

**THE EFFECT OF WORKFORCE DIVERSITY ON ORGANIZATIONAL
PERFORMANCE**

A CASE STUDY OF HALLIBURTON INTERNATIONAL INC

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DEDICATION

To God Almighty, Dr. & Mrs. Chris Offokansi, and Dr. Sr. Prisca Kobusingye.

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List of Acronyms

| | |
|------|--|
| SPSS | Scientific Package for Social Scientists |
| ACIB | Australian Centre for International Business |
| ILO | International Labour Organization |
| HRM | Human Resource Management |

Abstract

The purpose of the study was to investigate the relationship between workforce diversity and organizational performance using a case of Halliburton International Inc, through the objectives of the study; effect of cultural diversity on the performance of an organization, effect of organizational equality on performance of an organization, and the effect of working conditions on the performance of an organization.

This study used a case study research design to collect data from the respondents. The researcher also used a case study design since it is a good method for obtaining true and a comprehensive data for the study. The study used quantitative methods to collect data to gain an in-depth understanding of the study. This allowed the researcher to collect a variety of data and in turn achieve a higher validity and reliability. The study was carried out at the headquarters of Halliburton International Inc., located at Plot 21 Yusuf Lule Road, Kampala –Uganda, with a sample size of the study being 41 respondents using Slovins Formulae. Quantitative data was entered in a computer program known as a Special Package for Social Scientists (SPSS) for analysis. Descriptive statistics were used to determine the distribution of respondents on the questions under each of the variables. Inferential statistics Anova tests were used to test the hypothesis, and correlation analysis was used to determine the relationship between variables.

The study revealed that the company employs people from different cultural backgrounds, and that the firm carries out training programs giving managers diversity related goals and making sure they are met. However, ethnic groups did not fairly have the same number of people employed at the firm, people from different ethnic backgrounds were not given priority at work, and that the firm does not set out strategies to bring out the best from diverse workgroups and avoid conflicts. Employees of the firm are given equal treatment to enhance participation in decision making, and that employees are given an opportunity to perform in decision making and resolution of work related issues. However equal opportunity approaches are not aimed only at the disadvantaged (sex, ethnic backgrounds) and gender inequalities are more pronounced in

the organization. Employees of the firm are offered attractive salaries with good working benefits covered by the firm. But there was no teamwork, participation and cohesiveness created, and there were no set rules and regulations in the company.

The researcher recommended that the company should encourage fairness in the number of employment of people from different ethnic backgrounds thus increasing work force diversity. The company should carry out seminars to teach supervisors strategies on how to bring out the best from diverse workgroups and avoid conflicts at work. The researcher also recommended that the firm should clearly state out the company set rules and regulations on the notice board so that the employees are aware of it.

CHAPTER ONE

GENERAL INTRODUCTION

1.0 Introduction:

This chapter provides an overview of the study context explicating the research problem of the workforce diversity that has effects on the organization's performance. In this chapter, the research background, problem statement, research objectives, research questions, hypothesis of the study, significance of the study, and the conceptual; framework are outlined.

Diversity in the workforce is one of the curtail needs of today's business and it is believed to have a bearing on organizational performance (Price, 2007). In this era of economic globalization, many companies are making efforts to achieve workforce diversity, which aims to employ workers from different backgrounds to provide tangible and intangible benefits to the organization in terms of profitability, customer service, increased productivity and market share (Lauring, 2012). Understanding the advantages of workforce diversity helps managers and employees to establish an organization with a competitive edge. This can include employing workers with cultural and language skills that can lead to greater reach for the business (Wilson, 2004).

Employers can offer more solutions to customers because of new ideas and processes brought into the organization (Attwood and Dimmock, 2002). Workplace diversity increases employee morale and causes employees to desire to work more effectively and efficiently which can enable the organization to register the desired performance targets of the organization (Evans, 2003). Work force diversity allows employees and managers to bring in new skills and methods for achieving unity within their teams (Bennett, 2000). Therefore this study is intended to excavate deeper how workforce diversity affects organizational performance using a case study of Halliburton International Inc.

1.1 Background to the Study

Both government and non-government sector organizations are undergoing workforce diversity issue (Lawsson, 2009). Diversity is defined as variety of different toleration and value by community or the society with the different background which in difference attributes such as the gender, religion, age and others (Mcshane, 2009).

Workforce diversity has become a major point of competitive requirement for an organization nowadays (Gandz, 2001). Every organization has recognized that by valuing and pursuing workplace diversity and managing it well, could urge the contribution from worker to please customers, work effectively with partners and suppliers, and fulfill shareholders' wants (Gandz, 2001). Workplace diversity is a strategic organizational response to globalization of business activities and the arising of diverse culture and the marketplaces (Gandz, 2001).

Employees from different backgrounds bring in a variety of solutions on how to achieve a common goal. As more diverse ideas are suggested, the chances of finding a workable answer are improved (Wilson, 2004). In atmospheres when brainstorming is necessary, more ideas are formed because team members are culturally diverse. For example, employees from China working in American companies may approach a problem different than do American workers (Evans, 2003). Some companies have successfully created innovative processes by taking ideas from several employees.

Good management in diverse workers can lead to the innovation of the new ideas, perspectives and views to their works which brings about the success of the organization. Forbes and Luring (2012), say that as a consequence of the rise of internationalized business environment and competitiveness, the managing of human diversity has become an ambitious task in business communities. The competitiveness among the industry decreases when the diversity is not supported during the changes of organization in external environment (Al Khattab, 2010).

An all-encompassing definition of diversity may consist of economic status, physique, educational background, norms, culture, sexual orientation, economic status, duration of time spent with a firm and personality (Giffen and Robbins , 2002). Thus, accepting and appreciating the differences in people at workplace with the above features is what a diverse workforce is all about. Companies across the globe have put a lot more into diversity management programs so as to achieve results that include making the most use of talents, and giving the best they can give to demographically diverse customers (Horwitz, 2005). Organizations have recognized that the level to which these specific workforce alterations are successfully and proficiently controlled will influence organizational role and competitiveness (Von Bergen et al 2005). There is no doubt in recent years, globalization has brought and is still bringing about the amalgamation of the world market. The Multinational companies have begun spreading their tentacles wide and large across the globe and this has brought about the need for organizations to be able to manage people coming from different cultures, backgrounds and also being able to adapt to such new environments from the parent company (Rojewski, 2002).

Empirically, workforce diversity is found to have a contrasting dual implication on organizational performance (Desster, 2003). Diversity appears to be a double-edged sword which has increased the opportunity for creativity as well as the likelihood that group members have been dissatisfied and failed to identify with the group. Horwitz (2005) found that various forms of diversity are associated with greater innovation, improved strategic decision making, and organizational performance. Jackson et al. (2003), shows that various types of team and organizational diversity sometimes increase conflict, reduce social cohesion, and increase employee turnover.

One of the greatest challenges an organization has when trying to adopt a more inclusive environment is assimilation for any member outside the dominant group (Al Khattab, 2010). The interplay between power, ideology, and discursive acts which reinforce the hegemonic structure of organizations is the subject of much study. Everything from

organizational symbols, rituals, and stories serve to maintain the position of power held by the dominant group.

When organizations hire or promote individuals that are not part of this dominant group into management positions, a tension develops between the socially constructed organizational norm and acceptance of cultural diversity (Desster, 2003). Often these individuals are mentored and coached to adopt the necessary traits for inclusion into the privileged group as opposed to being embraced for their differences. According to Armstrong (2006), "those who assimilate are denied the ability to express their genuine selves in the workplace; they are forced to repress significant parts of their lives within a social context that frames a large part of their daily encounters with other people". Armstrong (2006), goes on to mention that people who spend significant amounts of energy coping with an alien environment have less energy left to do their jobs. Assimilation does not just create a situation in which people who are different are likely to fail; it also decreases the productivity of organizations (Desster, 2003). That is, with a diverse workforce, management may have to work harder to reach the same level of productivity as with a less diverse workforce.

In Uganda, over the years many companies have managed to focus on work diversity as means of improving their performance (Mukasa, 2011). Despite the benefits that can be realized from work force diversity, still some companies have not embraced it as there are still elements of discrimination among workers in terms of age, sex, sex orientation, cultural difference, religion, and language (Hussey, 2004). These factors are likely to cripple efforts to register the desired performance targets in terms of profitability, customer service, productivity and market share which this study seeks to verify.

1.1.2 Background of the case study

Halliburton founded in 1919, is one of the world's largest providers of products and services to the energy industry (Kent, 2007). The company serves the upstream of oil and gas industry throughout the life cycle of the reservoir- from locating hydrocarbons and

managing geological data, to drilling and formation evaluation, well construction and completion, and optimizing production through the life of the field (McBeath, 2000). Halliburton operates in more than 80 countries and has over 70,000 employees worldwide (Lauring, 2012). Halliburton began working in Uganda in 2010, and currently services all four well sites that are currently in operation (Mukasa, 2011). It provides three services in Uganda, but much the largest of these is the cementing service, where it has significant contracts with Hima cement, which supplies the necessary raw materials. Halliburton International Inc., Uganda, has more than 40 Ugandan and 30 non-Ugandan staff at the moment (Mukasa, 2011). Although this is the case, many Ugandans are not equally treated in the organization basing on the personal characteristics such as age, sex, religion, sex orientation, and cultural differences (Senoga, 2013). This may be the reason why the company has continuously failed to attain its desired performance targets which this study is focused on in order to bridge the knowledge gap.

1.2 Statement of the Problem

Diversity provides organizations with the ability to compete in global markets. Simply recognizing diversity in a corporation helps link the variety of talents within the organization (Forbes and Lauring, 2012). The act of recognizing diversity also allows for those employees with these talents to feel needed and have a sense of belonging, which in turn increases their commitment to the company and allows each of them to contribute in a unique way and thus contribute towards the organizational performance (Mukasa, 2011). However, what is happening in many organizations is different. The root lies on the wrong way of operating from the top management teams. With reference to Halliburton International Inc (2013), it has continuously failed to register the desired performance levels in terms of profitability, sales volume, customer service and employee's productivity. Despite the considerable effort to recognize work diversity in Halliburton International Inc, the organizational performance is still poor (Morgan, 2014). This was the reason as to why the researcher carried out a study to investigate the relationship between workforce diversity and organizational performance using a case of Halliburton International Inc.

1.3 Research Objectives

1.3.1 General Objectives

The main objective of the study was to investigate the relationship between workforce diversity and organizational performance using a case of Halliburton International Inc.

1.3.2 Specific Objectives

The specific objectives of the study were to examine;

- ❖ The effect of cultural diversity on the performance of an organization.
- ❖ The effect of organizational equality on performance of an organization.
- ❖ The role of working conditions on the performance of an organization.

1.4 Research Questions

To achieve the above objectives, the study will employ the following research questions;

- Does cultural diversity have any significant effect on organizational performance?
- Does organizational equality have any significant role on organizational performance?
- What is the effect of working conditions on organizational performance?

1.5 Hypotheses of study

- ❖ Cultural diversity affects performance of an organization.
- ❖ Organizational equality affects the performance of an organization.
- ❖ Working conditions affect the performance of an organization

1.6 Scope of the Study

1.6.1 Content scope

The study focused on workforce diversity as the independent variable in form of cultural diversity which relates to the composition of work units in terms of demographic characteristics that are salient and symbolically meaningful in the relationships among group members, equality, which describes equal opportunities, in other words no discrimination in the organization and working conditions, which refers to a suitable environment that enables employees work effectively and efficiently forming up the dependent variable (performance of an organization).

1.6.2 Geographical scope

The study was conducted at Halliburton International Inc., located at Plot 21 Yusuf Lule Road, Kampala–Uganda; this is because the head office is nearly accessible in case of urgent information needed and is the center for all company operations relating to workforce and human resource decisions.

1.6.3 Time scope

The study covered a period of four years and considered records relating to workforce diversity and organizational performance levels of Halliburton International Inc. from 2012 to 2015.

1.7 Significance of the Study

This study is to provide significant value to top management particularly for the organization that has large workforce diversity to devise ways of improving organizational performance.

