

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND
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DEPARTMENT OF HISTORY AND POLITICAL STUDIES

**ANALYZING THE EFFECT OF EMPLOYEE CULTURAL
DIVERSITY ON ORGANIZATIONAL PERFORMANCE – A CASE
STUDY OF ELECTORAL COMMISSION - GHANA**

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A THESIS SUBMITTED TO THE KWAME NKRUMAH UNIVERSITY OF SCIENCE
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DECLARATION

I Comfort Amoah do hereby declare that this dissertation was carried-out and submitted by me in partial fulfilment of the requirement for the award of Masters in Public Administration Degree at the Kwame Nkrumah University of Science and Technology (KNUST), under the supervision of Dr. Edward Brenya. I further affirm that to the best of my knowledge, this work has not been submitted in whole or in part to any university for any award. I take responsibility for any mistake or error in this work. All references are duly recognized.

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SIGNATURE

DATE

DEDICATION

This work is dedicated to my family, friends and all without whom none of my success would be possible.

KNUST



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ABSTRACT

Organisations all over the world require resources for their effective operations. These resources include financial, material, and human. Of all the resources however, human resource is the most important (valuable asset) one. It is through employees that all other resources of an organisation are put to use to achieve organisational objectives - be it production of goods or rendering of services to clients. On this premise, this study sought to analyse the effects of employees' cultural diversity on organisational performance. The study area of this research covered the staff of the headquarters of the Electoral Commission (EC) and the staff of the E.C at the Volta Region. A case study under the descriptive research design was used and data collected using structured questionnaires are analysed using SPSS version 20. From the results, majority of the respondents agreed on elements of cultural diversity existing in Electoral Commission to include age discrimination, gender differentiation, and national origin, etc. These elements gave them the opportunity to accept each other without holding any form of prejudice against their co-workers be it on religious or ethnic grounds. Social relations were also found not to be affected by language barrier which in-turn translates into enhanced productivity. Cultural diversity was also found to reduce turnover intentions which brings about increased market share, promotes creativity among employees, and leads to high levels of organisational performance. It was also found that cultural differences in the Electoral Commission do not have any substantial effect on communication process. Based on the conclusions, it was recommended that, measures must be put in place to ensure that such elements do not have negative effects on the organisation. Also, it was further recommended that, both employees and employers need to play their part in ensuring that there is effective communication in the organisation. Finally, the organisation must

ensure that employee cultural diversity is managed effectively to help the organisation have competitive advantage, provide quality services to the people of Ghana and enhance organisational performance.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

Organisations do not live in emptiness; but in specific cultural surroundings or cultural environment. Organisations all over the world require resources for their effective operations. These resources include financial, material, and human. Of all the resources however, human resource is the most important (valuable asset) one. It is through employees that all other resources of an organisation are put to use to achieve organisational objectives - be it production of goods or rendering of services to clients. The knowledge, skills, beliefs and attitudes of employees and their roles as organisational members play significant part in the achievement of organisational growth. Therefore, recognizing, understanding, acknowledging, and encouraging the cultural diversity of employees in an organisation by management helps to avoid imposing values on employees that may conflict or be inconsistent with cultures other than their own but create the avenue for employees to make a unique and positive contribution to the achievement of organisational goals.

1.1 Background of the Study

Many researchers in the field of organizational performance and cultural diversity have written various articles on employee's cultural diversity that has engrossed the attention of managers in the 21st century. The effects of cultural diversity on, and its relevance to organisational performance must be given due attention by management. However, because of the profound role of employees' cultural diversity in influencing organisational performance, employees' cultural diversity can make out the differentiation between

corporate growth, success and failure hence the need to study it into detail. It is a common practice to employ skilled personnel from other countries and location in the world and such people have different cultural practices and values, which need to be managed in an organisation for successful operations. It is said that, organisations aspiring or aiming to enlarge their market and boost their performance need to give greater attention to employees from different cultural background. According to Dyson (2017), encouraging diversity is the way forward for organizations. According to him, in a global talent market, businesses that can successfully manage diversity in the workplace will have a definite competitive advantage over others in terms of differentiation, innovation and employer branding. Also, people from different cultural background exhibit different cultures and try to merge them in a particular way for the successful performance and growth of the organisation in which they are employed.

In Ghana, situation of similar nature exists. Even if it is not possible to employ people from other countries, Ghanaians have different cultural practices and values. In view of this, if people are employed from different regions of Ghana into an organisation, cultural diversity will be at play. Jehn & Bezrukova (2004) state that the trend of having different work functions and departments in an organisation that have different cultures, adds a strong element of cultural diversity to today's workgroups in many organisations. This may create problems in organisations especially if the employees from different cultural background exhibit their different cultural practices during the performance of their individual activities in the organisation. For an organisation to succeed and have a competitive edge over the rest in the industry, it has to greatly embrace cultural diversity of employees to be able to realize its benefits, (Farrer 2006).

Diversity according to Cox (1994) is the variation of social and cultural identities among people existing together in a defined employment. Rozenzweig (1998) argues that diversity refers to both numerical compositions of an organisation and inclusive behaviour of its members. Grobler (2002) also supports this view by adding that each individual is unique but also share a number of environmental or biological characteristics. Thomas & Ely (1998) pointed out that diversity should be seen as the varied perspectives and approaches to work, that individuals of different identity groups bring. Diversity can be defined generally as the ability of people to recognize, understand and accept individual differences irrespective of their race, sexual characteristics, age, class, ethnicity, physical ability, spiritual practices and believes among others. Diversity management proponents maintain that beyond equal employment opportunity and remediation of past injustices, diversity is an essential success factor (Kelly & Dobbin, 1998).

According to Varner & Beamer (2011) “Culture explains how people make sense of their world”. This could be said that individuals naturally form leaning process from their environment as the basis for how everything around them should be interpreted. Therefore, it could be stated that culture can be described as the way of life of a group of people (Seymen 2006). This definition is much in line with Geert Hofstede’s view on culture and therefore defines culture as the “software of the mind” that separates members of different groups from each other (Hofstede, 1991). The author further argues that this software, or mental programming, is based on the social environments where people grew up and developed their life experiences. Furthermore, culture consists of explicit and implicit

patterns (Kluckhohn, 1951) including customs, morals and laws that shape behaviour and in effect shows how the world is viewed (Adler, 1997).

Cultural diversity according to Amadeo (2013) is when differences in race, ethnicity, age, ability, language, nationality, socioeconomic status, gender, religion or sexual orientation are represented within a community. To him, the community can be a country, region, city, neighbourhood, company or school. Cultural diversity is the celebration of differences among people with respect to age, class, ethnicity, gender, physical and mental ability, race, sexual orientation, spiritual orientation and public assistance status (Esty, Griffin, & Schorr-Hirsh, 1995). In addition, People from different cultural environments have different interpretations or understanding of the same events. They add unique views that allow the group to look at problems from all angles and create innovative results. For diversity to bring strength, it must be valued and included into a company's practices and philosophy. In order to celebrate the many benefits of diversity, it requires the willingness to be open-minded and non-judgmental about the value of differences of individuals. Without that commitment, cultural diversity can weaken a group. Differences in interpretation of events can lead to miscommunication which may affect the operations of employees leading to the effect of organisational performance. If not addressed, awkwardness and hostilities arise and prejudices will worsen that effect. People can jump to conclusions and misinterpret behaviours (Kimberly Amadeo, 2013). Cultural diversity also known as multiculturalism can be generally defined as a group of diverse individuals from different cultures or societies. Usually, cultural diversity takes into account language, religion, race, sexual orientation, gender, age and ethnicity.

Organisational performance is one of the things for which most companies struggle, irrespective of their sizes. Small scale enterprises want to perform well to help become big, while big enterprises want to grow bigger each time. Organisational performance brings about cost. In normal circumstances, companies must grow a little bit every year so that they can contain their increased expenses that may arise over time. These increased expenses may be in relation to salaries increase, costs of employment benefits as well as other related costs. Even if no other company expenses rise, these two cost areas almost always increase over time in most cases as result of increased performance.

A complete or widely definition of the term performance is difficult to arrive at due to its broad nature. However, various researchers have perceived or defined performance differently based on their field of academic study and area of job specialization.

According to Daft (2000), organisational performance is the ability of a firm to achieve its aims and objectives through effective and efficient use of available resources. Richard *et al*, (2006) also defined organisational performance as an analysis of a company's performance as compared to goals and objectives. Organisational performance serves as a means for utilizing excess managerial talent (Penrose, 1952). Organisational performance means different thing to different institutions, according to some it is a set of knowledge and practice that improves organisational and individual growth.

Employees' cultural diversity and organizational performance are related. That is, it is through employees that financial and material resources of every organization are put to effective use to achieve organizational performance. Therefore the ability of organizational managers to understand and embrace employees' cultural diversity will go a long way in

ensuring the achievement of organizational performance, hence the need to explore further on employees cultural diversity and its effects on organizational performance.

A carefully study of academic literature on the topic of employees cultural diversity and organisational performance show that majority of the academic work in the area of cultural diversity have been centred on its impact in organisational performance, employee performance, team management, and so on, with little attention on the impact of cultural diversity on organisational performance. Also, there is enough literature on the above topic in the developed countries with the very little literature in developing countries including Ghana hence the rational for this research work.

1.3 Statement of the Problem

The Electoral Commission of Ghana employs people from different cultural background that has the tendency to create a situation that affect the performance of the workers as well as the organizational performance. However, no academic study have been done on how the diverse background of the employees affect their performance at the Electoral Commission, hence the rational for this study.

These days globalization has not only created a less difficulty in employment movement around the world but has also changed the countries' borders by making it easier for organizations to market their product around the globe. For this reason organisations around the world are now faced with the need to deal with individuals from different cultural background. Cultural diversity has become common in organisations all over the world and how it is managed is a central theme in relation to employees' performance of work. That is, how employees behave, perform their work, communicate, approach issues,

make decisions, carryout their individual or group activities and report to management at the workplace, are all defined by the culture (cultural diversity) of employees in different organisations. Ghana is divided into ten political administrative regions with different cultural background. Electoral Commission of Ghana has regional offices in all the ten regions of Ghana and two hundred and sixteen district offices across the country where the Commission employs workers from the ten regions to assist in the performance of its duties. The Ghana's Election Management body therefore cannot in any way avoid experiencing cultural diversity practices at the head office as well as the regional and district offices.

Most organisations experience cultural diversity in Ghana and it is evidence in this country that cultural diversity brings about association and/or disassociation among workers in organisation. In some cases people from the same cultural background form smaller splinter groups in an organisation and in most cases speak their languages during working hours and even official instructions are given in local languages, which at times make it difficult for employees to understand what exactly they are instructed to do if especially they do not understand the language well. In other instances managers also choose their secretaries or subordinates from their own cultural background even if there are others who are well qualified to fill that vacant position. This at times brings about discrimination of all kinds and hatred among the workers in the organisation, and this can also affect the performance of the organisation especially if employment of staff is based on ethnicity other than qualification and experience.

