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## Importance of a Good Relationship between Local and International Employees in an MNC: A Case Study on Samsung, London, UK

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### ABSTRACT

The study has evaluated the importance of a good relationship between local and international employees in an MNC which is based in Samsung, UK. The aim of the study is to find out the importance of a good relationship between local and international employees in an MNC: a case study on Samsung, London, UK. The study has evaluated the factors that affect employees' morale, conflicting factors between local and international employees, find out ways to settle cross-cultural issues in the organization and identify the benefits of conflict management in the organization. The study has chosen positivism research philosophy, deductive reasoning, survey strategy, and qualitative research approaches using the research onion model. The main finding of the study is that there is a moderate impact on the relationships among local and international employees with 50.6% on the productivity of the employees of Samsung. The researchers also provide recommendations for future studies.

**Keywords:** Domestic and foreign relationships, International culture, MNC, and Employee morale.

### INTRODUCTION:

Companies that are expanding internationally are beginning to realize the benefits of hiring individuals from a variety of cultures and backgrounds in order to increase the organization's level of both diversity and newness. However, there are a variety of factors that contribute to businesses actively recruiting workers from other countries. Achim *et al.* (2017) illustrated some of the reasons that corporations are employing foreign workers by depicting that there is a lack of workers and that company are doing so in order to pay lower wages to workers. Because people in poor countries tends to have lower wage expectations, the majority of these workers are brought in from other countries in the developing world. In addition to this, the Elsaid, (2012) study reinforced the idea that organizations can benefit from a diverse workforce by taking use of the various opportunities it presents. Elsaid, (2012) demonstrated that while

though some people believe that managing varied individuals under one roof can result in mismanagement and inferior performance in the firm, this can actually be turned into a strategic asset for the corporation if it is handled properly. Hilary and Elaine, (2000) in Elsaid, (2012) argued that an organization should make an effort to foster a diverse workforce and that top management has a responsibility to cultivate an atmosphere conducive to the development of a culture that will help them better accommodate workforce diversity within the organization. However, workforce diversity or integrating home and foreign employees within the same organization also bring in several problems like lack of motivation among employees to work, poor communication. Moreover, trust has also been an issue in maintaining relationship with customers. Researchers like Doud *et al.* (2017) also conducted a study to determine the impact of trust commitment and

competitive advantage in global business. The study found a strong correlation on the global business and competitive advantage. As employees trust each other in the organization, they will put their best effort into the organization which will improve performance of the business. Though it is not an easy task to build the rapport between foreign and domestic employees (Shuvro *et al.*, 2020).

Moreover, Subramanian, (2016) mentioned that communication is another that creates distance between foreign and domestic employees. Thus, top management must find ways to lessen the communication gap within the organization between foreign and domestic employees. As proper communication can help companies make important decision relentlessly. Moreover, companies are going global thus to attract and enter foreign countries, companies are hiring locals of the host countries to get benefits like easy access to market, better understanding about the market and customers. However, companies send expatriate employees who are expert to operate business in foreign countries. Even Sussman, (2011) has discovered that expatriate workers also go through psychological trauma as a result of the new culture they are exposed to. However, huge multinational corporations place a higher level of faith in their personnel when it comes to dealing with foreign investment (MNC). Therefore, international businesses have a duty to exercise caution whenever they bring in-patriate workers to their home country or send out expatriate workers to another nation. These businesses have to make certain that their international and domestic workers have similar work ethics and communication procedures avoiding causing a disruption in daily operations of the company.

As Sumathi *et al.* (2018) mentioned diversity in the organization has several advantages. Besides, Prieto *et al.* (2009) also strongly supported this by mentioning that having potential it provides a company with a static reserve of competitive benefits since it fosters diversity within the organization and leads to increased levels of creativity and problem-solving abilities among its workforce. However, researchers like Richard and Johnson, (2001) opposed that diversity can leave an opposite effects on the role of organization due to diversity of race, gender in the organization. Still, other researchers find diversity or inclusion of foreign and domestic employees can impact the performance of business positively. Thus,

organizations or top management need to manage good relationships between foreign and domestic employees in the organization.

#### **Rationale of the study/ justification of the study/ problem statement**

Although workforce diversity has been researched vastly, the vast majority of studies have concentrated on determining which factors have an effect on diversity in organizations and how problems of this nature can be resolved (Doud *et al.*, 2007; Subramanian, 2016). However, none of the researchers mentioned the significance of the link between domestic and foreign workers in their discussions. Researchers focused that diversity has a positive impact on the MNC (Sumathi *et al.*, 2018), but they did not specifically look for the impact that a good relationship between domestic and foreign employees can have on the organization. This is despite the fact that these researchers have found that diversity has a positive impact. So, the researcher who is conducting this study has made the decision to obtain the effects on the company of positive relationships between domestic and international workers. As the diversity of the workforce continues to grow at a rapid rate, it will become increasingly common for domestic and international workers to collaborate under the same roof for accomplishing the mission of the business. According to Childs, (2005) every company that wants to be successful in the current business day needs to go borderless. This means that the company would employ people from other countries in addition to people from the United States. In their research on the effects of immigrant workers in Malaysia, Abdul Rahman *et al.* (2012) came to the conclusion that the presence of immigrant workers was beneficial to the economic expansion of both the company and the nation. In addition, the findings of Achim *et al.* (2017) have demonstrated that companies are interested in recruiting foreign workers due to the availability of these workers, the lower salary rate that they command, and a variety of other variables including educational conditions, etc. Furthermore, (Sumathi *et al.*, 2018; Prieto *et al.*, 2009) described that diversity, or the inclusion of foreign employees within an organization, can lead to a competitive advantage for the company. They explained that this is because a diverse mind will enhance creativity within the organization, which will strengthen the most important resource of an organization, which is human resource. The company will

be able to improve their performance level with the assistance of the competitive edge. As diversity brings positive impact on the organization, it also has negative impact on the performance of the business. Richard and Johnson, (2001) strongly opposed the idea of workforce diversity as they believe it is associated with many complexities in the organization. Moreover, Cletus *et al.*, (2018) also shown that rapid diversification or rapid integration of foreign and domestic employees will also affect the socio-cultural view of the personnel. The diversification will also challenge the perception of these individuals toward age, gender, race, language as people will have to constantly deal with new people who do not belong to their own culture, language or background. This can often lead to cultural shock for domestic as well as foreign employees as they are exposed to a completely new culture and new society. Moreover, (Cletus *et al.*, 2018) have shown that recruitment of diverse people from across countries is not easy task, as the HR need to be ensured of the background of the employees, as well as whether the employees will be able to adjust in the organization amid huge diversification or not. As companies nowadays are more expansion oriented, they need more inclusion of foreign employees in the organization along with skilled domestic employees as large companies still depend heavily on the expatriate to operate their operations in location successfully (Sussman, 2011). Thus, domestic employees are also required to be accustomed to working in a diverse culture along with foreign employees. Companies find diverse culture or diverse workforce is more productive. Thus, it is bound that domestic and foreign employees need to have good relationship in the organization or else it will backfire on the company.

### **Research aim**

To find out the importance of a good relationship between local and international employees in an MNC: A case study on Samsung, London, UK.

### **Research Objective**

- To identify factors that affect employees' morale
- To identify conflicting factors between local and international employees
- To find out ways to settle cross-cultural issues in the organization.
- To identify the benefits of conflict management in the organization

### **Research Question**

- a) What are the factors affecting employees' morale in Samsung, London, UK?
- b) Which points can be the reasons of conflict between local and international employees in Samsung, London, UK?
- c) How Samsung can resolve conflicts among local and international employees?
- d) What are the benefits of conflict management systems in Samsung, London, UK to flourish the internal relationships among the local and international employees?

### **Hypothesis of this study**

H0: Relationship among local and international employees does not impact employee's productivity in Samsung, London, UK.

H1: Relationship among local and international employees impacts employee's productivity in Samsung, London, UK.

### **Literature Review**

Organizations are rapidly extending their operations, which require them to hire international employees into their organization so that they may gain the benefits of that in the foreign countries to operate successfully in the market. As a result, organizations are required to hire foreign employees (Cletus *et al.*, 2018). Diversity in the workforce has made it possible for businesses to acquire more creative workers from different parts of the world. These workers contribute to an increase in the efficiency of the company because they are able to be more creative when working together and perform better within the organization. This chapter of the paper focuses on the literature background opined by different researchers in their paper. The literally chapter focuses on the literature review of the relevant topic of this study. This chapter focuses on meeting the objective of study by reviewing literature relevant to this topic.

### **International culture and employee morale**

Because it will be challenging for businesses to successfully operate while adhering to the local culture of a foreign country, many of them have stopped pursuing their own national culture. This is because expanding their operations into international borders requires them to do so. Therefore, corporations either adopt the foreign culture or make an effort to incorporate many cultures into their operations. According to Bowles and Copper, (2009), the culture of a business has a substantial impact on the

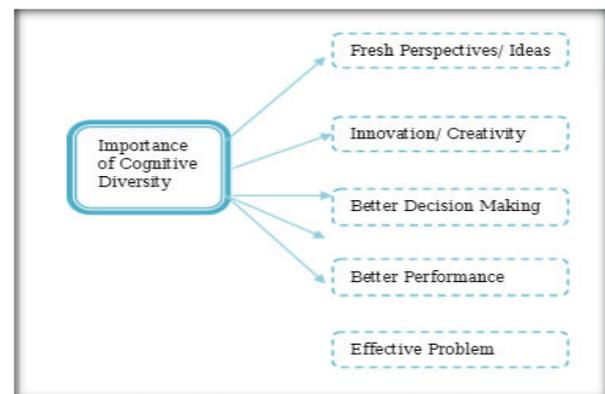
morale of its employees as well as their values, beliefs, and actions. This is because employees are expected to work in accordance with the culture of the firm. However, while choosing which culture to pursue, some employees have the tendency to seek membership in the dominant culture group, as this group reinforces culture, values, beliefs in the environment of the organization. Moreover, Mayhand, (2020) also shown that people have the tendency to associate themselves with a certain group, this helps to be influenced psychologically and have purpose in their life. However, Glinkowska, (2016) mentioned that culture of an organization is dependent on many factors like origin, education, manners, management style, etc. Besides, culture of an organization is so significant that it often leads to labor turnover. When employees feel that they cannot adjust or cope up with the culture, they feel detached and insecure in the organization (Khumalo, 2021). Moreover, as culture of an organization is the determinant of practice of employees within the organization, it also sets morale of the employees. Khumalo, (2021) defined employee morale as the mixture of attitude, feeling and behavior that result to the behavior of employees. Bound *et al.* (2018) also asserted that employee morale also has an influence on the organizational goal achievement of employees. Ogbe *et al.* (2019) in their paper revealed that negative attitude of employees toward the organization impacts heavily on other employees. Moreover, Erasmus, (2020) also blamed that training opportunities, promotional chances are also the determinant factors of employee morale, as employees are highly influenced and motivated through training and promotion. Moreover, Researchers like (Miam *et al.*, 2017; Doud *et al.*, 2017) put emphasis on the trust issue among employees. If employees cannot trust others in the organization, they will less likely to be motivated in the organization which will degrade their morale level in the organization. As (Ogbe *et al.*, 2019) mentioned employees are influenced by negative attitude, lack of trust in the organization will also demotivate employees to perform well in the organization.

