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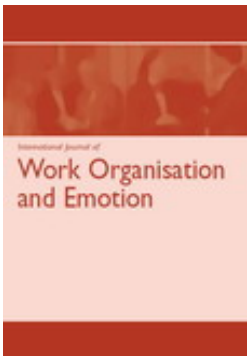

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A conceptualisation of a framework for the determinants of team diversity on team performance

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Abstract: In an interdependent work setup, unity and team coordination among team members result in an effective team performance. The present study proposes a conceptual framework of diversified teamwork climate with cultural diversity, personality diversity, colloquialism diversity, and religious diversity and their influence on team performance. The role of leader-member and member-member exchange relationships are considered as the mediating variables and perceived organisational support as a moderating variable. The questionnaire items for the constructs of proposed framework are developed. The framework is synchronised with the supporting management theories. Understanding intercultural dynamics in an organisation helps team leaders to navigate cultural complexity and foster cooperation with team members which leads to minimise the production line downtime with quality work culture. The present study helps the team leader in dealing with the disputed circumstances to understand better to know which of the teams' characteristics influence the team performance.

Keywords: colloquialism diversity; religion diversity; multi-cultural team performance; workforce diversity.

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Biographical notes: Mariam Bhatti is an experienced and accomplished Doctor of Philosophy with a strong record of research and publication. Her career history includes various academic and industrial roles such as an editorial proofreader, reviewer, assistant to professors, research assistant, lecturer/program coordinator, assistant accountant/accounts payable, assistant manager, lecturer, and finance coordinator. She has worked in institutions such as Taylor's University Lakeside Campus, Imperial University, Y.S Securities, Sapphire Fibers Ltd, Punjab College of Commerce, Cherat Cement PVT Ltd, Pakistan Finance College, and United Bank Ltd. She holds a Doctor of Philosophy in Business Management from Taylor's University and has publications and certifications in her field.

This paper is a revised and expanded version of a paper entitled 'Team diversity influencing team performance with Leader-member and team-member as mediators and perceived organization support as moderator' presented at 3rd Business, Law and Management BLM3 – 2022 International Conference, Taylors University, Malaysia, 12 November 2022.

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1 Introduction

With expanding globalisation and relocation, managing diversity at the workplace is becoming more important. There is a wide concession to the need to effectively manage team diversity in organisations and to distinguish advantages and disadvantages for different managers included (Bell et al., 2018). Studies depicted that more than 50 years ago, there has been a growing trend to utilise teams in organisations for the accomplishment of tasks. In this regard, organisations frame a team of experts based on their business model. This has been practiced not only in multi-national companies but also in domestic business ventures. Thus, by adopting a team utilisation trend, the executives of the organisations also promote teamwork. To attain high performance, the composition of the team requires to be the right combination of individuals (Bell et al., 2018). It is evident from previous literature that the configuration of team members traits has an impact on teamwork (Bell et al., 2018). Moreover, the layout of the team shapes the teamwork which eventually helps them in achieving the organisation's objectives.

At present, the global economy is dynamic and competitive especially in Pakistan, skilful and effective teams are essential for growth and development. However, performance management supervisors are trying their level best to make their team completely trained and skilful. For this purpose, every employee's skill matrix analysis has been made to get to know how skilful the employee is and what other skills needed to be learned. Whereas recent study on the effectiveness of the organisation through workforce performance in Pakistan conducted by Ahmad and Manzoor (2017) find out that there is a direct and significant positive relationship between team performance and the effectiveness of the organisation along with the diversity at the workplace (Saleem Qazi, 2017). The Pakistan textile sector is a huge contributor to its industrial exports, even though this sector experienced rise and fall but somehow manage to sustain itself through its teamwork by giving them support to faith in themselves own self (Memon and Qayyum, 2020). Furthermore, the paper also stated that the contract between EU and Pakistan and with Korea in future is a great opportunity for Pakistan and it is only possible through potential employees.

2 Research gaps

The interdependent work environment in the textile sector necessitates diversity in terms of culture, personality, colloquialism, and religion. As a result, textile industries are confronting high expectations from their stakeholders and customers as the economy recovers gradually from the current downturn after the severe drop in revenue due to pandemic (Hutomo et al., 2020). Previous studies have investigated the impact of diversity on organisational performance and not on team performance. In addition, the findings and results are based on the individual dimensions on organisational/team performance on a marginal account and not on the holistic approach with all the predictor dimensions on team performance. As a result, many research scholars have stated that additional research is needed to generalise team diversity in organisations on team performance (Yadav and Lenka, 2020).

3 Team performance

The idea of teamwork is developed by management which has been famous for over 50 years. Therefore, teams are generally acknowledged as an essential part of the structure of organisational work (Mathieu et al., 2014). The scholars have recognised the teams under four types such as work teams, parallel teams, project teams and management teams. In this regard scholars defined that work teams are interdependent and responsible to produce goods and provide services and it has a prior set schedule for every day, members of this team are permanent, stable, and well-defined (Mathieu et al., 2017). Such teams can be found in the manufacturing and service industry such as the apparel industry and audit teams, parallel teams pull together individuals from various work units or occupations to perform tasks that the standard organisation is not prepared to perform well (Harush et al., 2018). Project teams are time-restricted, they produce one-time output, such as advertised by the organisation, another data framework, or another plant and management teams arrange and give guidance to the sub-units under their area, along the side incorporating related sub-units crosswise over key business forms (Mathieu et al., 2017). One member must pass on the product after completing his work and then the next member does his work on the product, all members of the team are responsible for the quality of the product and quantity of the final output (Harush et al., 2018). Teamwork denotes the group which works interdependently to achieve common goals. Therefore, to achieve common goals the elements of a performance play a vital role in interdependent work, elements of performance are underpinned such as performance effectiveness, behaviour, and attitudinal outcome (Harush et al., 2018). For clarity, these elements will be described next in greater detail while highlighting how researchers found the relevance of these concepts in the organisational environment through various studies.

