

problems: The problem or challenge arises from Aramco's diversity and inclusivity in hiring employees from a range of countries and civilizations, each with unique cultures, origins, customs and religious viewpoints, and because of their different and diverse attitudes, opinions and life experiences, this has led to conflicts within the workforce, which has led to the creation of what is known as teaming. Aramco faces another problem in motivating this large number of employees, ineffective leadership at Aramco may fail to provide effective direction across all cultures, when leaders lack the capabilities required to inspire and encourage their teams, this can lead to low employee engagement and low enthusiasm. For example, differences in language use can lead to unintentional offence, and political divisions between countries can exacerbate sensitivities between parties, hindering healthy dialogue and decision-making.