personal feelings, attitude, or belief based on a job that provides rewards. Rewards are intrinsic or extrinsic by nature (Liu et al., 2016). The operationalization of job satisfaction included an individual attitude towards the job, how satisfied the employee is with the pay, promotional opportunities, the satisfaction with a leader and the satisfaction with coworkers (Prasad, 2015). According to Locke (1976), job satisfaction resulted from an individual's achievement on the job, one's gratification from appraisal or the facilitation of the achievement of their values, feeling fulfilled and enjoying what comes from the job. Locke (1976) also stated that related factors that affects job satisfaction are:



employees work, their pay, the promotions received, how individuals were recognized, the benefits they received, the condition of work, leadership, the people they work with, and the company (Devlin et al., 2014).

In an organization, job satisfaction is viewed as one of the most crucial elements and continues to remain multidimensional, for leaders and employees (Fila et al., 2014). Many people, including management practitioners and scholars are interested in this topical issue, as in Herzberg (1969), which provides attitudes and behaviors of employees that are reflected in a way in which human behavior is shown in the workplace (Ahmad & Bujang, 2014). Job satisfaction lacks the attention given from leaders and scholar-practitioners, as it is considered to be a key constituent in organizations and represents one of the most compound situations that leaders face today (Pan et al., & Wang, 2015; Puttevar et al., & Handa, 2016). Conditions derives from leaders not understanding cultural differences within the elements of the organization, regards to the job, and the practices in Human Resources leading to the attributes of the worker (Fogarty et al., 2014; Prasad, 2015).

Several results are derived from job satisfaction and their outcomes which include, but not limited to, the workers' performance, absences, lateness, and turnover (Lopes et al., 2015). Usually, these terms would be thought of as one of the components acquiring the overall satisfaction of the job performed, measured in existing standards (Bayram & Dinc, 2015; Pajibo & Adjabeng, 2015). Also, job satisfaction evokes to an extent in which the employees are grateful, pleased, and agreeable with their job, as well as the way in which fulfillment is received; expressing their views, and how they feel in

terms of contentment about their work. An employee that is satisfied and committed, is crucial for the success of the organization (Aslam et al., 2015). It's also a crucial issue for both the employees and the employer. Based on a study by Khan (2015), it was mentioned that satisfied employees are less likely to leave, continuously be absent, and they contribute to proactivity at a higher rate, which raises profits, as well as shareholder value. A job that is beneficial for employees financially, showed the difference between a tasks that is handled in a particular setting versus a job that is used for achieving personal goals for one's career (Ali, 2016). On the other hand, satisfaction is the happiness that is felt after one achieves what is needed for the worker to be satisfied (Ali, 2016).

Policymakers, leaders, and higher authorities make job satisfaction an increasing critical subject where satisfaction is concerned, based on the assessment of the workers job, experience, and response to one's task like the climate and culture of the workplace (Ali, 2016; Mangundjaya et al., 2015; Nazir et al., 2014; Wulandari, et al., 2015). One of the most essential possibilities of increasing the performance in organizations was to accomplish and sustain competitive advantage by encouraging job satisfaction and organization commitment (Kasemsap, 2017).

Employees in finance organizations spend most of their day at work, with leaders and their coworkers, so they need to be satisfied on the job to be productive. As noted by Hasmin (2017), the outcome of job satisfaction has been traditionally utilized as a substitute for what is desirable, which is based on individual's perception about the job and how each is treated by leadership. For this reason, an individual may not be fully satisfied by the economic outcome. Lane et al. (2017), noted that when you know why

people work, if employees are satisfied in their job and at which level, leaders can focus on the area in need. Implications on leaders and the way in which goals are set, attributed to the organizations based on what one perceives as fairness, how one is rewarded in feedbacks through which links are reviewed (Lane et al. 2017). These attributes influenced employee's motivation, the commitment to the organization, and job satisfaction. Job satisfaction would be the extent in which their satisfaction is met doing the job or in the role they are in. The employees wants and what they have available would determine the degree of their satisfaction on the job.

Literature has shown different factors that affect the way in which one succeeds in an organization on job satisfaction and included performance of employees and their engagement level in the business (Bin Shmailan, 2016). According to Bin Shmailan (2016), by allowing employees to be self-directed, they could achieve job satisfaction and have a great relationship with co-workers. In a relationship that was examined between the satisfaction of employees and their performance, it was confirmed that when workers are satisfied, they did a better job at leading to the organization's overall success (Bin Shmailan, 2016). However, when the satisfaction of employees is low, their performance level drops significantly, and this affects the organization's success (Bin Shmailan, 2016). Martin and Simmering (2016), explained that when the satisfaction and performance level is improved, it increased the competitiveness of the organizations.

A valuable strategy to improve one's performance and job satisfaction is selecting the person which best fits that position. Leaders can improve commitment, the engagement of employees, and improve the culture of the organization when the right

individual is selected for the right job (Bin Shmailan, 2016). When communication is fostered through leadership, the organization environment generates satisfied employees, produced greater results, and more enthusiasm was demonstrated throughout the organization (Bin Shmailan, 2016; Cheema et al., 2015). Vargas (2015), indicated that to foster communication, planning and encouraging employees, leaders should continuously work to improve this process internally. When employees are engaged, they feel more worthy. This may be attained by communication through leadership and staff in which commitment was achieved (Bin Shmailan, 2016). The contrast between failure and success depends on leadership to understand each individual and keeping them committed and engaged (Bin Shmailan, 2016).

Job satisfaction changes from time to time and employees remain positive when they are fulfilled, according to their values and their needs. Culturally diverse leaders can understand various strategies that collaborates and supports job satisfaction, the conditions, and factors which may decrease or increase for this fulfillment to be achieved (Northouse, 2016). Setting a goal and achieving it is a crucial factor for one's job satisfaction. Incentives are given for recognition of accomplishment to employees to show appreciation. Each person should be recognized and shown the same engagement across the board. By ensuring diversity is spread across team members, they know they are included in the big picture. Leaders and employees should take responsibility in their roles and responsibilities for the efficacy the organization (Rao, 2017).

## **Turnover Intent**

According to Saboe et al. (2015), the intent of turnover is a cognitive and behavioral expression that the workers display to the organization. Turnover is also the intent of an employee searching for another job and intending to leave the organization at some point or time in the future (Dwivedi, 2015). The employees that support the organization normally has fewer turnover intentions and are more likely to be engaged in their leaders and build trust, demonstrating support and commitment to the institution (Hofaidhllaoui & CHHinzer, 2014). Hence, it is up to the leaders to pilot the organization to the best of their ability, considering the attitude of an employee, and how devoted they are to the workplace. Leaders can empower others through motivation and inspiration. An employee that leaves the organization leaves a hole in the job and operating costs are increased. It is viewed as the company not having enough expertise on their team, leading to a new start of finding new talents. Also, when new workers are hired, training needs to be provided for the development of the organization so productivity and needs are met.

Additionally, Naim and Lenka (2017), and Cloutier et al. (2015), also mentioned job satisfaction was comprised of development in one's career and job, particularly those that are adaptable predictors of turnover. These acts can produce lower output, less response in team activities, as well as frequent absences (Naim & Lenka, 2017). Low satisfaction on the job contributed to less activities in labor development which led to frustration on the job (Al Mamum & Hasan, 2017; Cloutier et al., 2015). Leaders often propose disciplinary acts for their employees with low productivity levels and those with high absentee levels (Payne, 2015). This, however, fuels their dissatisfaction on the job,

making them more frustrated (Korsakienė et al., 2015; Payne 2015). Employees who are satisfied with the job are normally more involved and reported a high satisfaction rate and were also less likely to leave the organization (Zopiatis, et al., 2014). If employees are not satisfied in all areas of their job, this can lead to turnover intention (Rubin & Babbie, 2016).

### **Turnover and Culturally Diverse Leadership**

In organizations, turnover can be challenging and costly. In the event employees decide to quit or the poor performance gets them fired, all the knowledge that was gained during their tenure on the job is taken with them. To avoid competition with other organizations and reduced morale where other workers are concerned, job satisfaction is needed (Collini et al., 2015; Katisikea et al., 2015). According to Martin (2015), turnover is specified as the way in which leaders acquire and lose employees over time (Babalola et al., 2016). A higher turnover rate usually costs businesses billions of dollars a year (Nichols et al., 2016).

Culturally diverse leadership is essential to any organization. Through effectiveness, great teams are built and goals are set according to the vision of the company. As a great leader, they always motivate with inspiration for individuals in accomplishment of their goals. According to Puni et al., (2016), with great leadership strategies, organizations are shaped based on performance and ways in which workers are inspired to accomplish tasks beyond the targeted goals. On the other hand, with poor cultural leadership, these are some reasons why employees quit their jobs; take part in

counterproductive behaviors and, in some cases, why others stay. Poor leadership leads to one being dissatisfied on the job, hindering work retention.

The knowledge of culturally diverse leaders in the organization leads to building trust with employees, driving morale, and productivity. Culturally diverse leaders build relationships and motivates the employees to accomplish goals; while the leaders that lacks in culture are detrimental for the company causing loss of productivity, lack of motivation, and damaging relationships with leadership and employees. It is crucial for leadership to be culturally diverse to drive success for the team; otherwise, the consequences of turnover may be extreme. Although researchers have found turnover is acceptable for an organization, if crucial, it often affected the company's profits and revenue (Babalola et al., 2016). While turnover may be great for some organizations that needs to replace workers that are not driven or the necessary skills needed, it is still disruptive where the business would be ineffective to its customers (Babalola, et al., 2016).

Individuals leaving the organization takes information with them that is important for the company. Dissatisfied employees leave for many reasons, some based on leadership not taking the time out for each employee, catering to some and not all, thus leading to job dissatisfaction, no increase in wages, no flexibility on the job which affects the organization negatively (Hongvichit, 2015). To recruit new employees, this is an administration cost which hampers the growth and the success of the organization (Hom, et al., 2017). In order to avoid these issues, leadership must anticipate voluntary turnover, therefore, there are plans in place for productivity and time which may be lost (Cloutier et

al., 2015). Cultural leadership should recognize the commitment an individual has for the company and return the commitment, therefore creating a culture where they do their best to ensure the organization meets the need of customers, employees, and the organizational goals.

Other difficulties created for the business when employee turnover is evident includes: knowledgeable workers whose experience goes with them, decrease of employee morale, and unpredictable financial performance (Katsikea et al., 2015). Collin's et al. (2015), stressed that the cost of employees would be more of a disturbance than the financial expense related to turnover. When workers are dissatisfied, a lot of time is spent on ignoring the morale of workers, leading to other issues. Some issues include irritating clients or customers, bad work place relationships, and unfair treatment. There are consequences to employee turnover, but culturally diverse leadership can assist with the strategies, development, and policies so that retention was increased (Katsikea et al. 2015). Another employer may offer an individual higher pay at another organization, thus, leading to turnover. However, research has shown that although money plays a role, it is not often the cause of turnover (McManus & Mosca, 2015).

A few circumstances that cause turnover includes poor communication, lack of engagement with employees, negative environment, no/low benefits or rewards, absence of promotion and dissatisfaction caused by ineffective leadership because they do not have the knowledge to understand individuals (Babalola et al., 2016; Rohausen et al., 2017). Culturally diverse leaders that encourage ways to build with employees have a large communication system for employees to learn about the organization and future



ways to build with the company while using this information to avoid deficiencies that causes turnover. A factor that caused turnover was job satisfaction which is crucial for the success of the organization. When an individual is dissatisfied with their work, it can lead to dissatisfaction causing turnover (Mohsin & Lengler, 2015). Workers need to be comfortable with leadership in order to build trust and positivity based on perception about their work, including policies, supervision, the quality of work, and wages as per administration. When they are not, it can lead to turnover (Hung & Gamble, 2015). One of the leading causes of turnover is no motivation or incentives thus, putting an increase in absentee rates, and other organizational challenges. (Katsikea, et al. 2015). Not being promoted, recognized, and the inability for growth are the leading causes of employee turnover intentions and absentee workers. In some instances, employees do not necessarily leave because of poor wages, but because of poor morale, and no motivation which eventually causes problems for others (Kim, et al., 2015).