4 Literature review for hypotheses development

4.1 Cultural diversity on team performance

Previous studies have some contradictions in the research of cultural diversity and team performance. However, some studies stated that cultural diversity within the team has positive effects on team performance whereas, others stated that it harms team performance, and some studies underpinned no impact on team performance. Past studies underpinned that cultural diversity within the team can help in improving team performance (Wong et al., 2017). The notion of cultural diversity can improve team performance supported by 'information-process theory' which stated that people from different cultures bring diverse perspectives their intelligence towards culture and the unity solve problems (Hajro et al., 2017). In line with it, a study underpinned that even a small amount of diversity in any team can make its function better and enhance member's ability to make decisions (Bouncken et al., 2016). Social identity and self-categorisation theory stated that individuals make a group with those who are like them (Trepte and Loy, 2017). It is also considered that low performance of the team does not mean that the reason is cultural diversity it might be because of the environment where the performance of the team is affecting. There is a substantial body of research investigating the effects of team cultural diversity on team performance (Wong et al., 2017). Furthermore, Hajro

et al. (2017) argued on the positive influence of diversity when team members exchange their perspective and knowledge insight. Diversified employees created an environment of multi-cultural dynamism in various organisations. There is a substantial study conducted by Ang et al. (2007) and Michalisin et al. (2004) using seven-point Likert scale, its questionnaire is also used for the present study, to measure the intelligence and unity of culture unfold that in the diverse work environment cultural intelligence and unity is more directly relevant to team performance. The conclusion of the study implies that age, gender, and racial diversity received attention in diversity management studies, while other types of diversity received less attention (Yadav and Lenka, 2020). As expected, a high level of cultural fit resulted in more promotions, favourable performance evaluations, greater incentives, and fewer involuntary departures, according to Corritore et al. (2020). The study concluded that cultural diversity has been positively linked with the outcome of the team performance since it has the potential to facilitate in adjusting and overcome adaptation problems (Ott and Michailova, 2018). Thus, the above-mentioned discussions lead to:

H1 Cultural diversity has a positive influence on team performance.

4.2 Colloquialism diversity on team performance

The performance has been strongly linked underpinned colloquialism as one of the major elements for the performance. Whereas, colloquial is considered a sign to identify different cultures an individual belongs to Pekerti et al. (2017). Linguistic and competencies cannot assume as same, but both have a significant impact on performance (Gabel-Shemueli et al., 2019). The study has found that subgroups made based on language fluently affect the development and implementation of rules rigidly in case of greater language inequality (Wong et al., 2017). However, negative, or positive effects on performance are not always evident, researchers have recognised it such as distortion, blockage, and filtration (Gabel-Shemueli et al., 2019). However, in certain situations, individuals got the power and opportunities to control the flow of communication due to colloquial proficiency. It can be a barrier when two different nationals communicate, but it also needs to be decoded when similar language use within and between the groups (Pekerti et al., 2017). According to Xie (2020), the impact of colloquialism diversity on strategy grows as managers' awareness of the dialect environment grows, but weaker if the company is state-owned. This study reveals the strategic relationship between colloquialism culture and business performance, gives empirical evidence and adds to the literature for the traditional notion of culture influencing strategy, and has implications for corporate strategic management techniques. The information or knowledge transfer through communication can be stressed or misinterpreted if colloquial is not encoded and decoded. In this regard, Presbitero and Teng-Calleja (2019) questionnaire has been used to measure colloquialism. A study conducted by Lauring and Klitmøller (2017) presented that there is no doubt that diversity leads to performance but only when colloquialism is managed successfully. Therefore, in the light of the arguments, the following hypothesis is formulated:

H2 Colloquialism diversity has a negative influence on team performance.

4.3 Religion diversity on team performance

Whereas the set of behaviour has been noticed in those who have certain religious beliefs and similarly it affects their behaviour positively at work (Jiménez et al., 2019). Moreover, the way of communication and interaction and even certain behaviour is acceptable or not, majorly depends upon the religion. Whereas religious diversity within the country is a significant predictor of employee's behaviour towards work for performance (Jiménez et al., 2019). However, past studies have been conducted on the influence of religion at the workplace (Chen, 2018) such as Homan (2017) research have shown a positive relationship between religion and behaviour outcome. Moreover, Richardson and Rammal (2018) stated that the religious belief aligns thoughts towards performance with honest work and make the relationship strong at the workplace. Wong et al. (2017) stated that diversity of religion positively influences team effectiveness, it helps in shaping the team and its function. Conversely, Harush et al. (2018) found from the study that the employee's perception of religious discrimination at the workplace negatively affects their attitudinal and behavioural outcome. Concerning religious diversity concerning team performance, Jiménez et al. (2019) found that there are subsections of religion that have a significant mixed influence on performance. Moreover, literature exhibits that the subsections of religion are often hard to absorb by the employee's therefore in many organisations it is prohibited to discuss each other religion beliefs (Wong et al., 2017). Similarly, time, style, basic beliefs, religious conditions have been seen as the reason for conflict between employees that lead to negatively affecting their behaviour, attitude, and performance effectiveness (Wong et al., 2017). Whereas religion diversity under one country has received less attention by the academicians and in the context of the organisation (Jiménez et al., 2019). The findings of the study provide a fresh viewpoint on religious identity in the workplace, emphasising the essential links between religious identity and work behaviour and organisational outcomes. They point out the innovative ways to support religious identity in the workplace while avoiding potential problems (Héliot et al., 2020). King and Williamson (2005) illustrated the question items to measure this construct which are used in the present study. In the light of the above-mentioned discussions, the study hypothesised the following:

H3 Religion diversity has a positive influence on team performance.

4.4 Personality diversity on team performance

Scholars have argued that job satisfaction and performance of team members are affected by various factors such as personality traits. Previous literature has depicted that personality traits play a vital role in the job satisfaction and performance of the team members (Barelli et al., 2018). However, the famous five-factor model has been studied previously to evaluate personality impact (Barelli et al., 2018). Whereas literature has depicted the positive connection between personality traits and performance, scholars have less focused on the impact of personality traits among diverse workforce (Harush et al., 2018). The study underpinned that the role of personality traits supports the adjustment of a diverse workforce (Barelli et al., 2018). Whereas it is important to understand which trait of personality plays an important role in the diverse work environment. The elements of personality traits emotional intelligence, self-efficacy, and

neuroticism are considered as a significantly important role in the satisfaction and performance of the job (Barelli et al., 2018). Yang and Hwang (2014) depicted that self-efficacy and emotional intelligence positively influence team performance (Yang and Hwang, 2014). Hence, for the collective performance of the team, personality trait is considered as the foundation element because it makes the environment workable for diverse team members (Harush et al., 2018). The findings unfold that personality traits have a beneficial impact on supervisory conduct. Employees showed a greater impact of personality traits on performance outcome (Alam et al., 2020). Furthermore, the results have been seen mixed about personality traits and performance. So that, Froese and Peltokorpi (2011) question items are used for undergoing study to measure the impact. On the other hand, scholars claimed that emotional intelligence, self-efficacy, and neuroticism are necessary for team performance (Smith et al., 2018). Based on the above discussion, the suggested hypothesis is:

H4 Personality diversity has a positive influence on team performance.

4.5 LMX on team performance

Leader-member exchange (LMX) is described by Malek Abdul Malek and Bakar (2020) as the quality of the LMX relationship. However, leaders who have made high-quality LMX among their members are considered by great level of mutual trust, respect, honesty, and commitment among their relationship (Xanthos and Walker, 2017). Whereas for group engagement it is expected the group and its supervisory authorities play an important role in creating and maintaining the positive identity of the members, members of the team more often interact with their managers or supervisors and know their equal level of treatment, which foster members to create and maintain the high quality of LMX (Xanthos and Walker, 2017). Therefore, a greater level of LMX can progress through the interaction of an ethical leader among members of the team. Moreover, as per role theory, successive exchanges where leader assigned tasks to the members and members in return perform those tasks, such process progress through casual discussions among leaders and followers (Malek Abdul Malek and Bakar, 2020). Whereas, when the expectation of both the party from the role is converged and tasks have been met it leads to developing high-quality relationships (Malek Abdul Malek and Bakar, 2020). The findings of this study contribute to the growing literature that seeks to extend LMX theory from the individual to the group level. They suggest that when team members are actively involved in the peer mentoring network in a team, they use the support provided through their relationship with the immediate leader more efficiently (Kim et al., 2021). Consequently, a leader's behaviour is expected to influence the follower's role clarification, which defines the LMX progress (Xanthos and Walker, 2017). Furthermore, the behaviour of power-sharing of the leader's comprising engagement of subordinates in the process of decision making, permitting them a voice, and facilitate them with individualised support, which may benefit for the development of LMX quality (Martin et al., 2018). Liden and Maslyn (1998) questionnaire items are considered to measure this construct. The study proposes the following hypothesis:

H5 LMX relationship has a positive influence on team performance.

4.6 Member-member exchange on team performance

Member-member exchange refers to the perception held by an individual about the quality of working relationships among team members at the workplace (Al Hosani et al., 2018). However, this study proposed that the reciprocal relationships mediate between diversified climate and team performance in the same way that the LMX has shown an increase in job satisfaction in previous studies (Homan, 2017). As per theoretical explanation, reciprocal relationship quality as the whole within team (Harush et al., 2018) team performance is viewed as a more important outcome of member-member exchange quality. Therefore, employees who have higher member-member exchange should be considered as better performers. In this regard, Seers et al. (1995) questionnaire is choosing to measure with 0.87 Cronbach alpha. However, interaction among team members significantly influences individual and team performance. A parallel relationship among team members at work is very important and urgent to understand (Dierdorff et al., 2011). Moreover, member-member exchange indicates the process of role relationship among member-member, including the member who not only shares ideas, his willingness to respond to other colleagues but also held some information, help, and recognised within other members of the team (Harush et al., 2018). However, academicians attracted towards this concept of member-member exchange so much, after it is proposed, due to two main reasons first member-member exchange elevate extensive understanding of the working relationship among team members secondly, the team is considered as highly concerned in both practical and academic area too (Chen, 2018). A person's perception of himself or herself as a group member and the function he or she performs. This pertains to a small group, which covers relationships between members and teams, and a large group, which explains the relationship between the leader and the members (Al-Tit, 2020). However, the strength of reciprocal relationships is dependent upon the quality of member-member exchange (Dierdorff et al., 2011). Thus, the process of interacting, mutual assistance, and information exchange among team members play a vital role in achieving innovative results (Chen, 2018). Based on the above arguments, the study hypothesised that:

H6 Member-member exchange relationship has a positive influence on team performance.

