THE EFFECT OF EMPLOYEE CULTURAL DIVERSITY ON ORGANIZATIONAL PERFORMANCE: A CASE STUDY OF OILYBIA-KENYA

BY

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UNITED STATES INTERNATIONAL UNIVERSITY

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A Project Report Submitted to Chandaria School of Business in Partial Fulfillment of the Requirement for the Degree of Masters in Business Administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY-AFRICA

SUMMER 2016
STUDENT’S DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than United States International University-Africa.

Signed: ___________________________ Date: ___________________________

Kemunto Neema Mecheo (ID: 625357)

This research project has been presented for examination with our approval as the appointed supervisors.

Signed: ___________________________ Date: ___________________________

Dr. Juliana M. Namada

Signed: ___________________________ Date: ___________________________

Dean Chandaria School of Business.
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ABSTRACT

The purpose of this study was to find out the effects of employee cultural diversity on organizational performance. The study was guided by the following objectives; to determine the effect of employee religion on organizational performance, to establish the effect of employee value system on organizational performance and to find out the effect of employee language on organizational performance.

A descriptive quantitative research method was used. Primary data was collected using a five scale likert questionnaire. The questionnaire was distributed to oil Libya petrol stations employees who are situated in Nairobi. Data submitted through questionnaire was entered into SPSS 20.0 statistical software and analyzed for descriptive statistics. Sampling technique was used to select a population sample from the entire employee population. Descriptive statistics was used to analyze data. Regression analysis was used to establish the relationship between employee cultural diversity and organizational performance.

The research found out that that employee religion had an effect on organization performance. Seven religion variables did not have a significant effect on organizational performance with only three significantly affecting organizational performance in a positive way. Religious beliefs had a negative effect on employee work performance however, they positively influenced work commitment. The study also established that cultural values affected organization performance positively. Five employee value system variables did not have a significant effect on organizational performance with only five which were; company values, customer, business outcomes and team work significantly affecting performance in a positive way. The variable job had a negative effect on organizational performance while cultural values emphasized on team work. The findings revealed that the company emphasized on positive cultural values and discouraged negative cultural values, actions that positively influenced its performance.

Lastly the findings revealed that, all the employee language variables did not have a significant effect on organizational performance with only ethnicity and negative working practices having a positive significant effect on organizational performance. The findings showed that differences in language generated conflict because of the lack of skill of being able to identify with other cultural groups. The findings also indicated that differences in
language raised communication barriers that hindered effective transfer of knowledge and that having official language use policies negatively affected performance.

In conclusion, it is evident that cultural diversity has an effect on organizational performance. Religion, value system and language attributes have an effect on organizational performance both in a positive and negative way. Majority of the attributes positively affected performance with a few having a negative effect on the same. The study therefore recommends that employees be given an opportunity to practice their religion. The company also needs to have a system that fairly allows all the employees to practice their religion and engage in religious activities that both contribute positively to the individual and organization. The study further recommends that the company aligns its values with the employees’ cultural values to avoid conflict. Training needs to be done on the different dimensions of cultural values to reduce on any conflict that arises because of differences in value system, as well as to enhance unity and cohesion at the work place. It is recommended that the company conducts a training on how on how to minimize communication barriers as well as have a seminar on cultural diversity to curb the conflict that arises from diversity in ethnicity. Lastly, having language use policies will also minimize cases of employees feeling outcast when working with colleagues who speak the same language.
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First, I would like to thank my Almighty God for continuously blessing me with the presence of mind, health, and faith to complete my Master’s Degree. May all the Praise, Glory and Honor be unto Him.

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To my family and Friends: I would like to thank you for your prayers, encouragement, and support.

May God bless you All.
DEDICATION

I would like to dedicate this thesis to my husband Peter Mokaya and our two children (Ethan and Evannah Mokaya) for being my cheerleaders throughout this process. I am truly grateful to you my husband for your assistance, support, encouragement and understanding. It is amazing what a simple statement like “you are doing a good job” does for one’s morale as a master’s student especially when you are a mother, wife, employee and student all at the same time. A big thank you to my two little angels; Ethan and Evannah for being understanding every time I spent time away from you as I undertook my studies. You have been my motivation throughout my master’s program and because of you my babies, the sky is my limit.
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<td>ANOVA</td>
<td>Analysis of Variance</td>
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<tr>
<td>KPC</td>
<td>Kenya Pipeline Company</td>
</tr>
<tr>
<td>LOBP</td>
<td>Lubes Oil Blending Plant</td>
</tr>
<tr>
<td>LOKL</td>
<td>Libya Oil Kenya Limited.</td>
</tr>
<tr>
<td>SD</td>
<td>Standard Deviation</td>
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<td>SPSS</td>
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CHAPTER ONE

1.0 INTRODUCTION

1.1 Background of the Problem

Organizations and their employees do not exist in a vacuum, separated from their cultural surroundings, but in a specific culture or socio-cultural environment (Hofstede, 1991). For an organization to remain relevant in a competitive environment, it’s necessary for the management to hire employees who represent its demographics (Jehn & Bezrukova, 2004). This could include people who represent a particular ethnic community, who understand and know the needs of their culture. It could also mean having a representative from a particular religion, who may be able to give insight on the acceptable and non offensive traditions that could be used by the organization, for example during a marketing campaign (Worman, 2006). Worman (2006) further explains that understanding the effect of culture on human behavior is crucial to the business success of any organization.

Farrer (2006) believes that, organizations aiming to expand their market and increase their performance need to give greater attention to relating to a multi-cultural workforce. Jehn & Bezrukova (2004) state that the trend of having different work functions and departments in an organization that have different cultures, adds a strong element of cultural diversity to today’s workgroups in many organizations. For an organization to succeed and have a competitive edge over the rest in the industry, it has to greatly embrace diversity to be able to realize its benefits, Farrer (2006). Being able to successfully handle workplace diversity issues as well as develop and implement diversity plans gives an organization several benefits (Stahl, Maznevk, Voigt & Jonsen, 2010).

Cultural diversity is the representation, in one social system, of people with distinctly different group affiliations of cultural significance (Ang, Van, Koh, Templer, Tay & Chandrasekar, 2007). Tayeb (2003), describes culture as the shared norms and values of a social system which characterize a society, and lie beneath its art and architecture, clothes, food, ways of greeting, working together and ultimately ways of communicating. On the other hand, Hofstede (2010) defines culture as the collective programming of the mind based on values that distinguishes one group or category from another. To Tayeb (2003)
cultures are different from one another in the degree to which they generally hold certain values and attitudes, and not in the kind of those values and attitudes.

According to Aluko (2003), culture is a wide and multidimensional concept that one cannot hope to deal with in its entirety in a single study. This is because culture is divided into two major aspects which are (i) material and (ii) non-material cultures. Aluko (2003) goes further to describe material culture as the physical pieces that are clear and noticeable, such as clothing, tools, technology and art. The non-material aspects of culture are described as the abstract ideas and ways of thinking, morals, languages, attitudes, values, and norms shared and transmitted in a society. They cannot be seen or touched but can be revealed through the psychological state and behavior of individuals.

To Ely and Thomas (2001), the main objective of organizations trying to provide and enhance cultural diversity is to dominate pluralism for single culture and ethno relativity for ethno centralism. Daft (2003) explains Pluralism as embracing various subcultures of an organization; while, ethno relativity is accepting the fact that members of subcultures and the dominant culture are equal. As a consequence of these two perspectives, the ones who feel themselves ignored and excluded because they come from different cultures in organizations are able to be involved into the organization thoroughly (Ely & Thomas, 2001). According to the defenders of diversity, cultural diversity is received as a necessary, useful, natural and cheery fact enabling an organization to feel really happy about pluralism and utilizing different human resource superiorities (Seymen, 2006). There are both advantages and disadvantages of cultural diversity in regard to organizations, and each of the facts on both poles should be taken into consideration separately (Peppas, 2001).

Cultural diversity is now being widely accepted by organizations as a way of creating competitive advantage. This is mainly because they have the opportunity to utilize a vast array of knowledge, skills and abilities found in a diverse cultural workforce (Stahl, Maznevsk, Voigt & Jonsen, 2010). Blunt and Jones (1992), George and Jones (1996) and Zakaria (1997) argued that all organizations everywhere function within a specific culture. It is becoming more widely recognized in contemporary discussions of organizational performance that managers and other organizational practitioners have to
develop an understanding of their cultural settings if their organizations are to perform effectively (Kochan et.al, 2004).

Every organization aims to sustain its existence and meet the needs of highly competitive markets by continuously improving its performance (Arslan & Staub 2013). According to Chen (2002), organizational performance means the transformation of inputs into outputs for achieving certain outcomes. Ely & Thomas (2001) describe performance as the execution or accomplishment of work, tasks or goals to a certain level of desired satisfaction. There are several ways to understand organization performance but for the purposes of this thesis, we will look at it as the ability of an organization to satisfy the desired expectations of two main stakeholders comprising of owners and customers. This is measured in terms of the following parameters; Owners’ satisfaction with financial returns or profits from organizational operations and customers’ expressed satisfaction with the quality of products and services of the organization.

Financial growth of the organization will be measured through its sales performance. Sales performance can be explained as all the economic activities or investment carried out in the organization in a given period of time. It can be measured by the total amount of revenue collected for the goods sold. In many organizations, employee morale and satisfaction are related to identity groups or cultural affiliations (Cox, 1994). The amount of diversity in both formal and informal structures of organizations will impact factors such as creativity, problem solving and intra-organizational communications (Ang et.al, 2007). How people feel and think about their jobs and their employers is greatly influenced by their cultural beliefs, norms and value system (Peppas, 2001). Seymen (2006) further states that this is indeed crucial because behavior is driven by perceptions of reality. What people believe about their opportunities in the work environment is of vital importance regardless of whether or not these beliefs are consistent with the facts (Kochan et.al, 2003). Cox (1994) goes ahead to say that cultural differences to a great extent shape a person’s beliefs and relationship to other employees as well as customers.