The company leaders must be able to hire leadership that is not only a fit for the business model, but also a fit for company culture, and have the chance of eliminating unfit supervisors and managers (Chen et al., 2014). This ensured everyone is satisfied with their job thus avoiding turnover and savings for the financial organization. Chen et al., (2014), also analyzed whether there is a difference with management that does not interact with employees which could affect satisfaction or dissatisfaction leading to turnover intention. Also, management at the top affects those in the middle, thus causing job satisfaction to subordinate employees. This played a significant role in their satisfaction on the job (Chen et al., 2014). Cloutier et al., (2015), noted that leadership

contributed to high turnovers, which in turn attributed to lack of relationships with employees. When great relationships were present with employees on all levels of the organization, it created a pleasant workplace.

### **Importance of Job Satisfaction and Culturally Diverse Leadership**

Herzberg (1959), was interested in employee's motivation and satisfaction on the job and designed the two-factor theory to increase job enrichment for workers. This increased job satisfaction and reduced bad experiences employees face on the job (Herzberg, 1959). The engagement of employees is an essential criterion of intrinsic motivation and crucial component of employees' productivity and performance and welfare on the job (Alagaraja & Shuck, 2015). Memon et al., (2016), explained engagement as one's satisfaction and involvement with the enthusiasm of their work. With strong employees' engagement, it helped retain workers in the organization and affects morale in a positive way (Lu et al., 2016). When decisions were made in the organization, and employees are engaged, they felt secure, a sense of belonging, and a sense of fulfillment. More accountability was held for decision making and how one performs on the job (Kumar & Pansari, 2016). In an organization, the workers are the best asset, and the workers want to feel that they contribute to the success of the business while motivating self-efficacy (McManus & Mosca, 2015). According to Aslam, et al., (2018), many organizations suffered from the phenomena of disengaged employees, which led to consequences for the company resulting in a financial burden. Culturally diverse leadership should interact with all employees because less interaction was a critical barrier for employee motivation and engagement with leadership, (Auh et al.,

2016). Culturally diverse leaders are at an advantage to influence their employee's beliefs on ethics and standard behaviors (Bonner et al., 2016). Therefore, if there was a lack of trust and confidence in leadership, it caused disengagement in employees that perceived their job with little or no opportunities for advancement in the department or the institution (Jin & McDonald, 2016).

On the other hand, people leave jobs because leadership may change the description of the job between the time of recruitment to the actual job, causing a waste of their skills (Valentin et al., 2015). When an employee is not being fulfilled by the leadership decisions, they feel excluded, which may lead to absenteeism. The average cost for a businessman in the United States to retain skilled workers is \$720 million annually (Alagaraja & Shuck, 2015). Leadership that does not understand and recognize culture that are not relating to employees, may have an unfavorable effect on the success of the organization (Chandani et al., 2016).

Strategies that improve cultural diversity should be explored for the effectiveness of the organization's success and crucial for the extended period for the company (Radda, et al., 2015). Millions of dollars are lost in employees not wanting to be in the organization thus causing them to be tardy, absent, causing turnover intent (Alagaraja & Shuck, 2015). With communication, this can be improved upon by addressing policies of the institution, their vision, mission, and values (Cloutier et al., 2015). When leadership fails to communicate to the workers, it contributes to unhealthy work culture leading to employee turnover (Mikkelsen et al., 2015). Thus, culturally diverse leadership should ensure communication across the board as part of the employee engagement to decrease

turnover and improve job satisfaction in organizations (Karanges et al., 2015). An unhappy worker can influence the other employees by reducing their morale and productivity, undermining their work (Minor & Housman, 2015). When one is not satisfied on the job it may tarnish the environment, which may cause more damage to the organization if neglected by leadership (Cheang & Appelbaum, 2015). When each employee has a skill that is unique to the organization, culturally diverse leadership must learn how to utilize the skills and where they are best qualified to be placed in the best position (Özer, et al., 2017).

### **Employee Experience**

Creating a positive environment for all employees must be ideal in organizations because they represent the organization best. Employees offered detailed analysis and assessment that can be contributed from within (Silvius et al., 2017). Culturally diverse leaders understood individuals through communication, trust and motivation, thus, leading to job satisfaction and less turnover intent. With consistency and coherence, this influenced the organizations' success, given the fact that leaders are culturally diverse, but should one fail and not act in accordance with diversity, then their reputation may fail (Martens & Carvalho, 2017).

This study described job satisfaction as the overall level of contentment that employees feel about their job (van Scheers & Botha, 2014). Satisfaction has various individual meanings so the description given here is not static. Leadership should take into consideration the effect job satisfaction has on the organization's atmosphere and the engagement of everyone (Fischer & Montalbano, 2014).

Given the multiple studies completed, the researcher included some studies that examined how the culture of an institution influenced job satisfaction. In organizational culture, the job satisfaction has a deep impact on employees (Habib, Aslam et al., 2014). In previous studies, it has been found that when an organization has culturally supportive leadership, the levels of satisfaction on the job increases with employees (Uddin et al., 2013). According to Belias and Koustelios (2014), in their assessment that was performed on workers in organization and culture, specifically in diverse leadership regarding culture, it can influence individuals' level of job satisfaction (Uddin et al., 2013). In organizations, culturally diverse leadership played an important part on job satisfaction and turnover intent in organizations.

When leadership is culturally diverse, it helped with low engagement in employees, low job satisfaction, and turnover intent. Organizations need great leadership to avoid loss in experienced workers, competencies of employees, and the competitive advantage that the workers provide, their engagement, and the commitment to avoid turnover intent. Employee turnover leads to a loss of institutional memory when employees leave the organization (Mahoney & Kor, 2015).

### **Summary and Conclusions**

In Chapter 2, the section reasserted the purpose of the quantitative study presented. The section continued to closely examine the impacts on culturally diverse leadership in finance organizations, effects it has on job satisfaction and turnover intent, and how it can be reduced. The researcher highlighted those participants aged 18 and over, the length of time in the company which is over one year, and the number of people

that should be in the institution. The study consisted of mainly financial institutions where the participants were selected from LinkedIn, Facebook, and Walden Pool, with a questionnaire through Survey Monkey. There should be 55 participants used for the survey based on the result of the G\*Power analysis as shown below. Thus, this covered detailed information on the methodology and design, targeted population as well as the techniques used to assist in collecting data. The sampling method was used with the collection of data, and analysis techniques. In the next chapter, the researcher highlighted how the participants were selected based on the targeted population and the sampling method used, ethical techniques that were applicable in the study, as well as the reliability and validity for the instruments.

## Chapter 3: Research Method

### **Introduction**

The focus of this quantitative study was to examine the influence of culturally diverse leadership on job satisfaction and turnover intent. Predictor variables were job satisfaction and turnover intent; the criterion variable was culturally diverse leadership. Data was collected to analyze hypotheses. Results indicated whether there was a statistical relationship between culturally diverse leadership and job satisfaction ( $p < 0.05$ ) as well as culturally diverse leadership and turnover intent ( $p < 0.05$ ). This determined whether there was enough evidence to suggest if non culturally diverse leadership was not aware of employees being satisfied on the job, thus leading to turnover intent as opposed to leadership which is culturally diverse.

This section includes assumptions, descriptive statistics, inferential statistical results, and an explanation of findings, followed by a summary. Research was conducted using Survey Monkey to conduct a survey with participants using Facebook, LinkedIn, and the Walden Participant Pool. Emails were sent to participants who qualified. Sampling was performed on individuals in finance organizations who were age 18 and over. This was done using a G\*power analysis in which a sample size of 55 participants was generated. All participants worked in finance organizations with over 100 employees for a minimum of 1 year and experienced culturally diverse leadership.

### **Research Design and Rationale**

The design was imperative to assess the most desired population for the study (Robson & McCatan, 2016). There are three methods used in conducting a research

study, which are qualitative, quantitative, and mixed methods (McCusker & Gunaydin, 2015). The qualitative methodology is used to understand participants' thoughts based on experiences (McCusker & Gunaydin, 2015). The qualitative method was not appropriate because the goal of this study was not to offer insights regarding predictive relationships between dependent and independent variables. Mixed methods were also not appropriate because this involves both qualitative and quantitative methods. This researcher did not need a deeper understanding of lived experiences; instead, close-ended questions were required. The quantitative study design was used in order to investigate the relationship between variables by using numbers and statistics to explain and to analyze findings, and collect data to test hypotheses (McCusker & Gunaydin, 2015). Mixed methods are used when complex questions needed to be answered and required both qualitative and quantitative research methods (Shannon-Baker, 2015). The research method used in this study was the quantitative method. Information and data that supported this research methodology are provided in upcoming sections.

The quantitative design can be experimental, quasi experimental, or nonexperimental and may include descriptive, correlational, or evaluation methods (Gabbadini & Gretemeyer, 2017). Researchers measure two or more quantitative variables using the same group of participants to find relationships between variables, the correlational design is best to use in this case (Bettany-Saltikov & Whittaker, 2014). This design was used to examine relationships between culturally diverse leadership and job satisfaction and turnover intent in finance organizations. According to Delost and Nadder (2014), characteristics of the experimental design are manipulation control and random



selection. For this study, experimental and quasi experimental designs were not used because this study did not involve manipulations or control of research.

The study used a quantitative regression correlational design in order to determine relationships between two variables. The design was suitable for this research to identify relationships between culturally diverse leadership and job satisfaction and turnover intent in finance organizations. Quratulain and Khan (2015), mentioned that surveys that are self-reported worked effectively in correlational studies, which is why the chosen correlational design was appropriate. The experimental design that is used as a pre-experimental design through a group or various groups is kept under observation with cause-and-effect factors which controlled the research in high validity not appropriate for this research. The quasi-experimental are random assignments that determines if changes in one variable led to changes in another variable which has a number of potential threats that can cause the highest level of validity also not appropriate for this study (Quratulain and Khan, 2015). The Herzberg theory was optimal in terms of improvement of performance and motivation, where data were obtained using the quantitative study design to address participants' responses based on their experiences in their organization.

### **Methodology**

The quantitative correlational design was used in this study to examine culturally diverse leadership and the impact it had on job satisfaction and turnover intent in finance organizations. Appropriate methods and design are essential in any study. This researcher selected the topic of the study, defined research questions and hypotheses, collected and analyzed data, analyzed relevant literature, and chose the methodology and design. This

researcher organized, maintained, and presented findings and conclusions. The research also aligned with the methodology as well as the design and reflected the study, the problem, and questions that supported the research (Santiago-Delefosse, et al., 2016).

### **Population**

Research population is defined by researchers as a collection of individuals that have similar characteristics with common binding characteristics or traits that connects to appropriate sample and response questions for the research (Chen, 2016). The population for this study were participants who were found using Facebook, LinkedIn, and Walden Participation Pool who worked in finance organizations. All participants were employees who worked in finance organizations, aged 18 and over. Another requirement was that all participants worked for 1 year or more in the companies who had insights regarding the organization and leadership. Gender was not contributing factor.

### **Sampling and Sampling Procedures**

Sample sizes must be practicable and allow adequate time for all phases during the survey process to be completed. According to Onifade (2015), low statistical power limits the researcher's ability in terms of discriminating between null and alternative hypotheses. In order to diagnose notable differences in the independent variables the statistical power should be 80 or 90 percent. Four items were needed to conduct the power analysis: they were a combination of the sample size, the significance threshold, the population variance of the effect, and the effect size. The sample size was the only item in the control of the researcher (Nuzzo, 2016). Also noted by Uprichard (2013), before conducting a study, researchers should obtain knowledge of the population.

The sample was constructed using people working in finance organizations that employed over 100 workers, who worked in the institution for more than one year, and was older than the age of 18. To obtain enough people who fit this criterion, snowball sampling was used through Facebook, LinkedIn, and the Walden Participant Pool. Saccetti and Timmerman (2016), mentioned that procedures to determine sample size when it came to multivariate techniques were scarce. For linear regression analysis, with multiple variables, several approaches existed. The Dunlap, et al., (2004) rule, was also included where the participants number was at least ten times the number of variables in the regression and Green's (1991), where at least 50 participants in addition to eight times the number of independent variables. Based on the results, the number needed for the regression analysis was determined.

A power analysis was a key part to conducting a research plan, but can be confusing for researchers (Hunt, 2012). Understanding and reporting the power analysis was important and Hunt (2012), explained this in his document with links supporting the literature. The effect size and the P-value were normally measured by using report in the study outcome. This was the result and if this effect were being sought, is between two classifications, the effect would be the contrast (Hunt, 2012).

