Intercultural communication in a multicultural work environment:

The role of personality traits regarding job outcomes of airport staff

Relations between airport staff's multicultural personality,

job satisfaction, innovative work behavior, job performance

and the mediating roles of job-related stress and quality of intercultural interaction

Student Name: Berivan Elisa Turan

Student Number: 620766

Supervisor: Dr. Joep Hofhuis

Master Media Studies - Media & Business

Erasmus School of History, Culture and Communication

Erasmus University Rotterdam

Master's Thesis

23 June 2022

INTERCULTURAL COMMUNICATION IN A MULTICULTURAL WORK ENVIRONMENT:
THE ROLE OF PERSONALITY TRAITS REGARDING JOB OUTCOMES OF AIRPORT STAFF

ABSTRACT

As the world is becoming more connected, intercultural communication is omnipresent in today's society. Not every individual interacts with people from different cultural backgrounds the same way. Personality traits have shown to be predictors for job outcomes such as job satisfaction and job performance. Nevertheless, not much is known about the influence of personality traits within an intercultural setting. To measure intercultural effectiveness, the Multicultural Personality Questionnaire (MPQ) has been established. With the help of it, this study researched the influence of the MPQ on job satisfaction, innovative work behavior and job performance amongst airport staff that engages in customer service. Additionally, the role of two mediators, Quality of Intercultural Interaction (QII) and job-related stress was examined. To answer the research question, a survey was conducted amongst airport staff that engages in customer service at European airports. The majority of the final sample (N=177) included staff that works at Zurich airport, featuring jobs like flight attendants, check-in personnel and the hospitality sector. Results showed a positive relation between multicultural personality traits, and self-reported job satisfaction, innovative work behavior and job performance. The traits Emotional Stability and Open-mindedness were the strongest predictors for the three outcome variables. As for the mediators, significant effects could only be found for specific traits and outcome variables. QII partially mediated the effect of Cultural Empathy, Social Initiative and Emotional Stability on job performance. Job-related stress mediated the effect of Cultural Empathy and Emotional Stability on job satisfaction partially, whereas it fully mediated the effect of Social Initiative on job satisfaction. It can be concluded that QII was found a significant mediator for the effect of MPQ traits on job performance and that job-related stress was a significant mediator for the effect of MPQ traits on job satisfaction. In sum, airport staff's personality is related to the way they perform the job, their innovative behavior and to how satisfied they are with their job where they often engage with people from different cultural backgrounds. This study underlines the importance of personality within an intercultural context and advises human resource management to consider this when looking for eligible candidates that match an international job profile.

KEYWORDS: *Multicultural Personality, Job Satisfaction, Innovative Work Behavior, Job Performance, Job-related Stress, Quality of Intercultural Interaction*

Word count: 16'191

List of abbreviations

CE = Cultural Empathy

ES = Emotional Stability

FX = Flexibility

H = Hypothesis

IWB = Innovative Work Behavior

MPQ = Multicultural Personality Questionnaire

OM = Open-mindedness

SI = Social Initiative

QII = Quality of Intercultural Interaction

Table of Contents

1. Introduction

The world we live in is shrinking. Globalization brings people from different backgrounds closer together and changes the way corporations operate. Global interconnectedness affects business all over the world and shifts the orientation of work towards international relationships (Van der Zee & Van Oudenhoven, 2000). More people now work in an environment where intercultural communication is required. Not much is known about how employees in an international context react to these developments. Meanwhile, it is known that intercultural communication comes along with challenges. For two humans to understand each other, a shared perception of meaning is needed. In different cultures, meanings differ depending on the values that are represented (Schwartz, 2006). When people do not share the same values, the process of understanding and communicating effectively becomes more challenging. The question arises whether some people deal better with situations, in which individuals do not share the same values, or in other words, if people communicate differently in an intercultural context.

Researchers have observed that individuals approach cultural diversity variously, which results in different levels of intercultural effectiveness (Hofhuis et al., 2020). Intercultural effectiveness can be measured by considering specific personality traits that are helpful in intercultural environments (Van der Zee & Van Oudenhoven, 2013). This means that personality traits are predictors for the intercultural effectiveness of people. Personality tests are therefore increasingly implemented in the recruiting process of companies (Lundgren et al., 2019). As intercultural environments become more frequent, rather than examining the classical personality traits such as the Big Five by Costa and McCrae (1992), a more specific consideration of *multicultural* personality traits bears potential. These multicultural personality traits could provide insights about how well the person fits the job and is able to deal with situations in an international context. With the help of this research, existing working conditions could be re-evaluated to maintain a sustainable workforce with satisfied employees that understand their counterpart. Consequently, considering multicultural personality traits can play an important role for employers in multicultural environments, underlining the societal relevance of this master's thesis.

Personality traits provide people with a set of skills that enables them to communicate effectively in intercultural communication. To measure intercultural competence, Van der Zee and Van Oudenhoven (2000) have developed an instrument called the Multicultural Personality Questionnaire (MPQ). Up to now, it has been confirmed that the MPQ helps to understand people's intercultural attitudes (Yakunina et al., 2012). However, little is known about how the multicultural personality traits affect behavior. Hofhuis et al. (2020b) have researched how the five personality traits affect behavior during intercultural interactions. Nevertheless, this study was based on a fictional gaming setting as opposed to real-life situations. This is why researching the effect of personality traits on job outcomes by conducting a survey with actual employees can contribute to filling a gap in research. The goal is consequently to approach the understudied field that links personality with real-life intercultural interactions (Adler & Aycan, 2018). These real-life intercultural interactions can be found at airports, where a lot of people from different countries and different cultural backgrounds come together. Various jobs at the airport require customer service and intercultural interaction. Therefore, airports provide a suitable environment to study multiculturalism and airport staff that engages in customer service is a target group that matches this research. Previously, the MPQ has been used by different researchers on a variety of target populations. The most popular one has been expatriates for studies on intercultural training (Van der Zee & Van Oudenhoven, 2013). Van der Zee and Van Oudenhoven (2013) call for more research on intercultural skill training of other important target groups. Therefore, this gap will be filled by focusing on the target group of airport staff that engages in customer service.

While Van Oudenhoven et al. (2003) have indicated that *Flexibility* as one of the personality traits is a predictor of job satisfaction, other job outcomes and their relationship with personality traits are understudied. Hence, implementing the three job outcomes job satisfaction, innovative work behavior and job performance can generate further insights to how personality traits influence the way people work. Whereas job satisfaction and job performance are popular variables in research, innovative work behavior has not been researched within this context before. It provides a chance to check whether cultural diversity fosters innovation, as stated by Van Knippenberg et al. (2004).

Based on the mentioned gaps in research, the main question of this paper is if people who score high on the MPQ perform better at job outcomes. The overarching research question therefore is:

To what extent do multicultural personality traits of airport staff that engages in customer service relate to their job satisfaction, job performance and innovative work behavior?

To further analyze this relationship and to understand why multicultural personality traits influence job outcomes, two mediators are included in this study. The goal is to find out why the MPQ improves job outcomes to gain further insights about the relationship between the variables. The first chosen mediator is the quality of intercultural interactions. The quality of the interaction can be crucial when dealing with customers in an international environment. Individuals that establish a high quality of intercultural interaction can show more empathy and respect for people from different cultures and therefore assess their behavior in a non-judgmental way (Thomas & Peterson, 2014). They find it easy and are confident to express their ideas clearly. In a study of Van Oudenhoven et al. (2007) it was found that some personality traits help people *enjoy* intercultural interaction. This might explain why the multicultural personality traits influence job outcomes in a multicultural work environment. Considering this, the following sub-question can be posed:

Is the relation between multicultural personality traits and job outcomes of airport staff that engages in customer service mediated by the quality of intercultural interactions?

The second mediator for this study is job-related stress. Job-related stress can have many sources and many researchers agree that it negatively influences job satisfaction (Puspitawati & Atmaja, 2021). Regarding airports, the recent outbreak of the Covid-19 pandemic has caused additional effort for workers to adjust to the rapidly changing rules and to deal with worried passengers. Two personality traits of the MPQ (*Emotional Stability* and *Flexibility*) have been proven to have stress-buffering effects on individuals (Van der Zee & Van Oudenhoven, 2013). In consequence, the way people deal with job-related stress might explain why people that score high on multicultural personality traits perform better at jobs. Therefore, the second sub-question is posed:

Is the relation between multicultural personality traits and job outcomes of airport staff that engages in customer service mediated by job-related stress?

A quantitative research design will be built to answer the above-mentioned questions. By conducting a survey, the hypotheses that will be presented in the next chapter, can be tested. The target group consists of airport staff working in customer service at European airports. With the use of IBM SPSS, several analyses will be performed to answer the research question and to fill the existing knowledge gap in academia. In the beginning, the Theoretical Framework (Chapter 2) will provide an overview on existing literature and previous theories, building a foundation for this research. The main concepts in this study – multicultural personality, job satisfaction, innovative work behavior, job performance, quality of intercultural interaction and job-related stress – will be defined, after which five hypotheses are formulated. In the end of Chapter 2, the conceptual model visualizes the hypotheses. Chapter 3 elaborates on methodological decisions by presenting the research design, procedures, sampling method, measurements, and an overview of the final sample. In Chapter 4, the results are presented by stating which significant effects were found. The last chapter (Chapter 5) answers the research question and discusses theoretical and practical implications, limitations, and suggestions for future research.

2. Theoretical Framework

The goal of this research is to examine the effect of personality on different job outcomes within a multicultural work environment. To do so, the Theoretical Framework provides an overview of existing literature regarding the main concepts that are included in the research. To start, the definition of culture and the context of multicultural environments will be discussed. Then, the MPQ will be introduced and each of the five personality traits will be explained. After that, the three different job outcomes will be defined and past research about the effect of personality traits on job outcomes will be summarized. This is followed by the introduction of the three direct effect hypotheses. Next, the two mediator variables quality of intercultural interaction and job-related stress will be presented to explain why the direct effects are anticipated. This then allows to end the Theoretical Framework by presenting the elaborate model of this research that includes all five hypotheses.

2.1 Defining a multicultural work environment

Hofstede (2011) defines culture as "the collective programming of the mind that distinguishes the members of one group or category of people from others" (p.3). Schwartz (2006) filtered out different value orientations that cultures can be positioned in. These include embeddedness versus autonomy, hierarchy versus egalitarianism, and mastery versus harmony. He designed a model in which different countries were positioned within these three main approaches (Schwartz, 2006). This shows how depending on the culture people live in, they are surrounded by a specific set of values. With globalization and increasingly multinational work environments, today's workforce consists of people with different cultural backgrounds. The number of religions, races, nationalities, and cultures coexisting in democratic societies is on the rise (Lenard, 2021). This leads us to cultural diversity, a concept that currently receives a lot of attention from institutions, organizations, and governments. Its study includes different levels of analysis and dimensions regarding consequences for intergroup relations (Verkuyten & Yogeeswaran, 2020). When cultural diversity is present at a workplace, we refer to it as a multicultural work environment. In such a place, service providers and customers from different cultural backgrounds come together and interact.

Multicultural work environments and their cultural diversity come along with various opportunities and challenges that several studies focus on (Amaram, 2007; Aghazadeh, 2004;

Luo, 2021; Okoro & Washington, 2012; Podsiadlowski et al., 2013). As for the advantages, White (1999, p. 477) stated that "creativity thrives on diversity". According to this statement, a company with a diverse workforce is more likely to experience high levels of creativity and innovation. When people from a variety of cultures come together to solve a problem or develop an idea, they are more likely to come up with a common solution. On top of that, diverse cultures can bring fresh perspectives to the table (Aghazadeh, 2004). When looking at the disadvantages, Hofhuis et al. (2011) stated that many of them stem from the way individuals tend to categorize their social environment into "us" and "them". Stereotypes and group representations emerge as a result of social categorization, in which people tend to favor the in-group over the out-group (Fiske, 1998). This leads to the creation of a social barrier between majority and minority members in the workplace (Hofhuis et al., 2011). Thrassou et al. (2020) concluded in their literature review that individuals from different groups tend to see each other with various negative emotions such as distrust, stress, anxiety, fear, shame, guilt and more. They found that establishing trust between the service provider and the culturally different customer can therefore become a challenging task. Meanwhile, Howland (2001) pointed out other challenges that emerge when working in a multicultural environment. These include fluctuating power dynamics, merging a diversity of opinions and approaches, overcoming perceived lack of empathy, accountability, tokenism, and transforming challenges into opportunities. Dube and Ngulube (2012) noted that the process of knowledge sharing in a multicultural environment is complex and susceptible to multicultural differences. By conducting a meta-analysis of 108 empirical studies, Stahl et al. (2009) found that cultural diversity does cause process losses because of task conflict and decreased social integration. However, they found that it also causes process gains through increased satisfaction and creativity. Consequently, cultural diversity can have both positive and negative effects in multicultural work groups. It is important to mention that individuals are not either *pro* or *contra* cultural diversity but have a more nuanced view on it (Hofhuis et al., 2013).

Airports are a great example of a modern intercultural workplace because passengers from all over the world come together and travel through the same airports. People working at airports are enclosed in a multicultural environment because they interact with customers from different cultures. As the organization of airports is becoming more privatized and commercialized, the airport experience of travelers is gaining importance (Usman et al., 2021).

Seetanah et al. (2018) have found that airport services significantly influence the likelihood of repeat tourism. On top of that, passenger satisfaction is related to the intention of revisiting the destination (Prentice et al., 2021). The way airport staff engages with customers is therefore an important aspect not only for their own job outputs, but also for the tourism sector of the destination. Although jobs with culturally diverse customer profiles are becoming more common, they have yet received relatively little attention from researchers compared to the study of cultural diversity within a workforce itself (Barker & Härtel, 2004; Paparoidamis et al., 2019). According to Langford and Weissenberg (2018), service providers should focus more on building unique capabilities to meet consumers' culturally distinct needs and thereby tap into the lucrative international travel industry. This underlines the importance of considering airports when exploring job outputs of staff that engages in intercultural customer service.

To conclude, airports are not only a place of cultural diversity within a workforce, but also regarding their culturally diverse customer profiles. Within a multicultural work environment, the question whether employees with a certain set of skills might perform better at job outcomes can be answered. These skills can be discussed by implementing the multicultural personality traits of the service providers, as done in the following chapter.

2.2 Multicultural Personality Questionnaire

The quality of intercultural communication plays an important role when interacting in a multicultural environment and depends on various factors. A term used by Portalla and Chen (2010) is intercultural communication competence and described as "an individual's ability to achieve their communication goal while effectively and appropriately utilizing communication behaviors to negotiate between the different identities present within a culturally diverse environment" (p. 21). According to them, intercultural communication competence is an overarching concept that includes intercultural awareness, sensitivity, and effectiveness. Other researchers use similar definitions for intercultural communication competence (Chen & Starosta, 1996; Nadeem et al., 2020; Ihtiyar & Ahmad, 2015; Portalla & Chen, 2010) and, more generally, intercultural competence (Spencer-Oatey & Stadler, 2009; Yu et al., 2002). Scholars often use these two terms indistinctly (Portalla & Chen, 2010).

To measure intercultural competence and therefore predict how people behave in an intercultural context, Van der Zee and Van Oudenhoven (2000) have established the

Multicultural Personality Questionnaire (MPQ). With this questionnaire, they measured multicultural effectiveness by considering five different personality traits which will be elaborated later in this chapter. The MPQ was proved to be one of the most reliable instruments to measure intercultural competence (Matsumoto & Hwang, 2013). Van der Zee and Van Oudenhoven (2000, p. 293) define multicultural effectiveness as "success in the fields of professional effectiveness, personal adjustment and intercultural interactions", meaning the extent to which employees are able to operate within foreign cultural environments. The MPQ is based on the Five-Factor Model of Costa and McCrae (1992). The Five-Factor Model includes the dimensions neuroticism, extraversion, openness, agreeableness, and consciousness and is commonly used in academia to measure the personality of a person. The reason why this model is not used has to do with the intercultural nature of this research. Several authors recommend approaching personality in the context of culture as narrowly as possible to reach a higher validity (Ashton, 1998; Hurtz & Donovan, 2000). This is consistent with the findings of a meta-analysis by Wilson et al. (2013), which suggest that culture-relevant personality traits are superior for measuring intercultural effectiveness. Consequently, the MPQ is a better fit than the Five-Factor Model and will be used for this research to reveal a possible relationship between personality traits and job outcomes in a multicultural work environment.