### Theoretical framework

This portion of the chapter highlights some of the theories concerning worldwide business and cultural diversity inside the organization and how cultural diversity along with foreign and domestic employees so that the researcher can draw conclusion about from theoretical perspective.

### Cognitive-diverse theory

Dongrey and Rokade, (2020) have shown that cognitive diversity of an organization helps to outperform other organization. According to Reynolds and Lewis, (2017) article in the Harvard Business Review, managers frequently fail to recognize the importance of cognitive diversity due to the fact that it is less visible and is hampered by cultural barriers. Cognitive diversity is described as being "super-additive" in one of the articles written by Dongrey and Rokade, (2020) and published in Forbes. This terminology is consistent with the idea of improvement on top of improvement. According to Newberry, (2018) having a diverse set of cognitive abilities is necessary in order to introduce novel ideas and points of view. It is essential to make a distinction between perception and cognitive processes. Perception associated with the manner in which an individual captures the information required for processing (Bromiley & Rau, 2016; West & Dellana, 2009) also mentioned a different definition of cognition refers to how individuals apply the information. The presence of intelligent beings belonging to a variety of cognitive classes in a group is what gives rise to the phenomenon of cognitive diversity. It suggests that the actors have distinct mental processes as well as unique approaches to resolving issues.



**Fig. 1:** Importance of cognitive diversity (Dongrey and Rokade, 2020)

Meissner and Wulf, (2017) also showed that cognitive diversity have an impact on the performance of organization. As Meissner and Wulf, (2017) mentioned cognitive diversity helps the management team to minimize biasness toward decision making as well as it helps to improve quality of decision making. Moreover, cognitive diversity helps to get fresh ideas as people from domestic and different foreign works together. Moreover, cognitive diversity leads to better

performance and creativity in the organization. Kurtzberg, (2005) showed that heterogeneity will bring creativeness in the organization. However, Ahmed Younis, (2018) opposed that homogeneity will bring more creativity in the organization. But increasing diverse workforce is a proof that organizations are getting benefits from heterogeneity in the organization. As creative diversity helps to reduce errors, take perfect decision for the organization, employees of both domestic and foreign nations will need to be managed carefully in the organization. The diversity that they will bring in the organization will help them to gain competitive advantage in their sector which will help them to outperform other firms. This integration will also reduce errors in the decision making of the company as well as lower biasness toward any specific culture or interest.

### **Resource-based diversity management**

Barney & Clark, (2007) have presented evidence to support the disparity between the two competing theories of diversity management, which are the institutional theory and the resource-based theory. The institutional theory and the resource-based theory compete for diversity management responsibilities. The primary objective of the plan is to achieve heterogeneous performance within the organization as a direct result of the incorporation of people who come from a variety of cultural backgrounds into the workforce of the company. This will be accomplished by increasing the number of individuals who speak languages other than English. Those who subscribe to this school of thought maintain that an organization is made up of four distinct kinds of resources, which are referred to as human capital, physical capital, financial capital, and corporate capital resource respectively (Yang Yang and Konrad, 2011). Achim *et al.* (2017) also mentioned that this theory is an excellent explanatory basic model that demonstrates that the performance of a company can be described by the method in which its exceptional resources are managed. The theory was developed by economists. This comprehension directs the strategic thinking of the managers and explains why some businesses are able to, over the course of time, expand markets, strengthen the brand, achieve higher profits, and maintain competitive advantages while others, even when operating within the same industry, are unable to achieve the same level of success. These resources need to be utilized by organizations in a manner that enables them to run their operations

in the most productive and successful manner possible. Businesses that have a varied staff will benefit from cognitive diversity, which will make the organization's human capital stronger and more competitive in comparison to other businesses in the same industry (Dongrey & Rokade, 2020). In addition, companies that have more access to resources are more likely to be in a position to reap the benefits of a competitive advantage over other firms that are in the same industry. Due to a lack of sufficient money, businesses, particularly smaller ones, have less access to various resources. Not all businesses have the same access to the same resources, according to Yang Yang & Konrad, (2011), who agreed with this assertion. Therefore, businesses that have access to resources have a responsibility to develop a competitive edge for themselves in a manner that is difficult for their rivals to replicate. As businesses are structured to both foster and benefit from the presence of a varied workforce, the ability to effectively manage diversity can be considered as a sort of competence that a company possesses (Yang Yang & Konrad, 2011). On the other hand, managers are reluctant to change and fail to adopt diversity management practices consistently throughout the firm; it may be difficult for competitors to duplicate even the most fundamental diversity practices (Thomas, 2008).

### **Similarity-attraction paradigm**

Cable and Turban (2001), in their review of research on recruitment, identified three major categories of applicant beliefs regarding work environments that are theorized to influence perceived fit with and attraction to organizations. These categories are employer information, job information, and employee information. Notably, despite the fact that there is evidence suggesting that organizational attractiveness is related to applicant fit with organization characteristics and with job attributes (Kristof-Brown *et al.*, 2005), there is a paucity of research on whether or how fit with current employees influences organizational attraction. This is because organizational attractiveness is related to applicant fit with organization characteristics and with job attributes (Devendorf & Highhouse, 2008). The researcher also outlines another paradigm called the similarity-attraction paradigm. This paradigm states that people feel more at ease when they are in the close proximity to other people who are similar to them. Researchers like Chattopadhyay *et al.* (2011) have conducted a study based on the previous study that mentioned the

above line, but the model of Chattopadhyay *et al.* (2011) found no match that people likely to be along with their demographically similar peers. However, only in the case of high-status demographic groupings can the similarity-attraction paradigm be sustained, as members of these groups seek to connect with and identify with groups where their peers are similar to them. Lower-status individuals, on the other hand, who are more likely to engage with others who are different from themselves and identify with social groups that reflect this, show the reverse impact. The demographic dissimilarity process appears to be more complicated than the similarity-attraction paradigm predicts, according to the results of this study (Chattopadhyay *et al.* 2011). This uniformity among the workforce has also been encouraged by (Ahmed Younis, 2018). They believe that having a diverse group of employees will make it more difficult and complicated to make decisions regarding the management of the company. Because people from different backgrounds have varying cultural norms, values, and beliefs, (Ahmed Younis, 2018; Van Hove & Turban, 2015) are of the opinion that having personnel from different countries working together within the same company will lead to chaos within the company. As a consequence of this, they would be unable to come to a satisfying conclusion about the matter, which would result in dissatisfaction among the staff members regarding the company.

### **Cross-cultural issues in the organization**

Cross-cultural diversity in an organization occurs when an employee from diverse culture, religion, country, race works under the same roof to attain the objective of the organization. Singh, (2014) has found that changing diversity in the organization as well as organization's goal to expand into foreign border is also the reason for which companies are encouraging and adapting cross-cultural employees in the organization. Moreover, intense integration of foreign employees with domestic employees has a far-reaching impact on the organization. Singh, (2014) has shown that employees get to think broad when they are working people from other countries, moreover, their morality as well as overall performance will also improve as they will get to learn about other cultures, people, and about their culture, religion, trust, believe, attitude. Conflict can also arise as a result of the heterogeneous makeup of the workforce. Staff behaviors, for instance, are attri-

buted to the state of diversity of a person, and there is a risk of misunderstanding, misinterpretation, or inappropriate behavior between persons. Moreover, there is a possibility of a person having more than one state of diversity. Individuals or collectives additionally, it may result in feelings of worry, mistrust, or individual prejudice. Employees who are considered valuable members of the team and who are appreciated in the workplace are more likely to remain with their firm (Zhang and Lowry, 2008). The retention of staff helps cut down on costs associated with recruitment and has a significant bearing on the results. A workforce in whom individuals are able to understand one another and communicate in an efficient manner is capable of working together effectively in integrated teams. When this occurs, it is much simpler to find solutions to disagreements and ease tensions. As a result, the management of a multicultural workforce is becoming increasingly important. Moreover, Zhang and Lowry, (2008) shown that Hofstede's model can be utilized to assess the culture of a people; this will help them to assess individuals and understand their preference and behavioral pattern. Though the model of Hofstede has many disadvantages, still it is highly used in the organization to assess culture of others. Richard & Johnson, (2001) are of the opposite opinion, believing that diversity of race and gender has a negative impact on the organization's performance. Employees that are a part of a minority group, for example, are less committed to the company's overall aim. Bharadwaj & Kamboj, (2012) on the other hand, disagreed with Richard & Johnson, (2001), who asserted that a company's creativity and performance can be influenced by characteristics like age, length of service, and so on. Indeed, proponents of the "similarity-attraction" paradigm argue that homogenous groups are better able to accomplish their goals because their members have a better knowledge of one another. Employees in diverse groups may be less motivated to contribute to the success of the company as a whole because of the potential for interpersonal strife and conflict within the workplace. It was a result of this that organization's performance deteriorated (Horwitz, 2005). Thus, both international employees and domestic employees should have good relationship with each other.