There seems to be a general agreement that if cultural diversity is managed well, it can be an asset to performance, and if it is overlooked or mismanaged, it may diminish the performance of an organization (Browaeys & prince, 2011). Managing cultural diversity is the whole
action of planning and implementing organizational systems and practices to manage people so that the potential advantages of diversity are maximized while minimizing its drawbacks (Stahl, Maznevski, Voigt & Jonsen, 2010). Jehn & Bezrukova (2004) believe that the goal of managing cultural diversity is to maximize the ability of all employees to contribute to organizational goals, and to achieve their full potential unhindered by cultural identities such as religion, norms, values and language.

OiLibya has now been in existence in Kenya since 2006, having taken over Exxon Mobil’s business in Kenya. The retail business continues to present vast opportunities for growth and expansion in the Kenyan market. Since 2006, they have seen the brand achieve major milestones. The company has been awarded the ISO 9001:2008 certification for continued implementation of Quality Management System at their Lubes Oil Blending Plant (LOBP), Mombasa. They have also achieved the 2009 - 2010 ‘Superbrand’ Status. Libya Oil Kenya Limited (LOKL) is the local subsidiary of the Libya Oil Group with affiliates in over 15 African countries including Morocco, Niger, Senegal, Cote d’Ivoire, Mali, Gabon, Cameroon, Egypt, Morocco and Tunisia. In Eastern Africa, Oil Libya is in Kenya, Djibouti, Sudan, Ethiopia, Eritrea and Uganda where they continue to look for investment opportunities. The Group’s reporting office is in Casablanca, Morocco.

Oil Libya Kenya’s vision is ‘To be Africa’s leading and most respected partner in shaping African energy and empowering African born prosperity’. Its mission is ‘To energize the local people and delight their partners by providing responsible energy solutions’. Oil Libya Kenya operates under the values of Pursuing excellence, Encouraging collaboration, Fostering innovation and Nurturing leadership under the brand name ‘OiLibya’, LOKL operates 67 stations country wide through a dealer network. It operates a lubricant blending plant in Mombasa, terminals in Nairobi, Mombasa and Eldoret and has a presence at the Kenya Pipeline Company (KPC) depots in Western Kenya. It also operates its aviation business through the two main airports in Kenya.

The business covers the sale and marketing of a range of quality Lubricants, Fuel to retail and commercial customers, L P Gas, Chemicals and Special products. LOKL also provides services such as ATMs and Chemist outlets at select retail outlets. LOKL has also partnered with Innscor (K) Limited to provide a comprehensive back-court offering that includes
quality food brands and convenience retailing stores. Due to its broad market focus, Oil Libya has a cultural diverse workforce in all of its areas of operation.

1.2. Statement of the Problem

Organizations with strong cultures perform better than those without (Ang et al., 2007). A strong culture is an organizational culture with a consensus on the values that drive the company and with an intensity that is recognizable even to outsiders (Kochan et al., 2003). A strong culture is deeply held and widely shared and is also highly resistant to change (Daft, 2003). Canella et al. (2008) says that despite the large number of studies on diversity, most of these studies have so far yielded inconsistent results, thus leading to a question of whether really diversity in diversity is advantageous for companies. Ang et al., (2007) acknowledges that diversity can have both positive and negative impacts on organizations, but the nature of the impact depends on the type of diversity climate that exists rather than the fact of diversity itself. Differences in culture makes the general management and technical know how difficult to exploit, when differences in cultural context make activity sharing and synergy formation among business units less efficient (Stahl et al., 2010).

Studies undertaken in the Kenyan context by Irungu (2007), Awino (2007) and Sifa (2009) have all treated corporate performance as a dependent variable. The findings of each of these studies indicate that performance is a function of a combination of factors. Irungu’s (2007) study revealed that there is a relationship between employee characteristics and various indicators of organizational performance. Awino’s (2007) study focused on the effect of top management team diversity on corporate performance while Sifa’s (2009) study focused on the influence of top management team characteristics and performance. Both of these studies indicated that organizational practitioners continue to be faced by a lot of management problems that have their roots in the top management team, which ultimately impede progress towards achieving high performance. Ahiauzu (2000) states that, most of the literature on cultural influences on organizational performance and behavior is of poor quality consisting of anecdotes and prescriptions based on western experience and imagination.
Thus there exists the problem of several of research focusing exclusively on the effect of culture on organizational performance in the western setup. And as such, little is known about the nature and uniqueness of the Kenyan’ culture and its impact on organizational performance. While much attention has been devoted to the impact of cultural diversity in the workforce, less attention has been given to issues associated to multicultural diversity in the oil industry. More especially, no studies have been carried out on the effect of employee cultural diversity on Oil Libya’s performance in Kenya. This study is therefore to fill the knowledge gap by investigating how employee cultural diversity affects performance of an organization and to relate oil companies more closely with their employee cultural background in order to enhance optimal performance.

1.3. General Objective

The general objective of this study is to investigate how employee cultural diversity affects organization performance

1.4. Research Questions

1.4.1 How does employee religion affect organization performance?

1.4.2 How does employee value system affect organization performance?

1.4.3 How does employee language affect performance?

1.5. Significance of the study

This research reveals to various stakeholders how employee cultural diversity affects organizational performance.

1.5.1. Researchers & Academicians

Researchers benefit from the findings of this study as it contributes to the package of knowledge and skills on enhancing performance in a diverse cultural organization. The research also opens up new areas for future research by interested academicians, scholars and researchers.
1.5.2. Oil Libya Kenya-Management

The management benefits by obtaining information on the significance of employee cultural diversity on its organizational performance. The findings of the study are an opportunity for strategy formulation and implementation for not only Oil Libya but Oil companies in Kenya.

1.5.3. Government

Policy makers obtain data that guides them in regards to recruitment of employees with diverse cultural orientations in its different sectors. This in return makes our government competitive economically since the success of a government globally, is becoming increasingly dependent on its ability to deal with the challenges of cultural diversity.

1.6. Scope of the Study

This study is limited in scope by focusing mainly on OiLibya Kenya employees. A cross sectional study was carried out, with the research being carried out between May 2016 and June 2016. The study was therefore limited to the events that occurred during this study period. The findings of this research are subject to the values, ethics and competences of the respondents.

1.7. Definition of terms

1.7.1 Diversity

Diversity is defined as the differences in race, gender, culture, class, ethnicity, physical ability, sexual orientation, religion and educational level of individuals (Grobber, 2002).

1.7.2 Religion

An organized system of beliefs, ceremonies and rules used to worship a god (Day, 2005).

1.7.3. Culture

Culture is a man’s medium that forms the human life of an individual (Tayeb, 2003)
1.7.4. Performance

Performance is the execution or accomplishment of work, tasks or goals to a certain level of desired satisfaction (Ely & Thomas, 2001)

1.7.5. Value System

A coherent set of values adopted and/or evolved by a person, organization, or society as a standard to guide its behavior in preferences in all situations (Davis, 2003).

1.7.6. Religiosity

Religiosity is the strength of one’s connection to, or conviction for, their religion. The importance of one’s faith (Noland, 2003).

1.7.7. Cultural Diversity

Cultural diversity is the existence of diverse individuals from different cultures or societies whose differences arise from language, religion, race, sexual orientation, gender, age and ethnicity (Grobber, 2002).

1.8. Chapter summary

This chapter has presented a background of the research, the problem statement and objectives of the research, significance of the study and its scope as well as definition of terms used in the research. Chapter two presents a review of the literature with regards to the study objectives. Chapter three describes the methodology used in the research while chapter four presents the results and findings of the study. Finally chapter five provides the summary, conclusion and recommendations from the findings of the research.
CHAPTER TWO

2.0. LITERATURE REVIEW

This chapter presents literature, which is relevant to the research questions stated in chapter one. First, how employee religion affects organization performance. Secondly, studies dealing with employee value system effect on organization performance. Thirdly, the employee language effect on organization performance. Finally, the chapter ends with a conclusion.

2.1. Employee Religion and Organization performance

Religion is the high levels of traditional religious belief, frequent involvement in religious institutions such as churches, synagogues, mosques, and temples, and engagement in religious practices such as reading scripture, worship, and prayer (McCullough & Willoughby, 2009). Religion comprises of both religious belief and religious behavior. Religious belief, which is also referred to as internal religiosity, or faith, is defined as belief in God and a trusting acceptance of God’s will (Steiner, et al., 2010). Religious behavior, or external religiosity, on the other hand, includes all observable activities, which are undertaken in a religious context, in particular going to church (Steiner, et al., 2010).

Religion has been identified as one of the critical elements that influence an individual’s value system and hence in shaping the cultural environment of an organization (Kutcher, et al., 2010). As mentioned by Abdel-Khalek, (2010) religion affects the way in which people behave through an individual’s value system. Cash & Gray, (2000) examined that religion and spirituality strongly influence many American managers’ behaviors’ at work. Religion too was found to contribute to healthy organizations (Noland, 2003).

For a long time the relationship between religion and work had been described as that, that cannot and should not be mixed (Noland, 2003). However, that has drastically changed. Individuals’ are now increasing desiring to incorporate their religious perspective into their work and to express their religious and spiritual beliefs at work, (Barro, & McCleary 2003). There is a wealth of information that suggests a positive relationship between religiosity and subjective well-being (Abdel-Khalek, 2010). The positive consequences that studies show accompany religious belief and practices have made the Americans to increasingly want their
religion integrated into all the areas of their lives (Kutcher, et al., 2010). The many benefits religious beliefs has been found to have on physical and mental health and ethical decision making, has pushed some organizations to support and encourage expressions of religion and faith in the workplace says Kutcher, et al., (2010).

Employees who are allowed to express their faith, religion, or spirituality improve the quality of work life, certainly for themselves, if not for others (Miller 2007). As Elm (2003) states, there is growing evidence that the line between workplace and religious beliefs is growing thin by the day. People differ in their religious motivation. Some people hold religious beliefs and engage in religious practices because they find their primary motivation in religion; their religious belief is driven by intrinsic factors. Others, however, see religious belief as a means to their own ends, such as a satisfying social need, a sense of security, and status (Allport & Ross, 1967). Their religious belief is driven by extrinsic factors. Weaver & Agle (2002) found that individuals with intrinsic religious orientation are high in determination and self-esteem thus encouraged and anticipated actual entrepreneurial activity. On the other hand, individuals with extrinsic religious orientations appear to discourage entrepreneurship.