This researcher conducted statistical power analysis using the G\*Power to identify how many people were needed for the study. The statistical power analysis that this researcher used for this study was completed with the G\*Power analysis that the researcher calculated. This researcher also used SPSS, which constituted to a post hoc power analysis based on the analysis of a secondary dataset that was already published

(Faul et al., 2009). An a priori power analysis was appropriate for this study, where  $\alpha=0.05$  and power (1 – error probability) = .80, while the effect size was set at a medium effect size,  $f^2=0.15$ . The (1 –) represented the beta error probability for the study and determined the probability of an incorrect null hypothesis (Faul et al., 2009). The sample sizes used for the analysis was  $N = 55$ . Refer to the appendix where this was calculated, which reflected complete data from the two-secondary hypothesis. Please reference screenshot in appendix F.

### **Procedures for Recruitment, Participation, and Data Collection**

The participants for this study consisted of workers in finance organizations with over 100 employees. The age range for these employees were 18 and over, with 1 year of service. Confidentiality of all participants was maintained. Neither their names nor specific location was used in the research material or in the report study findings.

An email was sent out to participants from the Walden Participant Pool, LinkedIn, and Facebook to friends and groups such as Society for Industrial and Organizational Psychology (SIOP), and National Society of Leadership and Success (NSLS). This researcher reached out to people in those groups that worked in finance organizations, and that met the criteria set for the study, with an introductory email that introduced the researcher, the research study, and the necessary instructions needed to retrieve the survey through Survey Monkey. This service provided online permitted the establishment of surveys, the gathering of responses, and the review of the data. The participants were assured of their confidentiality and their privacy in the email provided. The letter included the procedures for the consent, which informed them of their protection and the

rights to refuse if they decided not to participate. The consent form was attached to the survey and also included the contact form to contact the researcher for the study. There was a box to tick, which stated, "I consent," which served to verify the participants consent. The email indicated the reason of study, which assisted in understanding if culturally diverse leadership (Appendix D) in finance organizations had an impact on job satisfaction (Appendix A) and turnover intent (Appendix B).

The participants were asked to respond to a demographic questionnaire to determine their eligibility to complete the survey in the finance organizations. Screening questions contained their age, ethnicity, and gender (Appendix E). How they perceived diversity in terms of belief, how their status was perceived in the organization, how they creatively performed at work, how they performed among work groups, were important because it allowed the study to show the changes in different areas. The completion of the survey took approximately no more than 30 minutes. The consent and confidentiality form let the participants know the survey was anonymous and no known risks were associated with the research. Up to that point, if they still wished to withdraw from the survey, they were allowed to do so with an explanation. If at any point during the survey the participants wanted to stop completing the information, the researcher made sure the participant was aware this option was available. Once approved by Institutional Review Board (IRB), and the dissertation committees, the official survey request was sent with the link to all participants. They were given one month to complete the survey with a reminder email the second week. Notice of these communications can be found in Appendix D.

## **Data Collection**

Data for the research being conducted was obtained using Survey Monkey tool, with participants from Facebook, LinkedIn, and Walden Participant Pool, to answer questions based on their perception of culturally diverse leaders, job satisfaction, and intent to stay in the position based on their response. The sampling frame for this was done using participants in the finance organizations age 18 and over. By doing this power analysis, the sample size was generated based on individuals who worked in finance organizations with over 100 employees for one year or more (Green, & Salkind, 2011), experiencing a culturally diverse leadership. The strategy best fits this approach because it secured the participants. Snowball sampling is a technique often used to choose specific people that is known, in which they asked others to participate in the study. In addition, using the Herzberg (1968), theory is ideal, where data was obtained through quantitative study to unfold the participants' responses, based on their personal experience in the organization. The effects of these theories were shown.

For this quantitative research study, data collection was comprised of an online survey administration. Using online surveys allowed for the data analysis to be easier and more reliable (Khazaal et al., 2014). The survey online also permitted for space between the researcher and the participant to maintain anonymity, which allowed responses to be free and honest (Teitcher et al., 2015). No pilot study was conducted because the instruments used proved to be reliable and valid which appropriately tested the constructs (Mowday, et al., 1979; Schaufeli, et al., 2006; & Spector, 1985).

For this researcher, Survey Monkey was chosen because of the anonymity it provided. When the desired participants were sufficiently acquired, the data was used for analysis. Data collected is stored for a duration of 5 years, as required by Walden University. The data on this researcher's computer drive is protected with a password to guarantee privacy and confidentiality of the participants.

Data collection was not conducted until the researcher received approval from the Internal Review Board (IRB). The research and data collected was based on the above-mentioned strategy, using 55 people taken from LinkedIn, Facebook, and Walden Participant Pool, utilizing a link provided by Survey Monkey when the survey was created online. This link was included in the letter and emailed to individuals with the justification for the survey and proposed research explained. Participants clicked on the link provided for privacy and answered each question accordingly.

### **Data Analysis**

The data from Survey Monkey was gathered for the current study to transfer to SPSS, using linear regression analysis to interpret the data. Multiple linear regression was not used because only one independent variable was utilized. Anova was not appropriate because the survey was not looking for significant means on particular measures. The linear regression was the most appropriate one to study the relationship between the variables (Moinester & Gottfried, 2014). Measures for this data was selected as it permitted the investigator to research the prediction relationship of the independent variable on the dependent variables. According to Burkeholder et al., (2016), the measures used are valid in quantitative research behavioral science studies to examine

how variables are associated. Collection of the data from various scales and questionnaire was monitored for value and support of the study, and was interpreted and analyzed. For example, a study that was not completed was not included to ensure the validity of the study. Incomplete survey information was removed from the research because of missing data problems (Fowler, 2013). In this data collection, the standard deviation and the range of scores for each variable was calculated. Using the SPSS software version 25.0, linear regression was used to look at the relationship between the independent variable and the dependents variables. These variables, culturally diverse leadership and independent and job satisfaction and turnover intent, dependent, tested the hypotheses on the research questions. According to Allwood (2012), when an independent variable is not manipulated, the study transpired as non-experimental. The correlational between the variables measured were able to understand the significance level and the effect that influenced the relationship between the predictor variable and the criterion variable.

If a participant skipped a question during any of the survey analysis, the survey for that participant was not included, therefore, collecting more participants than the 55 needed, roughly about 100 was necessary to cover this researcher's study. To perform analysis for the data, SPSS software was used to run linear regression analysis. In using this, it was used to test three research hypotheses relating to culturally diverse leadership, job satisfaction and turnover intent. Studies that did not involve manipulation of a variable that was independent, lent itself to a manipulation to a non-experimental design which is appropriate (Hildon et al., 2012). The subsequent hypotheses were tested for statistical associations that was significant between job satisfaction and turnover intent.



A linear regression analysis was performed to examine the predictive nature of employees' job satisfaction and turnover intention (independent variables) on culturally diverse leadership (dependent variable). Pearson's correlational coefficient collection, the strength was measured along with the direction of the linear relationship between the two variables (Moinester & Gottfried, 2014). Whenever there was a normal distribution between variables, the Pearson's correlational coefficient is recommended (Mukaka, 2012). The assumptions were that they should be nonparametric; this is based on the level of the measurement, what the related pairs are, the absence of the outliers, the normality of the variables, the linearity, and the homoscedasticity (Hauke & Kossowski).

IBM SPSS Version 25.0 software was used to run the data analysis. The software was necessary to produce and analyze the statistics collected based on the questions for the dependent and the independent variables used in the research. With the SPSS software, it was used to translate the information provided with the data entry collection point that was non-numerical, translating the information into data that was used for the analysis of the statistics (Green & Salkind, 2011).

### **Instrumentation and Operationalization of Constructs**

For this study, the researcher used survey methods describing the population in addition to demographic questions for the investigation. Two instruments were used, the Job Satisfaction Survey (JSS) and Turnover Intention Scale (TIS). These instruments measured job satisfaction, JSS; turnover intent, TIS; and demographic questionnaire assisting with questions on culturally diverse leadership.

### **Demographic Survey**

This consisted of open-ended questions based on the participants current personal information. These included age, gender, educational background, years of service, and organization experience in the way perceived themselves (Green & Salkind, 2016). Green & Salkind (2016), mentioned that to measure central tendency of a variable that was specific, using the minimum, median, and maximum and the standard deviation, descriptive statistics were applied. This analysis was applied to summarize responses determining their frequency and the percent of the variables for the demographic. Using this demographic survey, which was web based, allowed for an environment that was user friendly, a more traditional method to operate, cost efficient, and faster way of administering the survey (Mutepfa & Tapera, 2018).

### **JSS**

Paul Spector's JSS was used to assess the employees on the jobs as well as the aspects of the job. This was a survey that consisted of 36 items and a 9-facet scale. Four items were assessed in each facet and the completed score from all items were computed. A summary of a rating scale format was used, and the six choices of the rating ranged from strongly disagree to strongly agree. The facets for the nine items are Pay, Promotion, Supervision, Fringe benefits, Contingent rewards based on performance, Operating procedures based on rules and required procedures, Coworkers, Nature of work and communication. This survey is applicable for all organizations and was perfect to use for the finance organizations that this researcher used for this study.

**TIS-6**

The TIS-6 instrument was used to measure the independent variable turnover intent. It was derived from the 15-item scale that was developed in 2004 by Dr. Gerdt Roodt and used to measure the employee turnover intentions (Bothma & Roodt, 2013). A shorter version was developed with only six of the TIS-15 items originally developed by Dr. Roodt to measure turnover intention. This researcher used TIS-6 in this study. This allowed the study to assess the participants intent to leave the finance organizations when the six items were measured on the 5-point Likert scale. Options were provided which ranged from 1, Never – Always with 5 as Highly Likely (Roodt, 2004). Some of the sample questions in the TIS-6 included: “How often do you dream about getting another job that will better suit your personal needs?” “How often do you look forward to another day at work?” (Bothma & Roodt, 2013, p. 4). Please reference Appendix B for permission that was received to use the TIS-6 with the questions returned. This instrument was acceptable and used in the community by many researchers to assess employees’ turnover intentions (Aladwan et al., 2013; Taboli, 2015; Yusoff et al., 2015). Mxenge et al. (2014). There were 30 scales developed and confirmed which is the reliability coefficient turnover intention scale (Roodt, 2004).

**SHRM Diversity Survey**

The SHRM Diversity Scale was used to measure culturally diverse leadership in finance organizations. SHRM is an organization that is global and believes in equality for employees (McCuiston et al., 2004). Diversity scales were used in organizations to measure metrics in relations to the workforce. Diversity also covered demographics

gender, ethnicity religion, gender, language spoken, age, marital status etc. (McCuiston et al., 2004). The scale was in regard to the current working conditions the employees face from leadership, if they have equal rights and opportunity as another employee. In this survey there were questions on how employees felt about the condition they work in (McCuiston, et al., 2004). The questions were based on a Likert Scale questions with answers varying from Strongly Disagree which is 1 to Strongly Agree which is 5. Participants indicated their reactions according to each statement based on their opinion by circling the best answer that applied to them on the questionnaire. “The leadership at the company encourages diversity.” “Management show that diversity is important through its actions.” “The company respects individuals and values their differences.” “At this company, employees appreciate others whose race/ethnicity is different from their own.” The Diversity Scale can be used in any organization to ensure there was no lack of imbalance within (McCuiston et al., 2004).

### **Research Method**

The quantitative research method, chosen in this study, and the linear regression analysis, clearly defined the outcome from the data that was collected to either confirm or reject the hypotheses in which the researcher collected and deduced (Wohlin & Aurum, 2015). In addition, quantitative research was used by the researcher in describing a topic that is empirically referencing statistics not used in qualitative research (Chu, 2015; Guetterman, 2015). Data collected from participants in this study were used in identifying the relationship between the predictor variables and the criterion variable, which were used, is built on statistical analysis. In a qualitative study, the researcher used interviews

and observations to collect their data, which was based on their experience or concerns (Wohlin & Aurum, 2015). This made what was interpreted more biased in their analysis and validity less reliable to prove (McCusker & Gunaydin, 2015).