### **Conflict management in the MNC to solve cross-cultural problem**

When organizations try to expand their operation to foreign country, they as well as their employees enter a new country where they have to adjust their behavior, attitude, communication style as well as leadership style according to the preference of host country. This adaption of local cultures and practice them is called multiculturalism (Singh, 2014). Organizations that successfully manage to maintain relation between its foreign and domestic employees can manage their conflict well. Moreover, Kundu, (2001) have shown that in some societies, key decisions are made by a select group of top managers, while in others, the responsibility for making these decisions is spread throughout the organization. The first example is representative of American society, while the second is more typical of Japanese culture. The cultural standards of the United States of America and other Western countries necessitate individual incentives, however in Japanese culture this is not

the case. In some civilizations, taking risks is actively encouraged, while in others, this is not the case. Thus, the top management must be conscious of the cultural practice of the country where they extended their business to understand what would be the expectation of the people in the country. Even though some researchers, such as (Richard & Johnson 2001; Cletus *et al.*, 2018), are opposed to diversity or the integration of domestic workers with workers from other countries, diversity is gaining more attention due to its many benefits. This has increased the importance of studying the way to manage conflicts that may arise in an organization as a result of cultural, linguistic, and belief differences among workers from different countries. In addition, Kundu, (2001) has devised a few methods to address the cultural disparities that exist among the staff members of an organization.



**Fig. 2:** Strategies to manage cultural diversity (Kundu, 2001).

**Ignore cultural differences**

Managers fail to grasp the importance of cultural heterogeneity (diversity) to the success of the company. Parochial groups frequently employ this method. Management and staff in these types of businesses tend to assume that "our way is the only way" to manage and structure the company's operations (Kundu, 2001). When it comes to managing a company, they don't see the need for cultural diversity. They don't see the point of having a wide range of people. The strategy of disregarding differences prevents effective management of cultural diversity and also eliminates the possibility of lowering the negative repercussions and raising the positive impacts of diversity.

**Minimizing Cultural difference**

Ethnocentric organizations minimize cultural disparities. Managers see cultural diversity as a problem. In ethnocentric organizations, managers feel "our way is best" They deem others' methods inferior (Kundu, 2001). Managers decrease diversity to reduce differences' difficulties. They ignore diversity's benefits. Such firms either recruit a culturally homogenous workforce or inculcate all employees into the prevailing culture's behavior patterns. Ethnocentric groups, by reducing disparities, impede cultural benefits.

**Manage cultural differences**

Synergistic organizations manage differences. These organizations understand cultural diversity's benefits and drawbacks. Synergistic managers think "our and their ways of behaving and managing differ, but none is superior (Kundu, 2001)." Organizing and managing creatively may be the best solution.

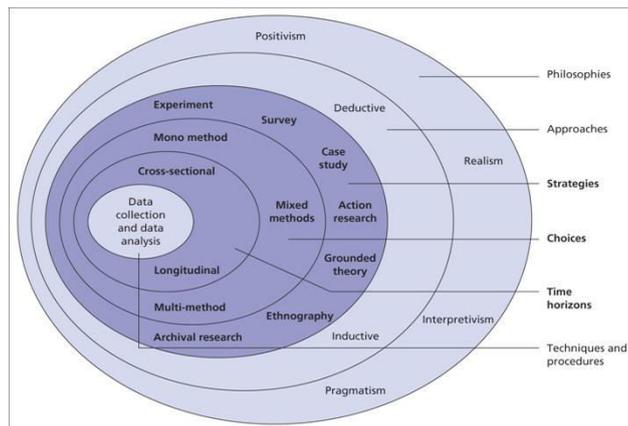
**METHODOLOGY:**

Research methodology is where the researcher takes decisions on how he will be collecting data, following what method, approach, philosophy, strategy etc. It works as the blueprint of conducting the research as it deals with the overall data collection process. In this section, Saunders research onion framework has been used for deciding the research methodology for this study. The research onion framework indicates different layers of research methodology which describes each of the elements for the researcher to make proper decision reading the study area based on the suitability of the research aim and objectives (Saunders, Lewis and Thornhill, 2016).

**Research philosophy**

Research philosophy is the foundation of the research methodology which indicates the set of beliefs on which the researcher decides how the data would

be collected (Beins, 2017). Research philosophies are generally of three types, positivism, interpretivism and pragmatism. For this study on evaluating the necessity of good relationship between local and international employees at an MNC, the positivism research philosophy has been chosen. Positivism research philosophy is focused on the objective nature data collection. Here, the researcher emphasises on only a single reality where the natural incidents are given more importance rather than the personal viewpoints (Graziano & Raulin, 2012).



**Fig. 3:** Research onion model (Saunders *et al.*, 2016).

Therefore, which research philosophy does not leave any scope for human bias. Whereas, interpretivism philosophy allows the researcher to participate in the data collection and include his opinions, reactions on the research, which often describes only one part of the whole event and decreases the reliability of the results (Ocejo, 2021). Moreover, pragmatism philosophy does not offer any direct indication of which philosophy to choose and makes the researcher do based on the situation in hand, which means applying the instruments that will work best which lack in balance for the research. As the researcher of this study on evaluating the importance of good relationship between the local and international employees at Samsung, positivism research philosophy has proven to be most suitable as it will provide with the concrete results for practical understanding and reliable outcomes.

### Research approach

Research approach lets the researcher to decide on which direction to go and what kind of research results to achieve based on the area of the problem statement (Passer, 2017). Such approaches are generally of two types, deductive and inductive reasoning. For this study on the analysis of Samsung's

employee relationship condition and outcomes, the deductive reasoning approach has been decided. Deductive reasoning is the approach where the researcher explores an area of study which has previous theories and model for better understanding but a narrow gap is found for further exploration and precise outcome generation (Plano Clark & Ivankova, 2015). On the contrast, inductive reasoning is used where the researcher works on a study area where there is no sufficient information to developing a basic understanding and the researcher attempts to broaden the research area. Since the researcher of this study are aware of the situation that happens in an MNC due to the mixing of local and international employee of different culture, now the researcher is focused on finding a precise understanding over why the relationship between these two kinds of employee within and MNC is important, how it is beneficial by putting a specific focus on Samsung's workplace. Therefore, the deductive reasoning is the most suitable here.

### Research strategy

Research strategies could be of different types which explain how the researcher could conduct the study based on the developed aims and objectives (Saunders *et al.*, 2016). Among the strategies such as experimental, action, survey, case study, ethnography, archival etc., the researcher has chosen the survey strategy. In a survey strategy, certain questionnaire based on the research area, aims and objectives are developed and provided to a number of people for collecting their responses. With the survey method, a wide array of information could be collected in an effective and efficient way (Stokes & Wall, 2014).

On the contrary, the other kinds of research strategies, such as the case study is focused on analysing a real-life situation, experiment strategy is done on a controlled environment to test certain results, action strategy is where the data are collected based on the actions of other on a given environment etc. (Beins, 2017). As the researcher is willing to understand for this study that how the employees of an MNC from different cultures manages to maintain a good relationship, how it benefits the organisation, what steps are taken to ensure it etc. These things require the collection of data from the direct participants to know their perception and scenario. Therefore, the survey strategy has been chosen for this study.

### **Research choice**

Data collecting necessitates qualitative and quantitative research approaches (Sutton & Austin, 2015). The researcher can select approaches that will appropriately handle their study difficulties by assessing the whole spectrum of benefits and drawbacks connected with these methods. In other cases, the researcher may use both approaches to provide a more comprehensive study. According to Ranney *et al.* (2015), qualitative data collecting methods such as interviews, observations, and focus groups are used. Qualitative data collection methods are specific to the field of study that analyses behaviour, meaning, and the context in various events. The data help to determine the extent to which values influence researcher decisions about the study. Conversely, quantitative research techniques use questionnaires, surveys, and measurable measures (Rutberg & Bouikidis, 2018). The researchers are looking for general or probability-based information, and these data are beneficial for isolating and identifying factors. In specialised research, researchers favour using qualitative data. However, the quantitative research approach was chosen for this study since qualitative research approaches could make assumptions about potential outcomes or public opinion.

### **Time horizon**

A set of cross-sectional data was collected from primary sources for this study. Cross-sectional data is collected on a single moment from different individuals from a selected group. It is cheaper than other data types and less time-consuming for a comparatively wider volume. It helps capture participants' opinions on a research agenda at a specific time.

### **Research techniques and procedures**

#### **Data collection method**

An electronic questionnaire was used in an online survey to collect data for this research. A survey is the best research approach to use when trying to understand people and their behaviours, ideas, and reactions. In order to gather and organise the objective facts that are concealed within the target audience's subjective perceptions, a questionnaire, nevertheless, may be helpful (Rowley, 2014). It is customary to write questionnaires to make it easier to accomplish the study's goals. Due to its relevant qualities and results, this research relied on the survey and questionnaire methodologies. The questionnaire was created using a Google survey tool, Google

Forms, and was sent to the community. The survey was completed online. This instrument was chosen since it may also be used to collect and preserve participant feedback. Given that the study will include inferential analysis and hypothesis testing, ordinal data was the best choice. Objective questions on a 6-point Likert scale were designed to extract the participants' perspectives. With a six-point scale, participants are encouraged to give the issue more thought before selecting an answer that either tends favourably or negatively.

