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Diversity Climate in Multicultural Teams: Effects on Cohesion
and Performance

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Abstrakt

Diese Masterarbeit untersucht, wie das wahrgenommene Diversitätsklima die Teamkohäsion und die wahrgenommene Teamleistung in multikulturellen Teams beeinflusst und ob die Teamkohäsion die Beziehung zwischen Diversitätsklima und Teamleistung mediiert. Auf der Grundlage der Theorie der sozialen Identität, der Kontakttheorie, der Organisationsklimatheorie, des Kategorisierungs-Elaborations-Modells und des Input-Prozess-Output-Modells wurde eine quantitative Querschnittsbefragung mit 59 Mitarbeiterinnen und Mitarbeitern durchgeführt, die in multikulturellen Teams in verschiedenen Branchen und Organisationskontexten tätig sind. Das wahrgenommene Diversitätsklima, die Teamkohäsion und die wahrgenommene Teamleistung wurden mithilfe validierter Selbstberichtsskalen gemessen. Die Daten wurden mittels Pearson-Korrelation, einfacher linearer Regression und bootstrapbasierter Mediationsanalyse über das PROCESS-Makro für SPSS (Hayes, 2022) ausgewertet.

Die Ergebnisse stützten alle drei Hypothesen. Das wahrgenommene Diversitätsklima war positiv und signifikant mit der Teamkohäsion ($\beta = .557$, $p < .001$, $R^2 = .310$) sowie mit der wahrgenommenen Teamleistung ($\beta = .498$, $p < .001$, $R^2 = .248$) assoziiert. Die bootstrapbasierte Mediationsanalyse bestätigte, dass die Teamkohäsion die Beziehung zwischen dem wahrgenommenen Diversitätsklima und der wahrgenommenen Teamleistung partiell mediiert, mit einem statistisch signifikanten indirekten Effekt von .213 (95%-KI [.057, .396]). Der direkte Effekt des Diversitätsklimas auf die Teamleistung blieb nach Kontrolle der Teamkohäsion signifikant ($\beta = .242$, $p = .043$), was darauf hindeutet, dass die Kohäsion zwar ein wichtiger, aber nicht der einzige Mechanismus ist, über den das Diversitätsklima die Teamleistung beeinflusst.

Diese Befunde liefern empirische Unterstützung für ein Mediationsmodell, das Diversitätsklima über Teamkohäsion mit Teamleistung verbindet, und legen nahe, dass die Förderung eines positiven Diversitätsklimas ein wirksamer Hebel zur Verbesserung sowohl der Teamkohäsion als auch der wahrgenommenen Teamleistung in multikulturellen Arbeitsumgebungen ist. Zu den Einschränkungen zählen das Querschnittsdesign, die relativ kleine Stichprobengröße und die ausschließliche Verwendung von Selbstberichtsmaßen. Zukünftige Forschung sollte zusätzliche Mediationsmechanismen untersuchen und Längsschnittdesigns verwenden, um kausale Richtungen zu etablieren.

Abstract

This thesis examines how perceived diversity climate influences team cohesion and perceived team performance in multicultural teams, and whether team cohesion mediates the relationship between diversity climate and performance. Drawing on Social Identity Theory, Contact Theory, Organizational Climate Theory, the Categorization-Elaboration Model, and the Input-Process-Output framework, a quantitative cross-sectional survey was conducted with 59 employees working in multicultural teams across diverse industries and organizational contexts. Perceived diversity climate, team cohesion, and perceived team performance were measured using validated self-report scales, and data were analyzed using Pearson correlation, simple linear regression, and bootstrapped mediation analysis via the PROCESS Macro for SPSS (Hayes, 2022).

The results supported all three hypotheses. Perceived diversity climate was positively and significantly associated with team cohesion ($\beta = .557$, $p < .001$, $R^2 = .310$) and with perceived team performance ($\beta = .498$, $p < .001$, $R^2 = .248$). Bootstrapped mediation analysis confirmed that team cohesion partially mediates the relationship between perceived diversity climate and perceived team performance, with a statistically significant indirect effect of .213 (95% CI [.057, .396]). The direct effect of diversity climate on performance remained significant after controlling for cohesion ($\beta = .242$, $p = .043$), indicating that cohesion is one but not the only mechanism through which diversity climate influences performance.

These findings contribute empirical support for a mediated model linking diversity climate to team performance through cohesion, and suggest that investing in a positive diversity climate is a meaningful lever for improving both team cohesion and perceived performance in multicultural work settings. Limitations include the cross-sectional design, relatively small sample size, and reliance on self-report measures. Future research should examine additional mediating mechanisms and adopt longitudinal designs to establish causal direction.

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1. Introduction

In an increasingly globalized economy, organizations are no longer confined by national borders, and the workforce that drives them has become correspondingly diverse. Multicultural teams - groups of employees from different national, ethnic, and cultural backgrounds working together toward shared goals - have become a defining feature of modern organizations, from multinational corporations to start-ups, non-governmental organizations, and academic institutions (Stahl, Maznevski, Voigt, & Jonsen, 2010). The prevalence of such teams has grown rapidly in recent years, driven by globalization, international talent mobility, and the normalization of remote and hybrid work arrangements (European Labour Authority, 2024). The business case for cultural diversity is compelling: research spanning over 1,000 companies across 15 countries found that organizations in the top quartile for ethnic and cultural diversity were 36% more likely to outperform their less diverse peers on profitability (Dixon-Fyle, Dolan, Hunt, & Prince, 2020). Beyond financial performance, cultural diversity is widely recognized as a source of competitive advantage, offering organizations access to a broader range of perspectives, knowledge, and problem-solving approaches (van Knippenberg, De Dreu, & Homan, 2004). Yet as the following chapters demonstrate, realizing these benefits is far from automatic - it depends critically on the organizational conditions under which diversity unfolds, and chief among these conditions is the diversity climate that employees experience.

Yet the relationship between cultural diversity and team effectiveness is far from straightforward. While diverse teams hold the potential for enhanced creativity and innovation, they also face distinct challenges that homogeneous teams do not, including communication barriers, the formation of cultural subgroups, and a heightened risk of misunderstanding and conflict (Stahl et al., 2010). Research consistently shows that the effects of diversity on team outcomes are not uniformly positive or negative, but instead depend heavily on the organizational and team context in which that diversity unfolds (van Knippenberg et al., 2004). Among the contextual factors identified as critical in shaping these outcomes is diversity climate - employees' shared perceptions of how diversity is recognized, valued, and supported within their organization (Mor Barak, Cherin, & Berkman, 1998).

A positive diversity climate has been associated with a range of beneficial individual and organizational outcomes, including greater psychological safety, stronger organizational commitment, and reduced intergroup conflict (González & DeNisi, 2009; Shore et al., 2011). However, while the link between diversity climate and individual-level employee attitudes is relatively well established, considerably less empirical attention has been paid to how diversity climate specifically influences team-level dynamics - particularly team cohesion and perceived team performance - within multicultural teams. This represents an important gap, as cohesion and performance are arguably the two outcomes most directly relevant to whether organizations realize the benefits of workforce diversity in practice.

This thesis addresses this gap by examining how employees' perceptions of organizational diversity climate relate to team cohesion and perceived team performance in multicultural teams. Specifically, it investigates whether team cohesion functions as a mechanism through which diversity climate translates into improved team performance - a mediating pathway that has been theoretically proposed (Ilgen, Hollenbeck, Johnson, & Jundt, 2005; van Knippenberg et al., 2004) but remains underexamined in empirical research using validated, individual-level survey measures within naturally occurring multicultural teams.

The central research question guiding this thesis is: *How does perceived diversity climate affect team cohesion and perceived team performance in multicultural teams?* To answer this question, three hypotheses are tested: first, that a positive perceived diversity climate is positively associated with team cohesion; second, that a positive perceived diversity climate is positively associated with perceived team performance; and third, that team cohesion mediates the relationship between perceived diversity climate and perceived team performance.

This research carries both theoretical and practical significance. Theoretically, it contributes to the literature on diversity management by empirically testing a mediated model that connects organizational climate perceptions to team-level outcomes, grounded in Social Identity Theory (Tajfel & Turner, 1979), Contact Theory (Allport, 1954), and the Categorization-Elaboration Model (van Knippenberg et al., 2004). Practically, the findings offer guidance for organizations and managers seeking to design more effective diversity initiatives, particularly by clarifying whether interventions aimed at improving diversity

climate are likely to translate into stronger team cohesion and, in turn, better perceived performance.

This thesis unfolds as follows: it begins by laying out the theoretical frameworks that underpin the proposed model, before turning to the relevant literature on diversity climate, team cohesion, and team performance, from which the hypotheses tested in this study are developed. The methodology is then described in detail, covering the research design, sample, measures, and analytical approach. The empirical results follow, after which the findings are discussed in light of the existing literature, alongside the limitations of the study and directions for future research. The thesis closes with a summary of its key contributions.

2. Theoretical Framework

This chapter outlines the theoretical foundations on which the present study's model is built. Five frameworks are presented: Social Identity Theory, Contact Theory, Organizational Climate Theory, the Categorization-Elaboration Model, and the Input-Process-Output Model. Together, these frameworks explain why a positive diversity climate is expected to strengthen team cohesion, why cohesion in turn is expected to support team performance, and why cohesion can be understood as the mechanism linking diversity climate to performance.

2.1 Social Identity Theory

Social Identity Theory (Tajfel & Turner, 1979) proposes that individuals derive part of their sense of self from the social groups to which they belong. People naturally categorize themselves and others into in-groups and out-groups, often along salient lines such as nationality, ethnicity, or language. In multicultural teams, where members differ visibly along these dimensions, this categorization process can give rise to cultural subgroups within the team, with members favoring those who share their own background over those who do not. Left unaddressed, such subgrouping can undermine the sense of unity that defines a cohesive team, as members come to identify more strongly with their cultural in-group than with the team as a whole.

Social Identity Theory suggests that the organizational context plays a decisive role in determining whether this categorization process intensifies or subsides. A diversity climate that signals fairness, respect, and equal treatment for all cultural backgrounds works against the salience of subgroup boundaries, encouraging employees to identify with the team or

organization as a superordinate group rather than with their cultural in-group alone (Tajfel & Turner, 1979). This theoretical mechanism provides a first basis for expecting a positive relationship between perceived diversity climate and team cohesion, as formalized in Hypothesis 1.

2.2 Contact Theory

Contact Theory (Allport, 1954) offers a complementary explanation. Allport proposed that contact between members of different social groups can reduce prejudice and improve intergroup relations, but only under specific conditions: equal status between the groups in the interaction, shared goals, intergroup cooperation, and support from institutional authorities. When these conditions are met, sustained contact between culturally diverse individuals tends to break down stereotypes and foster mutual understanding rather than reinforcing division.

A positive diversity climate can be understood as the organizational embodiment of Allport's conditions. Where management actively promotes fairness and inclusion, where diverse employees are treated as having equal status, and where cooperative, shared goals are emphasized over competition between cultural groups, the conditions for productive intergroup contact are met. This, in turn, is expected to translate into stronger interpersonal bonds and collaborative behavior within the team. Contact Theory therefore lends additional theoretical support to Hypothesis 1, and also helps explain why a positive diversity climate is expected to be directly associated with perceived team performance (Hypothesis 2), since reduced conflict and improved cooperation between team members should be reflected in how well the team performs.

2.3 Organizational Climate Theory

Organizational Climate Theory (Schneider, Ehrhart, & Macey, 2013) provides the broader conceptual umbrella under which diversity climate itself is situated. The theory holds that employees form shared perceptions of the policies, practices, and procedures that are rewarded and supported within their organization, and that these shared perceptions - the organizational climate - meaningfully shape employee attitudes and behavior. Climate is understood as a collective, socially constructed phenomenon: while individuals may hold slightly different perceptions, members of the same organizational unit tend to converge on a

common reading of "how things are done here," and this shared understanding guides how they interpret and respond to their work environment.

Applied to the present study, diversity climate represents a specific facet of the broader organizational climate, focused on the policies, practices, and interpersonal norms relevant to diversity and inclusion (Mor Barak et al., 1998). Organizational Climate Theory explains why such climate perceptions are consequential: when employees perceive that their organization genuinely supports fairness, inclusion, and respect for cultural differences, this shared perception encourages open communication, trust, and collaboration among team members (Schneider et al., 2013). These behavioral tendencies are directly relevant to team cohesion, as a climate that is perceived as inclusive removes a barrier to the interpersonal bonding and sense of unity that cohesion represents, supporting Hypothesis 1.

Organizational Climate Theory also helps explain Hypothesis 2, the proposed direct link between diversity climate and perceived team performance. Climates that are perceived as fair and supportive tend to foster higher levels of trust and reduced interpersonal friction, which in turn enable smoother coordination, more efficient communication, and stronger collective effort toward shared goals - all of which are reflected in how team members evaluate their team's performance. In this sense, organizational climate functions not merely as a backdrop to team functioning but as an active shaping force that determines whether the conditions for effective collaboration are present.

2.4 The Categorization-Elaboration Model

The Categorization-Elaboration Model (CEM; van Knippenberg, De Dreu, & Homan, 2004) was developed specifically to reconcile the mixed findings in the diversity literature, where some studies report positive effects of diversity on team outcomes and others report negative effects. The CEM proposes that diversity can trigger two competing processes simultaneously. On one hand, social categorization processes, similar to those described by Social Identity Theory, can lead to the formation of subgroups, reduced trust, and conflict. On the other hand, diversity can trigger information elaboration, whereby the broader range of perspectives, knowledge, and experience present in a diverse team is actively shared and integrated, leading to better decision-making and more creative outcomes.