In addition to the above hindrances, recruitment and selection and many other activities are also based on cultural diversity in most organisations in Ghana and the Electoral Commission is no exception. In view of the above problem it is important to find out the extent to which these cultural diversities are practiced in the Electoral Commission of Ghana, and the relationship if any exists between employees' cultural diversity and organisational performance.

Many researchers agreed on the fact that there is no conformity on the defined nature of the relationship between employees' cultural diversity and organisational performance. Despite the superfluity of studies on employees' cultural diversity in the last few decenniums, there is no universally accepted fundamental link between employees' cultural diversity and its effects on organisational performance.

Many researchers found that the awareness of culturally diverse workers can be helpful if organisations have the propensity for the employees to inform the anxious workers or managers about the culture of their respective places. This aid in the sense that people working as expatriates in foreign countries get or have adequate information concerning the culture of the country in which they work and this will enable them to eschew, or at least reduce, the cultural surprises. Generally, organisations that do not have a culturally diverse workforce on the order hand have to incur expenses of getting their workers be informed about the culture and work. Similarly, organizations with employees from different cultural background are able to shift their business from the brick-and-mortar office to the online marketplace. Employees' cultural diversity helps in the expansion of an organisation's perspective approach, strategic tactics, launch of a new product, development of a

marketing plan, creation of a new idea, design of a new operation, and assessment of emerging trends (Adler, 2002). Therefore, it is my hope that this work will help address the effect of employees' cultural diversity on the performance of organizations from the Ghanaian viewpoint using Electoral Commission - Ghana.

1.4 Justification

Even though extensive academic work have been conducted on the effects of employees' cultural diversity on organisations, employees work productivity, its impact on corporate performance, and the various variables that constitute employees' cultural diversity on a global scale, the understanding of the relationship between employees' cultural diversity and organisational performance has not been properly established over time.

For example, Al-Jenaibi (2011) studied "the impact and scope of cultural diversity on organisations in the UAE". The study showed that most of the workers agreed that group work with culturally diverse people helps "to overcome cultural differences through shared experiences when working within a team although the exact nature on overcoming cultural differences through shared experiences is not mention. Also, Wentling & Palma Rivas' (2000) study found that organisation with diverse workforce provides superior services because they can understand customers better (Kundu, 2003). Furthermore, Jayne & Dipboye (2004) argued that gender diversity does not necessarily bring positive outcome such as increased motivation, improving talents, build commitment, and decline conflict. The results from the study conclude that benefits from diversity are contingent on situation such as the organisation strategy, culture, environment as well as people and the organisation. Other than that, giving more adequate training to build commitment among employees is necessary in the surface level. In addition, the research from Joshi & Jackson

(2003), a positive relationship was found between team gender diversity and intra-team cooperation, but only within regions that were relatively diverse in terms of gender.

The main reason for this study is because the studies mentioned above were conducted in relatively advanced countries but this current research would look at the problem from the Ghanaian perspective. Also, because Electoral Commission of Ghana employs people from different ethnic groups in Ghana, therefore, there is the need to study how these cultural differences affect the relationship of employees which at the end positively or negatively affect the work performance of employees and finally have an effect on the entire performance of the organization. Thus, it is hoped that this current research work will close up the existing spaces in the studies of employees' cultural diversity and organisational performance particularly in developing countries in general and specifically Ghana. The study would examine the effects of employees' cultural diversity on organisational performance, focusing on ethnicity, age, language, gender, educational background, religion of employees, among others using workers of the Electoral Commission of Ghana, Head Office, and Volta Region.

1.5 The Study Objectives

The General Objective of The study

The primary aim of this research work is to examine the effects of employees' cultural diversity on the performance of the Electoral Commission.

Specific Objectives of the Study

To examine the elements of the employees' cultural diversity existing in Electoral Commission.

To analyse the effects of employees' cultural diversity on communication process of Electoral Commission.

To evaluate the extent to which the elements of the employees' cultural diversity at the Electoral Commission affects the overall performance of the organisation.

1.6 Research Questions

To attain the objectives of the study, the subsequent research questions have to be correctly and satisfactorily answered.

What are the elements of employees' cultural diversity in the Electoral Commission?

What is the extent to which the elements of employees' cultural diversity influence the communication process in the Commission?

How does the employees' cultural diversity affect the performance of the organisation?

1.7 Research Hypotheses

There is no positive relationship between employees' cultural diversity and organisational performance.

There is a positive correlation between employees' cultural diversity and organisational performance.

1.8 Significance of the Study

Because of the inconclusive and contradictory finding of some researchers in the field of employees cultural diversity and organizational performance, the main purpose for this research work is to add to the boarder research community or society by improving

existing knowledge or understanding and creating new knowledge within the field or area of employees' cultural diversity and performance of organisations. In addition, this study will address the topic of the effect of employees' cultural diversity on the performance of organizations from the Ghanaian work environment and viewpoint by centring on Electoral Commission employees in the Volta Region and the Head Quarters. Also, the study will be of enormous benefit to a number of people. These people consist of academicians who are interested in enriching their understanding or knowledge in employees' cultural diversity and organisational performance. Results of this study which focuses on elements of cultural diversity, how often cultural diversity is practised in the organisation, and the outcome of cultural diversity on the performance of an organisation will help management of organisations to be aware of how the cultural differences among employees must be managed in order to move the organisation forward. These results therefore can add new ideas to the current knowledge in the area of cultural diversity and performance and may therefore be found useful for teaching and learning. Similarly important is the fact that this study will also be of great benefit to practicing managers in both private and public companies that might be willing to consider the usefulness of the result of this study to help them understand, acknowledge, and manage cultural differences of their employees. Every person or employee in an organisation has his or her own different cultural values that he or she practices, when he or she joins any organisation he or she must allow himself or herself to be influenced with other cultural values exhibited by co-workers. This will make it easy for workers to work in harmony towards the achievement and positive organisational performance. In addition, the study will also identify problems and make suggested solutions for use by policy makers in the Commission.

1.9 The Scope of the Study

This research work was carried out in the Electoral Commission of Ghana Head Quarters, and Volta Region. The context coverage of this work focused on elements of employees' cultural diversity such as mode of communication, different cultural background, age differences, gender, religious practices, and other elements that may have effect on the performance of the organisation.

1.10 Limitations / Delimitations of the Study

The study encountered two major challenges, access to data and limited time. Owing to the curricular calendar of the Kwame Nkrumah University of Science and Technology (KNUST), the limited time for the programme made it cumbersome and occasioned a hasty data collection process which made respondents uncomfortable in answering the questionnaires. Access to data was also a challenge because of the then ongoing petition investigation by the Chief Justice's committee to investigate the case against the chairperson and her two deputies, respondents were reluctant and cynical in answering the questionnaires.

Although the researcher encountered the above two challenges, the researcher was able to convince the respondents that the work is for the partial fulfilment of academic requirements and needed their assistance to complete the work.

1.11 Ethical Consideration

The researcher sought authorization from the Human Resource Director and the Volta Regional Director of Electoral Commission of Ghana before respondents were contacted. After permission was granted, respondents consent was also sought and they were informed

that any information given by them to the researcher would be kept confidential and their anonymity would also be maintained. Also, respondent were informed that their involvement was voluntary and they have the right to pull out from the study at any time.

1.12 Organisation of the Study

This research statement or report has been organised into five different chapters. The first chapter contains the background to this study, the problem of research, the justification, objectives of the research, research questions, and research hypotheses. Also considered under this chapter are the research scope, significance, limitations of the study, and the organisation of the research. Also, the second chapter includes the literature review on employees' cultural diversity, elements of employees' cultural diversity, and extent to which cultural diversity of employees influence the communication process in the organisation, and the effects of employee's cultural diversity on organisational performance. The chapter three illustrate the research methodology and design that were used in this study. In addition, the fourth chapter contains the results from the study. Chapter five being the final one of the research report shows the conclusions from the study, a summary of the findings and recommendations.

In conclusion, the first chapter of this research report discussed in details the background of the study, the problem statement, justification of this current study, objectives of the study, research questions and hypothesis of the research. In addition, the scope, significance, limitations and the organization of the research have been also discussed under this chapter of the research.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

The main rationale of this chapter is to review related literature on the topic under study. The variables of the study are defined first after which some related theories are also discussed. The specific objectives of the study would be reviewed. The review is concluded using a conceptual framework which discusses the relationships between the variables.

2.1 Definitions of Employee Cultural Diversity and Organisational Performance

2.1.1 Definitions of Employee Cultural Diversity

Employee cultural diversity due to its importance in promoting organisational performance has gained attention in the area of research in recent years. As a result, various researchers have proposed various definitions of employee cultural diversity as a means of making it more understandable. According to Hazard (2004), employee cultural diversity refers to a broad range of differences that influence how people interact and achieve business results. These disparities may be in terms of cultural background, age, educational qualification, gender, among others which in one way or the other affect the performance of employees in organisations.

Another definition of employee cultural diversity was proposed by Buckingham (2012). In his view, employee cultural diversity can be described as a situation where employees possess distinct elements and qualities, differing from one another in organisations. These

different elements as stated by Buckingham (2012) include employees' beliefs, values, and actions that vary by gender, ethnicity, age, lifestyle, and physical abilities. These elements have the tendency to positively or negatively affect performance depending on how it is managed in organisations.

From both definitions, it is evident that workforce diversity is an important component in managing human resources as every element of diversity as mentioned in the definitions varies among employees. This calls for special management on the part of organisations to ensure that employees work together irrespective of their difference to achieve the aims and goals of the organisation. If the management of cultural diversity in organisations is given priority, workers may be willing to share ideas by using common language during working periods.

2.1.2 Definitions of Organisational Performance

There are various definitions of organisational performance proposed by different authors. According to Daft (2000), organisational performance is the ability of a firm to achieve its aims and objectives through the effective and efficient use of available resources. He again described effectiveness to mean the degree to which an organisation is able to achieve a stated goal, and efficiency to mean minimum but adequate use of available resources to achieve set goals. This implies that, before an organisation can measure its performance in terms of goal achievement, it must first consider the resources made available to achieve set goals. This is because desired performance levels cannot be achieved with inadequate resources. The effective use of those available resources can also be done if workers are effectively managed with regard to cultural differences.

Richard *et al*, (2006) defined organisational performance as an analysis of a company's performance as compared to goals and objectives. The authors added that, in business organisations, performance may be measured in three specific areas which are:

- (a) Financial performance (profits, return on assets, return on investment, etc.),
- (b) Product market performance (sales, market share, etc.), and
- (c) Shareholders' return (total shareholder return, economic value added, etc.).

A company that is not doing well financially may find it difficult to provide needed resources to achieve its goals and objectives. Similarly, the finances of the firm will be affected negatively when its products and services are not performing well in the market. Shareholders may also withdraw their support when products and services of a firm are not doing well since they expect to receive meaningful but adequate return on their investment in the business organisations.