Since the publication of the MPQ, several researchers have used it within a multicultural context and further proved its validity. Leone et al. (2005) have tested the MPQ for its cross-cultural generalizability by comparing Dutch and Italian student samples regarding their international orientation. Not only for them, but also for Leong (2007), who conducted longitudinal research including a group of students that attended an exchange program and domestic students, the MPQ is a valid scale. Van Oudenhoven et al. (2003) further proved the validity of the tool by finding out that the MPQ scale predicts expatriates' personal, social and professional adjustment. Since its publication, the MPQ has also been used to predict students' openness to diversity (Yakunina et al., 2012) and the adjustment of international students to university (Kağnıcı, 2012). More recently, Hofhuis et al. (2020b) have researched how the five personality traits affect behavior during intercultural interactions. In conclusion and along with the findings of Chen and Gabrenya (2021), the MPQ can be regarded as a valid tool to measure multicultural effectiveness across different research designs.

The MPQ includes five dimensions that are directly linked to intercultural effectiveness: *Cultural Empathy, Open-mindedness, Social Initiative, Emotional Stability*, and *Flexibility* (Van der Zee & Van Oudenhoven, 2000).

Cultural Empathy can be described as "the ability to empathize with the feelings, thoughts and behaviors of members from different cultural groups" (Van der Zee & Van Oudenhoven, 2000, p. 294). It includes the skill to convey a clear interest in others as well as to gain and reflect a reasonably complete and accurate understanding of another's ideas, feelings, or experiences (Van der Zee & Van Oudenhoven, 2001).

Open-mindedness refers to an unprejudiced attitude towards different cultural values and out-group members (Van der Zee & Van Oudenhoven, 2001). This goes along with tolerance, non-judgmental behavior and freedom from prejudice towards cultural differences (Van der Zee & Van Oudenhoven, 2000). People with an open-minded personality are able to involve themselves in new situations without bias (Wang et al., 2022).

Social Initiative is taken when individuals actively approach social situations and take the initiative during these interactions (Van der Zee et al., 2013). People with this personality trait easily become part of social networks and lead social movements (Leone et al., 2005). They initiate communication instead of watching and waiting for it (Hofhuis et al., 2020a).

Emotional Stability is defined as "the ability to remain calm when facing stressing environments and events and to perform effectively under stressful circumstances" (Leone et al., 2005, p. 1451). Emotionally stable people tend to stay calm during stressful situations instead of showing strong emotions.

Flexibility is the last dimension of the MPQ and refers to people who interpret new situations as a positive challenge rather than a threat and adapt and react to them accordingly (Van der Zee & Van Oudenhoven, 2000; 2001). The ability to switch from long-term behaviors to new procedures or a new cultural environment effortlessly, makes an individual *flexible* (Leone et al., 2005).

According to Van der Zee and Van Oudenhoven (2013), personality traits can be divided depending on sensitivity towards a threat or challenge. They can be differentiated on all three levels of the ABC model of attitudes that includes affect, behavior, and cognition to explain the underlying mechanisms (Ward et al., 2001; Wilt & Revelle, 2015). *Stress-related traits*, namely *Emotional Stability* and *Flexibility*, help to perceive an intercultural situation as less threatening

and therefore facilitate adaptation to an intercultural situation. On top of that, those with strong *Emotional Stability* and *Flexibility* feel less threat to their identity by culture shocks. According to the authors, the *social-perceptual traits* of *Cultural Empathy*, *Social Initiative* and *Open-mindedness* support individuals by regarding culture as a challenge, rather than a threat. This leads to a positive reaction that is fueled by creativity and interest. Individuals that score high on social-perceptual traits are able to recognize links between multiple identities and adopt a complex identity without fear of losing their individuality. Van der Zee and Van Oudenhoven (2013) further advised to research intercultural traits with target groups other than expatriates. This will be done by conducting the research with the workforce at airports and by considering the five personality traits individually.

2.3 Job outcomes

Within this paper, intercultural effectiveness will be measured to determine an effect on the job outcomes job satisfaction, innovative work behavior and job performance. Job outcomes are interesting variables in the light of capitalism, where many economic institutions strive for growth, development, and for productivity (Mathers & Williamson, 2011). Therefore, myriad of studies focus on how to improve different job outcomes such as job satisfaction, job performance or intention to leave (Riggle et al., 2009; Judge et al., 2010). Along with this ambition, this research focuses on the role of personality regarding different job outcomes that will be introduced followingly.

2.3.1 Job satisfaction

Job satisfaction is a concept that has been discussed previously by many researchers as it is very useful in predicting vital organizational effectiveness outcomes (Sessa & Bowling, 2020). As the word says, it describes the extent to which an employee is satisfied with their job. Nevertheless, there is no general agreement about what job satisfaction is defined as. One of the most referred to definitions in research is that of Locke (1976, p. 1304), who described job satisfaction as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences". As job satisfaction predicts job performance, it is essential to many companies regarding their entrepreneurial activities (Al Doghan et al., 2019; Christen et al., 2006).

When it comes to the effect of personality on job satisfaction, this is not new to research and there are a large number of studies about this relationship (Bruk-Lee et al., 2009; Judge et al., 2000; Rothman & Coetzer, 2002). Bruk-Lee et al. (2009) found in their meta-analyses that the Big Five factor neuroticism was strongly and negatively related to job satisfaction. A positive relationship was detected for the personality trait conscientiousness that describes individuals who are organized, reliable, responsible and hardworking. This goes along with the findings of Judge et al. (2002) that additionally found a positive relationship with job satisfaction for extraversion, agreeableness and slightly positive for openness to experience. As described, most of the mentioned studies are conducted with the Big Five Personality scale by Costa and McCrae (1992) and the reflection on multicultural settings is mostly neglected. Using the MPQ scale to analyze the effect on job satisfaction in a multicultural context is therefore a way to adjust the field of study to trends like globalization and the increasing number of intercultural jobs. As found by Van Oudenhoven et al. (2003), the MPQ trait *Flexibility* is a significant predictor for job satisfaction. The items of neuroticism are reversed for the MPQ to measure *Emotional Stability*, which is why a positive relationship with all five personality traits of the MPQ with job satisfaction is expected. This leads us to the first hypothesis of this paper:

H1: Individuals with higher scores on the MPQ dimensions are more satisfied with their job in a multicultural environment like airports.

2.3.2 Innovative work behavior

Another central concept of this thesis is innovative work behavior (IWB). Innovation was defined by Neely and Hii (1998, p. 8) as "the exploitation of new ideas". The majority of academics agree that innovation is very important not only for the competitiveness of organizations, but the development of societies as a whole (Yesil & Sozbilir, 2013). The production of innovation within organizations heavily depends on the individual's ability to innovate at their workplace (Palangkaraya et al., 2010). IWB is typically divided into three different aspects, including idea generation, idea promotion and idea realization (Scott & Bruce, 1994). It is an important organizational competence as it can help employees and therefore the whole organization to achieve performance (Leong & Rasil, 2014).

As discussed when defining a multicultural work environment (Chapter 2.1), the advantages of cultural diversity are creativity and innovation. Under the right conditions, cultural

diversity leads to more innovation (De Dreu & West, 2001; Van Knippenberg et al., 2004). Nijstad et al. (2012) further found that minorities stimulate innovativeness within teams. If diversity leads to innovation, in the context of this study, people that deal well with cultural diversity and score high on the MPQ might also perform more innovative work behavior. This makes it an interesting job outcome variable to study.

There are various studies that researched IWB as a dependent variable. Ma Prieto and Pilar Pérez-Santana (2014), for example, found a positive influence of human resource practices such as ability- and opportunity-enhancing on innovative work behavior. Other researchers found that a transformational leadership style positively influences IWB (Afsar et al., 2014). Korzilius et al. (2017) studied the influence of multiculturalism on IWB. They found out that cultural intelligence fully mediates this positive effect. Regarding personality, Yesil and Sozbilir (2013) have conducted a study with hotel employees in Turkey to explore the effect of personality traits on IWB. Their results reveal that openness to experience is positively related to IWB. This suggests that personality traits should be considered when investigating IWB. This is why for this research, the effect of multicultural personality traits on innovative work behavior will be reviewed and the following hypothesis is made:

H2: Individuals with higher scores on the MPQ dimensions show more innovative work behavior in a multicultural environment like airports.

2.3.3 Job performance

Job performance is defined as the "total expected value to the organization of the discrete behavioral episodes that an individual carries out over a standard period of time" (Motowidlo, 2003, p. 39). It is a well-established concept that is often used as a dependent variable in human resource management (Ramos-Villagrasa et al., 2019). Task performance, contextual performance, and counterproductive work behavior are the three major categories of job performance (Sackett & Lievens, 2008). These characteristics give a rather comprehensive approach to total job performance.

Within past research, job performance has been studied in various contexts and different styles of measurement. Wright and Cropanzano (2000) stated that psychological well-being predicts job performance. Other predictors for job performance are organizational justice, work engagement, public service motivation and a transformational leadership style (Jankingthong &

Rurkkhum, 2012). When it comes to personality, several studies have examined the relationship of the Big Five personality traits and job performance. With the help of meta-analysis, different authors have found conscientiousness to be a predictor for overall job performance (Barrick & Mount, 1991; Hurtz & Donovan, 2000). This goes along with the findings for job satisfaction, as mentioned before. The rest of the personality traits were more dependent on other criteria such as occupational group. Nevertheless, Rothmann and Coetzer (2003) conducted a survey whose results showed that on top of conscientiousness, also the dimensions emotional stability, extraversion, and openness to experience positively related to task performance and creativity.

Although there seems to be plenty of research about this relationship, the effect of the *multicultural* personality traits on job performance is not yet well-researched (Hofhuis et al., 2020b). This bears potential because it is suggested to match the personality variables to the appropriate occupation and organization in order to find a significant relationship (Day & Silverman, 1989). Along with previous research, a positive relationship between the MPQ and job performance is expected, and the following hypothesis can be formulated:
H3: Individuals with higher scores on the MPQ dimensions show a higher job performance in a multicultural environment like airports.

2.5 The role of mediators

It is expected in the first three hypotheses that the MPQ is linked to the three job outcomes job satisfaction, IWB and job performance of airport staff. However, why do these relationships occur and how can they be explained? To further understand the anticipated direct effects of this paper, two mediators will be considered. A mediation relationship for the selected constructs refers to a third variable explaining the relationship between an independent and a dependent variable (Baron & Kenny, 1986). The choice of the mediators is based on the division of the multicultural personality traits into the social-perceptual traits and the stress-related traits. For the social-perceptual traits, the quality of intercultural interaction is anticipated to play a role when predicting job outcomes. For the stress-related traits, the stress level at the current work position might explain why people who handle stress well perform better at job outcomes. The two explanatory variables quality of intercultural interaction and perceived job-related stress will therefore be used as mediators for this study.

2.5.1 Quality of intercultural interaction

Intercultural effectiveness involves a set of skills or competencies that enable a person to live contentedly and work successfully in another culture (Vulpe, 2001). Although some authors argue that intercultural effectiveness is achieved by emotional intelligence or other personal qualities, the hypothesis of this paper is that multicultural personality traits can do so simultaneously (Altaras Dimitrijević et al., 2019; McGinty, 2011). To explain this relationship, the quality of the intercultural interaction (QII), also referred to as the intercultural communicative competence, might reveal further insights. It describes the capability to interact effectively and correctly with people from culturally diverse backgrounds (Ihtiyar, 2018). A high quality of intercultural interaction is connected to the ability to think optimistically, recognize differences, internalize multiple cultural settings, manage experiences appropriately, and communicate effectively with people from other cultures (Ihtiyar, 2018). Individuals with skills that enable them to have a high quality of intercultural interaction can show more empathy and respect for people from different cultures and therefore assess their behavior in a non-judgmental way (Thomas & Peterson, 2014). The idea of this research paper is that individuals that score high on the MPQ perform better at job outcomes in a multicultural environment because they can achieve a higher quality of intercultural interaction. Supporting this theory, Suharti et al. (2019) have found that the quality of intercultural interaction is a predictor for the adaptive performance of students in a multicultural context. Similarly, service providers in a multicultural environment could perform better at job outcomes if they have the set of skills to increase their quality of intercultural interaction. In a study with airline cabin crew members, it was found that intercultural communication competence mediated the relationship of cultural intelligence and lower anxiety of the cabin crew (Suthatorn & Charoensukmongkol, 2018). Therefore, the quality of intercultural interaction will be considered as a mediator by implementing the theory of Portalla and Chen (2019) that measures it with the help of six different factors. These include behavioral flexibility, interaction relaxation, interactant respect, message skills, identity maintenance and interaction management.

Social-perceptual traits (*Open-mindedness*, *Cultural Empathy* and *Social Initiative*) help individuals to see intercultural situations as challenging rather than a threat (Van der Zee & Van Oudenhoven, 2013). By approaching a new situation with creativity and interest, people with higher scores on social-perceptual traits will see connections between different cultural identities

and further adopt their own identity. The expected positive effect of those traits on job outcomes could be mediated by the QII. This is anticipated because the quality of interaction is based on communication skills that are typically strengthened by social-perceptual personality traits. Therefore, the following hypothesis argues that the quality of intercultural communication mediates the effect for social-perceptual traits:

H4: The positive effects of Open-mindedness, Cultural Empathy and Social Initiative on job satisfaction, innovative work behavior and job performance are mediated through the quality of intercultural interaction.

2.5.2 Job-related stress

The second mediator variable in this paper is job-related stress. This mediator was chosen based on research conducted by Hofhuis et al. (2020b) where they found that the effect of emotional stability on behavior during intercultural interactions is mediated through perceived stress. As emotional stability is a stress-buffering trait, a similar relation is expected for flexibility. On top of that, occupational stress has negatively influenced job motivation and job satisfaction in the hospitality industry (Demirović Bajrami et al., 2021).

With the outbreak of the Covid-19 pandemic, the transport sector and especially aviation had to face restrictions of movement and travel bans (Serrano & Kazda, 2020) The pandemic has caused substantial eruptions in many businesses, with hospitality services being highly vulnerable (Hu et al., 2021). The worsening financial status of the hospitality sector has impacted employment and job security. Companies have forced their employees to retire early, get laid off, take unpaid leave, have their welfare benefits reduced, and change their hours or positions (Wong et al., 2021). Employees have become anxious about their jobs because of these conditions and staff at airports must deal with ever-changing travel restrictions. This pandemic-caused stress at the workplace has a negative impact not only on job satisfaction, but also job performance (Puspitawati & Atmaja, 2021).

To deal with this situation, stress-buffering traits can lower threatening experiences and therefore reduce negative influence. Regarding behavior, they can ease the process of adaptation to a new intercultural situation by lowering the anxiety of the new behavior (Van der Zee & Van Oudenhoven, 2013). It is to be expected that stress levels for most airport staff are high at the moment, as the consequences of the Covid-19 pandemic are still ongoing. According to Van der

Zee and Van Oudenhoven (2013), the complex task of managing different cultural identities will be eased by stress-buffering traits that help to deal with a possible identity threat. This leads to the assumption that people with higher scores on stress-buffering personality traits perform better at job outcomes because they perceive less job-related stress. Job-related stress is therefore a mediator for the way stress-related multicultural personality traits influence job satisfaction, job performance and innovative work behavior and the following hypothesis is made:

H5: The positive effects of Emotional Stability and Flexibility on job satisfaction, innovative work behavior and job performance are mediated through job-related stress.