Crucially, the CEM proposes that which of these two processes dominates depends on moderating conditions within the team and organization - including, centrally, the organizational climate. A positive diversity climate is theorized to suppress the categorization pathway by reducing the salience of cultural differences as a basis for division, while simultaneously enabling the elaboration pathway by creating the psychological safety needed for open communication and the genuine sharing of diverse perspectives (van Knippenberg et al., 2004). The CEM therefore provides a direct theoretical bridge between diversity climate, team cohesion, and team performance, supporting the logic that cohesion - as an indicator that the categorization pathway has been kept in check - is a necessary condition through which diversity climate exerts its positive effect on performance. This reasoning underlies Hypothesis 3.

2.5 The Input-Process-Output Model

The Input-Process-Output Model (IPO Model; Ilgen, Hollenbeck, Johnson, & Jundt, 2005) provides the overarching structural logic for the model tested in this thesis. The IPO framework conceptualizes team effectiveness as the result of a sequence: inputs (such as team composition and the organizational context) shape team processes (such as communication, coordination, and cohesion), which in turn determine outputs (such as team performance). Inputs do not affect outputs directly; rather, their influence is transmitted through the processes that unfold within the team.

Mapped onto the present study, perceived diversity climate is treated as an organizational input, team cohesion as the team process through which this input is converted into outcomes, and perceived team performance as the resulting output. This structure offers a parsimonious justification for testing cohesion as a mediating variable rather than assuming a purely direct relationship between diversity climate and performance, and it ties together the theoretical contributions of Social Identity Theory, Contact Theory, Organizational Climate Theory, and the CEM into a single coherent model.

This approach is not merely a theoretical abstraction but reflects an established convention in the team effectiveness literature. Lee, Chae, and Chung (2025), in a study examining team diversity, cohesion, and performance across 84 teams using structural equation modeling, explicitly adopt the IPO framework to clarify the indirect pathways through which diversity and cohesion influence team performance, finding that neither

diversity nor cohesion exerted a direct effect on performance once mediating process variables were accounted for. While their specific model differs from the one tested here - treating diversity and cohesion as parallel inputs mediated by distinct learning processes, rather than positioning cohesion as a mediator of diversity's effect - their work nonetheless illustrates the broader IPO convention of treating diversity- and cohesion-related constructs as inputs and processes rather than isolated, unmediated predictors of performance. More broadly, process variables such as team climate and cohesion have been repeatedly identified in the literature as the mechanism through which input variables, including team composition and organizational context, are converted into output variables such as task performance (Ilgen et al., 2005).

2.6 Summary

Taken together, these five frameworks converge on a consistent theoretical narrative. Social Identity Theory and Contact Theory explain how a positive diversity climate reduces the cultural subgrouping that would otherwise threaten team cohesion, while Organizational Climate Theory clarifies why shared climate perceptions translate into concrete behavioral tendencies such as trust, communication, and collaboration. The CEM further specifies that diversity climate determines whether diversity triggers harmful categorization or beneficial elaboration, with cohesion serving as a marker of the latter. The IPO Model situates these mechanisms within a broader process logic, positioning diversity climate as an input, cohesion as a process, and performance as an output. This integrated theoretical foundation directly informs the three hypotheses developed in the following chapter: that perceived diversity climate is positively associated with team cohesion (H1), that perceived diversity climate is positively associated with perceived team performance (H2), and that team cohesion mediates the relationship between perceived diversity climate and perceived team performance (H3).

3. Literature Review

Before examining the three focal constructs of this study in turn, it is important to define the organizational context in which they are investigated. Multicultural teams - also referred to in the literature as culturally diverse teams, cross-cultural teams, or global teams - are groups of individuals from two or more different national or cultural backgrounds who

work interdependently toward shared goals (Stahl et al., 2010). What distinguishes multicultural teams from other team types is not merely the presence of demographic differences but the salience of cultural differences in values, communication styles, norms, and behavioral expectations - differences that shape how team members interact, make decisions, and collaborate on a daily basis. Multicultural teams are increasingly common across a wide range of organizational contexts, from multinational corporations and international NGOs to universities and technology start-ups, and their prevalence has grown substantially with the rise of globalization and remote work (European Labour Authority, 2024). While they offer significant potential benefits - including access to diverse perspectives, broader knowledge bases, and enhanced creativity - they also present distinct challenges related to communication, trust, and cohesion that homogeneous teams do not face to the same degree (Stahl et al., 2010). Understanding the organizational conditions that enable multicultural teams to realize their potential is therefore a question of both theoretical and practical importance, and it is precisely this question that motivates the present thesis.

3.1 Diversity Climate

The concept of diversity climate has become increasingly central to organizational research as workplaces grow more culturally heterogeneous. Diversity climate is broadly defined as employees' shared perceptions of the extent to which an organization values diversity and promotes fairness, inclusion, and equal opportunities for all members, regardless of their cultural or demographic background (Mor Barak, Cherin, & Berkman, 1998). This foundational definition established diversity climate as a multidimensional construct operating at both the organizational and personal level. At the organizational level, it captures perceptions of fairness in human resource practices and the degree to which all employees are included in organizational life. At the personal level, it reflects individuals' comfort with diversity and the value they ascribe to working in a diverse environment (Mor Barak et al., 1998).

Since its introduction, the diversity climate construct has been refined and extended by numerous scholars. McKay and Avery (2015) emphasized that a positive diversity climate involves not only structural fairness but also active behavioral signals from management and peers that diversity is genuinely valued. Organizations that communicate commitment to diversity through both formal policies and everyday interactions are more likely to foster

climates in which employees from all backgrounds feel respected and included. This distinction between surface-level diversity policies and deeply embedded inclusive norms has important practical implications, as the mere presence of diversity initiatives does not automatically translate into positive employee experiences.

More recently, Ward-Bartlett (2023) introduced an important nuance to the field by proposing a typology of diversity climates that distinguishes between genuinely supportive climates and what the author terms "specious" diversity climates - environments in which diversity is outwardly promoted but where individual and subgroup perceptions diverge significantly from the officially communicated climate. This typology highlights that diversity climate cannot be treated as a uniform organizational property, as different employees may experience the same organizational environment in fundamentally different ways depending on their demographic background, position, and personal history within the organization. Ward-Bartlett's (2023) work thus underscores the importance of measuring diversity climate at the individual perception level, which is precisely the approach adopted in the present study.

Empirical research has consistently demonstrated that a positive diversity climate is associated with a range of beneficial individual and team outcomes. González and DeNisi (2009) found that diversity climate moderated the effects of demographic diversity on organizational outcomes, with a positive climate reducing intergroup conflict and strengthening organizational attachment. Their study, conducted across multiple business units, highlighted that the same level of demographic diversity could produce either positive or negative outcomes depending on the prevailing diversity climate - underscoring that diversity alone is neither inherently beneficial nor detrimental, but that the organizational context in which it unfolds is decisive. Similarly, research has shown that employees who perceive their organization as fair and inclusive report higher levels of job satisfaction, organizational commitment, and psychological safety (Shore et al., 2011). Shore and colleagues further argued that inclusion - a core dimension of diversity climate - goes beyond mere representation of diverse groups and requires that employees feel both valued for their unique contributions and treated as full members of the organization. When this sense of inclusion is present, employees are more likely to engage openly with colleagues from different backgrounds, share information freely, and invest effort in collective goals. These behavioral tendencies are directly relevant to team functioning, as they create the

interpersonal conditions under which cohesion can develop and performance can be sustained. Taken together, these findings suggest that diversity climate functions as a critical contextual factor that shapes how diversity is experienced - determining whether cultural differences become a source of conflict and division or a resource for collaboration and innovation.

3.2 Team Cohesion

Team cohesion has long been recognized as one of the most consistently studied constructs in the team effectiveness literature. It is typically defined as the degree to which team members are attracted to the team, committed to its goals, and bonded together as a unit (Carless & De Paola, 2000). A widely accepted distinction within the construct separates social cohesion - the interpersonal bonds, trust, and sense of belonging among team members - from task cohesion, which refers to the shared commitment to the team's goals and collective effort toward accomplishing them. Both dimensions are relevant to how a team functions, though they capture conceptually distinct aspects of team unity. Social cohesion is primarily affective in nature - it concerns how team members feel about one another and about being part of the group - and is therefore most closely linked to outcomes such as psychological safety, willingness to help colleagues, and emotional attachment to the team. Task cohesion, by contrast, is more behavioral and motivational - it concerns whether team members are pulling in the same direction and committed to achieving shared objectives - and is therefore more directly linked to coordination, effort, and performance outcomes.

In multicultural teams specifically, both dimensions of cohesion are relevant but may be differentially affected by diversity-related dynamics. As discussed in Chapter 2, Social Identity Theory (Tajfel & Turner, 1979) proposes that individuals naturally categorize themselves and others into in-groups and out-groups based on salient characteristics such as nationality, ethnicity, and language. In a multicultural team, these categorization processes can manifest as the formation of cultural subgroups - informal clusters of team members who share a similar background and gravitate toward one another at the expense of broader team-wide relationships. When subgrouping occurs, team members tend to communicate more frequently and openly within their cultural cluster than across it, to extend trust and goodwill preferentially to those they perceive as similar, and to explain the behavior of colleagues from different backgrounds primarily through cultural stereotypes rather than through an understanding of them as individuals and fellow team members. In other words,

instead of thinking "this is how my colleague works," team members start thinking "this is how people from that culture behave" - a subtle but consequential shift that creates emotional distance and makes genuine interpersonal bonding across cultural lines more difficult. The cumulative effect of these dynamics is a fragmentation of the team's interpersonal fabric - precisely the fabric that social cohesion depends on. Social cohesion may therefore be particularly vulnerable to subgrouping in culturally diverse teams, as the very differences that enrich the team's collective knowledge base can simultaneously create invisible boundaries that make genuine interpersonal bonding more difficult to achieve.

Task cohesion may prove more resilient to these dynamics, at least under certain conditions. When team members share clearly defined and meaningful goals, the motivational basis for collective effort can persist even when interpersonal bonds across cultural lines are weak. However, research suggests that even task cohesion is not immune to the effects of subgrouping: when cultural fault lines become ingrained, disagreements about goals, priorities, and working styles can emerge along cultural boundaries, undermining the shared commitment to objectives that task cohesion requires (Stahl et al., 2010). This suggests that both dimensions of cohesion are ultimately susceptible to the categorization processes that cultural diversity can trigger, albeit through somewhat different mechanisms - and that organizational-level conditions, such as diversity climate, play a critical role in determining whether these processes are kept in check.

The relationship between cohesion and performance has received substantial empirical attention, beginning with the influential meta-analysis by Beal, Cohen, Burke, and McLendon (2003), who went beyond the classical two-dimensional framework of social and task cohesion by examining a third component - group pride, referring to team members' sense of identification with and pride in their team as a whole. Their findings showed that each of the three components - interpersonal attraction, task commitment, and group pride - contributed uniquely to predicting performance, meaning that none of the three was redundant or simply a duplicate of the others. Notably, group pride emerged as an important predictor in its own right, suggesting that a team member's emotional identification with the team as a collective entity matters for performance beyond simply liking one's colleagues or being committed to shared goals. Their findings also showed that cohesion reliably predicts subsequent performance, particularly when performance is assessed through team members' own evaluations rather than purely objective output measures. While some meta-analyses have found that task cohesion tends to be more strongly related to performance outcomes

than social cohesion (Beal et al., 2003), the two dimensions are highly correlated with each other and with performance, and the field has not reached consensus on whether to measure them separately or as a combined construct (Grossman, Nolan, Rosch, Mazer, & Salas, 2022). Grossman et al. (2022) conducted an updated meta-analysis exploring how measurement approaches and the changing nature of teams - including the rise of virtual and hybrid teams - affect the cohesion-performance relationship, confirming that cohesion remains a robust predictor of team performance across a wide range of team types and contexts regardless of how it is measured.

Cohesion takes on particular significance in multicultural teams, where the very diversity that can enrich team processes also introduces a heightened risk of subgrouping and reduced cohesion if not properly managed. Stahl, Maznevski, Voigt, and Jonsen (2010), in their meta-analysis of 108 empirical studies on multicultural work groups, found that cultural diversity was associated with both increased process losses, such as conflict and reduced cohesion, and process gains, such as greater creativity and a broader range of perspectives. Crucially, their findings indicated that these effects were not uniform but depended on contextual and team-level moderators, suggesting that cohesion in multicultural teams cannot be assumed but must be actively fostered through supportive team and organizational conditions. This finding directly motivates the present study's focus on diversity climate as one such contextual condition.