In addition to the above, Allen *et al*. (2007) noted that it is important for organisations to consider other performance measures which include quality, market share, and customer base. These factors are equally important as they may help determine the performance of products and services of a firm in the market which in-turn determines financial performance and shareholder return.

2.2 Theories of Cultural diversity and Performance

2.2.1 Strategic Choice Theory (Montanari, 1979).

The strategic choice theory describes the role leaders' play in making decisions that influence organisational outcomes and performance. Organisations in the past according to

this theory were thought to operate based on external environmental factors. The strategic choice theory provided a substitute that highlighted the agency of individuals and groups within organisations to make choices based on either personal or group needs which may influence the development of the organisation. These strategic choices which form part of the learning processes in organisations that base their operations on both internal environmental factors (e.g. cultural diversity among employees) and external environmental factors (e.g. government policies and regulations).

With regards to cultural diversity, Roberson & Park (2007) specified that low to moderate levels of cultural diversity among leaders may weaken strategic decision making through decreased communication and increased conflict among leaders in organisations. This may negatively influence performance of organisations. This means that in making effective strategic choices, leaders in organisations need to exercise their powers in ways that will benefit both employers and employees. This is because, with the organisations promoting teamwork among employees, problems of diversity in relation to cultural, gender, age, educational background, etc. may arise along the way which when not managed effectively may lead to undesirable consequences in the organisation. Dutton & Duncan (1987) were of the view that, the strategic choice theory apart from taking into consideration decision making at the management levels in organisations was also studied with regards to how individual responds to everyday disputes. They further indicated variety of strategies to be used as a means of resolving disputes.

In relation to this theory, diversity among top managers will help expand the range of intellectual perspectives needed to identify strategic opportunities and consider varied strategic alternatives available for effective management of the organisation

(Wiersma & Bartel, 1992). This could help uphold the ethics and principles of incorporating employee cultural diversity at all stages of the organisation for the optimum or best results.

2.2.2 Expectancy Theory (Vroom, 1964)

Expectancy theory had been proposed by Victor Vroom in 1964. This theory is based on the hypothesis that individuals adjust their behaviour in the organisation on the basis of anticipated satisfaction of valued goals set by them. To him, individuals modify or change their behaviour in such a way which is most likely to lead them to attain these goals. According to Salaman *et al.* (2005), this theory underlies the concept of performance management as it is believed that performance is influenced by the expectations concerning future events. Cole & Kelly (2011) were of the view that, the theory has led to improvements in work redesign, where emphasis has been laid on basic job factors, such as independence, task identity and feedback. It is of value in understanding organisational behaviour.

Some critics suggested that, the theory of expectancy is more valid where individuals clearly notice that reward is linked with performance (Robins & Timothy, 2013). Another possible weakness of the expectancy theory is that it presumes that all necessities are in place, which is not all the time or always the case. Employees need to have the ability, the resources and the opportunity to perform their job well (Walker, 2003). Humphreys & Einstein (2008) were also of the view that the expectancy theory focuses on individual perceptions of the work environment and the interactions of that context with one's personal expectations without taking into account group expectations.

This theory is relevant to the present study in that, employees generally expect rewards for their efforts. Hence, when adequately motivated, they may put up positive attitudes towards the unification of the cultural diversity and their work performance will improve, and vice versa. Employers must also make resources available to ensure employees attain expected levels of performance for which they have to be appropriately rewarded. Organisations must however ensure that employees receive expected rewards and recognitions only when they attain certain levels of performance. Also, employers must put in measures to ensure that employees put in their best without always expecting rewards; that means, effective management of different cultural background could make employees feel belonged to one family.

2.3 Elements of Employee Cultural Diversity in Organisations

Corporate organisations over the years are becoming universal with increased attention being paid to employee cultural diversity and how it can be managed. This is because countries around the world are becoming more diverse due to having to employ and manage workforces with different cultural, educational, socio-economic backgrounds, ages, gender, among others (Terrie *et al.*, 2013). This increase in diversity has led to an increase in creativity, innovation, and improved problem solving, which in turn boost the effectiveness of the organisation (Konrad, 2003). According to Jayne & Dipboye (2004), organisations that manage diversity among their employees effectively may have increased market share over their counterparts who do not manage their diverse workforces well.

Hence, since the primary purpose of businesses is to make profits which may increase with effective management of diversity of culture among employees, authors over the years have

undertaken some studies to identify elements of cultural diversity among employees some of which are as follows.

Age has been identified as one of the major elements of diversity of culture in organisations; younger employees are enthusiastic to discover and learn new things and accept innovative ways of working. Older employees also have more work experiences due to long terms of service on the job. According to Jayne & Dipboye (2004), combining older and younger employees to work in organisations can enhance their productivity as both parties can blend their ideas and work experiences to improve work processes. Other authors (Backes-Gellner & Veen, 2009) were however of the view that, age differences have negative effect on organisational performance since the younger generation may not readily accept the views of the older generation as they may deem them to be archaic and would not be suitable in the modern time. The older generation may also consider the views of the younger generation to be unrealistic because they have not been put to use in any situation. Such differences may hinder performance both at the individual and group level in organisations. This may have negative effects on performance.

Another identified element of diversity in culture is national origin. Cultures as indicated by Joshi & Jackson (2004) exist between people who originate from the same geographical area. Every tribal group or nationality shares culture through words, symbols and even in certain way of thinking. In an ethnically diverse workplace, it is suggested that different styles of problem-solving, resource allocation and product creation exist. This means that diversity of culture in the workplace can have a positive manipulate on your company's advance and productivity.

Problems of cultural diversity may however crop up when people do not have the same lines of thought with regards to work processes and policies in organisations. This may affect the general performance of the organisation as employees may have differences about how work processes are to be carried out.

Similarly, an employee's personal religious beliefs, or absence of beliefs affects their feelings on ethics, decision-making and even interactions with other people in organisations (Terrie *et al.*, 2013). Some religions encourage ways of thinking that hardly affects personal communications and interactions while others specifically state how to treat others. This in most instances serves as a source of moral codes for people which are exhibited in their workplaces. In the work environment, employees with similar religious beliefs may be comfortable working together on projects as they may have similar ideologies about how to go about the work to be done. On the other hand, people with different religious backgrounds may find it difficult working together especially in situations where the work to be done depends on their personal judgements which may be influenced by their religious beliefs. This makes religion a sensitive topic in diverse organisations. Thus, religious discussions are not encouraged in most organisations as it may result in decreased performance due to varying religious views among employees.

According to Pitts (2005), it is appropriate to take a critical look at how employees communicate with each other in organisations as ethnic diversity increases. Opstal (2009) on the advantages of ethnic diversity states that, ethnic diversity in organisations may lead to continuous creativity and invention, a greater pool of assets such as abilities, knowledge

and social networks which when managed effectively may enhance performance among employees and the organisation at large.

Some disadvantages of ethnic diversity on the other hand may include problems of communication and conflicts among employees. This is because every ethnic group has its way of communication which may not be accepted by others. Hence, there may be communication problems among employees with diverse ethnic backgrounds which may translate into conflicts when it is not resolved appropriately. Organisations must therefore put measures in place to promote the positive aspects of ethnic diversity while reducing its negative aspects.

Among other identified elements of workplace diversity is educational background as it possess important capability, talents and knowledge. Decisions made on some specific issues in organisations by leaders and employees may determine their levels of education and areas of specialization (Holland, 1990). Such decisions may have mixed effects on organisational performance. For example it would be wrong to ask a manager with a major in human resources to make major decisions in procurement. A study by of Knight *et al.* (1999) found that the diversity in educational background produces negative impact on decision making of top managers in organisations. It may therefore be suggested that organisations must try to harness the skill level of employees' differences in educational background at different levels to enable them work towards achieving desired performance levels in the organisation.

In addition to the above mentioned elements, Dashane & Eshegbe (2015) were of the view that, there are several diversity variables that influence performance in organisations. They mentioned such variables to include gender, age, ethnicity and educational background.

Mallikarjunan (2007) in an agreement with the above added that every individual is different, having their own perception, attitude and thoughts and for that matter specific skills are needed to manage these different individuals because of the complexities involved in managing them.

Employees in organisations have different backgrounds in education, religion, and social classes, among others which may cause them to bond or disagree regularly on matters. As opined by Saxena (2014), people are different in not only gender, culture, race, social, and psychological characteristics but also in their perspectives and prejudices. This diversity when managed effectively can help businesses improve their performances. Organisations must therefore learn to observe their employees actions, respect their various elements of diversity, and find inventive ways to merge each person's unique qualities for the benefit of the company and its employees.

2.4 The Effect of Cultural Diversity on the Communication Process in Organisations

Communication is different among people of different cultures. These differences in communication may be in terms of language usage, verbal style, and nonverbal communication. For example two people may speak the same language but may do so quite differently. Communication has been defined as the ability to share ideas and feelings on the basis of all human contact, while culture is learned, acted out, transmitted, and preserved through communication (Nodoushan, 2006).

In organisations, there are many cultural disparities that affect communication. One way is to consider context. High-context cultures are those that rely fewer on verbal communication and more on nonverbal communication, actions and settings to find meaning. High context implies that a lot of unspoken information is implicitly transferred

during communication. People in a high context culture such as Saudi Arabia tend to place a larger importance on long-term relationships and loyalty and have fewer rules and structures implemented (Brislin, 1993).

Low-context cultures place a great deal of emphasis on verbal communication and do not give as much attention to other contextual clues. Low context implies that a lot of information is exchanged explicitly through the message itself and rarely is anything implicit or hidden (Abbasi & Holman, 1993). People in low context cultures such as the UK tend to have short-term relationships, follow rules and standards closely and are generally very task-oriented.

The roles and positions, personal space and body words are another means through which cultural diversity can affect communication in organisation. The roles and status of men and women, for instance, can affect how a male employee relates to a female supervisor or how comfortable a female worker feels when addressed by a male manager. In some culture, women do not hold higher positions in the society and the existence of these values can have effect on the communication process leading to poor or positive performance in organisations.

Poor communication practices generate personal conflicts, overlook deadlines, mistaken goal assumptions, and contribute to employee labour turnover. Real effective communication according to Samovar & Porter (1991) establishes trust and rapport, and helps employees to act on risks and opportunities, and promotes productivity and alignment. Also, language hindrances may cause messages to be easily misunderstood. For example employees may pretend to understand an instruction but they actually do not; this

may be done to prevent embarrassment. By so doing, their output may fall below set standards.

Thus, given that there are different styles of communication being used in organisations, businesses have to be sensitive to these differences and do not hold fault to those who find it hard to conform to their way of thinking. This further shows that, the cultural differences among employees affect their modes of communication with each other. It could also be possible that people who speak the same language with regard to the same cultural background may form smaller groups in the organisation. If this so happens, it can negatively affect communication process, leading to poor performance.