2.6 Conceptual model

Building up on the study conducted by Hofhuis et al. (2020b), the conceptual model (*Figure 1*) of this research paper was conducted by including all five hypotheses. The first three revolve around the direct effects that are expected between multicultural personality traits and all three job outcomes: job satisfaction (H1), innovative work behavior (H2) and job performance (H3). The independent variable multicultural personality can predict not only the direct effects but will also be divided into the stress-buffering traits and the social-perceptual traits. The quality of interaction is expected to mediate the relationship of the social-perceptual personality traits, *Open-mindedness, Cultural Empathy* and *Social Initiative*, and the three job outcomes (H4). The dotted lines indicate this mediation effect. For the relationship between the stress-buffering traits, *Emotional Stability* and *Flexibility*, and all three job outcomes, job-related stress is expected to be a mediator (H5).
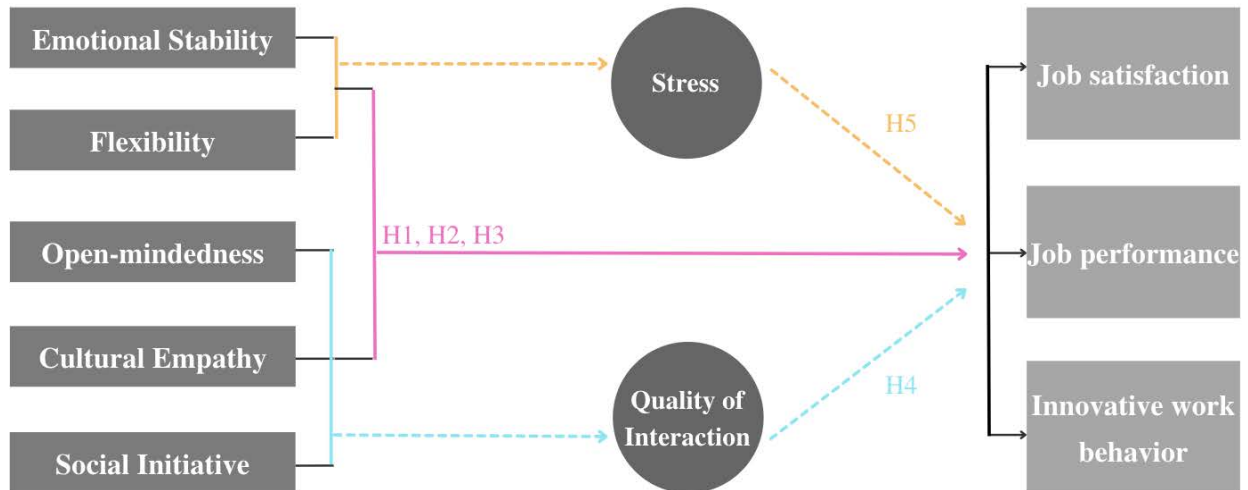
Figure 1: Conceptual Model of the three direct effects H1, H2 and H3, including the mediators quality of interaction (H4) and job-related stress (H5).

To summarize, this master's thesis will consider the multicultural personality traits of the MPQ to measure whether airport staff that engages in customer service and scores high on multicultural personality traits also scores higher in job satisfaction, innovative work behavior and job performance than airport staff with low multicultural personality traits. The mediator's QII and job-related stress will help to further understand this relationship and consider current circumstances. In the following chapter, an overview of the methodology will be provided.

3. Methodology

To bridge the research question and its answers, this chapter focuses on the methodological choices that were made. In the beginning, the research design will shortly be presented. After, a detailed description of the procedures taken regarding the survey will be provided. This is followed by an overview of the descriptive statistics of the sample. Then, the operationalization of the key variables is discussed. In the end of the chapter, the descriptive statistics and the correlation matrix are presented in two tables.

3.1 Research design

Going back to the start of this paper, the research question is to find out whether airport staff that score high on multicultural personality traits perform better at job satisfaction, innovative work behavior and job performance. To generalize the findings and facilitate reliability, this study focuses on self-perceived values of all variables. Therefore, the chosen method for this master thesis is an online questionnaire. On top of that, concepts like job satisfaction or the MPQ have been successfully tested with the same quantitative method several times before. The online survey is suitable for researching cause and effect relationships of an independent variable on a dependent variable (Nardi, 2018; Neuman, 2014). As this study wants to find out about the effect of personality traits on job outcomes, the chosen method is suitable. On top of that, an online survey allows researchers to research the self-perceived perspective of employees that experience real-life intercultural interactions as opposed to staging a fake environment to conduct an experiment. This improves the generalizability of the study to a greater population. Besides that, the online survey method was chosen because of its cost and time-efficient characteristics that allow it to be spread throughout different countries in Europe to airport staff that engage in customer service (Wright, 2005).

3.2 Procedures

To collect data for this quantitative research, an online survey (see Appendix) was published between the 5th of April 2022 and the 2nd of May 2022. To create the survey and collect the data, Qualtrics, a program that was provided by Erasmus University Rotterdam, was used. The program allowed participants to participate with any device that has a functioning Internet connection, including a mobile-optimized version for smartphones. This way,

participants were not tied to a specific time or place to participate. The survey consisted of 22 questions, mostly matrix tables, and took around 10 to 15 minutes to complete. The link to the survey included a small message saying: "Take 15' of your time and help Berivan with her master thesis! With a little bit of luck, you can win Apple AirPods Pro." The giveaway of one pair of Apple Airpods Pro should motivate airport staff to participate. The first thing that appeared when opening the link was the consent form, following all the legal information that is mandatory for research that is conducted at universities in the Netherlands. This included confidentiality and anonymity, voluntary participation and an e-mail address in case of further questions or remarks. In order to participate, participants had to fulfill two conditions. The first one is the acceptance of the consent form and the second one is that they currently work at an airport. Participants that selected the option "I do not work at an airport" were directly forwarded to the end of the survey. For participants that were working at an airport, they could specify in which department they are employed and if they engage in customer service. After these formalities, the main part of the survey started.

As the most time-consuming part of the survey was the MPQ, this is what participants filled in first. To measure the multicultural personality of participants, all 40 items were derived from the Multicultural Personality Short Form by Van der Zee et al. (2013). The items were divided into five different question blocks that did not correspond to the items of each personality trait (*Cultural Empathy, Flexibility, Social Initiative, Emotional Stability* and *Open-mindedness)* but were rather mixed randomly to make it less obvious to participants what was being measured. Followingly, the job outcome variables were measured. These included job satisfaction, job performance (divided into task performance and contextual performance) and innovative work behavior. Then followed a scale to measure the intention of participants to quit their job. Followingly, the two mediators stress and quality of intercultural interaction were measured. Stress was thereby divided into Covid-related stress and the general job-related stress level. The last section of the survey included demographics such as age, gender, education, country of birth and country of work. Unlike the first part of the survey, the demographics did not include the forced answer option and were therefore not mandatory. The experience of having lived abroad for more than six months was added to find out more about the cultural experience of participants. Then, participants could fill in all languages they spoke by also rating how well they do so. After that, participants specified how often they interact with a person with

a different cultural background at their workplace. To allow room for feedback or questions, an open text field was provided at the end of the survey, followed by the field to participate in the giveaway by filling in their email address. The last page consisted of a thank you, the contact details again and the remark that the window may be closed at this point.

The survey was written in English, as this language is mostly accessible to airport staff that is engaging in customer service and applicable to various airport locations within Europe. The online questionnaire was pre-tested with three people that work at an airport to check if the language level was feasible and if there were points or statements that did not make sense. After the approval of these three people, the survey was published.

3.3 Sampling strategy

The target population for this survey is airport staff that is employed in customer service. This includes flight attendants, pilots, the hospitality sector as well as staff working at check-in counters or in retail shops. Office jobs with international customer service or security like airport police officers are also included in the target population. Excluded are technicians, cleaning personnel and other jobs that do not interact with people from different cultures. The workplace of participants included all airports in Europe as the questions did not relate to a specific location. As the survey was written in English, participants had to have a basic understanding of the language. To analyze this research, a non-random sample of the defined target population was used, making it not entirely representative for the whole target population.

To reach the employees, a non-probability sampling method was applied, followed by snowball sampling. This purposive sampling method was chosen because the target group is very specific and hard to reach (Neuman, 2014). The survey was shared on various social media channels such as Instagram, LinkedIn and Facebook and reposted by my contacts to reach people outside of my personal environment. One of the social media channels was the Facebook group of Swissport Switzerland, that includes around 600 members. As I personally have worked at the airport for four years, my personal connections were used to reach the target group. With their help, the survey was shared on WhatsApp groups of staff. On top of that, physical QR codes to scan were printed out and distributed in person at Zurich, Schiphol, and The Hague airport. Some of the staff offered to further distribute the codes to colleagues or in the break room. To further

enhance participation, one pair of Apple AirPods was given away to a randomly chosen winner that participated by providing their email address.

In total, 305 people opened the survey and participated fully or partially. After data cleaning, 177 (N=177) participants could be included for further analysis. Out of this sample, 65% were female, 23.2% were male, and 2.8% identified as non-binary or did prefer not to say. As visible in Table 1, the average education level was moderately high, with many participants having a bachelor's degree (35.0%). The second most represented education level was high school graduates with a total of 18.6%. Regarding their work at the airport, participants filled in the department they work at. 39.5% of them worked as flight attendants or pilots, 19.4% worked at the check-in or gate and 12.4% worked in the hospitality sector. The majority of the participants work in Switzerland (78.5%), although Switzerland is the country of birth of only 44.6%. This indicates that a large part of the sample included people with a nationality that differs from the place they work at. Participants of the sample were between 21 and 61 years old. The mean age was 35.28 years (SD=10.79). On average, the participants spoke 5.01 languages (SD=2.09). A more detailed overview of the sample can be found in Table 1.

Table 1: Descriptive statistics of respondents (N=177).

Variable	Value	Count	Percentage
Gender	Female	115	65.0%
	Male	41	23.2%
	Other	5	2.8%
Education	Less than high school degree	7	4.0%
	High school graduate	33	18.6%
	Some college but no degree	13	7.3%
	Associate degree in college (2-year)	23	13.0%
	Bachelor's degree (4-year)	62	35.0%
	Master's degree	20	11.3%
	Professional degree	2	1.1%
Department	Pilot / Flight attendant	70	39.5%

	Hospitality (Restaurant, Take Away, Lounge etc.)	22	12.4%
	Check-in / Gate	35	19.8%
	(Duty Free) Shops	6	3.4%
	Health / Care	4	2.3%
	Transportation	2	1.1%
	Administration (Information, Financial Services etc.)	17	9.6%
	Other Jobs with Customer Service	10	5.6%
	Other Jobs without Customer Service	11	6.2%
Country of work	Switzerland	139	78.5%
	Netherlands	7	4.0%
	Other	12	6.8%
Country of birth	Switzerland	79	44.6%
	Germany	19	10.7%
	Italy	8	4.5%
	Other	51	28.9%
	Range	**M**	*SD*
Age	21 - 61	35.28	10.79
Number of Languages	1 - 8	5.01	2.09

3.4 Measures and operationalization of questionnaire

To operationalize the concepts, the survey included mostly pre-existing scales. The MPQ, job outcomes (job satisfaction, innovative work behavior, job performance) and mediators (QII, job-related stress) were all measured on a 7-point Likert scale. Towards the end of the survey, the control variables gender, age, education, intention to quit, interaction with other cultures, experience abroad, countries of work and birth, and spoken languages were included.

3.4.1 MPQ Scale

To measure the intercultural effectiveness of participants, the short form of the Multicultural Personality Questionnaire (MPQ) provides an established scale to do so (Van der Zee et al., 2013). It consists of 40 items that measure the five perspectives. *Cultural Empathy* (CE), *Open-mindedness* (OM), *Social Initiative* (SI), *Emotional Stability* (ES) and *Flexibility* (FX) were measured by asking the participants to what extent the following statements apply to them. The answers were given on a 7-point Likert scale ranging from 1 ("totally not applicable") to 7 ("completely applicable").

CE was measured with eight items that included statements like "I pay attention to the emotions of others" or "I am a good listener". The reliability of the final scale was acceptable, with a Cronbach's Alpha of .76. The mean of the scale was 5.66 (*SD*=.67) which indicates that the average level of CE amongst participants was fairly high.

To measure OM of participants, eight items were included. "I look for new ways to attain my goal" or "I seek people from different backgrounds" were two of the items (Van der Zee et al., 2013). The reliability of the scale was not desirable with a Cronbach's Alpha of .62. As deleting an item would not have improved this reliability significantly, the scale was not adjusted for further analysis. The mean for the scale is 5.15 (*SD*=.67) which again represents a fairly high average score of OM amongst participants.

SI was measured by including eight items such as "I take the lead" or "I am inclined to speak out". The items "I leave the initiative to others to make contacts", "I find it difficult to make contacts" and "I am reserved" were reversed to match the scale. The final scale had a Cronbach's Alpha of .71 and a mean of 5.06 (*SD*=.79).

ES was measured with eight items, for example, "I am nervous" or "I get upset easily". To measure ES, all items except for "I keep calm when things don't go well" and "I am not easily hurt" were reversed. The scale's reliability resulted in a Cronbach's Alpha of .71 and a mean of 4.81 (*SD*=.91), again indicating a relatively high average score.

To measure FX, participants had to indicate to what extent eight items were applicable to them. These were for example "I like routine" or "I have fixed habits". All eight items were reversed. The scale's reliability was a Cronbach's Alpha of .70 and a low mean of 3.07 (*SD*=.77), indicating that most participants were not very *flexible*.

3.4.2 Job satisfaction

Job satisfaction is a construct influenced by many dimensions (Nanjundeswaraswamy, 2019). Sinval and Marôco (2020) have used a short scale to measure job satisfaction consisting of five items. These were derived from Brayfield and Rothe (1951) that have established an index of job satisfaction with originally 19 items. The shorter five-item scale for job satisfaction has ever since been used by other authors and has been proven for validity (Alrawashdeh et al., 2021; Judge et al., 2000). The items included statements like "Most days I am enthusiastic about my work" or "I find real enjoyment at work". The items "Each day at work seems like it will never end" and "I consider my job to be rather unpleasant" were both reversed after data collection. Participants answered on a 7-point Likert scale and indicated to what extent they agree with the statements from 1 ("strongly disagree") to 7 ("strongly agree"). The reliability test resulted in a Cronbach's Alpha of .81 and a mean of 4.95 (SD=1.10) which indicates that, on average, participants were fairly satisfied with their job.

3.4.3 Job performance

To measure job performance, the Individual Work Performance Questionnaire by Koopmans et al. (2014) was used. The scale was established to measure self-perceived job performance with the three dimensions task performance, contextual performance, and counterproductive behaviors. Ramos-Villagrasa et al. (2019) used it to check its validity and its correlation with personality traits. Van der Vaart (2021) published a paper in which construct validity has been confirmed. The scale consists of 18 items of which only 13 were used to measure task performance and contextual performance by using a 5-point Likert scale that ranged from 1 ("seldom") to 5 ("always"). This shorter version was chosen to shorten the time needed to fill in the survey as it should not exceed ten to fifteen minutes. The final scale resulted in an acceptable Cronbach's Alpha of .87 and a mean of 5.61 (SD=.89) which indicated that many participants perceived themselves to perform well at their job. When looking at the distribution of the items, not all of them are distributed normally. Some of them tend to be right-skewed but as it is not severe, the items are still included.

3.4.4 Innovative work behavior

To measure how innovative employees are in their jobs, the scale by Janssen (2000) will be considered. It consists of nine items that measure the dimensions idea generation, idea promotion and idea realization and included items such as "I create ideas for difficult issues" or "I transform innovative ideas to useful applications". The participants were asked to indicate how often they performed these behaviors on a 7-point Likert scale ranging from 1 ("never") to 7 ("always"). The scale has ever since been used for various other and more recent studies and has been one of the most frequently used tools to measure innovative work behavior (Akram et al., 2020; Anderson et al., 2014). This justifies the choice of scale for this variable. The reliability resulted in a Cronbach's Alpha of .90 and a mean of 4.887 (*SD*=1.06).

3.4.5 Quality of intercultural interaction

To measure the quality of intercultural interactions, a scale by Portalla and Chen (2010) will be considered by choosing one item out of all six factors (behavioral flexibility, interaction relaxation, interactant respect, message skills, identity maintenance and interaction management). As the item "I have problems with grammar when interacting with people from different cultures" refers to language skills which will be measured separately, it is replaced with the following item: "I enjoy communicating with people with different cultural backgrounds." This item was constructed based on the study of Van Oudenhoven et al. (2007) where they found out that the social-perceptual traits of personality help people *enjoy* intercultural interaction. Other items of the scale were for example "I find I have a lot in common with my culturally different counterparts during our interaction" or "I am able to express my ideas clearly when interacting with people". The items were measured on a 7-point Likert scale ranging from 1 ("totally disagree") to 7 ("totally agree"). Deleting the item "I am not always the person I appear to be when interacting with people from different cultures" significantly improved the Cronbach's Alpha of .57 to .83. This is why this item was excluded for further analysis. The scale with five items resulted in a reliability of Cronbach's Alpha .83 and a mean of 5.71 (*SD*=.94).

3.4.6 Job-related stress

Job-related stress is a concept that has been researched extensively in various fields such as health, organizational factors and more. Parker and DeCotiis (1983) have developed a scale to measure job stress of employees. Their scale consists of 13 items divided into two dimensions. The first dimension is anxiety and includes items such as "I frequently get the feeling that I am married to the company". The second dimension is time stress and includes for example the following item: "I spend so much time at my job, I can't see the forest for the trees". The scale was reliable in various other studies (Fields, 2002). Three items were removed, as they were considered not to be representative of occupational characteristics. For instance, "I feel guilty when I take time off from my job" has been excluded, as the work at an airport is often not defined by flexible work scheduling. The items were measured on a 7-point Likert scale ranging from 1 ("totally disagree") to 7 ("totally agree"). The final scale showed high reliability, with a Cronbach's Alpha of .91. The mean of the scale was 3.80 (*SD*=1.28) which indicates that overall, the participants were moderately stressed at their job.