### **Threats to Validity**

All the necessary measures were taken to ensure the value of the research and accuracy by researchers to establish the validity of the study. Major threats that were taken into consideration were the conclusion of the statistics, the reliability of measures and treatment, irrelevances in the experiment setting, and if the assumptions were violated (Button, et al., 2013). As noted by Drost (2011), some concerns that researchers had were based on several types of validity which included internal, external, and statistical. The validity of statistical value was based on conclusions that was drawn from the accuracy of the research and applicable on the relevant alpha levels and the statistical tools that the study needed (Cook and Campbell cited in Drost, 2011). With internal validity, it measured what needs to be measured, the aptness, and what is intended to be measured. Threats were crucial to a study and there were several internal ones. The threats that occurred to internal validity included the history of the study, maturation of the study, how the study is tested, the instrumentation, the regression, the selection, and the mortality. In this study, these threats were controlled. Each measure was taken to guarantee reliability in order to help future researchers duplicate the study.

External validity, however, referenced the magnitude where results were specified to further situations or populations (Campbell & Stanley, 1963; Drost, 2011). The

completion of this study was done using participants in finance organizations that employed 100 or more people that has been working there for over one year.

As mentioned by Creswell (2014), where possibility of threats to external validity were discussed through selection and testing, surveys used in a study with standard questions showed a better reflection of how the researcher viewed the study than that of the participants view. Moreover, the directions given to the participants were clear in their experiences with their answers being anonymous and confidential. Also, a threat to validity was data missing from the survey in which someone may not follow through because of an emergency or personal well-being. Obtaining a larger sample size enabled this researcher to resolve the issue for incomplete surveys that were received or someone that decided they no longer wanted to participate. Obtaining a larger number of participants is a security of confidence in the sample size for the representation of the survey results. Should there be random missing data, the data was able to be replaced.

### **Ethical Procedures**

Rivers and Lewis (2015), referred to the definition of research ethics as the guideline on how scientists perform their research. After approval was received from IRB this researcher reached out to the potential participants with an invite letter to participate through email. This study followed Walden University guidelines and attained approval from the institutional review board (IRB) before collecting the data in order to abstain from any violations that were unethical when participants were selected and completed the survey, thus, adhering to the highest level of research professionalism. Prior to the completion of any survey questionnaire, the participants from the financial organizations

gave consent by reading and signing the informed consent form for this research. Within this consent form, a description of the study along with the purpose, procedures, and research impacts was provided. The informed consent in which people were asked to review and sign, provided the description of what the study entailed as well as its purpose and the procedures. Risks and benefits were identified. The informed consent form had a disclosure statement reminding participants that their consent was voluntary. The link to Survey Monkey had an optional button for the participants to click yes if they would like to participate, acknowledging the terms of the informed consent, and the terms of the study. For confidentiality and privacy purposes for each participant in the finance organizations, no personal characteristics were used for participant identification. This avoided any link to anyone who participated in the survey.

Over the course of a year, the data collected remained in the Survey Monkey database. Thereafter, it will be deleted by the researcher following the legal guidelines from the Survey Monkey site. The data, however, will be stored for an additional five years, encrypted on a personal computer in which it will then be destroyed, which will be a total of six years. Should a technology breach occur, participants will be notified immediately. Invitation participation included the purpose of the research, the consent form containing the processes this researcher used to handle their confidentiality throughout, their anonymity, and their rights of the survey to withdraw at any time if needed without penalties. The letter also stated that there were no incentives, no specification, and no benefits involved. It also stated that they can decline the invitation as well. In the letter, there was a link with information to access Survey Monkey, the

consent form was visible on the Survey Monkey website. The requirement to participate was needed for the potential participant to continue the survey to certify agreement in understanding their benefits and their rights before continuing with the research (Montalvo & Larson, 2014). This ensured potential participants protection of any concerns that arose during the survey (Judkins-Cohn et al., 2014). Potential participants were provided with this researcher's direct contact information for any questions that arose. Their information will be kept confidential following the research for five years as per the Walden University Guideline.

The decisions were guided by certain rules and standards as in codes of conduct. Integrity was applied where the study was done according to honesty, sincerity, candor, responsibility, and trust (Tucker, et al., 1999). One's moral obligation was required when conducting research that involved human participation as a part of ethics (Babbie, 2017; Fisher, 2017). Reducing risks, unethical practices, and researchers' responsibilities when the study was conducted explained by the National Institutes of Health (2008). Concerns for these ethical behaviors served as a guideline in the appropriate steps and protocols where participants who volunteered for the study were protected. Using the instruments for the survey in gathering data strengthened confidentiality, allowing participants to remain anonymous. This precaution impacted the volunteers and allowed for responses to be answered more honestly than if these practices had not been implemented with the research (Babbie, 2017).



## **Participant Consent**

Participants in this study reviewed individual consent forms before the survey was completed. The form conveyed that research was voluntary and could be ended at any time if they had chosen to do so. This researcher included information on the nature of the study as well as an outline of their entitlement to privacy. There were no benefits that were affiliated with this study. There was a list of risks with an option in which each participant printed the form for their record. The participant's disclosure was highlighted with the agreement to complete the survey, which was proof of individuals consent to the conditions. Should the participant not agree with the condition, they had an option to exit the survey or email at any time, even after consent had been given to request their removal of their survey from the study. Those participants who agree to participate, had their data assessed in line with the research questions proposed.

## **Summary**

In this chapter, the presentation of the findings was discussed to determine the process of the research and how it was conducted. The research design and the rationale were presented to suffice this as well as the research questions. Chapter 3 also provided the phenomenon, the role as a researcher looking into the methodology for the research with the population, sampling noting validity, and ethical concerns. The data collection shown with the data condensation, was obtained with the analysis to provide the IRB for the process to implement this study further.

The purpose of Chapter 2 was to produce the framework where the research methodology addressed the relationship of the culturally diverse leaders on employee job

satisfaction and turnover intent in finance organizations. Chapter 2 discussed whether job satisfaction was an indicator of turnover intent because of leaders not being culturally diverse. In Chapter 4, the study conveyed the impact of culturally diverse leaders in organizations on job satisfaction and turnover intent. It discussed the conclusions and results of the study. The implementation of the study was translated into real-world strategies for change, and the time frame for data collection and recruitment responses. In Chapter 5, it discussed the final section of the study, findings of the need for how culturally diverse leaders affected or may not have affected job satisfaction and turnover intent in finance organizations. Chapter 5 detailed the interpretation and findings, limitations of the study, recommendations, and implications for social change.

## Chapter 4: Results

### Introduction

The purpose of this quantitative correlational study was to investigate the relationship between culturally diverse leadership and employees' job satisfaction and culturally diverse leadership as well as turnover intent in finance organizations. I proposed the following research questions and hypotheses:

*RQ1:* Is there a relationship between perceived culturally diverse leadership styles and employee job satisfaction in finance organizations?

*H<sub>01</sub>:* There is no relationship between perceived culturally diverse leadership styles and job satisfaction in finance organizations.

*H<sub>a1</sub>:* There is a significant relationship between perceived culturally diverse leadership styles and job satisfaction in finance organizations.

*RQ2:* Is there a relationship between perceived culturally diverse leadership styles and employee turnover intention in finance organizations?

*H<sub>02</sub>:* There is no relationship between perceived culturally diverse leadership styles and employee turnover intention in finance organizations.

*H<sub>a2</sub>:* There is a significant relationship between perceived culturally diverse leadership styles and employee turnover intention in finance organizations.

In this chapter, I discuss the data collection and the demographics sample. I also describe the results of the analysis, including assumptions tests that were conducted. I also reviewed whether hypotheses were not supported. Lastly, I summarize results in context in order to address the research questions.

### **Data Collection**

The study includes key information based on a survey questionnaire. In order to collect empirical data regarding independent and dependent variables, a cross-sectional survey was used. Data collection was done in two parts during a period of 7 weeks via SurveyMonkey. Surveys were made available to participants on November 16, 2020 for those met the criteria. By December 17, a total of 76 participants had responded. However, upon analysis, it was revealed 20 surveys were partially completed, bringing the total number of usable participants down to 56. Three of these sources were outliers, resulting in a total of 53 data sources. Because of this, the survey was reopened the following day on December 18 and closed on January 8, 2021 with a final total of 106 respondents. Data were collected from participants using the Walden Participant Pool, Facebook, and LinkedIn and snowball sampling to distribute surveys to generate enough participants. The final number of participants was 57, which was more than the 55 required per the G\*power analysis. This total number was determined after removing all outliers and incomplete surveys.

**Table 1***Frequency Counts for Demographic Variables*

Variable	Category	<i>n</i>	%
Age Category <sup>a</sup>	18-25	1	1.8
	26-35	21	36.8
	36-45	29	50.9
	46-55	6	10.5
Years with Company <sup>b</sup>	One year to less than two years	7	12.3
	Two years to less than five years	16	28.1
	Five years to less than ten years	15	26.3
	Ten years or more	19	33.3
Years in Current Position <sup>c</sup>	1-2 years	21	36.8
	3-4 years	14	24.6
	5-10 years	17	29.8
	10 years or more	5	8.8
Gender	Male	17	29.8
	Female	40	70.2
Highest Education	High School/GED	2	3.5
	Associate	7	12.3
	Bachelors	24	42.1
	Graduate	23	40.4
	Doctorate	1	1.8
Organizational Level	Not a manager or supervisor	26	45.6
	First-level supervisor	12	21.1
	Manager/supervisor higher than first level (including senior management positions)	19	33.3

*Note.* *N* = 57. <sup>a</sup>Age: *Mdn* = 40.50 years. <sup>b</sup>Years with Company: *Mdn* = 7.50 years. <sup>c</sup>Years in Position: *Mdn* = 3.5 years.

Table 1 displays frequency counts for demographic variables in the study. Age ranges the employees included the following categories: 18-25 years (1.8%) and 46-55 years (10.5%), with a median age of 40.50 years. Total number of years with the company ranged from 1-2 years (12.3%) to 10 years or more (33.3%) with a median level experience of 7.50 years. Years in current position ranged from 1-2 years (36.8%) to 10 years or more (8.8%) with a median value of 3.5 years. Most employees were female (70.2%) and held at least a bachelor's degree (42.1%) or graduate degree (40.4%). Almost half of respondents were not managers or supervisors (45.6%) with another 21.1% who were first-level supervisors or a manager/supervisor above the first level, which includes including senior management (33.3%; see Table 2).