2.5 The Effects of Cultural Diversity on Organisational Performance

Managing cultural diversity may give companies a competitive advantage which is part of strategy that gives an organisation a distinguishing competence over their competitors. This competence and advantage stem from the process in which the management of cultural diversity positively affects organisational behaviour which will in-turn translate to increased performance (Kreitner & Kinichi, 2004).

According to Unyimadu (2006), when diversity of culture among employees are effectively managed, it may help reduce cost incurred in training new recruits. If on the other hand there is high labour turnover in an organisation due to increased conflicts based upon cultural differences among employees, the cost of training new recruits will be high. This is because when employees continue to have increased differences about work processes, conflicts may arise and may cause some to quit the job. Hence, effective management of diversity may reduce turnover intentions among employees as well as the cost of recruiting and training new employees. Among other benefits, effective management of diversity

among employees has positive effects on market share, sales and profits (Kreitner & Kinichi, 2004). Researchers such as Schultz *et al.*, (2003) have revealed that work force diversity promotes creativity, innovative problem solving and productivity. This may occur through employees sharing diverse ideas and perspectives.

Kanter (2006) in her study also found that, innovative companies use diverse teams to solve problems by employing more women and people of colour than less innovative companies. This is because diverse groups have a broad base of experience and perspectives. Similarly, effective education whether full or part time enhances exposure, training and development. This according to Bransford *et al.* (2000) would promote understanding towards the realization of overall goals through performance. Diverse workforce in the views of Okoro & Washinton (2012) promotes a high level of organisational performance for human and intellectual capital and provides business organisations a competitive advantage in their expanded markets.

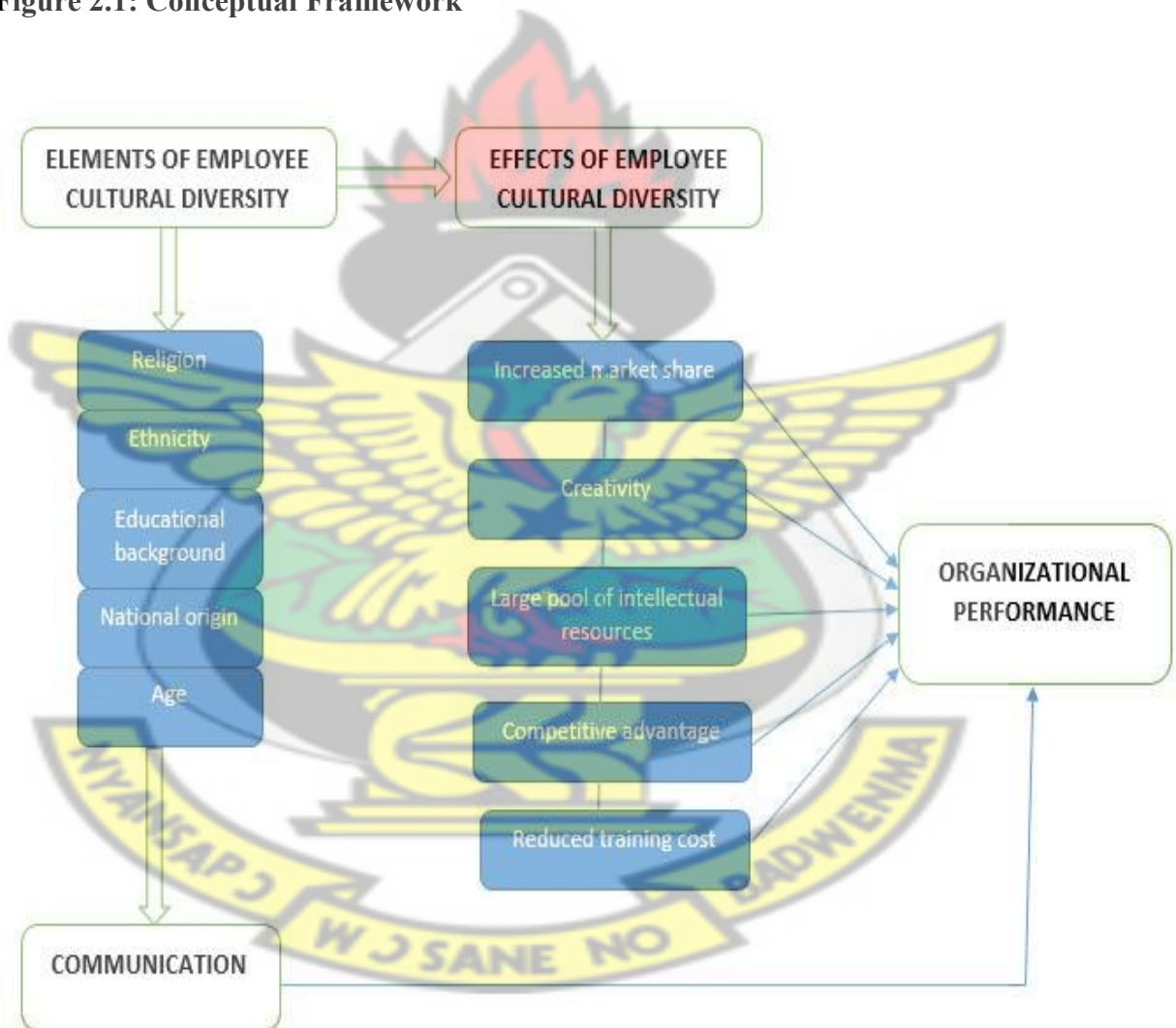
Diversity scholars (Richard & Shelor, 2002; Gelner & Veen, 2013) argued that age-diverse workforces display a host of different knowledge, values, and preferences. Thus as a team, an age-diverse workforce have a big pool of knowledge and problem solving skills which may lead to improved firm performance. Researchers in other fields like medicine, psychology and economics also indicated that employees of different age groups differ in skills, attitudes and abilities which have different effects on productivity (Gelner & Veen, 2013). They again advocate that young employees are deemed to be more flexible or negotiable and can portray an attitude of more change readiness as opposed to older employees. Old employees on the other hand can also be considered as reservoirs or pool of knowledge carrying the institutional memory of an organisation thus enabling effective

shift of skills. Similarly, Dimovski & Brooks (2006) reported that high levels of gender diversity are sources of competitive advantage. This implies that a well-balanced gender composition of employees may help create collaboration between employees leading to positive organisational outcomes. Nkomo & Cox (1993) also found gender diversity to be associated with resources that can provide a firm with a sustained competitive advantage. These resources according to them include market insight, creativity, innovation and improved problem solving capabilities (Nkomo & Cox, 1993). Hence, a mixture of diverse intellectual abilities in a gender different team may enhance overall team cohesion, creativity, and innovation leading to improve the performance of organisations.

Despite these positive outcomes, Richard (2000) in his study found no direct relationship between diversity and performance. In his view, organisational performance will increase when its strategy is focused on growth. Also, Dike (2013) was of the view that, inadequate mentoring and guidance in issues of diversity could cause a company low productivity. Workplace diversity can also generate conflicts between employees. This conflict occurs due to differences of perception, ideas, behaviours, interest, attitudes, religious and political differences and unjustified distribution of resources, (Elsaid, 2012). For this cause organisations must make regular improvements in ways of managing a diverse workforce as the business environment keeps changing. Hence, organisations in the current business environment will only be successful to the extent to which they are able to embrace and encourage workforce diversity (Gupta, 2013).

2.6 Conceptual Framework

Figure 2.1: Conceptual Framework



Source: Self Developed

Due to globalization, many organisations are changing the structures of their organizations to accommodate their increasing diverse workforce. This is because elements of employee cultural activity such as age, national origin, educational background, ethnicity, and religion have been found to affect business performance in several ways. For example a diversified workforce gives businesses competitive advantage over their competitors. This is because they have a large pool of intellectual resources available who work together to achieve set organisational goals.

Also, organisations stand to increase their market share when their workforce is diversified. For instance an organisation will be able to meet the preferences of both male and female customers of different ages and cultures when it has a workforce that is diverse in age, cultural background, and socio-economic classes. Diversity in the workplace also reduces turnover intentions among employees which may in-turn reduce recruitment and training cost.

Thus, in the modern business environment, for a business to succeed, managers and employees must embrace diversity. This will enable them meet the needs of people for various products and services, thereby increasing general organisational performance.

To conclude, the main aim of chapter two of this research work was to review related literature on the topic under study. The variables of the study were defined first after which some related theories were also discussed. The literatures reviewed under the chapter include definitions of employees' cultural diversity and organizational performance. Theories of cultural diversity and performance (Strategic choice theory and Expectancy theory) were also discussed. In addition, elements of employees' cultural diversity in

organizations such as age, ethnicity, religion, nationality, cultural background, differentiation in school attended, sex, among others were also discussed. Also, the effect of cultural diversity on communication process in organisations as well as the effects of cultural diversity on organizational performance and the conceptual framework of the research were also discussed in this chapter.



CHAPTER THREE

METHODOLOGY

3.0 Introduction

The main objective of this chapter is to explain the methodology or procedure used in this study. The chapter consists of the following: study area, the sources of data for the study, sampling methods, sample size, study population, data analysis and measurement of the study.

3.1 Study Area

The study area of this research covered the staff of Electoral Commission (EC) – Head Quarters and Volta Region. The Head Quarters of Electoral Commission – Ghana is located in the Greater Accra Region of Ghana. It is the central point of the Commission that coordinates the activities of all the ten (10) regional and the Two Hundred and Sixteen (216) district offices of the Electoral Commission in Ghana. Volta Region on the other hand is one (1) of the ten (10) regions of the Republic of Ghana. It has twenty five (25) districts. The region shares boundaries with Greater Accra Region, Northern Region, Eastern Region, the Republic of Togo and the Atlantic Ocean.

The Electoral Commission of Ghana is an institution established by the 1992 Constitution (Article 43, 44, and 45) of Ghana headed by a Chairman, with two Deputy Chairmen, and four other members appointed by the President of the Republic of Ghana in accordance with Article 70 of the Constitution. The Commission is mandated by law to appoint officers and other employees as it may require for the effective execution of its functions. The appointment of officers and other employees of the Commission shall be made by the

Commission acting in consultation with the Public Services Commission, (Ghana's Constitution, 1992).

The Commission is also mandated by law to have a representation in every Region and District of Ghana. The Regional and District representatives of the Commission shall perform functions as assigned to them by the commission.

The functions of the Electoral Commission are:

- To compile the register of voters and revise it at such periods as may be determined by Law;

- To demarcate the electoral boundaries for both national and local government elections;

- To conduct and supervise all public elections and referenda;

- To educate the people on the electoral process and its purpose;

- To undertake programmes for the expansion of voters registration;

- To store properly election materials; and

- To perform such other functions as may be prescribed by law.

Except as provided in the 1992 Constitution of Ghana, Article 46 or in any other law not inconsistent with the Constitution, in the performance of its functions, the Electoral Commission shall not be subject to the direction or control of any person or authority (1992 Constitution, Article 43, 44, and 45).