Difference organizations have different extent of diversity within the organization and the effects of workforce diversity could be positive or negative. Consequently, management team will be able to understand and manage the effects of the workforce diversity more effectively and the right way to enhance the competitive advantage of the organizational.

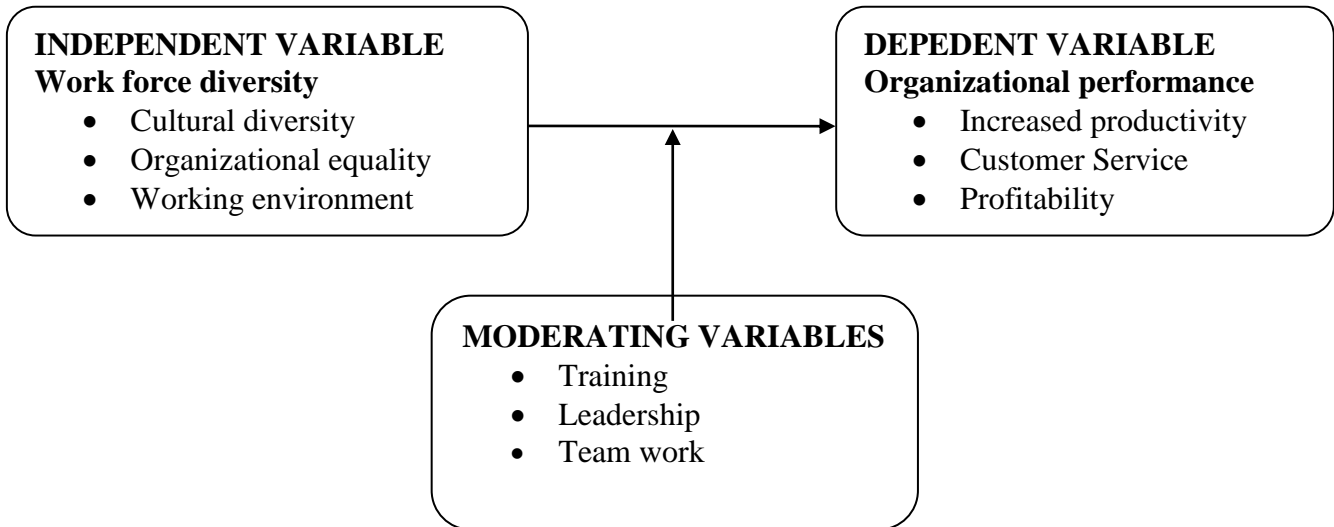
This research is to enable the organizations to know the reason of why workforce diversity is important, and how to manage its effectiveness to register the desired performance targets.

1.8 Definition of key terms

Workforce diversity: similarities and differences among employees in terms of age, cultural background, physical abilities and disabilities, race, religion, sex and sexual orientation.

Organizational performance: comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives).

1.9 Figure 1: Conceptual Framework



Source: Armstrong, M. (2006), A Handbook of Human Resource Management Practice, 10th Edition, London, Koran Page Limited, p 867,868.

The figure above is of a conceptual framework showing the relationship between the independent, dependent, and the moderating variables.

The independent variable in the conceptual framework was made up of cultural diversity, organizational equality, and working environment. While organizational performance was made up of increased productivity, customer service, and profitability; and the moderating variable was made up of the organization's human resource policy, trainings, leadership, and teamwork.

The figure shows that when variables of the independent variable (work force diversity) are employed, dependent variable (organizational performance) is improved. For example when there is cultural diversity, organizational performance is improved, and when cultural diversity is reduced, organizational performance is reduced. However, there are moderating variables that regulate the level of organizational performance; such that when the human resource policy in the organization is favorable, it affects the independent variable positively, thus leading to improved organizational performance, and the reverse is true. For example teamwork and training policies promotes culture diversity which in turn increases performance. Also when employees are given leadership opportunities equality is ensured and consequently performance is improved. Any organization policy performs well under favorable conditions (working environment) which results in better performance.

1.10 Conclusion

The above chapter provided information in the background of the study: the effect of workforce diversity on organizational performance in Halliburton International Inc., Uganda, the problem statement, research objectives with the research questions and the conceptual framework.

CHAPTER TWO

LITERATURE REVIEW

2.0. Introduction

This chapter involves important contributions of different scholars on the development of workforce diversity and its link towards organizational performance. In this case therefore, the focus is put on articles relating to work force diversity, books, journals, websites magazines and dissertation that are related significantly to this noble study. The study will be guided by different theories and concepts put across by various authors about the Human Resource Development and workforce diversity on the performance of an organization. This literature review is focused on each objective under the study.

2.1 Cultural diversity and organizational performance

Cultural diversity has been described as “the composition of work units (work group, organization, occupation, establishment or firm) in terms of the cultural or demographic characteristics that are salient and symbolically meaningful in the relationships among group members” (DiTomaso, Post, & Parks-Yancy, 2007). Gone are the days when employers expect employees from different cultural backgrounds to just “blend in” and start producing results (Amaram, 2007). Organizations have realized that a multi-cultural workforce can prove to be a great asset especially if the business is to be expanded to international markets. So the focus has somewhat shifted to come up with strategies to handle such an employee base and how to sustain their performance results. However, what the authors failed to state is that when the organizational environment is not supportive of dissenting viewpoints, employees may choose to remain silent for fear of repercussions or they may seek alternative safe avenues to express their concerns and frustrations such as on-line forums and affinity group meetings which this study wants to bring out in order to bridge the knowledge gap.

Racial and ethnic minorities may have different perspectives, customs, or approaches to communication in the workplace. These differences can pose challenges for organizations that seek harmonious employee relations. Such challenges can be addressed through appropriate training and education. However, what the authors did not highlight is how to maintain a culture which supports the idea of employee voice (especially for marginalized group members) and this poses a significant challenge for diverse organization which this study seeks to verify.

In his assessment of the value of a multi-cultural workforce, Konrad, (2003) states three reasons why companies are changing their attitudes and strategies regarding recruitment of employees with different backgrounds. Firstly, the best talent is not always to go local; employers need to look globally to recruit the best minds in the business. Secondly, Konrad (2003), talks about market share, that is, a culturally diverse workforce can better cater to an increasingly diverse customer base, hence increased market share. The insight that a local can provide into the workings of the local market and also of the mindset of the local consumer is invaluable. Finally, Konrad (2003), states that each culturally different individual brings with him something different to the table, and when employers combine all these different attributes, it results in making the organization more competitive and thus can stimulate the productivity of the entity. However, what was left out is that work-teams which are highly diverse can be difficult to motivate and manage especially when there is miscommunication within an organization and this is what the study intends to bring out.

Jayne & Dipboye, (2004) suggest that increasing workforce cultural diversity is the ethically right thing to do and also that it is a better way to address race and gender issues. This argument may seem insignificant considering that the current competitive environment means companies care more about capital than the 'right thing to do'. But Amaram (2007) brings up a very interesting argument about why corporations are

moving to diversity programs. In addition to ethical and social responsibilities, he says that these programs have become necessary to avoid legal problems namely due to civil rights laws. Furthermore he states that to gain competitive advantage corporations have been forced to bring forward new strategies to bring out the best from a diverse workgroup and avoid conflicts and by so doing, these strategies facilitate organizational performance through building togetherness by acting ethically to fellow races and thus encouraging team work.

Even at the Government level, it has been realized that effectively managing cultural diversity is vital to economic success. One example is the Australia Govt. policy, where diversity management is governed by a state policy namely, “Productive Diversity”. The aim of this policy is to make full use of the experiences and skills of people raised overseas, therefore gaining priceless Intel on international markets. (Leveson, Joiner, & Bakalis, 2009)

However, what has been discussed above is based on theories and rhetoric. Is there any solid evidence that cultural diversity leads to a prosperous organization? The answer is a big “maybe”. Countless research and studies have looked at this issue from many different angles, each with their own differing conclusions. After reviewing various researches on this issue Jayne & Dipboye (2004) came up with four conclusions regarding the relationship between cultural diversity and organizational performance; increased diversity does not necessarily improve the talent pool, increased diversity does not necessarily build commitment, improve motivation, and reduce conflict, increased group-level diversity does not necessarily lead to higher group performance, therefore, he concludes that diversity does not necessarily improve organizational performance”.

A study by Choi & Rainey, (2009) suggests that it all comes down to the type of diversity that is to say race, gender, religion etc. The findings were consistent with previous

research (Milliken and Martins, 1996; Williams and O'Reilly, 1998) that suggest that racial diversity is inversely proportional to organizational performance due to less cohesion within the group and more conflict. It should be noted however that this study is specifically based on US federal agencies so it cannot be considered to represent the global business environment trend or even the national business environment of the organizations in Africa as a whole.

Various other studies on the subject matter provide some very interesting results. McMahon (2010) in her article surveys the more recent studies on diversity. Here the study needs to focus about two of them. First, (Richard, 2000) carried out a research on the US banking industry. He chose 63 banks from 3 states based on 3 different factors: California (high racial diversity), Kentucky (low racial diversity) and North Carolina (financial wealth). The study showed that there was no direct relationship between diversity and performance instead it depended more on the firms' business strategies. When the strategy was more focused on growth there was a positive relation between diversity and performance but the result was opposite when the strategy shifted towards downsizing.

More so, the above study, even though regarded as valuable information, only included the US banking industry so it cannot be said to depict the complete picture, (Richard, Murthi, & Ismail, 2007) therefore widened the scope to other industries and studied the relationship between racial diversity which is a subset of cultural diversity and intermediate as well as long term firm performance and the role that environmental context plays in this. The results showed that at high as well as low levels of racial diversity, there was a curvilinear positive relation between racial diversity and intermediate firm performance. The result also showed a positive correlation between racial diversity and long term firm performance. But these results were dependent on the type of industry and environmental stability, meaning that the U-shaped relationship

between racial diversity and firm performance would be weaker in unstable environments compared to a stable one.

“Effective management of diversity is based on recognition of commonalities and awareness of differences” (McMahon, 2010). Managing cultural diversity involves identifying the best practices. A best practice is a technique, method, process, activity, incentive, or reward that is believed to be more effective at delivering a particular outcome than any other technique, method, process, etc. when applied to a particular condition or circumstance (Wikipedia, 2010). Amaram (2007) gives a few suggestions about the best practices. He gives particular importance to diversity training programs, giving managers diversity related goals and making sure they are met and finally, giving respect to people of all races, that is, making room for religious holidays, diet preferences among others., because sometimes it’s the little things that matter the most. However, what all the authors failed to state is how to link work force diversity with organizational performance in terms of increased market share, productivity, profitability and customer service which this study is focused on therefore by carrying out this study, this gap will be bridged.

Jayne & Dipboye (2004) suggest “conducting a thorough needs assessment” so that the diversity initiatives are “tailored to the situation”. Another suggestion is to develop a strategy keeping in mind the environmental context of the organization thereby echoing the results of the research carried out by Richard, Murthi and Ismail (2007). One more point that they touched in their paper was the need for inventing a system to evaluate the effects of diversity management strategies developed by organizations so that new and improved strategies can evolve by learning the mistakes from previous ones. However, they never mentioned on how work diversity can lead to good organizational performance which this study is focused on.

All in all, the increasingly diverse at the workplace is consistently posing newer challenges for an organization. Therefore there is a need for organizations to realize the

importance of devising cultural diversity strategies. These strategies require thorough planning and looking at all aspects as well as the resulting consequences that will arise from a particular strategy because a good strategy can do wonders for an organization. At the same time these strategies could backfire if there is a lack of planning or research before implementation. After reviewing the above mentioned literature, one can see that cultural diversity is a complex phenomenon. Its role in improving organizational performance depends on various factors, for example, the environmental context, the type of industry, organizational strategies, etc. Furthermore cultural diversity alone does not guarantee immediate, tangible improvements in organizational, group, or individual performance. Nevertheless, achieving a culturally diverse workforce and effectively managing this workforce can yield huge benefits.