More recent empirical work has reinforced cohesion's importance specifically within multicultural teams. Guzmán-Rodríguez, Arizkuren-Eleta, Agarwala, and Bornay-Barrachina (2023), drawing on a sample of 415 members of multicultural teams, examined the impact of four characteristics on team performance: cultural sensitivity, defined as an individual's awareness of and respect for cultural differences and their ability to navigate them without imposing their own cultural assumptions on others; adaptability, referring to the ability to flexibly adjust one's behavior and communication style when interacting with people from different cultural backgrounds; cohesion; and cultural diversity, which - unlike the other three - is not an individual characteristic but rather a structural property of the team, referring to the degree of cultural and national heterogeneity among its members. The study also explored whether team leaders and team members perceived these factors differently. Notably, their findings revealed that cultural diversity itself did not significantly predict team performance - suggesting that simply having a diverse team is not sufficient to drive performance outcomes. Rather, it was the individual characteristics of team members, and cohesion in particular, that

proved decisive. This finding is conceptually aligned with the argument underlying the present thesis: that diversity alone is neither inherently beneficial nor detrimental, but that the conditions surrounding it - such as a positive diversity climate that actively fosters cohesion - are what ultimately determine whether diverse teams perform well. Their findings also revealed that team leaders and team members held differing perceptions of which individual characteristics mattered most for performance - while team members identified cohesion as the key factor, leaders considered adaptability as more decisive. This difference in perspective is relevant to the present study, which includes respondents across different hierarchical levels, from interns to senior managers, and therefore captures a range of perspectives rather than those of any single hierarchical level. In addition, in this thesis cohesion is measured as a single combined score reflecting both social and task dimensions, following the approach used in established cohesion scales in organizational research (Carless & De Paola, 2000) and consistent with recent empirical work on multicultural teams (Guzmán-Rodríguez et al., 2023). While some researchers have examined the two dimensions separately, the high intercorrelation between social and task cohesion and the lack of field-wide consensus on measurement (Grossman et al., 2022) support the use of a combined construct as a valid and practical approach.

3.3 Perceived Team Performance

Perceived team performance refers to team members' subjective evaluations of how effectively their team accomplishes its tasks and goals, encompassing dimensions such as efficiency, goal attainment, and the overall quality of work produced (Campion, Medsker, & Higgs, 1993). While objective performance metrics are available in most organizational contexts - such as sales figures, error rates, or project completion times - they vary considerably across teams, functions, and industries, making direct comparisons difficult. Moreover, objective metrics tend to capture outputs rather than the quality of team processes and dynamics that underlie them, which means they may miss important aspects of how effectively a team is actually functioning. Perceived performance measures therefore serve as a valuable complement, capturing team members' own evaluations of their effectiveness in a way that is both comparable across diverse organizational settings and sensitive to the process-level dynamics of team functioning, such as communication, trust, and cohesion, that objective metrics tend to overlook (Beal et al., 2003). Furthermore, team members' subjective perceptions of how well their team is performing are not simply a proxy for objective

performance - they are consequential outcomes in their own right, shaping motivation, engagement, and collective efficacy within the team (Kirkman & Rosen, 1999). A team that perceives itself as performing well is more likely to sustain effort, maintain morale, and continue collaborating effectively, regardless of what external metrics might indicate.

The measurement of team performance has itself been a subject of ongoing debate in the organizational literature. Campion, Medsker, and Higgs (1993) developed one of the earliest and most widely cited self-report team performance scales through a study of 357 employees across 80 work groups in a large financial services organization. Their scale identified five core dimensions of team effectiveness - productivity, quality, customer satisfaction, safety, and overall team performance - and established that team members are generally capable of providing reliable and valid assessments of their team's performance, with these self-reported assessments correlating meaningfully with supervisor ratings and objective organizational indicators. Crucially, their work demonstrated that team performance is a multidimensional construct that cannot be reduced to a single metric, and that capturing team members' own perceptions of effectiveness across multiple dimensions provides a richer and more valid picture of how a team is actually functioning than any single objective measure could. The present study draws on this tradition by using a self-report scale measuring perceived team performance across five items capturing efficiency, goal achievement, quality of output, and overall effectiveness, consistent with Campion et al.'s (1993) framework.

A range of antecedents has been linked to perceived team performance in the literature, including team composition - that is, the characteristics of the people who make up the team, such as their cultural backgrounds, functional expertise, gender, and age - as well as leadership style, communication quality, and team processes such as cohesion and trust (Kirkman & Rosen, 1999; Pearce & Sims, 2002). Within the diversity literature specifically, Ely and Thomas (2001) conducted an in-depth qualitative study of three organizations and found that the relationship between cultural diversity and group performance depended heavily on how the organization framed and made use of diversity. They identified three distinct perspectives that organizations can adopt toward diversity. The first, the discrimination-and-fairness perspective, treats diversity primarily as a moral and legal obligation - the organization ensures equal treatment and fair representation, but cultural differences are largely set aside in day-to-day work, with employees implicitly expected to conform to the organization's dominant cultural norms rather than being encouraged to bring

their own perspectives and ways of working into the team. The second, the access-and-legitimacy perspective, values diversity instrumentally - for example to reach diverse customer markets or talent pools - but does not allow diverse perspectives to genuinely influence how work is done, often leaving employees feeling tokenized rather than truly included. The third and most consequential perspective, which Ely and Thomas (2001) termed the integration-and-learning perspective, treats cultural diversity as a genuine resource that enriches how work is done - actively incorporating diverse ways of thinking, working, and problem-solving into work processes, decision-making, and goal-setting at all levels of the organization. Their findings showed that only organizations adopting this third perspective achieved meaningful performance benefits from diversity: when employees felt that their cultural backgrounds and perspectives were genuinely valued and integrated into the organization's work, teams performed better, were more creative, and experienced less conflict. Organizations operating under the first two perspectives, by contrast, saw little or no performance benefit despite having equally diverse workforces. This finding carries direct implications for the present thesis: a positive diversity climate - one in which employees perceive that their organization genuinely supports, values, and integrates cultural diversity - is essentially the organizational condition that makes the integration-and-learning perspective possible at the team level. It is not diversity itself, but the climate surrounding it, that determines whether diverse teams realize their performance potential. This is precisely the argument that the present thesis seeks to test empirically.

More broadly, perceived team performance in multicultural contexts has been shown to depend on the quality of interpersonal processes within the team. Luring and Klitmøller (2015) found that inclusive leadership - a leadership style characterized by openness, accessibility, and active encouragement of all team members to contribute their perspectives and ideas regardless of their cultural background - in ethnically diverse teams was associated with higher perceived team performance, partly by reducing work delays caused by communication difficulties and partly by fostering a climate in which diverse team members felt comfortable contributing their perspectives. Inclusive leaders actively create space for cultural differences to be voiced and valued rather than suppressed, which aligns closely with the conditions that a positive diversity climate is argued to produce at the organizational level. This suggests that organizational and leadership-level conditions that promote inclusion - of which diversity climate is a prime example - have direct consequences for how team members evaluate their team's effectiveness. Similarly, Stahl et al.'s (2010) meta-analytic

findings indicated that process variables such as communication quality, trust, and cohesion are the primary drivers of performance outcomes in multicultural teams, further reinforcing the importance of examining cohesion as a mediating mechanism between diversity climate and perceived performance, as proposed in Hypothesis 3.

3.4 Linking Diversity Climate, Team Cohesion, and Perceived Team Performance

While the preceding sections demonstrate that diversity climate, cohesion, and perceived team performance have each been studied extensively as individual constructs, comparatively fewer studies have examined how these three constructs relate to one another within a single empirical model, particularly in the context of multicultural teams. This gap is precisely what the present thesis seeks to address. Nevertheless, several existing studies provide important theoretical and empirical groundwork for the proposed model.

A key contribution comes from Hofhuis, Mensen, ten Den, van der Rijt, van Berlo, and Hendriks (2016), who conducted two quantitative studies examining how diversity climate enhances work outcomes in culturally diverse teams. Their central argument was that a positive diversity climate reduces employees' tendency to categorize colleagues into cultural subgroups - the very process that, as discussed in sections 2.1 and 3.2, poses the greatest threat to cohesion in multicultural teams. By suppressing this categorization tendency, a positive diversity climate creates the conditions under which team members can develop genuine interpersonal bonds across cultural lines, communicate more openly, and engage in the kind of trusting, collaborative behavior that cohesion depends on. While Hofhuis et al. (2016) used trust and openness in workgroup communication as their mediating variables rather than cohesion directly, their findings provide strong empirical support for the underlying mechanism proposed in Hypothesis 1 - namely, that diversity climate fosters cohesion-relevant team processes by reducing cultural categorization and promoting inclusion.

The connection between diversity climate and team performance has also been examined at the organizational level. González and DeNisi (2009), as discussed in section 3.1, found that diversity climate moderated the relationship between demographic diversity and organizational outcomes, with a positive climate reducing conflict and strengthening organizational attachment. Their study collected data at both the individual and business unit

level, allowing them to show that diversity climate perceptions do not only shape how individual employees feel and behave, but that the combined effect of these individual perceptions accumulates to influence how entire teams and organizations function - suggesting that what employees individually perceive about their diversity climate has consequences that extend beyond the individual and shape collective outcomes such as cohesion and performance. This is particularly relevant for the present thesis, which measures diversity climate at the individual perception level but hypothesizes consequences at the team level - specifically, that individual perceptions of a positive diversity climate will be associated with stronger team cohesion and higher perceived team performance. The cross-level logic underlying González and DeNisi's (2009) findings thus lends additional empirical support to the plausibility of the relationships examined here, reinforcing the argument that individual-level climate perceptions are not merely personal attitudes but meaningful signals about the organizational environment that shape how people interact and collaborate within their teams.

Further support for the proposed model comes from the meta-analytic work of Stahl et al. (2010), whose findings indicated that the effects of cultural diversity on team outcomes - both positive and negative - are largely mediated by team process variables such as communication quality, trust, and cohesion. This means that cultural diversity does not directly produce better or worse performance; rather, it shapes the team processes that in turn determine performance. A positive diversity climate, by fostering constructive team processes and suppressing harmful categorization dynamics, can therefore be understood as the organizational-level input that determines which of these process pathways - cohesion-building or subgroup conflict - comes to dominate in a multicultural team. This reasoning is directly consistent with the Categorization-Elaboration Model discussed in Chapter 2, which proposes that organizational climate determines whether diversity triggers categorization or elaboration. It also aligns with the broader IPO tradition in team research, illustrated by Lee, Chae, and Chung (2025), who demonstrated that diversity- and cohesion-related variables are most meaningfully understood not as isolated direct predictors of performance but as part of a sequential input-process-output chain - a structural logic that underlies the mediation model tested in the present thesis. While their specific model differs from the one tested here - treating diversity and cohesion as parallel inputs mediated by distinct learning processes rather than positioning cohesion as a mediator of diversity's effect - their work nonetheless illustrates the broader IPO convention of treating diversity- and

cohesion-related constructs as inputs and processes rather than isolated, unmediated predictors of performance.

More recent research has begun to identify additional mechanisms through which diversity climate may influence team outcomes, further contextualizing the present study's focus on cohesion as a mediating variable. Ayele, Wu, and Chen (2024), in a three-wave study of 349 employees, found that diversity climate influenced extra-role performance through workplace belongingness - defined as employees' sense of feeling accepted, valued, and included as part of their organization - and thriving at work, suggesting that the psychological experience of inclusion created by a positive diversity climate has consequences that extend beyond task performance to broader indicators of employee effectiveness. Hundschell, Rakun, Backes-Gellner, and Tschopp (2025), in a study of multinational teams published in the *Journal of Organizational Behavior*, demonstrated that diversity climate fosters team resilience capacity - the collective ability of a team to adapt, recover, and maintain functioning in the face of adversity - which in turn enhances team performance. Their findings suggest that beyond cohesion, diversity climate also builds the adaptive capacity that allows multicultural teams to sustain performance under challenging conditions. Kanya and Johan (2025) further showed that inclusive climate, team coordination, and knowledge sharing - defined as the active exchange of ideas, expertise, and information among team members - all independently contribute to team performance, with knowledge sharing emerging as the strongest predictor. Together, these more recent findings suggest that cohesion is one of several team-level mechanisms through which diversity climate translates into performance, and that future research should examine these mechanisms simultaneously to better understand their relative contributions.

It is also worth noting that the empirical literature on diversity climate and team outcomes has not been without contradictions. Some studies have found weaker or more conditional effects of diversity climate on team processes, particularly in contexts where diversity climate perceptions vary widely within the same team or organization (Ward-Bartlett, 2023). This underscores the importance of measuring diversity climate at the individual perception level, as the present study does, rather than treating it as a uniform team- or organization-level property. Individual-level perceptions of diversity climate may vary depending on an employee's cultural background, hierarchical position, and personal experiences within the organization, and these variations can produce different effects on cohesion and performance depending on the extent to which team members share a common

climate perception. While the present study does not examine within-team variation in climate perceptions - a limitation acknowledged in Chapter 6 - it contributes to the literature by empirically testing the direct and mediated effects of individual-level diversity climate perceptions on cohesion and perceived team performance within a sample of multicultural team members drawn from diverse industries and organizational contexts.

3.5 Hypothesis Development

Building on the theoretical frameworks presented in Chapter 2 and the empirical literature reviewed in the preceding sections of this chapter, three hypotheses are developed for the present study. Each hypothesis is grounded in a convergence of theoretical reasoning and empirical evidence, and together they reflect the overarching argument that perceived diversity climate shapes team cohesion and perceived team performance in multicultural teams, with cohesion serving as a key mediating mechanism.

Hypothesis 1

Social Identity Theory (Tajfel & Turner, 1979) proposes that in multicultural teams, the salience of cultural differences can trigger subgroup formation and reduce team members' identification with the team as a whole, thereby undermining cohesion. Contact Theory (Allport, 1954) further suggests that positive intergroup relations - and by extension, cohesion - require the presence of specific enabling conditions, including equal status, shared goals, cooperation, and institutional support. A positive diversity climate, by signaling that cultural differences are valued and that all employees are treated fairly and inclusively, provides precisely these conditions. Organizational Climate Theory (Schneider et al., 2013) reinforces this reasoning by showing that shared perceptions of fairness and inclusion shape employee behavior and interpersonal dynamics in meaningful ways, fostering the trust and open communication on which cohesion depends. This theoretical reasoning is supported empirically by Hofhuis et al. (2016), who found that diversity climate reduces categorization processes and enhances team members' sense of inclusion, and by Stahl et al. (2010), who demonstrated that the link between cultural diversity and cohesion is contingent on supportive team and organizational conditions. Accordingly:

H1: A positive perceived diversity climate is positively associated with team cohesion.