As discussed in Chapter 2.5.2, the Covid-19 pandemic has caused added stress for employees at airports and is therefore measured additionally. Stress factors during the Covid-19 pandemic cover four main perspectives (Kim et al., 2021). As occupational stress was already measured in a separate scale, the Covid-19 related stress of participants was measured with job instability ("The covid-19 pandemic has made me worried about my job stability") and increased security and hygiene requirements ("The covid-19 pandemic has caused more security/hygiene measurements at my workplace") These items were measured on a 7-point Likert scale ranging from 1 ("totally disagree") to 7 ("totally agree"). As these two items have a low Cronbach's Alpha (.40) they will be treated separately as control variables. The mean of the job stability item was 4.81 (*SD*=1.77) and the mean for security and hygiene requirements was high with a score of 5.90 (*SD*=1.24). For the security and hygiene requirements, the item was not normally distributed as Covid-19 related measurements were high in most departments of airports.

3.4.7 Control variables

When examining the relationship between the variables mentioned before, it is crucial to keep other predictors constant (Freedman et al., 2007). This can be done by implementing control variables. In total, ten control variables were compiled. Towards the end of the survey,

demographic variables such as the year of birth, the gender, the education and the country of work and birth were included. The other five variables included more specific aspects that might influence the measurement of the hypotheses and were also included in the last part of the survey.

One question was whether participants have lived abroad for more than six months because previous cross-cultural experience was shown to influence the level of sociocultural adaption (Wilson et al., 2013). This could indicate a certain level of intercultural competence that has to do with the participant's experience in the past, rather than their personality traits. Previous research has found that multilingualism can contribute to shaping the personality traits *Flexibility*, *Social Initiative* and *Open-mindedness* (Dewaele & Botes, 2019). Korzilius et al. (2011) found correlations between the traits *Emotional Stability* and *Open-mindedness* and the number of spoken foreign languages. Hence, the control variable number of spoken languages was included in the survey. Additionally, the likelihood to quit within the next year was included as control variable. This is based on a study of Ulufer and Soran (2019) in which they found that the intention to quit mediates the relationship between personality traits and emotional labor behaviors. As the focus of this paper lays on intercultural communication, the frequency of it could influence the expected effects. Therefore, the question of how often participants interact with a person with a different cultural background was added to the survey. The scale for this last variable ranged from 1 ("never") to 7 ("every day, all the time").

As not all jobs at the airport require the same level of intercultural interaction, the department of work at the airport was included as control variable in the beginning of the survey. Participants could choose between the following options: Hospitality (Restaurant, Take Away, Lounge etc.), Check-in or Gate, (Duty Free) Shops, Security or Police, Facility Management, Health or Care, Pilot or Flight attendant, Transportation (e.g., Chauffeur), Administration (Information, Financial Services etc.), Other jobs with Customer Service, Other Jobs without Customer Service or "I don't work at an airport". Members of the last group were not included in the final dataset as they are not within the targeted sample group of this research paper.

3.5 Descriptive statistics and correlation matrix

Table 2 provides an overview of the descriptive statistics of all variables that were included in the conceptual model. Additionally, it shows an overview of the reliability of the main variables of this research.

Table 2: Descriptive statistics of measures (*N*=177).

Measure	M	*SD*	Minimum	Maximum	Cronbach's α
Cultural Empathy	5.66	.67	3.13	7.00	.76
Open-mindedness	5.15	.67	3.00	6.75	.62
Social Initiative	5.06	.79	3.13	7.00	.71
Emotional Stability	4.81	.91	1.38	7.00	.71
Flexibility	3.07	.77	1.00	5.25	.70
Job Satisfaction	4.95	1.10	1.40	7.00	.81
Innovative Work Behavior	4.89	1.06	1.56	7.00	.90
Job Performance	5.61	.89	1.08	7.00	.87
Quality of Interaction	5.71	.94	2.20	7.00	.83
Job-related stress	3.80	1.28	1.10	7.00	.91

To check their correlation, Table 3 provides a correlation matrix. It becomes visible that the personality traits correlate with each other. This indicates multicollinearity, which is why for the regression analysis, all five personality traits will be analyzed independently as separate predictors (see Chapter 4).

Table 3: Pearson correlation between measures (*N*=177).

Measure	1	2	3	4	5	6	7	8	9	10
1 Cultural Empathy	1									
2 Open-mindedness	.663**	1								
3 Social Initiative	.491**	.445**	1							
4 Emotional Stability	.192*	.215**	.344**	1						
5 Flexibility	-.159**	-.122	-.056	.121	1					
6 Job Satisfaction	.285**	.289**	.206**	.364**	.035	1				
7 Innovative Work Behavior	.193*	.366**	.223**	.139	-.056	.172*	1			
8 Job Performance	.398**	.440**	.377**	.240**	-.170*	.300**	.510**	1		
9 Quality of Interaction	.605**	.552**	.388**	.201**	-.063	.111	.124	.357**	1	
10 Job-related stress	-.134	-.067	-.253**	-.427**	-.081	-.507**	-.075	-.136	-.008	1

Note. Significance levels: * p< .05 ** p< .01.

4. Results

This chapter provides a detailed overview of the results by testing all five hypotheses as suggested in the Theoretical Framework (see Chapter 2). For each hypothesis, the results of the analysis will be presented using the program IBM SPSS version 28.0.0.0. To examine the causal relationships between variables, several regression analyses will be conducted. In the end, the mediation effects will be tested.

To check whether there are some confounding variables, Pearson's correlation between control variables, mediators and dependent variables was checked (see Table 4). As only intercultural contact correlated strongly with the output or dependent variables, it was included as a control variable in all future regression analysis models, including the mediation analysis. Including this control variable made sure that the effect of the relationship between the MPQ and job outcomes was not influenced by the frequency of intercultural interaction. This is important because not all jobs at the airport involve the same frequency of intercultural communication. To avoid that those effects were caused based on the intensity that an employee interacts with people from different cultural backgrounds rather than their personality traits, all regression analyses of this research paper were controlled for the variable frequency of intercultural contact.

Table 4: Correlation between control variables, mediators and dependent variables (*N*=177).

Measure	Job Satisfaction	Innovative Work Behavior	Job Performance	Quality of Interaction	Job-related Stress
Age	.172*	.064	.089	.084	-.201*
Gender	.070	-.126	-.033	-.005	-.049
Education	-.083	-.047	-.083	-.060	.035
Intercultural Contact	.074	-.082	.215**	.411**	.050
Living abroad	-.045	-.024	.036	-.103	-.012
Number of Languages	.004	-.019	.049	.015	-.090
Job stability Covid-19	-.025	-.055	-.021	.013	.270**
Measure. Covid-19	-.050	.092	.145	.247**	.157**

Note. Significance levels: * p< .05 ** p< .01.

4.1 Relationship between Multicultural Personality Traits and Job Satisfaction

When checking the effect of all multicultural personality traits on job satisfaction in a multiple regression model, a significant resultant model can be observed with F (6, 149) = 5.85, $p < .001$, $R^2 = .19$. Within the whole model, only *Emotional Stability* is a significant predictor of job satisfaction ($b^* = .41$, $SE = .10$, $p < .001$). OM ($b^* = .21$, $SE = .17$, $p = .202$), CE ($b^* = .27$, $SE = .18$, $p = .141$), SI ($b^* = -.07$, $SE = .12$, $p = .565$) and FX ($b^* = .02$, $SE = .11$, $p = .879$) were not found to be significant predictors. To avoid multicollinearity, each personality trait was tested independently and controlled for intercultural contact. As a result, all personality traits except for *Flexibility* turned out to be significant predictors of job satisfaction (see Table 5) and H1 can be partially accepted.

Table 5: Simple regression analysis of each personality trait on job satisfaction.

Predictors	Model			Coefficients	
	R^2	F	p	b^*	p
Cultural Empathy	.07	5.77 (2, 153)	.004	.47	.001
Open-mindedness	.07	6.01 (2, 153)	.003	.46	.001
Social Initiative	.04	2.78 (2, 153)	.065	.25	.032
Emotional Stability	.14	12.83 (2, 153)	<.001	.45	<.001
Flexibility	.01	.61 (2, 153)	.543	.07	.537

Note. Dependent Variable: Job Satisfaction

4.2 Relationship between Multicultural Personality Traits and Innovative Work Behavior

By checking the effect of all multicultural personality traits on innovative work behavior in a multiple regression model, a significant resultant model can be observed with F (6, 149) = 5.53, $p < .001$, $R^2 = .18$. Within the whole model, only *Open-mindedness* is a significant predictor for innovative work behavior ($b^* = .70$, $SE = .16$, $p < .001$). CE ($b^* = -.13$, $SE = .17$, $p = .446$), SI ($b^* = .12$, $SE = .12$, $p = .343$), ES ($b^* = .05$, $SE = .10$, $p = .596$) and FX ($b^* = -.07$, $SE = .11$, $p = .550$) were not found to be significant predictors of IWB. To avoid multicollinearity, each personality trait was therefore tested independently with a linear simple regression and

controlled for the frequency of intercultural contact. As a result, the social-perceptual traits *Social Initiative*, *Cultural Empathy* and *Open-mindedness* turned out to be significant predictors of innovative work behavior (see Table 6). Therefore, H2 can be partially confirmed.

Table 6: Simple regression analysis of each personality trait on innovative work behavior.

Predictors	Model			Coefficients	
	R^2	F	p	b^*	p
Cultural Empathy	.05	4.41 (2, 153)	.014	.40	.006
Open-mindedness	.17	15.76 (2, 153)	<.001	.69	<.001
Social Initiative	.05	3.96 (2, 153)	.021	.29	.010
Emotional Stability	.03	2.00 (2, 153)	.139	.16	.089
Flexibility	.01	.80 (2, 153)	.450	-.09	.456

Note. Dependent Variable*:* Innovative Work Behavior

4.3 Relationship between Multicultural Personality Traits and Job Performance

When checking the effect of all multicultural personality traits on job performance with a multiple regression, a significant resultant model can be observed with F (6, 149) = 9.05, p < .001, R^2 = .27. Within the whole model, *Open-mindedness* (b^* = .37, *SE* = .13, p =.004) and *Social Initiative* (b^* = .20, *SE* = .09, p =.038) are significant predictors of job performance. CE (b^* = .08, *SE* = .14, p = .537), ES (b^* = .11, *SE* = .08, p = .134) and FX (b^* = -.17, *SE* = .09, p = .054) were not found to be significant predictors of job performance. To avoid multicollinearity of the MPQ's dimensions, each personality trait was also tested independently with a linear simple regression, controlled for intercultural contact. *Social Initiative*, *Cultural Empathy*, *Open-mindedness,* and *Emotional Stability* turned out to be significant predictors of job performance (see Table 7). Consequently, H3 can be partially confirmed.

Table 7: Simple regression analysis of each personality trait on job performance.

Predictors	Model			Coefficients	
	R^2	F	p	$b*$	p
Cultural Empathy	.15	13.10 (2, 153)	<.001	.47	<.001
Open-mindedness	.20	19.09 (2, 153)	<.001	.55	<.001
Social Initiative	.15	13.49 (2, 153)	<.001	.37	<.001
Emotional Stability	.09	7.92 (2, 153)	<.001	.21	.005
Flexibility	.07	5.29 (2, 153)	.006	-.16	.083

Note. Dependent Variable: Job Performance

4.4 Mediation effects

For the significant predictors of job outcomes, it is interesting to check why the effects occurred. Mediators can play a role when explaining how two variables are related. Therefore, for all significant effects of the personality traits on job outcomes in the simple regression model, a mediation effect will be checked with the two mediators quality of intercultural interaction and job-related stress. This differs from what was suggested in the conceptual model (see Chapter 2.6) as now all personality traits were tested for both mediators instead of dividing them into stress-related and social-perceptual traits to derive more insights about the relationship of all variables. The additional mediation analysis can be found in Chapter 4.4.3.

The analysis of the mediation effects was done by following the steps of Baron and Kenny (1986). This included to check preliminary regression analyses for the effects of a, b and c, as visible in Figure 2. If all effects or at least a and c were significant, the mediation analysis could be proceeded by testing a multiple regression model with the job outcome as dependent variable and the independent variable (MPQ trait) and the mediator as predictors to determine c'. Depending on the relationship of the unstandardized coefficients (b*) of c and c', a mediation could be discovered. In the end, the Sobel's Z value was used to statistically test the hypothesis. This part of the results will tell if H4 and H5 can be accepted or need to be rejected.
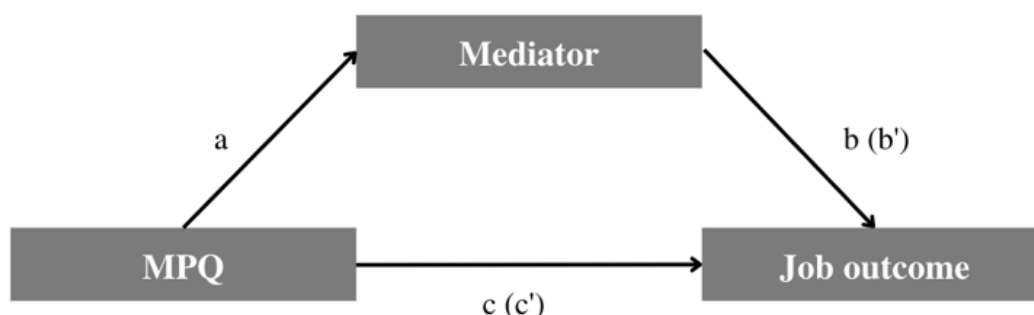
Figure 2: Model for mediation analysis

4.4.1 The mediating role of quality of intercultural interaction

H4 of this paper states that the positive effects of *Open-mindedness*, *Cultural Empathy* and *Social Initiative* on job satisfaction, innovative work behavior and job performance are mediated through the quality of intercultural interaction. Therefore, nine different mediation effects were tested, as visible in Table 8.

Table 8: *Analysis of QII as mediator between the social-perceptual traits and job outcomes.*

X	Y	X on M (a)			M on Y (b')			X&M on Y (c & c')				Sobel's Test	
MPQ trait	Job outcome	b*	SE	p	b*	SE	p	b*	p	b*'	p	Z	p
CE	JS	.76	.10	<.001	-.08	.12	.484	.47	.001	.54	.002	-.70	.485
OM	JS	.64	.10	<.001	-.06	.11	.625	.46	<.001	.49	.002	-.50	.627
SI	JS	.37	.09	<.001	.04	.11	.689	.25	.032	.23	.058	.40	.691
CE	IWB	.76	.10	<.001	.10	.12	.374	.40	.006	.32	.060	.88	.378
OM	IWB	.64	.10	<.001	-.02	.10	.831	.69	<.001	.71	<.001	-.21	.832
SI	IWB	.37	.09	<.001	.15	.10	.153	.29	.010	.24	.047	1.36	.172
CE	JP	.76	.10	<.001	.19	.09	.036	.47	<.001	.33	.012	2.04	.042*
OM	JP	.64	.10	<.001	.15	.08	.067	.55	<.001	.45	<.001	1.77	.076
SI	JP	.37	.09	<.001	.22	.08	.006	.37	<.001	.29	.001	2.35	.019*

Note. M = Mediator QII, X = MPQ trait, Y = Job outcome variable, JS = Job satisfaction, JP= Job performance

Regarding the mediation of QII for the effect of the social-perceptual traits on job satisfaction, no significant mediation effect was found. Although the simple regression analysis of the social-perceptual traits effects on QII and on job satisfaction (a & c in Figure 2) were significant, the Sobel's Test was not and therefore, QII did not mediate the effect of the social-perceptual traits on job satisfaction. Similar findings were made for the effect of the social-perceptual traits on IWB, as no significant mediation effect of QII was found. Although the simple regression analysis of the social-perceptual traits on QII and IWB (a & c in Figure 2) were significant, the Sobel's Test was not and therefore, QII did not mediate the effect of the social-perceptual traits on IWB. For the last job outcome, QII did not mediate the effect of OM on job performance. However, two partial mediation effects could be found for the effect of CE and SI on job performance.

Cultural Empathy showed significance in predicting airport staff's job performance (b* = .47, $p < .001$). When controlled for QII, the effect became smaller but remained significant (b*' = .33, $p = .012$). Sobel's Z value showed that the decrease is significant, which means that the effect of *Cultural Empathy* on job performance is partially mediated through QII (Sobel's Z = 2.04, $p = .042$). Results indicate that airport staff that scores high on *Cultural Empathy* performs better at their job because of an increased quality of intercultural interaction.