Cultural diversity is an increasingly important phenomenon. Other researchers also points to the fact that more studies within the field of diversity, from an organizational perspective, are needed today (De los Reyes, 2000). Much research has been done on students' attitudes towards cultural diversity which shows that this phenomenon is clearly up and coming (Woods et al., 2011). However, organizations themselves do not always consider the advantages of cultural diversity as critical enough to be acknowledged in their daily managerial operations (Kundu, 2001). According to Adler (1997) it is not unusual that cultural differences are being ignored rather than used and is often seen as something that will not be beneficial. From this it can be assumed that some organizations are missing an opportunity to acknowledge cultural diversity and gain advantages through it. Adler (1997) further stresses that recognizing differences and turning them into advantages, instead of allowing them to cause problems, is a necessity in effective management in global as well as domestic multicultural environments.

Culture in general is a concept that has gotten much attention in the last couple of years and much research has been done on culture in different contexts and purposes. Much important research has been made about how cultures differ and how it could be measured (Lewis, 2000). Furthermore, cultural diversity in organizations has become more common with the increase in the globalization more companies operate

internationally. However, cultural diversity can have both positive and negative effects on an organization (Adler, 1997) and there are lot of theories and solutions discussed about how to make a culturally diverse workforce work. For example, acknowledging differences in work style preferences and personal needs has been discussed (Bartz et al, 1990), as well as monitoring recruitment techniques and include diversity management in business objectives, mission and vision. The importance of having the concept of managing diversity embraced by top managers has also been stressed as important (Bartz et al, 1990). However, surprisingly little is to be found regarding how organizations today view and manage a culturally diverse workforce. This is especially evident in the area of the Uganda working environment. Because of this we can see that the lack of this type of research in Uganda's context creates a possible area to study.

2.2 Equality among employees and organizational performance

Equality can be defined as combined efforts, equal participation and shared responsibilities involving both sexes in decision making, implementation of policies aimed at maximizing potential production of goods and services (Roosevelt, 2001). The fruits of these efforts should also be shared equally and both sexes should be given opportunities to exercise their rights (Montgomery, 2006). Equal opportunity approaches are aimed only at the disadvantaged and therefore potentially create problems in organizations by constantly targeting the disadvantaged rather than making efforts to ensure that the organization naturally encourages equality of opportunity for all and sundry (Sukrew, 2007). There are six social groups listed in the Equality and Human Rights Commission Literature, the body that regulates and monitors the UK's equality legislation, which are gender, age, disability, ethnicity, religion and sexual orientation. These social groups are protected by law, therefore staff and customers have the legal right to be treated fairly and equally so as to enhance their performance in an organization (Kirton, G and Greene, A, 2005). However, what the author failed to note in their studies is that equality is in the hands of the beholder which suggests that there is no objective standard against which to compare the validity of such a perception. Employee

bias in the perception of justice has a basis of comparison either on past behavior or treatment of fellow employees and this may cripple efforts to register the desired organizational performance goals which this study intends to highlight.

Organizations have policies, procedures and practices they follow in order to meet their pre-set performance standards. In order to achieve the goals of the organizations an enabling environment is created to foster both men and women to perform task efficiently (Hussey, 2004). However, it should be noted that human resource policies which hinder women to exercise their potential in the job market affect adversely the goals of the organization.

Derek and Nield (2002), confirms that male workers are overly hostile to women who challenge or compete with them for jobs and that the hostility is expressed in way of sexual harassment. It was highlighted that many organization do not embrace such policies and this has led them to act analytical, strategic, decision oriented, tough and aggressive; just like the male stereotype. This male dominance of the organizational world has been favored by the legislative environment, strategic rules, power and reproductive rules which restrict women into the labour force and generally affects adversely the organizational performance.

Workforce diversity acknowledges the reality that individuals differ in many ways, visible or invisible, which could be in age, gender, marital status, social status, disability, color, religion, ethnicity and culture (Kossek, Lobel and Brown 2005). However, the predominant diversity issues in each country are different. However, what the authors did not state is that a fair and just organization embraces transparency and integrity in their systems. Failure to incorporate formalized means of expressing inequity in distributive, procedural and interactive justice such as open communication, participative management, consistency in rewards and trust has led to continued perception of injustice and this can affect negatively the organizational performance.

Gender inequality is the oldest and most common diversity issue worldwide. Nonetheless, most women and men are at a disadvantage in areas of job and trainings,

wages and salaries, and are constrained to certain occupations without reference to their capabilities and skills (Desster, 2003). The diversity of the workforce in the 21st century makes the business environment more challenging with competitions and uncertainty. Thus, organizations know that they need a skilled workforce to take the competitive advantages in order to respond flexibly and quickly to the changes in the business environment. Bolton and Houlihan (2007) argue that a diverse workforce of skills, experiences, languages, cultural understanding allows a company to operate globally in providing services to customers and having a variety of viewpoints, and also improving an organizations success and competitiveness as well as increased “efficiency and effectiveness”.

The Equality and Human Rights Commission (the body that regulates and monitors the UK’s equality legislation) is one that stresses the significance of caring for people equally irrespective of their social group. Its objective is that individuals should be appointed and rewarded on the basis of job-related criteria. Gender, disability, sexuality or ethnic origin should not be considered to be a relevant criterion in their favor or to their disadvantage. If otherwise, equal treatment may be considered unlawful if it has a disproportionate effect on members of one social group. However, what was left out is equality is based on the assumption that empowering people throughout the enterprise will result in a more responsive, more flexible, and ultimately more successful enterprise. Equality is more than a willingness to share influence whereby employees have a right to contribute on all levels of decision-making and resolution of work-related issues that can be translated in good organizational performance.

Unlike equal opportunities, which aims for workplaces where an individual’s sex and race is of no greater significance than the colour of their eyes in determining the treatment they receive, the core idea behind managing diversity seems to be to encourage organizations to recognize differences (Bolton and Houlihan, 2007). Managing equality diversity is generally seen as “proactively capitalizing on the different skills, qualities and

viewpoints that a diverse workforce has to offer” (Kirton and Greene, 2000). Managing Diversity is about the realization of the potential of all employees where certain group based equal opportunities need to be seriously questioned, in particular affirmative action and targets Kandola and Fullerton, (1998). Diversity approaches that encourage managers to ignore the realities of inequality and discrimination will mean that the status quo is maintained (Ouseley, 1996).

Differences exist between people, and in line with the equal opportunities approach are seen as important issues for management to respond to. However, these differences are not seen as distributed thoroughly as such, while the intention of such an approach is an environment in which everybody feels valued, social group equality is not being given any specific significance as an objective of organizational policies. Instead diversity issues are said to “exceed beyond obvious physical differences and include communication styles, problem solving, professional expertise, management level, training and education, and work principles” (Caudron, 1994). Managing equal opportunities policies attempt to discover individual needs and desires which would help people work more effectively and respond through, for example, career management or benefit schemes.

Research by the Australian Centre for International Business (ACIB) indicates that equality improves the quality of management’s decisions, and provides innovative ideas and superior solutions to organizational problems (ACIB 2000). Managing equal opportunities is premised on recognition of diversity and differences as positive attributes of an organization, rather than as problems to be solved Thompson (1997). McLeod, Lobel and Cox (1993) and Wilson and Iles (2004) found that a equality of workforce has a greater quality solution to brainstorming tasks, displays more cooperative behavior, and can raise organizational efficiency, effectiveness and success. Besides the full use of these skills and potential of all employees, managing equality effectively can contribute to organizational success by increasing diverse markets (Cox and Blake 1991; Iles 1995; Gardenswartz and Rowe 1998) and improving company image Kandola (1995). Therefore, valuing equality may become a source of competitive advantage, increase the

quality of organizational life's performance and ultimately be good for business (Cassell 1996).

More so, by bringing equality to employment relations, organizations tend to attract and retain an adequate and qualified workforce. Sukrew (2007) says that the benefits of effective diversity management include reducing turnover, absenteeism and attracting the best candidates as the labour market shrinks. Past research indicates that those individuals who belong to the 'dominant' group within an organization tend to have higher job satisfaction and commitment as they experience higher co-worker support, superior rewards, access to adequate resources, and greater autonomy (Kossek et al. 2005).

Young (1990) argues that an approach which ignores group differences fails to provide a basis for change. She highlights three major failings: the norms and standards of dominant groups are not questioned, members of such groups are not encouraged to reflect on their own specificity, and subordinated groups come to see themselves as having a problem. For companies willing to take an extra step in accepting diversity and equality can bring a variety of benefits and taking up these ideas means that there is no separate or particular way of treating employees, as each has their own personal needs, values and beliefs.

The social justice argument for diversity and equal opportunities is based upon the belief that everyone should have the right to equal access to employment, and when employed should have equal pay and equal access to training and development, as well as being free from any direct or indirect discrimination, and harassment or bullying. This is often viewed as the moral argument for treating people with fairness and dignity if decisions are made free from prejudice and stereotyping, and then there will be a lower risk of one person being treated less fairly than another. Critics of the social justice case argue that fairness is not the prime concern of business; the goals of managers are profit and efficiency, rather than morality. If social justice guided decision-making, it could have a detrimental effect on the operation of the business and ultimately profits (Kitson, Martin and Wilkinson 1996).

The business case for diversity and equal opportunities has become increasingly prominent. There are three main reasons for going beyond what is required by legislation and introducing diversity policies: people issues, market competitiveness, and corporate reputation. Arguable, the social justice and business cases for diversity are complementary, because, unless people are treated fairly at work, they will feel less committed and may under-perform. But diversity takes equality forward, and the evidence indicates that organizations who take diversity seriously have a better financial performance.” (Gilmore and Williams 2009)

Derek and Nield (2002),continue to say, unfortunately many can suffer for years sometimes without being able to overcome this problem, and even more worrying is that employers are not trained to be aware of the types of issues that can make people feel undervalued and ineffective which in turn affect adversely the performance of the organization.

Bennett (2000) adds that embracing equality and diversity brings to an organization a wide range of experience, ideas and creativity whilst giving the individual employee a feeling of being enabled to work to their full potential. Combined together, equality and diversity drive an organization to comply with anti-discrimination legislation as well as emphasizing the positive benefits of diversity such as drawing on a wider pool of talent, positively motivating all employees and meeting the needs of a wider customer base (Herzberg, 2001). Employers are now encouraged to deepen and enrich their “equal opportunities” policies and strategies into an encompassing Equality and Diversity policy with a strategy and action plans that managers, workers and other stakeholders can contribute to and benefit from.

Effective diversity management requires a culture of inclusion that creates a work environment nurturing teamwork, participation and cohesiveness (Richard and Chadwick 2001). Diversity culture should be emphasized in organizational vision, mission and business strategy and the human resource management strategy. The formation of a

diversity culture requires a significant commitment of resources and leadership. Formalization of human resource diversity policies is also necessary as Reskin and McBrier (2000) argued that organizations with written documents for hiring and firing had higher percentages of women in management.

Pay inequality is a main cause of job dissatisfaction and de-motivation, and therefore a major human resource diversity issue (McLoughlin and Carr 1997). While the implementation of equal pay has significantly reduced earnings differences between men and women, gender income inequality still remains a global problem (Brainerd 2000). Globally, women earn 20% to 30% less than men (Kossek et al. 2005). In France, the gap between men's and women's pay stands at around 22% for those entering the labour market for the first time in the early 1990s, whereas this difference was 15% for people in the same situation in the late 1970s . Gender wage inequality ranged from 10% to 54% in urban industries and from 20% to 45.7% in the rural sector in the 1990s in China (Hughes and Maurer-Fazio 2002).

In addition, only a small percentage of companies tie manager's rewards or compensation to the achievement of diversity goals (Allen et al. 2004).

According to Martin and Woldring (2001) there is a high level of disagreement and a lack of ready consensus among human resource managers on translating ethical principles into organizational diversity practices. As Snape and Redman (2003) stated, even among many global organizations that promote various forms of diversity, implementation is more an issue of talk than of actual practice. While companies remain conscious about equal opportunity, notably through legislative prerequisites, only a few have affirmative action programmes that go beyond the minimal fulfillment of legal requirements (De Cieri and Kramar 2003). Furthermore, many multinational enterprises have not established adequate diversity programmes in their overseas operations (Eagan and Bendick 2001). Empirical evidence also suggests that managers, employees and different sub-groups within an organization often have different perceptions of diversity management. For example, more employees than managers in Allen et al.'s (2004) study

did not believe that their companies were good at implementing various diversity practices.