Hypothesis 2

Organizational Climate Theory (Schneider et al., 2013) suggests that climates perceived as fair and inclusive foster trust, open communication, and reduced interpersonal friction - conditions that should be reflected directly in how team members evaluate their team's performance. Contact Theory (Allport, 1954) further predicts that where the conditions for positive intergroup contact are met, cooperation improves and conflict decreases, which should enhance perceived team effectiveness. Ely and Thomas (2001) provided empirical support for this reasoning by demonstrating that organizations which genuinely integrate and learn from cultural diversity - rather than merely tolerating or managing it - achieve meaningfully better performance outcomes. Their findings suggest that it is not diversity itself but the organizational climate surrounding it that determines whether diverse teams perform well, a conclusion directly aligned with the argument of the present thesis. González and DeNisi (2009) further showed that a positive diversity climate strengthens organizational attachment and reduces conflict, with consequences that extend from the individual level to the team and organizational level. Accordingly:

H2: A positive perceived diversity climate is positively associated with perceived team performance.

Hypothesis 3

The Categorization-Elaboration Model (van Knippenberg et al., 2004) proposes that diversity climate determines whether diversity triggers harmful categorization processes or beneficial elaboration of information and perspectives. A positive diversity climate is theorized to suppress categorization - thereby enabling cohesion to develop - while simultaneously creating the psychological safety needed for open communication and knowledge sharing. The Input-Process-Output framework, as applied in the team effectiveness literature (Ilgen et al., 2005; Lee et al., 2025), positions diversity climate as an organizational input, cohesion as the team process through which this input is converted into outcomes, and perceived team performance as the resulting output - providing a structural justification for testing cohesion as a mediating variable. This mediated pathway is supported empirically by the meta-analytic evidence on cohesion as a robust predictor of performance (Beal et al., 2003; Grossman et al., 2022), by Hofhuis et al.'s (2016) finding that diversity climate enhances cohesion-relevant team processes by reducing cultural categorization, and

by Stahl et al.'s (2010) demonstration that process variables such as cohesion are the primary mechanisms through which diversity-related conditions translate into performance outcomes. Together, these theoretical and empirical foundations support the proposition that cohesion partially mediates the relationship between diversity climate and performance - that is, that a positive diversity climate enhances performance both directly and indirectly, through its positive effect on team cohesion. Accordingly:

H3: Team cohesion mediates the relationship between perceived diversity climate and perceived team performance.

It should be noted that Hypotheses 2 and 3 are not redundant but serve complementary analytical purposes. Hypothesis 2 tests the total effect of perceived diversity climate on perceived team performance - that is, the overall strength of the relationship between the two constructs regardless of the mechanism through which it operates. Hypothesis 3 then builds on this by decomposing the total effect into its constituent parts: an indirect effect that operates through team cohesion, and a remaining direct effect that cohesion does not account for. Establishing the total effect through Hypothesis 2 is therefore a necessary prerequisite for the mediation analysis in Hypothesis 3, and the two hypotheses together provide a more complete picture of how diversity climate relates to team performance than either would alone.

4. Methodology

This chapter describes the research design and methods employed in the present study. It outlines the overall approach to data collection, the characteristics of the sample, the measures used to operationalize each construct, and the analytical strategy applied to test the three hypotheses. The chapter concludes with a brief discussion of the ethical considerations relevant to the study.

4.1 Research Design

The present study adopts a quantitative, cross-sectional survey design. Quantitative methods were chosen because the research questions concern the strength and direction of relationships between three theoretically defined constructs - perceived diversity climate, team cohesion, and perceived team performance - which are most appropriately examined

through numerical measurement and statistical analysis. A survey-based approach is well suited to this purpose, as it allows for the systematic collection of standardized data from a large number of respondents across diverse organizational contexts, enabling the detection of patterns and relationships that would be difficult to identify through qualitative methods alone (Campion et al., 1993).

The cross-sectional design means that all data were collected at a single point in time, rather than tracking changes in the same respondents over multiple time points. This approach was chosen for practical reasons - it allowed data to be collected efficiently within the timeframe of the study - but it carries an important limitation, namely that causal conclusions cannot be drawn from the findings. While the hypotheses propose directional relationships between diversity climate, cohesion, and perceived performance, the cross-sectional design means that these relationships can only be interpreted as associations rather than as evidence of causation. This limitation is discussed further in Chapter 6.

4.2 Sample and Data Collection

Data were collected through an online questionnaire distributed via Google Forms. The questionnaire was shared through the researcher's personal and professional networks, and through snowball sampling - a non-probability sampling technique in which initial participants are asked to forward the survey to colleagues and contacts who meet the eligibility criteria. This approach was chosen because of the difficulty of accessing a sufficiently large and diverse sample of multicultural team members through probability sampling methods within the constraints of a master's thesis project.

Participation was open to individuals who were currently working as part of a team composed of members from at least two different national and/or cultural backgrounds. This criterion was included to ensure that all respondents had direct experience of multicultural team dynamics, which is the specific context examined in this thesis. Participation was voluntary and anonymous, and respondents were informed that their data would be used solely for academic research purposes. The survey took approximately five to seven minutes to complete. Respondents were also asked whether they worked in the same team as the researcher, allowing for transparency regarding potential non-independence in the data.

A total of 59 valid responses were collected and included in the final analysis. All 59 respondents provided complete data across all items, with no cases excluded due to missing values. In terms of gender, 31 respondents identified as female (52.5%), 27 as male (45.8%), and one preferred not to say (1.7%). The sample was predominantly young, with 45 respondents (76.3%) falling in the 25-34 age bracket, 10 (16.9%) in the 18-24 bracket, three (5.1%) in the 35-44 bracket, and one (1.7%) in the 45-54 bracket.

In terms of job position, the sample spanned a range of hierarchical levels: 27 respondents (45.8%) were specialists or senior specialists, 20 (33.9%) were junior or associate-level employees, four (6.8%) were team leads or managers, three (5.1%) were senior managers or directors, two (3.4%) were interns or trainees, and three (5.1%) held other positions including executive assistant, intermediate, and service roles. The three most represented industries were professional services including audit, consulting, and legal ($n = 16$, 27.1%), IT and technology ($n = 15$, 25.4%), and finance including banking, insurance, and investment ($n = 12$, 20.3%), with the remaining respondents working across public sector, education, non-profit, and various other sectors.

In terms of geographic location, the majority of respondents were based in Austria ($n = 44$, 74.6%), with the remaining respondents working in the United Kingdom ($n = 5$, 8.5%), Poland ($n = 4$, 6.8%), Germany ($n = 3$, 5.1%), and Kazakhstan, Czech Republic, and Israel ($n = 1$ each, 1.7%). Respondents represented a wide range of cultural backgrounds spanning Eastern and Western Europe, Central Asia, South Asia, the Middle East, and the Americas, reflecting the genuinely multicultural composition of the sample itself.

Regarding team characteristics, the teams represented in the sample varied considerably in size, ranging from 3 to 61 members, with most teams being relatively small and a few larger outliers pulling the average upward ($M = 22.4$). The duration of team membership was also recorded, as research suggests that team cohesion tends to strengthen over time as members develop familiarity, trust, and shared working routines - meaning that teams with longer tenure may exhibit higher baseline levels of cohesion independently of diversity climate (Beal et al., 2003). The majority of respondents had been working in their current team for between one and five years ($n = 41$, 69.5%), with 11 respondents (18.6%) having been in their team for six to twelve months, five (8.5%) for less than six months, and two (3.4%) for more than five years. In terms of team cultural composition, 25 respondents (42.4%) reported that their team included five or more different nationalities, 24 (40.7%)

reported three to four nationalities, and 10 (16.9%) reported two nationalities. All 59 respondents (100%) indicated that they regularly work with team members whose first language is different from their own, confirming that all participants had direct and ongoing experience of cross-linguistic and cross-cultural interaction. A small subset of respondents - 12 out of 59, approximately 20% - indicated that they worked in the same team as the researcher, introducing a minor degree of non-independence in the data that is acknowledged as a limitation in Chapter 6.

4.3 Measures

All constructs were measured using self-report Likert scales, with responses ranging from 1 (strongly disagree) to 5 (strongly agree). The questionnaire consisted of 21 items in total, covering the three focal constructs - perceived diversity climate, team cohesion, and perceived team performance - as well as a set of demographic and control items. The full text of all survey items is provided in Appendix A.

4.3.1 Perceived Diversity Climate

Perceived diversity climate was measured using eight items adapted from the scale developed by Mor Barak, Cherin, and Berkman (1998). This scale is one of the most widely used and validated instruments for measuring diversity climate perceptions at the individual level, and it has been applied across a broad range of organizational and cultural contexts. The scale operationalizes diversity climate across two broad dimensions - organizational practices and personal comfort with diversity - capturing both the structural and interpersonal aspects of how diversity is experienced in the workplace. The items capture employees' perceptions of fairness, inclusion, respect for cultural differences, and organizational support for diversity in the workplace. Example items include "In my organization, employees from different cultural backgrounds are treated with the same respect as everyone else" and "I can express aspects of my culture at work without feeling judged." A composite mean score was calculated across all eight items, with higher scores indicating more positive perceptions of diversity climate. The scale demonstrated good internal consistency in the present sample, with a Cronbach's alpha of .835, exceeding the conventional threshold of .80 recommended for research scales (Nunnally, 1978).

4.3.2 Team Cohesion

Team cohesion was measured using eight items capturing both social and task dimensions of cohesion, consistent with the approach recommended by Carless and De Paola (2000) and applied in recent empirical work on multicultural teams (Guzmán-Rodríguez et al., 2023). The social cohesion items tap into team members' sense of belonging, emotional attachment, and interpersonal bonds within the team, while the task cohesion items capture shared commitment to team goals and collective effort toward accomplishing them. The items were used as originally formulated in the scale without modification to the content, though the labeling was adapted for clarity in the online survey format. Example items include "Members of my team feel like they belong together" and "We work together as a united group to get the job done." A composite mean score was calculated across all eight items, with higher scores indicating greater team cohesion. The scale demonstrated good internal consistency in the present sample, with a Cronbach's alpha of .866.

4.3.3 Perceived Team Performance

Perceived team performance was measured using five items adapted from the self-report performance scale developed by Campion, Medsker, and Higgs (1993). This scale was selected because it was specifically designed to capture team members' subjective evaluations of their team's effectiveness across multiple performance dimensions - including efficiency, goal attainment, and quality of output - making it well suited to the diverse organizational contexts represented in the present sample, where standardized objective performance metrics would be unavailable or incomparable across respondents. The items were adapted from the original scale to reflect the multicultural team context of the present study while preserving the core meaning of each item. Example items include "Our team meets the goals and deadlines that are set for us" and "Overall, my team performs its tasks successfully." A composite mean score was calculated across all five items, with higher scores indicating higher perceived team performance. The scale demonstrated good internal consistency in the present sample, with a Cronbach's alpha of .868.

4.4 Data Analysis

Data were analyzed using IBM SPSS Statistics. The analytical strategy proceeded in five sequential steps, corresponding to the logic of the research design and the order in which the hypotheses were tested.

First, descriptive statistics and Pearson correlation coefficients were computed for all three scales to provide an overview of the sample's responses and to examine the bivariate relationships between the constructs prior to hypothesis testing.

Second, the internal consistency of each scale was assessed using Cronbach's alpha, with values above .70 considered acceptable and values above .80 considered good (Nunnally, 1978). As reported in section 4.3, all three scales exceeded the .80 threshold, confirming their reliability in the present sample.

Third, prior to the regression analyses, the assumption of linearity was tested for both hypothesized relationships using curve estimation in SPSS, comparing the fit of linear and quadratic models. The minimal difference in R^2 between the linear and quadratic models for both relationships - 2.1 percentage points for the diversity climate-cohesion relationship and 0.6 percentage points for the diversity climate-performance relationship - confirmed that the linear model was appropriate in both cases. Visual inspection of scatter plots further supported this conclusion.

Fourth, simple linear regression analyses were conducted to test Hypotheses 1 and 2. For Hypothesis 1, perceived diversity climate was entered as the predictor and team cohesion as the outcome variable. For Hypothesis 2, perceived diversity climate was entered as the predictor and perceived team performance as the outcome variable.

Fifth, to test Hypothesis 3, a bootstrapped mediation analysis was conducted using the PROCESS Macro for SPSS (Hayes, 2022), Model 4, with perceived diversity climate as the independent variable, team cohesion as the mediator, and perceived team performance as the dependent variable. Bootstrapping with 5,000 resamples was used to generate bias-corrected 95% confidence intervals for the indirect effect of diversity climate on performance through cohesion. This approach is widely considered the most rigorous method for testing mediation hypotheses, as it does not rely on the assumption of normality and provides a direct test of the

significance of the indirect effect rather than relying on the stepwise logic of the Baron and Kenny (1986) approach (Hayes, 2022).

4.5 Ethical Considerations

Participation in the study was entirely voluntary, and respondents were free to withdraw at any point without consequence. The survey was anonymous - no names, email addresses, or other identifying information were collected - and respondents were informed of this at the outset. The data collected were used solely for the purposes of this academic research project and were stored securely. As the study involved no deception, no sensitive personal data beyond basic demographic information, and no risk of harm to participants, it did not require formal ethical approval beyond the standard requirements of the University of Vienna's master's thesis guidelines.