#### **Data analysis method**

The cross-sectional data that was gathered was used in the study's analysis. Descriptive statistics like mean, mode, and standard deviation were used in the analysis step to summarise the observed data. Descriptive statistics emphasise the data's general qualities and give a comprehensive view of the available data (Hawkins *et al.*, 2014). Inferential analysis was also done to wrap up the investigation. Inferential statistics are ideally suited for tasks like predicting the intensity of a link between variables and establishing its statistical significance. The inferential study was divided into two parts: first, an F test was used to evaluate the hypotheses, and second, multiple regression analysis was utilised to determine the relative weights of different variables. Instead of using a t-test since it is better suited for univariate variables and smaller samples, an F test was used in this study. The statistical studies were performed using IBM SPSS Statistics version 25. SPSS is a reliable programme that supports positive outcomes for research projects requiring various numerical and statistical procedures (Pallant, 2020). Compared to other statistical tools, SPSS takes far less time to analyse data, allowing researchers to include a significant amount of numerical data and information while still conducting in-depth critical examinations (Abu-Bader, 2021). These activities allow researchers to use a systematic approach to data analysis. The major purpose of this application is to analyse scientific data for social science and other research purposes, where the data may be studied utilising in-depth statistical analysis and assessment.

#### **Data type**

One of the most crucial steps in completing the study methodology is choosing the data gathering approach the researcher will use (Khan, 2014). The act of gathering and analysing data to meet the needs of

predetermined goals and objectives is known as data collecting. Information may be obtained in various ways, including through primary, secondary, longitudinal, and cross-sectional data. When information is obtained from primary sources, it is often not previously obtained and is given in the first person. Finding secondary sources that discuss the findings of this data collection might be difficult because these are raw data. Interviews, surveys, and experiments are the three most popular methods for acquiring primary data, according to Mazhar *et al.* (2021). On the other hand, secondary data refers to material that has already been collected and examined by other researchers. The information cannot thus be regarded as original. This material must have been acquired for research purposes and is often obtained through organisational records, government reports, and other sources. According to Hartling *et al.* (2016), a cross-sectional study is a kind of observational research that looks at the relationships between variables in a population at a certain period. Without interrupting, a researcher watches people in their natural environments. Cross-sectional studies concentrate on a single point in time. Like cross sectional research, a longitudinal study gathers data from the same population over an extended period (Birmingham, 2018). Longitudinal studies can last several years or even decades while gathering all the necessary information. Changes in participant characteristics may be observed and investigated in a longitudinal study. A longitudinal study does not have a predetermined duration. The sequence of events will proceed in this way. Since the pertinent secondary, quantitative, and longitudinal data had already been published, these data types were used in this inquiry since evaluating variable correlations was critical.

### Research Sample

Every scientific inquiry can include a representative sample. The population as a whole, to whom the study's conclusions should be applied, is represented by this sample. Sharma, (2017) claimed that the sample fairly represents the whole population. Ensuring that prepared observations meet the criteria outlined in the study's purpose and objectives is a crucial phase in the research process. The researcher decides on the sampling strategy based on the kind of analysis that will be done. There are primarily two distinct sampling methods available. Probability sampling is a form of sampling approach using probability theory to choose a representative sample for

a study. It proves that the sample has an equal likelihood of including all potential components (Etikan & Bala, 2017). A non-probability sampling approach is based on the idea that not every member of the population has the same chance of being sampled and participating in the study. Non-probability sampling techniques include convenience sampling, quota sampling, judgmental sampling, and snowball sampling, to name a few. With convenience sampling, the researcher collects data whenever it is most convenient (Jager *et al.*, 2017). By adopting quota sampling, which can be equal or unequal depending on the criterion used to calculate the quota, the researcher assures that a proportional representation of individuals is included in the study (Ochoa & Porcar, 2018). When using judgmental sampling, the surveyor randomly selects a small number of prospective sampling units (Keith, 2017). For this study, survey sampling was used.

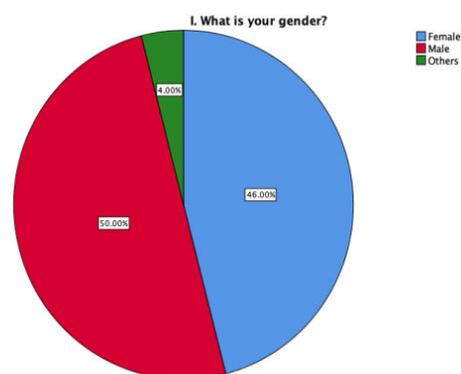
### Ethical Considerations

In order to do the research, all applicable rules and regulations were followed, and the researcher took all necessary efforts to ensure that none of these laws or regulations was breached in any manner. The researcher took precautions to eliminate the possibility that survey respondents were pressured into participation. It is critical to remember that participants have the option to withdraw their permission at any time. Furthermore, the researcher assured us that the study was conducted only for academic interests. The poll was done online, ensuring the respondents' privacy was always maintained.

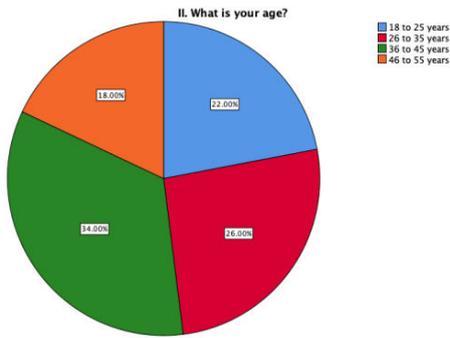
## RESULTS AND DISCUSSION:

### Demographic Analysis

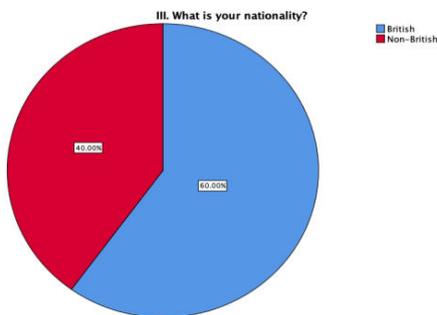
The demographic analyses of the participants are shown here.



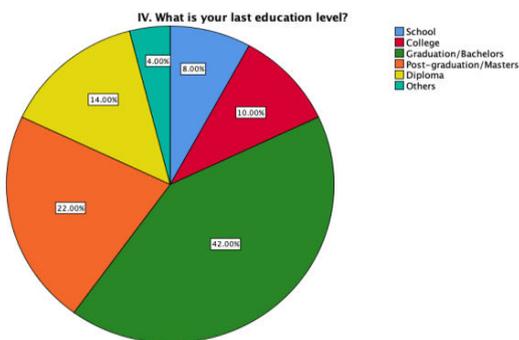
The following graph shows the gender of the participants where 50% are male, 46% are female and the rest of 4% don't want to reveal their gender.



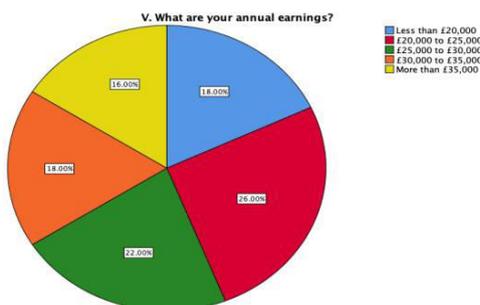
The above pie chart shows the participants from various age groups. The majority of the participants are from the age group 36 to 45 years (34%). The other age groups 18 to 26 years are 22%, 26 to 35 years are 26% and 46 to 55 years is 18%.



The pie chart shows the nationality of the participants where 60% are British and rest of the 40% are non-British participants.

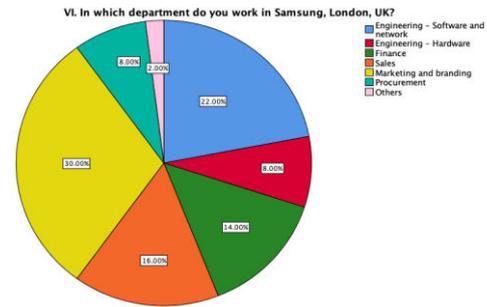


The above graph shows the education level of the participants and it shows that the majority of the participants graduated about 42% and only 4% are taken other education.



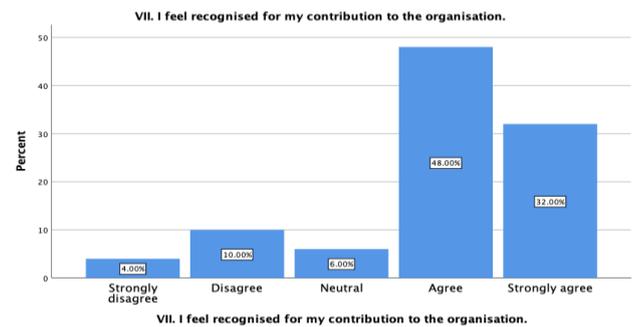
The pie chart shows the annual earnings of the participants where the majority of the participants 26% UniversePG | [www.universepg.com](http://www.universepg.com)

earn £20000 to £25000 and only 16% of the participants earn more than £35000.

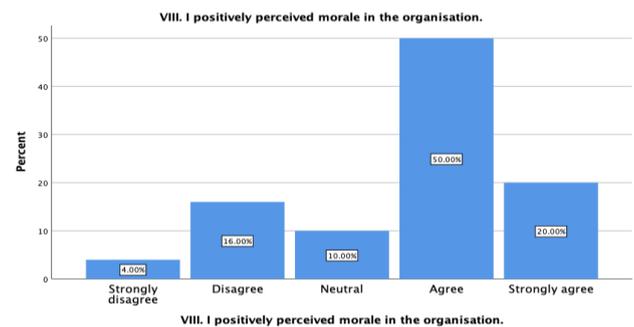


The following pie chart shows the participants working in departments in Samsung, UK. 30% of them are from marketing and branding, 22% are from Engineering software and network, 16% are from sales, 14% are from Finance, 8% are from Engineering Hardware, another 8% are from Procurement and only 2% are from other departments.