The study focused on elements of employees' cultural diversity such as communication styles, cultural background, age discrimination, gender differentiation, national origin, religion differences, ethnic diversity, socio-economic classes, and differentiation in

educational background within the organisation that may affect the performance of the organisation.

3.2 Research Design

Since the study seeks to examine how the independent variable (employees' cultural diversity) affects the dependent variable (organisational performance), the research design that was employed is a case study. This research design (case study) design was used because it helps researchers to obtain in-depth analysis, knowledge and information from multiple sources on the variables under study. Also, it assists researchers to systematically organise the data obtained from the field to represent the original purpose of the study.

3.3 Research Population

The total study population of this research work is made up of the staff members of Electoral Commission Head Quarters, and Volta Region. Electoral Commission Head Quarters is made up of seven departments. These departments are Human Resources and Corporate Services, Transport, Information Technology, Procurement, Elections, Research and Monitoring, and Accounts. The headquarters of the Electoral Commission has the total staff strength of fifty (50). Volta Region on the other hand is also made of One (1) Regional office with total staff number of Twenty Two (22) and other Twenty Five (25) District offices also with staff strength of Sixty-one (61). In all, the Electoral Commission of Ghana -Volta Region has the total staff strength of Eighty Three (83) as showed in the table below. The total Population of this Study is therefore one hundred and thirty three (133) and is heterogeneous in composition which includes both junior and senior members of staff.

The table below shows the breakdown of the Staff of Electoral Commission of Ghana.

Table 3.3.1 Population of E.C – Volta Region offices

S/NO.	NAME OF DISTRICT	STAFF SIZE	% OF TOTAL SIZE
1.	REGIONAL OFFICE	22	27%
2.	KETA	3	3.6%
3.	KETU SOUTH	3	3.6%
4.	KETU NORTH	2	2.4%
5.	AKATSI SOUTH	4	4.8%
6.	AKATSI NORTH	3	3.6%
7.	SOUTH TONGU	1	1.2%
8.	CENTRAL TONGU	3	3.6%
9.	NORTH TONGU	1	1.2%
10.	ADAKLU	1	1.2%
11.	AGOTIME – ZIOPE	3	3.6%
12.	HO MUNICIPAL	3	3.6%
13.	HO WEST	1	1.2%
14.	SOUTH DAYI	3	3.6%
15.	KPANDO	3	3.6%
16.	NORTH DAYI	1	1.2%
17.	HOHOE MUNICIPAL	2	2.4%
18.	AFADJATO SOUTH	1	1.2%
19.	JASIKAN	2	2.4%
20.	BLAKOYE	4	4.8%
21.	KADJEBI	4	4.8%
22.	KRACHI EAST	3	3.6%
23.	KRACHI WEST	3	3.6%
24.	KRACHI NCHUMURU	1	1.2%

25.	NKWANTA SOUTH	3	3.6%
26.	NKWANTA NORTH	3	3.6%
TOTAL		83	100%

Source: H.R. records, E.C (2018)

3.4 Sample Size and Sampling Techniques

Owning to the limited academic timetable of the Kwame Nkrumah University of Science and Technology (KNUST) and widespread of district offices of the Commission in the Volta Region, it was impossible for the researcher to carry out the study using the total study population. Therefore, for efficient coverage and minimization of cost, convenience sampling technique was used to select twenty (20) respondents (ten (10) senior staff and (10) junior staff) from the Head Quarters of the Electoral Commission. Convenience sampling (a non-probability sampling) technique was used because of its expedient accessibility and propinquity to the researcher. The Volta Region on the other hand was also stratified into two strata (Volta North and South) base on their geographical location. From each stratum, seven districts including the Regional Office were randomly selected. According to Rubin, (2005), respondents or participants have to be experience and knowledgeable in the theme of the study, and must be able to offer a variety of perspectives. For this reason, the names of staff in the selected districts were stratified into two sections; senior electoral administrators and junior electoral administrators. Eleven (11) respondents were selected from senior electoral administrators' stratum through simple random sampling technique while nineteen (19) staff was selected from the junior electoral administrators using same technique. In all Forty (50) employees constituted the sample size for this research work, and are representative of the total population.

3.5 Types of Data

This research work used two main kinds of data, that is, data from the field and derived data from other sources. The primary data used in this research work is questionnaire which was used to collect data from the employees of Electoral Commission-Ghana, the respondents in this research work. Also, the secondary data used in the research were obtained from books, journals and various relevant articles written by other researchers in the field of cultural diversity and performance to help reviewed the literature of the research work.

3.6 Data Collection Tool/Instruments

The research instrument for this study was questionnaire. The questionnaire had thirty-four (34) questions organized into four (4) constructs (demographic, and the three objectives of this study). Under the demographic, there were six questions and other twenty-eight (28) questions relating to all the three objectives.

The questions in the questionnaire were in two groups; open-ended and close-ended. Open-ended questions permit participants or respondents to state their views on the questions being asked while the close-ended questions have possible answers for the participants to choose their preferred answers from. Respondents were requested to rate the extent of agreement or disagreement with statements cast for both employees' cultural diversity and organisational performance of Electoral Commission using the Likert scale with a range of

1 to 5. 1 representing 'strongly disagree, 2 disagree, 3 neither agree nor disagree, 4 agree, and 5 'strongly agree. In addition, secondary data from journals, textbooks, surveys, newspapers, and periodical reports were also used.

3.7 Data Collection Procedure

The researcher personally visited the Head Quarters of the Electoral Commission and obtained permission from the Human Resource Director to administer questionnaires to the participants. Also, the Volta Regional office of the Electoral Commission was visited by researcher to sort permission from the Regional Director to distribute the questionnaires to the selected participants at the regional office. In addition, questionnaires were sent to the other participants in the selected districts of the Volta Region through email. After the number of days given to participant to fill the questionnaires, the researcher went back to the Head Quarters and Regional Office to collect the questionnaire while the participants in the districts returned theirs through electronic mail. Participants were informed that the answering of the questions was not compulsory.

3.8 Data Analysis

In order for the researcher to ascertain whether the employees' culture diversity in the Electoral Commission has effect on the performance of the organisation, data collected from the (employees' cultural diversity section, A – D item 1-34) questionnaire were analysed, summarized, and interpreted with the help of Statistical Package for Social Sciences (SPSS), Version 20. Employee Self-rated performance index (Tierney & Farmer, 2004) and Supervisor-rated performance index were the measures of organisational performance used in this study (Scott & Bruce (1994). By this, the respondents were made to respond to items on the cultural diversity section B – D (items numbered 7-34 on the questionnaire in Appendix B) of the questionnaire in order to measure their performance potential.

Consistent with previous research (Madjar et al., 2002), the researcher then used supervisory ratings to assess organisational performance in order to avoid subjective biases, this adaptation is consistent with the recommendation by Farh, Cannella, and Lee (2006) on developing valid instruments for research. The relationship between employees' cultural diversity and organisational performance was assessed using the Pearson's Correlation. Descriptive simple percentage tables were used to present the responses of the respondents pictorially.

Also, the open-ended questions were verbatim analysed with reference to the answers provided by the respondents. That is, if two or more respondents give similar answers, the answers were put together and covered as such. In addition, answers given individually were analysed as such.

In conclusion, the chapter three of this research work discussed into detail the methodology or procedure used in the study. The methodology included study area, research population, sample size and sampling techniques, types of data, data collection tool or instrument and data analysis of the study.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.0 Introduction

This study was to analyse the effects of employees' cultural diversity on organisational performance. Data was collected by the use of structured questionnaires. This chapter of the research work presents the results of the responses received.

4.1: Demographic Information of Respondents

Questions 1, 2, 3, 4, 5, and 6 in section A of the questionnaire collected the demographic information of respondents. The responses received are presented below in Tables 4.1 to 4.6.

Table 4.1: Results of Gender of Respondents

Gender	Frequency	Percent
Male	37	74
Female	13	26

Source: Field Data, 2018.

The table above represents the results on the gender of respondents. According to the results, 37 respondents representing 74% were males with 13 representing 26% were females.

Table 4.2: Results of Age of Respondents

Age	Frequency	Percent
18-24 years	3	6
25-34 years	9	18
35-44 years	17	34
45 years and above	21	42

Source: Field Data, 2018.

Concerning the ages of respondents, 3 (6%) were between 18-24 years, 9 (18%) were between 25-34 years, 17 (34%) were between 35-44 years, and 21 (42%) were 45 years old and above.

Table 4.3: Results of Educational Qualification of Respondents

Educational Qualification	Frequency	Percent
Secondary	5	10
Undergraduate	16	32
Postgraduate	27	54
Others	2	4

Source: Field Data, 2018.

Respondents had different educational background as indicated above in Table 4.3. From the table, 27 representing 54% of respondents are postgraduate certificate holders, 16 respondents representing 32% had undergraduate certificate, 5 persons representing 10% were secondary school graduates, and 2 respondents representing 4% had other qualifications. The variances in the educational qualification of respondents, gives a fair view of how one's culture is influenced, due to the exposure he/she experiences while seeking higher knowledge. Meeting diverse people from diverse places as one advances through school changes perceptions about other cultures and how to deal with people from different cultural backgrounds.

Table 4.4: Results of Number of Years Respondents had worked with the Organisation

Number of Years	Frequency	Percent
1-5 years	5	10
6-10 years	12	24
11 years and above	33	66

Source: Field Data, 2018.

With regards to the number of years respondents have been working in the organisation; majority of respondents (33 representing 66%) have been with the organisation for 11 years or more. 12 (24%) had been with the organisation for 6–12 years, while 5 (10%) have been there for 1-5 years.

Table 4.5: Results of Departments in which Respondents Work

Department	Frequency	Percent
Accounts	10	20
Human resource	3	6
Administration	14	28
Stores	3	6
Others	20	40

Source: Field Data, 2018.

Furthermore, Respondents were asked to show the various departments where they work in the organisation. Per the responses, 10 (20%) work with the accounts department, 3 (6%) with the human resource department, 14 (28%) works with administration, 3 (6%) work with stores, and 20 (40%) work with other departments within the organisation.

Table 4.6: Results of Rank of Respondents

Rank	Frequency	Percent
Senior staff	21	42
Junior staff	29	58

Source: Field Data, 2018.

Presented above in Table 4.6 are results on the rank of respondents. From the results, 21 (42%) were senior staff and 29 (58%) were junior staff.

4.2: Elements of Employee Cultural Diversity in Organisations

Responses to the Section B questions in the questionnaire were related to the various elements of employee cultural diversity available in the organisation. The responses obtained are presented in Table 4.7 below.