5. Results

This chapter presents the results of the statistical analyses conducted to test the three hypotheses of this study. The findings are reported in five sequential steps: descriptive statistics, correlation analysis, reliability analysis, regression analyses for Hypotheses 1 and 2, and bootstrapped mediation analysis for Hypothesis 3.

5.1 Descriptive Statistics and Correlations

Table 1 presents the means, standard deviations, and Pearson correlations for the three focal constructs. The mean score for perceived diversity climate was $M = 4.07$ ($SD = 0.62$), indicating that respondents generally perceived their organizational diversity climate positively. The mean score for team cohesion was $M = 3.83$ ($SD = 0.60$), and the mean score for perceived team performance was $M = 3.95$ ($SD = 0.57$), both suggesting moderately high levels of cohesion and perceived performance across the sample.

5.2 Reliability Analysis

Prior to hypothesis testing, the internal consistency of each scale was assessed using Cronbach's alpha. All three scales demonstrated good internal consistency. The Cronbach's alpha for the perceived diversity climate scale was $\alpha = .835$ (8 items), for the team cohesion

scale $\alpha = .866$ (8 items), and for the perceived team performance scale $\alpha = .868$ (5 items). All values exceed the conventional threshold of .80 recommended for research scales (Nunnally, 1978), confirming that the items within each scale reliably measure the same underlying construct and that the composite mean scores are appropriate for use in subsequent analyses.

Table 1. Descriptive Statistics, Reliability, and Pearson Correlations

	M	SD	α	1	2	3
1. Perceived Diversity Climate	4.07	0.62	.835	—		
2. Team Cohesion	3.83	0.60	.866	.557**	—	
3. Perceived Team Performance	3.95	0.57	.868	.498**	.566**	—

Note. N = 59. ** $p < .001$.

5.3 Correlation Analysis

Pearson correlation analysis was conducted to examine the bivariate relationships between the three focal constructs. The results are presented in Table 1. Perceived diversity climate was significantly and positively correlated with team cohesion ($r = .557$, $p < .001$) and with perceived team performance ($r = .498$, $p < .001$). Team cohesion was also significantly and positively correlated with perceived team performance ($r = .566$, $p < .001$). These bivariate correlations provide initial support for the hypothesized relationships and are consistent with the theoretical expectations outlined in Chapters 2 and 3.

5.4 Regression Analyses

Prior to conducting the regression analyses, the assumption of linearity was tested for both hypothesized relationships using curve estimation in SPSS. For the relationship between perceived diversity climate and team cohesion, the linear model explained 31.0% of the

variance ($R^2 = .310$), while the quadratic model explained 33.1% ($R^2 = .331$) - a difference of only 2.1 percentage points, indicating that adding a curved component to the model yields negligible additional explanatory power. Similarly, for the relationship between perceived diversity climate and perceived team performance, the linear model explained 24.8% of the variance ($R^2 = .248$) and the quadratic model explained 25.4% ($R^2 = .254$) - a difference of just 0.6 percentage points. In both cases, the minimal improvement in model fit provided by the quadratic term confirms that the relationships are adequately captured by a linear model. Visual inspection of scatter plots further supported this conclusion. The assumption of linearity was therefore considered satisfied for both regression analyses.

5.4.1 Hypothesis 1: Diversity Climate and Team Cohesion

To test Hypothesis 1 - that a positive perceived diversity climate is positively associated with team cohesion - a simple linear regression was conducted with perceived diversity climate as the predictor and team cohesion as the outcome variable. The results indicated that perceived diversity climate was a significant positive predictor of team cohesion ($\beta = .557$, $t = 5.062$, $p < .001$), explaining 31.0% of the variance in team cohesion ($R^2 = .310$, $F(1, 57) = 25.621$, $p < .001$). These findings support Hypothesis 1.

5.4.2 Hypothesis 2: Diversity Climate and Perceived Team Performance

To test Hypothesis 2 - that a positive perceived diversity climate is positively associated with perceived team performance - a simple linear regression was conducted with perceived diversity climate as the predictor and perceived team performance as the outcome variable. The results indicated that perceived diversity climate was a significant positive predictor of perceived team performance ($\beta = .498$, $t = 4.334$, $p < .001$), explaining 24.8% of the variance in perceived team performance ($R^2 = .248$, $F(1, 57) = 18.787$, $p < .001$). These findings support Hypothesis 2.

Table 2. Regression Results for Hypotheses 1 and 2

	Team Cohesion		Perceived Team Performance	
	β	p	β	p

Perceived Diversity Climate	.557	<.001	.498	<.001
R ²	.310		.248	
F	25.621		18.787	

Note. N = 59. Standardized regression coefficients are reported.

5.5 Mediation Analysis

To test Hypothesis 3 - that team cohesion mediates the relationship between perceived diversity climate and perceived team performance - a bootstrapped mediation analysis was conducted using the PROCESS Macro for SPSS (Hayes, 2022), Model 4, with 5,000 bootstrap resamples and 95% confidence intervals.

The total effect of perceived diversity climate on perceived team performance was significant ($c = .455$, $p < .001$), confirming the bivariate relationship reported in section 5.4.2. The effect of perceived diversity climate on the mediator, team cohesion, was also significant ($a = .534$, $p < .001$), and team cohesion in turn significantly predicted perceived team performance when controlling for perceived diversity climate ($b = .398$, $p = .002$). When both perceived diversity climate and team cohesion were included in the model simultaneously, the direct effect of perceived diversity climate on perceived team performance remained significant but decreased in magnitude ($c' = .242$, $p = .043$), indicating that team cohesion partially mediates the relationship between perceived diversity climate and perceived team performance.

The bootstrapped indirect effect of perceived diversity climate on perceived team performance through team cohesion was .213 (SE = .085), with a 95% bootstrap confidence interval of [.057, .396]. Since this confidence interval does not include zero, the indirect effect is statistically significant, providing formal confirmation of partial mediation. These findings support Hypothesis 3.

Table 3. Mediation Analysis Results (PROCESS Model 4)

Path	Effect	SE	p	95% CI
Total effect (c): DC → PERF	.455	.105	<.001	[.248, .662]
a path: DC → COH	.534	.106	<.001	[.323, .746]
b path: COH → PERF (controlling DC)	.398	.122	.002	[.154, .642]
Direct effect (c'): DC → PERF (controlling COH)	.242	.117	.043	[.008, .476]
Indirect effect: DC → COH → PERF	.213	.085	—	[.057, .396]

Note. N = 59. DC = Perceived Diversity Climate; COH = Team Cohesion; PERF = Perceived Team Performance. Bootstrap confidence intervals based on 5,000 resamples. CI = confidence interval.

5.6 Summary of Results

Table 4 provides an overview of the hypothesis testing results. All three hypotheses were supported by the data. Perceived diversity climate was positively and significantly associated with both team cohesion (H1) and perceived team performance (H2). Furthermore, team cohesion was confirmed as a significant partial mediator of the relationship between perceived diversity climate and perceived team performance (H3), with a statistically significant indirect effect whose bootstrapped confidence interval did not include zero. Notably, the direct effect of diversity climate on performance remained significant even after cohesion was controlled for, indicating that cohesion accounts for part but not all of the relationship between the two constructs. Taken together, these results paint a consistent picture: a positive diversity climate is associated with stronger team cohesion and higher perceived performance, and cohesion serves as one of the mechanisms through which this

effect on performance operates. The theoretical and practical implications of these findings are discussed in the following chapter.

Table 4. Summary of Hypothesis Testing Results

Hypothesis	Prediction	Result
H1	Positive DC → higher team cohesion	Supported ($\beta = .557$, $p < .001$)
H2	Positive DC → higher perceived team performance	Supported ($\beta = .498$, $p < .001$)
H3	Team cohesion mediates DC → perceived team performance	Supported (indirect effect = .213, 95% CI [.057, .396])

Note. DC = Perceived Diversity Climate.

6. Discussion

This chapter interprets the findings presented in Chapter 5 in light of the theoretical frameworks and empirical literature reviewed in Chapters 2 and 3. It begins by discussing the results for each hypothesis in turn, before addressing the broader theoretical and practical implications of the study. The chapter concludes with an acknowledgment of the study's limitations and suggestions for future research.

6.1 Discussion of Findings

6.1.1 Hypothesis 1: Diversity Climate and Team Cohesion

The first hypothesis, that a positive perceived diversity climate is positively associated with team cohesion, was supported by the data ($\beta = .557$, $p < .001$, $R^2 = .310$). This finding is consistent with the theoretical predictions derived from Social Identity Theory

(Tajfel & Turner, 1979), Contact Theory (Allport, 1954), and Organizational Climate Theory (Schneider et al., 2013), all of which suggest that a climate perceived as fair, inclusive, and supportive of cultural differences creates the conditions under which team members are more likely to develop strong interpersonal bonds and a shared sense of team identity.

The strength of this relationship - with diversity climate explaining 31% of the variance in team cohesion - is notably robust for a single predictor in organizational behavior research, where R^2 values of .10 to .20 are more typical. This suggests that diversity climate is not merely a peripheral contextual factor but a substantively important driver of cohesion in multicultural teams. The finding aligns with Hofhuis et al. (2016), who demonstrated that diversity climate reduces cultural categorization processes and enhances team members' sense of inclusion - precisely the mechanisms through which cohesion is expected to develop. It is also consistent with Stahl et al.'s (2010) meta-analytic finding that the relationship between cultural diversity and cohesion is contingent on supportive organizational conditions, of which diversity climate is a prime example.

From the perspective of Social Identity Theory, a positive diversity climate appears to weaken the salience of cultural subgroup boundaries within the team, making it less likely that team members will identify primarily with their cultural in-group rather than with the team as a whole. When employees perceive that their organization genuinely values and respects cultural differences, the psychological pressure to cluster with similar others is reduced, and cross-cultural interpersonal bonds become easier to form and sustain. Contact Theory reinforces this interpretation: a positive diversity climate provides the institutional support and equal-status conditions that Allport (1954) identified as prerequisites for productive intergroup contact, transforming diversity from a potential source of division into a foundation for cohesion.

It is worth noting that the remaining 69% of variance in cohesion was not explained by diversity climate alone, which is expected. As discussed in Chapter 3, cohesion in multicultural teams is shaped by a range of factors beyond organizational climate, including leadership style, team tenure, role clarity, and individual characteristics such as cultural sensitivity and adaptability (Guzmán-Rodríguez et al., 2023). The present finding should therefore be interpreted as establishing diversity climate as one important - and empirically significant - antecedent of cohesion, rather than its sole determinant.

6.1.2 Hypothesis 2: Diversity Climate and Perceived Team Performance

The second hypothesis, that a positive perceived diversity climate is positively associated with perceived team performance, was also supported ($\beta = .498$, $p < .001$, $R^2 = .248$). This finding is consistent with the theoretical argument that inclusive organizational climates foster the trust, open communication, and reduced interpersonal conflict that underlie effective team functioning (Schneider et al., 2013), and with Ely and Thomas's (2001) empirical demonstration that organizations which genuinely integrate and learn from cultural diversity achieve better performance outcomes than those that merely tolerate it.

The effect size is slightly smaller than that observed for Hypothesis 1 ($R^2 = .248$ vs. $.310$), which is theoretically meaningful. It suggests that while diversity climate has a strong and direct effect on cohesion - a process variable that is closely tied to the interpersonal dynamics that climate most directly shapes - its effect on performance is somewhat more distal and operates partly through intermediate mechanisms such as cohesion, as confirmed by Hypothesis 3. This pattern is consistent with the IPO framework (Ilgen et al., 2005), which predicts that inputs like climate influence outputs like performance partly through the team processes they shape.

The finding that diversity climate remains a significant direct predictor of perceived performance even after cohesion is controlled for ($c' = .242$, $p = .043$, as reported in section 5.5) suggests that cohesion is not the only pathway through which diversity climate influences performance. Other mechanisms - such as improved communication quality, greater psychological safety, or stronger organizational identification - may also contribute to the direct effect. This possibility is discussed further in section 6.4. As noted in section 3.5, Hypotheses 2 and 3 serve complementary rather than redundant analytical purposes, with Hypothesis 2 establishing the total effect of diversity climate on performance that Hypothesis 3 subsequently decomposes into its direct and indirect components.

6.1.3 Hypothesis 3: Team Cohesion as a Mediator

The third hypothesis, that team cohesion mediates the relationship between perceived diversity climate and perceived team performance, was supported by the bootstrapped mediation analysis (indirect effect = $.213$, 95% CI $[.057, .396]$). The pattern of results is consistent with partial mediation: diversity climate has both an indirect effect on performance

through cohesion and a remaining direct effect on performance that is not explained by cohesion alone.

This finding makes an important theoretical contribution. It demonstrates not only that diversity climate and performance are related - which was established by Hypothesis 2 - but that cohesion is one of the mechanisms through which this relationship operates. In other words, part of the reason why employees who perceive a positive diversity climate also tend to report higher team performance is that a positive diversity climate fosters cohesion, and cohesion in turn supports performance. This mediating pathway is consistent with the Categorization-Elaboration Model (van Knippenberg et al., 2004), which proposes that a positive organizational climate suppresses cultural categorization processes, thereby enabling cohesion to develop, and with the IPO framework (Ilgen et al., 2005; Lee et al., 2025), which positions cohesion as a team process that translates organizational inputs into performance outputs.