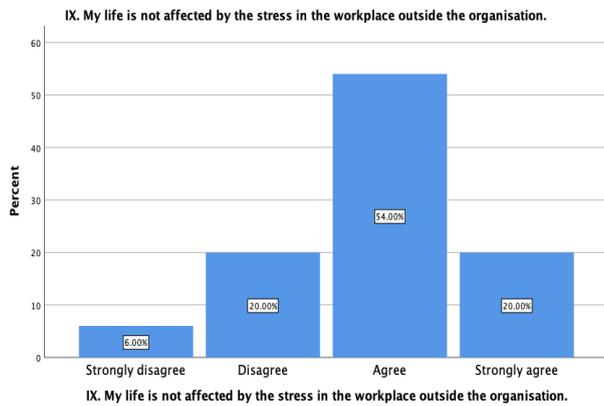
### Descriptive Analysis and Discussion To identify the factors affecting employees' morale in workplace- Samsung, London, UK



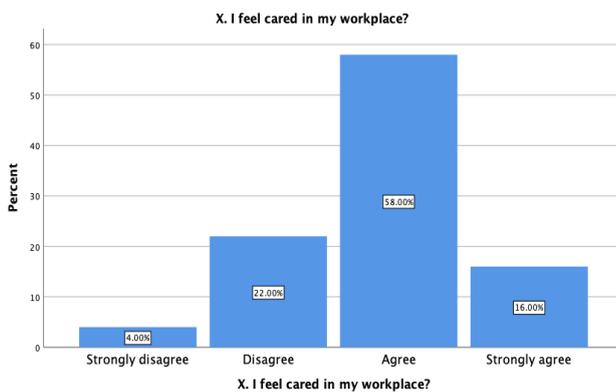
The following graph evaluates that 48% of the participants agreed that they feel recognized for their contribution to Samsung and 32% strongly agreed while 6% are neutral and 10% disagreed and 4% strongly disagreed. According to Hussain *et al.* (2019), there is a strong correlation between employee performance and the amount of time and effort put into achieving awards and recognition. Yadav, (2020) evaluated that when employees are appreciated, it boosts their confidence, encourages them to try new things, and encourages creativity.



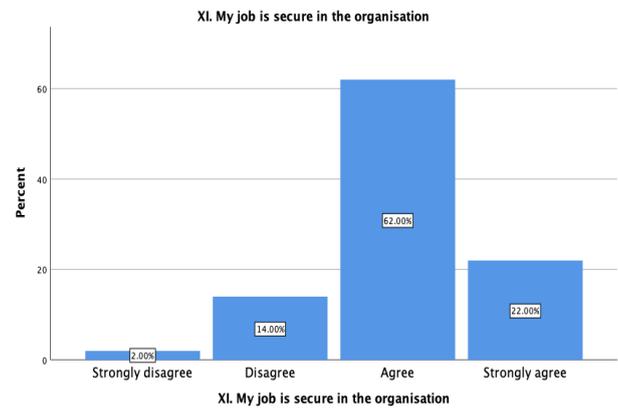
The graph shows that 50% of the participants agreed, 20% strongly agreed that they positively perceived morale in the organization whereas 10% are neutral, 16% disagreed and 4% strongly disagreed. The results by (Rukshani & Senthilnathan, 2015) had proven connection between trust in the workplace and employee satisfaction.



The graph shows that the life of the employees is not affected by stress in the workplace outside the organization which is agreed by 54%, 20% strongly agreed, 20% disagreed and 6% strongly disagreed. Effective stress management, including the minimization of stress's negative consequences, is necessary for optimal performance according to Daniel, (2019). Bhui *et al.* (2016) evaluates that workplace tension and productivity loss can stem from poor working conditions including management procedures.

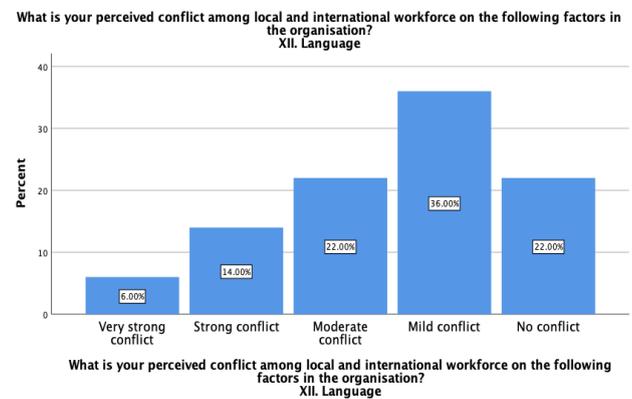


The graph shows that among the respondents 58% agree and 16% strongly agree that they feel cared in their workplace while others are not. Strong performance in the workplace may be expected more often from workers who are physically, mentally, and emotionally healthy than from those who are not according to Adams, (2019). According to the findings of Poškienė *et al.* (2020), care is situationally and contextually suitable for meeting the instantaneous needs of workers since it is customised to their requirements.

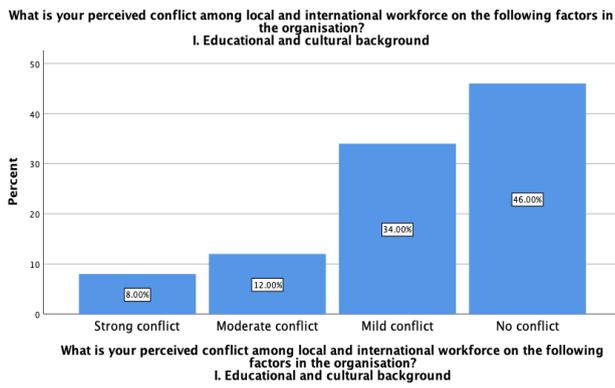


The graph shows that 62% of the participants agreed and 22% strongly agreed that their job is secured while 14% disagreed with it and 2% strongly disagreed. The commission of Samsung submitted action plans to upgrade the company's management of safety and health framework and address unclear hazards going ahead according to Lee *et al.* (2019). According to the findings of Oh & Myeong, (2021), there is a connection between symbolic and instrumental representations, and in collectivistic societies, candidates and workers have different perspectives on the company's image.

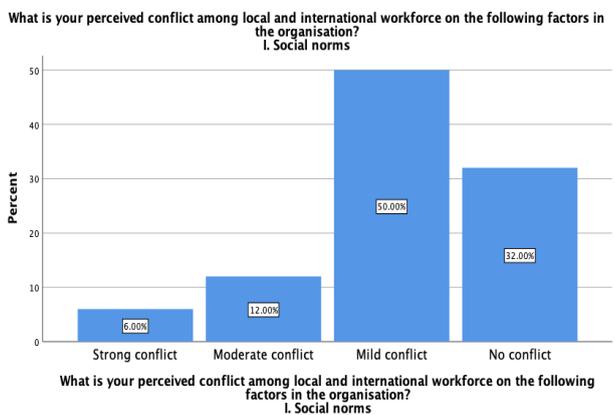
### To identify the points where local and international employees may collude in conflict in Samsung, London, UK



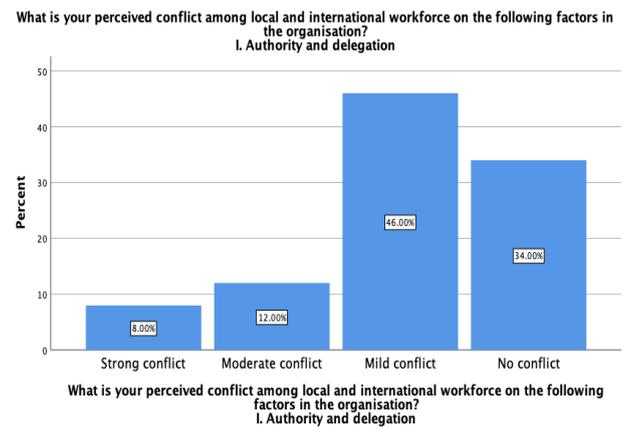
The following graph shows that 36% of the participants are in mild conflict and 22% are in no conflict on language as perceived conflict. While 22% have moderate conflict, 14% have strong conflict and 6% have very strong conflict. The findings by (Voss *et al.*, 2014) revealed a connection between the impression of linguistic challenges and the awareness of interpersonal conflicts. The research by Omisore & Abiodun, (2014) found that rivalry for dominance, leadership style, different languages, and a lack of shared resources all play a role in creating tension in the workplace.



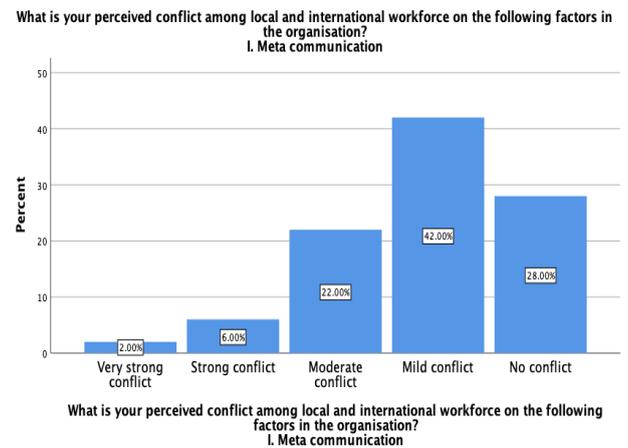
The following graph shows that 34% of the participants are in mild conflict and 46% are in no conflict on the educational and cultural background as perceived conflict. While 12% have moderate conflict and 8% have strong conflict. The research by An, (2022) found a negative correlation between the four characteristics of cross-cultural conflict and the likelihood of an employee leaving their current position. Employees' propensity to quit is shown to be related to all four characteristics of cross-cultural conflict, but only via job satisfaction according to An, (2022). This research examines the many aspects of cross-cultural conflict in order to better explain how the effects of conflict on employee attrition vary depending on the culture in question (An, 2022).



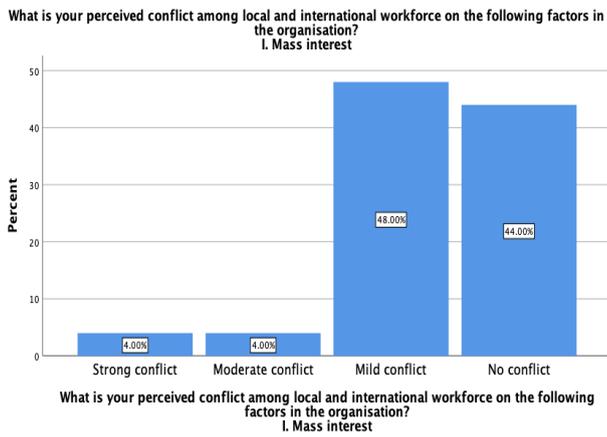
The following graph shows that 50% of the participants are in mild conflict and 32% are in no conflict with social norms as perceived conflict. While 12% have moderate conflict and 6% have strong conflict. Collective action and social norms in both formally established legal organisations and informally developed non-legal institutions for conflict management are analysed by Blomgren (2014). According to the study findings of (Ge *et al.*, 2020), social norm conflict reduces the effectiveness of attitude and subjective social norms in encouraging environmentally responsible consumption for the employees.