Pay equality contributes to effective diversity management and organizational performance. Diversity management in remuneration requires complete application of the principle of equal pay and a performance-based pay system. Empirical evidence suggests that the compensation structure, the wage determinants and the benefit schemes should be designed not only on common principles but also considering individuals in terms of their ability, knowledge and skill. An individual-driven remuneration system facilitates individual lifestyles and further promotes diversity (Brainerd, 2000).

Top management commitment to diversity should be reflected in the organizational vision, mission and business strategy in order to remove psychological and operational barriers to managing diversity. If such commitment is inconsistent with the current organizational culture, then a significant culture change may be necessary in order to create an atmosphere of mutual respect of all employees. Devolution of responsibility for people management is a central theme of human resource management (Storey 1992) and of diversity management as well (Kandola and Fullerton 1994). Hence, management should be involved more in the decision-making process in order to fully understand and effectively implement diversity management.

However, Connell (1997) argues that focus on only one social group such as gender at a time may create dangers. Vernon (1998) gives the examples of disabled black people who struggle with disabled white ones against racism, or disabled gay, lesbian people against disabilities and sexism. Gender should be included in studies on other groups such as disability, ethnicity, and sexuality (Watson, 2004).

Most people would accept that there are differences between men and women, and between those from different ethnic groups, which are likely to affect their work opportunities. For example, studies continue to show that women, whether they work or not, spend far more time than their male partners on domestic work, especially where children or adult dependants are involved. Men are more likely to have uninterrupted

working lives and to work full-time than white women. So, for example, it is unlawful to consider only men for a particular job (unless there is a genuine occupational requirement), or to ask for someone over 6ft tall, but it is acceptable, in most circumstances, to only offer a job on a full-time basis even though it is recognized that this will make it difficult for many women to undertake (Gregson and Lowe, 1994).

In relation to gender equality such an approach to managing diversity stresses the need for policies which respond to gender-based differences between employees. Some of these, for example training in skills where women have traditionally been under-represented, are about overcoming past disadvantages and allowing women to be more successful within current organizations. Others, such as allowing all jobs to be worked on a part-time or job share basis, are about acknowledging that the organization itself has to change. Some literature talks explicitly about creating an organization where everyone feels they belong rather than one in which only white males feel comfortable.

High quality diversity awareness training is one human resource function that enhances the effective integration of diverse group members. Awareness training builds a common understanding of the value of diversity, assisting in building social cohesion so that it improves individual and organizational outcomes. Rynes and Rosen (1995) found in their study that 75% of trainees, who took diversity training, left the training with positive diversity attitudes, while only 9% of trainees actually entered with favorable attitudes. 68% of employees were skeptical prior to training, whereas only 7% reported skepticism after training. Roberson, Kulik and Pepper (2003) recommended that companies must clarify training objectives and systematically conduct a training needs assessment.

Social psychological research on stereotyping and linkages to prejudice reduction must also be tightly incorporated into training design. A top down training strategy is valuable and proves awareness training to senior managers first and team building training last. Education and training should be tailored to the specific needs of the organization, division, level, team or individuals. Critical to the success of education and training is the

important step of linking training to the strategic objectives of the organization. Kossek et al. (2005) suggested that external facilitators involved in diversity training may help to achieve higher levels of productivity in a shorter time given work group diversity can lead to increased conflict among members in the short-term.

Professional development and career planning is another area where discrimination is visible and needs careful attention while designing diversity management policies. If the HR practices concerning career progression do not effectively reflect diversity issues, diverse employees would have negative perceptions of the whole process (Richard and Kirby 1999). Therefore, organizations should ensure providing equal opportunities for promotion and personal development to all employees. Both male and female employees should be regularly included on panels that evaluate, select and promote managers. The problem of assessing candidates for promotion who are 'different' can be reduced if some of the decision makers are non-traditional managers. Direct intervention by top-level executives in the promotion process is sometimes necessary to ensure that diversity goals are not overlooked. The main point is that candidates must not only be recruited, but they must be adequately prepared to take on demanding managerial assignments (Loden and Rosener 1991, Morrison 1992).

Scholars have suggested that mentoring is another strategy for managing diversity. A successful senior mentor is matched with more junior women or minority employees, with the objective of enabling under-represented demographic groups to move through the invisible barriers and advance in their careers (Ragins 2002). Kandola and Fullerton (1994) give the example of allocation of training: "diversity takes individuals as the primary focus of concern, not groups". If someone has a training need this should be addressed regardless of whether they are a man or a woman, and people should not be assumed to have (or lack) particular training needs just because they are a man or a woman. Schwartz (1989) suggested that those women who want to put a career first should be treated in the same way as men. Those who want to combine work with family commitments could have more gradual promotion, space for career breaks and part-time work and still be valued by the organization.

Research suggests that well-designed training can achieve a number of objectives. These include giving participants an increased understanding of the rationale for equality initiatives, a greater awareness of their own stereotypes, a better understanding of the significance of different cultures for behavior, and a context within which they can get to know others as individuals rather than as embodied stereotypes (Crosby and Clayton, 1990). Research by Goodman et al. (2003) revealed a positive relationship between emphasizing employee development and promotion, and the representation of women.

To sum it up, gender should be managed in organizations in such a way as to minimize any differences between the employment chances available to men and those available to women. Equal opportunity should aim at allowing women the same level of access to and participation within every level and area of the organization (Newstrom and Keith, 2002). As employees gain the benefits of increased equal opportunity for men and women in the workplace, all family members gain from an easing of the strain of juggling work and caring responsibilities and some children will gain the social and development benefits of quality childcare facilities. There is also the danger of promoting such case because equality of opportunity may not be seen as a case of social justice but that of organizational self interest. The benefits of diversity in the work place has its challenges which workers have to put up with, such challenges include prejudices, cultural and language barriers that employees bring into the lime light of work. Such challenges need to be overcome for diversity programs to succeed. There are always employees who will refuse to accept change and the fact that the workplace is changing as a result of the diverse nature of workers. The preconception of following “the rules” outlooks new ideas and hinders progress. “The profits of a globalized economy are more fairly distributed in a society with equality, leading to greater social stability, broader public support for further economic development and organizational performance”, (ILO, 1996-2010).

2.3 Working environment and organizational performance

According to Newstrom and Keith (2002), the nature of working environment in some organization is not favorable. The way offices or work place are set does not favor some employees for instance absence of air conditioners in some work place irks employees working in enclosed areas yet they need air conditioners in place (Hussey, 2004). When temperatures rise people feel disgusted uncomfortable which affect adversely their productivity and performance

According to Roosevelt (2001), managing diversity is a comprehensive process for creating a work environment that includes everyone. When creating a successful diverse workforce, an effective manager should focus on personal awareness. Both managers and associates need to be aware of their personal biases. Therefore, organizations need to develop, implement, and maintain ongoing training because a one-day session of training will not change people's behaviors Koonce, (2001). What the author failed to mention is that managers must also understand that fairness is not necessarily equality. However, consideration must be put on both if the organization is to register the desired performance goals.

Effective diversity management requires a culture of inclusion that creates a work environment nurturing teamwork, participation and cohesiveness (Carnevale and Stone 1994; Dwyer, Richard and Chadwick 2001). Diversity culture should be emphasized in organizational vision, mission and business strategy and the HRM strategy. The formation of a diversity culture requires a significant commitment of resources and leadership. Formalization of HR diversity policies is also necessary as Reskin and McBrier (2000) argued that organizations with written documents for hiring and firing had higher percentages of women in management

The working environment in some organizations is very terrible and affects negatively the organizational performance (Desster, 2003). Most workers are at work place or in the factory six or seven days a week, working thirteen to fifteen hours a day. According to

Armstrong (2001), this can lead to chronic fatigue, which makes employees to be less alert and subject to injury or death from the machines that they operated. Many times, workers are placed in the position of operating machines with little or no training, which also led to injuries and this generally hinders efforts to attain the organizational performance targets.

According to Weihrich (2000), working environment today is quite better. The government has made laws regulating business owners and employers to create good working conditions and provide safety equipment and other things for them. However regulations are in existence, some employers violate employment regulations. Some employees have to work for long hours than they are supposed to do. Armstrong (2006) further says that the nature of the work some employees do means that the workplace is very hot and machines contribute further to the heat in this which is undesirable to most employees. In some organizations machinery is not always fenced off and workers are exposed to the moving parts of the machines whilst they work. This leads them to being placed in a great deal of danger (Derek and Nield, 2002). Added to the dangers of the workplace also consider the impact of the hours worked. It is quite common for workers to work 12 hours or more a day, in the hot and physically exhausting work places. Exhaustion naturally leads to the worker becoming sluggish (slow), which again makes the workplace more dangerous and this has a direct bearing on organizational performance.

Richard, (2001) stresses that ensuring a safe and supportive working environment that meets the needs of a diverse workforce, including strategies to support staff to achieve an appropriate work-life balance leads to effective and successful customer service. He continues to say that staff should have access to flexible working conditions that promote the availability of flexible working conditions, including part-time, job-share and home-based work and thus improving on organizational performance.

Loysk, (1996) in his words suggests that promoting a family friendly working environment which will support staff in their caring responsibilities. In addition, support

staff in their caring responsibilities through the provision of a career's room, nursing breaks and access to breastfeeding accredited facilities for nursing mothers, support for staff on maternity /paternity leave, and a range of career's information should be catered for, thereby creating a conducive working environment which facilitates for the needs of employees and hence giving the encouragement to increase on their productivity levels in different tasks as assigned to them.

According to Esty, Katharine, Griffin, and Marcie Schorr-Hirsh (1995), identify, monitor and inform strategies to assist staff to achieve an appropriate work-life balance. Monitor and report on a range of wellbeing data including: turnover; exit survey feedback and excess leave balances. Use this data to identify issues and inform workforce strategies that will provide an essential background to organizational performance.

The working environment of the workforce is one of its greatest strengths, managing it successfully means creating an environment that values and utilizes the contributions of people with different backgrounds, experiences and perspectives. Organizations need to develop people management strategies that accommodate differences in the background, perspectives and family responsibilities of their employees. They need to recognize the contribution that diversity of perspectives makes to generating new ideas and ways of doing things like staff satisfaction and staff feedback.

2.4 Conclusion

After a thorough analysis of various sets of literature related to the topic of the research, the researcher has discovered that very little has been done so far on how workforce diversity affects organizational performance. It is hence upon this observation that the researcher wish to conduct a more detailed study on workforce diversity and organizational performance so as to fill the gap and to bring more light and understanding on how workforce diversity influences organizational performance. It is therefore expected that there is a significant relationship between workforce diversity and organizational performance. However the theoretical expectation may be proved to untrue depending on the facts on the ground.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the methodology that was used for the study. The methods in execution of the study included; research design, study population, sample size and selection, sampling techniques and procedure, data collection methods, data collection instruments, validity and reliability of the research tools, procedure of data collection, procedure and techniques that were used in data analysis and measurement of variables.

3.1 Research design

This study used a case study research design to collect data from the respondents with reference to Halliburton International Inc. The researcher also used a case study design since it is a good method for obtaining true and a comprehensive data for the study.

In order to ensure that the objectives of the study were attained, the researcher used majorly the quantitative data collection approach which relied on random sampling and structured data collection instruments. These fitted diverse experiences in order to predetermine response categories and they produced results that were easy to summarize, compare and generalize.

The use of quantitative data collection approach allowed the researcher to collect a variety of data and in turn achieve a higher validity and reliability. The quantitative approach was used to quantify incidences in order to describe conditions and to investigate the relationships between variables using information gained from the questionnaire.

3.2 Study Area

The study was carried out at the headquarters of Halliburton International Inc located in Kampala -Uganda this was because the head office was easily accessible in case of urgent information needed and is the center for all company operations relating to workforce and human resource decisions.

3.3 Study Population

The study targeted managers and employees of Halliburton International Inc and the target population according to the Human Resource Records (2013), the company has 70 staff and these formed the study population.