The finding of partial rather than full mediation is also theoretically informative. Full mediation would imply that diversity climate influences performance exclusively through cohesion, with no residual direct effect. The fact that a significant direct effect remains after controlling for cohesion suggests that diversity climate influences performance through multiple pathways simultaneously - of which cohesion is one, but not the only one. This is consistent with the broader literature on diversity climate and team outcomes, which has identified trust, communication openness, and psychological safety as additional mediating mechanisms (Hofhuis et al., 2016), and with Lee et al.'s (2025) finding that cohesion-related variables require additional mediating steps - such as exploitative learning - to fully account for their effect on performance.

6.2 Theoretical Implications

The findings of this study make several contributions to the existing literature on diversity climate, team cohesion, and team performance in multicultural contexts.

First, the study provides empirical support for a theoretically derived mediation model that connects perceived diversity climate to perceived team performance through team cohesion, tested using individual-level survey data from a sample of multicultural team members across diverse industries and organizational contexts. While the individual

relationships between diversity climate and cohesion, and between cohesion and performance, have each been examined in prior research, studies that test the full DC → cohesion → performance mediation chain within a single empirical model remain relatively rare, particularly at the individual perception level. The present findings therefore fill an important gap in the literature and contribute to a more complete understanding of the mechanisms through which diversity climate shapes team effectiveness.

Second, the study contributes to the theoretical integration of Social Identity Theory, Contact Theory, Organizational Climate Theory, and the Categorization-Elaboration Model by showing that their joint predictions about the role of diversity climate in multicultural teams are empirically supported. The finding that diversity climate is a strong predictor of cohesion ($\beta = .557$) is consistent with the theoretical proposition that inclusive climates reduce subgroup categorization and create the conditions for cross-cultural bonding - a mechanism that sits at the intersection of all four frameworks.

Third, the finding of partial rather than full mediation adds nuance to the theoretical picture. It suggests that diversity climate influences team performance through multiple pathways, and that future theoretical work should aim to identify and integrate these pathways into more comprehensive models of how organizational diversity conditions shape team outcomes. The remaining direct effect of diversity climate on performance ($c' = .242$) points to the existence of additional mediating mechanisms that were not captured in the present model, and which future research should seek to identify and test.

6.3 Practical Implications

The findings of this study carry several practical implications for organizations, HR managers, and team leaders working in multicultural environments.

Most fundamentally, the results suggest that investing in a positive diversity climate is not merely a matter of ethical responsibility or legal compliance but has tangible consequences for how multicultural teams function and perform. Organizations that create environments in which employees from different cultural backgrounds feel genuinely valued, fairly treated, and comfortable expressing their cultural identity are likely to see stronger team cohesion and higher perceived performance as a result. This finding reinforces the argument made by Ely and Thomas (2001) that the integration-and-learning approach to

diversity - in which cultural differences are actively incorporated into how work is done rather than merely tolerated - produces the best outcomes for teams and organizations.

For HR managers and diversity practitioners, the study highlights the importance of going beyond surface-level diversity initiatives. Policies that increase demographic diversity without attending to the climate in which that diversity operates are unlikely to produce the cohesion and performance benefits identified in this study. Interventions aimed at improving diversity climate - such as inclusive leadership training, diversity awareness programs, fair promotion and evaluation practices, and the creation of psychological safety for cultural expression - are likely to be more effective levers for improving multicultural team outcomes than diversity hiring alone.

For team leaders specifically, the finding that cohesion mediates the climate-performance relationship suggests that actively fostering team cohesion - for example through team-building activities, clear shared goals, and practices that encourage cross-cultural interaction and mutual understanding - can amplify the performance benefits of a positive diversity climate. Leaders who carefully manage both the organizational climate they foster and the interpersonal dynamics within their teams are more likely to create conditions that support high performance in multicultural work environments.

6.4 Limitations and Directions for Future Research

Several limitations of the present study should be acknowledged when interpreting the findings, alongside directions for future research that could address them.

First, the cross-sectional design means that causal conclusions cannot be drawn from the data. All three constructs were measured at a single point in time, making it impossible to establish temporal precedence or rule out reverse causality - that is, the possibility that the effect runs in the opposite direction to what was hypothesized. It is theoretically plausible, for example, that the direction of causality runs opposite to what was hypothesized - that teams which are already highly cohesive tend to perceive their diversity climate more positively, or that teams which perform well develop stronger cohesion over time, or that positive performance experiences lead employees to view their organizational climate more favorably. Future studies should therefore adopt longitudinal designs that separate the measurement of predictors and outcomes in time. For example, measuring perceived diversity climate, team

cohesion, and perceived performance at an initial time point and then again at a subsequent time point - ideally several months later - would allow researchers to examine whether diversity climate at time 1 predicts changes in cohesion and performance at time 2 above and beyond their baseline levels at time 1, providing substantially stronger evidence for the directional relationships proposed in Hypotheses 1 and 2. A three-wave longitudinal mediation design - measuring all three constructs at time 1, time 2, and time 3 - would additionally allow for a more rigorous test of the mediating pathway proposed in Hypothesis 3, by establishing the temporal sequence that cross-sectional mediation analysis can only approximate.

Second, the sample size of 59 respondents is relatively small for organizational behavior research, which limits the statistical power of the analyses and reduces the precision of the parameter estimates. While the sample proved sufficient to detect the hypothesized relationships - as evidenced by the statistical significance of all three hypotheses and meaningful effect sizes - the confidence intervals around the effect sizes are wider than would be ideal, and the generalizability of the findings to other populations and contexts should be treated with caution. Future studies with larger samples would not only increase statistical power but would also enable more sophisticated analytical approaches, such as structural equation modeling, which would allow simultaneous testing of all paths in the proposed model and account for measurement error in all variables at once - providing a more rigorous overall test of the theoretical model.

Third, all variables were measured using self-report scales completed by the same respondents at the same time, which introduces the risk of common method bias - a systematic inflation of observed correlations that can occur when all measures are collected from the same source using the same method (Podsakoff, MacKenzie, Lee, & Podsakoff, 2003). When people fill out a survey in one sitting, their general mood, personality, or response style can influence how they answer all questions, artificially inflating the correlations between constructs that are measured together. For example, a respondent who is generally satisfied with their work situation may rate diversity climate, cohesion, and perceived performance all more positively than they otherwise would, not because these constructs are genuinely more strongly related but because a positive general disposition colors all their answers in the same direction. This means that the correlations observed in the present study - while statistically significant and theoretically consistent - may be somewhat

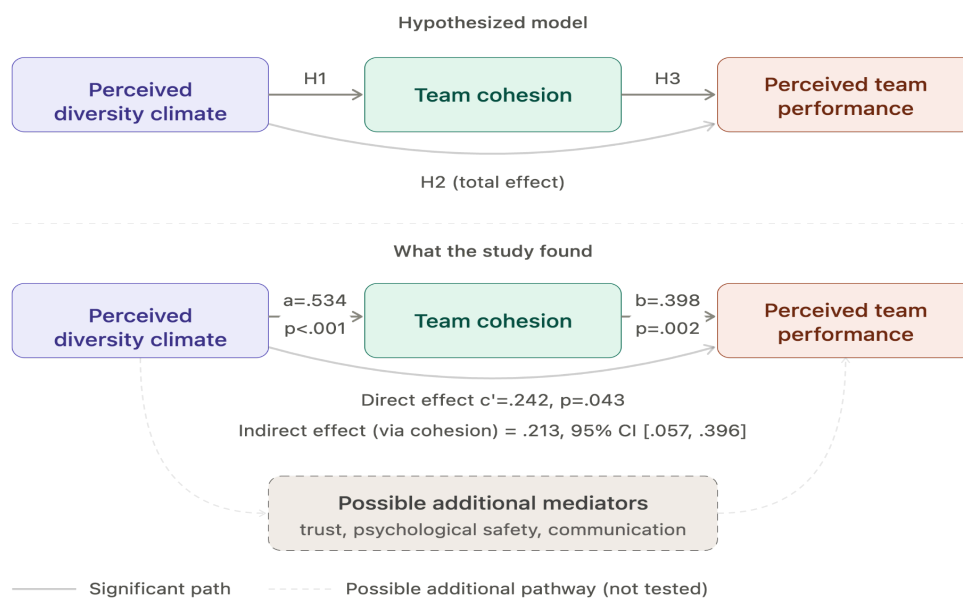
inflated relative to what would be found if the constructs were measured through different methods or at different time points. Future studies could mitigate this risk by separating the measurement of predictors and outcomes across different time points - for example, measuring perceived diversity climate at an initial time point and team cohesion and perceived performance at a subsequent time point - which would reduce the likelihood that a respondent's general mood or response style at the time of completing the survey influences all measures in the same direction simultaneously. Alternatively, future studies could supplement self-report measures of perceived performance with objective performance indicators where available, allowing for a comparison of results across different measurement approaches and a more comprehensive picture of how diversity climate shapes both subjective and objective aspects of team effectiveness.

Fourth, the present study measured perceived diversity climate as a subjective individual-level construct, which means that it cannot be verified whether respondents' perceptions accurately reflect the actual diversity practices and policies in place within their organizations. A respondent may perceive their diversity climate positively because their organization communicates a strong visible commitment to diversity, even if substantive practices are limited in reality - a phenomenon that Ward-Bartlett (2023) refers to as a "specious" diversity climate. While perceived climate is theoretically the most proximal predictor of employee behavior and team outcomes (Schneider et al., 2013), meaning that it is how employees perceive their environment, rather than what that environment objectively looks like, that shapes their behavior, future studies could complement self-report perceptions with objective indicators of organizational diversity practices - such as formal diversity policies, training programs, or demographic composition data - to examine whether the gap between actual and perceived diversity climate has consequences for team cohesion and performance, and to identify which specific practices are most effective in producing genuine inclusive climate perceptions.

Fifth, the present study examined team cohesion as the sole mediator of the diversity climate-performance relationship. The significant remaining direct effect of diversity climate on performance after controlling for cohesion ($c' = .242$, $p = .043$) suggests that additional mediating mechanisms are at work that the present model did not capture. Future research should therefore examine a more comprehensive set of mediating variables alongside cohesion. Trust and openness in workgroup communication have already been identified as

promising candidates (Hofhuis et al., 2016). More recent research additionally points to workplace belongingness and thriving at work (Ayele et al., 2024), team resilience capacity (Hundschell et al., 2025), and knowledge sharing and team coordination (Kanya & Johan, 2025) as potential mediators in similar models. A multiple-mediator model testing these variables simultaneously would allow researchers to assess their relative contributions and to determine which mechanisms are most consequential for multicultural team performance.

Figure 1. Conceptual Model: Hypothesized and Empirically Found Relationships Between Perceived Diversity Climate, Team Cohesion, and Perceived Team Performance.



Note. Generated with the assistance of Claude (Anthropic, 2025).

Sixth, a small subset of respondents - 12 out of 59, approximately 20% - indicated that they shared the same team as another participant in the survey, introducing a minor degree of non-independence in the data. When multiple respondents from the same team complete the same survey, their answers may be more similar to each other than to responses from members of other teams, which can slightly distort the assumption of independence that underlies standard regression and mediation analyses. As the study's hypotheses concern individual-level perceptions rather than team-level aggregates, and given that the affected cases represent a relatively small proportion of the total sample, this is not expected to materially affect the results. Future studies that deliberately collect data from multiple

members of the same team should consider using multilevel modeling to explicitly account for this nested structure and to separate individual-level from team-level effects.

Seventh, as discussed in section 4.2, the sample was recruited through non-probability snowball sampling via the researcher's personal and professional networks, which means it may not be fully representative of the broader population of multicultural team members. Snowball sampling tends to reach people who share similar social and professional circles with the researcher, which may introduce a degree of self-selection bias - for example, respondents who are more internationally minded or more attuned to diversity-related dynamics in their workplace may have been more likely to participate. At the same time, the geographic and industry diversity of the sample - spanning multiple countries and organizational contexts - can be considered a strength, as it suggests that the observed relationships are not confined to a single cultural or organizational setting. Future studies using probability sampling methods and larger, more representative samples would nonetheless further strengthen the external validity of these findings.

Eighth, while the study measured a broad range of demographic characteristics - including age, gender, nationality, job position, industry, and team size - these variables were not examined as potential moderators of the hypothesized relationships. It is possible that the strength of the relationships between diversity climate, cohesion, and performance varies as a function of these characteristics - for example, that the diversity climate-cohesion link is stronger in teams with greater cultural heterogeneity, or that the effects differ between junior and senior employees. Future studies with larger samples should examine whether the proposed model holds equally across different team types, hierarchical levels, and cultural contexts - for instance, whether employees from more collectivist cultures respond differently to diversity climate cues than those from more individualistic cultures. The rise of virtual and hybrid multicultural teams also represents an important frontier for future research, as physical distance and reduced informal interaction may change how diversity climate signals are perceived and how cohesion develops across cultural lines in remote settings.

7. Conclusion

This thesis set out to examine how perceived diversity climate affects team cohesion and perceived team performance in multicultural teams, and whether team cohesion mediates the relationship between diversity climate and performance. Drawing on a quantitative

cross-sectional survey of 59 employees working in multicultural teams across diverse industries and organizational contexts, and grounding the analysis in Social Identity Theory, Contact Theory, Organizational Climate Theory, the Categorization-Elaboration Model, and the Input-Process-Output framework, the study tested three hypotheses and found support for all three.