4.7 Mediating role of LMX

In an organisation for a positive working environment, it is believed that the positive mindset plays a vital role to enhance performance (Chen, 2018). In line with it, research in management studies have attracted the investigation of behaviours such as LMX, perceived organisation behaviours, learning from each other and their impact on diverse team performance in the organisation setup (Harush et al., 2018). Whereas the quality of the relationship between team leader and subordinate can be articulated through the notion of LMXs. Though the quality of exchange relationships is labelled by comfort communication, trust in each other, support, knowledge sharing, respect, loyalty and fondness (Bos-Nehles et al., 2019). However, the quality of the relationship's exchanges vary from member to member among the team and such variation can create conflicts (Martin et al., 2018), affect job satisfaction, commitment, wellbeing, and team performance (Chen, 2018). Moreover, in the context of cultural diversity LMX

relationships favor perception about support from the organisation (Randel et al., 2018). However, LMX relationships include a variety of behaviours that supports team members uniqueness and the perception about support from the organisation, integrating all the members of the team and support them for contribution and abilities (Randel et al., 2018). Whereas literature has depicted the positive impact of good quality LMX relationships over team members with different cultural backgrounds (Wong et al., 2017). The study unfolds that the employee proactivity behaviour was found to be significantly influenced by human resource practices (Al-Tit, 2020).

However, the values of team leaders such as responsibility towards team members, trust, care, honesty, understanding, kindness, hospitality clear-sightedness all elements make LMX relationships stronger. Lin et al. (2019) have presented that LMX fully mediates between leadership and team performance, and LMX partially mediates between ethical leadership and organisational citizenship behaviour (Yang et al., 2016). Martin et al. (2018) showed that the LMX mediating effect between fair leadership and team performance. In the light of the above discussion, it is hypothesised that:

H7(a–d) LMX relationship mediates on the relationship between independent variables (cultural diversity, colloquialism, religion diversity, and personality diversity) and team performance.

4.8 Mediating role of Member-member exchange relationship

Member-member exchange depicts the quality of exchange relationships with team members (Harush et al., 2018). However, every member of the team somehow engaged with a fellow member within the team as a form of social exchange, it can be assumed that the quality and strengths of these relationships might fluctuate for an individual (Gabel-Shemueli et al., 2019). Moreover, the level of social exchange between members of the team has been epitomised by the concept of member-member exchange. However, it is described as the realisation of new ideas at the workplace within a specific work role and within the team (Al Hosani et al., 2018). Furthermore, it includes behaviours while interacting which is associated with the implementation for the sake of improving processes (Harush et al., 2018). Consequently, there are various dimensions of interacting which are associated with a process such as a problem recognition, problem-solving or creative ideas to resolve that problem (Al Hosani et al., 2018). Social exchange theory underpins the importance of interchange in a social context (Cropanzano et al., 2017). Similarly, the innovative outcome of the team is integrated with the team member's interpersonal relationships. Whereas the quality of the member-member exchange relationships is marked by trust, respect, and cooperation within team members (Cropanzano et al., 2017). Human resource practices were found to be significant determinants of employee proactivity behaviour. Leader-member and team-member exchanges have a substantial impact on the outcome (Al-Tit, 2020). The generation of creative ideas is embedded with the collective effort and cohesiveness of team members. Moreover, employees with diverse cultural backgrounds having a high quality of interpersonal relationships, such teams are ideal to underpin inspiration and feedback of creative ideas (Lin et al., 2019). Based on the above discussion, the study hypothesised that:

H8(a–d) Member-member exchange relationship mediates on the relationship between independent variables (cultural diversity, colloquialism, religion diversity, and personality diversity) and team performance.

4.9 Perceived organisational support as a moderating variable

The state in which an employee believes in his perception that his efforts and wellness is acknowledged by the organisation (Eisenberger et al., 2020). However, perceived organisational support (POS) shows the degree to an organisation is committed to its employees, whereas Belbin team role theory suggests that individuals in a team tend to interact in a particular way, and they negotiate and make decisions with the union (Eisenberger et al., 2020), for negotiation and in deciding, organisation plays a vital role in taking action which improves turnover intentions. However, in an interaction between an organisation and employees, there is a psychological contract in which the organisation treats the employee equally and vice versa employee provides his services with honesty (Wong et al., 2017). Theoretically, POS is dependent upon reciprocity, where the organisation equally treats employees and in return employees feel obliged and behave in favour of the benefit of an organisation (Eisenberger et al., 2020). Whereas employees who have a greater perception abut organisational support shows greater engagement and expects greater rewards for their performance. Therefore, Eisenberger et al. (1986) questionnaire is considered suitable to measure with 0.97 Cronbach alpha. However, most employees seeking promotion and approval relation rewards and positive relationship was found with POS and getting rewarded concerning mainly promotion and approval (Wong et al., 2017). POS aids in reducing workplace conflicts and stress. The findings demonstrated that POS plays an important role as a moderating variable in team members' relationships when they operate in a supportive environment (Giao et al., 2020). Whereas, POS is a fundamental tool for the researcher to understand employee's psychological wellbeing, attitudinal and behavioural outcomes towards the organisation. Thus, LISREL findings depicted the significant positive relationship between POS and behavioural, the attitudinal outcome as well as performance effectiveness (Wong et al., 2017). Therefore, the following hypothesis is developed:

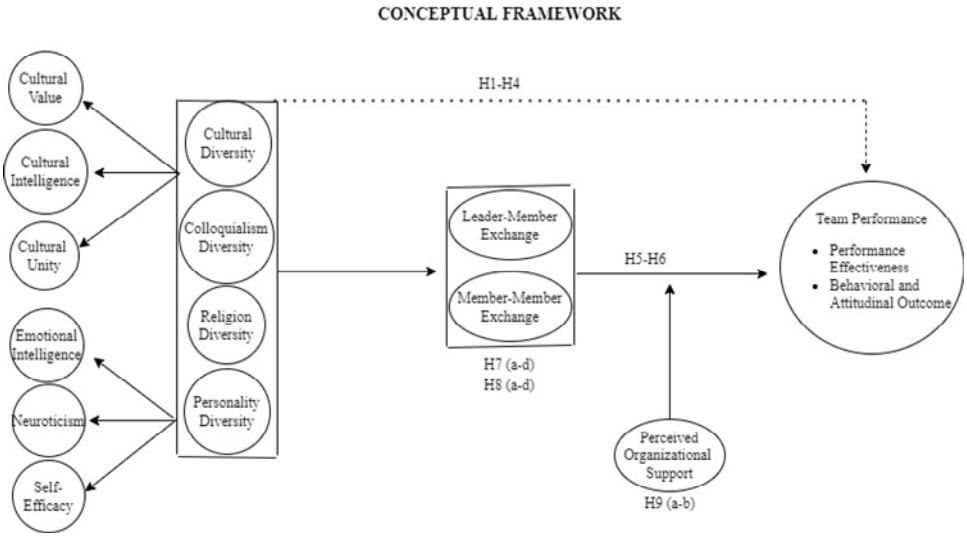
H9(a–b) POS moderates the relationship between LMX relationship, member-member exchange relationship and team performance.

5 Conceptual research framework

The proposed conceptual framework is partially based on Hajro et al. (2017) who have studied the organisational diversity climate with the effectiveness of the multi-cultural team and the results reveal that teams oscillated between assertive and cooperative knowledge exchange processes were more effective. Based on the proposed framework in Figure 1, the independent variables are considered as cultural diversity, colloquialism diversity, religion diversity and personality diversity, and team performance serves as a dependent variable. Moreover, cultural diversity has dimensions such as cultural value, intelligence and unity and personality diversity dimensions are emotional intelligence, neuroticism, and self-efficacy. LMX and team member exchange are considered as the

mediating variables and POS as a moderating variable. The questionnaire items for each of the constructs in the framework are provided in Appendix.

Figure 1 Conceptual research framework



6 Social exchange theory

It has been suggested that either party should continue to exchange rewards with each other to maintain mutual attraction that will lead to long-term relationships. Since the notion of social exchange theory is derived from the economics, psychology, and sociology discipline. In this regard, Homans (1961) and Gergen (1969) concluded that the relationship between the two (either leader-member or between members) involves the capacity to influence one another behaviour that usually results in achieving valued outcomes (Cropanzano and Mitchell, 2005; Homans, 1958).

6.1 Role theory

The reciprocal process between each party brings to the relationship with different kinds of resources for exchange. The theory of organisation role was originally introduced by (Sluss et al., 2011). In this regard, the authors further suggested that a superior expects a specific role a subordinate should play in the organisation. Using his influence, the superior can require the subordinate to accept the expectation (Sluss et al., 2011). More specifically, work roles encompass the expectations about the perceived responsibilities or requirements associated with enacting specific jobs.

7 Research methodology

7.1 Research design

This study tries to find out how diversified team, influence team performance. This study will use a quantitative method rooted in positivism and deductive approach.

Table 1 Synchronisation of the proposed framework with the theories

Social exchange theory	Homans (1958) "SET is a social behaviour in exchange of material and non-material goods. The much one gave expect much in return." This process tends to work out to balance in exchanges.	
Role theory	Role making theory (RMT) denotes the expectation behaviour attached to a position in an organisation set of social relationships (Parker and Wickham, 2005).	
Variable	*Sub-variable*	*Synchronisation*
Cultural diversity	Cultural intelligence is the capability to obtain and apply knowledge of different cultures and subcultures in social interactions (Handa, 2018).	Verbal or non-verbal behaviour strengthen individuals SET helps in setting up a culturally diverse environment (Ang et al., 2007).
	Cultural unity is the relationship between every member of the fundamental beliefs of equality (Rice, 1999).	Unity is a social behaviour that helps in teamwork (Black, 2019).
Personality diversity	Emotional intelligence is "the capacity to evaluate one's own and others' feelings, to separate among them, and to utilise the information to control one's thinking and actions" (Ashkanasy and Daus, 2005).	Capabilities and skills are of non-material good as per SET which supports exchange between individuals to accomplish tasks (Mazur et al., 2014; Rezvani et al., 2016).
	Neuroticism measures a person's ability to withstand stress (Beng and Muthuveloo, 2019).	Individuals with high neuroticism exchange information with other team members to accomplish tasks and SET support this exchange (Teh et al., 2017).
	Self-efficacy "an individual's beliefs in his self-capability to produce required results for the situational demands" (Bandura, 1997).	Social exchange theory and role theory suggested that positive social identity bring a more positive understanding of the working place (Black, 2019).
Colloquialism diversity	Colloquialism is an informal way of communication often used by people from geographical boundaries in terms of language variation (Jalalpour and Hossein, 2017).	SET and role theory stated that individual with social and informal relationships with each other and with subordinate makes them feel belongs to the group (Matthews and Crow, 2010).
Religious diversity	Religious diversity is the fact that there are significant differences in religious belief and practice (Ntalianis and Darr, 2005).	SET indicates that religion could serve as a social norm to stimulate social responsibility (Dyreng et al., 2012).