Morgan (2005) in his research has found that the traditional wall between faith and work is crumbling at an accelerated rate and that religion can longer seem to be “a hat that can be removed and forgotten as soon as an employee enters the doorway of an office.” Further, Cash and Gray (2000) found that during the decade spanning 1994 to 2000 the percent of workers who felt they needed to experience spiritual growth in their work increased from 30% to 78%. Because of these dramatic changes, organizational researchers have begun to examine the influence of religion and spirituality on work outcomes.

Recent researchers have examined the relationship between religious belief and job satisfaction, job performance, organization-based self-esteem, and organizational frustration. However, researchers have failed to examine the direct influence of individuals’ religious and spiritual beliefs on their commitment to their work as well as their performance which influences the organization performance. Religious involvement can be defined as, the extent to which an individual attends religious services and takes part in worship activities, groups, committees, and worship-related organizations (Day, 2005). Researchers have
examined the relationship between religiosity and civic involvement and found out that the more religious individuals easily took part in civic volunteer activities in the society (Weaver, & Agle, 2002).

Day, (2005) says that individuals with higher levels of religious involvement have lower rates of alcohol and drug abuse and addiction which have negative impacts on an employee’s productivity. Noland, (2003) adds that the relationship between religious practices and the avoidance or moderate use of alcohol is well documented, whether or not denominational groups specifically prohibit the use of alcohol. Barro and McCleary (2005) indicate that religion significantly affects the level of an individual's happiness and overall sense of well-being. Happy people tend to be productive and law-abiding and also tend to learn well, thus having a positive impact on an organization’s performance (Elm, 2003). Weaver, & Agle, (2002) state that employees who frequently attend religious services are less stressed, and have a greater sense of control which is correlated with decreased distress hence are more productive at work. They further add that the employees who have a strong religious commitment have an increased self-esteem and social support, as well as enhanced coping skills which positively contribute to their work performance.

An earlier review of 250 epidemiological health research studies found a reduced risk of colitis, different types of cancer, and untimely death among people with higher levels of religious commitment. Conversely, at any age, those who did not attend religious services had higher risks of dying from cirrhosis of the liver, emphysema, arteriosclerosis, and other cardiovascular diseases and were more likely to commit suicide, according to an even earlier review by faculty of the John Hopkins University School of Public Health. Weaver, & Agle, (2002) add that the most significant pathway by which religious practice delivers these longevity benefits is a lifestyle that reduces the risk of mortality from infectious diseases and diabetes, by encouraging a support network among family and friends that helps to maintain a pattern of regimented care. King, & Williamson, (2005) agree that healthy employees are more productive at work and they contribute tremendously to an organization’s success.

Conscientiousness, agreeableness, and satisfaction were all found to be positively associated with religion (Kutcher, et al., 2010; McCullough & Willoughby, 2009). Studies also found that Christian university students and adults during their important religious experience,
perceived themselves as high in agreeableness and conscientiousness (McCullough & Willoughby, 2009). However, later studies have revealed that the relationship between individuals’ religiousness and their involvement in civic organizations is more complicated than first believed (Day, 2005). Barro and McCleary (2005) have shown that, on average, it is true that the religious are more involved in civic organizations than the non-religious up to a certain level; but, as religiousness increases, religious involvement also increases leading to individuals spending less time engaged in secular, civic organizations.

Individuals who are highly religious often devote a significant amount of their time and resources to their religious activities leaving little time for secular and civic activities. This then affects the organization’s commitments and performance (Elm, 2003). Day (2005) states that as an individual’s religiosity increases, they become more devoted to their religious social networks which then weaken ties to other civic activities and organizations as well as coworkers. Garcia-Zamor (2003) explains that as religiosity in an individual increases, they begin to place more emphasis on their spiritual world and less emphasis on the material, secular world. The need to engage more in religious good works surpasses the desire to volunteer in civic activities (King, & Williamson, 2005). Noland, (2003) adds that individuals who possess high levels of religiosity are more likely to place significant value on spiritual rewards than material rewards. This then may result to less attachment to financial or otherwise results offered by ones job. When this is the case, an organization faces a high employee turnover from the highly religious employees than from the non-religious ones (Cash & Gray, 2000).

2.2. Employee Value System and Organizational Performance

Individuals are part of societies and culture manifests itself through individuals, (Brette & Weast 2012). Knippenberg (2000) states that human beings have different goals and expectations about their work depending on the culture they live in. Hofstede (1980) asserts that the values and beliefs held by members of cultures influence the degree to which the behaviors of individuals, groups, and institution within cultures are enacted and the degree to which they are viewed as legitimate, acceptable, and effective. All individuals possess a moral compass, defined via values, which direct how they treat others and conduct themselves (Merrit 2000). Soares, et.al (2007) adds that People who lack strong or ethical
values may participate in negative behavior that can hurt the organization. While a company cannot do anything about the influences that shape a person's values and behavior before hiring, the organization can try to influence employee behavior in the workplace (Li, Lam, & Qian, 2001).

Knippenberg (2000) states that a system of punishments and rewards can help foster the type of values the company wants to see in its employees, essentially filtering behavior through conditioning. If people see that certain behaviors are rewarded, then they may decide to alter their behavior and in turn alter their values. In addition, Soares, et.al (2007) adds that a gap sometimes exists between a person's values and behavior. This gap can stem from a conscious decision not to follow a specific value with a corresponding action. This decision can be influenced by how deeply this value affects the person's character and by the surrounding environment.

Barret (2005) acknowledges that an employee can deal with a situation in three different ways. They can use their beliefs to formulate a response, they can use their values to formulate a response, or they can use their intuition to formulate a response. Barrett continues to explain that if you use beliefs to make decisions; those decisions will reflect your past history in dealing with similar situations. Past history is always experienced and context-based, and beliefs are not equipped to handle complex new situations that have not been experienced previously. Beliefs are steeped in our past histories, habits and traditions, and are thus constrained by individual experiences and not as adaptable to new situations. Alternatively, if you use values to make decisions, those decisions will align with the future you want to experience. Values transcend both contexts and experiences. Therefore, they can be used for making tough decisions in complex situations that have not yet been experienced. As a result, values provide a more flexible mode of decision-making than beliefs.

Knippenberg (2000) indicates that when an individual discovers genuine and meaningful alignment between his or her own personal values with those of his or her employer, a powerful connection is created. This connection creates numerous possibilities for both individual growth and company productivity, manifested in several ways. Ringov et.al (2007) explains that when an organization and its team members unite around a shared set of values, they become more flexible, less hierarchical, less bureaucratic, and they develop an
enhanced capacity for collective action. When employees not only share similar values – but also a similar vision – the performance of a company is enhanced. Soares, et.al (2007) adds that shared values build trust. Trust is the foundation on which relationships are established, both with team members and customers alike. Value-based leadership is a way of making authentic decisions that build the trust and commitment of employees and customers (Barret, 2005).

Sociologically speaking, Kenya does not have a ‘national culture’ similar to what obtains in the Western world. This is because Kenya is made up of forty three ethnic groups. From all indications, one cannot expect a multicultural, multiethnic, multi-religious and pluralistic nation like Kenya to have a homogeneous culture. In recognition of this diversity, for this study, we will not focus on individual ethnic groups but by dimensions of culture using Hofstede’s (1980, 1991) typology of culture as equivalent to individual’s respondents’ values. This simply means that the value of an individual will be identified in terms of the selected dimension of culture. Hofstede (2012) explains that Cultural values influences individual’s thinking and behavior which then impacts on their performance. Hofstede describes value theory to includes five dimensions of cultural values and beliefs which are Individualism versus Collectivism, Masculinity versus Femininity, Tolerance versus Intolerance of Uncertainty, Power Distance (Stratification) versus Power Equalization and long term versus short term orientation, (Hofstede 1980).

Power Distance is the extent to which people in a society accept the often unequal distribution of power, (Merrit 2000). Triandis (2004) describes power distance as the extent to which power differences are expected and accepted by a society. A high score on power distance indicates the belief that there should be a well-defined order in which every individual has a rightful place; a low score indicates the belief that everyone should have equal rights and the opportunity to change their position in society, (Merritt 2000). Hofstede (2001) believes that employees are better judges of power than their superiors. Employees of high power distance prefer the paternalistic style of leadership whereby they accept and expect to be told what to do. Low power distance employees prefer a consultative leadership style because they like to be consulted, (Soares, Farhangmehr, & Shoham, 2007).
Triandis (2004) describes Individualism as a culture attribute that explains a loose-knit social framework in which people emphasize only the care of themselves and their immediate family. In cultures that uphold individualism, people are expected to take care of themselves and their immediate family, and remain emotionally independent from the group, (Merritt 2000). According to Hofstede (2001) individualistic employees prefer self-sufficiency. The individuals decide and take actions by themselves instead of with others. Independence, creativity, self-reliance, solitude, and self-actualization are valued in individualistic cultures (Triandis, 2004).

Triandis 2004 goes further to explain that individualistic employees prefer to have management done at the individual level than as a group. For these employees, self interest is the dominant motivation (Soares, et.al 2007). Individualistic employees find it important to advance more than others and to succeed in different kind of ways (Knippenberg 2000). Knippenberg (2000) further explains that to them tasks prevail over relationships. Individualistic employees are more likely than collectivistic employees to run the risk of opposing invention when they have not contributed (Soares et.al 2007). This is because they put less value on knowledge and ideas that are developed in a different context and put more emphasis on individual initiative and personal achievement (Chrisman, Chu, & Steier, 2002).

Collectivism is a national culture attribute that describes a tight social framework in which people expect others in groups of which they are a part to look after them and protect them (Triandis, 2004). People in collectivist cultures are less likely than individualists to emphasize the significance of information that is written and codified and are more likely than individualists to disregard such information (Chrisman et.al 2002). Collectivistic cultures need face-to-face contact because people depend on context more than do individualists who are quite satisfied with written communications (Hofstede, 2001).