The following graph shows that 46% of the participants are in mild conflict and 34% are in no conflict on authority and delegation as perceived conflict. While 12% have moderate conflict and 8% have strong conflict. The results by Shah and Kazmi, (2020) showed that employees benefit more when they are trusted with more responsibility, that their performance improves when they are given more freedom to do their jobs, and that their happiness at the work has a major influence on the success of their company.



The following graph shows that 42% of the participants are in mild conflict and 28% are in no conflict on Meta communication as perceived conflict. While 22% have moderate conflict, 6% have strong conflict and only 2% have very strong conflict. According to the results of the research by Salinero *et al.* (2019), conflict has a direct and substantial impact on organisational fairness. Organizational fairness is heavily impacted by members' group affiliation. There is a statistically significant relationship between levels of experienced conflict and levels of work satisfaction with regard to membership in a certain group (Salinero *et al.* 2019). Miscommunication commonly causes workplace conflict according to Koyuncu and Chipindu, (2020).



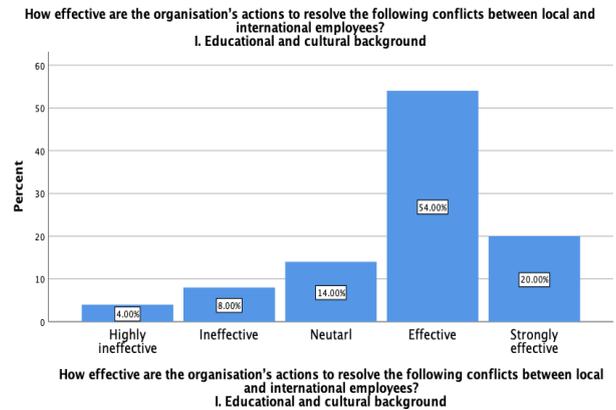
The following graph shows that 48% of the participants are in mild conflict and 44% are in no conflict on mass interest as perceived conflict. While 4% have moderate conflict and 4% have strong conflict. This study's results by Shakoor, (2020) indicated a negative correlation between workplace disagreements and output and moreover, when they have different interests it hits more negatively. The study by Mansour and Tremblay, (2016) provides support for the idea that public attention might dampen the connection between dispute resolution and interpersonal dynamics at work.

**To determine how MNCs resolve cross-cultural conflicts in Samsung, London, UK**



The following graph shows that 52% of the participants think effective and 18% are strongly effected by the actions of Samsung to resolve conflicts of language. While 16% are neutral, 8% think ineffective and 6% think highly ineffective. Training in conflict management skills has been shown to boost cooperation, production, and the happiness of both patients and employees according to the study by Overton & Lowry, (2014). Strategies for dealing with a disruptive physician are dis-cussed; this is a particularly challenging conflict scenario in the healthcare setting. The study by Putra & Smolek,

(2020) concludes that communication is an important tool for settling disputes. Conflicts that rely heavily on language and communication may be managed and resolved via nonviolent means such as negotiation, discourse, mediation, assessment, settlement, and the media.

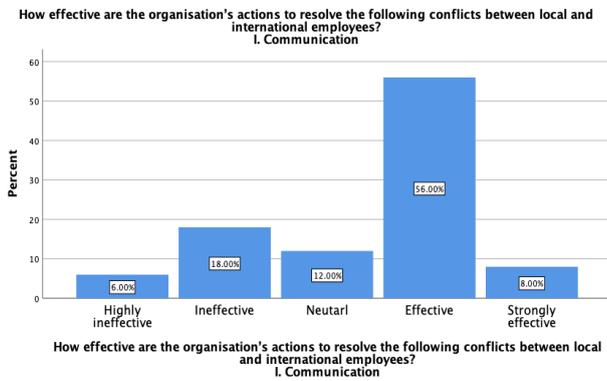


The following graph shows that 54% of the participants think effective and 20% are strongly effected by the actions of Samsung to resolve conflicts of education and cultural background. While 14% are neutral, 8% think ineffective and 4% think highly ineffective. The results of the research by McKenzie, (2015) showed that managers of various cultural backgrounds utilise varying approaches to dispute resolution, with "face" playing a significant influence in shaping which approaches are used. According to Zhao & Charlesworth, (2016) Educating and informing the public on the significance of cultural differences in business settings is crucial for reducing the likelihood of conflicts and fostering productive partnerships.



The following graph shows that 48% of the participants think effective and 10% are strongly effected by the actions of Samsung to resolve conflicts of power and delegation. While 16% are neutral, 20% think ineffective and 6% think highly ineffective. The multiplicative impact of authority and power on employee behaviour and the organization's develop-

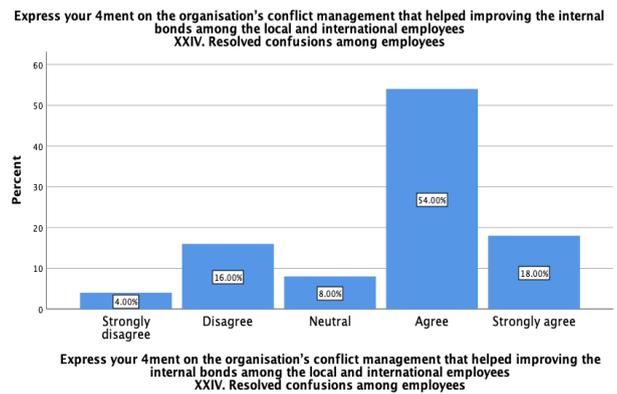
ment and success may be either beneficial or detrimental according to the study of Yang and Shim, (2018). The impact will be considered good if the multiplying effect leads to increased productivity and development for the organisation, and negative if it leads to a decrease in productivity and competitiveness (Yang & Shim, 2018).



The following graph shows that 56% of the participants think effective and 8% are strongly effected by the actions of Samsung to resolve conflicts of communication. While 12% are neutral, 18% think ineffective and 6% think highly ineffective. Based on the results of the research by Salvation, (2019), it is clear that Matrix employees often have difficulties in communicating with one another, which in turn leads to misunderstandings and tensions within the workplace. Exciting activities, such as informal professional networks and team exercises, are thus necessary to foster a sense of teamwork among employees (Salvation, 2019). Members of the team will get valuable insight into how to work together most effectively via the team-building process. The communication can be easier and reduce conflict through using the modern technology evaluated by Lewitter *et al.* (2019).

**To outline the benefits of conflict management systems in MNCs to flourish the internal bonds among the local and international employees in Samsung, London, UK**

The below graph evaluates that 54% are agreed and 18% are strongly agreed that the agreement of resolving confusions among employees through the organization's conflict management is helping to help the internal bonds among the employees. While 8% are neutral, 16% are disagree and 4% are strongly disagree. The significance of taking constructive measures to manage conflicts and avoid escalation, as well as the need of doing so while resolving conflicts according to McKibben, (2017).

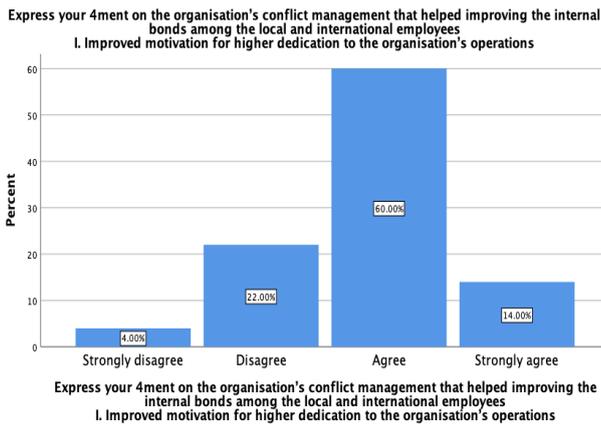


By fostering productive team dynamics and communication, good leaders inspire their followers to embrace change and work together to find solutions. As an added bonus, teams in the healthcare industry benefit from a more pleasant atmosphere when they treat each other with respect. Since patient care is directly affected by conflicts that arise in the workplace, it is crucial that these issues be resolved in a constructive manner in order to ensure the delivery of high-quality treatment and foster restorative relationships between employees and their supervisors (McKibben, 2017).

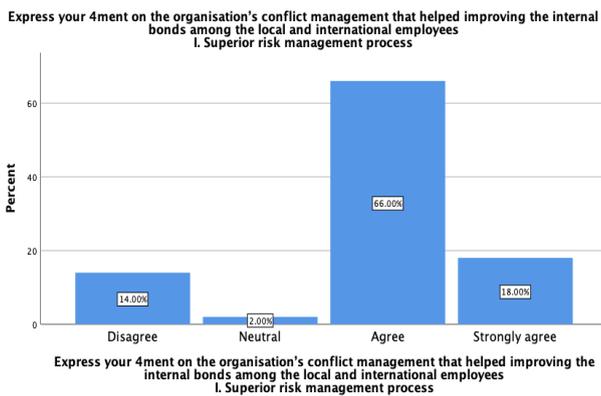


The above graph evaluates that 54% are agreed and 18% are strongly agreed that the agreement of increased compassion for others among employees through the organization's conflict management is helping to help the internal bonds among the employees. While 2% are neutral, 20% are disagree and 6% are strongly disagree. The relationship between being in the intervention group and feeling more compassionate was also shown to be mediated by participants' emotional abilities according to (Paakanen *et al.*, 2020). A considerable improvement in the worker's emotional intelligence and compassion was seen. Employees who are tasked with settling problems often find themselves emotionally drained by the experience according to Grobelna, (2020). Eventually, it causes them to stop putting their best

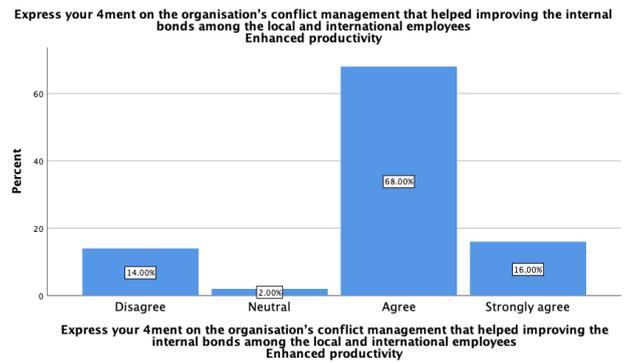
efforts into their job and has a negative effect on their productivity as a whole.