3.4 Sample size

The sample size was selected by use of Slovin's Formulae.

Slovin's Formulae is given as $n = \frac{N}{1 + N(e)^2}$; n represents the sample size, N represents the population and $(e)^2$ represents the margin of error which is 0.1.

Therefore from

$$n = \frac{N}{(1 + N(e)^2)}$$

$$n = \frac{70}{(1 + 70(0.1)^2)}$$

$$n \approx 41$$

Therefore, the sample size n was 41 respondents.

The sample selection method was chosen specifically because it was scientifically calculated with a proven marginal error.

3.4.1 Sampling Techniques

A sampling technique is a methodical process through which a given study or population is selected (Newman, 1993; Kothari, 2004). It therefore is a procedural chain that guides the selection criterion.

Managers were selected using purposive sampling techniques because this category of respondents were few, knowledgeable about the problem under investigation and hence expected to provide rich information and in-depth analysis on cases pertaining to the study. According to Amin (2005), purposive sampling is where a researcher uses his or her judgment or common sense regarding the participant from whom information is to be collected.

Furthermore, lower level employees were selected by using simple random sampling techniques. The researcher employed this technique because it gave employees from each department the same chance to be included in the study, and made the sample selection without any bias.

3.5 Data Sources

Sources of data were both primary and secondary. Primary data included findings from the field. Secondary sources of data included Journals, books, magazines, newspapers / letters and tabloids.

3.5.1 Data collection instruments

The data collection instruments included the following as discussed below;

Questionnaire Survey

A questionnaire is a list of research or survey questions asked of respondents, and designed to extract specific information. It serves four basic purposes: to collect the appropriate data, make data comparable and amenable to analysis, minimize bias in formulating and asking questions, and to make questions engaging and varied. The

questionnaires were self-administered by the researcher and they contained questions divided into sections according to the study objectives.

The questionnaire was used in data collection since respondents could respond to the questions at their convenient time thereby giving more genuine responses, (Sekaran, 2004). Questionnaires were distributed to several respondents at the same time, and this enabled the researcher to get quick responses.

3.6 Validity & Reliability of instruments

Data Validity

Kothari, (2004) asserts that criterion validity is expressed as the co-efficient of correlation between test scores and another measure of future performance or another measure of known validity. The researcher thus related the results with other studies and confirmed that there is validity.

Amin (2005) concurs that, validity is about accuracy. It measures the extent to which a research instrument measures what it is intended to measure or the extent to which the research findings can be generalized to other populations to test the validity of the instrument.

Data Reliability

Amin (2005) says that the instrument is reliable when it produces the same results when it is used repeatedly hence ensuring dependability and precision. To ensure the reliability, the researcher used Cron-bach alpha tests through a special package for social scientists (SPSS) to compute the reliability of the instruments. The results from SPSS reliability tests were 0.83, and with alpha above 0.7 it was concluded that the tools were reliable.

3.7 Data Analysis and Presentation

Coded (quantitative) data was entered in a computer program known as a Special Package for Social Scientists (SPSS) for analysis. Descriptive statistics were used to

determine the distribution of respondents on the questions under each of the variables. Inferential statistics Anova tests were used to test the hypothesis, and correlation analysis was used to determine the relationship between variables.

Data obtained from interviews was analyzed using content analysis that involved coding, categorising, and interpretation in their categories/ themes as recommended by Elo and Kyngas (2007). This was used to triangulate the responses from the questionnaire.

3.8 Measurement of Variables

The researcher used an interval type of scale to measure different variables. A nominal scale was used for all the variables in the background section where individuals were categorized into mutually exclusive categories. In this study, this type of scale was of great importance because it generated information that was used to determine the particular percentages in the samples of respondents, which were useful to the researcher in drawing inferences. The questions in the questionnaires were close-ended with a 5 – point Likert Scale of strongly agree (5), agree (4), uncertain (3), disagree (2) and strongly disagree (1) will be applied. The questionnaire was divided into major sections to address specifically every variable in the study.

3.9 Ethical Considerations

The researcher showed the respondents the letter of introduction from Uganda Martyrs University, Faculty of Business Administration and Management seeking for informed consent, after which the researcher took into consideration the ethical rules that were likely to limit the effectiveness of data gathering. These included; informed consent, access and acceptance.

The researcher ensured confidentiality and security of the data collection from the respondents by making sure the information did not leak to any third party.

The researcher acknowledged all sources of information she used to compile this study information by citing them appropriately.

Beauchamp and Childress (2001) refer to informed consent as a procedure for ensuring that research participants understand what is being done to them, the limits to their participation and awareness of any potential risks they incur.

3.10 Limitations encountered in the study

The following were the limitations faced during the study;

- Information/literature about workforce diversity and organizational performance was scarce, however the researcher visited various libraries, and information centres and got the required data.
- There was limited time allocated to the writing the report, however the researcher made a time table for her activities and allocated more time to finishing the report.
- The researcher experienced a problem of limited finances with respect to the study. Costs regarding this limitation included transport, printing and photocopying of relevant materials. However, the researcher had to borrow some money from friends and relatives and used it sparingly so as to overcome the cost constraint.

3.11 Conclusion

This chapter gave the researcher an understanding on how data was collected and analyzed during the study. This included understanding the population and the sample size which was sampled during the course of the research. Therefore through these methods, the researcher believes the information presented and the required results are reliable and valid.

CHAPTER FOUR

ANALYSIS AND INTERPRETATION OF THE FINDINGS

4.0 Introduction

This chapter shows the presentation, analysis, and interpretation of the findings according to the objectives of the study namely:

- The effect of cultural diversity on the performance of an organization.
- The effect of organizational equality on performance of an organization.
- The role of working conditions on the performance of an organization.

The purpose of the study was to establish the effect of workforce diversity on organizational performance at Halliburton International Inc. Kampala Uganda. The analysis was based on the data collected using questionnaires and interview guide which were answered by the management and staff of Halliburton International Inc. Kampala Uganda.

4.1 Background information

In this section, the researcher aimed at establishing the personal characteristics of the respondents to the study. These personal characteristics include information like gender, age group, academic qualification, respondent's department, level at which respondent works and experience of respondent in the company.

4.1.1 Gender of respondents

As regards to the questionnaires completed by the respondents this section was derived and presented below

| Gender | | Frequency (F) | Percent (%) |
|--------|--------------|---------------|--------------|
| Valid | male | 28 | 68.3 |
| | Female | 13 | 31.7 |
| | Total | 41 | 100.0 |

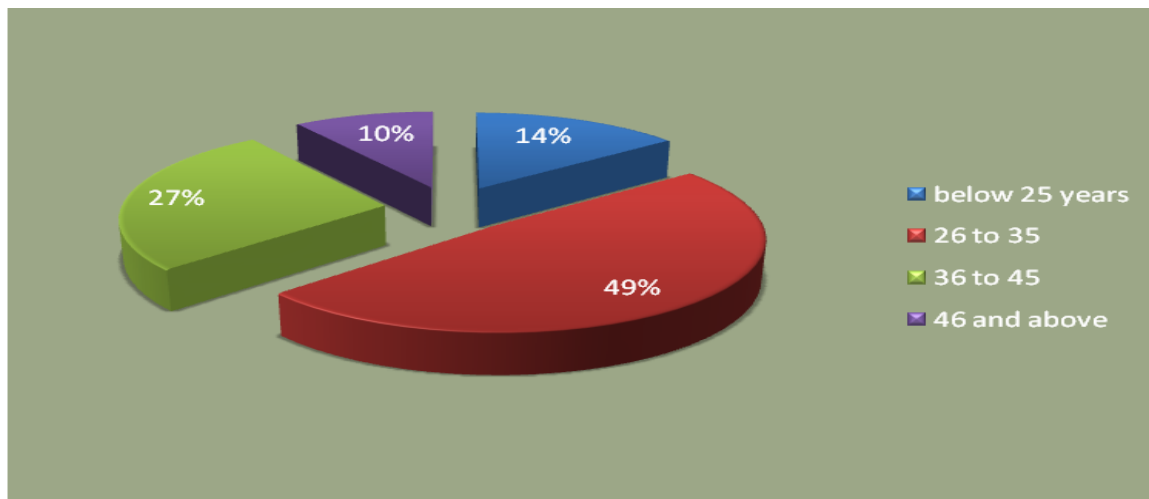
Source: field primary data

The frequency table above shows that majority of the respondents were male (68.3%) while the minority (31.7%) of the respondents were female. This implied that the male respondents were more than the female respondents.

This assisted the study being undertaken since information was acquired from different contributing ideas; that is males and females. This enabled the researcher to obtain information that is not excessively biased to one side. The gender imbalance was minimized by ensuring that both men and women took part in the study.

4.1.2 Age of respondents

As regards to the questionnaire completed by the respondents, the information in the figure below was derived.



Source: field primary data

The chart above shows that 14% of the respondents were below 25 years of age, 49% were between the ages of 26 to 35 years, 27% were between the ages of 36 to 45 years,

and 10% were above the age of 46 years; this implied that majority of the respondents were between the ages of 26 to 35 years.

4.1.3 Academic qualification of the respondent

As regards to the questionnaires completed by the respondents, the following information below was gathered.

| Academic qualification | Frequency (F) | Percentage (%) |
|-------------------------------|----------------------|-----------------------|
| Certificate | 5 | 12.2 |
| Diploma | 10 | 24.3 |
| Bachelors | 12 | 29.3 |
| Masters | 9 | 22 |
| PHD | 5 | 12.2 |
| Total | 41 | 100 |

Source: field primary data

Results in the table above indicate that the majority (29.3%) of the respondents were bachelor degree holders, (24.3%) of the respondents were diploma holders, (22%) were master degree holders while the minority (12.2%) were both certificate and PHD holders.

This implies that Halliburton International Inc. had employees with the required academic qualifications. This also assisted the researcher to obtain relevant information because the respondents answered the questions with a lot of reasoning due to the knowledge they had in relation to the topic of study.

4.1.4 Department where respondent works

As regards to the completed questionnaires presented by the respondents to the researcher, the information below was derived.

| Department | Frequency (F) | Percent (%) |
|--------------------------------|----------------------|--------------------|
| Valid finance & administration | 19 | 46.3 |
| marketing & communication | 14 | 34.1 |
| human resource | 8 | 19.5 |
| Total | 41 | 100.0 |

Source: field primary data

From the table above, 46.3% of the respondents were from the finance and administration department; 34.1% were from the marketing and communication department; and 19.5% were from the human resource department.

This showed that majority of the respondents were from the finance & administration department and marketing & communication department, with the human resource department having the least numbers of respondents.

Although the three various departments have different response percentages, the above table indicates that respondents from all the departments were considered when collecting data.

4.1.4 Level in which respondent works

The table below contains information provided by the respondents to the researcher on as regards to the respondents work level.

| Level | Frequency | Percent |
|--------------------------|------------------|----------------|
| Valid head of department | 5 | 12.2 |
| middle level manager | 16 | 39.0 |

| | | |
|---------------------|-----------|--------------|
| low level employees | 20 | 48.8 |
| Total | 41 | 100.0 |

Source: field primary data

The frequency tables above shows that 12.2% of the respondents were heads of departments, 39% were middle level managers, and 48.8% were low level employees. This implied that most of the respondents were low level employees.

4.1.5 Experience of respondent in the company

As regards to the information provided by the respondent to the researcher the following information of the experience of the respondents is presented in the table below.

| Experience | Frequency | Percent |
|------------------------|------------------|----------------|
| Valid less than a year | 3 | 7.3 |
| 1 to 2 years | 23 | 56.1 |
| 3 to 4 years | 10 | 24.4 |
| above 5 years | 5 | 12.2 |
| Total | 41 | 100.0 |

Source: field primary data

The table above shows that most of the respondents had worked at the company from a period between 1 to 2 years, and therefore had enough knowledge about the company.