Employees with a collective culture tend to be more emotionally dependant on their colleagues and organization than individualistic employees (Ringov, & Zollo, 2007). Ringov & Zollo (2007) believe that an organization has an obligation of taking care of collectivistic employees’ failure to leads to dissonance in social order and peoples values. A collectivistic employee expects a relationship of trust and loyalty from the employer (Merritt 2000). Knippenberg (2000) says that these employees don’t expect to be fired for a mistake but
rather to be corrected and given more chances. On the other hand as Hofstede (2001) puts it, an individualistic employee does not expect a personal relationship with the employer but rather a more calculative one.

Li, Lam, & Qian, (2001) state that collectivist employees find it natural to treat people closer to them in a better manner because they expect a relationship of trust to be built before business can take place. Individualistic employees on the other hand treat their clients equally. According to Ringov et.al (2007) individualistic employees expect performance appraisals that will enable them to improve on their weak areas while collective employees see it as demining to discuss ones performance. Ringov et.al (2007) further explains that employees with collective cultures believe it’s important for them to fully use their abilities and learn new skills on a job than those of individualistic cultures. Li et.al (2001) says that individualistic employees think it’s more valuable to have an exciting work than to earn more money hence their work performance greatly improves when they are happy with what they do.

Merritt (2000) describes uncertainty avoidance as a culture attribute describing the extent to which a society feels threatened by uncertain and ambiguous situations and tries to avoid them. Hofstede (1980) refers to it as the extent to which the society willingly accommodates risk and ambiguity. Employees who are risk averse are characterized with high scores of uncertainty avoidance. They prefer certainty and security. In contrast, employees characterized by low scores are motivated by risk taking and searching for novel solutions (Li et.al, 2001). Li et.al, (2001) also stated that when employees are characterized by strong uncertainty avoidance, the introduction of new leadership styles or strategies raises their anxiety level which leads to resistance of abandonment of the systems and structures that they are acquainted with. Employees in strong uncertainty avoidance cultures, tend to stay with their organizations for a long time. In contrast, those from weak uncertainty avoidance cultures are much more mobile, (Ringov et.al 2007)Employees with strong uncertainty avoidance cultures are likely to be more resistant to change which makes transfer of change difficult to administer (Brette & weast 2012). Employees with low uncertainty avoidance feel less in control of external forces than those of a high tolerance. Company loyalty is a virtue for them. However they expect to have flexible working hours (Li et.al, 2001)
Long-term orientation is a culture attribute that emphasizes the future, thrift, and persistence while Short-term Orientation is a culture attribute that emphasizes the past and present, respect for tradition (Triandis, 2004). Hofstede (2001) explains long term-orientation as the extent to which a society exhibits a pragmatic future oriented perspective rather than a conventional historic or short term point of view. Employees scoring low tend to be conventional and traditional, and pursue instant benefits and satisfaction in work related aspects. On the other hand, employees scoring high have thrift for investment and a long-term orientation both financially and psychologically. They also value long-term commitment towards organizations and career, (Li et.al, 2001)

Chrisman et.al (2002) describes masculinity as the way in which people are motivated towards different types of goal, either concerned with the quality of life (feminine) or money and recognition (masculinity). Ringov & Zollo (2007) describe the dimension of masculinity/femininity as a reflection to the degree to which the social gender roles are clearly distinct. In masculine cultures, males are expected to be assertive, tough and focused on material success, and females are expected to be tender and focused on quality of life (Li, et.al 2001). Traditional masculine goals include: earnings, recognition, and advancement, valuing material possessions, assertiveness and money. Traditional feminine goals include: good relations with supervisors, peers, and subordinated; good living and working conditions; and employment security (Hofstede, 1980).

2.3. Employee Language and Performance

Language is the key to a person’s self-identity. Language allows us to relate and understand each other (Imberti, 2007). Language is defined as a system of conceptual symbols that allows individuals to communicate (Imberti, 2007). It is an artifact of how thoughts are formulated as well as how they are communicated and discussed (Bartel, 2001). Language affects almost every aspect of life. It not only aids in communication but is also a link to an individual’s identity (Lauring, 2008). It enables the person to express emotions, share feelings, tell stories, and convey complex messages and knowledge (Imberti, 2007; Lauring, 2008).
The interplay between corporate language and natural or cultural languages is a critical challenge to business practice (Welch, Welch, & Piekkari, 2005). The language used by decision makers in a company both shapes and bounds what the company focuses on and how it articulates its strategic options (Brannen & Doz, 2012). In this regard, language can facilitate and significantly limit strategic growth and performance of companies. Language barriers can be key factors that prevent information about the target market from reaching organizational decision makers (Brannen & Doz, 2012). Language barriers can arise between individuals from diverse cultural backgrounds. These barriers then influence various aspects of the service experience and become a critical issue during intercultural service encounters (Imberti, 2007). When one is unable to identify with other cultural groups, they may have negative attitudes towards such groups (Bartel, 2001). Being ignorant of such differences can prevent customers who cannot speak the language being used by an employee, from interacting with them (Baker & Haretl, 2004).

Mambert (2001) observes that a big problem, which is faced by many employees today, is the language issue. Mambert (2001) illustrates language barrier through an example that in some cultures saying ‘no’ is considered discourteous. Instead they give signal of ‘yes’ and in this specific situation they generally mean ‘I hear you, I understand what you are saying’. A native of American culture would conceive this as a strong response of understanding. Mostly foreign-born employees say yes even though they don’t understand completely the other’s meanings to avoid an embarrassing situation.

Communication between people who speak different languages can be difficult (Worman, 2006). Katz & Pesetsky (2011) state that employees who are not fluent in the primary language used in the workplace may have difficulty expressing their needs or responding to requests from colleagues and customers. This can lead to providing incorrect or misleading information. A customer who is unable to clearly understand the worker due to a heavy accent or lack of command of the language may become frustrated and take his business elsewhere (Levinson et.al., 2002). Common language barriers can in the end contribute to a work environment in which employees generally lack knowledge about the company, its products and their jobs (Worman, 2006). Levinson et.al, (2002) adds that this can contribute to poor production, creativity and results within the organization. It can also lead to poor
communication and ineffective results during interactions with clients or customers. Verbal and non-verbal language is very important in business. For example, transferring the linguistic signals alone across cultures does not ensure that the meaning is transferred as intended. On the contrary, more often than not shifts in meaning occur as the linguistic codes are given sense in a new cultural context, from the perspective of local interpretive frames and communicative norms (Brannen, 2004).

The significant role of language is knowledge sharing as described by Baker & Haretl, (2004). Imberti (2007) says that the importance of language becomes even more vital when difference in native languages of the partner or employees increases the ambiguity substantially. The lack of fluency in the corporate language may create a possible big obstacle which reduces the limits of understanding of each other’s behaviors (Lauring, 2008). This leads to misunderstandings and communication problems in multicultural settings and affects the knowledge sharing, transfer and learning processes heavily (Mambert 2001). According to Riege (2005) many researchers have noted that the ability of individuals to share their knowledge depends heavily on their communication skills. For effective knowledge sharing, effective verbal and written communications are necessary (Bartel, 2001). Verbal communication is the most common carrier of sharing of tacit knowledge (Riege, 2005). Cross-cultural communication problems may come in different forms and sizes but all these results in the fact that the message did not get across. Sometimes in such situations the recipient did not understand the meaning of message but the worst situation is that when the recipients have understood the meanings of message totally different from the actual ones (Laroche, 2003).

Effective communication strengthens the connections between a company and all of its stakeholders (Levinson, Kita, Haun, & Rasch, 2002). Bartel (2001) explains that with increase in complexity of organization’s structure and technology, effective communication is critical to the success of any organization. Cultural and language differences can hinder effective communication. Language barriers can directly negatively impact on work productivity costing organizations due to slower information dissemination (Levinson, et.al, 2002). Levinson et.al, (2002) further states that employees of similar cultural backgrounds or who speak the same primary language tend to bond together. Individuals may have little
social interaction with those outside of their clique, engaging them only out of business
necessity (Kochan et.al, 2004). In culturally integrated work groups, some employees may
choose to speak their primary language with each other instead of the primary workplace
language, leaving others to feel excluded from the conversation (Levinson, et.al, 2002). This
de-motivates employees who feel excluded.

Language which is the vehicle by which strategic thoughts are formulated, communicated
and discussed plays an essential role in the functioning of teams (Brannen, 2004). Employees
who face daily challenges due to language barriers may experience frustration and dread
when they go to work and interact with non-native employees, which can lead to morale
problems (Katz & Pesetsky, 2011). This is particularly true if they have already been
negative consequences, such as missed deadlines, creating blame, mistrust and ill will
(Worman, 2006). Frustration can lead to additional barriers, such as the native speaker
communicating in a louder voice in an attempt to be understood and thus creating more
friction throughout the organization (Levinson, et.al, 2002).

Language aids in knowledge sharing. Knowledge is a vital organizational resource due to
which organizations gain a sustainable competitive advantage (Katz & Pesetsky, 2011). If
knowledge sharing is not particularly observed, then the available well-known resources will
remain underutilized (Argote, Cabrera as cited in Lauring & Selmer, 2011). Also the
presence of language differences has negative effects on knowledge sharing (Welch &
Welch, 2008). Most often it is challenging in multicultural organizations to cope with
linguistic and cultural barriers (Lauring & Selmer, 2011).