Social Initiative significantly predicts airport staff's job performance (b* = .37, $p < .001$). When controlling for QII, the effect became smaller but remained significant (b*' = .29, $p = .001$). Sobel's Z value showed that the decrease is significant, which means that the effect of *Social Initiative* on job performance is partially mediated through QII (Sobel's Z = 2.35, $p = .019$). Results indicate that airport staff that scores high on *Social Initiative* performs better at their job because of an increased quality of intercultural interaction.

In conclusion, the positive effect of *Cultural Empathy* and *Social Initiative* on job performance was partially mediated by the quality of intercultural interaction. Therefore, H4 is partially accepted for the effect of *Cultural Empathy* and *Social Initiative* on job performance.

4.4.2 The mediating role of job-related stress

H5 states that the positive effects of *Emotional Stability* and *Flexibility* on job satisfaction, innovative work behavior and job performance are mediated through job-related stress. As there was no direct effect of *Flexibility* on neither of the job outcomes, nor a direct

effect of *Emotional Stability* on IWB (see Tables 5-7), the mediation effect was only tested for the effect of *Emotional Stability* on job satisfaction and job performance, as visible in Table 9.

Table 9: *Analysis of job-related stress as mediator between ES and job outcomes.*

X	Y	X on M (a)			M on Y (b')			X&M on Y (c& c')				Sobel's Test	
MPQ trait	Job outcome	*b**	*SE*	*p*	*b**	*SE*	*p*	*b**	*p*	*b*'*	*p*	*Z*	*p*
ES	JS	-.61	.10	<.001	-.37	.07	<.001	.45	<.001	.23	.015	4.12	<.001
ES	JP	-.61	.10	<.001	-.04	.06	.555	.21	.005	.19	.023	.59	.555

Note. M = Mediator job-related stress, X = MPQ trait, Y = Job outcome variable, JS = Job satisfaction, JP = Job performance

Emotional Stability showed significance in predicting airport staff's job satisfaction (b* = .45, *p* < .001). When controlled for job-related stress, the effect became smaller but remained significant (b*' = .23, *p* = .015). Sobel's Z value showed that the decrease is significant, which means that the effect of *Emotional Stability* on job satisfaction is partially mediated through job-related stress (Sobel's Z = 4.12, *p* < .001). Results indicate that airport staff that scores high on *Emotional Stability* experiences lower job-related stress and is therefore more satisfied with their job. To be precise, the positive effect of *Emotional Stability* on job satisfaction was partially mediated by job-related stress. Therefore, H5 is partially accepted for the effect of *Emotional Stability* on job satisfaction.

4.4.3 Additional mediation effects

To find out more about the relationships of the variables, further effects were checked. When analyzing the data, additional mediation effects were found. These extend the scope of the hypotheses by including additional personality traits for the mediation effects, rather than dividing them into the social-perceptual and stress-buffering traits. By checking for a mediation regarding the effect of all personality traits on all job outcomes, additional findings were made.

Emotional Stability showed significance in predicting airport staff's job performance (b* = .21, *p* = .005). When controlling the effect for QII, the effect became smaller but remained significant (b*' = .16, *p* = .035). Sobel's Z value showed that the decrease is significant, which

means that the effect of *Emotional Stability* on job performance is partially mediated through QII (Sobel's $Z = 2.14$, $p = .032$). Therefore, additionally to social-perceptual traits, also the stress-related trait *Emotional Stability* is partially mediated by QII. This extends the scope of H4 and makes QII a mediator for both types of the multicultural personality traits.

Cultural Empathy showed significance in predicting airport staff's job satisfaction (b* = .46, $p = .001$). When controlled for job-related stress, the effect became smaller but remained significant (b*' = .32, $p = .013$). Sobel's Z value showed that the decrease is significant, which means that the effect of *Cultural Empathy* on job satisfaction is partially mediated through job-related stress (Sobel's $Z = 2.01$, $p = .045$). Results indicate that airport staff that scores high on *Cultural Empathy* experiences lower job-related stress and is therefore more satisfied with their job. Consequently, additional to stress-related traits, also the social-perceptual trait *Cultural Empathy* is partially mediated by job-related stress.

Social Initiative showed significance in predicting airport staff's job satisfaction (b* = .25, $p = .032$), but not when controlled for job-related stress (b*' = .06, $p = .597$). As the controlled effect is not significant, a full mediation of job-related stress can be observed. To detect how much of the effect of *Social Initiative* on job satisfaction can be explained by job-related stress, Sobel's Z value was calculated (Sobel's $Z = 3.09$, $p = .002$). Results indicate that airport staff that scores high on *Social Initiative* experiences lower job-related stress and is therefore more satisfied with their job. Consequently, additionally to stress-related traits, also the social-perceptual trait *Social Initiative* is mediated by job-related stress. This extends the scope of H5 and makes job-related stress a mediator for both types of the multicultural personality traits.

In conclusion, the effect of *Emotional Stability* on job performance was found to be partially mediated through QII. Additionally, the effect of *Cultural Empathy* on job satisfaction was partially mediated through job-related stress. Lastly, job-related stress fully mediated the effect of *Social Initiative* on job satisfaction.

4.5 Summary of results

To summarize the results, Figure 3 shows an overview of the confirmed hypotheses within the conceptual model. All direct effects (H1-3) could be confirmed partially. By conducting a regression analysis, a relation was found between airport staff's multicultural

personality and their job satisfaction, innovative work behavior and job performance. Within the multiple regression model, only one or two personality traits were significant predictors of job outcomes. This is to be explained by multicollinearity, meaning that the traits strongly correlate with each other and therefore the effect of one trait sucks away the effect of the other traits. Hence, each personality trait was tested in a simple linear regression. For job performance, all multicultural personality traits except for *Flexibility* were significant predictors. For job satisfaction and IWB, all multicultural personality traits except for the stress-related traits *Emotional Stability* and *Flexibility* were significant predictors.

H4 and H5 can be confirmed partially, as not all traits and not all outcome variables were involved in a mediation effect. To answer H4, QII partially mediated the effect of *Cultural Empathy* and *Social Initiative* on job performance. QII was no mediator for the effect of personality traits on job satisfaction or IWB. Regarding H5, job-related stress was a partial mediator for the effect of *Emotional Stability* on job satisfaction. Job-related stress turned out not to be a mediator for the effect of personality traits on IWB or job performance. No mediator for the effect of the MPQ traits on IWB was found.
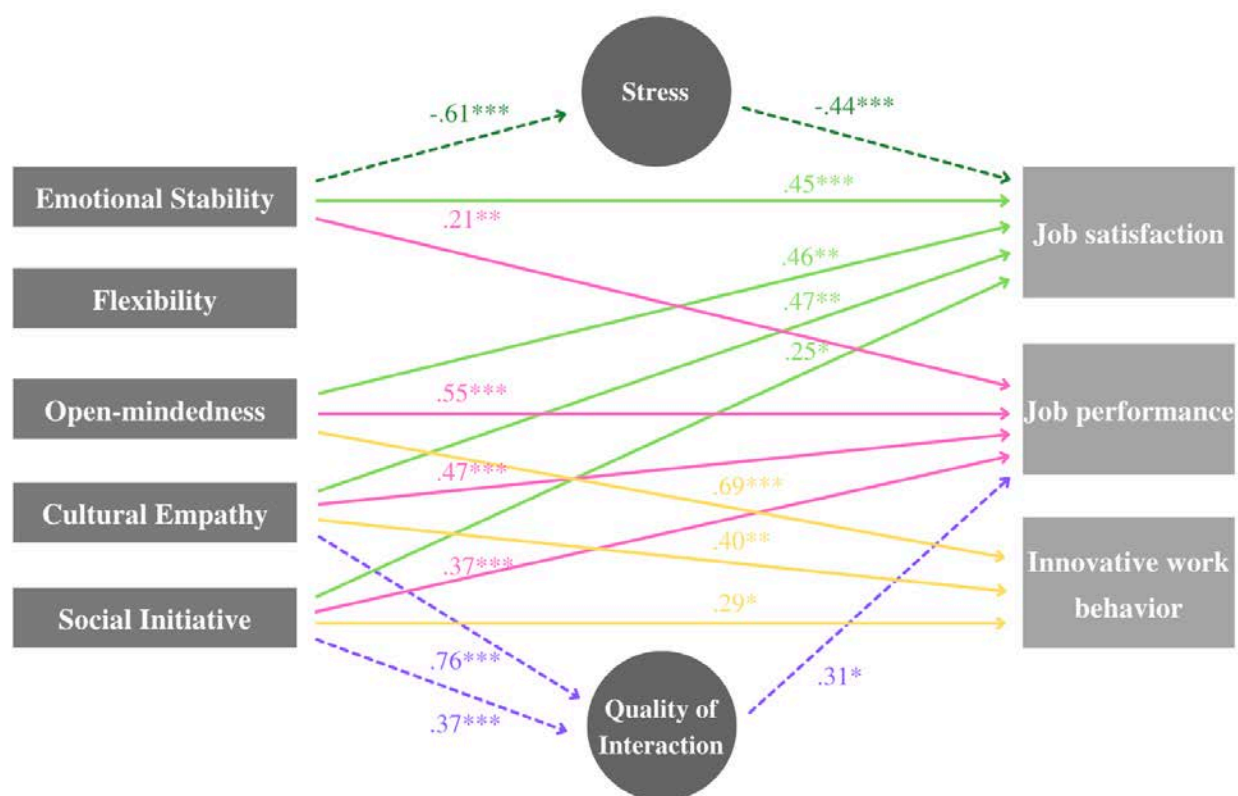
Figure 3: Confirmed hypotheses within conceptual model with b* (* *p* < .05, ** *p* < .01; *** *p* < .001)
Note. Mediation effect in dashed lines.

5. Discussion

With this thesis, the relationship between multicultural personality traits and job outcomes of airport staff was researched. The goal was to assess whether people with certain personality traits perform better at job outcomes in a multicultural work environment. This could help human resource managers to optimize their staff and employ people that have a better chance at performing well at their job regarding job satisfaction, innovative work behavior and job performance. The main research question of this paper is therefore: *To what extent do multicultural personality traits of airport staff that engages in customer service relate to their job satisfaction, job performance and innovative work behavior?*

To find out more about this relationship, the five personality traits were considered independently. This is because some of them have stress-buffering and some social-perceptual attributes that might explain why they predict the job outcome variables. Therefore, the quality of intercultural interaction and job-related stress were included as potential mediators. Considering this, the following two sub-questions were posed: *Is the relation between multicultural personality traits and job outcomes airport staff that engages in customer service mediated by the quality of intercultural interactions?* and secondly, *is the relation between multicultural personality traits and job outcomes of airport staff that engages in customer service mediated by job-related stress?*

To answer the research question and the sub-questions, previous research on the topic was considered to formulate five hypotheses that predicted the relationship of key concepts. By publishing an online survey amongst airport staff that engages in customer service, 177 participations could be included for the analysis. This chapter includes a summary of the findings, the theoretical implications for research, limitations, suggestions for future research and lastly, practical implications.

5.1 Summary of findings

In accordance with the expectations of this study, there is a positive relationship between multicultural personality traits and job outcomes of airport staff that engages in customer service. The higher a person scored on the MPQ, the higher they scored on the job outcomes job satisfaction, innovative work behavior and job performance. A more detailed overview can be given by analyzing the results of each job outcome separately.

5.1.1 Job satisfaction

This study has found a positive relation between the multicultural personality of airport staff and their job satisfaction. Meaning that the more multicultural the personality of the airport staff was, the more satisfied they were with their job. To further understand this effect, the traits were also considered independently. The strongest predictor for job satisfaction was *Emotional Stability*. The more emotionally stable the airport staff was, the higher they performed at job satisfaction. The same can be said about *Cultural Empathy*, *Open-mindedness,* and *Social Initiative*. *Flexibility,* however, does not predict job satisfaction of airport staff.

For the effect of the MPQ on job satisfaction, one significant mediator was found. Job-related stress turned out to partially mediate the positive relationship of *Cultural Empathy* and *Emotional Stability* on job satisfaction and fully mediate the effect of *Social Initiative* on job satisfaction. This means that airport staff that scored high on these traits was more satisfied at their job because they perceived less job-related stress. As there was no significant direct effect of *Flexibility* on job satisfaction in the first place, the effect of *Open-mindedness* on job satisfaction was the only trait that could not be explained by implementing the mediator job-related stress. These findings do not correspond with what was discussed in H5, where job-related stress was suggested to be a mediator for the stress-buffering traits only. Although *Emotional Stability* is a stress-buffering trait, *Cultural Empathy* and *Social Initiative* are not.

Other than anticipated in H4, the quality of intercultural interaction was neither a mediator for the social-perceptual, nor the stress-buffering personality traits. Therefore, the quality of intercultural interaction does not explain the positive effect of multicultural personality traits on job satisfaction. In sum, the MPQ enhances job satisfaction, mostly because employees can better cope with the intercultural stressors on the job.

5.1.2 Innovative work behavior

This study has found a positive relation between the multicultural personality of airport staff and their innovative work behavior. Therefore, the more multicultural the personality of the airport staff was, the more innovatively they behaved at work. To further understand this effect, the traits were also considered independently. The strongest predictor for innovative work behavior was *Open-mindedness*. This indicates that the more open-minded the airport staff was, the more they performed at innovative work behavior. The same can be said about *Cultural*

Empathy and *Social Initiative*. *Flexibility* and *Emotional Stability,* however, do not predict innovative work behavior of airport staff. Therefore, the stress-buffering traits did not predict innovative work behavior when considered separately. Meanwhile, this study did not find a mediator that explained the effect of the MPQ on innovative work behavior. Consequently, this research does not provide an answer to why the social-perceptual multicultural personality traits predicted innovative work behavior.

5.1.3 Job performance

This study has found a positive relation between the multicultural personality of airport staff and their job performance. This means that the more multicultural the personality of the airport staff was, the better they perceived their job performance. To further understand this effect, the personality traits were also considered independently. The strongest predictor for job performance was *Open-mindedness*. This indicates that the more open-minded the airport staff was, the higher they performed at job performance. The same can be said about *Cultural Empathy*, *Social Initiative* and *Emotional Stability*. *Flexibility,* however, does not predict job performance of airport staff.

For the effect of the MPQ on job performance, one significant mediator was found. QII turned out to partially mediate the positive relationship of *Cultural Empathy*, *Social Initiative* and *Emotional Stability* on job performance. This means that airport staff that scored high on these three traits performed better at their job because they had a better quality of intercultural interaction. As there was no significant direct effect of *Flexibility* on job performance in the first place, *Social Initiative* was the only trait that could not be explained by implementing the mediator QII. These findings do not correspond with what was suggested in H4, where QII was suggested to be a mediator for the social-perceptual traits only. With this research, QII turned out to be a mediator for not only the social-perceptual traits *Cultural Empathy* and *Open-mindedness*, but also for the stress-buffering trait *Flexibility*. Other than anticipated in H5, the job-related stress was not a significant mediator for the effect of multicultural personality traits on job performance. Therefore, job-related stress does not explain the positive effect of multicultural personality traits on job performance.

All in all, this research provided insights to the role of personality traits on the job outcomes job satisfaction, innovative work behavior and job performance. The social-perceptual

traits were predictors for all three job outcomes. For the stress-buffering traits, *Emotional Stability* predicted job satisfaction and job performance. *Flexibility*, however, had no significant effect on any outcome variable. To answer the research question, it can be concluded that mainly the social-perceptual personality traits play a great role in predicting job outcomes. By considering the mediators job-related stress and QII, the sub-questions can be answered. Rather than implementing mediators depending on social-perceptual versus stress-buffering traits, instead implementing them regarding the job outcome explains the effect more efficiently. Consequently, job-related stress explained the effect of personality traits on job satisfaction, whereas QII explained the effect of personality traits on job performance.

5.2 Theoretical implications

The findings of this research have implications for existing literature mentioned in the Theoretical Framework (Chapter 2). The MPQ has been proven to be a significant predictor of job satisfaction, innovative work behavior and job performance of airport staff that engages in customer service. This extends the importance of the multicultural personality traits regarding all three job outcomes and confirms the validity of the MPQ once again. The aim to close a gap in research was reached by implementing not only job performance as new outcome variable, as suggested by Hofhuis et al. (2020b), but also innovative work behavior. This led to further examine the relationship of diversity and innovation. As the MPQ predicted innovative work behavior, it can be concluded that not only diversity, but also multicultural personality traits of airport staff can predict innovation. With these findings, the potential of the MPQ is further strengthened, underlining the importance of adjusting the type of personality scale as narrowly as possible to the environment it is measured in (Ashton, 1998; Hurtz & Donovan, 2000). Additionally, insights regarding the understudied field of the travel industry could be collected, by considering cultural diversity not only within a workforce but regarding the culturally diverse customer profiles, as suggested by Langford and Weissenberg (2018).