Table 4.7: Results of Elements of Employee Cultural Diversity in Organisations

Elements	Yes	No	Neither Yes nor No
Cultural background	15 (30%)	27 (54%)	8 (16%)
Age discrimination	9 (18%)	33 (66%)	8 (16%)
Gender differentiation	9 (18%)	36 (72%)	5 (10%)
National origin	22 (44%)	18 (36%)	10 (20%)
Religion differentiation	7 (14%)	40 (80%)	3 (6%)
Ethnic diversity	22 (44%)	25 (50%)	3 (6%)
Socio-economic classes	14 (28%)	33 (66%)	3 (6%)
Communication styles	18 (36%)	20 (40%)	12 (24%)
Differentiation in schools attended	8 (16%)	36 (72%)	6 (12%)

Source: Field Data, 2018.

Table 4.7: Results of Elements of Employee Cultural Diversity in Organisations

Elements	Yes	No	Neither Yes nor No
Cultural background	15 (30%)	27 (54%)	8 (16%)
Age discrimination	9 (18%)	33 (66%)	8 (16%)
Gender differentiation	9 (18%)	36 (72%)	5 (10%)
National origin	22 (44%)	18 (36%)	10 (20%)
Religion differentiation	7 (14%)	40 (80%)	3 (6%)
Ethnic diversity	22 (44%)	25 (50%)	3 (6%)
Socio-economic classes	14 (28%)	33 (66%)	3 (6%)
Communication styles	18 (36%)	20 (40%)	12 (24%)
Differentiation in schools attended	8 (16%)	36 (72%)	6 (12%)

Source: Field Data, 2018.

Presented in Table 4.7 are the results on elements of cultural diversity available in the organisation. From the responses, 27 (54%) agreed with cultural background being an element of cultural diversity, 15 (30%) disagreed, and 8 (16%) neither agreed nor disagreed

with cultural background not being an element of cultural diversity in the Electoral Commission. This result implies that, employees are aware of the diversities in their various cultural backgrounds and for that matter they exhibit it in the organisation.

With age discrimination being an element of employee cultural diversity, 33 (66%) agreed, 9 (18%) disagreed, and 8 (16%) neither agreed nor disagreed. This view expressed by respondents is consistent with that of Jayne & Dipboye (2004) who stated that, older and younger employees working together in an organisation can blend their ideas and work experiences to enhance productivity. However, Backes-Gellner & Veen (2009) were of the view that, age differences may have negative effects on productivity when younger and older employees are not able to accept each other's view in relation to work processes. This shows that, age differences affects the various duties and responsibilities of employees in organisation which when effectively managed may enhance productivity.

On gender differentiation, 9 (18%) respondents agreed with it being an element of cultural diversity, 36 (72%) disagreed, and 5 (10%) neither agreed nor disagreed. This result is in agreement with the findings of Dashane & Eshegbe (2015) who mentioned gender differentiation as a diversity variable that influence performance in organisations. This is an indication that, organisation may use differences in gender of employees to their advantage when such differences are well managed organizational performance will improve.

With regards to differentiation in schools attended, 36 (72%) agreed, 8 (16%) disagreed, and 6 (12%) were neutral. This finding is in agreement with that of Holland (1990). In his view, educational background as an element of cultural diversity is very necessary as it possess important capability, talents and knowledge. To buttress the view of Holland

(1990), Knight *et al.* (1999) based on their study results stated that organisations must try to harness the skill level of employees' differences in educational background at different levels to enable them work towards achieving desired performance levels in the organisation.

Also, 22 (44%) respondents agreed with national origin being an element of cultural diversity, 18 (36%) disagreed, and 10 (20%) neither agreed nor disagreed. Hence, employees from the same country may easily bond and relate well with each other than with those from other countries.

In addition, concerning religious differentiation 40 (80%) agreed, 7 (14%) disagreed, and 3 (6%) neither agreed nor disagreed. This result agrees with that of Terrie *et al.* (2013) who opined an employee's personal religious beliefs, or absence of beliefs affects their feelings on ethics, decision-making and even interactions with other people in organisations. Religion may also affect the moral codes, modes of communication and social relations among employees. Hence, what may seem morally right in one religion may be frowned upon by another. Religious difference when ineffectively managed may end up leading to conflicts which may have negative impacts on performance in organisations.

Similarly, with regards to ethnic diversity, 25 (50%) respondents agreed, 22 (44%) respondents disagreed, and 3 (6%) respondents were neutral. This finding is in tandem with that of Opstal (2009) who suggested that ethnic diversity may lead to continuous creativity and invention, a greater pool of assets such as abilities, knowledge and social networks in organisations. Negative aspects of ethnic diversity may come up at certain points for example when employees are not able to effectively communicate with each other in the organisation due to ethnic diversity. This shows that, measures must be put in place by

organisations to promote the positive aspects of ethnic diversity while reducing its negative effects.

Further, 33 respondents representing 66% agreed with socio-economic classes being an element of employee cultural diversity in the organisation, 14 representing 28% disagreed and 3 representing 6% neither agreed nor disagreed. From this result, it may be concluded that, employees who deem themselves to belong to similar socio-economic classes may differentiate themselves from others from different socio-economic background. Such instances when not managed effectively may cause discriminations among employees since they may prefer to work with people from their socio-economic classes which may negatively affect social relations and general performance in the organisation.

Also, with communication styles being an element of cultural diversity, 20 (40%) respondents agreed, 18 (36%) disagreed, and 12 (24%) were neutral.

Based on the information presented above, it may be confirmed that, generally, employees are aware of the various elements of diversity available in the organisation. This in one way or the other may affect their relations and general performance depending on how issues of diversity are being managed in the organisation.

4.3: The Effects of Cultural Diversity on the Communication Process

Respondents' reaction to question 16-25 in section C of the questionnaire are based on the effects of cultural diversity on the communication process in the Electoral Commission.

The responses given by the respondents are presented in Table 4.8.

Table 4.8: Results of the Effects of Cultural Diversity on the Communication Process

Statements	Disagree	Neither Disagree nor Agree	Agree	χ^2 (df 2)
Cultural diversity encourages the use of both verbal and non-verbal communications in organisations	22 (44%)	8 (16%)	20 (40%)	6.880
Cultural diversity affects how male and female employees relate with each other in electoral commission	28 (56%)	6 (12%)	16 (32%)	14.560
Conflicts easily arise in the organisation with diverse workforce due to miscommunication	32 (64%)	1 (2%)	17 (34%)	28.840
Conflicts are easily resolved among employees from the same cultural background in your organisation	17 (34%)	10 (20%)	23 (46%)	22.000
In your organisation employees with different cultural background have difficulties in effectively communicating ideas among themselves	37 (54%)	5 (10%)	8 (16%)	37.480
Language barrier due to cultural diversity affects social relations among employees	27 (54%)	4 (8%)	19 (38%)	16.360
Productivity decreases in your organisation because employees are not able to effectively communicate with each other as a result of cultural diversity	34 (68%)	7 (14%)	9 (18%)	27.160

Organisations with a diverse workforce have advantage of communicating and meeting the needs of customers from different cultural backgrounds	10 (20%)	6 (12%)	34 (68%)	27.520
There are different smaller groups formed in your organisation based on cultural difference which negatively affect communication process	25 (50%)	9 (18%)	16 (32%)	7.720
It is easier to relate with someone from the same cultural background	11 (22%)	6 (12%)	33 (66%)	24.760

Source: Field Data, 2018.

p<0.05

A chi square analysis was used to analysed data collected based on this objective. All respondents were expected to respond equally to the responses (strongly disagree, disagree, neither agree nor disagree, agree, strongly agree). The observed frequencies were however significantly different from the expected frequencies.

For instance to the statement cultural diversity encourages the use of both verbal and non-verbal communications in the organisation 22 (44%) disagreed, 8 (16%) neither agreed nor disagreed, and 20 (40%) agreed. This result is statistically significant ($\chi^2 = 6.880$ p < 0.032). This shows that, employees do agree that both verbal and non-verbal communications are affected by cultural diversity in the organisation. This is because people from different cultural background have different ways of communicating with each other. Hence, people with the same cultural background may understand each other better than others with different cultures irrespective of their mode of communication.

With regards to cultural diversity affecting how male and female employees relate with each other in electoral commission, 28 (56%) disagreed, 6 (12%) neither agreed nor

disagreed, and 16 (32%) agreed. This result was also statistically significant ($\chi^2 = 14.560$ $p < 0.001$). In the organisation, the way and manner in which female employees relate with each other differs from how they relate with their male counterparts. For example female employees may easily establish social relations with each other than their male colleagues.

To the statement conflicts easily arise in the organisation with diverse workforce due to miscommunication, 32 (64%) respondents disagreed, 1 (2%) respondent neither agreed nor disagreed, and 17 (34%) agreed. This result was equally statistically significant ($\chi^2 = 28.840$ $p < 0.000$). The above result implies that majority of respondents do not attribute organisational conflicts to occur due to miscommunication as a result of cultural diversity. This may be because the organisation has an effective communication medium where employees are able to effectively communicate with each other.

Further, to the statement conflicts are easily resolved among employees from the same cultural background in your organisation, 17 (34%) disagreed, 10 (20%) neither agreed nor disagreed, and 23 (46%) agreed. The above result was statistically significant ($\chi^2 = 22.000$ $p < 0.000$). From the result, it may be said that, employees may easily resolve conflicts with their co-workers with similar cultural backgrounds. This is because they may see each other as family, especially when they happen to be working in communities where there are people from different cultural backgrounds. Such situations may cause employees to form a pact as a means of taking care of each other away from home, hence easy conflict resolution among them.

According to the views of respondents, in their organisation employees with different cultural background have difficulties in effectively communicating ideas among themselves. With this statement, 37 (54%) disagreed, 5 (10%) neither agreed nor disagreed,

and 8 (16%) agreed. This result was also statistically significant ($\chi^2 = 37.480$ $p < 0.000$). This view expressed by respondents may further be attributed to the effective communication processes available in the organisation.

With regard to the statement language barrier due to cultural diversity affects social relations among employees, 27 (54%) respondents disagreed, 4 (8%) respondents neither agreed nor disagreed, and 19 (38%) agreed. This result was statistically significant ($\chi^2 = 16.360$ $p < 0.000$). It is evident from the result presented above that, employees are able to socialise freely with each other irrespective of their cultural backgrounds.

Another statement was on productivity decreasing in the organisation because employees are not able to effectively communicate with each other as a result of cultural diversity. To this statement, 34 (68%) respondents disagreed, 7 (14%) respondents neither agreed nor disagreed, and 9 (18%) agreed. This statement was statistically significant ($\chi^2 = 27.160$ $p < 0.000$). Responses received based on this statement show that, employees in the organisation are able to help each other in executing their duties and responsibilities, thereby increasing productivity. This may be because they are able to communicate effectively with each other irrespective of their different cultural background.

Also, to the statement, organisations with a diverse workforce have advantage of communicating and meeting the needs of customers from different cultural backgrounds, 10 (20%) respondents disagreed, 6 (12%) respondents neither agreed nor disagreed, and 34 (68%) agreed. This result was statistically significant ($\chi^2 = 27.520$ $p < 0.000$). It may be concluded from this statement that, when organisations have diverse workforce, it may help

them meet the needs of customers from different cultural backgrounds. This is because they have employees who would be able to understand different languages of customers with different cultural background, thereby satisfactorily meeting their needs.