**Table 2***Psychometric Characteristics for Aggregated Scale Scores (N = 101)*

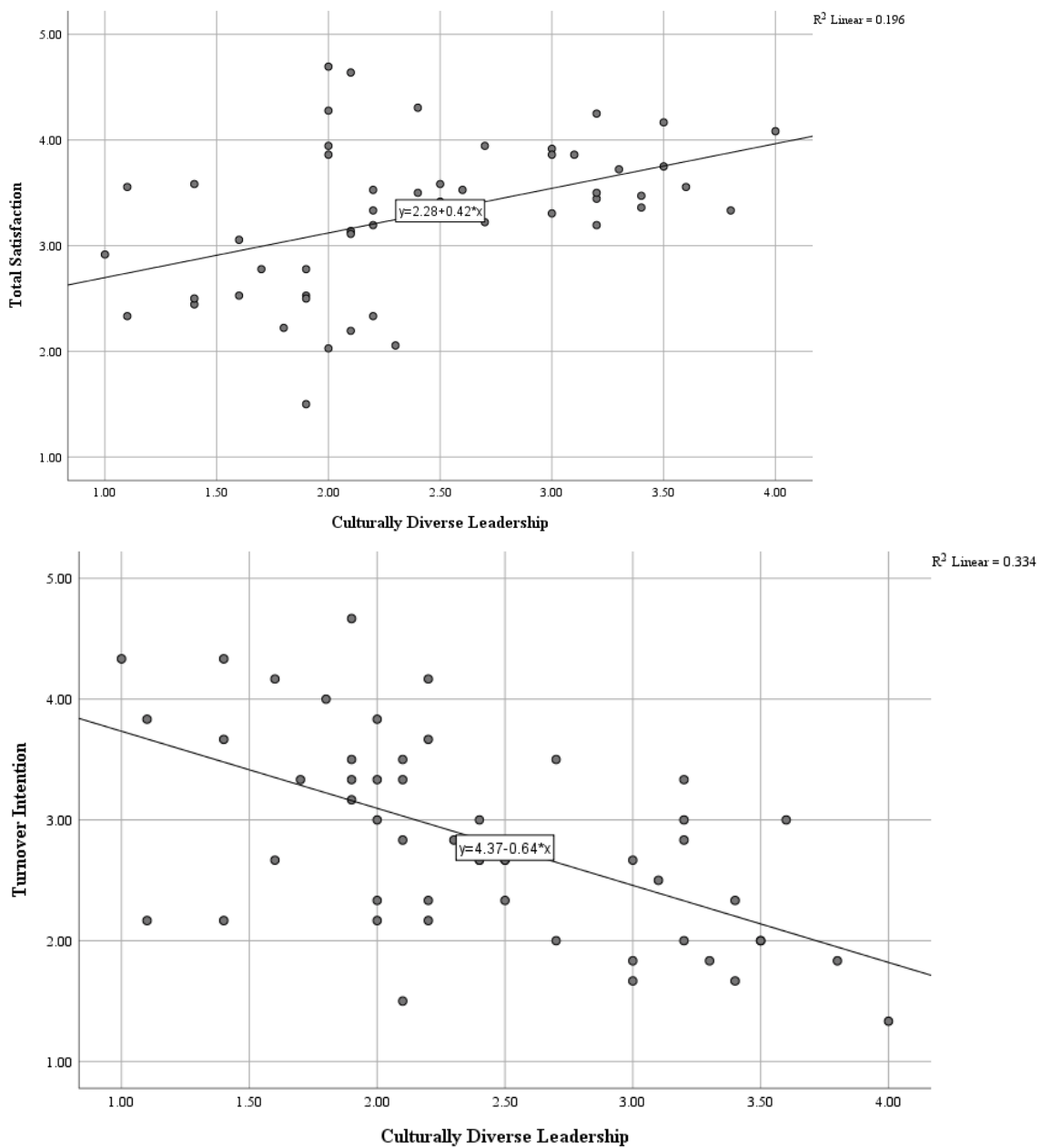
Scale Score	Items	<i>M</i>	<i>SD</i>	Low	High	$\alpha$
Total Satisfaction	36	3.46	0.47	2.44	4.39	.77
Culturally Diverse Leadership	10	2.65	0.82	1.00	4.60	.92
Turnover Intention	6	2.58	0.67	1.33	4.33	.65
Pay	4	4.10	1.15	1.75	6.00	.74
Promotion	4	4.32	0.93	2.00	6.00	.67
Supervision	4	2.93	0.96	1.00	4.75	.65
Fringe Benefits	4	3.47	1.06	1.50	6.00	.71
Contingent Rewards	4	3.80	1.00	1.75	6.00	.59
Operating Conditions	4	3.42	0.99	1.67	5.33	.32
Coworkers	4	3.14	0.88	1.00	5.00	.53
Nature of Work	4	2.51	0.86	1.00	4.75	.63
Communication	4	3.44	0.91	1.75	5.00	.44

*Note. N = 57*

Table 2 displays the psychometric characteristics for the twelve aggregated scale scores. The three primary Cronbach alpha coefficients were total satisfaction ( $\alpha = .77$ ), culturally diverse leadership ( $\alpha = .92$ ) and turnover intention ( $\alpha = .65$ ). The Cronbach alpha reliability coefficients for the nine job satisfaction subscales ranged from  $\alpha = .32$  to  $\alpha = .74$  with a median alpha of  $\alpha = .63$ . Several of the reliability coefficients were under the desired threshold ( $\alpha \geq .70$ ; as mentioned by Cho & Kim (2015) and the entire demographic variable were measured at the ordinal level. With that, a decision was made to use Spearman correlations instead of Pearson correlations (see Table 2).

**Figure 3**

*Scatterplots for Leadership with Total Satisfaction and Turnover Intention*





## Results

### Treatment and Intervention Fidelity

As mentioned in Chapter 3, variables were measured accordingly. According to Laerd (2021), there are four statistical assumptions for Pearson correlations:

1. Variables should be measured at the interval or ratio level.
2. Linear relationship between the two variables.
3. No significant outliers.
4. All variables are approximately normally distributed.

As shown in Table 2, the Cronbach alpha reliability coefficient for the criterion variable (turnover intention) was  $\alpha = .65$  which is below the desired reliability standard of  $\alpha \geq .70$  (Cho & Kim, 2015). With that, the turnover intention variable was considered to be measured at the ordinal level. Therefore, a decision was made to use Spearman correlations instead of Pearson correlations.

According to the Laerd Statistics website (Laerd, 2021), there are three statistical assumptions for Spearman correlations:

1. The variables are measured at an ordinal, interval, or ratio level.
2. These variables are paired observations for each respondent.
3. There is a monotonic relationship between the two variables.

The first two assumptions, Assumption 1 (at least ordinal level measurement) and Assumption 2 (paired observations) were met by the design of this study. Assumption 3 (monotonic relationship between the two variables) was met based on the inspection of the scatterplots between the primary variables (see Figure 1).

**Table 3***Spearman Intercorrelations among the Primary Scale Scores*

Scale Scores	1	2	3
1. Total Satisfaction	1.00		
2. Culturally Diverse Leadership	.47	1.00	
3. Turnover Intention	-.46	-.51	1.00

*Note.*  $N = 57$ . All correlations were significant at the  $p < .001$  level.

Table 4 displays the Spearman correlations between the satisfaction scores with leadership and turnover. Performing Spearman's correlation found that there was significant correlation between the satisfaction scores with leadership and turnover. Of the ten correlations between satisfaction and leadership, five were significant at the  $p < .05$  level. Specifically, higher scores for leadership were related to higher scores for promotion ( $r_s = .47, p < .001$ ), supervision ( $r_s = .39, p = .003$ ), nature of work ( $r_s = .41, p = .002$ ), communication ( $r_s = .55, p < .001$ ), and total satisfaction ( $r_s = .47, p < .001$ ). Of the ten correlations between satisfaction and turnover intention, six were significant at the  $p < .05$  level. Specifically, higher scores for turnover intention were related to lower scores for supervision ( $r_s = -.42, p = .001$ ), contingent rewards ( $r_s = -.27, p = .04$ ), operating conditions ( $r_s = -.38, p = .004$ ), nature of work ( $r_s = -.36, p = .006$ ), communication ( $r_s = -.51, p < .001$ ), and total satisfaction ( $r_s = -.46, p < .001$ ) (see table 4).

**Table 4***Spearman Correlations Between Satisfaction Scores with Leadership and Turnover**Scales*

Variable	Leadership	Turnover
Pay	.05	-.09
Promotion	.47 ****	-.24
Supervision	.39 ***	-.42 ***
Fringe Benefits	-.18	.17
Contingent Rewards	.24	-.27 *
Operating Conditions	.17	-.38 ***
Coworkers	.23	-.13
Nature of Work	.41 ***	-.36 **
Communication	.55 ****	-.51 ****
Total Satisfaction	.47 ****	-.46 ****

*Note.*  $N = 57$ .  $p < .05$ . \*\*  $p < .01$ . \*\*\*  $p < .005$ . \*\*\*\*  $p < .001$ .

Table 5 displays the Spearman correlations between the demographic variables with the primary scale scores: total satisfaction, leadership, and turnover. Additional correlations were found between the demographic variables with the primary scale scores: total satisfaction, leadership, and turnover. None of the correlations for the six demographic variables with satisfaction or leadership were significant at the  $p < .05$  level. Of the six correlations between the demographic variables and turnover intention, one was significant. Specifically, higher scores for turnover were related to being an older employee ( $r_s = .30, p = .02$ ) (see table 5, also reference appendix G).

**Table 5**

*Spearman Correlations Between Demographic Variables with Primary Scale Scores*

Variable	Satisfaction	Leadership	Turnover
Age	.09	-.19	.30 *
Years with Organization	-.03	-.21	.18
Years in Current Position	.02	-.11	.00
Gender	.12	.10	-.08
Highest Education	-.06	-.08	.13
Organizational Level	.14	.25	.05

Note.  $N = 57$ .

\*  $p < .05$ . \*\*  $p < .01$ . \*\*\*  $p < .005$ . \*\*\*\*  $p < .001$ .

### Summary

The purpose of this quantitative correlational study was to investigate the relationship between culturally diverse leadership and employees' job satisfaction as well as turnover intent in finance organizations. This study involved a sample of 57 employees of financial organizations. Hypothesis 1 (leadership and job satisfaction) was supported

(see Table 3). Hypothesis 2 (leadership and turnover intention) was supported (see Table 3). In Chapter 5, these findings will be compared to the literature, conclusions and implications will be drawn, and a series of recommendations will be suggested.

## Chapter 5: Discussion, Conclusions, and Recommendations

### **Introduction**

The purpose of this quantitative correlational study was to examine the relationship between culturally diverse leadership and employees' job satisfaction as well as employee turnover intent in finance organizations. The independent variable was culturally diverse leadership, and the dependent variables were job satisfaction and turnover intent. The study was conducted to determine the relationship between perceived culturally diverse leadership styles and employee job satisfaction in finance organizations, as well as employee turnover in finance organizations through collection and analysis of numerical data. Instruments used were the JSS, TIS, and SHRM Diversity Scale. Findings of the study revealed frequency counts for demographic variables (see Table 1), psychometric characteristics for the 12 scale scores (see Table 2), scatterplots to demonstrate monotonic relationships between primary variables (see Figure 3), and relevant Spearman correlations (see Table 3). Based on additional findings, Spearman correlations between each of the nine job satisfaction subscales and leadership and turnover intention scores were also shown (see Table 3). Spearman correlations between the six demographic variables and three primary scale scores for total satisfaction, leadership, and turnover intentions were also displayed (see Table 3).

Based on correlations between culturally diverse leadership and job satisfaction, job satisfaction had a significant relationship between leaders and employees. The study also revealed a statistically significant relationship between culturally diverse leadership and employee turnover intent in finance organizations. Additionally, having culturally

diverse leadership in finance organizations works more effectively when assisting employees with their daily work duties. Chapter 5 includes interpretations of results, an analysis of research limitations, recommendations for future research, and implications for social change.

### **Interpretation of Findings**

In this section, reliability of variables and testing of assumptions are discussed. Two research questions were articulated in the research. For RQ1, findings indicated a statistically significant correlational relationship between culturally diverse leadership in finance organizations and job satisfaction. Results for RQ2 indicated a statistically significant correlational relationship between culturally diverse leadership in finance organizations and turnover intent. For both research questions, findings signified those employees were more satisfied in their jobs based on the levels of culturally diverse leadership. The items that were used to determine an impact on the results were based on the participants years in the company, their age, their current position, the gender of the person and their education in the organization. Results of the findings showed that employees are less likely to leave jobs based on culturally diverse leadership, thus decreasing turnover intent in finance organizations. The findings also indicated that the hypothesis tested on those items supported leadership and turnover intent. The happier employees are with culturally diverse leadership, the less likely turnover occurs.

### **Theoretical Findings**

Study findings were based on a sample size of 57 participants of employees found in finance organizations. Participants needed to be at least 18 years of age; the median

age was 45. The number of years the participant should have been with the organization was 1 year or more; the median length of employment for participants was 7.50 years.

Findings from this study supported Herzberg's (1959) motivational theory hygiene theory. According to Herzberg (1959), when job satisfaction factors are increased, employee turnover is decreased. When leadership is culturally diverse, they are more likely to be aware of employee satisfaction, ensuring the disbursement of necessary incentives, such as promotions and fair treatment. This helps decrease turnover intentions, which is consistent what this researcher found.

Factors affecting job satisfaction significantly reduced turnover intent (Stamolampros et al., 2019). Chin (2018), said when culturally diverse leadership promoted employees, turnover intent decreased. The findings identified that employees who experienced enough motivators in the organization, such as personal growth, and hygiene factors such as job security and salary, were more satisfied with their jobs and less likely to leave the organization. Rafiq, Khan also supported these study's findings, and Batool (2018), Jabeen et al., (2018), Saif & Adnan, (2019), and Hur & Perry (2019), also found culturally diverse leaders who factored employee job security significantly related job satisfaction, thus decreasing turnover intent.

### **Effects of Culturally Diverse Leadership, Job Satisfaction, and Turnover Intent in the Workplace**

RQ1 was intended to determine a correlation between culturally diverse leadership and job satisfaction in finance organizations. The results for the first research question showed there was a statistically significant correlational relationship between



culturally diverse leadership and job satisfaction. The findings presented were consistent with the empirical research found during the review of literature within these areas (Alonderiene & Majauskaite, 2016; Eva et al., 2019). The findings confirmed that culturally diverse leaders contributed to employee job satisfaction in finance organizations. The findings were also in accord with empirical research (Barnett, 2018; Hijazi, 2017). Employees that worked for a culturally diverse leader, who used typically various tactics to reach everyone, like charisma, intellectual stimulation, motivation, helped in eliciting reactions that are positive from employees and promoted needs that are higher for job satisfaction (Shah et al., 2017). The knowledge that culturally diverse leaders have reflected on an employee's overall positive attitude fostered job satisfaction (Shah et al., 2017).