Al-Alawi et.al, (2007) have stated that communication among employees of an organization
plays an important role for knowledge sharing which depends on the opportunities and
frequencies of face-to-face meetings. The communication within an organization may flow
horizontally or vertically and encourage the employees to share information and knowledge,
depending on the structure of an organization (Katz & Pesetsky, 2011). In a hierarchical
structure, there are impaired flows of communication and knowledge is being shared on the
basis of need to know (Riege, 2005). On the other hand, in organizations having flat
structure, there is much collaboration and cooperation among the employees. It develops a
conductive environment to knowledge sharing. A less hierarchical company has tendency of
positive influence on flow of knowledge sharing as there are less reasons to withheld knowledge and information with them from their colleagues (Wang & Noe 2010). According to Riege (2005) many researchers have noted that the ability of individuals to share their knowledge depends heavily on their communication skills. For effective knowledge sharing, effective verbal and written communications are necessary. Verbal communication is the most common carrier of sharing of tacit knowledge. In knowledge management process the communication plays a fundamental role. If organization wants to manage knowledge then it needs to improve understanding of communications, process of learning and knowledge sharing within the organization (Quintas, 2002).

Employees from different cultures display emotions differently. What is considered an appropriate display of emotions differs from culture to culture (Jehn & Bezrukova, 2004). Some cultures encourage open displaying of anger, fear or frustration in the workplace while others deem it as being inappropriate and only discuss the factual aspects of the situation (Ang, et.al 2007). When a workplace becomes overly affected by the emotional state of one, a few or several workers, in can significantly affect the ability of people to work together (Jehn & Bezrukova, 2004). Wang & Noe (2010) state that a supervisor who routinely expresses negative emotions can overwhelm workers. Co-workers who routinely project emotional outbursts can create hostile working relationships.

Companies have come to recognize the importance of language when it comes to service delivery, (Quintas, 2002). They have also understood the importance of an official corporate language in regards to employees and investors’ commitment, (Kochan et.al, 2004). In addition, Laroche, (2003) adds that more companies have begun to put in place language guidelines for use in virtual communication including e-mail, texting and video - conferencing in order to avoid misinterpretations. So, the interplay between corporate language and natural and national languages is a critical challenge to international business theory and practice, (Imberti, 2007).

Corporate language is built over time around domain-specific usages of words, acronyms and stories that often reflect the industry context and the national language environment in the country of origin (Brannen & Doz, 2012). While such specialized language is usually clear to insiders, it is not to outsiders who lack the shared experience of the former. Moreover,
speakers attach invisible meanings to the information exchanged in English as they draw on the language systems and interpretive frames of their respective mother tongues (Kassis, 2005). This makes it difficult to achieve purposeful communication and significantly complicates knowledge transfer across distance and differentiated contexts. Tietze and Dick (2013) take a critical look at the lack of reflexivity in regard to the use of English in business processes. They note that from the perspective of the individual employee, having English as a second or third language is mostly seen and felt as a handicap, something to be overcome, rather than as a potential resource.

2.4. Chapter Summary.

This chapter presents a review of literature based on research objectives; to find out how employee religion affects organization performance, to establish whether employee value system affect organization performance and to find out if employee language affects performance. Chapter three looks into the research methodology used in the research.
CHAPTER THREE

3.0. RESEARCH METHODOLOGY

3.1. Introduction

This chapter presents the methodology and procedures the researchers adopted in conducting the research in order to answer the research objectives that were raised in the chapter one. This chapter is structured as follows; research design, population and sample, data collection methods, sampling design and sample size, research procedures, data analysis methods and finally the chapter summary.

3.2. Research Design

Research design is a detailed outline of how an investigation took place. It entails how data is collected, the data collection tools used and the mode of analyzing data collected (Cooper & Schindler (2006). This study used a descriptive research design. Gill and Johnson (2002) state that a descriptive design looks at particular characteristics of a specific population of subjects, at a particular point in time or at different times for comparative purposes. The choice of a survey design for this study was deemed appropriate as Mugenda and Mugenda (2003) attest that it enables the researcher to determine the nature of prevailing conditions without manipulating the subjects.

Further, the survey method was useful in describing the characteristics of a large population and no other method of observation can provide this general capability. On the other hand, since the time duration to complete the research project was limited, the survey method was a cost effective way to gather information from a large group of people within a short time. The survey design made feasible very large samples and thus making the results statistically significant even when analyzing multiple variables. It allowed for many questions to be asked about a given topic giving considerable flexibility to the analysis. Usually, high reliability is easy to obtain by presenting all subjects with a standardized stimulus; observer subjectivity is greatly eliminated. Cooper and Schindler (2006) assert that the results of a survey can be easily generalized to the entire population.
3.3. Population and sampling design

3.3.1 Population

Population according to Cooper & Schindler (2006) is the total collection of elements about which we wish to make some inferences. Mugenda and Mugenda (2003) define population as an entire group of individuals, events or objects having common observable characteristics. In this study, the study population was the employees of the Libya Oil petrol stations located within Nairobi.

3.3.2 Sampling Design

Sampling design is a method used in selecting some elements of a group to represent the entire group of the population of interest (Cooper and Schindler, 2006). According to Mugenda and Mugenda (2003), the process of selecting a number of individuals for a study in such a way that the individuals selected represents the large population is referred to as sampling. Sampling rescues on the length of time needed to complete the study. It cuts on costs and becomes manageable as it almost mirrors the populations (Gallardo, Lachlan and Davis 2012). Sampling enables a higher overall accuracy than a census. In additional collecting data from fewer cases means that you can collect information that is more detailed (Sharp and Howard 2006). This study made use of probability sampling to obtain the desired sample. As Cooper and Schindler (2006) put it, this is a controlled, randomized procedure that assures that each population element is given a known nonzero chance of selection.

3.3.2.1 Sampling Frame

The sampling frame, according to Gill and Johnson (2000) is a list of members of the research population from which a random sample may be drawn. It is a set defining which individuals, households, or institutions qualify for a sample, and then the sample is drawn from those elements. Gallardo, Lachlan and Davis (2012) define sampling frame as the listing of the accessible population from which you'll draw your sample. In some instances sampling frame can be the whole or part of a population (Garson 2012). For this study, our sampling frame was the oil Libya petrol stations employees who are based in Nairobi.
3.2.2.2 Sampling Technique

Sampling technique is the process used in drawing a sample from a population (Cooper and Schindler, 2006). Stratified random sampling was used for this study. With stratified sampling the population is divided into groups based on some characteristics. Then within each group a probability sample (often a simple random sample) is selected. In stratified sampling the groups are called strata (Cooper and Schindler 2006). A random sample from each stratum is then identified using proportional allocation procedures. In this case study, the employees were categorized in terms of job description each consisting of a stratum. A representative sample was picked at random from each of the seven functions identified. Every potential respondent had an equal chance of being picked since the sampling was done at random. Stratification ensured fair representation of all business functions and fairness in the sample selected.

3.3.2.3 Sample Size

A sample size is the group of people who you select to be in your study (Cooper and Schindler 2006). According to Mugenda & Mugenda (2003) an appropriate sample should be between 10-30% of the population. Owing to the size of the sampling frame, a thirty percent (30%) sample size was selected for purposes of this study. This sample size was picked in relative proportions from each of the petrol stations in Nairobi. The sample size was considered appropriate and representative of the entire population.

Table 3.2. Sample Size

<table>
<thead>
<tr>
<th>Function</th>
<th>Sampling Frame</th>
<th>Sample size</th>
<th>The Sample</th>
</tr>
</thead>
<tbody>
<tr>
<td>Pump attendants</td>
<td>102</td>
<td>30%</td>
<td>30</td>
</tr>
<tr>
<td>Administrators’</td>
<td>17</td>
<td>30%</td>
<td>5</td>
</tr>
<tr>
<td>Mechanics</td>
<td>20</td>
<td>30%</td>
<td>6</td>
</tr>
<tr>
<td>watchmen</td>
<td>17</td>
<td>30%</td>
<td>5</td>
</tr>
<tr>
<td>Car wash attendants</td>
<td>14</td>
<td>30%</td>
<td>4</td>
</tr>
<tr>
<td>Supervisors</td>
<td>17</td>
<td>30%</td>
<td>5</td>
</tr>
<tr>
<td>Managers</td>
<td>17</td>
<td>30%</td>
<td>5</td>
</tr>
<tr>
<td>TOTAL</td>
<td>204</td>
<td>30%</td>
<td>60</td>
</tr>
</tbody>
</table>
3.4 Data Collection Methods

Data collection is the process of gathering and measuring information on targeted variables in an established systematic fashion, which then enables one to answer relevant questions and evaluate outcomes (Cooper and Schindler 2006). For this study the collection of primary data was done using a five point Likert scale type of questionnaire designed to capture aspects of the three research questions. The choice of a questionnaire for this study was considered to be ideal given that questionnaires are stable consistent and uniform offering a considered and objective view of issues. The questionnaires that were used in this study contained only closed ended questions.

3.5 Research Procedures.

In order to validate the research instruments a pilot study was conducted to a small sample of 5 respondents who were not included in the final study. The pilot study was used to identify items on questionnaire that were ambiguous hence improve the final questionnaire. In the same vein, the researcher obtained a letter from the university so as to facilitate data collection.

3.6 Data Analysis Methods

Data Analysis is the process of systematically applying statistical and/or logical techniques, to describe, illustrate and evaluate data (Cooper and Schindler 2006). Descriptive statistics was used to analyze data. Therefore, means, standard deviations, frequency distributions, percentages and regression analysis were used to analyze quantitative data that was generated from the research. The data was coded and analyzed with the aid of Statistical Package for Social sciences (SPSS) and MS Excel. The data was then summarized and presented in tables and figures.

3.7. Chapter Summary

This chapter outlines how research design was applied, data types and data collection methods that were available and the way in which information collected was analyzed. Additionally the population sampling technique, sample frame and sample size that was used have also been explored. The data analysis tools, SPSS Program and MS Excel have been mentioned.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction

This chapter presents the results of the study on the effect of employee cultural diversity on organizational performance in Oil Libya. This chapter is categorized into five sections, which are in line with the research questions. The first component talks about the general information on the population under study. The second component presents findings on the employee religion. The third component examines findings on the employee’s value system. The fourth component examines findings on the employee language. Finally, the last component presents findings on the organizational performance.

4.2 General Information

This section provides vital information of the respondents based on gender, age, and designation level, level of education and years of experience in the industry.