Table 1 Synchronisation of the proposed framework with the theories (continued)

Variable	*Sub-variable*	*Synchronisation*
Leader-member exchange	Leader-member exchange is the quality of the leader-member exchange relationship (Mannix and Neale, 2005).	SET and role theory stated that successive exchanges that leader assigned tasks to the members and members in return perform those tasks, such process progress through casual discussions among leaders and followers (Parker and Wickham, 2005). The leader's behaviour influences the follower's role clarification, which defines the leader-member exchange progress (Malek, 2011).
Team-member exchange	Team-member exchange is a quality of working relationship among team members at the workplace (Dierdorff et al., 2011; Seers, 1989).	Role theory and SET is the foundation of the team-member exchange concept (Seers 1989). The strength of the role relationship is depending upon the quality of MMX (Dierdorff et al., 2011).
Perceived organisational support	Perceived organisational support is employee believes on his perception that his efforts and well ness is acknowledged by the organisation (Eisenberger et al., 1986).	Role theory suggests that individuals in a team tend to interact in a way, and they negotiate and make decisions with union (Rhoades and Eisenberger, 2002). Blau's (1964), 'social exchange theory' refer that when employees feel that they are supported by their organisation they will reciprocate it with some valuable return.

7.2 Research instrument

A survey will be conducted, with set questionnaires, to collect data from respondents who are team leaders/supervisors. Quantitative study methods like surveys, both through email and by self-on-site, as most studies are cross-sectional data mining techniques, and qualitative studies (Cohen and Sherman, 2014). The researcher wants to use the survey method to do more detailed research to have better understandings of the team leader and also leader-member and member-member exchange mediate between diversified climate and team performance along with the moderating effect of POS. The researcher wants to include a detailed explanation of how diversified team and mediators (leader-member and member-member exchange) and moderator (POS), influences team performance.

7.3 Questionnaire design

The questions for the survey questionnaires are developed based on the variables' measurement items used by previous researchers, and some self-generated, depending on the requirements of the study, and therefore the questionnaires should be rationally reliable and acceptable. This can also be used in similar related studies. The study will be conducted by explaining the model to the respondents and giving them the questionnaires. This study will conduct seven-point Likert scales and justification for using the seven-point Likert scale is that the seven-points Likert scale considered more suitable for the electronically distributed surveys (Finstad, 2010). Another study confirms

that data collected from the Likert scale less than five and above seven becomes significantly less accurate (Johns, 2010).

7.4 Sampling technique

This study will adopt Babin and Anderson technique. According to Black et al. (2010) the sample should be five times of question. This study contains 64 question items and after multiplying it with 5 we got the sample size which is 320.

7.5 Research tools

Data collected for analysis will be analysed using the SPSS software. Comparative fit index (CFI) and chi-square test and will be used to assess how well the data collected, fits with the model (Kline, 2011). This will also help to know whether the variables' relationship in the proposed model is satisfactory (Lei and Wu, 2007). The significance level will be of a minimum of 5% while testing the hypotheses, to decide whether the null hypotheses can be excluded. Structural equation modelling (SEM) will be used to assess the validity and consistency of the measurement items of the model. SEM is a second-generation multivariate method. The second-generation multivariate methods allow an analysis of all the research model's variables concurrently instead of individually (Kline, 2011). Partial least squares structural equation modelling (PLS-SEM) will be used for analysing mediating relationships and to estimate cause-effect relationships. Multiple regression analyses will be conducted using the SPSS software to test moderating effects.

8 Theoretical and managerial contribution

The present study contributes to the body of knowledge on a diverse work environment, LMX, member-member exchange, and team effectiveness on team performance in the textile industry. The study proposes a conceptual research framework to explain how a diverse work environment effects on LMX and member-member exchange, which in turn affects team performance, with POS as a moderator variable. The present study emphasises on theoretical advances based on the findings and results using the social exchange theory and role theory. The study highlights the importance of member-to-member and leader-to-member exchanges for improving team performance in a diverse work environment (Eubanks et al., 2021). Secondly, the research shows that POS is useful in fostering leader-member and member-member exchanges, to enhance the team performance. Finally, the dimensions of a diverse work environment proposed in this study have never been studied holistically in the literature as applied to textile industry. This study concludes that employing a human force such as LMX and member-member exchange on interdependent work environment such as the textile sector can greatly contribute to a country's profitability. Furthermore, businesses must employ successful leadership styles and to achieve high levels of team performance which will promote interpersonal communications more effectively at all levels (Charoensukmongkol and Phungsoonthorn, 2022). Ultimately, the maximum productivity is the goal of every organisation which will not be achieved without proper interpersonal communications. It helps teams-work, enhances the link among team members and

provide win to win strategy between employees and the employer. In addition, personal, professional accomplishments can boost information exchange environment and results in optimal productivity (Saleem et al., 2020).