The above graph evaluates that 60% are agreed and 14% are strongly agreed that the agreement of improving motivation for higher dedication to the organization's operations for others among employees through the organization's conflict management is helping to help the internal bonds among the employees while 22% are disagree and 4% are strongly disagree.



The above graph evaluates that 66% are agreed and 18% are strongly agreed that the agreement of superior risk management process to the organization's operations for others among employees through the organization's conflict management is helping to help the internal bonds among the employees while 2% are neutral and 14% are disagreed. Contrary to what has been shown in other team situations, the study by Tabassi *et al.* (2018) demonstrated that a conflict avoidance style of management may have a beneficial effect on the productivity of multicultural project teams. According to the study by Ayoko, (2016), team leaders in multicultural temporary firms prefer avoidance and cooperative methods of conflict management over the other three methods. The impact of using a cooperative approach to dispute resolution on the success of a team as a whole is examined.



The above graph evaluates that 68% are agreed and 16% are strongly agreed that the agreement of enhanced productivity to the organization's operations for others among employees through the organization's conflict management is helping to help the internal bonds among the employees while 2% are neutral and 14% are disagreed. Employee output is greatly influenced by how well managers handle conflicts according to Paresashvili *et al.* (2021). Miscommunication and a lack of clear roles and responsibilities are common causes of conflict. It is the consensus of the workforce that teamwork is the most effective method for resolving conflicts.

### Hypothesis Testing

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.882	1	5.882	49.137	.000 <sup>b</sup>
	Residual	5.746	48	.120		
	Total	11.629	49			

a. Dependent Variable: Employee Productivity  
b. Predictors: (Constant), Relationship among local and international employees

The preceding ANOVA table yields a significance level of 95%, a F value of 49.137, and the criteria for rejecting H0 if, F count > F table, with degrees of freedom = 50-1-1 = 48. When doing the math, a significance threshold of 0.000 was employed. Since H1 was accepted but H0 was not, this result suggests that the effect of relationships among local and international employees on productivity of the employees is significantly distinct.

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.665	.352		4.737	.000
	Relationship among local and international employees	.586	.084	.711	7.010	.000

a. Dependent Variable: Employee Productivity

Simple linear regression was used since there was only one independent and one dependent variable in this investigation. The functional relationship between the dependent and independent variables is used to do a simple linear regression. According to

the previous table, the degree of freedom is 48, and H0 is rejected if  $t > t$ . In this case, the t-score is 8.010 at a 5% level of significance (sig 0.000). The calculations demonstrate that  $t_{count} > t_{table}$ , which supports the hypothesis that the relationships among local and international employees have a positive impact on the productivity of the employees (path coefficient = 0.586). Following the calculations in the table above, it can be concluded that the coefficient of regression formula may be used to derive the following:

$$Y = a + bX$$

$$Y = 0.122 + 0.949X$$

As shown in the following model table summary, it would be able to ascertain the degree to which the productivity of the employees is impacted by the relationships among local and international employees.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.711 <sup>a</sup>	.506	.496	.34600

a. Predictors: (Constant), Relationship among local and international employees

The impact of the relationships among local and international employees on the productivity of the employees of Samsung by having the value from R square of the following model summary table. It is also known as the R square coefficient of determination, 0.506 or 50.6%, which suggests that the impact of the relationships among local and international employees on the productivity of the employees of Samsung is 50.6%, while the remaining 49.4% is accounted for by variables outside of the study model, as seen in the above table. So, it can conclude that the null hypothesis can be rejected and there is a moderate impact of the relationships among local and international employees with 50.6% on the productivity of the employees of Samsung. The research by Wery & Thomson, (2014) found that organizations are aware of the advantages of strong employee relations and perform corrective activities to decrease bad employee relations in the company. The data show a good correlation between employee relations and individual and organizational performance (Wery & Thomson, 2014). According to the findings of the study by Arimie, (2020), employee productivity is a consequence of both local and foreign employee interactions, and the strength of the connection is one of the most essential variables driving the engagement and happiness of workers.

**CONCLUSION AND RECOMMENDATIONS:**

The study evaluates the importance of a good relationship between local and international employees in an organization like Samsung. A company's ability to foster a culture of trust among its staff members is directly tied to the quality of its employee relations. When employees believe their contributions are valued by management, they are more likely to go above and beyond in their job and remain loyal to the firm. Employees with good working relationships are less likely to get into arguments with each other. As a result, people are better able to adapt to one another and quit finding fault with one another. People focus on their job and make concerted efforts to improve their performance rather than engaging in pointless disagreements and arguments. While helping employees learn to interact more successfully across cultural boundaries, cross-cultural learning in the workplace also encourages introspection. Employees get an understanding of how their cultural background has shaped their perspectives and actions. Positive interactions between managers and staff members are essential for any effort to boost employee engagement or productivity. Employees perform better when they have good relationships with their managers and co-workers. The purpose of good employee relations is to foster an atmosphere in the workplace that encourages workers to contribute to the achievement of the company's objectives. It is important to recruit people from outside of your country in order to broaden your company's perspective. There's always a chance that there aren't enough people with the right skill-sets working in the local economy. In times like this, it should go farther afield by hiring people from other countries. The benefits to an organisation may be substantial if the employer-employee relationship is kept in good shape. It's common knowledge that happy, well-connected staff members are better at their jobs, both in terms of output and efficiency, as well as loyalty to the company. Those who are not sponsored by a company in their home country in order to work in another nation do so on a temporary basis and get work visas to do so. There is a dearth of studies looking at the ways in which international workers interact with their employers and other employees. The study concludes that there is a moderate impact of the relationships among local and international employees with 50.6% on the productivity of the employees of Samsung. Establishing

and sustaining a cordial working relationship between management and staff is fundamental to employee relations. Organizational culture and the degree to which it aspires to be solution-focused are crucial components of this connection. Effective communication may also help local and foreign workers get along well and resolve any disputes that arise. Managers and businesses alike need to devote greater resources to understanding and mitigating the causes and effects of conflict. Dispute resolution trainings may also be held, where positive and negative consequences of the conflict are discussed. The use of a neutral third party, whether via dispute resolution or open communication, is a powerful tool for resolving conflicts. However, it is important to keep in mind that there is no universal set of principles that can be applied to every company since each has its own unique culture, set of values, procedures, and circumstances. This information has to become a regular part of your professional life. Employee performance and output will improve as a result, as will the organization's bottom line. It is not only ineffective but also impersonal for workers to communicate with one another primarily via memoranda and emails. If managers are constantly talking down to their employees, it will be easy for them to start feeling like they don't belong there. People working for a firm are among its most valuable assets, making open lines of communication between management and staff crucial. Workers who get along well with their superiors and co-workers are more likely to be invested in their job. Employees that are motivated to do their jobs well often put in more effort than is required of them and are more ready to go the extra mile to achieve success. When workers understand how their efforts contribute to the organization's success, they are more likely to flourish in their positions. With better communication and cooperation among workers, employees will have a clearer picture of the company's long-term goals and how they fit into the grand scheme of things. A whopping 94% increase in job satisfaction is associated with workers who rate their bosses as transparent, honest, and trustworthy.

One further way in which open communication fosters teamwork is through reducing tensions amongst employees. Businesses that invest in their workers' professional growth will benefit from having a more engaged and skilled staff. Managers and human resources agents should collaborate closely with

both domestic and foreign workers to help them upgrade their abilities and acquire any necessary new training. Helping the overseas staff finish their degrees while still employed by the firm results in a more skilled and adaptable workforce and increases employee loyalty. Facilitate worker comprehension of their place within the larger organisational structure and the relevance of their job to the company's overarching goals. Having experiences that are more in line with the basic principles of the firm might make for a more satisfying life. Employee morale and loyalty may be boosted in both domestic and foreign locations by simply showing appreciation for the hard work of employees. Gratitude expressed in a variety of forms makes workers feel appreciated. Acknowledging when colleagues perform well, no matter how minor, and rewarding them for it, is an effective way to foster a happy work environment. Businesses that are having trouble figuring out how to motivate their employees might try offering financial bonuses. Make sure your staff has room to develop. Make available courses in the virtual environment that employees can utilise to hone their abilities; for example, a project management training course might instruct workers on how to better manage a building site. Employees are more likely to stay with a firm and work toward management positions if they see co-workers succeeding in such roles. This benefits both the company and the employees, who may then acquire the skills they need to better provide for their families and advance in their careers. Managers may significantly affect staff retention and engagement, as well as foster a sense of community among workers. Managers should be instructed in the art of leading with trust and appreciation if they are to contribute to employee happiness. Provide them with the knowledge, resources, and training they need to succeed. Be an advocate of helpful, two-way feedback to establish a framework of checks and balances in the workplace. Employees and supervisors may establish a two-way conversation, either online or in person, to foster continuous growth and development.