The results additionally revealed that, in relation to the statement there are smaller groups formed in your organization based on cultural differences which negatively affect communication process, 25 representing 50% respondents disagreed with the statement, 9 representing 18% respondents neither agreed nor disagreed, and 33 representing 66% respondents agreed. This result is statistically significant ($\chi^2 = 7.720$ $p < 0.021$). This means that, employees with similar cultural backgrounds may form groups in the Commission as a way of establishing long-term relationships with each other. Forming such groups may cause no harm to the organization from the onset. However, in situations where there are inter-group conflicts, it may affect work and communication processes as well as general performance in the organization negatively.

Finally on the effects of cultural diversity on the communication process, 11 (22%) of respondents disagreed that, it is easier to relate with someone from the same cultural background, 6 (12%) respondents neither agreed nor disagreed, and 33 (66%) respondents agreed. This result was also statistically significant ($\chi^2 = 24.760$ $p < 0.000$). The above result may count as a contributing factor to employees forming smaller groups in organizations based on their cultural differences. This may enable them to communicate effectively with each other.

As presented in the results above, the communication process in organisations is affected by cultural diversity. Ineffective management may lead to conflicts and decreased

productivity and vice versa.4.4: The Effects of Cultural Diversity on Organisational Performance

In section D of the questionnaire, question 26 to 33 asked respondents to express their views on statements concerning the effects of cultural diversity on organisational performance. The results are presented in Table 4.9.

Table 4.9: Results of the Effects of Cultural Diversity on Organisational Performance.

Statements	1	2	3	4	5	6	7	8	p-value
In my organisation, cultural diversity has created competitive advantage over others with similar characteristics	1								
Effective management of cultural diversity reduces turnover intentions among employees in your organisation	.371*	1							0.025
Cultural diversity having been managed effectively brought about positive effects on market share	.086	.466*	1						0.001
Workforce diversity promotes creativity among employees in the organisation	.041	.393*	.368	1					0.005
Diverse workgroups promote high levels of organisational performance	.218	.170	.199	.535*	1				0.000
The organisation is performing well in all regions because of employees coming from different cultural background	.021	.126	.094	.172	.496*	1			0.000
Teams with diverse workforce in this organisation have a larger pool of knowledge and problem solving skills	.071	.341*	.569	.674	.500	.418	1		0.015
Well-balanced gender composition of employees leads to positive organisational outcomes in your	.108	.325*	.554	.564	.363	.341*	.825	1	0.021

organisation									
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Source: Field Data, 2018.

Universal P-value = 0.05%

In Table 4.9 as shown above are results using Spearman correlation analysis to illustrate the effects of cultural diversity on organisational performance. From the above Table, a statistically significant relationship at a significance level of 0.05% was found between all the variables under the objective. These statistically significant relations are flagged (*). All the relations are also positive. This means that, an increase in one variable may lead to an increase in another. From the data analysed above, cultural diversity was found to have created competitive advantage over others with similar characteristics ($r = 0.371$, $p < 0.025$). This finding agrees with that of Kreitner & Kinichi (2004) who posit that, managing cultural diversity effectively may give companies a competitive advantage over their competitors. This may enhance general performance in the organisation since employees in the organisation has large pool of knowledge, skills and other capabilities due to employees hired from different cultural backgrounds.

Effective cultural diversity was also found to reduce turnover intentions among employees ($r = 0.466$, $p < 0.001$). Having a competitive advantage over competitors may also prevent employees from leaving the organisation since it is doing well in terms of performance as compared to others within the same industry.

Cultural diversity when managed effectively was found to have positive effects on market share ($r = 0.466$, $p < 0.005$). This shows that, an organisation with employees from different cultural background may have access to larger markets since customers may tend to patronise the services of organisations they can be identified with. This may occur when

they establish relations with people with the same cultural backgrounds which may help win their loyalty.

Workforce diversity according to the respondents promotes creativity among employees ($r = 0.393$, $p < 0.005$). This finding is in agreement with Schultz *et al.*, (2003) whose study revealed that, work force diversity promotes creativity, innovative problem solving and increased productivity. Situations such as the ones mentioned above may occur when diverse employees are given the opportunity to share ideas and viewpoints in relation to work processes in the organisation. This may increase organisational performance. In agreement with the above finding, respondents additionally stated that diverse workgroups promote high levels of organisational performance ($r = 0.535$, $p < 0.000$).

Also, the organisation was found to be performing well in all regions because of employees coming from different cultural background ($r = 0.496$, $p < 0.000$). This may be attributed to high level of intellectual capital of employees as a result of diversity.

Similarly, teams with diverse workforce in the organisation have a larger pool of knowledge and problem solving skills ($r = 0.341$, $p < 0.015$). This trend of result is consistent with authors like Richard & Shelor (2002) and Gelner & Veen (2013) who argued that diverse workforces display a host of different knowledge, values, and preferences. Hence, teams with diverse workforce may be able to easily solve problems they may encounter in the course of executing their duties and responsibilities in the organization which may lead to improved firm performance.

Likewise, according to the views of respondents, well-balanced gender composition of employees leads to positive organisational outcomes in the organisation ($r = 0.325$, $p < 0.021$). This result is in support of Dimovski & Brooks (2006) who reported that high

levels of gender diversity are a source of competitive advantage. This infers that, an organisation with a well-balanced gender composition of employees may help organisations enhance performance through collaboration between employees. Therefore, having a gender diverse workforce with different knowledge, skills and intellectual abilities may lead to improved organisational performance.

Respondents in the later part of section D were requested to give further explanations on any of the questions in the sections provided if they had any. Per the views of those who did, one respondent was of the view that, experiences shared by staff from different cultural background has helped the entire staff of electoral commission to perform effectively.

According to another respondent, cultural diversity in the organisation does not impede their work in any way. Another indicated that, well-balanced gender composition of employees leads to positive organisational outcomes. In agreement with the above, another respondent stated that gender balance and employee diversity brings different ideas leading to greater output.

The availability of diverse work groups according to the view of another respondent has led to increased productivity in the performance of electoral duties.

The findings of this study relate to the theories employed in various ways. The strategic theory challenges leaders to make decisions that influence organisational performance. In the first place, once the various elements of cultural diversity have been found to exist in the organisation, it is the responsibility of management make decisions toward effective management of the different cultural background of the employees. This was effectively done and hence communication process was not negatively influenced by the cultural

diversity. This implies that employees have common communication media, which they have to follow. Also it follows that Electoral Commission has common language by which employees communicate especially during the time of job performance. Due to the fact that a few social class differences exist in the organisation, employees put such differences aside and communicate effectively by observing the official communication process of the organisation. That could be the reason why the cultural diversity doesn't affect the organisation's communication process.

Considering the expectancy theory, employees try and adjust their various behaviours which could have been influenced by their different cultures and as a result their individual and group roles assigned to them are effectively carried out. This is because they are aware of the rewards awaiting them for good performance. Again this implies that management communicate effectively with the employees concerning availability of rewards for good and perfect performance. One of the concepts underlying expectancy theory is performance management. Since the findings show that Electoral Commission's performance is not negatively influenced by cultural diversity, it implies that performance management is effectively carried out by management. This could also imply that job or work design was correctly done and probably reviewed regularly and hence the organisational performance was not negatively influenced.

To conclude, the chapter four of the study contained the results and discussions of the research. Also, tables were used to present the responses received from the respondents in detail.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This section of the study presents the conclusions arrived at based on the data collected and analysed. Some recommendations are also provided at this section based on the conclusions arrived at. The general objective of this study was to analyse the effect of employee cultural diversity on organisational performance. The specific objectives were

To examine the elements of the employees' cultural diversity existing in Electoral Commission.

To analyse the effects of employees' cultural diversity on communication process of Electoral Commission.

To evaluate the extent to which the elements of the employees' cultural diversity at the Electoral Commission affects the overall organisational performance.

5.1: Conclusions

The conclusions arrived at based on the data collected and analysed were as follows. To begin, majority of the respondents agreed with cultural background, age discrimination, gender differentiation, and national origin are some elements of employee cultural diversity in the organisation. Other identified elements of cultural diversity were religion differentiation, ethnic diversity, socio-economic classes, communication styles, and differentiation in schools attended.

According to the respondents, these elements have varying effects on their job performance as well as social relations based on how it is being managed in the organisation. For example employees may find it easier to establish relations with their colleagues from the same cultural backgrounds. Older and younger employees could also pool their experiences and intellectual capabilities together to improve upon their work.

Also, the various elements of cultural diversity give employees the opportunity to accept each other without holding any form of prejudice against their co-workers be it on religious, or ethnic grounds. This fosters good human relations among employees in the organisation.

The ineffective management of employee diversity however has negative consequences for employers. For instance employees prefer to work only with others with the same cultural background like them. They are also not capable of working in teams with people with different national origins and religious beliefs. Employees who deem themselves to belong to privilege socio-economic classes also look down upon others they see to be below their economic levels. Such situations lead to employees forming small groups in the organisation which in the long-term cause regular conflicts due to problems of miscommunication, if not checked and resolved in good time.

Secondly, the study tried to discover or find out the effects of cultural diversity on the communication process where findings revealed that, employees are able to use both verbal and non-verbal communications. The relations between male and female employees were also found not to be affected negatively by cultural diversity. Conflicts were further found to be resolved easily among employees as a result of effective communication between employees of the organisation. Further on the effects of cultural diversity on the

communication process, employees do not have difficulties in communicating ideas with each other. Social relations were also found not to be affected by language barrier which in-turn translates into enhanced productivity.

In addition, results further indicated that organisations have competitive advantage of communicating and meeting the needs of customers due to diverse workforce. Generally, the findings revealed that employees' cultural diversity does not impede the communication process in the organisation.

Finally, concerning the last specific objective of the study which was to find out the effects of cultural diversity on organisational performance, results show that the organisation had competitive advantage over others with similar characteristics. Cultural diversity was also found to reduce turnover intentions among employees, which brings about increased market share, promotes creativity among employees, and leads to higher levels of organisational performance. As a result, the organisation performs well because cultural diversity enables team members have a larger pool of knowledge and problem solving skills. This also leads to increased performance in the organisation.