9 Conclusions

The present study characterises the determinants of diversified team climate in the organisations namely, cultural diversity, colloquialism diversity, religion diversity and personality diversity, and its relationship on team performance. The study focuses on the issues in the evaluation and assessment of team performance in the presence of a diversified climate at the job place. The proposed conceptual research framework serves as a business model to industry for the betterment of the operational and work relationship functions. The framework is supported by the role theory and social exchange theory and has practical applications in both manufacturing and service sectors. The synchronisation of the framework with the management theories is the newness of the present study. The scale measurements of each construct in the framework are discussed. Consequently, the proposed framework can be customised depending on the available resources in an integrated way to resolve the existing issues in the corporate industry. The relationship between the determinants of team diversity and team performance is seldom researched in the literature and therefore the present conceptualisation is timely.

Table 2 Limitations and future scope

Limitations	*Future scope*
• The findings of this study are limited to the context of Pakistan.	• Similar research can be conducted in Asian underdeveloped countries.
• The findings of the research are limited to interdependent team setup.	• Future research could be on other types of teams such as management and parallel teams.
• Limited research studies available in literature review for underdeveloped countries	• Future studies may be undertaken on higher management and their system of operations.
• Limited access to renowned high impact journals.	• Future studies could give different results in COVID free environment.
• Respondents of the study were males only.	• Future research could be on mixed gender in the team.
• Respondents of the research were undergraduates.	• Similar research can be conducted with highly educated team members.
• The study considers role theory and social exchange theory which are not much used to study the relationship between diversity climate and team performance.	• Future research could be conducted as a qualitative study to explore more in-depth issues.

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Appendix

Table A1 Questionnaire items of constructs in the framework and its reliability

Section B / *Construct*	*Question items*		*Source*	*Cronbach alpha*
Cultural intelligence	CI-1	Team members are conscious of the cultural knowledge they use when interacting with people from different cultural backgrounds.	Ang et al. (2007)	0.786
	CI-2	Team members adjust their cultural knowledge as they interact with people from a culture that is unfamiliar to them.		
	CI-3	Team members are conscious of the cultural knowledge, and they apply it to cross-cultural interactions.		
	CI-4	I check the accuracy of the team member's cultural knowledge when they interact with people from different cultures.		
	CI-5	Team members know the norms and principles of other cultures.		
	CI-6	Team members enjoy interacting with people from different cultures.		
	CI-7	Team members are confident that they can socialise with locals in a culture that is unfamiliar to them.		
	CI-8	Team members are sure they can deal with the stresses of adjusting to a culture that is new to them.		
	CI-9	Team members enjoy living in cultures that are unfamiliar to them.		
	CI-10	Team members are confident that they can get accustomed to the conditions in a different culture.		
	CI-11	Team members change their nonverbal behaviour when a cross-cultural situation requires it.		
	CI-12	Team members alter their facial expressions when a cross-cultural interaction requires it.		

Table A1 Questionnaire items of constructs in the framework and its reliability (continued)

Section B / *Construct*		*Question items*	*Source*	*Cronbach alpha*
Cultural values	CV-1	Thinking up new ideas and being creative is important to team members. They like to do things in their way.	Schwartz (2007)	0.79+
	CV-14	The team members need to make their own decisions about what they do. They like to be free to plan and to choose their activities for themselves.		
	CV-15	Team members like to be curious and try to understand all sorts of things.		
	CV-16	Team members want to be independent. They like to rely on themselves own self.		
Cultural unity	CU-17	Team members enjoyed working with their teammates.	Michalisin et al. (2004)	0.84
	CU-18	The team worked well together.		
	CU-19	Everyone in the team contributed to the task discussion.		
	CU-20	I trust that my teammates will do their fair share of the work.		
Emotional intelligence	EI-21	Team members have a good understanding of their own emotions.	Wong and Law (2002)	0.89
	EI-22	Team members always know their co-workers' emotions from their behaviour.		
	EI-23	Team members are good at observing others' emotions.		
	EI-24	Team members are sensitive to the feelings and emotions of others.		
	EI-25	Team members are quite capable of controlling their own emotions.		
	EI-26	Team members can handle difficulties rationally.		
	EI-27	Team members can always calm down quickly when they are angry.		
Self-efficacy	SE-28	Team members felt that they are equal within the team.	Rosenberg (2015)	0.87
	SE-29	Team members felt that they have some good skills.		
	SE-30	Team members can do their work at power with the others.		
	SE-31	Team members felt that they have much to be proud of.		
	SE-32	Team members take a positive attitude toward their work.		
	SE-33	On the whole team members satisfied with their nature of work.		
	SE-34	Team members wish they could be acknowledged for their better performance.		