4.2.1 Response rate

This study had a sample size of 60 respondents from the six existing stratum at Oil Libya petrol stations. 53 of the respondents gave a response while 7 of them failed to. This represents a response rate of 88% as shown in table 4.1. This shows that response rate was good.

Table 4.1: Response rate

<table>
<thead>
<tr>
<th>Questionnaires</th>
<th>Number</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Filled and collected</td>
<td>53</td>
<td>88.4</td>
</tr>
<tr>
<td>Non Response</td>
<td>7</td>
<td>11.6</td>
</tr>
<tr>
<td>Total</td>
<td>60</td>
<td>100</td>
</tr>
</tbody>
</table>
4.2.2 Age of Respondents

From the findings, the variable had a mean of 3.6 and a standard deviation of 0.921. The respondents with the highest proportion was that of age below 30, this was followed by those between age 31-40 at 34 %, group 41-50 had at 19 % as shown in figure 4.1 below, while those over 50 years were the least at 4%. This shows that majority of the employees working at Oil Libya petrol stations were young people who are still in search of a stable career path.

![Figure 4.1: Age of Respondents](image)

4.2.3 Gender of the Respondents

From the findings the variable gender had a mean of 1.5 and a standard deviation of 0.134. The respondents with the highest proportion were male with 68% while female had a proportion of 32% as shown in figure 4.2 below. This showed that Oil Libya petrol station employees are mostly men who are probably more flexible with the working conditions and hours for that particular job.

![Figure 4.2: Gender](image)
4.2.4 Level of Education

From the findings the variable education had a mean of 1.6 and a standard deviation of 0.265 and the respondents with the highest proportion were secondary at 32% followed by diploma at 26% and certificate holders at 21%. Primary holders were at 19% with degree holders being the least proportion at 2% and none held post graduate degree as shown in figure 4.3 below. This indicated that most of the respondents are form four leavers who are probably waiting to join higher education institutions. Majority of the respondents are then not academically qualified to understand the influence cultural diversity has on organization performance.

![Figure 4.3: Level of Education](image)

4.2.5 Experience in the Company

From the findings, the variable experience in the industry had a mean of 2.6, and a standard deviation of 0.825 and the respondents with the highest proportion were those who have worked for between 3-5 years. This had a percentage of 38%, followed by less than 2 years, 32%, 6-8 years 15%, while 8-10 years at 9%. Over 10years, had 6% as shown in figure 4.4 below. The findings showed that majority of the employees do not go past 5years in the company. This then means that this job is a stepping stone to other careers or endeavors. This then simply means that most of the respondents would not so much be knowledgeable on the influence that employee cultural diversity has had on Oil Libya performance over time.
4.2.6 Designation of the Employees

From the findings low level managers had the highest number of respondents at (58%), middle level managers was at (28%) while top level had the least respondents at (14%) as shown in table 4.2 below. This shows that most of the respondents in this study were the employees whose actions directly impacted on organizational performance.

Table 4.2: Designation of the employees

<table>
<thead>
<tr>
<th>Position</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managers</td>
<td>2</td>
<td>4</td>
</tr>
<tr>
<td>Supervisors</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>Employees</td>
<td>48</td>
<td>90</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>53</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>
4.3 Employee Religion and Organization Performance

In this section, the study sought to determine whether religion had an influence on Oil Libya performance. The first part will look at the descriptive of religion with the second part looking at the regression analysis of religion and organization performance.

4.3.1 Descriptive on the variables of Religion

Table 4.3: Descriptive on the variables of influence of Religion

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>My religion encourages hard work</td>
<td>4.73</td>
<td>0.753</td>
</tr>
<tr>
<td>The company gives me time to practice my religion</td>
<td>4.67</td>
<td>0.830</td>
</tr>
<tr>
<td>My religion guides my everyday life</td>
<td>4.63</td>
<td>0.942</td>
</tr>
<tr>
<td>My religious beliefs influence the way I work</td>
<td>4.21</td>
<td>1.025</td>
</tr>
<tr>
<td>The company respects my religion</td>
<td>4.18</td>
<td>0.869</td>
</tr>
<tr>
<td>I prefer working with people with similar religious beliefs</td>
<td>4.15</td>
<td>0.793</td>
</tr>
<tr>
<td>My religious practices enable me to cop well with others</td>
<td>4.11</td>
<td>0.810</td>
</tr>
<tr>
<td>My religious beliefs greatly influence my commitment to work</td>
<td>4.09</td>
<td>0.932</td>
</tr>
<tr>
<td>My religious beliefs make me a better employee</td>
<td>4.06</td>
<td>1.075</td>
</tr>
<tr>
<td>I would choose my religion over my job.</td>
<td>3.2</td>
<td>0.889</td>
</tr>
</tbody>
</table>

The respondents were asked to respond whether religion influenced their performance. Using a five point liker scale the findings revealed that most of the respondents agreed with the variables and the variables with the highest mean was on how religion encourages hard work (4.73). The respondents when asked if they would choose religion over their job had the lowest mean (3.2). Religion encourages hard work had the least SD (0.753) indicating that the respondents had minimal variations in their responses to this question while religion influences the way I work had the highest SD (1.025) indicating that the respondents had the
highest variations in their responses in this question. The results are shown in table 4.3 above.

4.3.2. Regression Analysis of Religion and Organization Performance

Table 4.4 and 4.5 present a statistical model summary and ANOVA of the study which aimed to establish the relationship between religion and organization performance.

Table 4.4. Model summary of Religion and Organizational Performance

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>R Square Change</th>
<th>F Change</th>
<th>df1</th>
<th>df2</th>
<th>Sig. F Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.991&lt;sup&gt;a&lt;/sup&gt;</td>
<td>.982</td>
<td>.978</td>
<td>.13035</td>
<td>.982</td>
<td>207.826</td>
<td>11</td>
<td>41</td>
<td>.000</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), job, respect, time, coping skills, people, employee, commitment, no, life, hard work, work

Table 4.4 shows the results of multiple regressions. The value of $R^2$ is 0.982 and a significance change of ($p>0.005$) which shows a relationship between the two variables indicating that religion had an effect on organizational performance. This means that 98.2% changes in performance can be attributed to the variations in religion attributes. The remaining 1.8% is attributed to other factors.

Table 4.5: ANOVA of Employee Religion and Organizational Performance.

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>Regression</td>
<td>38.844</td>
<td>11</td>
<td>3.531</td>
<td>207.826</td>
<td>.000&lt;sup&gt;b&lt;/sup&gt;</td>
</tr>
<tr>
<td>Residual</td>
<td>.697</td>
<td>41</td>
<td>.017</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>39.541</td>
<td>52</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: performance
b. Predictors: (Constant), job, respect, time, coping skills, people, employee, commitment, no, life, hard work, work
The table shows the significant level denoted by significant F in the ANOVA table is 0.00 while the F critical is 207.826. The p value (sig) = (0.000<0.005) is significant and therefore the entire model fits well. This shows that the model was significant indicating that religion does affect organization performance.

Table 4.6. Coefficient of Religion and Organizational Performance

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>95.0% Confidence Interval for B</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
</tr>
<tr>
<td>1</td>
<td>2.844</td>
<td>.446</td>
<td></td>
</tr>
<tr>
<td>no</td>
<td>-.037</td>
<td>.005</td>
<td>-.658</td>
</tr>
<tr>
<td>work</td>
<td>-.020</td>
<td>.079</td>
<td>-.032</td>
</tr>
<tr>
<td>life</td>
<td>-.109</td>
<td>.088</td>
<td>-.150</td>
</tr>
<tr>
<td>respect</td>
<td>.155</td>
<td>.065</td>
<td>.135</td>
</tr>
<tr>
<td>time</td>
<td>.141</td>
<td>.049</td>
<td>.173</td>
</tr>
<tr>
<td>employee</td>
<td>-.034</td>
<td>.072</td>
<td>-.035</td>
</tr>
<tr>
<td>people</td>
<td>-.117</td>
<td>.069</td>
<td>-.157</td>
</tr>
<tr>
<td>commitment</td>
<td>.053</td>
<td>.060</td>
<td>.069</td>
</tr>
<tr>
<td>Hard work</td>
<td>.028</td>
<td>.082</td>
<td>.042</td>
</tr>
<tr>
<td>coping skills</td>
<td>-.022</td>
<td>.056</td>
<td>-.031</td>
</tr>
<tr>
<td>job</td>
<td>.308</td>
<td>.078</td>
<td>.351</td>
</tr>
</tbody>
</table>

a. Dependent Variable: performance

The results of the regression coefficients, t-statistics, standard errors of the estimates and p values are shown in table 4.6 above. The variables were positively correlated. When performance was predicted on company respect for employee religion (Beta=.135, p=.021), time to practice religion (Beta=.173, p=.007), influence on commitment to work (Beta=.069, p=.386) and hard work (Beta=.042, p=737) were positive but insignificant predictors with only choosing religion over job (Beta=.351, p>0.005) being a positive and significant
predictor. This means that respect, time, commitment and hard work positively affect performance even though not in a significant way. Job on the other hand positively affects performance in a significant way.

When performance was predicted on work (Beta=-.032 p>.799), life (Beta= -.150 p>.224), employee (Beta=-.035 p>.637), people (Beta=-.157 p>.096) and coping skills (Beta=-.031 p>.692) were negative and not significant factors. This means that work, life, employee, people and coping skills variables negatively affect performance though not in a significant way.

4.4. Employee Value system and Organization Performance

The second objective sought to determine whether employee value system had an influence on Oil Libya performance. The first part looked at the descriptive of value system with the second part looking at the regression analysis of value system and organization performance.