4.2 Cultural Diversity and organizational performance

In regard to establishing the effect of cultural diversity on organizational performance, the information below was analyzed in the descriptive statistics table below

4.2.1 Cultural Diversity and organizational performance

| Statement | N | Minimu m | Maximu m | Mean | Std. Deviation |
|---|----|-------------|-------------|--------|-------------------|
| People from different cultural backgrounds are employed in the firm | 41 | 2.00 | 5.00 | 3.7561 | .99450 |
| The company makes work assessments on people from different cultural backgrounds in the firm | 41 | 1.00 | 5.00 | 3.5610 | 1.14124 |
| We employ people from different ethnic backgrounds | 41 | 1.00 | 5.00 | 3.9268 | .98464 |
| All ethnic groups have fairly the same number of people employed at the firm | 41 | 1.00 | 5.00 | 1.5854 | .83593 |
| People from different ethnic backgrounds are given priority at work | 41 | 1.00 | 5.00 | 1.9756 | .87999 |
| The firm often sets out strategies to bring out the best from diverse workgroups and avoid conflicts | 41 | 1.00 | 5.00 | 2.0732 | .90527 |
| The firm carries out training programs giving managers diversity related goals and making sure they are met | 41 | 1.00 | 5.00 | 3.9268 | 1.05807 |
| Our organization focused on diversity of cultural differences | 41 | 1.00 | 5.00 | 2.2195 | 1.10707 |
| Valid N (listwise) | 41 | | | | |

Source: field primary data

People from different cultural backgrounds are employed in the firm.

The findings in the table above indicated that most respondents agreed to the statement that people from different cultural backgrounds are employed in the organization as evidence with the mean of **3.7561**.

This was supported by the study done by Konrad (2003) which revealed that a culturally diverse workforce can better cater to an increasingly diverse customer base, hence increased market share. An increased market share can in turn lead to a high level of organizational performance. However, there was a variation in the respondent's opinion with a standard deviation value of **.99450**. This was minimal which implies that people from different cultural backgrounds are employed in the firm and this is showed through the high quality of organizational performance at Halliburton International Inc.

The company makes work assessments on people from different cultural backgrounds in the firm.

As regards to the table above, most of the respondents agreed to the statement that the company makes work assessment on people from different cultural background in the firm, which led to a physical proof by the mean value **3.5610**.

This was in agreement with McMahon (2010) who revealed that effective management is based on recognition of commonalities and awareness of differences. Managing cultural diversity involves identifying the best practices like an incentive or a reward. However, there was a small deviation with the standard deviation of **1.14124**. This implied that the company makes work assessments on people from different cultural backgrounds in the firm which in turn leads to a high level of organizational performance.

Halliburton International Inc. employs people from different ethnic backgrounds.

In relation to the table above, it was revealed that most of the respondents agreed that Halliburton International Inc. employs people from different cultural backgrounds as shown by the mean value of **3.9268**. This was in agreement with Konrad (2003) who indicated that the best talent is not always to go local; employees need to look globally to recruit the best minds in business. However, there was a minimal variation in the respondent's opinion, this can be seen through the standard deviation of **.98464** which implies that employing people from different ethnic backgrounds can bring about a high level of organizational performance.

All ethnic groups have fairly the same number of people employed at the firm.

The findings from the above table indicated that most respondents strongly disagreed to the statement that all ethnic groups have fairly the same number of people employed at the firm as shown by the mean **1.5854**. According to Jane & Diboye (2004), increased diversity does not necessarily increase the talent pool, increased diversity does not necessarily build commitment, improve motivation, and reduce conflict. However there a minimal variation of the standard deviation **.83593**. This implies that all ethnic groups having the same number of people in the firm does not necessarily lead to an increased level of organizational performance.

People from different ethnic backgrounds are given priority at work.

Results from the table above, show that respondents disagreed to the statement that people from different ethnic backgrounds are given priority at work as shown by the mean **1.9756**. However, a minimal standard deviation **.87999** implies that people from different ethnic backgrounds are meant to be given priority at work in agreement with Konrad (2003) who indicates that each culturally different individual brings with him something different to the table, and when employers combine all these different attributes, it results in making the organization more competitive and thus can stimulate the productivity of the entity.

The firm often sets out strategies to bring out the best from diverse work groups and avoid conflicts.

In correspondence with the table above, it was revealed that most respondents disagreed with the statement that Halliburton International Inc. often sets out strategies to bring out the best from diverse workgroups and avoid conflicts as shown by the mean value **2.0732**. However, a minimal standard deviation of **.90527** implies that the firm should often set out strategies to bring out the best from diverse work groups and avoid conflicts, in order to attain a high level of organizational performance as supported by Amaram (2007) who indicates that organizations have realized that a multi-cultural workforce can prove to be a great asset especially if the business is to be expanded to international market. So the focus has somewhat shifted to come up with strategies to handle such an employee base and how to sustain their performance result.

The firm carries out training programs giving managers diversity related goals and making sure they are met.

The findings from the table above showed that the respondents agreed to the statement that the firm carries out training programs giving managers diversity related goals and making sure they are met as evidenced by the mean of **3.9268**. This was in agreement with the study done by Amaram (2007) who gives particular importance to diversity training programs, giving managers diversity related goals and making sure they are met. However, the respondents have a different understanding of the statement which is shown by a standard deviation of **1.05807**. This was a minimal deviation implying that carrying out training programs giving managers diversity related goals and making sure they are met is right for the firm to carry out in order to gain an improved level of organizational performance.

Halliburton International Inc. focused on diversity of cultural differences.

The table above revealed that majority of the respondents disagreed that the firm focused on diversity of cultural differences as shown by the mean value **2.2195**. However, the respondents have different understanding of the statement which is shown by a standard deviation of **1.10707**. Thus deviation was minimal, and this implied that a firms focus on diversity of cultural differences can lead to an increase in organizational performance as supported by Amaram (2007) who gives particular importance to diversity training programs, giving managers diversity related goals and making sure they are met and finally, giving respect to people of all races, that is, making room for religious holidays, diet preferences among others, because sometimes it is the little things that matter the most.

4.2.2 Anova tests for Cultural diversity and organizational performance

Organizational performance

| | Sum of Squares | Df | Mean Square | F | Sig. |
|----------------|----------------|----|-------------|-------|------|
| Between Groups | 10.244 | 5 | 2.049 | 3.734 | .008 |
| Within Groups | 19.207 | 35 | .549 | | |
| Total | 29.451 | 40 | | | |

Source: primary data

Using an alpha of 0.05, the observed P-value of 0.008 is well below the bench mark sig. = 0.05, therefore the null hypothesis was rejected. With alpha = 0.05 level of significance, there is enough evidence to conclude that cultural diversity affects organizational performance. Therefore, the hypothesis is true that there is an effect of cultural diversity on organizational performance.

4.3 Equality among employees and organizational performance

In regard to establishing the effect of equality among employees on organizational performance, the information below was analyzed in the descriptive statistics table below

4.3.1 Equality among employees and organizational performance

| Statement | N | Minimum | Maximum | Mean | Std. Deviation |
|--|----|---------|---------|--------|----------------|
| We are given equal treatment to enhance participation in decision making | 41 | 1.00 | 5.00 | 3.5122 | 1.16452 |
| Equal opportunity approaches are aimed only at the disadvantaged | 41 | 1.00 | 5.00 | 1.4146 | 1.07181 |
| Employees are given an opportunity to perform in decision making and resolution of work related issues | 41 | 1.00 | 5.00 | 3.8049 | 1.00547 |
| Equal opportunities allows a company to operate globally in providing services to customers and having a variety of viewpoints | 41 | 1.00 | 5.00 | 4.0244 | .68876 |
| Our superiors treat all employees with fairness | 41 | 1.00 | 4.00 | 3.3902 | 1.04590 |
| Gender inequalities are more pronounced in our organization | 41 | 1.00 | 4.00 | 2.0732 | .90527 |
| Valid N (listwise) | 41 | | | | |

Source: field primary data

Equal treatment to enhance participation in decision making

Results from the table above indicated that most of the respondents agreed to the statement that they are given equal treatment to enhance participation in decision making as shown by the mean **3.5122**

The respondents were in agreement with (Roosevelt, 2001) who defines equality as combined efforts, equal participation and shared responsibilities involving both sexes in decision making, implementation of policies aimed at maximizing potential production of goods and services. However, the respondents have different understanding of the statement which is shown by the variation of the standard deviation **1.16452**. This was a minimal variation indicating that giving equal treatment to enhance participation in decision making is needed, hence a positive influence on organizational performance.

Equal opportunity approaches are aimed only at the disadvantaged

In regards to the table above, it was indicated that most of the respondents disagreed to the statement that equal opportunity approaches are aimed only at the disadvantaged as shown by the mean **1.4146**. However, the respondents have varying understanding about the statement which was shown by the variation of standard deviation **1.07181**. This was a minimal deviation implying that equal opportunity approaches should not be aimed only at the disadvantaged, in order to achieve a higher level of organizational performance. This was supported by (Sukrew,2007) who revealed that equal opportunity approaches are aimed only at the disadvantaged and therefore potentially create problems in organizations by constantly targeting the disadvantaged rather than making efforts to ensure that the organization naturally encourages equality of opportunity for all and sundry.

Employees are given an opportunity to perform in decision making and resolution of work related issues.

Results from the table above indicated that a majority of the respondents agreed with the statement that employees are given an opportunity to perform in decision making and resolution of work related issues as shown by the mean **3.8049**. This was in agreement with The Equality and Human Rights Commission which stated that equality is more than a willingness to share influence whereby employees have a right to contribute on all levels of decision- making and resolution of work-related issues that can be translated in good organizational performance. However, the respondents had different understanding of the statement which was shown by the variation they provided with a standard deviation of **1.00547**. This was a small deviation

implying that giving employees an opportunity to perform in decision making and resolution of work related issues brought about an increase in organizational performance.

Equal opportunities allow a company to operate globally

From the table above, results showed that a large number of the respondents agreed with the statement that equal opportunities allows a company to operate globally in providing services to customers and having a variety of viewpoints as shown by the mean

4.0244. This was supported by (Herzberg, 2001) who stated that equality and diversity combined together, drive an organization to comply with anti-discrimination legislation as well as emphasizing the positive benefits of diversity such as drawing on a wider pool of talent, positively motivating all employees and meeting the needs of a wider customer base.

However, the respondents had different understanding of the statement which was shown by the standard deviation variation of **.68876**. This was a minimal deviation implying that equal opportunities allow a company to operate globally in providing services to customers and having a variety of viewpoints. This affirms good organizational performance.

Superiors treat all employees with fairness

In accordance with the table above, results showed that majority of the respondents agreed to the statement that their superiors treat all employees with fairness as shown by the mean **3.3902**. This finding is in agreement with (Ouseley, 1996) who stated that diversity approaches that encourage managers to ignore the realities of inequality and discrimination will mean that the status quo is maintained. However, the respondents had different understanding of the statement which was shown by the standard deviation variation of **1.04590**. This was a minimal deviation implying that superiors treat all employees with fairness. This creates an understanding between the superiors and employees hence increasing organizational performance.

Gender inequalities are more pronounced in the organization.

With reference to the table above, results showed that majority of the respondents disagreed to the statement that gender inequalities are more pronounced in Halliburton International Inc. this was portrayed by the mean **2.07322**.

This finding is in accordance with (Desster, 2003) who states that gender inequality is the oldest and most common diversity issue worldwide. Nonetheless, most women and men are at a disadvantage in areas of jobs and trainings, wages and salaries, and are constrained to certain occupations without reference to their capabilities and skills. However, the respondents has different understanding of the statement which was shown by the standard deviation variation of **.90527**. This was a minimal deviation implying that gender inequalities should be less pronounced in the organization.