Opposing the findings of Van Oudenhoven et al. (2003), *Flexibility* is not a predictor of job satisfaction. And neither it is for innovative work behavior nor job performance. The reason for this could be that there was a different population than in the study of Van Oudenhoven et al. (2003), where expatriates were tested for their multicultural personality. Whereas airport staff

engages with their customer on a short-term basis, expatriates have more time to become acquainted with another culture.

The division into stress-buffering and social-perceptual traits as suggested by Van der Zee and Van Oudenhoven (2013) was not found to cause a mediation by two different variables. Instead, the effect of the three personality traits *Emotional Stability*, *Cultural Empathy* and *Social Initiative* on job satisfaction was mediated by job-related stress and their effect on job performance was mediated by QII. This indicates that the mediators could explain the relationship of both social-perceptual *and* stress-buffering traits on job outcomes. Therefore, the choice of mediators depended on the outcome variables, rather than the personality traits. In other words, the division between social-perceptual and stress-buffering traits did not play a role when implementing the mediators. This indicates that to explain the effects personality traits have, the same variables can potentially explain the effect of *all* traits, depending on which dependent variables is considered. This is an important finding, as therefore, the mediation effects are more dependent on which outcome variable is regarded, rather than which personality trait. It can be concluded that firstly, the QII partially explains the effect of personality traits on job performance. The QII is a potential mediator for effects on job performance, as the two variables correlate. Secondly, job-related stress partially explains the effect of personality traits on job satisfaction. A strong connection between job-related stress and job satisfaction can be observed, as the two variables strongly correlate. The correlation of the outcome variable and the mediation variable was hence connected to finding a significant mediation effect.

As there was no significant mediation effect found for the dependent variable IWB, the choice of a better mediator might explain the relationship of the MPQ and IWB further. Previous research has found various other factors that might foster IWB of employees. Javed et al. (2019) noted that the effect of an inclusive leadership style on IWB was mediated by psychological safety. This describes a situation where employees feel safe in taking risks at work and are therefore more comfortable to express their opinion and bring up new ideas (Morrison, 2011). Psychological safety could therefore be a potential mediator for the effect of MPQ on IWB. Additionally, Korzilius et al. (2017) noted that the effect of multiculturalism on IWB is mediated by cultural intelligence. Therefore, cultural intelligence could be implemented as another potential mediator for the effect of the MPQ on IWB to explain this relationship.

The three social-perceptual personality traits *Cultural Empathy*, *Open-mindedness* and *Social Initiative* were significant predictors of IWB. This broadens the findings of Yesil and Sozbilir (2013) who only found openness to experience as a significant predictor of IWB. The effect could be explained by the fact that the airport staff perceived the circumstances at work as a challenge instead of a threat which made them behave more innovatively at work. This is an interesting finding as it links the social-perceptual traits to innovative work behavior and therefore further explains which individuals engage in cultural learning and react to intercultural situations with positive affect (Van der Zee & Van Oudenhoven, 2013).

As QII was a mediator for the effect on job performance, the six factors of QII; behavioral flexibility, interaction relaxation, interactant respect, message skills, identity maintenance and interaction management, explain why people perform better at their jobs when they have a multicultural personality (Portalla & Chen, 2010). Job-related stress mediated the effect of the MPQ on job satisfaction. This indicates that the MPQ lowers stress-levels at work, which increases job satisfaction. Therefore, further insights could be gained about why personality traits influence job satisfaction.

5.3 Limitations of study and advise for future research

When interpreting the results, some limitations of this research should be considered. First, with travel restrictions being lifted again and airports facing shortages on staff, the situation at airports all over the world is very stressful. This explains why the response rate for this survey was low. Conducting the survey once the implications of Covid-19 have evaporated could lead to more participants, as they would be less exhausted. As the survey took around 15 minutes to complete, most airport staff could not find the time to fill it in and consequently, the number of participants is not as high as desired (*N*=177). To increase the response rate, the survey could be shortened by focusing on the central variables of the study. Additionally, future research could work on establishing research together with a company that engages staff at airports that engages in customer service. One example is Select Service Partner (SSP), a global company that has its expertise in the food travel department. Coworking with companies like them could enable future researchers to share their survey via the human resource department and therefore increase the response rate and target the survey to a specific group.

On top of that, at the airport there is a huge variety of jobs that engage with customer service (e.g. hospitality, check-in, security). The effects could differ depending on which department people work in. Although this variable did not meet the requirements to be included as a control variable, gathering a larger sample of each department might provide more insights regarding the effect of personality types on job outcomes. Future research could find out whether certain jobs at the airport that engage in customer service require specific personality traits. Depending on the intensity of interaction, the airport staff might require different multicultural personality traits to be successful. For example, ordering a coffee at a take-away shop versus being consulted by a travel agency officer over the course of an hour portray different levels of involvement. This could imply that different interaction time would ask for different personality traits that are required by airport staff to perform the job well. In conclusion, a larger sample of each department would enable future research to compare them directly and therefore study the characteristics of each job category in a more detailed matter.

As most participants worked at Zurich airport and therefore spoke German, the survey in English might have caused some misunderstandings. Although the level of English was approved by people that participated in the pre-test, the small sample of three people is not enough to generalize this conclusion. Despite the fact that a certain level of English is often required for jobs at the airport, the level might be lower and some vocabulary in the survey might have not been understood. Future research could solve this by providing a language option at the start of the survey.

Another limitation for this study is that only self-perceived variables were included. Job performance, for example, could have been measured by implementing feedback from supervisors or by asking customers on how well they felt serviced. To do so, there are emoji buttons at customer service stations that can be used to indicate how satisfied the customer was. IWB could have been measured additionally by implementing the number and quality of submitted ideas regarding a real-life problem at work. Elaborating on the way these variables are measured in future research could therefore provide additional insights and further validate the measuring tools.

When analyzing the dataset, some observations limit the present study. One of them being that the items of job performance were not always normally distributed and were mostly left-skewed. Therefore, most participants were confident to perform well at their job. On top of

that, the scale of *Open-mindedness* had a low reliability (Cronbach's Alpha .62). As deleting an item would not increase this number, this limitation must be considered when interpreting the results.

One factor that was not considered in this study is how long the airport staff was working at their current position. By implementing this variable, future research could find if there were differences regarding the time being employed. This could reveal if a multicultural personality can be acquired over time by being confronted with intercultural interaction on a regular basis. Another way to test this could be to compare the MPQ results in a longitudinal study.

Future research in the field of this study could further examine the relationship between multicultural personality traits and innovative work behavior by finding a mediator. Similar to a study by Korzilius et al. (2017) where they found that the effect of multiculturalism on IWB is mediated by emotional intelligence. This study could be replicated by implementing the MPQ instead of their multiculturalism scale and checking if results were congruent.

In general, this study wants to emphasize on the personality traits individually and advises future researchers to consider them not only within the MPQ scale as a whole, but also independently. This would help to understand the relationship of different variables in depth by comparing which of the five traits cause different effects.

5.4 Practical implications

Despite the limitations highlighted above, this study has practical significance for multicultural work environments since it emphasizes on the need for successful intercultural communication. The airport staff's job satisfaction, innovative work behavior and job performance are influenced in part by their effective style of communication with culturally diverse customers. Meaning that when an employee's intercultural communication abilities are at their finest, their job outcomes can be improved. This emphasizes the significance of intercultural training for employees working in intercultural environments, such as the international travel industry. Providing information and training based on diverse cultures' behaviors and customs can help airport staff to perform better. They could adapt to the intercultural scenario more efficiently if they knew what to expect. Customer satisfaction may improve as a result of the smooth and effective communication between the customer and the employee. As customer satisfaction is linked to increased tourism, not only the company that

employs airport staff, but the whole tourism sector of the destination might benefit from a successful interaction between service provider and customer at airports. Therefore, the international travel and tourism industry is advised to put the topic of intercultural communication on top of their agenda.

Furthermore, when working in an intercultural environment, this research highlights the importance of recruiting according to specific personality traits. Human resource management should pay close attention to the interviewee's personality during the hiring process. A close examination of the potential employee's multicultural abilities is recommended, with a particular focus on individuals with high *Emotional Stability* and *Open-mindedness*, since these traits have been linked to not only innovative work behavior, but also high job performance and satisfaction.

Finally, this study adds value to academia as well as the international travel industry and other businesses that deal with culturally diverse customers. The role of personality and effective intercultural communication was verified by conducting empirical research. It is possible to say that airport staff's personality is linked to how they perform their duties and whether they are content with their work. Additionally, this study revealed new insights about the relationship between the MPQ and innovation. By understanding this, companies in the international travel industry should focus on employing emotionally stable, flexible, open-minded, and culturally empathetic persons that take the initiative in social situations.

The present study adds to academia's knowledge about intercultural communication by linking the MPQ traits to self-reported job outcomes in a real-life situation at a multicultural work environment. The implementation of airport staff is novel and revealed once again that multicultural personality traits help individuals deal with intercultural situations. This finding contributes to knowledge about the way people work during trends like globalization and therefore provides information about a current topic that many companies deal with. Hopefully, the presented findings have an impact on the implementation of the MPQ in future research and organizational contexts.

References

Adler, N. J., & Aycan, Z. (2018). Cross-cultural interaction: What we know and what we need to know. *Annual Review of Organizational Psychology and Organizational Behavior, 5*(1), 307–333. https://doi.org/10.1146/annurev-orgpsych-032117-104528

Afsar, B., F. Badir, Y., & Bin Saeed, B. (2014). Transformational leadership and innovative work behavior. *Industrial Management & Data Systems*, *114*(8), 1270–1300. https://doi.org/10.1108/imds-05-2014-0152

Aghazadeh, S. (2004). Managing workforce diversity as an essential resource for improving organizational performance. *International Journal Of Productivity And Performance Management*, *53*(6), 521–531. https://doi.org/10.1108/17410400410556183

Akram, T., Lei, S., Haider, M., & Hussain, S. (2020). The impact of organizational justice on employee innovative work behavior: Mediating role of knowledge sharing. *Journal Of Innovation & Knowledge*, *5*(2), 117–129. https://doi.org/10.1016/j.jik.2019.10.001

Al Doghan, M. A., Bhatti, M. A., & Juhari, A. S. (2019). Do Psychological Diversity Climate, HRM Practices, and Personality Traits (Big Five) Influence Multicultural Workforce Job Satisfaction and Performance? Current Scenario, Literature Gap, and Future Research Directions. SAGE Open. https://doi.org/10.1177/2158244019851578

Anderson, N., Potočnik, K., & Zhou, J. (2014). Innovation and Creativity in Organizations. *Journal Of Management*, *40*(5), 1297–1333. https://doi.org/10.1177/0149206314527128

Alrawashdeh, H., Al-Tammemi, A., Alzawahreh, M., Al-Tamimi, A., Elkholy, M., & Al Sarireh, F. et al. (2021). Occupational burnout and job satisfaction among physicians in times of COVID-19 crisis: a convergent parallel mixed-method study. *BMC Public Health*, *21*(1). https://doi.org/10.1186/s12889-021-10897-4

Altaras Dimitrijević, A., Starčević, J., & Jolić Marjanović, Z. (2019). Can ability emotional intelligence help explain intercultural effectiveness? incremental validity and mediation effects of emotional vocabulary in predicting intercultural judgment. *International Journal of Intercultural Relations, 69*, 102–109. https://doi.org/10.1016/j.ijintrel.2019.01.005

Amaram, D. (2007). Cultural Diversity: Implications For Workplace Management. *Journal Of Diversity Management (JDM)*, *2*(4), 1–6. https://doi.org/10.19030/jdm.v2i4.5017

Ashton, M. C. (1998). Personality and job performance: The importance of narrow traits. *Journal of Organizational Behavior: The International Journal of Industrial, Occupational and Organizational Psychology and Behavior*, *19*(3), 289–303. https://doi.org/10.1002/(SICI)1099-1379(199805)19:3<289::AID-JOB841>3.0.CO;2-C

Barker, S., & Härtel, C. (2004). Intercultural service encounters: an exploratory study of customer experiences. *Cross Cultural Management: An International Journal*, *11*(1), 3–14. https://doi.org/10.1108/13527600410797710

Baron, R. M., & Kenny, D. A. (1986). The moderator-mediator variable distinction in social psychological research: Conceptual, strategic and statistical considerations. *Journal of Personality and Social Psychology, 51*(6), 1173–1182.

Barrick, M., & Mount, M. (1991). The Big Five Personality Dimensions and Job Performance: A Meta-Analysis. *Personnel Psychology*, *44*(1),1–26. https://doi.org/10.1111/j.1744-6570.1991.tb00688.x

Brayfield, A. H., & Rothe, H. F. (1951). An index of job satisfaction. *Journal of Applied Psychology, 35*(5), 307–311. https://doi.org/10.1037/h0055617

Bruk-Lee, V., Khoury, H. A., Nixon, A. E., Goh, A., & Spector, P. E. (2009). Replicating and extending past personality/job satisfaction meta-analyses. *Human performance, 22*(2), 156–189. https://doi.org/10.1080/08959280902743709

Chen, G., & Starosta, W. (1996). Intercultural Communication Competence: A Synthesis. *Annals Of The International Communication Association*, *19*(1), 353–383. https://doi.org/10.1080/23808985.1996.11678935

Chen, X., & Gabrenya, W. (2021). In search of cross-cultural competence: A comprehensive review of five measurement instruments. *International Journal Of Intercultural Relations*, *82*, 37–55. https://doi.org/10.1016/j.ijintrel.2021.02.003

Christen, M., Iyer, G., & Soberman, D. (2006). Job Satisfaction, Job Performance, and Effort: A Reexamination Using Agency Theory. *Journal of Marketing*, *70*(1), 137–150. https://doi.org/10.1509/jmkg.70.1.137.qxd

Costa, P. T, Jr., & McCrae, R. R. (1992). Revised NEO Personality Inventory (NEO-PI-R) and NEO Five Factor Inventory (NEO-FFI) professional manual. Odessa, FL: Psychological Assessment Resources.

Day, D., & Silverman, S. (1989). Personality and Job Performance: Evidence of Incremental Validity. *Personnel Psychology*, *42*(1), 25–36. https://doi.org/10.1111/j.1744-6570.1989.tb01549.x

De Dreu, C. K. W., & West, M. A. (2001). Minority dissent and team innovation: The importance of participation in decision making. *Journal of Applied Psychology, 86*(6), 1191–1201. https://doi.org/10.1037/0021-9010.86.6.1191

Demirović Bajrami, D., Terzić, A., Petrović, M., Radovanović, M., Tretiakova, T., & Hadoud, A. (2021). Will we have the same employees in hospitality after all? The impact of COVID-19 on employees' work attitudes and turnover intentions. *International Journal Of Hospitality Management,* 94, 102754. https://doi.org/10.1016/j.ijhm.2020.102754

Dewaele, J. M., & Botes, E. (2019). Does multilingualism shape personality? An exploratory investigation. *International Journal of Bilingualism, 24*(4), 811–823. https://doi.org/10.1177/1367006919888581

Dube, L., & Ngulube, P. (2012). Knowledge sharing in a multicultural environment: challenges and opportunities. *South African Journal of Libraries and Information Science, 78*(1), 68–77.

Fields, D. L. (2002). *Taking the measure of work: A guide to validated scales for organizational research and diagnosis*. Sage.

Fiske, S. T. (1998). Stereotyping, prejudice, and discrimination. In D. T. Gilbert, S. T. Fiske, & G. Lindzey (Eds.), *The handbook of social psychology* (pp. 357-411). McGraw-Hill.

Freedman, D., Pisani, R., & Purves, R. (2007). *Statistics* (4th ed.). W.W. Norton & Co.