### **Reflective Part**

The research project on the importance of the relationship among the local and international employees in MNC a case study on Samsung, UK has helped me to learn significant lessons. I have learned about the importance of employee relations in the productivity of the employees. At first I have eva-

luated various studies by (Bromiley and Rau, 2016) and many more for having the theoretical framework on the relationship among local and international employee and develop a hypothesis on it. From there I have found the ignorance of cultural differences, minimizing cultural differences and managing cultural differences. Cletus *et al.* (2018) stated that organizations are required to hire foreign employees to diversity in the workforce has made it possible for businesses to acquire more creative workers from different parts of the world. For the research methodology, I have chosen positivism research philosophy, deductive reasoning, survey strategy, and qualitative research approaches using the research onion model. This research also helps to learn about choosing the appropriate research methods for studies. For taking the survey I have to communicate with the employee in various positions at Samsung. This helps me to increase my communication skills and create a network with many peoples who belong to different cultures and values. The research project also improves my analytical and soft skills. After collecting the data which was a challenging part of this study, I have to analyse those data to evaluate the hypothesis. This develops my analytical skills. Moreover, to evaluate this I had to use SPSS and this increased my software skills. My experiences have taught me that cultivating positive employee relations is critical because they lay the groundwork for trust between a firm and its work-force. When workers are made to feel valued by their managers for the contributions they have made to the success of the organisation, they are more likely to show their appreciation for this regard by working diligently and being loyal to the business. Employees that have positive relationships with their employers tend to be more effective, motivated, and productive, which in turn leads to a rise in sales volume. Indiscipline in the workplace refers to situations in which employees do not conduct themselves in accordance with generally recognised standards of behaviour.

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All authors declare no conflict of interest with the contents of this research work

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**APPENDIX**

**I. What is your gender?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	23	46.0	46.0	46.0
	Male	25	50.0	50.0	96.0
	Others	2	4.0	4.0	100.0
	Total	50	100.0	100.0	

**II. What is your age?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 to 25 years	11	22.0	22.0	22.0
	26 to 35 years	13	26.0	26.0	48.0
	36 to 45 years	17	34.0	34.0	82.0
	46 to 55 years	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

**III. What is your nationality?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	British	30	60.0	60.0	60.0

Non-British	20	40.0	40.0	100.0
Total	50	100.0	100.0	

**IV. What is your last education level?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid School	4	8.0	8.0	8.0
College	5	10.0	10.0	18.0
Graduation/Bachelors	21	42.0	42.0	60.0
Post-graduation/Masters	11	22.0	22.0	82.0
Diploma	7	14.0	14.0	96.0
Others	2	4.0	4.0	100.0
Total	50	100.0	100.0	

**V. What are your annual earnings?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Less than £20,000	9	18.0	18.0	18.0
£20,000 to £25,000	13	26.0	26.0	44.0
£25,000 to £30,000	11	22.0	22.0	66.0
£30,000 to £35,000	9	18.0	18.0	84.0
More than £35,000	8	16.0	16.0	100.0
Total	50	100.0	100.0	

**VI. In which department do you work in Samsung, London, UK?**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Engineering – Software and network	11	22.0	22.0	22.0
Engineering – Hardware	4	8.0	8.0	30.0
Finance	7	14.0	14.0	44.0
Sales	8	16.0	16.0	60.0
Marketing and branding	15	30.0	30.0	90.0
Procurement	4	8.0	8.0	98.0
Others	1	2.0	2.0	100.0
Total	50	100.0	100.0	

**VII. I feel recognised for my contribution to the organisation.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	2	4.0	4.0	4.0
Disagree	5	10.0	10.0	14.0
Neutral	3	6.0	6.0	20.0
Agree	24	48.0	48.0	68.0
Strongly agree	16	32.0	32.0	100.0
Total	50	100.0	100.0	

**VIII. I positively perceived morale in the organisation.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	2	4.0	4.0	4.0
Disagree	8	16.0	16.0	20.0
Neutral	5	10.0	10.0	30.0
Agree	25	50.0	50.0	80.0
Strongly agree	10	20.0	20.0	100.0
Total	50	100.0	100.0	

**IX. My life is not affected by the stress in the workplace outside the organisation.**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	3	6.0	6.0	6.0
Disagree	10	20.0	20.0	26.0
Agree	27	54.0	54.0	80.0
Strongly agree	10	20.0	20.0	100.0
Total	50	100.0	100.0	

**X. I feel cared in my workplace?**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	4.0	4.0	4.0
	Disagree	11	22.0	22.0	26.0
	Agree	29	58.0	58.0	84.0
	Strongly agree	8	16.0	16.0	100.0
	Total	50	100.0	100.0	

**XI. My job is secure in the organisation**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	1	2.0	2.0	2.0
	Disagree	7	14.0	14.0	16.0
	Agree	31	62.0	62.0	78.0
	Strongly agree	11	22.0	22.0	100.0
	Total	50	100.0	100.0	

**What is your perceived conflict among local and international workforce on following factors in organisation?**

**XII. Language**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very strong conflict	3	6.0	6.0	6.0
	Strong conflict	7	14.0	14.0	20.0
	Moderate conflict	11	22.0	22.0	42.0
	Mild conflict	18	36.0	36.0	78.0
	No conflict	11	22.0	22.0	100.0
	Total	50	100.0	100.0	

**XIII. Educational and cultural background.**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong conflict	4	8.0	8.0	8.0
	Moderate conflict	6	12.0	12.0	20.0
	Mild conflict	17	34.0	34.0	54.0
	No conflict	23	46.0	46.0	100.0
	Total	50	100.0	100.0	

**XIV. Social norms**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong conflict	3	6.0	6.0	6.0
	Moderate conflict	6	12.0	12.0	18.0
	Mild conflict	25	50.0	50.0	68.0
	No conflict	16	32.0	32.0	100.0
	Total	50	100.0	100.0	

**XV. Authority and delegation**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong conflict	4	8.0	8.0	8.0
	Moderate conflict	6	12.0	12.0	20.0
	Mild conflict	23	46.0	46.0	66.0
	No conflict	17	34.0	34.0	100.0
	Total	50	100.0	100.0	

**XVI. Meta communication**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very strong conflict	1	2.0	2.0	2.0
	Strong conflict	3	6.0	6.0	8.0
	Moderate conflict	11	22.0	22.0	30.0
	Mild conflict	21	42.0	42.0	72.0
	No conflict	14	28.0	28.0	100.0
	Total	50	100.0	100.0	

**XVII. Mass interest**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strong conflict	2	4.0	4.0	4.0
	Moderate conflict	2	4.0	4.0	8.0
	Mild conflict	24	48.0	48.0	56.0
	No conflict	22	44.0	44.0	100.0
	Total	50	100.0	100.0	

**How effective are organisation’s actions to resolve following conflicts between local and international employees?**

**XVIII. Language**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly ineffective	3	6.0	6.0	6.0
	Ineffective	4	8.0	8.0	14.0
	Neutral	8	16.0	16.0	30.0
	Effective	26	52.0	52.0	82.0
	Strongly effective	9	18.0	18.0	100.0
	Total	50	100.0	100.0	

**XIX. Educational and cultural background**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly ineffective	2	4.0	4.0	4.0
	Ineffective	4	8.0	8.0	12.0
	Neutral	7	14.0	14.0	26.0
	Effective	27	54.0	54.0	80.0
	Strongly effective	10	20.0	20.0	100.0
	Total	50	100.0	100.0	

**XX. Social values**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly ineffective	2	4.0	4.0	4.0
	Ineffective	8	16.0	16.0	20.0
	Neutral	6	12.0	12.0	32.0
	Effective	28	56.0	56.0	88.0
	Strongly effective	6	12.0	12.0	100.0
	Total	50	100.0	100.0	

**XXI. Power and delegation**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly ineffective	3	6.0	6.0	6.0
	Ineffective	10	20.0	20.0	26.0
	Neutral	8	16.0	16.0	42.0
	Effective	24	48.0	48.0	90.0
	Strongly effective	5	10.0	10.0	100.0
	Total	50	100.0	100.0	

**XXII. Communication**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly ineffective	3	6.0	6.0	6.0
	Ineffective	9	18.0	18.0	24.0
	Neutral	6	12.0	12.0	36.0
	Effective	28	56.0	56.0	92.0
	Strongly effective	4	8.0	8.0	100.0
	Total	50	100.0	100.0	

**XXIII. Personal interest**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Highly ineffective	3	6.0	6.0	6.0
	Ineffective	9	18.0	18.0	24.0
	Neutral	6	12.0	12.0	36.0

Effective	29	58.0	58.0	94.0
Strongly effective	3	6.0	6.0	100.0
Total	50	100.0	100.0	

**Express your 4ment on the organisation’s conflict management that helped improving the internal bonds among the local and international employees**

**XXIV. Resolved confusions among employees**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	2	4.0	4.0	4.0
Disagree	8	16.0	16.0	20.0
Neutral	4	8.0	8.0	28.0
Agree	27	54.0	54.0	82.0
Strongly agree	9	18.0	18.0	100.0
Total	50	100.0	100.0	

**XXV. Increased compassion for 6**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	3	6.0	6.0	6.0
Disagree	10	20.0	20.0	26.0
Neutral	1	2.0	2.0	28.0
Agree	27	54.0	54.0	82.0
Strongly agree	9	18.0	18.0	100.0
Total	50	100.0	100.0	

**XXVI. Improved motivation for higher dedication to the organisation’s operations**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Strongly disagree	2	4.0	4.0	4.0
Disagree	11	22.0	22.0	26.0
Agree	30	60.0	60.0	86.0
Strongly agree	7	14.0	14.0	100.0
Total	50	100.0	100.0	

**XXVII. Superior risk management process**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	7	14.0	14.0	14.0
Neutral	1	2.0	2.0	16.0
Agree	33	66.0	66.0	82.0
Strongly agree	9	18.0	18.0	100.0
Total	50	100.0	100.0	

**XXVIII. Enhanced productivity**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Disagree	7	14.0	14.0	14.0
Neutral	1	2.0	2.0	16.0
Agree	34	68.0	68.0	84.0
Strongly agree	8	16.0	16.0	100.0
Total	50	100.0	100.0	

**Citation:** Murad MRH., and Sfhea RN. (2023). Importance of a good relationship between local and international employees in an MNC: a case study on Samsung, London, UK, *Can. J. Bus. Inf. Stud.*, 5(2), 22-48. <https://doi.org/10.34104/cjbis.023.022048> 