4.3.2 Anova tests on Equality among employees and organizational performance

Organizational performance

| | Sum of Squares | df | Mean Square | F | Sig. |
|----------------|----------------|----|-------------|-------|------|
| Between Groups | 17.875 | 6 | 2.979 | 8.750 | .000 |
| Within Groups | 11.576 | 34 | .340 | | |
| Total | 29.451 | 40 | | | |

Source: primary data

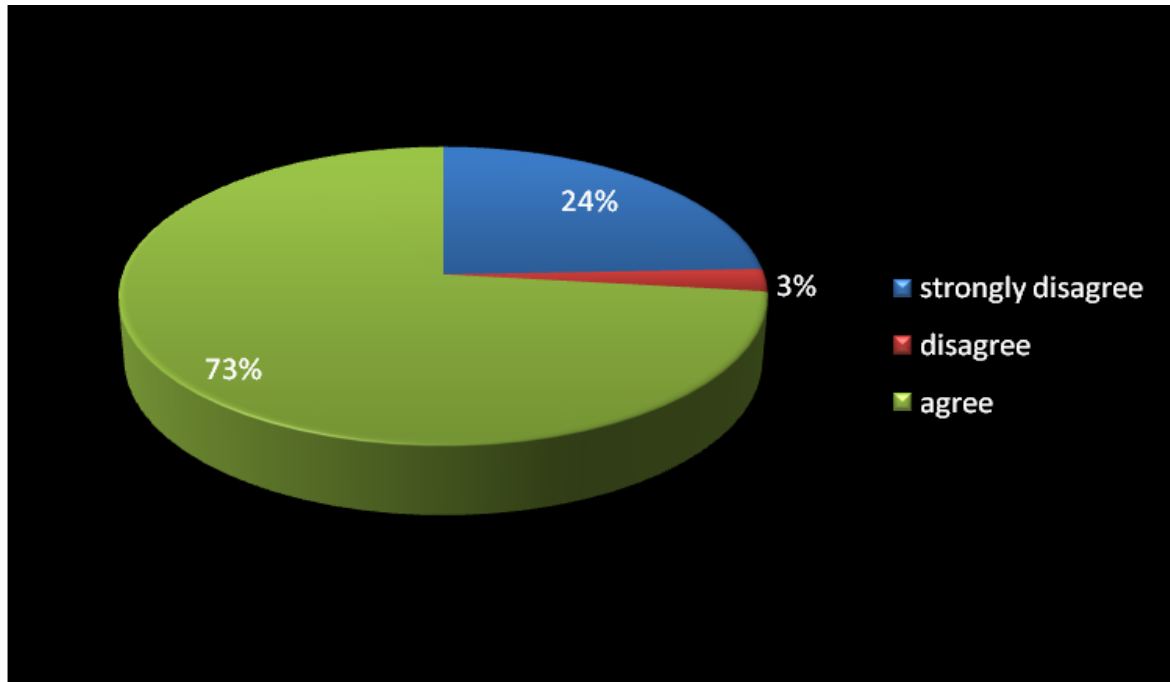
Using an alpha of 0.05, the observed P-value of 0.000 is well below the bench mark sig. = 0.05, therefore the null hypothesis was rejected. With alpha = 0.05 level of significance, there is enough evidence to conclude that equality among employees affects organizational performance.

Therefore, the hypothesis is true that there is an effect of equality among employees on organizational performance.

4.4 Working Environment and organizational performance

With regard to establishing the effect of working environment on organizational performance, the information below was analyzed in the descriptive statistics table below

4.4.1 Whether the firm offers attractive salaries to employees



Source: field primary data

The pie chart above shows that 27% of the respondents strongly disagreed or disagreed that the firm – Halliburton International Inc. offered attractive salaries to its employee. Majority of the respondents (73%) agreed that they were offered attractive salaries. This implied that most of the respondents were offered attractive salaries by the firm. When a firm offers attractive salaries to its employees, they become more motivated to work which in turn leads to an increased level of organizational performance.

4.4.2 Company working conditions

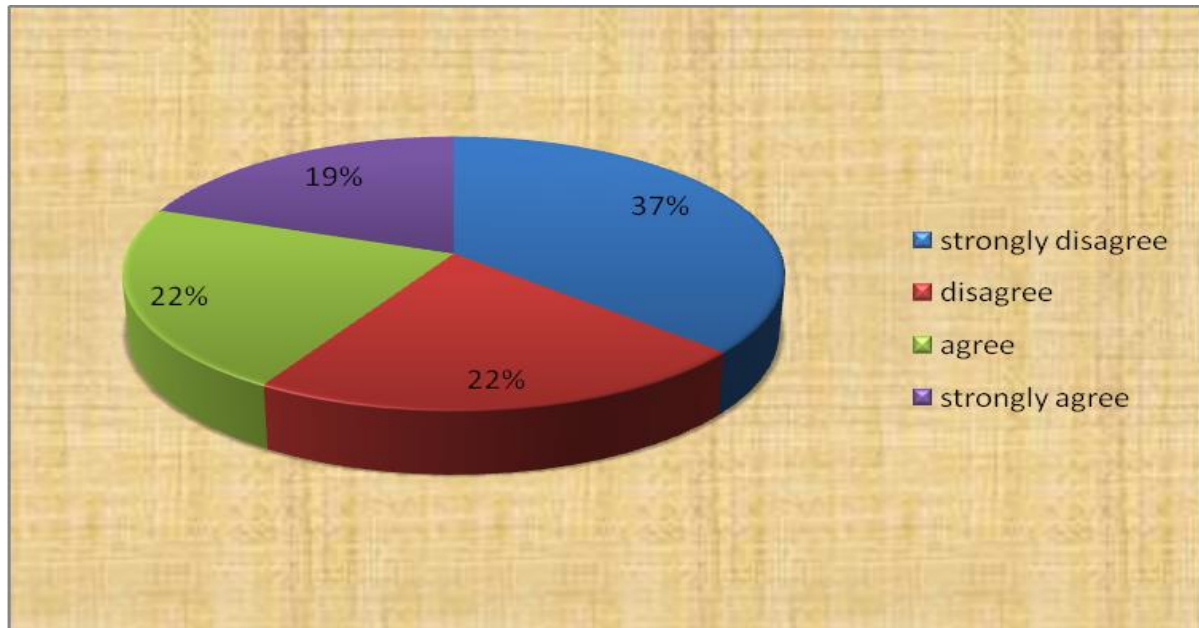
| Statement | Frequency | Percent |
|-------------------|-----------|---------|
| Valid | | |
| strongly disagree | 12 | 29.3 |
| disagree | 6 | 14.6 |
| Not sure | 4 | 9.8 |
| agree | 18 | 43.9 |
| strongly agree | 1 | 2.4 |

| Statement | | Frequency | Percent |
|-----------|-------------------|-----------|---------|
| Valid | strongly disagree | 12 | 29.3 |
| | disagree | 6 | 14.6 |
| | Not sure | 4 | 9.8 |
| | agree | 18 | 43.9 |
| | strongly agree | 1 | 2.4 |
| | Total | 41 | 100.0 |

Source: field primary data

The frequency table above shows that majority of the respondents (46.3%) agreed to the statement that the company had good working conditions, 43.9% of the respondents disagreed to the statement, and 9.8% of the respondents were neutral about the statement. This implied that the company had good working conditions since majority of respondents agreed. This was in agreement with Richard, (2001) who stated that staff should have access to flexible working conditions, including part-time, job-share and home-based work and thus improving on organizational performance.

4.4.3 Teamwork, participation and cohesiveness



Source: field primary data

The pie chart above showed that majority of the respondents (59%) strongly disagreed or disagreed that the environment creates team work, participation and cohesiveness, and 41% of the respondents agreed or strongly agreed to the statement. This implied that there was no teamwork, participation and cohesiveness created since majority of the respondents strongly disagreed and disagreed.

This finding was supported by (Carnevale and Stone 1994; Dwyer, Richard and Chadwick 2001) who indicated that effective diversity management requires a culture of inclusion that creates a work environment nurturing teamwork, participation and cohesiveness. Team work, participation and cohesiveness are necessary in the working environment as it leads to an increase in the level of organizational performance.

4.4.4 Health insurance and other benefits covered by the firm

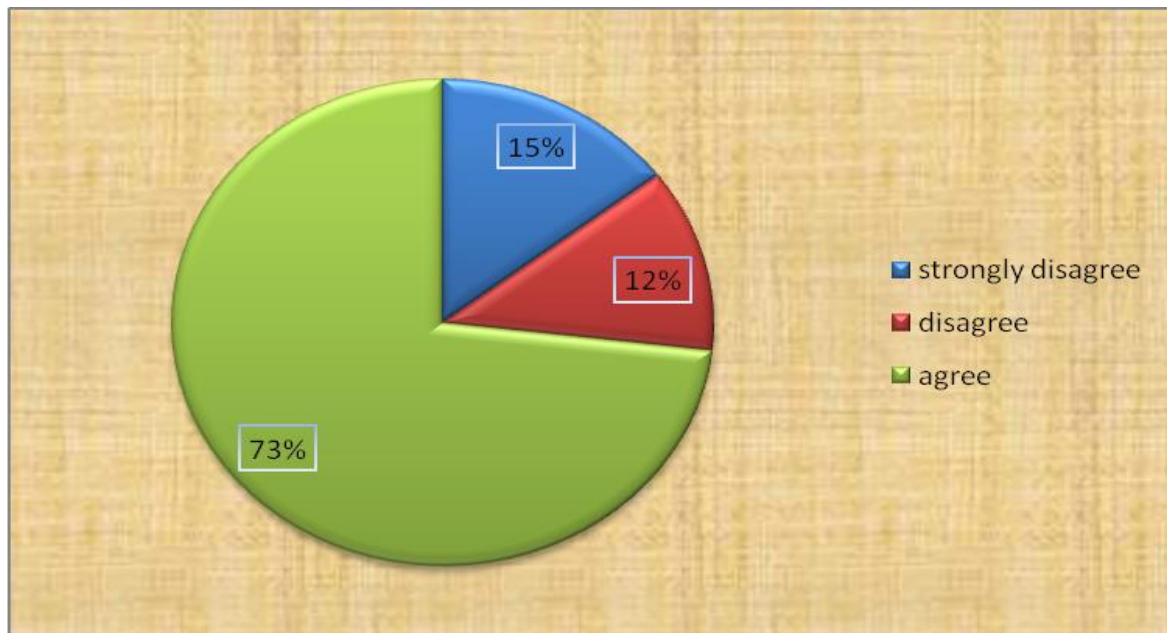
| Statement | Frequency | Percent |
|-------------------------|-----------|---------|
| Valid strongly disagree | 4 | 9.8 |

| | | |
|----------------|-----------|--------------|
| disagree | 4 | 9.8 |
| Not sure | 1 | 2.4 |
| agree | 28 | 68.3 |
| strongly agree | 4 | 9.8 |
| Total | 41 | 100.0 |

Source: field primary data

From the table above, majority of the respondents (78.1%) agreed or strongly agreed that the employees have health insurance and other benefits covered by the firm. 19.6% of the respondents disagreed or strongly disagreed to the statement and the least number of respondents (2.4%) remained neutral. This implied that health insurance and other benefits were covered by the firm. This was in agreement with Richard, (2001) who stressed that ensuring a safe and supportive working environment that meets the needs of a diverse workforce, including strategies to support staff to achieve an appropriate work-life balance leads to effective and successful customer service. In other words, providing strategies like health insurance and other benefits to support staff can lead to an improvement on the organizational performance as the staff are more willing to work.

4.4.5 Set of rules and regulations that cover the employees well being in the firm



Source: field primary data

The figure above shows that minority of the respondents (27%) strongly disagreed or disagreed that there was a set of rules and regulations that cover the employee's well being of the firm, and majority of the respondents (73%) agreed to the statement. This implied that there were set rules and regulations since majority of the respondents agreed to the statement.

These findings concur with Wehrich (2000) who writes that the working environment today is quite better. The government has made laws regulating business owners and employers to create good working conditions and provide safety equipment and other things for them. Set of rules and regulations covering the employees' wellbeing in the firm provides for a good working environment hence, increased organizational performance.

4.4.6 Anova tests on work environment and organizational performance

Organizational performance

| | Sum of Squares | df | Mean Square | F | Sig. |
|----------------|----------------|----|-------------|-------|------|
| Between Groups | 10.244 | 5 | 2.049 | 3.734 | .006 |
| Within Groups | 19.207 | 35 | .549 | | |
| Total | 29.451 | 40 | | | |

Source: primary data

Using an alpha of 0.05, the observed P-value of 0.006 is well below the bench mark sig. = 0.05, therefore the null hypothesis was rejected. With alpha = 0.05 level of significance, there is enough evidence to conclude that the work environment affects organizational performance. Therefore, the hypothesis is true that there is an effect of work environment on organizational performance.