The second research question intended to examine if there was a correlation between culturally diverse leadership and turnover intent in finance organizations. The second research question resulted in showed that employees in organizations leave because they are not happy on the job and are not supported.

The results showed that when the employees were unhappy, they are more likely to quit, or their performance had the possibility of decreasing (Babalola, et al., 2016). Job satisfaction was needed and should be more prominent in an environment with stability, where leadership understood each individual employee. Culturally diverse leaders who were effective with their employees and cared about each need and that of the organization, which led to less turnover intent (Babalola, et. al, 2016). The combination of culturally diverse leaders who showed concern for their employee and the needs of the

organization were more likely to experience organizational growth and effectiveness (Collini, et. al, 2015; Katisikea, et. al, 2015).

### **Turnover and Culturally Diverse Leadership**

RQ1 is intended to determine a correlation between culturally diverse leadership and job satisfaction in finance organizations. The results for the first research question showed that there was a significant correlational relationship between culturally diverse leadership and job satisfaction. The finding presented were consistent with empirical research (Alonderiene & Majauskaite, 2016; Eva et al., 2019). The findings confirmed that culturally diverse leaders contributed to employee job satisfaction in finance organizations. The findings are also in accord with empirical research (Barnett, 2018; Hijazi, 2017); employees who experienced a culturally diverse leader, one who used various tactics to reach each individual, like charisma and intellectual stimulation, would help in eliciting positive reactions and promote the employee's needs necessary for higher job satisfaction (Shah et al., 2017). The awareness that culturally diverse leaders reflected on an employee's overall positive attitude helps foster job satisfaction in finance organizations (Shah et al., 2017).

The second research question was intended to examine if there was a correlation between culturally diverse leadership and turnover intent in finance organizations. The second research question results showed significantly those employees in organizations left because they are not happy on the job and are not supported. The results showed that when the employees were not happy, they were more likely to quit, or their workplace performance would decrease (Babalola, et al., 2016). Job satisfaction was needed and

became more pronounced in an environment with stability, where leadership understands individual employees. Culturally diverse leaders who were effective with employees cared about each need and the organization, leading to less turnover intent (Babalola, et al., 2016). With culturally diverse leadership, the organizations' growth and effectiveness increased (Collini, et al., 2015; Katisikea, et al., 2015).

### **Importance of Job Satisfaction and Culturally Diverse Leadership**

The research findings have shown culturally diverse leadership was important in finance organizations because employees who leave the organization take crucial information. The data also showed that dissatisfied employees also leave based on leaders that do not take the time out for their employees and paid more attention to employees of preference instead of everyone equally (Hom, et al., 2017). The study's finding showed that increased job satisfaction reduced bad experiences employees face on the job, as noted with Herzberg's research (1959). Engagement between the culturally diverse leadership and the employees were essential for productivity, performance, and the welfare on the job, both for intrinsic and extrinsic job satisfaction (Alagaraja & Shuck, 2015). Findings showed that when one is satisfied with their work, enthusiasm and engagement were noted from the employee as well (Memon, et al., 2016). Strong employee engagement also helped to retain workers in organizations, and morale was affected positively (Lu, et al, 2016). Diverse leadership fosters employees who feel engaged and secure in the work environment, providing them with a sense of belonging and fulfillment (Kumar & Pansari, 2016). The positive correlation of this research

showed that if employees were satisfied with culturally diverse leadership, there was significant job satisfaction.

In the case of this research, the null was rejected, and the alternate was accepted. If there is high culturally diverse leadership on the job, turnover is lower, whereas low culturally diverse leadership on the job caused an increase in turnover. The null is rejected, the alternate is accepted which supported both hypotheses. The study results confirmed that financial organizations who suffered from disengaged employees created a financial burden on the corporation (Aslam, et al., 2018). It was shown in the results of their study that culturally diverse leaders are at an advantage to influence their employee's beliefs on ethics and standard behaviors (Bonner, et al., 2016). Throughout the results, when the employee is not fulfilled with leadership decisions, they feel a sense of exclusion, which lead to an increased absenteeism on the job (Valentin, et. al, 2015). The leaders who do not recognize different cultures did not relate to employees, thus the unfavorable effect is evident in organizations' success (Chandani, et al., 2016). The results concluded that when one is not satisfied on the job, this dissatisfaction might tarnish the environment, causing more damage to the organization if neglected by leadership (Cheang & Appelbaum, 2015). When each employee has a unique skill to offer to the organization, culturally diverse leadership must learn how to utilize these skills and ensure the most qualified person is filling the role (Özer, et al., 2017).

### **Employee Experience**

As yielded in the results, culturally diverse leaders should offer their employees an ideal environment that promotes a detailed legacy that assesses contribution from

within (Silvius, et al., 2017). By outlining a detailed legacy, culturally diverse leaders can acknowledge employees through communication, trust, and motivation that led to job satisfaction and a decrease in turnover intent in finance organizations. (Martens & Carvalho, 2017). The way in which the research described job satisfaction and how employees normally feel, i.e., their level of contentment with coherence and consistency from the culturally diverse leaders, was shown in the analysis to be true. This collaborates with what van Scheers & Botha, (2014) noted in their research. Other studies showed cultural leaders in institutions influenced job satisfaction creating a deep impact on employees (Habib, et al., 2014; Belias & Koustelios, 2014). Culturally diverse leadership in finance organizations were shown in the study to play an important role on job satisfaction and turnover intent.

### **Limitations of the Study**

The interpretations of the study mentioned previously were limited based on the sampling procedures that were used. The snowball sampling strategy implemented may not represent that of the world's population. However, the sample was distributed to finance organizations with respondents ages 18 and above, with the sample size meeting the G\*Power needed for the study. Implementing these measures strengthened the confidence in the potential representation of the populations and the validation of the findings. Although some participants withdrew from the survey, the overall population represented specific details that applied to them.

Using the SPSS to run the analysis for the data collected from the participants on social media utilizing survey monkey, drove the research. The sampling procedure used

reduced impact in the selection where bias is concerned and the participants' risk. The risk was disclosed in the notice of consent email that was written to protect the anonymity of the participants. Therefore, based on the convenience of the homogeneous sample concerning the sociodemographic factors of interest, the employees that worked in finance organizations could be sampled anonymously without fear of retribution (Jager, et al., 2017). As mentioned above, the findings were based on the Laerd Statistics website (Laerd, 2021), of the three statistical assumptions for Spearman correlations: the ordinal, interval, or ratio level, each was paired observations for respondents. A monotonic relationship was found between two of the variables.

The first two assumptions, in which assumption one was measured at an ordinal level and assumption two, paired observations, were met by the study's design. However, assumption three was a monotonic relationship between both variables, which was met based on recognizing the pattern of the scatterplots between the primary variables.

Additional potential limitations in regards to this research was that the study focused primarily on employees who worked in finance organizations and may not be applicable to all types of workers. As the subscale showed, of the ten subscales, between satisfaction and leadership, five were significant at the  $p < .05$  level. The participants that took the survey were self-reported based on individuals' experience and each maturity level, with concerns and data collection leading to common variance. The surveys from the participants showed that the higher scores for leadership were related to higher scores for promotion, which likely brought up the percentage. This shows the same for a supervision and the nature of the work, communication, which resulted in the overall

satisfaction. Of the ten correlations between satisfaction and turnover intent, six were significant and showed that higher scores for turnover intention were related to lower scores for supervision. The study findings resulted in participants that showed contingent rewards, operating conditions, nature of work, and communication were enough to lower turnover intention in organizations. Given that these variables were assessed from each participants' perspective without the consideration of other sources assessment, the results could be inflated because results were based on organizations which is finance and not for other industries.

Other important limitations could be the age category, maturity of individuals perception, the years an individual was in the organization and the satisfaction received during their tenure, i.e., the years spent in one position, or whether the individual is being promoted in a timely manner. In other cases, it can be gender based. In accordance with the finance company's standard, leadership would prefer the promotion of one gender to another. The drawback of correlation studies is that it could detect measures of association which may not determine the direction of causality between the variables and the understudy. Employees need opportunities in finance organizations as shown in the study, where most participants did not necessarily regard pay as much of an issue. This may be a reason they do not care about the money but may lack free time. However, to workers in a fast-food environment, the pay may be a significant factor. While workers in different pay grades may find this compelling, they may need more work-life balance instead of paying other workers in other groups with different intrinsic motivators.

## **Recommendations**

The topic presented is very enlightening and relevant to today's life for awareness. There are always areas where recommendations can be generated from the findings in a study to continue research. As noted in Chapter 2, factors that identified job satisfaction included salary, fringe benefits, job security, and working conditions (Herzberg et al., 1959). When job security is not evident for the employees, their work, security, job aspects, and job responsibilities are affected by job satisfaction (Johari and Yahya, 2016), which is also similar to Herzberg, (1986). The findings in this study recognized that if an employee is not satisfied with having a relationship with a culturally diverse leadership, it could lead to a turnover intent in the finance organizations.

Furthermore, being that this study was only for finance organizations; the direction of this affiliation cannot be accurately predicted. Research based within industries outside of finance are necessary to fully note the generalizability of this researcher's information. As previously mentioned, millions of dollars are lost in workers not wanting to be in finance organization, thus causing them to tardy, absent, and wanting to leave (Alagaraja & Shuck, 2015). Since this research looked only at employees in finance organizations, future research should focus on any other industries: for example, healthcare, manufacturing industries, and the service industries, incorporating workers in different roles or their levels of pay etc. Working in the finance industry may have different perks of satisfaction versus others in those industries not research in this study. For financial organizations, they may have different needs for job satisfaction causing turnover intent, than that of someone who works in one of those industries mentioned



above. Different individuals may also be a different motivator based on need and perception of the impact of culturally diverse leadership. However, with the communication and understanding individuals in the finance industry, the same can be communicated to employees in other industries, this can also be improved upon by addressing the chosen industry's policies, their vision, mission, and values (Cloutier et al., 2015). Future research could incorporate how much a person makes; that is a worker that makes less salary versus one that makes more income given that this was not included in this.

Based on the results of this study, future research should focus on the development of leadership and their approach to employees based on cultural diversity. Based on the comparison (see Table 4), all nine sub-scales of satisfaction, the more culturally diverse the leadership, the more satisfaction the employees' record. The factors that are not significant for employees are pay, fringe benefits, contingent rewards, operating conditions, or coworkers. The participant's main concern and most significant factors focused on promotion, supervision, nature of work, and communication. When employees are happy with culturally diverse leaders, they are likely to be more satisfied, and increase the possibility of staying with the financial organization. However, based on the 9 subscales for turnover intent on leadership, focus shown for significant factors were on supervision, operating conditions, communication, and a smaller concern on nature of work, and even smaller on contingent rewards. Employees were concerned about pay, promotion, fringe benefits, and coworkers. Overall, when the participants were happy with culturally diverse leaders, the less likely they were to leave. As this researcher

pointed out in Chapter 2, creating an environment that is positive for all employees must be ideal in organizations because leaders are their best representative with detailed analysis and assessment from employees that can be contributed within (Silvius, et al., 2017).

As suggested earlier, an employee in finance can be satisfied with their pay but, according to the U.S. Bureau of Labor Statistics (2019), finance organization workers make an average of \$90,000/year. Culturally diverse leadership is important based on how the employee receives a promotion, the company's communication, what they do for the organization, and their direct supervisor. In the following industries, service, healthcare and manufacturing: service workers make an average of \$30,262 annually, healthcare workers make an average of \$55,628 annually, and manufacturing workers make an average of \$28,199 annually according to the Bureau of Labor Statistics (2019). Based on the numbers, these workers may need more pay, which may not allow them to be as happy as someone in finance that does not care about pay. In other industries, the same principle applies, based on the nature of work, co-worker relationships are as essential as the culturally diverse leader and operating conditions. Other researchers should study these issues to see if the results are parallel to this research.

### **Implications**

Recommendations for future research related to culturally diverse leadership, which focused on employees' job satisfaction, and employees' turnover intentions, should now concentrate on other industries to conduct another study. The target sample size for the study was 55 participants based on the G\*Power 3.1, but the study was done using 57.