The first hypothesis - that a positive perceived diversity climate is positively associated with team cohesion - was strongly supported, with diversity climate explaining 31% of the variance in team cohesion. This finding confirms that how employees perceive their organization's commitment to fairness, inclusion, and cultural respect has meaningful consequences for the interpersonal bonds and collective unity that define a cohesive team. The second hypothesis - that a positive perceived diversity climate is positively associated with perceived team performance - was also supported, with diversity climate explaining approximately 25% of the variance in perceived performance. The third hypothesis - that team cohesion mediates the relationship between diversity climate and performance - was confirmed through bootstrapped mediation analysis. The results showed that a positive diversity climate first strengthens team cohesion, which in turn supports performance - meaning that part of the reason why employees who perceive a more positive diversity climate also tend to report higher team performance is that a positive diversity climate fosters cohesion, and cohesion then carries that effect forward into performance. This indirect pathway was statistically significant. Notably, when cohesion was added alongside diversity climate as a predictor of performance, the two variables together explained 37% of the variance in perceived performance - compared to 25% explained by diversity climate alone - illustrating the additional contribution that cohesion makes in accounting for performance differences across the sample. The pattern of results is consistent with partial mediation, meaning that diversity climate influences performance both through this cohesion pathway and through a separate direct effect that cohesion alone does not fully account for.

Taken together, these findings make several contributions to the existing literature. Theoretically, the study provides empirical support for a mediated model linking perceived diversity climate to team performance through cohesion - a chain that has been theoretically proposed but remains underexamined in empirical research at the individual perception level. The findings demonstrate that the joint predictions of Social Identity Theory, Contact Theory, Organizational Climate Theory, and the Categorization-Elaboration Model are empirically

supported in a multicultural team context: a positive diversity climate reduces the cultural subgrouping that threatens cohesion, creates the conditions for productive intergroup contact, and shapes the shared perceptions of fairness and inclusion that foster collaborative team behavior. The finding of partial rather than full mediation adds further theoretical nuance, suggesting that diversity climate influences performance through multiple pathways simultaneously - of which cohesion is one, but not the only one - and pointing to the need for future research to identify and test additional mediating mechanisms such as trust, workplace belongingness, team resilience capacity, and knowledge sharing.

Practically, the findings carry clear implications for organizations operating in multicultural environments. They suggest that investing in a positive diversity climate - through inclusive leadership, fair HR practices, and the creation of psychological safety for cultural expression - is not merely an ethical imperative but a meaningful lever for improving team cohesion and perceived performance. The results reinforce the argument that it is not diversity itself but the organizational climate surrounding it that determines whether multicultural teams realize their potential. Organizations that treat diversity as a genuine resource to be integrated into how work is done, rather than a compliance requirement to be managed, are more likely to see the cohesion and performance benefits that diverse teams can offer.

Several limitations temper these conclusions, most notably the cross-sectional design, which precludes causal inference, the relatively small sample size, and the exclusive reliance on self-report measures, which introduces the risk of common method bias. Future research should address these limitations through longitudinal designs, larger and more representative samples, and more comprehensive mediation models that test the full range of mechanisms through which diversity climate shapes team outcomes.

Ultimately, this thesis contributes empirical evidence to a growing body of research on the organizational conditions that enable multicultural teams to thrive. The findings suggest that perceived diversity climate is a powerful predictor of both team cohesion and perceived performance, and that cohesion is one of the key processes through which a positive diversity climate translates into better team outcomes. As organizations continue to navigate the opportunities and challenges of an increasingly diverse workforce, understanding and actively cultivating a positive diversity climate emerges as one of the most consequential investments they can make in the effectiveness of their multicultural teams.

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Appendix A: Survey Questionnaire

All items were measured on a 5-point Likert scale ranging from 1 (*Strongly disagree*) to 5 (*Strongly agree*).

Section 1: Perceived Diversity Climate

(Adapted from Mor Barak, Cherin, & Berkman, 1998)

DC1. In my organization, employees from different cultural backgrounds are treated with the same respect as everyone else.

DC2. Management clearly supports having employees from diverse cultural and national backgrounds.

DC3. I feel that my cultural background is valued in this organization.

DC4. Promotions and career opportunities are fair for people from different cultural backgrounds.

DC5. People in my team are comfortable working with colleagues from very different cultures.

DC6. Harassment or discrimination based on culture or nationality is not tolerated here.

DC7. Policies and practices in this organization support an inclusive working environment.

DC8. I can express aspects of my culture at work without feeling judged.

Section 2: Team Cohesion

(Adapted from Carless & De Paola, 2000)

COH1. Members of my team feel like they belong together.

COH2. There is a strong sense of 'we' rather than 'I' in this team.

COH3. Team members support each other when someone has a problem at work.

COH4. We work together as a united group to get the job done.

COH5. Conflicts in our team are resolved in a constructive way.

COH6. I feel emotionally attached to this team.

COH7. People in this team are willing to put in extra effort for each other.

COH8. I would be disappointed if I had to leave this team.

Section 3: Perceived Team Performance

(Adapted from Campion, Medsker, & Higgs, 1993)

PERF1. Our team uses time and resources efficiently.

PERF2. Our team meets the goals and deadlines that are set for us.

PERF3. The quality of work delivered by our team is high.

PERF4. Overall, my team performs its tasks successfully.

PERF5. Our team is considered successful by our organization/clients.

Section 4: Demographic Questions

1. Do you work in a team? (Yes / No)
2. Do you work in the same team as the researcher? (Yes / No)
3. How many people are in your team (approximate number including yourself)?
4. How long have you been part of your current team?
5. How many different nationalities are represented in your team?
6. To the best of your knowledge, how many different cultural or ethnic backgrounds are represented in your team?
7. Do you regularly work with team members whose first language is different from your own? (Yes / No)
8. What is your own cultural/ethnic background?
9. What is your age?
10. What is your gender?
11. In which country do you currently work?
12. In which sector/industry do you currently work?
13. What is your job position/level? (Intern/Trainee / Junior/Associate / Specialist/Senior / Team Lead/Manager / Senior Manager/Director / Other)

Appendix B: SPSS Statistical Output

Reliabilität

Zusammenfassung der Fallverarbeitung

		N	%
Fälle	Gültig	59	100,0
	Ausgeschlossen ^a	0	,0
	Gesamt	59	100,0

a. Listenweise Löschung auf der Grundlage aller Variablen in der Prozedur.

Reliabilitätsstatistiken

Cronbachs Alpha	Cronbachs Alpha für standardisierte Items	Anzahl der Items
,835	,836	8

Itemstatistiken

	Mittelwert	Std.-Abweichung	N
dc1_num	4,2203	,87233	59
dc2_num	4,0169	,91899	59
dc3_num	3,5424	1,00554	59
dc4_num	3,9153	,98765	59
dc5_num	4,2881	,89155	59
dc6_num	4,3898	,83081	59
dc7_num	4,1017	,78113	59
dc8_num	4,0339	,98201	59

Inter-Item-Korrelationsmatrix

	dc1_nu m	dc2_nu m	dc3_nu m	dc4_nu m	dc5_nu m	dc6_nu m	dc7_nu m	dc8_nu m
dc1_nu m	1,000	,447	,215	,642	,227	,427	,397	,313
dc2_nu m	,447	1,000	,550	,439	,289	,533	,574	,553
dc3_nu m	,215	,550	1,000	,377	,265	,238	,280	,645
dc4_nu m	,642	,439	,377	1,000	,107	,461	,436	,252
dc5_nu m	,227	,289	,265	,107	1,000	,241	,180	,560
dc6_nu m	,427	,533	,238	,461	,241	1,000	,416	,448
dc7_nu m	,397	,574	,280	,436	,180	,416	1,000	,378
dc8_nu m	,313	,553	,645	,252	,560	,448	,378	1,000

Item-Skala-Statistiken

	Skalenmittelwert, wenn Item weggelassen	Skalenvarianz, wenn Item weggelassen	Korrigierte Item-Skala- Korrelation	Quadrierte multiple Korrelation	Cronbachs Alpha, wenn Item weggelassen
dc1_num	28,2881	19,691	,549	,492	,818
dc2_num	28,4915	18,220	,719	,585	,795
dc3_num	28,9661	18,964	,540	,579	,820
dc4_num	28,5932	18,970	,553	,559	,818
dc5_num	28,2203	20,830	,378	,337	,839

dc6_num	28,1186	19,796	,570	,437	,815
dc7_num	28,4068	20,245	,547	,396	,819
dc8_num	28,4746	18,150	,668	,661	,801

Skala-Statistiken

Mittelwert	Varianz	Std.-Abweichung	Anzahl der Items
32,5085	24,703	4,97016	8

Zusammenfassung der Fallverarbeitung

		N	%
Fälle	Gültig	59	100,0
	Ausgeschlossen ^a	0	,0
	Gesamt	59	100,0

a. Listenweise Löschung auf der Grundlage aller Variablen in der Prozedur.

Reliabilitätsstatistiken

Cronbachs Alpha	Cronbachs Alpha für standardisierte Items	Anzahl der Items
,866	,869	8

Itemstatistiken

	Mittelwert	Std.-Abweichung	N
coh1_num	3,8814	,81123	59
coh2_num	3,7288	,84752	59
coh3_num	4,2373	,72728	59
coh4_num	4,0847	,70192	59
coh5_num	3,8305	,74631	59

coh6_num	3,5085	,93538	59
coh7_num	3,6271	,80726	59
coh8_num	3,7458	1,01018	59

Inter-Item-Korrelationsmatrix

	coh1_num	coh2_num	coh3_num	coh4_num	coh5_num	coh6_num	coh7_num	coh8_num
coh1_num	1,000	,629	,545	,563	,422	,513	,510	,404
coh2_num	,629	1,000	,554	,474	,499	,416	,429	,462
coh3_num	,545	,554	1,000	,703	,298	,326	,476	,318
coh4_num	,563	,474	,703	1,000	,357	,301	,391	,201
coh5_num	,422	,499	,298	,357	1,000	,348	,351	,399
coh6_num	,513	,416	,326	,301	,348	1,000	,666	,668
coh7_num	,510	,429	,476	,391	,351	,666	1,000	,474
coh8_num	,404	,462	,318	,201	,399	,668	,474	1,000

Item-Skala-Statistiken

	Skalenmittelwert, wenn Item weggelassen	Skalenvarianz, wenn Item weggelassen	Korrigierte Item-Skala- Korrelation	Quadrierte multiple Korrelation	Cronbachs Alpha, wenn Item weggelassen
coh1_num	26,7627	17,322	,706	,553	,840
coh2_num	26,9153	17,251	,679	,535	,843

coh3_num	26,4068	18,383	,615	,597	,851
coh4_num	26,5593	18,837	,561	,564	,856
coh5_num	26,8136	18,844	,517	,323	,861
coh6_num	27,1356	16,843	,655	,629	,846
coh7_num	27,0169	17,638	,658	,529	,846
coh8_num	26,8983	16,886	,583	,518	,857

Skala-Statistiken

Mittelwert	Varianz	Std.-Abweichung	Anzahl der Items
30,6441	22,750	4,76974	8

Zusammenfassung der Fallverarbeitung

		N	%
Fälle	Gültig	59	100,0
	Ausgeschlossen ^a	0	,0
	Gesamt	59	100,0

a. Listenweise Löschung auf der Grundlage aller Variablen in der Prozedur.

Reliabilitätsstatistiken

Cronbachs Alpha	Cronbachs Alpha für standardisierte Items	Anzahl der Items
,868	,870	5

Itemstatistiken

	Mittelwert	Std.-Abweichung	N
perf1_num	3,4576	,83711	59
perf2_num	4,0678	,58323	59

perf3_num	4,0339	,76488	59
perf4_num	4,1525	,63825	59
perf5_num	4,0508	,65453	59

Inter-Item-Korrelationsmatrix

	perf1_num	perf2_num	perf3_num	perf4_num	perf5_num
perf1_num	1,000	,465	,675	,545	,555
perf2_num	,465	1,000	,575	,528	,442
perf3_num	,675	,575	1,000	,696	,720
perf4_num	,545	,528	,696	1,000	,518
perf5_num	,555	,442	,720	,518	1,000

Item-Skala-Statistiken

	Skalenmittelwert, wenn Item weggelassen	Skalenvarianz, wenn Item weggelassen	Korrigierte Item-Skala- Korrelation	Quadrierte multiple Korrelation	Cronbachs Alpha, wenn Item weggelassen
perf1_num	16,3051	4,836	,681	,481	,848
perf2_num	15,6949	6,009	,594	,369	,863
perf3_num	15,7288	4,684	,839	,718	,799
perf4_num	15,6102	5,552	,694	,515	,840
perf5_num	15,7119	5,519	,682	,527	,842

Skala-Statistiken

Mittelwert	Varianz	Std.-Abweichung	Anzahl der Items
19,7627	8,046	2,83658	5

Korrelationen

		DC_mean	COH_mean	PERF_mean
DC_mean	Pearson-Korrelation	1	,557**	,498**
	Sig. (2-seitig)		<,001	<,001
	N	59	59	59
COH_mean	Pearson-Korrelation	,557**	1	,566**
	Sig. (2-seitig)	<,001		<,001
	N	59	59	59
PERF_mean	Pearson-Korrelation	,498**	,566**	1
	Sig. (2-seitig)	<,001	<,001	
	N	59	59	59

** . Die Korrelation ist auf dem Niveau von 0,01 (2-seitig) signifikant.

Pearson-Korrelationen ■ **Sehr positiv:** (Keine) ■ **Positiv:** (DC_mean <---> COH_mean), (DC_mean <---> PERF_mean), (COH_mean <---> PERF_mean) ■ **Keine lineare Korrelation:** (Keine) ■ **Negativ:** (Keine) ■ **Sehr negativ:** (Keine)

Hinweis: Die kuratierte Hilfe wird auf der Grundlage der tatsächlichen Zellwerte berechnet, nicht der formatierten Werte.