4.5 Organizational Performance

| Statement | N | Minimum | Maximum | Mean | Std. Deviation |
|--|----|---------|---------|--------|----------------|
| Our productivity level is very high | 41 | 1.00 | 4.00 | 1.7073 | 1.05461 |
| We have managed to increased our market share | 41 | 1.00 | 5.00 | 1.7561 | 1.04356 |
| Because of our good customer service, we have increased our customer loyalty | 41 | 1.00 | 5.00 | 4.1951 | .98029 |
| There is no element of customer complaint regarding the things we do | 41 | 1.00 | 5.00 | 3.9024 | .70017 |
| We have managed to register the desired productivity levels over the years | 41 | 1.00 | 4.00 | 2.0732 | .81824 |
| Valid N (listwise) | 41 | | | | |

Source: field primary data

Productivity level is high

From the descriptive table above, results showed that majority of the respondents disagreed with the statement that the productivity level of Halliburton International Inc. is high as shown by the mean **1.7073**. However, the respondents have varying understandings about the statement which was shown by the variation of the standard deviation **1.05461**. This was a minimal deviation which implied that a high level of productivity can lead to positivity in organizational performance. Halliburton International Inc. has to increase its productivity level in order to attain high organizational performance.

Increased market share

According to the results from the table above, it was showed that majority of the respondents disagreed with the statement that the company has managed to increase their market share as shown by the mean **1.7561**. However, the respondents have varying understandings about the statement which was shown by the variation of the standard deviation **1.04356**. This was a minimal deviation which implied that increased market share can bring about an increase in organizational performance.

Increased customer loyalty

The table above revealed that majority of the respondents agreed that the company had increased customer loyalty because of the customer service as shown by the mean **4.1951**. However, there was a minimal variation of the standard deviation **.98029** due to the varying understandings about the statement by the respondents. This was a minimal deviation which implied that good customer service brings about customer loyalty, hence increasing organizational performance in order to serve the customers better and retain their loyalty.

Lack of customer complaint regarding the things the firm does

With regards to the table presented above, it was showed that a high number of respondents agreed to the statement that there is no element of customer complaint regarding the things done by the company as shown by the mean **3.9024**. Nevertheless, there was a minimal variation of the standard deviation **.70017** due to the varying understandings about the statement by the respondents. This was a minimal deviation which meant that there is lack of customer complaint regarding the things the company does, hence increasing organizational performance, as a positive feedback from the customers would motivate the company to serve them better.

Registration of desired level over the years

The table above showed that majority of the respondents disagreed with the statement that the company has been able to measure the desired productivity levels over the years as shown by the mean **2.0732**. Nonetheless, there was a minimal variation of the standard deviation **.81824** due to the varying understandings about the statements by the respondents. This was a minimal deviation which implied that the company registering the desired productivity levels over the years can directly influence organizational performance as this may create motivation to work towards reaching the desired productivity levels and in turn, increase organizational performance.

4.6 Conclusion

The analysis of the primary data indicates that the independent variables through the dependent variables namely

- Increased productivity
- Customer service
- Profitability

All have an effect on organizational performance as seen in this chapter.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS OF THE STUDY

5.0 Introduction

This chapter presents the summary, conclusions and recommendations of the effect of workforce diversity on organizational performance basing on the findings presented and interpreted in chapter four. An attempt is made to show the consistency of the findings with the existing literature relating to the objectives of the study.

The findings, conclusions and recommendations to examine how workforce diversity influences the performance of the organization in terms of increased productivity, customer service and profitability

5.1 workforce diversity and organizational performance

The first hypothesis focused on the effect of cultural diversity on organizational performance. The results of Anova tests in chapter four cited that the hypothesis was true, were the observed P-value of 0.008 which is below the bench mark of 0.05; meaning that cultural diversity affects organizational performance. This therefore implied that cultural diversity has an effect on organizational performance.

The findings in chapter four revealed that the company employs people from different cultural backgrounds, and different ethnic backgrounds. The findings also revealed that the firm carries out training programs giving managers diversity related goals and making sure they are met. However, it was also cited that all ethnic groups did not fairly have the same number of people employed at the firm, and that people from different ethnic backgrounds were not given priority at work. The study further discovered that the firm does not set out strategies to bring out the best from diverse workgroups and avoid conflicts.

The second hypothesis focused on the effect of organizational equality on organizational performance. The results of Anova tests in chapter four cited that the hypothesis was true, were the observed P-value of 0.000 which is below the bench mark of 0.05; meaning that

organizational equality affects organizational performance. This therefore implied that organizational equality has an effect on organizational performance.

The study discovered that employees of the firm were given equal treatment to enhance participation in decision making, and that employees were given an opportunity to perform in decision making and resolution of work related issues. However the study revealed that the equal opportunity approaches are not aimed only at the disadvantaged (sex, ethnic backgrounds). The study further revealed that equal opportunities allow a company to operate globally in providing services to customers and having a variety of viewpoints, and that the employees superiors treat all employees with fairness. But the study discovered that gender inequalities were more pronounced in their organization.

The third hypothesis focused on the effect of work environment on organizational performance. The results of Anova tests in chapter four cited that the hypothesis was true, were the observed P-value of 0.006 which is below the bench mark of 0.05; meaning that work environment affects organizational performance. This therefore implied that work environment has an effect on organizational performance.

Findings of the study in chapter four discovered that employees were offered attractive salaries, the company has good working conditions, and employees have health insurance and other benefits covered by the firm. However the findings also discovered that there was no teamwork, participation and cohesiveness created, and there were no set rules and regulations in the company.

5.2 Conclusions

The study cited that the company employs people from different cultural backgrounds, and that the firm carries out training programs giving managers diversity related goals and making sure they are met. However, ethnic groups did not fairly have the same number of people employed at the firm, people from different ethnic backgrounds were not given priority at work, and that the firm does not set out strategies to bring out the best from diverse workgroups and avoid conflicts.

Employees of the firm are given equal treatment to enhance participation in decision making, and that employees are given an opportunity to perform in decision making and resolution of work related issues. However equal opportunity approaches are not aimed only at the disadvantaged (sex, ethnic backgrounds) and gender inequalities are more pronounced in the organization.

Employees of the firm are offered attractive salaries with good working benefits covered by the firm. But there was no teamwork, participation and cohesiveness created, and there were no set rules and regulations in the company.

5.3 Recommendations of the study

The researcher recommended that the company should encourage fairness in the number of employment of people from different ethnic backgrounds thus increasing work force diversity

The company should carry out seminars to teach supervisors strategies on how to bring out the best from diverse workgroups and avoid conflicts at work.

The researcher also recommended that the firm should clearly state out the company set rules and regulations on the notice board so that the employees are aware of it.

5.4 Further areas of study

The researcher stated the following areas for further study;

Understanding the relationship between Different cultural groups and performance of an organization

The contribution of fringe benefits at work to performance of an organization

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Appendix 1

Questionnaire

Dear Respondent,

I am Offokansi Emmanuela C, a third year student from Uganda Martyrs University Nkozi in the Faculty of Business Administration and Management. I am currently conducting a study on the “Effect of Workforce Diversity on organizational performance” so as to fulfill the partial requirements of the completion of the Award of a Bachelors degree of Business Administration and Management. I therefore humbly request you to fill this questionnaire to enable me collect relevant data for this work.

This study is purely for Academic purpose and all responses given will be treated with the utmost confidential desired.

Please select, by ticking the most appropriate response

SECTION A: Background of the respondent

i) Gender of the respondent.

| | |
|------|--------|
| Male | Female |
| | |

ii) What department do you work for?

| | | |
|--------------------------|---------------------------|----------------|
| Finance & administration | Marketing & communication | Human resource |
| | | |

iii) What is your designation?

| | | |
|--------------------|----------------------|---------------------|
| Head of department | Middle level manager | Low level employees |
|--------------------|----------------------|---------------------|

| | | |
|--|--|--|
| | | |
|--|--|--|

iv) How long have you been working with Halliburton International Inc?

| | | | |
|------------------|--------------|--------------|---------------|
| Less than a year | 1 to 2 years | 3 to 4 years | Above 4 years |
| | | | |

Please tick in the spaces provide in the table below for your most appropriate response.

KEY

- 1.Strongly disagree
- 2.disagree
- 3.Neutral
- 4.Agree
- 5.Strongly agree

Section B: Cultural Diversity and organizational performance

| QUESTION | GRADING | | | | |
|--|---------|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| People from different cultural backgrounds are employed in the firm | | | | | |
| The company makes work assessments on people from different cultural backgrounds in the firm | | | | | |
| We employ people from different ethnic backgrounds | | | | | |
| All ethnic groups have fairly the same number of people employed at | | | | | |

| | | | | | |
|---|--|--|--|--|--|
| the firm | | | | | |
| People from different ethnic backgrounds are given priority at work | | | | | |
| The firm often sets out strategies to bring out the best from diverse workgroups and avoid conflicts | | | | | |
| The firm carries out training programs giving managers diversity related goals and making sure they are met | | | | | |
| Our organization focused on diversity of cultural differences | | | | | |

Section C: Equality among employees and organizational performance

| QUESTIONS | GRADING | | | | |
|--|---------|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| We are given equal treatment to enhance participation in decision making | | | | | |
| Employees are given an opportunity to perform in decision making and resolution of work related issues | | | | | |
| Equal opportunities allows a company to operate globally in providing services to customers and having a variety of viewpoints | | | | | |
| Our superiors treat all employees with fairness | | | | | |
| Gender inequalities are more pronounced in our organization | | | | | |
| People with disabilities or race or sex are treated as disadvantaged people | | | | | |

Section D: Working Environment and organizational performance

| QUESTIONS | GRADING | | | | |
|--|---------|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| The firm offers attractive salaries to employees | | | | | |
| We have good working conditions in the company | | | | | |

| | | | | | |
|--|--|--|--|--|--|
| The working environment creates a nurturing teamwork, participation and cohesiveness | | | | | |
| All employees have health insurance and other benefits covered by the firm | | | | | |
| There are a set of rules and regulations that cover the employees well being in the firm | | | | | |

Section E: Organizational Performance

| QUESTIONS | GRADING | | | | |
|--|---------|---|---|---|---|
| | 1 | 2 | 3 | 4 | 5 |
| Our productivity level is very high | | | | | |
| We have managed to increased our market share | | | | | |
| Because of our good customer service, we have increased our customer loyalty | | | | | |
| There is no element of customer complaint regarding the things we do | | | | | |
| We have managed to register the desired productivity levels over the years | | | | | |

Thank you for your participation

Appendix III Work Plan

| DATE | ACTIVITY |
|-----------------------------|------------------------------|
| October 2013–November 2013 | Proposal writing |
| November 2013–December 2013 | Preparation of instruments |
| December 2013–January 2014 | Pretesting |
| January 2014- March 2014 | Data collection and analysis |
| March 2014-April 2014 | Report writing |
| April 2014-May 2014 | Submission |

Source: modified by the researcher

This shows what activities that will be involved in the research processes and the time is proportioned to each activity.

**Appendix IV: The Research Budget
2013-2014**

| No. | Item | Description | Unit cost (UGX) | Estimated amount (UGX) | Funded by |
|------------|--------------------------------------|---|---------------------------------|--|----------------------|
| 1 | Stationary | i. 5 reams of paper ii. Binding materials iii. Photocopying and printing iv. 4 Files v. Writing materials | 15,000/= - @400/= @4000/= | 75,000/= 20,000/= 40,000/= 16,000/= 20,000/= | Student |
| 2 | E-resources | Internet for four months | @50,000/= | 200,000/= | Sponsor |
| 3 | Other expenses | i. Travel and accommodation ii. Calls | | 150,000/= 120,000/= | student |
| 4 | Miscellaneous (1% of the total cost) | E.g. reprints | | 50,000/= | |
| | TOTAL | | | 700,000/= | |

Source: modified by the researcher