Although the results were favorable for the study, this study did not focus on other industries, which may yield different results than those might see things differently from those who currently work for finance organizations. This additional research should address how satisfied the employees are on the job in all aspects of Herzberg's motivational and hygiene theory and the environment they work in. In addressing why good leadership resulted in high satisfaction and low turnover, the study filled this gap in the reviewed literature (Tepper et al., 2018), creating the extent to find only one significant variation. Older people in finance organizations are more likely to leave, while younger people are more likely to stay. The results showed that if employees were satisfied with culturally diverse leadership, there was a significant job satisfaction based on the positive correlation. Therefore, researchers may use the results from this study to better understand how culturally diverse leaders related to people in other industries and based on the comparison with leadership subscales if they would affect those industries.

### **Positive Social change**

The prospective impact on social change taken from this study was shown to be positive. The results indicated that if the culturally diverse leadership maintained a stress-free environment, the employees had more job satisfaction. This research indicated that with the support of culturally diverse leaders, high satisfaction was received with lower turnover. Subsequently, when there is less turnover, there is an advantage for the organization to stay competitive where the employee is concerned. Different areas suffice for workers in various ways. Based on the 9 subscales in Herzberg's theory, 5 scales were

given higher consideration than the others, where implications concerning these should be taken into consideration, based on the situation of the employee.

Employees are struggling with leaders that are not influential on a daily basis in finance organizations. The study found that they do not care about their pay but instead would prefer a great supervisor who communicates well with each employee and works under better operating conditions. One way in which a supervisor can show concern for employees is by listening. For example, if an employee starts at a salary of \$90,000 per year and struggles with a mental workload in the environment, the employer can advise the individual to take a mental health day as an incentive instead. Leadership varies from one individual to another, but all leaders should strive to understand their employee's background and culture within the finance organization. Adopting various leadership styles helps in various situations and. The leader can only do this if they understand the employee's culture and background.

Findings of this study could inspire leaderships' action, behaviors, needs and desires (Herzberg, 1959). Leaders should be able to focus on an individuals' need that sustained, directed, energized, or stopped a behavior that was specific to needs explaining job satisfaction, reward systems, and behavior (Moon, et al., 2017). Applying these needs may be effective for positive social change. Relevancy of the findings should increase job satisfaction, therefore, bringing a positive social change for finance organizations. Also, extending these results to other industries based on likeness of cultures is a possibility. This research should inspire other researchers to conduct studies that also have positive effect on social change, such as leaders in other industries are encouraged in their

decision making and developing culturally diverse leadership skills to manage their organizations. Leaders can set goals for employees, reinforce these goals, and ensure the expectancy is encouraged which is best used for employee job satisfaction (Cook & Artino, 2016).

### **Theoretical Implications**

The purpose of the study was to investigate the relationship between culturally diverse leadership and employees' job satisfaction and culturally diverse leadership and employee turnover intent in finance organizations. Herzberg (1959), noted identifying the needs of individuals and attempting to satisfy them through leadership. Maslow (1943), also showed that once an individual achieved lower-level needs satisfaction, the outcome on their behavior diminished (Maslow, 1943). The study addressed this with both hypotheses being supported, determining that good culturally diverse leaders resulted in high employee satisfaction. The study can contribute to the leader's knowledge by proposing a cultural leadership approach to learn about various cultures and diversity, effectively communicating to all employees equally. Findings in the study suggested that by leaders being culturally diverse can cause employee job satisfaction, reducing turnover intent (Jin, et al., 2018). These practices bring shared assumptions, values, and beliefs that are expressed within, thus holding the organization together. This further leads to common goals and values for the benefit of the organization to accomplish their mission (Jin, et al., 2018).

Herzberg's (1959) two factor theory also mentioned factors to measure ways in which individuals are motivated in the organizations. Based on this research, theoretical

knowledge of leadership in finance organizations, should effectively maintain culturally diverse leaders to improve job satisfaction, thus increasing productivity and performance. The leadership approach of being culturally diverse is significant especially in today's society because of determinant factors of organizational success in the satisfaction of employees. Results from this study could be incorporated in curriculums for training. If leadership can cultivate leaders to be culturally diverse, such training can be adequate in planning and the implementation of goals in the organization and design of the leadership endeavors.

Human Resources may also apply results from the study to account for the motivation of employees, given that there is a significant positive correlation between job satisfaction and culturally diverse leadership in finance organizations. The higher the culturally diverse leadership, the lower the turnover. The reverse is also true for the organization based on the data provided. Both hypotheses were supported: culturally diverse leaders resulted in high satisfaction and low turnover.

### **Practice**

The findings of this study should give rise to methodical thinking such that leadership may adopt a new approach to various organizations. Leaders in various industries may propose an effective approach where job satisfaction can be improved. Results for the study showed where culturally diverse leadership can understand each need of the employee and work to communicate accordingly to improve when needed. This study suggests that HR personnel and recruiters should seek to recruit and retain workers in finance roles and focus their efforts on providing benefits that relates to a

significant area and do further research to see why the other areas were not relevant. Instead of giving a five percent pay raise, maybe they can re-evaluate other areas for incentives for example, increased PTO time or work from home opportunities. Some employees may have a preference of vacation time than financial gain. In some organizations, recruiters may match vacation with hours worked.

Leadership can reconsider and implement what is best for employees and execute as a system change for job satisfaction by reconsidering their benefits package. In attempting to recruit new hires, leaders might offer more time off, which would be more tempting to employees than cash. The results of this study may serve a source of guidance that provides leaders with awareness to understanding various conditions that will assist in the improvement of employee job satisfaction. Thus, the choices made by leadership should impact employee job satisfaction in finance organizations, this is by actively learning about cultural diversity, increasing job satisfaction. According to the findings, positive leadership styles decreased employee turnover which is in line with research provided by Pradhan & Pradhan (2015).

By understanding one's culture and the relations of their background, an overall satisfaction rate is reported with workers being more productive (Tse & Chiu, 2014). When leadership communicates and remains available to listen, there will be inclusion where decisions are made within the organization, attributing to great satisfaction (Breevart et al., 2014). The findings showed that when leaders manage a financial organization that is diverse in employees, it plays a major role for all employees involved (Bond & Haynes, 2014). Leaders that embrace culture in organizations are most likely to

have an increase in productivity (Mizzi, 2017). Attitudes and biases are normally less because culturally diverse leaders are able to effectively handle co-workers, preventing less attitude in the workplace (Webster, et al., 2016). Being a leader that is culturally diverse, will assist with negligence of low engagement with employees, low job satisfaction and low turnover intent in finance organizations (Mahoney & Kor, 2015).

### **Conclusion**

The purpose of this quantitative correlational study was to investigate the relationship between culturally diverse leadership and employees' job satisfaction in addition to culturally diverse leadership and employee turnover intent in finance organizations. The study aimed to understand the relationship between culturally diverse leadership employees' job satisfaction and turnover intent in finance organizations. To guide this study, Herzberg's (1959) theoretical framework was the cornerstone of applicable theory. Data collection through Survey Monkey, in addition to respondents on Facebook, LinkedIn, and Walden Participants Pool, where the sources participants were found to complete the survey. The analysis for research was intended to answer the two research questions that guided the study. The results of the Spearman analysis confirmed there was a statistically significant relationship between perceived culturally diverse leadership and employee job satisfaction in finance organizations. The results also showed there was a significant relationship between perceived culturally diverse leadership and employee turnover intent in finance organizations. Finally, the results indicated that of the nine correlations between satisfaction and leadership, five were significant. When the scores were higher for leadership, this showed a correlation to



higher scores for promotion, supervision, nature of work, communication, and total satisfaction. Of the ten correlations between satisfaction and turnover intention, six were significant. The higher score for turnover intentions, yielded lower scores for supervision, contingent rewards, operating conditions, nature of work, communication, and total satisfaction. Other recommendations included the need to involve employees from different industries using the same approach.

The results created in this study serve as a baseline that provides an empirical basis for future research on the impact of culturally diverse leadership in various industries on job satisfaction and turnover intentions in finance organizations. This study may be useful for Human Resources and organizational development training affecting leadership styles as other areas are studied. From an empirical perspective, with leadership adjusting their style according to various cultures of employees they lead, how they communicate and understand cultural differences would ultimately provide a better work environment for the organization. The study promotes a culturally diverse leadership approach that leaders can employ when various situations arise. This should be based on employee perception; how they comprehend conditions based on their culture and diversity. In contrast, a situation can have different meanings based on culture. Coping and communicating well can bring about a better relationship and great job satisfaction for all, avoiding various pressures that leaders and employees face in finance organizations.

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## Appendix A: Job Satisfaction Survey

<b>JOB SATISFACTION SURVEY</b> Paul E. Spector Department of Psychology University of South Florida <small>Copyright Paul E. Spector 1994, All rights reserved.</small>		
PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT.		Disagree very much Disagree moderately Disagree slightly Agree slightly Agree moderately Agree very much
1	I feel I am being paid a fair amount for the work I do.	1 2 3 4 5 6
2	There is really too little chance for promotion on my job.	1 2 3 4 5 6
3	My supervisor is quite competent in doing his/her job.	1 2 3 4 5 6
4	I am not satisfied with the benefits I receive.	1 2 3 4 5 6
5	When I do a good job, I receive the recognition for it that I should receive.	1 2 3 4 5 6
6	Many of our rules and procedures make doing a good job difficult.	1 2 3 4 5 6
7	I like the people I work with.	1 2 3 4 5 6
8	I sometimes feel my job is meaningless.	1 2 3 4 5 6
9	Communications seem good within this organization.	1 2 3 4 5 6
10	Raises are too few and far between.	1 2 3 4 5 6
11	Those who do well on the job stand a fair chance of being promoted.	1 2 3 4 5 6
12	My supervisor is unfair to me.	1 2 3 4 5 6
13	The benefits we receive are as good as most other organizations offer.	1 2 3 4 5 6
14	I do not feel that the work I do is appreciated.	1 2 3 4 5 6
15	My efforts to do a good job are seldom blocked by red tape.	1 2 3 4 5 6
16	I find I have to work harder at my job because of the incompetence of people I work with.	1 2 3 4 5 6
17	I like doing the things I do at work.	1 2 3 4 5 6
18	The goals of this organization are not clear to me.	1 2 3 4 5 6

	PLEASE CIRCLE THE ONE NUMBER FOR EACH QUESTION THAT COMES CLOSEST TO REFLECTING YOUR OPINION ABOUT IT. Copyright Paul E. Spector 1994, All rights reserved.	Disagree very much	Disagree moderately	Disagree slightly	Agree slightly	Agree moderately	Agree very much
19	I feel unappreciated by the organization when I think about what they pay me.	1	2	3	4	5	6
20	People get ahead as fast here as they do in other places.	1	2	3	4	5	6
21	My supervisor shows too little interest in the feelings of subordinates.	1	2	3	4	5	6
22	The benefit package we have is equitable.	1	2	3	4	5	6
23	There are few rewards for those who work here.	1	2	3	4	5	6
24	I have too much to do at work.	1	2	3	4	5	6
25	I enjoy my coworkers.	1	2	3	4	5	6
26	I often feel that I do not know what is going on with the organization.	1	2	3	4	5	6
27	I feel a sense of pride in doing my job.	1	2	3	4	5	6
28	I feel satisfied with my chances for salary increases.	1	2	3	4	5	6
29	There are benefits we do not have which we should have.	1	2	3	4	5	6
30	I like my supervisor.	1	2	3	4	5	6
31	I have too much paperwork.	1	2	3	4	5	6
32	I don't feel my efforts are rewarded the way they should be.	1	2	3	4	5	6
33	I am satisfied with my chances for promotion.	1	2	3	4	5	6
34	There is too much bickering and fighting at work.	1	2	3	4	5	6
35	My job is enjoyable.	1	2	3	4	5	6
36	Work assignments are not fully explained.	1	2	3	4	5	6

### Appendix B: Roodt's TIS-6

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The following section aims to ascertain the extent to which you intend to stay at the organization. Please read each question and indicate your response using the scale provided for each question:

DURING THE PAST 9 MONTHS...