4.4.1. Descriptive on Employee Values

Table 4.7: Descriptive on Employee Values

<table>
<thead>
<tr>
<th>Variable</th>
<th>Mean</th>
<th>Standard Deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>My cultural values emphasize greatly on team work</td>
<td>4.96</td>
<td>1.193</td>
</tr>
<tr>
<td>Cultural values affect integrity</td>
<td>4.24</td>
<td>0.989</td>
</tr>
<tr>
<td>My cultural values greatly influence job performance</td>
<td>4.15</td>
<td>1.065</td>
</tr>
<tr>
<td>My company’s values are in line with my cultural values</td>
<td>4.12</td>
<td>0.843</td>
</tr>
<tr>
<td>My company emphasizes on positive cultural values</td>
<td>4.11</td>
<td>0.840</td>
</tr>
<tr>
<td>My company discourages negative cultural values</td>
<td>4.09</td>
<td>0.952</td>
</tr>
<tr>
<td>Cultural values affect sales productivity</td>
<td>3.2</td>
<td>1.134</td>
</tr>
<tr>
<td>Strong adherence to my cultural values improves business outcomes</td>
<td>3.16</td>
<td>1.025</td>
</tr>
<tr>
<td>I am comfortable with changes in the company</td>
<td>2.4</td>
<td>1.03</td>
</tr>
<tr>
<td>Cultural values affect customer satisfaction</td>
<td>1.96</td>
<td>0.879</td>
</tr>
</tbody>
</table>
A descriptive statistic of the various variables of employee values was done and according to the findings, only the variables: cultural values emphasize greatly on team work, cultural values affect integrity, cultural values greatly influence job performance, company’s values are in line with my cultural values, company emphasizes on positive cultural values and company discourages negative cultural values had a mean above 4.0. Cultural values affect customer satisfaction had the lowest mean of (1.96). My company emphasizes on positive cultural values had the least SD (0.843) indicating that the respondents had minimal variations in their responses to this question while my cultural values emphasize greatly on team work had the highest SD (1.193) indicating that the respondents had the highest variations in their responses in this question. These results are shown in table 4.7 above.

Table 4.8 Model summary of Employee Value System and Performance

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>R Square Change</th>
<th>F Change</th>
<th>df1</th>
<th>df2</th>
<th>Sig. F Change</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>.987&lt;sup&gt;a&lt;/sup&gt;</td>
<td>.975</td>
<td>.970</td>
<td>.15177</td>
<td>.975</td>
<td>185.951</td>
<td>9</td>
<td>43</td>
<td>.000</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), change, teamwork, negative cv, customer, biz outcome, sales product, job perform, positive cv, COMPANY VALUES

Table 4.8 shows the results of multiple regressions. The value of R<sup>2</sup> is 0.975 and a significance change of (p>0.005) which shows a relationship between the two variables indicating that employee value system had an effect on organizational performance. This means that 97.5% changes in performance can be attributed to the variations in value system attributes. The remaining 2.5% is attributed to other factors.

Table 4.9. ANOVA of Employee Value System and Organizational Performance.

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>38.550</td>
<td>9</td>
<td>4.283</td>
<td>185.951</td>
<td>.000&lt;sup&gt;p&lt;/sup&gt;</td>
</tr>
<tr>
<td>Residual</td>
<td>.991</td>
<td>43</td>
<td>.023</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>39.541</td>
<td>52</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
a. **Dependent Variable:** performance

b. **Predictors:** (Constant), change, teamwork, negative cv, customer, biz outcome, sales product, job perform, positive cv, COMPANY VALUES

The table shows the significant level denoted by significant F in the ANOVA table is 0.00 while the F critical is 185.951. The p value (sig) = (0.000<0.005) is significant and therefore the entire model fits well. This shows that the model was significant indicating that employee value system does affect organization performance

### Table 4.10. Coefficients of Employee value system Effect on Organization Performance.

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficient</th>
<th>95.0% Confidence Interval for B</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
</tr>
<tr>
<td>1 (Constant)</td>
<td>.011</td>
<td>.112</td>
<td>.095</td>
</tr>
<tr>
<td>COMPANY VALUES</td>
<td>.204</td>
<td>.098</td>
<td>.238</td>
</tr>
<tr>
<td>customer</td>
<td>.310</td>
<td>.062</td>
<td>.304</td>
</tr>
<tr>
<td>sales product</td>
<td>.126</td>
<td>.062</td>
<td>.134</td>
</tr>
<tr>
<td>biz outcome</td>
<td>.270</td>
<td>.092</td>
<td>.291</td>
</tr>
<tr>
<td>teamwork</td>
<td>.145</td>
<td>.044</td>
<td>.207</td>
</tr>
<tr>
<td>positive cv</td>
<td>.083</td>
<td>.076</td>
<td>.120</td>
</tr>
<tr>
<td>negative cv</td>
<td>.010</td>
<td>.013</td>
<td>.099</td>
</tr>
<tr>
<td>job perform</td>
<td>-.202</td>
<td>.077</td>
<td>-.271</td>
</tr>
<tr>
<td>change</td>
<td>.061</td>
<td>.070</td>
<td>.071</td>
</tr>
</tbody>
</table>

The results of the regression coefficients, t-statistics, standard errors of the estimates and p values are shown in table 4.10 above. When organizational performance was predicted on customer (Beta=.304, p>0.005), business outcome (Beta=.291, p>0.005), team work (Beta=.207, p>0.005), were positive and significant predictors with sales product (Beta=.134, p>0.271), company values (Beta=.238, p>.043), positive cultural values (Beta=.120, p>0.280), negative cultural values (Beta=.013, p>0.922), and change
(Beta=0.071, p>0.391) being positive but not a significant predictors. This means that customer, business outcome, team work affect organizational performance in a significant positive way while sales product, company values, positive cultural values, negative cultural values and change affect performance in a positive but insignificant way.

4.5. Employee Language and Organization Performance.

The third objective of the study sought to determine whether employee language had an influence on Oil Libya performance. The first part will look at the descriptive of value system with the second part looking at the regression analysis of language and organization performance.

4.5.1. Descriptive on the variables of Employee language

Table 4.11: Descriptive on the variables of Employee language

<table>
<thead>
<tr>
<th>Variable</th>
<th>mean</th>
<th>Standard deviation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use of English hinders my proper transfer of knowledge</td>
<td>4.67</td>
<td>0.890</td>
</tr>
<tr>
<td>I am able to fluently communicate with my fellow employees</td>
<td>4.56</td>
<td>1.123</td>
</tr>
<tr>
<td>I am able to fluently communicate with clients</td>
<td>4.49</td>
<td>0.997</td>
</tr>
<tr>
<td>My ethnic language influences my interpersonal skills</td>
<td>4.21</td>
<td>0.897</td>
</tr>
<tr>
<td>My ethnic language affects my work performance positively</td>
<td>4.18</td>
<td>1.104</td>
</tr>
<tr>
<td>Differences in Language generate conflict among employees</td>
<td>4.11</td>
<td>0.943</td>
</tr>
<tr>
<td>Having official language use policies improves performance</td>
<td>4.09</td>
<td>0.922</td>
</tr>
<tr>
<td>I face communication challenges when communicating with people</td>
<td>4.03</td>
<td>1.035</td>
</tr>
<tr>
<td>I prefer working with people of same ethnic language as myself</td>
<td>1.96</td>
<td>0.846</td>
</tr>
<tr>
<td>My ethnic language affects my work performance negatively</td>
<td>1.9</td>
<td>0.934</td>
</tr>
</tbody>
</table>
A descriptive statistic of the various variables of employee language was done and according to the findings, only the variables: I prefer working with people who speak the same ethnic language as myself and my ethnic language affects my work performance negatively had a mean of less than (4.0). Use of corporate language (English) hinders my proper transfer of knowledge had the highest mean of 4.11. I prefer working with people who speak the same ethnic language as myself had the least SD (0.846) indicating that the respondents had minimal variations in their responses to this question while I am able to fluently communicate with my fellow employees had the highest SD (1.123) indicating that the respondents had the highest variations in their responses in this question. These results are shown in table 4.11 above.

4.5.2. Regression Analysis of Language and Organization Performance

Table 4.12 and 4.13 present a statistical model summary and ANOVA of the study which aimed to establish the relationship between language and organization performance.

Table 4.12. Model summary of Employee Language and Organizational Performance

<table>
<thead>
<tr>
<th>Model</th>
<th>R</th>
<th>R Square</th>
<th>Adjusted R Square</th>
<th>Std. Error of the Estimate</th>
<th>Change Statistics</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>1</td>
<td>.987a</td>
<td>.975</td>
<td>.969</td>
<td>.15460</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>R Square Change</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>.975</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>F Change</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>161.230</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>df1</td>
</tr>
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<td></td>
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<td></td>
<td></td>
<td></td>
<td>10</td>
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<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>df2</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>42</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Sig. F Change</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>.000</td>
</tr>
</tbody>
</table>

a. Predictors: (Constant), ethnicity, EMPLOYEES, challenges, conflict, client, negative wp, positive wp, inter skills, policies, English

Table 4.12 shows the results of multiple regressions. The significant level denoted by significant F in the ANOVA table is 0.00 while the F critical is 161.230. The value of R^2 is 0.975 and a significance change of (p>0.005) which shows a relationship between the two variables indicating that employee language had an effect on organizational performance.
Table 4.13 ANOVA of Employee Language and Organizational Performance.

<table>
<thead>
<tr>
<th>Model</th>
<th>Sum of Squares</th>
<th>df</th>
<th>Mean Square</th>
<th>F</th>
<th>Sig.</th>
</tr>
</thead>
<tbody>
<tr>
<td>1 Regression</td>
<td>38.537</td>
<td>10</td>
<td>3.854</td>
<td>161.230</td>
<td>.000</td>
</tr>
<tr>
<td>Residual</td>
<td>1.004</td>
<td>42</td>
<td>.024</td>
<td>.</td>
<td></td>
</tr>
<tr>
<td>Total</td>
<td>39.541</td>
<td>52</td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

a. Dependent Variable: performance
b. Predictors: (Constant), ethnicity, EMPLOYEES, challenges, conflict, client, negative wp, positive wp, inter skills, policies, english

The table shows the p value (sig) = (0.000<0.005) is significant and therefore the entire model fits well. This shows that the model was significant indicating that employee language does affect organization performance. It means that 97.5% of language affects performance of a company. The remaining 2.5% is attributed to other factors.