Kurvenanpassung

Modell-Beschreibung

Modell		MOD_1
Abhängige Variable	1	COH_mean
Gleichung	1	Linear
	2	Quadratisch
Unabhängige Variable		DC_mean
Konstante		Eingeschlossen
Variable zur Beschriftung der Beobachtungen in Diagrammen		Nicht angegeben
Toleranz für die Aufnahme von Termen in Gleichungen		,0001

Zusammenfassung der Fallverarbeitung

	N
Gesamtzahl der Fälle	59
Ausgeschlossene Fälle ^a	0
Prognostizierte Fälle	0
Neu erstellte Fälle	0

a. Fälle mit einem fehlenden Wert in einer Variablen werden aus der Analyse ausgeschlossen.

Zusammenfassung der Variablenverarbeitung

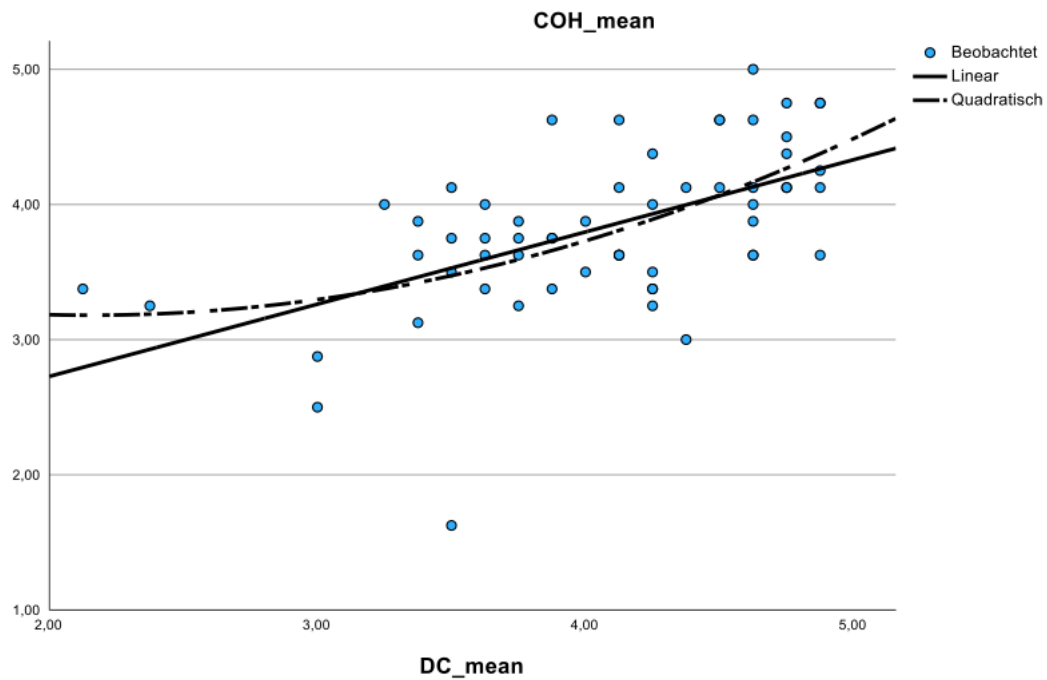
		Variablen	
		Abhängige Variable	Unabhängige Variable
		COH_mean	DC_mean
Anzahl der positiven Werte		59	59
Anzahl der Nullen		0	0
Anzahl der negativen Werte		0	0
Anzahl der fehlenden Werte	Benutzerdefiniert fehlend	0	0
	Systemdefiniert fehlend	0	0

Modellzusammenfassung und Parameterschätzer

Abhängige Variable: COH_mean

Gleichung	Modellübersicht					Parameterschätzungen		
	R-Quadrat	F	df1	df2	Sig.	Konstante	b1	b2
Linear	,310	25,621	1	57	<,001	1,659	,534	
Quadratisch	,331	13,837	2	56	<,001	3,927	-,694	,161

Die unabhängige Variable ist DC_mean.



Modell-Beschreibung

Modell		MOD_1
Abhängige Variable	1	PERF_mean
Gleichung	1	Linear
	2	Quadratisch
Unabhängige Variable		DC_mean
Konstante		Eingeschlossen
Variable zur Beschriftung der Beobachtungen in Diagrammen		Nicht angegeben
Toleranz für die Aufnahme von Termen in Gleichungen		,0001

Zusammenfassung der Fallverarbeitung

	N
Gesamtzahl der Fälle	59
Ausgeschlossene Fälle ^a	0

Prognostizierte Fälle	0
Neu erstellte Fälle	0

a. Fälle mit einem fehlenden Wert in einer Variablen werden aus der Analyse ausgeschlossen.

Zusammenfassung der Variablenverarbeitung

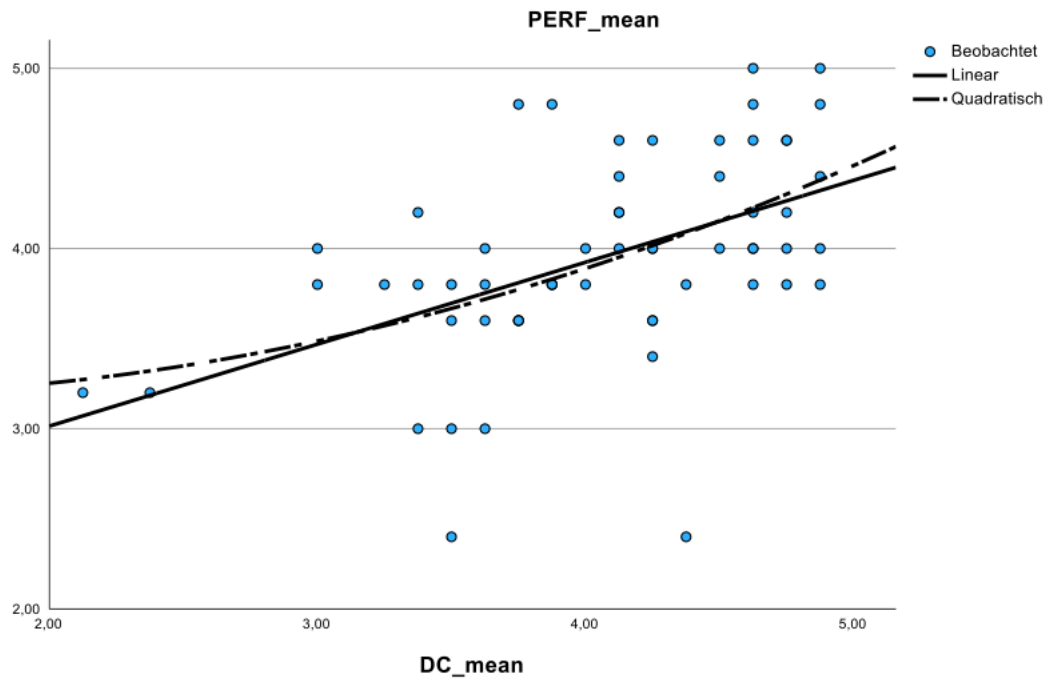
		Variablen	
		Abhängige Variable	Unabhängige Variable
		PERF_mean	DC_mean
Anzahl der positiven Werte		59	59
Anzahl der Nullen		0	0
Anzahl der negativen Werte		0	0
Anzahl der fehlenden Werte	Benutzerdefiniert fehlend	0	0
	Systemdefiniert fehlend	0	0

Modellzusammenfassung und Parameterschätzer

Abhängige Variable: PERF_mean

Gleichung	Modellübersicht					Parameterschätzungen		
	R-Quadrat	F	df1	df2	Sig.	Konstante	b1	b2
Linear	,248	18,787	1	57	<,001	2,105	,455	
Quadratisch	,254	9,538	2	56	<,001	3,289	-,186	,084

Die unabhängige Variable ist DC_mean.



Regression

Aufgenommene/Entfernte Variablen^a

Modell	Aufgenommene Variablen	Entfernte Variablen	Methode
1	DC_mean ^b	.	Einschluß

a. Abhängige Variable: COH_mean

b. Alle gewünschten Variablen wurden eingegeben.

Modellzusammenfassung

Modell	R	R-Quadrat	Korrigiertes R-Quadrat	Standardfehler des Schätzers
1	,557 ^a	,310	,298	,49954

a. Einflußvariablen : (Konstante), DC_mean

ANOVA^a

Modell		Quadratsumme	df	Mittel der Quadrate	F	Sig.
1	Regression	6,394	1	6,394	25,621	<,001 ^b
	Nicht standardisierte Residuen	14,224	57	,250		
	Gesamt	20,618	58			

a. Abhängige Variable: COH_mean

b. Einflußvariablen : (Konstante), DC_mean

Koeffizienten^a

Modell		Nicht standardisierte Koeffizienten		Standardisierte Koeffizienten	T	Sig.
		RegressionskoeffizientB	Std.-Fehler	Beta		
1	(Konstante)	1,659	,434		3,823	<,001
	DC_mean	,534	,106	,557	5,062	<,001

a. Abhängige Variable: COH_mean

Aufgenommene/Entfernte Variablen^a

Modell	Aufgenommene Variablen	Entfernte Variablen	Methode
1	DC_mean ^b	.	Einschluß

a. Abhängige Variable: PERF_mean

b. Alle gewünschten Variablen wurden eingegeben.

Modellzusammenfassung

Modell	R	R-Quadrat	Korrigiertes R-Quadrat	Standardfehler des Schätzers
	,498 ^a	,248	,235	,49630

a. Einflußvariablen : (Konstante), DC_mean

ANOVA^a

Modell	Quadratsumme	df	Mittel der Quadrate	F	Sig.
1 Regression	4,627	1	4,627	18,787	<,001 ^b
Nicht standardisierte Residuen	14,040	57	,246		
Gesamt	18,667	58			

a. Abhängige Variable: PERF_mean

b. Einflußvariablen : (Konstante), DC_mean

Koeffizienten^a

Modell		Nicht standardisierte Koeffizienten		Standardisierte Koeffizienten	T	Sig.
		RegressionskoeffizientB	Std.-Fehler	Beta		
1	(Konstante)	2,105	,431		4,883	<,001
	DC_mean	,455	,105	,498	4,334	<,001

a. Abhängige Variable: PERF_mean

Aufgenommene/Entfernte Variablen^a

Modell	Aufgenommene Variablen	Entfernte Variablen	Methode
1	COH_mean, DC_mean ^b	.	Einschluß

a. Abhängige Variable: PERF_mean

b. Alle gewünschten Variablen wurden eingegeben.

Modellzusammenfassung

Modell	R	R-Quadrat	Korrigiertes R-Quadrat	Standardfehler des Schätzers
1	,607 ^a	,369	,346	,45878

a. Einflußvariablen : (Konstante), COH_mean, DC_mean

ANOVA^a

Modell	Quadratsumme	df	Mittel der Quadrate	F	Sig.
1 Regression	6,881	2	3,440	16,345	<,001 ^b
Nicht standardisierte Residuen	11,787	56	,210		
Gesamt	18,667	58			

a. Abhängige Variable: PERF_mean

b. Einflußvariablen : (Konstante), COH_mean, DC_mean

Koeffizienten^a

Modell		Nicht standardisierte Koeffizienten		Standardisierte Koeffizienten	T	Sig.
		RegressionskoeffizientB	Std.-Fehler	Beta		
1	(Konstante)	1,445	,447		3,234	,002
	DC_mean	,242	,117	,265	2,073	,043
	COH_mean	,398	,122	,418	3,272	,002

a. Abhängige Variable: PERF_mean

Matrix

Run MATRIX procedure:

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This version of PROCESS requires SPSS version 26 or later

Workshop schedule available at haskayne.ucalgary.ca/CCRAM

In SPSS 29 and later, change default output font to Courier New for tidier output. More information about PROCESS at processmacro.org/faq.html.

This beta release has not been completely tested. Use at your own risk.

***** PROCESS Procedure for SPSS Version 5.0 *****

Written by Andrew F. Hayes, Ph.D. www.afhayes.com

Documentation available in Hayes (2022). www.guilford.com/p/hayes3

Model: 4

Y: PERF_m

X: DC_m

M: COH_m

Sample
Size: 59

OUTCOME VARIABLE:

COH_m

Model Summary

R	R-sq	MSE	F	df1	df2	p
,5569	,3101	,2495	25,6210	1,0000	57,0000	,0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	1,6589	,4339	3,8229	,0003	,7900	2,5278
DC_m	,5344	,1056	5,0617	,0000	,3230	,7458

OUTCOME VARIABLE:

PERF_m

Model Summary

R	R-sq	MSE	F	df1	df2	p
,6071	,3686	,2105	16,3452	2,0000	56,0000	,0000

Model

	coeff	se	t	p	LLCI	ULCI
constant	1,4448	,4467	3,2345	,0020	,5500	2,3397
DC_m	,2419	,1167	2,0726	,0428	,0081	,4758
COH_m	,3980	,1216	3,2719	,0018	,1543	,6417

***** DIRECT AND INDIRECT EFFECTS OF X ON Y *****

Direct effect of X on Y

Effect	se	t	p	LLCI	ULCI
,2419	,1167	2,0726	,0428	,0081	,4758

IO

Indirect effect(s) of X on Y:

Effect	BootSE	BootLLCI	BootULCI	
COH_m	,2127	,0853	,0568	,3958

***** ANALYSIS NOTES AND ERRORS *****

Level of confidence for all confidence intervals in output:

95,0000

Number of bootstrap samples for percentile bootstrap confidence intervals:

5000

----- END MATRIX -----