5.2: Recommendations

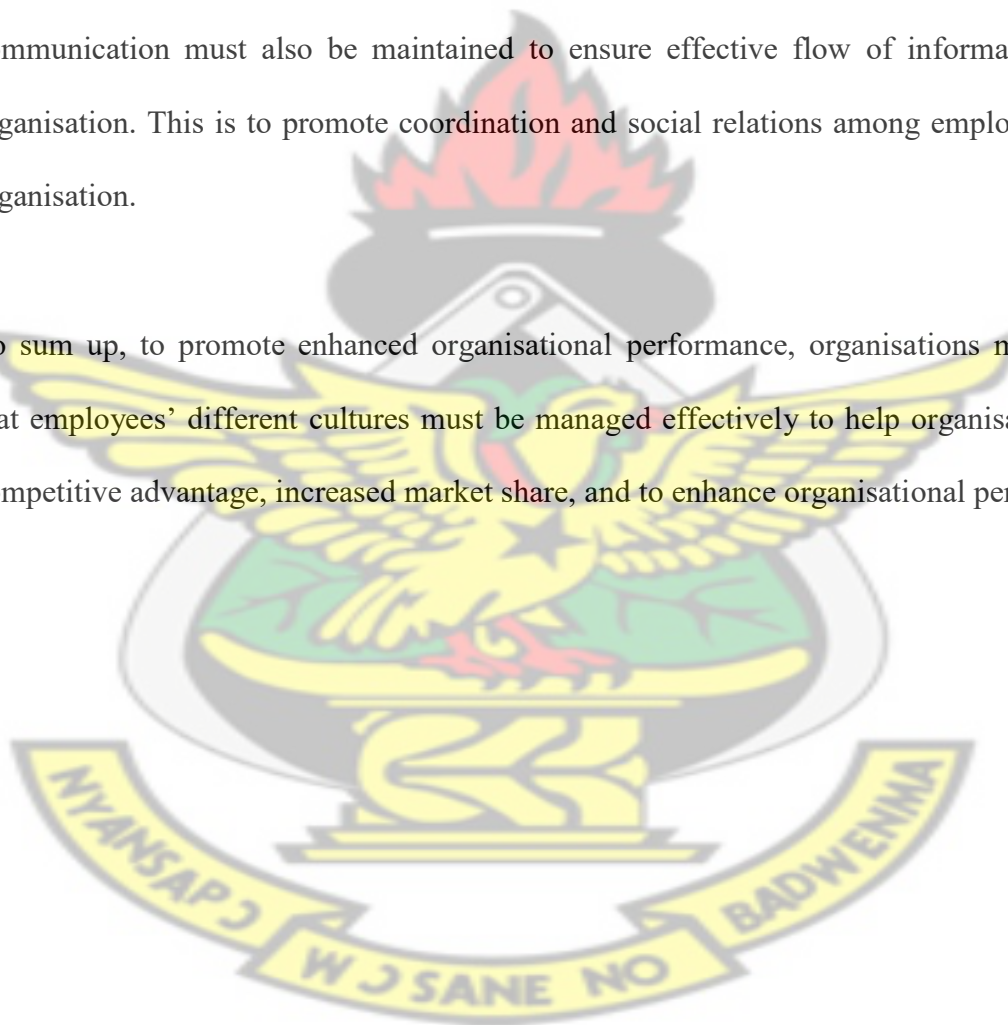
Based on the conclusions, the following recommendations could be considered:

To start with, in relation to the various elements of cultural diversity among employees in the organisation, measures must be put in place to ensure that such elements do not have negative effects on the performance of the organisation. This may be achieved by ensuring that employees adhere to rules and regulations of the organisation in all areas of their

operations. This is to ensure that they do not get out of context which may have dire consequences on performance and general social relations in the organisation.

Similarly, since cultural diversity has been found not to negatively affect the communication process in the organisation, there is the need for both employees and employers to play their part in ensuring the existence of effective communication in the organisation. This may be achieved by regularly engaging the views of employees on communication issues pertaining to diversity in the organisation. A standard mode of communication must also be maintained to ensure effective flow of information in the organisation. This is to promote coordination and social relations among employees in the organisation.

To sum up, to promote enhanced organisational performance, organisations must ensure that employees' different cultures must be managed effectively to help organisations have competitive advantage, increased market share, and to enhance organisational performance.



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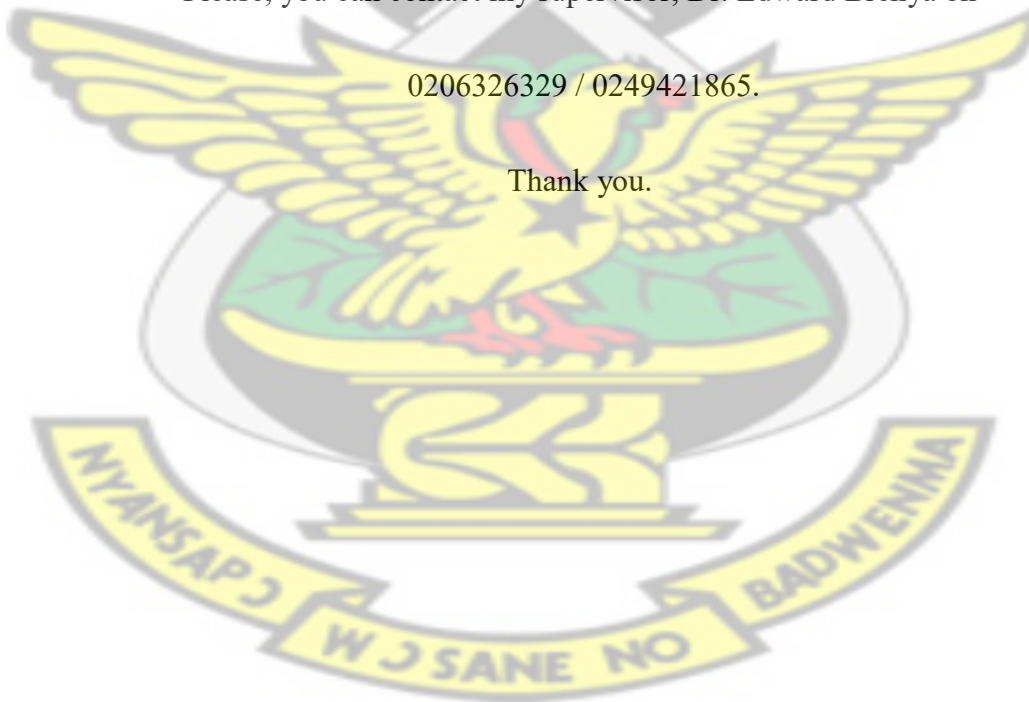
MASTER OF PUBLIC ADMINISTRATION

This research is being conducted by Comfort Amoah, a student researcher of the Kwame Nkrumah University of Science and Technology (KNUST) to analyse the effects of Employees' Cultural Diversity on Organisational Performance. A case study of Electoral Commission – Ghana. The main purpose of the study is academic and respondents or participants are assured of anonymity and all responses given will be held confidentially.

Please, you can contact my supervisor, Dr. Edward Brenya on

0206326329 / 0249421865.

Thank you.



QUESTIONNAIRE FOR ELECTORAL COMMISSION EMPLOYEES

Instruction: please tick or write where applicable.

Section A: Demographic Information of Respondents

1. Gender: Male ☐ Female ☐ Others ☐
2. Age: 18- 24 years ☐ 25-34 years ☐ 35-44 years ☐ 45 years and above ☐
3. Educational qualification: Secondary ☐ Undergraduate ☐ Post graduate ☐ Others ☐
4. Number of years with the organisation: 1-5 years ☐ 6-10 years ☐ 11 years and above ☐
5. Department
6. Rank: senior staff ☐ junior staff ☐

Section B: Elements of Employee Cultural Diversity in Organisations

Listed below are some elements of cultural diversity. Kindly tick the ones that are available in your organisation. Tick as many as applicable.

Elements	Yes	No	Neither Yes nor No
7. Cultural background	☐	☐	☐
8. Age discrimination	☐	☐	☐
9. Gender differentiation	☐	☐	☐

- | | | | |
|---|-----|-----|-----|
| 10. National origin | [] | [] | [] |
| 11. Religion differentiation | [] | [] | [] |
| 12. Ethnic diversity | [] | [] | [] |
| 13. Socio-economic classes | [] | [] | [] |
| 14. Communication styles | [] | [] | [] |
| 15. Differentiation in schools attended | [] | [] | [] |

Section C: The Effects of Cultural Diversity on the Communication Process

Please indicate your agreement or disagreement with the following statements on the effects of cultural diversity on the communication process.

16. Cultural diversity encourages the use of both verbal and non-verbal communications in the organisation.

Strongly disagree [] Disagree [] Neither Disagree nor Agree []
 Agree [] strongly agree []

17. Cultural diversity affects how male and female employees relate with each other in Electoral Commission.

Strongly disagree [] Disagree [] Neither Disagree nor Agree []
 Agree [] Strongly agree []

18. Conflicts easily arise in the organisation with diverse workforce due to miscommunication.

Strongly disagree [] Disagree [] Neither Disagree nor Agree []
 Agree [] Strongly agree []

19. Conflicts are easily resolved among employees from the same cultural background in your organisation.

Strongly disagree [] Disagree [] Neither Disagree nor Agree []
Agree [] Strongly agree []

20. In your organisation employees with different cultural background have difficulties in effectively communicating ideas among themselves.

Strongly disagree [] Disagree [] Neither Disagree nor Agree []
Agree [] Strongly agree []

21. Language barrier due to cultural diversity affects social relations among employees.

Strongly disagree [] Disagree [] Neither Disagree nor Agree []
Agree [] Strongly agree []

22. Productivity decreases in your organisation because employees are not able to effectively communicate with each other as a result of cultural diversity.

Strongly disagree [] Disagree [] Neither Disagree nor Agree []
Agree [] Strongly agree []

23. Organisations with a diverse workforce have advantage of communicating and meeting the needs of customers from different cultural background.

Strongly disagree [] Disagree [] Neither Disagree nor Agree []
Agree [] Strongly agree []

24. There are different smaller groups formed in your organisation based on cultural differences which negatively affect communication process

Strongly disagree [] Disagree [] Neither Disagree nor Agree []
Agree [] Strongly agree []

25. It is easier to relate with someone from the same cultural background.

Strongly disagree [] Disagree [] Neither Disagree nor Agree []
 Agree [] Strongly agree []

Section D: The Effects of Cultural Diversity on Organisational Performance.

Please indicate your agreement or disagreement with the following statements on the effects of cultural diversity on organisational performance on a scale of 1-5 where 1-strongly disagree, 2-disagree, 3-neutral, 4-agree, 5-strongly agree.

Statements	1	2	3	4	5
26. In my organisation, cultural diversity has created competitive advantage over others with similar characteristics.					
27. Effective management of cultural diversity reduces turnover intentions among employees in your organisation.					
28. Cultural diversity having been managed effectively brought about positive effects on market share.					
29. Workforce diversity promotes creativity among employees in the organisation.					
30. Diverse work groups promote high levels of organizational performance.					
31. The organisation is performing well in all regions because of employees coming from different cultural background.					
32. Teams with diverse workforce in this organisation have a larger pool of knowledge and problem solving skills.					
33. Well-balanced gender composition of employees leads to positive organizational outcomes in your organisation.					

26. Please give further explanation on any of the above questions if any

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Thank you.