Hofhuis, J., Jongerling, J., Van der Zee, K., & Jansz, J. (2020a). Validation of the Multicultural Personality Questionnaire Short Form (MPQ-SF) for use in the context of international education. *PLOS ONE*, *15*(12), e0244425. https://doi.org/10.1371/journal.pone.0244425

Hofhuis, J., Schilderman, M. F., & Verdooren, A. (2020b). Multicultural personality and effectiveness in an intercultural training simulation: The role of stress and pro-active communication. In*ternational Journal of Psychology, 55*(5), 812–821. https://doi.org/10.1002/ijop.12647

Hofhuis, J., Van der Zee, K., & Otten, S. (2011). Social Identity Patterns in Culturally Diverse Organizations: The Role of Diversity Climate. *Journal Of Applied Social Psychology*, *42*(4), 964–989. https://doi.org/10.1111/j.1559-1816.2011.00848.x

Hofhuis, J., Van der Zee, K., & Otten, S. (2013). Measuring employee perception on the effects of cultural diversity at work: development of the Benefits and Threats of Diversity Scale. *Quality & Quantity*, *49*(1), 177–201. https://doi.org/10.1007/s11135-013-9981-7

Hofstede, G. (2011). Dimensionalizing Cultures: The Hofstede Model in Context. *Online Readings in Psychology and Culture, 2*(1). https://doi.org/10.9707/2307-0919.1014

Howland, J. S. (2001). Challenges of Working in a Multicultural Environment. *Journal of Library Administration, 33*(1-2), 105–123. https://doi.org/10.1300/j111v33n01_08

Hu, F., Teichert, T., Deng, S., Liu, Y., & Zhou, G. (2021). Dealing with pandemics: An investigation of the effects of COVID-19 on customers' evaluations of hospitality services. *Tourism Management*, *85*, 104320. https://doi.org/10.1016/j.tourman.2021.104320

Hurtz, G. M., & Donovan, J. J. (2000). Personality and job performance: The Big Five revisited. *Journal of Applied Psychology, 85*(6), 869–879. https://doi.org/10.1037/0021-9010.85.6.869

Ihtiyar, A. (2018). Interaction of intercultural service encounters. *Asia Pacific Journal Of Marketing And Logistics*, *30*(1), 2–22. https://doi.org/10.1108/apjml-01-2017-0014

Ihtiyar, A., & Ahmad, F. S. (2015). The Role of intercultural communication competence on service reliability and customer satisfaction. *Journal of Economic & Social Studies*, *5*(1) 145–168. http://dx.doi.org/10.14706/JECOSS 11518

Jankingthong, K., & Rurkkhum, S. (2012). Factors affecting job performance: a review of literature. *Journal of Social Sciences, Humanities, and Arts, 12*(2),115–128.

Janssen, O. (2000). Job demands, perceptions of effort-reward fairness and innovative work behaviour. *Journal of Occupational and Organizational Psychology, 73*(3), 287–302. https://doi.org/10.1348/096317900167038

Javed, B., Naqvi, S., Khan, A., Arjoon, S., & Tayyeb, H. (2019). Impact of inclusive leadership on innovative work behavior: The role of psychological safety. *Journal of Management & Organization, 25*(1), 117–136. https://doi.org/10.1017/jmo.2017.3

Judge, T. A., Bono, J. E., & Locke, E. A. (2000). Personality and job satisfaction: The mediating role of job characteristics. *Journal of Applied Psychology, 85*(2), 237–249. https://doi.org/10.1037/0021-9010.85.2.237

Judge, T. A., Heller, D., & Mount, M. K. (2002). Five-factor model of personality and job satisfaction: A meta-analysis. *Journal of Applied Psychology, 87*(3), 530–541. https://doi.org/10.1037/0021-9010.87.3.530

Judge, T. A., Piccolo, R., Podsakoff, N., Shaw, J., & Rich, B. (2010). The relationship between pay and job satisfaction: A meta-analysis of the literature. *Journal Of Vocational Behavior*, *77*(2), 157–167. https://doi.org/10.1016/j.jvb.2010.04.002

Kağnıcı, D. (2012). The Role of Multicultural Personality in Predicting University Adjustment of International Students in Turkey. *International Journal For The Advancement Of Counselling*, *34*(2), 174–184. https://doi.org/10.1007/s10447-012-9149-5

Kim, S., Wong, A., Han, H., & Yeung, M. (2021). Airline employees' stress amidst the COVID-19 pandemic and its job-related consequences. *Asia Pacific Journal Of Tourism Research*, *27*(1), 30–47. https://doi.org/10.1080/10941665.2021.1998158

Koopmans, L., Bernaards, C. M., Hildebrandt, V. H., de Vet, H. C. W., & Van der Beek, A. J. (2014). Construct Validity of the Individual Work Performance Questionnaire. *Journal of Occupational and Environmental Medicine*, *56*(3), 331–337. https://www.jstor.org/stable/48500406

Korzilius, H., Bücker, J. J. L. E., & Beerlage, S. (2017). Multiculturalism and innovative work behavior: The mediating role of cultural intelligence. *International Journal of Intercultural Relations*, *56*, 13–24. https://doi.org/10.1016/j.ijintrel.2016.11.001

Korzilius, H., Van Hooft, A., Planken, B., & Hendrix, C. (2011). Birds of different feathers? the relationship between multicultural personality dimensions and foreign language mastery in business professionals working in a dutch agricultural multinational. *International Journal of Intercultural Relations, 35*(5), 540–553. https://doi.org/10.1016/j.ijintrel.2011.02.018

Langford, G. & Weissenberg, A. (2018). *Moving the global travel industry forward.* Deloitte. https://www2.deloitte.com/xe/en/pages/consumer-business/articles/moving-global-travel-industry-forward.html

Lenard, P. (2021). *Trust, Democracy, and Multicultural Challenges*. University Park, USA: Penn State University Press. https://doi.org/10.1515/9780271058887

Leone, L., Van der Zee, K., Van Oudenhoven, J., Perugini, M., & Ercolani, A. (2005). The cross-cultural generalizability and validity of the Multicultural Personality Questionnaire.

Personality And Individual Differences, *38*(6), 1449–1462.
https://doi.org/10.1016/j.paid.2004.09.010

Leong, C. (2007). Predictive validity of the Multicultural Personality Questionnaire: A longitudinal study on the socio-psychological adaptation of Asian undergraduates who took part in a study-abroad program. *International Journal Of Intercultural Relations*, *31*(5), 545–559. https://doi.org/10.1016/j.ijintrel.2007.01.004

Leong, C., & Rasli, A. (2014). The Relationship between Innovative Work Behavior on Work Role Performance: An Empirical Study. *Procedia - Social And Behavioral Sciences,* 129, 592–600. https://doi.org/10.1016/j.sbspro.2014.03.717

Locke, E.A. (1976). The nature and causes of job satisfaction. In M.D. Dunnette (Ed.), *Handbook of industrial and organizational psychology* (pp.1297-1349). Rand McNally.

Lundgren, H., Poell, R., & Kroon, B. (2019). "This is not a test": How do human resource development professionals use personality tests as tools of their professional practice?. *Human Resource Development Quarterly*, *30*(2), 175–196. https://doi.org/10.1002/hrdq.21338

Luo, X. (2021). Managing Intercultural Encounters: Border Control at an Indian Airport. *interculture journal: Online-Zeitschrift für interkulturelle Studien, 20*(34), 91–97. https://nbn-resolving.org/urn:nbn:de:0168-ssoar-76338-7

Ma Prieto, I., & Pilar Pérez-Santana, M. (2014). Managing innovative work behavior: the role of human resource practices. *Personnel Review*, *43*(2), 184–208. https://doi.org/10.1108/pr-11-2012-0199

Mathers, R., & Williamson, C. (2011). Cultural Context: Explaining the Productivity of Capitalism. *Kyklos*, *64*(2), 231–252. https://doi.org/10.1111/j.1467-6435.2011.00504.x

Matsumoto, D., & Hwang, H. (2013). Assessing Cross-Cultural Competence. *Journal Of Cross-Cultural Psychology*, *44*(6), 849–873. https://doi.org/10.1177/0022022113492891

McGinty, S. A. (2011). *Intercultural effectiveness and personality as predictors of performance in multicultural workers*. [Doctoral dissertation, San Diego State University]. https://www.semanticscholar.org/paper/INTERCULTURAL-EFFECTIVENESS-AND-PERSONALITY-AS-OF-McGinty/edb1f1e22edcb5ba76a4815ae7ea52dc0b802e23

Morrison, E. (2011). Employee Voice Behavior: Integration and Directions for Future Research. A*cademy Of Management Annals, 5*(1), 373–412. https://doi.org/10.5465/19416520.2011.574506

Motowidlo, S. J. (2003). Job performance. In W.C. Borman, D.R. Ilgen & R J. Klimoski (Eds.), *Handbook of psychology: Industrial and organizational psychology* (pp. 39-53). Wiley and Sons.

Nadeem, M., Mohammed, R., & Dalib, S. (2020). Retesting integrated model of intercultural communication competence (IMICC) on international students from the Asian context of Malaysia. *International Journal Of Intercultural Relations*, *74*, 17–29. https://doi.org/10.1016/j.ijintrel.2019.10.005

Nanjundeswaraswamy, T. S. (2019). Development and validation of job satisfaction scale for different sectors. *International Journal for Quality Research*, *13*(1), 193–220. https://doi.org/10.24874/ijqr13.01-12

Neely, A., & Hii, J. (1998). *Innovation and business performance: a literature review*. Cambridge: The Judge Institute of Management Studies. https://www.researchgate.net/profile/Andy-Neely/publication/264870158_Innovation_and_Business_Performance_A_Literature_Review/links/53fb561b0cf2e3cbf5662b82/Innovation-and-Business-Performance-A-Literature-Review.pdf

Neuman, W. (2014). *Social research methods* (7th ed.). Pearson Education.

Nijstad, B., Berger-Selman, F., & De Dreu, C. (2012). Innovation in top management teams: Minority dissent, transformational leadership, and radical innovations. *European Journal Of Work And Organizational Psychology*, *23*(2), 310–322. https://doi.org/10.1080/1359432x.2012.734038

Okoro, E. A., & Washington, M. C. (2012). Workforce diversity and organizational communication: Analysis of human capital performance and productivity. *Journal of Diversity Management (JDM)*, *7*(1), 57–62.

Palangkaraya, A., Stierwald, A., Webster, E., & Jensen, P. (2010). Examining the Characteristics of Innovative Firms in Australia. *A Report for the Australian Government Department of Innovation, Industry, Science and Research,* Intellectual Property Research Institute of Australia report, The University of Melbourne.

Paparoidamis, N., Tran, H., & Leonidou, C. (2019). Building Customer Loyalty in Intercultural Service Encounters: The Role of Service Employees' Cultural Intelligence. *Journal Of International Marketing*, *27*(2), 56–75. https://doi.org/10.1177/1069031x19837950

Parker, D. F., & DeCotiis, T. A. (1983). Organizational determinants of job stress. *Organizational Behavior and Human Performance, 32*(2), 160–177. https://doi.org/10.1016/0030-5073(83)90145-9

Podsiadlowski, A., Gröschke, D., Kogler, M., Springer, C., & Van der Zee, K. (2013). Managing a culturally diverse workforce: Diversity perspectives in organizations. *International Journal Of Intercultural Relations*, *37*(2), 159–175. https://doi.org/10.1016/j.ijintrel.2012.09.001

Portalla, T., & Chen, G.M. (2010). The development and validation of the intercultural effectiveness scale. *Intercultural Communication Studies, 19*(3), 21–37.

Prentice, C., Wang, X., & Manhas, P. (2021). The spillover effect of airport service experience on destination revisit intention. *Journal Of Hospitality And Tourism Management*, *48*, 119–127. https://doi.org/10.1016/j.jhtm.2021.06.001

Puspitawati, N., & Atmaja, N. (2021). How Job Stress Affect Job Satisfaction and Employee Performance in Four-Star Hotels. *International Journal Of Applied Business And International Management, 6*(2), 25–32. https://doi.org/10.32535/ijabim.v6i2.1168

Ramos-Villagrasa, P. J. , Barrada, J. R. , Fernández-del-Río, E. , and Koopmans, L. (2019). Assessing Job Performance Using Brief Self-report Scales: The Case of the Individual Work Performance Questionnaire. *Journal of Work and Organizational Psychology, 35,* 195–205. https://doi.org/10.5093/jwop2019a21

Riggle, R., Edmondson, D., & Hansen, J. (2009). A meta-analysis of the relationship between perceived organizational support and job outcomes: 20 years of research. *Journal Of Business Research*, *62*(10), 1027–1030. https://doi.org/10.1016/j.jbusres.2008.05.003

Rothman, S., & Coetzer, E. P. (2002). The relationship between personality dimensions and job satisfaction*. Management Dynamics: Journal of the Southern African Institute for Management Scientists, 11*(1), 29–42.

Rothmann, S., & Coetzer, E. P. (2003). The big five personality dimensions and job performance. *SA Journal of Industrial Psychology, 29*(1), 68–74.

Sackett, P. R., & Lievens, F. (2008). Personnel selection. *Annual Review of Psychology, 59*, 419–450. https://doi.org/10.1146/annurev. psych.59.103006.093716

Schwartz, S. (2006). A Theory of Cultural Value Orientations: Explication and Applications. *Comparative Sociology, 5*(2), 137–182. https://doi.org/10.1163/156913306778667357

Scott, S. G., & Bruce, R. A. (1994). Determinants of Innovative Behavior: A Path Model of Individual Innovation in the Workplace. *Academy of Management Journal, 37*(3), 580–607. https://doi.org/10.5465/256701

Seetanah, B., Teeroovengadum, V., & Nunkoo, R. (2018). Destination Satisfaction and Revisit Intention of Tourists: Does the Quality of Airport Services Matter?. Journal Of Hospitality &Amp; Tourism Research, 44(1), 134–148. https://doi.org/10.1177/1096348018798446

Serrano, F., & Kazda, A. (2020). The future of airports post COVID-19. *Journal Of Air Transport Management*, *89*, 101900. https://doi.org/10.1016/j.jairtraman.2020.101900

Sessa, V. I., & Bowling, N. A. (2020). *Essentials of Job Attitudes and Other Workplace Psychological Constructs* (1st ed.). Routledge. https://doi.org/10.4324/9780429325755

Sinval, J., & Marôco, J. (2020). Short Index of Job Satisfaction: Validity evidence from Portugal and Brazil. *PLOS ONE*, *15*(4), e0231474. https://doi.org/10.1371/journal.pone.0231474

Spencer-Oatey, H., & Stadler, S. (2009). *The global people competency framework: Competencies for effective intercultural interaction.* The Centre for Applied Linguistics, University of Warwick.

Stahl, G., Maznevski, M., Voigt, A., & Jonsen, K. (2009). Unraveling the effects of cultural diversity in teams: A meta-analysis of research on multicultural work groups. *Journal Of International Business Studies*, *41*(4), 690–709. https://doi.org/10.1057/jibs.2009.85

Suharti, L., Handoko, Y. A., & Huruta, A. D. (2019). Linking cultural intelligence and adaptive performance: do intercultural interactions and Host University Support play important roles?. *Business, Management and Economics Engineering*, *17*(1), 36–48.

Suthatorn, P., & Charoensukmongkol, P. (2018). Cultural intelligence and airline cabin crews members' anxiety: The mediating roles of intercultural communication competence and service attentiveness. *Journal of Human Resources in Hospitality & Tourism, 17*(4), 423–444. https://doi.org/10.1080/15332845.2018.1449559

Thomas, D.C. & Peterson, M.F. (2014). *Cross-Cultural Management: Essential Concepts.* Sage Publications.

Thrassou, A., Santoro, G., Leonidou, E., Vrontis, D., & Christofi, M. (2020). Emotional intelligence and perceived negative emotions in intercultural service encounters. *European Business Review*, *32*(3), 359–381. https://doi.org/10.1108/ebr-04-2019-0059

Ulufer, S., & Soran, S. (2019). Effects of demographic factors and personality on Emotional Labor. Mediating role of intention to leave. A research on cabin crew. *Transportation Research Procedia, 43*, 129–138. https://doi.org/10.1016/j.trpro.2019.12.027

Usman, A., Azis, Y., Harsanto, B., & Azis, A. (2021). Airport service quality dimension and measurement: a systematic literature review and future research agenda. *International Journal of Quality & Reliability Management*. https://doi.org/10.1108/ijqrm-07-2021-0198

Van der Vaart, L. (2021). The performance measurement conundrum: Construct validity of the Individual Work Performance Questionnaire in South Africa. *South African Journal of Economic and Management Sciences*, *24*(1), 3581.

Van der Zee, K. I., & Van Oudenhoven, J. P. (2000). The multicultural personality questionnaire: a multidimensional instrument of multicultural effectiveness. *European Journal of Personality, 14*, 291–309.