Table A1 Questionnaire items of constructs in the framework and its reliability (continued)

Section B / *Construct*	*Question items*		*Source*	*Cronbach alpha*
Neuroticism	NEU-35	Team members are not easily bothered by happenings in the surroundings.	Froese and Peltokorpi (2011)	0.832
	NEU-36	Team members are not easily frustrated by members of the surrounding.		
	NEU-37	Team members seldom take offence.		
	NEU-38	Team members keep their selves cool.		
	NEU-39	Team members did not get stressed out easily.		
	NEU-40	Team members did not get upset easily.		
	NEU-41	Team members do not change their moods often.		
	NEU-42	Team members never get caught up in their problems.		
Colloquialism diversity	COLLOQ-43	Team members enjoy doing jobs with people despite language barriers.	Harzing and Feely (2008), Hobman et al. (2004) and Presbitero and Teng-Calleja (2019)	
	COLLOQ-44	Team members make an extra effort to listen to people speaking different languages and accents.		
	COLLOQ-45	Team members are keen to learn from people even when communication is slowed down by language barriers.		
	COLLOQ-46	Team members are quite sure of themselves when they speak in another district language.		
	COLLOQ-47	Team members do not worried about making mistakes in another district language.		
	COLLOQ-48	Team members never get frightened when they do not understand what another person is saying in another district language.		
	COLLOQ-49	Team members do not think that others are better at the local language than they are.		
	COLLOQ-50	Team members are usually at ease during conversations in another district language.		
	COLLOQ-51	Team members would not be nervous speaking in another district language with native language speakers.		

Table A1 Questionnaire items of constructs in the framework and its reliability (continued)

Section B / *Construct*	*Question items*		*Source*	*Cronbach alpha*
Religious diversity	REL-52	Team members at the workplace experience the presence of God.	King and Williamson (2005)	0.79
	REL-53	Team member's religious beliefs are what lead to their whole approach to work.		
	REL-54	Team members can carry their religion into their daily work.		
	REL-55	Team members should discourage the expression of religious beliefs at work.		
	REL-56	The workplace is not a place where religious beliefs should be expressed.		
	REL-57	Religious expression is too divisive to be allowed at work.		
Leader-member exchange	LMX-58	I have a cordial relationship with my team members.	Liden and Maslyn (1998)	0.90
	LMX-59	I do not discriminate between team members.		
	LMX-60	I defend my team members whenever they are genuine.		
	LMX-61	I defend my team members when they are "attacked" by others physically or orally.		
	LMX-62	My team members are helpful when I am in crisis.		
	LMX-63	I have belief in my team members that they extend beyond normal work when required for.		
	LMX-64	I am endorsed well by my team members for my leadership qualities.		
	LMX-65	I am acknowledged by the team members for my professional skills.		
Member-member exchange	MMX-66	Team members make suggestions about better work methods to other team members.	Seers et al. (1995)	0.80
	MMX-67	Team members usually let know each other when they do something that makes their job easier.		
	MMX-68	Team members let other team members know what they have something that makes their job easier.		
	MMX-69	Team members recognise each other potential.		
	MMX-70	Team members understand the problems and needs of a collective team.		

Table A1 Questionnaire items of constructs in the framework and its reliability (continued)

Section B / *Construct*		*Question items*	*Source*	*Cronbach alpha*
Member-member exchange	MMX-71	Team members are flexible about switching job responsibilities to make things easier for other team members.	Seers et al. (1995)	0.80
	MMX-72	In busy situations often team members ask other members to help out.		
	MMX-73	In busy situations, team members volunteer other member's efforts to help collectively for the team.		
	MMX-74	Team members are willing to help finish work that had been assigned to other team members.		
Perceived organisation support	POS-87	Team members believe that the organisation values their contributions to their wellbeing.		
	POS-88	Team members believe that the organisation regards their best interests when it makes decisions that affect them.		
	POS-89	Team members believe that the organisation cares about their wellbeing.		
	POS-90	Team members believe that the organisation is willing to extend itself to help them perform their job to the best of their ability.		
	POS-91	Team members believe that the organisation would understand their absence due to personal problems.		
	POS-92	Team members believe that the organisation would grant a reasonable request for a change in their working conditions.		
	POS-93	Team members believe that the organisation is willing to help them when they need a special favour.		
	POS-94	Team members believe that the organisation cares about their general satisfaction at work.		
	POS-95	Team members believe that the organisation takes pride in their accomplishments at work.		
	POS-96	Team members believe that if the organisation earn a greater profit then it would consider increasing their salary.		
	POS-97	Team members believe that the organisation wishes them to give them the best possible job for which they are qualified.		
	POS-98	Team members believe that the organisation tries to make their job as interesting as possible.		

Table A1 Questionnaire items of constructs in the framework and its reliability (continued)

Section B / *Construct*	*Question items*		*Source*	*Cronbach alpha*
Team performance	TP-75	Team members meet their job execution on time.	Caligiuri (1997), Kraimer et al. (2001) and Kraimer and Wayne (2004)	0.86
	TP-76	Team members meet their job efficiency.		
	TP-77	Team members execute their jobs effectively		
	TP-78	Team members execute their jobs creatively.		
	TP-79	Team members meet performance standards and expectations.		
	TP-80	Team members are technical competent which are expected of them.		
	TP-81	Team members meet specific team responsibilities.		
	TP-82	Team members meet their supervisors' expectations.		
	TP-83	Team members adapting to national business customs and norms.		
	TP-84	Team members fulfil team goals.		
	TP-85	Team members are positive towards their work behaviours.		
	TP-86	Team members' overall assignment performance is satisfactory.		