1	How often have you considered leaving your job?	Never	1-----2----- 3-----4----- 5	Always
2	How satisfying is your job in fulfilling your personal needs?	Very satisfying	1-----2----- 3-----4----- 5	Totally dissatisfying
3	How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?	Never	1-----2----- 3-----4----- 5	Always
4	How often do you dream about getting another job that will better suit your personal needs?	Never	1-----2----- 3-----4----- 5	Always
5	How likely are you to accept another job at the same compensation level should it be offered to you?	Highly Unlikely	1-----2----- 3-----4----- 5	Highly likely
6	How often do you look forward to another day at work?	Always	1-----2----- 3-----4----- 5	Never

## Appendix D: Email Invitation

Hello:

My name is Yashica Bailey and I am a student at The Walden University in Minnesota. This study is being conducted to fulfill my dissertation requirement for my Ph.D. in Industrial and Organizational Psychology. I am asking permission to participate in a research study entitled, "The Impact of Culturally Diverse Leadership in Finance Organizations on Job Satisfaction and Turnover Intent." The purpose of this study is to identify how the treatment of employees, based on culturally diverse leadership, impacts job satisfaction and turnover intent in finance organizations. This study seeks to understand cultural differences based on ethnicity and the necessity for leaders to learn, which should not be ignored considering the current business climate. These ethnic and cultural differences need to be examined to understand how the concept and use of culture are treated in the business world to improve performance among workers with diverse backgrounds.

Please note that I am looking for employees in finance organization with over 100 employees or more, with participants over 18 years of age. This is in leadership and subordinate roles that is employed in the company for over one year or more. If you do not meet this criterion, you will not be able to participate in the study. If you decide to participate, you will be asked to respond to questions regarding a) diversity and promotion in the workplace, b) how the organization respects individuals' values, c) how you perceive your status in the organization and d) demographic information including your age and gender. The survey should take no more than 30 minutes to complete. This

is an anonymous survey and the data will be kept confidential. The only person who has direct access to the information is the researcher and associates involved with the statistical analysis. If you wish to discontinue the survey, you will be able to do so at any time without further explanation. If you would like to participate, please click on the following link:

<https://www.surveymonkey.com/r/BZBD9VP>

If you have any questions or concerns regarding this study and would like to talk to someone other than the researcher, you are encouraged to contact the University's Research Participant Advocate, IRB administrator at the Walden University Institutional Review Board. I would highly appreciate if you could share this email with those who meet the criteria for the survey. Thank you so much for your consideration.

Yashica Bailey/Doctoral Candidate



## Appendix E: Demographic Questionnaire

Please read the following questions and answer how they relate to you.

At the time of survey, how old are you?

- a) 18-25
- b) 26-35
- c) 35-45
- d) 45 -55
- e) 55 and over

What is your gender?

- a) Male
- b) Female

What is the highest level of education completed?

- a) Less than high school
- b) High School/GED
- c) Associate
- d) Bachelors
- e) Graduate
- f) Doctorate

How long have you been with the company?

- a) Less than 1 year
- b) 1-2 years
- c) 3-4 years

- d) 5-10 years
- e) 10 or more years

How long have you been in your current position?

- a) Less than 1 year
- b) 1-2 years
- c) 3-4 years
- d) 5-10
- e) 10 years or more

## Appendix F: G\*Power Analysis

[3] -- *Thursday, January 16, 2020 -- 23:09:12*

**F tests** – Linear multiple regression: Fixed model,  $R^2$  increase

**Analysis:** A priori: Compute required sample size

<b>Input:</b>	Effect size $f^2$	= 0.15
	$\alpha$ err prob	= 0.05
	Power ( $1-\beta$ err prob)	= 0.80
	Number of tested predictors	= 1
	Total number of predictors	= 5
<b>Output:</b>	Noncentrality parameter $\lambda$	= 8.2500000
	Critical F	= 4.0383926
	Numerator df	= 1
	Denominator df	= 49
	Total sample size	= 55
	Actual power	= 0.8038932

## Appendix G: SPSS Analysis

**Descriptive Statistics**

	N	Minimum	Maximum	Mean	Std. Deviation
scale10 Total Satisfaction	57	2.44	4.39	3.4596	.47304
scale11 Culturally Diverse Leadership	57	1.00	4.60	2.6474	.81572
scale12 Turnover Intention	57	1.33	4.33	2.5848	.67121
scale1 Pay	57	1.75	6.00	4.0965	1.15414
scale2 Promotion	57	2.00	6.00	4.3202	.93393
scale3 Supervision	57	1.00	4.75	2.9342	.95726
scale4 Fringe Benefits	57	1.50	6.00	3.4693	1.06389
scale5 Contingent Rewards	57	1.75	6.00	3.8026	.99635
scale6 Operating Conditions	57	1.67	5.33	3.4152	.98859
scale7 Coworkers	57	1.00	5.00	3.1360	.87891
scale8 Nature of Work	57	1.00	4.75	2.5088	.85561
scale9 Communication	57	1.75	5.00	3.4430	.90512
Valid N (listwise)	57				

### Item Statistics

	Mean	Std. Deviation	N
s1r	2.8947	1.48425	57
s2r	3.1053	1.45999	57
s3 My supervisor is quite competent in doing his/her job.	4.1930	1.38149	57
s4r	3.7193	1.53244	57
s5 When I do a good job, I receive the recognition for it that I should receive.	3.2982	1.47557	57
s6r	3.5439	1.19628	57
s7 I like the people I work with.	4.2982	1.17966	57
s8r	4.0351	1.52321	57
s9 Communications seem good within this organization.	2.9474	1.52855	57
s10r	2.7544	1.57299	57
s11 Those who do well on the job stand a fair chance of being promoted.	2.6667	1.34075	57

## Inter-Item Correlation Matrix

	s22 The benefit package we have is equitable.	s23r	s24r	s25 I enjoy my coworkers.	s26r	s27 I feel a sense of pride in doing my job.	s28 I feel satisfied with my chances for salary increases.
s20 People get ahead as fast here as they do in other places.	.071	.366	-.075	-.183	.110	-.094	.162
s21r	-.065	.012	.376	-.012	.138	.100	.217
s22 The benefit package we have is equitable.	1.000	.203	-.334	.052	-.048	-.033	.234
s23r	.203	1.000	-.064	-.229	.287	-.195	.199
s24r	-.334	-.064	1.000	.015	.244	.095	.002
s25 I enjoy my coworkers.	.052	-.229	.015	1.000	-.106	.264	.237
s26r	-.048	.287	.244	-.106	1.000	.140	.268
s27 I feel a sense of pride in doing my job.	-.033	-.195	.095	.264	.140	1.000	.141
s28 I feel satisfied with my chances for salary increases.	.234	.199	.002	.237	.268	.141	1.000
s29r	.481	.366	-.053	-.073	.223	-.027	.113
s30 I like my supervisor.	-.281	-.229	.219	.236	.040	.348	.246
s31r	-.075	.036	.451	-.116	.366	-.017	-.002
s32r	-.084	.182	.373	-.253	.149	-.284	.108
s33 I am satisfied with my chances for promotion.	.214	.194	-.107	.009	.190	-.091	.408
s34r	.094	-.092	-.053	.298	-.055	.107	.278
s35 My job is enjoyable.	-.146	-.149	.166	-.046	.196	.397	.208
s36r	-.015	-.059	.275	-.009	.314	.049	-.044

### Reliability Statistics

Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.916	.917	10

### Item Statistics

	Mean	Std. Deviation	N
d1 How strongly does your organization promote workplace Diversity and Inclusion in your view?	2.4561	1.07022	57
d2 The company respects individuals and values their differences.	2.4561	1.00125	57
d3 Management show that diversity is important through its actions.	2.7018	1.08504	57
d4 The leadership at the company encourages diversity.	2.7368	1.21782	57

### Item Statistics

	Mean	Std. Deviation	N
d5 At this company, employees appreciate others whose race/ethnicity is different from their own.	2.5439	.96492	57
d6 How strongly would you say they assess the task of changing recruitment, employee development, promotion, retention and evaluation practices in your organization to increase representation of traditionally disadvantage employee groups	2.8596	1.04264	57
d7 How strongly is your organization in meeting its medium-term goals for diversity and inclusion	2.7368	.99151	57
d8 How strongly does your organization's top management represent the general population?	3.0351	1.28125	57
d9 How strongly does your organization value the ways of working?	2.3860	1.03085	57
d10 How strongly does your organization monitor legislative developments that could affect workplace diversity practices?	2.5614	1.06934	57



## Inter-Item Correlation Matrix

	d1 How strongly does your organization promote workplace Diversity and Inclusion in your view?	d2 The company respects individuals and values their differences.	d3 Management show that diversity is important through its actions.	d4 The leadership at the company encourages diversity.	d5 At this company, employees appreciate others whose race/ethnicity is different from their own.	d6 How strongly would you say they assess the task of changing recruitment, employee development, promotion, retention and evaluation practices in your organization to increase representation of traditionally disadvantage employee groups
d1 How strongly does your organization promote workplace Diversity and Inclusion in your view?	1.000	.669	.673	.683	.464	.330
d2 The company respects individuals and values their differences.	.669	1.000	.801	.701	.607	.353
d3 Management show that diversity is important through its actions.	.673	.801	1.000	.818	.652	.420
d4 The leadership at the company encourages diversity.	.683	.701	.818	1.000	.580	.378

## Correlations

			scale10 Total Satisfaction	scale11 Culturally Diverse Leadership	scale12 Turnover Intention
Spearman's rho	scale10 Total Satisfaction	Correlation Coefficient	1.000	.474**	-.462**
		Sig. (2-tailed)	.	.000	.000
		N	57	57	57
	scale11 Culturally Diverse Leadership	Correlation Coefficient	.474**	1.000	-.511**
		Sig. (2-tailed)	.000	.	.000
		N	57	57	57
	scale12 Turnover Intention	Correlation Coefficient	-.462**	-.511**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	57	57	57

\*\* . Correlation is significant at the 0.01 level (2-tailed).

## Correlations

			scale11 Culturally Diverse Leadership	scale12 Turnover Intention
Spearman's rho	scale1 Pay	Correlation Coefficient	.053	-.085
		Sig. (2-tailed)	.698	.532
		N	57	57
	scale2 Promotion	Correlation Coefficient	.469**	-.235
		Sig. (2-tailed)	.000	.078
		N	57	57
	scale3 Supervision	Correlation Coefficient	.392**	-.422**
		Sig. (2-tailed)	.003	.001
		N	57	57
	scale4 Fringe Benefits	Correlation Coefficient	-.175	.169
		Sig. (2-tailed)	.193	.209
		N	57	57
	scale5 Contingent Rewards	Correlation Coefficient	.242	-.270*
		Sig. (2-tailed)	.069	.043
		N	57	57
	scale6 Operating Conditions	Correlation Coefficient	.165	-.377**
		Sig. (2-tailed)	.221	.004
		N	57	57
	scale7 Coworkers	Correlation Coefficient	.227	-.133
		Sig. (2-tailed)	.089	.325
		N	57	57
	scale8 Nature of Work	Correlation Coefficient	.409**	-.363**
		Sig. (2-tailed)	.002	.006
		N	57	57
	scale9 Communication	Correlation Coefficient	.550**	-.514**
		Sig. (2-tailed)	.000	.000
		N	57	57
scale10 Total Satisfaction	Correlation Coefficient	.474**	-.462**	
	Sig. (2-tailed)	.000	.000	
	N	57	57	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

\* . Correlation is significant at the 0.05 level (2-tailed).

## Correlations

			scale10 Total Satisfaction	scale11 Culturally Diverse Leadership	scale12 Turnover Intention
Spearman's rho	q0002 What is your age?	Correlation Coefficient	.093	-.191	.301*
		Sig. (2-tailed)	.490	.155	.023
		N	57	57	57
	q0003 How long have you worked for the company?	Correlation Coefficient	-.031	-.214	.178
		Sig. (2-tailed)	.821	.110	.186
		N	57	57	57
	q0004 How long have you been in your current position?	Correlation Coefficient	.022	-.108	.002
		Sig. (2-tailed)	.872	.423	.991
		N	57	57	57
	q0005 What is your gender?	Correlation Coefficient	.122	.099	-.083
		Sig. (2-tailed)	.364	.463	.539
		N	57	57	57
	q0006 What is the highest level of education completed?	Correlation Coefficient	-.061	-.081	.127
		Sig. (2-tailed)	.654	.547	.346
		N	57	57	57
	q0007 Which of the following best describes your role in the organization?	Correlation Coefficient	.141	.245	.047
		Sig. (2-tailed)	.297	.066	.726
		N	57	57	57

\*. Correlation is significant at the 0.05 level (2-tailed).