Van der Zee, K. I., & Van Oudenhoven, J. P. (2001). The Multicultural Personality Questionnaire: Reliability and Validity of Self- and Other Ratings of Multicultural Effectiveness. *Journal of Research in Personality, 35*(3), 278–288. https://doi.org/10.1006/jrpe.2001.2320

Van der Zee, K. I., & Van Oudenhoven, J. P. (2013). Culture Shock or Challenge? The Role of Personality as a Determinant of Intercultural Competence. *Journal of Cross-Cultural Psychology*, *44*(6), 928–940. https://doi.org/10.1177/0022022113493138

Van der Zee, K. I., Van Oudenhoven, J. P., Ponterotto, J. G., & Fietzer, A. W. (2013). *Multicultural Personality Questionnaire: Development of a Short Form. Journal of Personality Assessment, 95*(1), 118–124. https://doi.org/10.1080/00223891.2012.718302

Van Knippenberg, D., De Dreu, C. K. W., & Homan, A. C. (2004). Work Group Diversity and Group Performance: An Integrative Model and Research Agenda. *Journal of Applied Psychology, 89*(6), 1008–1022. https://doi.org/10.1037/0021-9010.89.6.1008

Van Oudenhoven, J. P., Mol, S., & Van der Zee, K. I. (2003). Study of the adjustment of Western expatriates in Taiwan ROC with the Multicultural Personality Questionnaire. *Asian Journal of Social Psychology, 6*(2*)*, 159–170. https://doi.org/10.1111/1467-839x.t01-1-00018

Van Oudenhoven, J. P., Timmerman, M., & Van der Zee, K. I. (2007). Cross-cultural equivalence and validity of the Multicultural Personality Questionnaire in an intercultural context. *Journal Of International Communication*, *13*(2), 51–65. https://doi.org/10.1080/13216597.2007.9674714

Verkuyten, M., & Yogeeswaran, K. (2020). Cultural diversity and its implications for intergroup relations. *Current Opinion In Psychology*, *32*, 1–5. https://doi.org/10.1016/j.copsyc.2019.06.010

Vulpe, T., (2001). *A profile of the interculturally effective person* (2nd ed.). Department of Foreign Affairs and International Trade, & Canadian Foreign Service Institute. Centre for Intercultural Learning. Canadian Foreign Service Institute.

Wang, C., Wu, S., Nie, Y., Cui, G., & Hou, X. (2022). Open-mindedness trait affects the development of intercultural communication competence in short-term overseas study programs: a mixed-method exploration. *BMC Medical Education*, *22*(1). https://doi.org/10.1186/s12909-022-03281-2

Ward, C., Bochner, S., & Furnham, A. (2001). *The psychology of culture shock.* Routledge.

White, R. D. (1999). Managing the diverse organization: The imperative for a new multicultural paradigm. *Public administration & management: An interactive journal*, *4*(4), 469–493.

Wilson, J., Ward, C., & Fischer, R. (2013). Beyond Culture Learning Theory. *Journal Of Cross-Cultural Psychology*, *44*(6), 900–927. https://doi.org/10.1177/0022022113492889

Wilt, J., & Revelle, W. (2015). Affect, Behaviour, Cognition and Desire in the Big Five: An Analysis of Item Content and Structure. *European Journal Of Personality*, *29*(4), 478–497. https://doi.org/10.1002/per.2002

Wong, A., Kim, S., Kim, J., & Han, H. (2021). How the COVID-19 pandemic affected hotel Employee stress: Employee perceptions of occupational stressors and their consequences. *International Journal Of Hospitality Management, 93*, 102798. https://doi.org/10.1016/j.ijhm.2020.102798

Wright, T. A., & Cropanzano, R. (2000). Psychological well-being and job satisfaction as predictors of job performance. *Journal of Occupational Health Psychology, 5*(1), 84–94. https://doi.org/10.1037/1076-8998.5.1.84

Wright, K.B. (2005). Researching internet-based populations: Advantages and disadvantages of online survey research, online questionnaire authoring software packages, and web survey services. *Journal of Computer-Mediated Communication, 10*(3). https://doi.org/10.1111/j.1083-6101.2005.tb00259.x

Yakunina, E. S., Weigold, I. K., Weigold, A., Hercegovac, S., & Elsayed, N. (2012). The multicultural personality: Does it predict international students' openness to diversity and adjustment? *International Journal of Intercultural Relations, 36*(4), 533–540. https://doi.org/10.1016/j.ijintrel.2011.12.008

Yesil, S., & Sozbilir, F. (2013). An Empirical Investigation into the Impact of Personality on Individual Innovation Behaviour in the Workplace. *Procedia - Social And Behavioral Sciences, 8*1, 540–551. https://doi.org/10.1016/j.sbspro.2013.06.474

Yu, X., Weiler, B., & Ham, S. (2002). Intercultural communication and mediation: A framework for analysing the intercultural competence of Chinese tour guides. *Journal of Vacation Marketing*, *8*(1), 75–87.

Appendix

Introduction

Welcome to this master thesis survey!

You are invited to participate in a research about work in an international environment. This survey is conducted by Berivan Turan, a Media & Business Master student at Erasmus University of Rotterdam, in order to research the relationship between personality and job outcomes. The online questionnaire includes questions that relate to your work at the airport, as well as to your interaction with people from different cultures and examines personal factors that help us function well in a highly multicultural workplace. There are no right or wrong answers, and the participation takes approximately 15 minutes.

To thank you for your participation, you have the chance to win a pair of Apple AirPods Pro. If you want to participate at the giveaway, please fill in your e-mail address at the end of the survey. You can only participate once.

Please read the following consent:
I agree to participate in this study voluntarily. I am allowed to withdraw participation at any time. I understand that researchers will have access to personal information and demographics, such as nationality, gender and age. This data will not be made available to third parties and is confidential at all times. If the results are used in scientific publications, presented at conferences, or are published in any other way, my individual data will not be identifiable. All information that I provide will be stored in secure online storage facilities provided by Erasmus University Rotterdam.
This study abides by the Netherlands' code of conduct for scientific research, as formulated by the VSNU association of universities in the Netherlands (www.vsnu.nl), and by the EU General Data Protection Regulation (GDPR): Regulation (EU) 2016/679. You have the right to request access to your personal data and to request rectification, erasure, restriction, data portability, and to object to the processing of your personal data under certain circumstances.
If you want to invoke your rights or if you have a question concerning privacy about this study, you can contact Erasmus University's DPO (Data Protection Officer) at fg@eur.nl. If you would like to lodge a complaint concerning privacy, you can do this with the national supervisory authority in the Netherlands on personal data (Autoriteit Persoonsgegevens).

If you have questions about your rights as a study participant or are dissatisfied at any time with any aspect of this study, you may contact –anonymously, if you wish — surveyberivan@gmail.com.

Thank you for your participation!

○ I do consent, begin the survey

○ I do NOT consent, I do not wish to participate

Do you currently work at an airport and if so, in which department?

○ Hospitality (Restaurant, Take Away, Lounge etc.)

○ Check-in / Gate

○ (Duty Free) Shops

○ Security / Police

○ Facility Management

○ Health / Care

○ Pilot / Flight attendant

○ Transportation (e.g. Chauffeur)

○ Administration (Information, Financial Services etc.)

○ Other Jobs with Customer Service

○ Other Jobs without Customer Service

○ I do not work at an airport

MPQ

The following couple of pages ask for specific characteristics.

To what extent do the following statements apply to you?

	totally NOT applicable	not applicable	somewhat not applicable	neutral	somewhat applicable	applicable	completely applicable

	totally NOT applicable	not applicable	somewhat not applicable	neutral	somewhat applicable	applicable	completely applicable
I pay a lot of attention to the emotions of others	○	○	○	○	○	○	○
I work according to strict rules	○	○	○	○	○	○	○
I take the lead	○	○	○	○	○	○	○
I am worried	○	○	○	○	○	○	○
I try out various approaches	○	○	○	○	○	○	○
I am a good listener	○	○	○	○	○	○	○
I work according to plan	○	○	○	○	○	○	○
I leave the initiative to others to make contacts	○	○	○	○	○	○	○

To what extent do the following statements apply to you?

	totally NOT applicable	not applicable	somewhat not applicable	neutral	somewhat applicable	applicable	completely applicable
I get upset easily	○	○	○	○	○	○	○
I am looking for new ways to attain my goal	○	○	○	○	○	○	○
I sense when others get irritated	○	○	○	○	○	○	○
I work according to a strict scheme	○	○	○	○	○	○	○
I find it difficult to make contacts	○	○	○	○	○	○	○
I am nervous	○	○	○	○	○	○	○
I can start a new life easily	○	○	○	○	○	○	○
I get to know others profoundly	○	○	○	○	○	○	○

To what extent do the following statements apply to you?

	totally NOT applicable	not applicable	somewhat not applicable	neutral	somewhat applicable	applicable	completely applicable
I enjoy other people's stories	○	○	○	○	○	○	○
I look for regularity in life	○	○	○	○	○	○	○
I take initiative	○	○	○	○	○	○	○
I am apt to feel lonely	○	○	○	○	○	○	○
I like to imagine solutions to problems	○	○	○	○	○	○	○
I like routine	○	○	○	○	○	○	○
I am inclined to speak out	○	○	○	○	○	○	○
I keep calm when things don't go well	○	○	○	○	○	○	○

To what extent do the following statements apply to you?

	totally NOT applicable	not applicable	somewhat not applicable	neutral	somewhat applicable	applicable	completely applicable
I am a trendsetter in societal developments	○	○	○	○	○	○	○
I notice when someone is in trouble	○	○	○	○	○	○	○
I want predictability	○	○	○	○	○	○	○
I am often the driving force behind things	○	○	○	○	○	○	○
I am insecure	○	○	○	○	○	○	○

	totally NOT applicable	not applicable	somewhat not applicable	neutral	somewhat applicable	applicable	completely applicable
I have a feeling for what's appropriate in a culture	○	○	○	○	○	○	○
I sympathize with others	○	○	○	○	○	○	○
I function best in a familiar setting	○	○	○	○	○	○	○

To what extent do the following statements apply to you?

	totally NOT applicable	not applicable	somewhat not applicable	neutral	somewhat applicable	applicable	completely applicable
I make contacts easily	○	○	○	○	○	○	○
I am under pressure	○	○	○	○	○	○	○
I seek people from different backgrounds	○	○	○	○	○	○	○
I set others at ease	○	○	○	○	○	○	○
I have fixed habits	○	○	○	○	○	○	○
I am reserved	○	○	○	○	○	○	○
I am not easily hurt	○	○	○	○	○	○	○
I have a broad range of interests	○	○	○	○	○	○	○

Job outputs

The following statements relate to your work at the airport.

To what extent to do agree with the following statements?

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I feel fairly satisfied with my present job	○	○	○	○	○	○	○
Most days I am enthusiastic about my work	○	○	○	○	○	○	○
Each day at work seems like it will never end	○	○	○	○	○	○	○
I find real enjoyment in my work	○	○	○	○	○	○	○
I consider my job to be rather unpleasant	○	○	○	○	○	○	○

At my current job...

	Seldom						Always
I manage to plan my work so that I finish on time	○	○	○	○	○	○	○
I keep in mind the work results I need to achieve	○	○	○	○	○	○	○
I am able to set priorities	○	○	○	○	○	○	○
I am able to carry out my work efficiently	○	○	○	○	○	○	○
I manage my time well	○	○	○	○	○	○	○
I start a new task when the old ones are completed on my own initiative	○	○	○	○	○	○	○
I take on challenging tasks when they are available	○	○	○	○	○	○	○
I work on keeping my job-related knowledge up-to-date	○	○	○	○	○	○	○
I work on keeping my work skills up-to-date	○	○	○	○	○	○	○
I come up with creative solutions for new problems	○	○	○	○	○	○	○
I take on extra responsibilities	○	○	○	○	○	○	○
I continually seek new challenges in my work	○	○	○	○	○	○	○

	Seldom						Always
I actively participate in meetings and/or consultations	○	○	○	○	○	○	○
I focus on the negative aspect of situations instead of the positive aspects	○	○	○	○	○	○	○

How often do you perform these behaviors?

	Never						Always
I create ideas for difficult issues	○	○	○	○	○	○	○
I search out new working methods, techniques or instruments	○	○	○	○	○	○	○
I generate original solutions for problems	○	○	○	○	○	○	○
I mobilize support for innovative ideas	○	○	○	○	○	○	○
I acquire approval for innovative ideas	○	○	○	○	○	○	○
I make important organisational members enthusiastic for innovative ideas	○	○	○	○	○	○	○
I transform innovative ideas to useful applications	○	○	○	○	○	○	○
I introduce innovative ideas into the work environment in a systematic way	○	○	○	○	○	○	○
I evaluate the utility of innovative ideas	○	○	○	○	○	○	○

To what extent do you agree with the following statements?

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I think a lot about leaving the organization	○	○	○	○	○	○	○
I am actively searching for an alternative to the organization	○	○	○	○	○	○	○
When I can, I will leave the organization	○	○	○	○	○	○	○

Mediators

To what extent do you agree with the following statements?

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
The covid-19 pandemic has made me worried about my job stability	○	○	○	○	○	○	○
The covid-19 pandemic has caused more security/hygiene measurements at my workplace	○	○	○	○	○	○	○

To what extent do you agree with the following statements?

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I am not always the person I appear to be when interacting with people from different cultures	○	○	○	○	○	○	○
I find it is easy to talk with people from different cultures	○	○	○	○	○	○	○
I always show respect for my culturally different counterparts during our interaction	○	○	○	○	○	○	○
I enjoy communicating with people with different cultural backgrounds	○	○	○	○	○	○	○

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I find I have a lot in common with my culturally different counterparts during our interaction	○	○	○	○	○	○	○
I am able to express my ideas clearly when interacting with people	○	○	○	○	○	○	○

Please read the statements carefully and select the answer that best fits how you feel.

	Strongly disagree	Disagree	Somewhat disagree	Neither agree nor disagree	Somewhat agree	Agree	Strongly agree
I have felt fidgety or nervous as a result of my job	○	○	○	○	○	○	○
Working here makes it hard to spend enough time with my family	○	○	○	○	○	○	○
My job gets to me more than it should	○	○	○	○	○	○	○
I spend so much time at work. I can't see the forest for the trees	○	○	○	○	○	○	○
There are lots of times when my job drives me right up the wall	○	○	○	○	○	○	○
Working here leaves little time for other activities	○	○	○	○	○	○	○
Sometimes when I think about my job I get a tight feeling in my chest	○	○	○	○	○	○	○
I frequently get the feeling I am married to the company	○	○	○	○	○	○	○
I sometimes dread the telephone ringing at home because the call might be job-related	○	○	○	○	○	○	○
Too many people at my level in the company get burned out by job demands	○	○	○	○	○	○	○

Demographics

You now reached the last part of this survey. Just a couple of questions left!

What is your year of birth? (e.g. 1996)

[   ]

How do you describe yourself?

○ Male

○ Female

○ Non-binary / third gender

○ Prefer to self-describe
  [   ]

○ Prefer not to say

What is the highest level of school you have completed or the highest degree you have received?

○ Less than high school degree

○ High school graduate (high school diploma or equivalent including GED)

○ Some college but no degree

○ Associate degree in college (2-year)

○ Bachelor's degree in college (4-year)

○ Master's degree

○ Doctoral degree

○ Professional degree (JD, MD)

In which country were you born?

[   ]

In which country do you currently work?

[   ]

Have you ever lived abroad for more than six months?

○ Yes

○ No

Which languages do you speak and how well?
(please first fill in the language in the text box and then rate your level by clicking on the stars)

1 ☆ = very basic understanding of expressions

2 ☆ = understanding of sentences and simple communication

3 ☆ = understanding the main points on matters regularly encountered in work

4 ☆ = understanding main ideas of both concrete and abstract topics

5 ☆ = understanding of demanding, longer clauses and implicit meaning

6 ☆ = understanding with ease virtually everything heard or read

7 ☆ = native speaker, mother tongue

Language 1
[   ]

Language 2
[   ]

Language 3
[   ]

Language 4
[   ]

Language 5
[   ]

Language 6
[   ]

Language 7
[   ]

Language 8
[   ]

Language 9
[   ]

Language 10
[   ]

Almost there!

	Never	Very rarely	Sometimes	About half the time	Most of the time	Everyday	Everyday, all the time
In your daily work, how often are you in contact with a person with a different cultural background?	○	○	○	○	○	○	○

Is there anything you would like to mention regarding this survey?

If you wish to participate in the give away of Apple AirPods Pro, please fill in your e-mail address below. Your email address will only be used to draw a winner and be deleted later. You can only participate once. Good luck!