Table 4.14. Coefficients of Employee Language and Organization Performance

<table>
<thead>
<tr>
<th>Model</th>
<th>Unstandardized Coefficients</th>
<th>Standardized Coefficients</th>
<th>95.0% Confidence Interval for B</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>B</td>
<td>Std. Error</td>
<td>Beta</td>
</tr>
<tr>
<td>1</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td>-.056</td>
<td>.151</td>
<td></td>
</tr>
<tr>
<td>EMPLOYEES</td>
<td>.050</td>
<td>.078</td>
<td>.047</td>
</tr>
<tr>
<td>client</td>
<td>.105</td>
<td>.085</td>
<td>.099</td>
</tr>
<tr>
<td>challenges</td>
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<td>conflict</td>
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<td>English</td>
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<td>policies</td>
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<td>positive wp</td>
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<td>negative wp</td>
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<td>inter skills</td>
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<tr>
<td>ethnicity</td>
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a. Dependent Variable: performance
The results of the regression coefficients, t-statistics, standard errors of the estimates and p values are shown in table 4.10 above. When organizational performance was predicted on employees (Beta=.047, p>0.526), client (Beta=.099, p>0.224), challenges (Beta=.119, p>0.319), conflict (Beta=.099, p>0.194), policies (Beta=.009, p>0.940), positive work performance (Beta=.105, p>0.273), negative cultural values (Beta=.074, p>0.229), and interpersonal skills (Beta=.103, p>0.420) were positive and insignificant predictors. This means that these variables positively affect performance however in an insignificant way. Ethnicity (Beta=.358, p>0.005) on the other hand was positive and significant predictor. This means that ethnicity positively affects performance in a significant way. When organizational performance was predicted on use of English language (Beta=-.084, p>.530), it became the only negative insignificant predictor. This means that English language negatively affects organizational performance.

4.6. Chapter Summary

This chapter provided an analysis of the data collected from the respondents. The first part provided an analysis of the demographic information on the respondents. The second part analyzed the findings on employee religion on organization performance. The third section provided findings on employee value system effect on organization performance. The final section provided findings on how language affects performance. The next chapter puts forward the discussions, conclusions on the findings and recommendations for improvement and further advancement in future research.
CHAPTER FIVE

5.0 SUMMARY, DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary and discussions on the results of the research as well as explanations and significance to established literature. It looks at the effects of the findings to the prevailing body of facts in the field of strategic management. The conclusion and the recommendation sections are presented according to the research questions.

5.2 Summary

The purpose of this study was to investigate the effect of employee cultural diversity on organization performance. The research was guided by the following objectives: to find out how employee religion affect organization performance, to establish how employee value system affect organization performance and to determine whether employee language affected performance.

A descriptive research approach was taken and the information obtained used to better describe the characteristics associated with the target population and to estimate the proportion of a population demonstrating the said characteristics. The target population for this research therefore composed of the Oil Libya petrol station employees in Nairobi. Quantitative data collected was analyzed by the use of descriptive statistics in Statistical Package of SPSS and excel. This was presented in percentages, means, standard deviations, frequencies and Frequency tables and regression tables.

The first objective was to determine the effect of employee religion on organization performance. According to the findings, employee religion has an effect on organization performance. The findings revealed that company respect for employee religion (Beta=.135, p=.021), time to practice religion (Beta=.173, p=.007), influence on commitment to work (Beta=.069, p=.386) and hard work (Beta=.042, p=.737) positively affected organizational performance in an insignificant way. Choosing religion over job (Beta=.351, p>0.005) was found to positively affect performance in a significant way. The findings also revealed that work (Beta=-.032 p>.799), life (Beta= -.150 p>.224), employee (Beta-.035 p>.637), people
(Beta=.157 \( p>.096\)) and coping skills (Beta=-.031 \( p>.692\)) negatively affected performance however not in a significant manner.

The second objective was to determine the effects of employee value systems on organization performance. On analyzing the research objective it was established that, cultural values affected organization performance with customer (Beta=.304, \( p>0.005\)), business outcome (Beta=.291, \( p>0.005\)), team work (Beta=.207, \( p>0.005\)), positively affecting organizational performance in a significant manner. Sales product (Beta=.134, \( p>0.271\)), company values (Beta=.238, \( p>0.043\)), positive cultural values (Beta=.120, \( p>0.280\)), negative cultural values (Beta=.013, \( p>0.922\)), and change (Beta=.071, \( p>0.391\)) also positively affected organizational performance insignificantly. The findings showed that job performance (Beta=-.271 \( p>.012\)) negatively affects organization performance in an insignificant way.

The third objective was to determine whether employee language had an effect on organization performance. On analyzing the objective the findings revealed that employees (Beta=.047, \( p>0.526\)), client (Beta=.099, \( p>0.224\)), challenges (Beta=.119, \( p>0.319\)), conflict (Beta=.099, \( p>0.194\)), policies (Beta=.009, \( p>0.940\)), positive work performance (Beta=.105, \( p>0.273\)), negative cultural values (Beta=.074, \( p>0.229\)), and interpersonal skills (Beta=.103, \( p>0.420\)) positively affect performance however in an insignificant way. Ethnicity (Beta=.358, \( p>0.005\)) on the other hand positively affects performance in a significant way. Further the findings revealed that english language (Beta=-.084 \( p>.530\)) negatively affects organizational performance insignificantly.

### 5.3 Discussion

#### 5.3.1 Religion and Organization Performance

On analyzing the research objective it was revealed that employee religion had an effect on organization performance. This is similar to the findings by Cash & Gray, (2000) whose findings revealed that religion and spirituality strongly influence many American managers’ behaviors’ at work. The findings revealed that the company respects its employee’s religion and it giving employees time to practice their religions positively affected performance. This supports Kutcher, et al., (2010) who noted that the many benefits religious beliefs has been
found to have on physical and mental health and ethical decision making, has pushed some organizations to support and encourage expressions of religion and faith in the workplace.

The finding also revealed that as religious beliefs influenced work performance negatively. The findings agree with Barro and McCleary (2005) who argued that, on average, it is true that the religious are more involved in civic organizations than the non-religious but up to a certain level; as religiousness increases, religious involvement also increases leading to individuals spending less time engaged in secular, civic organizations. Individuals who are highly religious often devote a significant amount of their time and resources to their religious activities leaving little time for secular and civic activities. This then affects the organization’s commitments and performance (Elm, 2003). Day (2005) states that as an individual’s religiosity increases, they become more devoted to their religious social networks which then weaken ties to other civic activities and organizations as well as coworkers. Garcia-Zamor (2003) explains that as religiosity in an individual increases, they begin to place more emphasis on their spiritual world and less emphasis on the material, secular world. The need to engage more in religious good works surpasses the desire to volunteer in civic activities (King, & Williamson, 2005).

It was further revealed that employees’ commitment to work was positively influenced by religion. This is in line with Weaver, & Agle, (2002) findings that showed that that the more religious individuals easily took part in civic volunteer activities in the society. Day (2005) research findings also stated that individuals with higher levels of religious involvement had lower rates of alcohol and drug abuse and addiction which have negative impacts on an employee’s productivity and job commitment. Contrary to Barro and McCleary (2005) findings that indicated that religion significantly affected the level of an individual's happiness and overall sense of well-being, the findings revealed that the variables; religion guides my everyday life and religion makes me a better employee negatively affects organization performance. Elm (2003) theory that happy people tend to be productive and law-abiding and also tend to learn well, thus having a positive impact on an organization’s performance was contradicted in this study.

The findings revealed that religious employees coped well with their colleagues. This is similar to Weaver, & Agle, (2002) findings that indicated that employees who frequently
attend religious services are less stressed, and have a greater sense of control which is correlated with decreased distress hence are more productive at work. They further add that the employees with religiously commitments have an increased self-esteem and social support, as well as enhanced coping skills which positively contribute to their work performance.

Finally the findings revealed that majority of the respondents would choose their religion over their jobs. This is similar to Day (2005) findings that indicated that as an individual’s religiosity increases, they become more devoted to their religious social networks which then weaken ties to other civic activities and organizations as well as coworkers. Garcia-Zamor (2003) findings also stated that as religiosity in an individual increases, they begin to place more emphasis on their spiritual world and less emphasis on the material, secular world. The need to engage more in religious good works surpasses the desire to volunteer in civic activities (King, & Williamson, 2005). Noland, (2003) research also revealed that individuals who possess high levels of religiosity are more likely to place significant value on spiritual rewards than material rewards. This then may result to less attachment to financial or otherwise results offered by ones job. When this is the case, an organization faces a high employee turnover from the highly religious employees than from the non-religious ones (Cash & Gray, 2000).

5.3.2. Effects of Employee Value system on Performance

According to the findings, cultural values affected organization performance. This is in line with Knippenberg (2000) research who states that human beings have different goals and expectations about their work depending on the culture they live in. Hofstede (1980) asserts that the values and beliefs held by members of cultures influence the degree to which the behaviors of individuals, groups, and institution within cultures are enacted and the degree to which they are viewed as legitimate, acceptable, and effective. Soares, et.al (2007) adds that People who lack strong or ethical values may participate in negative behavior that can hurt the organization.

The findings revealed that when employee values are in line with the organization values, performance is affected positively. The findings indeed affirm that Knippenberg (2000) was
right to state that when an individual discovers genuine and meaningful alignment between his or her own personal values with those of his or her employer, a powerful connection is created. This connection creates numerous possibilities for both individual growth and company productivity, manifested in several ways. When employees not only share similar values – but also a similar vision – the performance of a company is enhanced (Barret, 2005).

The study discovered that the emphasis of cultural values on team work positively affected organization performance in a significant manner. This is true according to Ringov et.al (2007) who explains that when an organization and its team members unite around a shared set of values, they become more flexible, less hierarchical, less bureaucratic, and they develop an enhanced capacity for collective action. Soares, et.al (2007) adds that shared values build trust. Trust is the foundation on which relationships are established, both with team members and customers alike. Values-based leadership is a way of making authentic decisions that build the trust and commitment of employees and customers (Barret, 2005).

The findings also revealed that the company’s emphasizes on positive cultural values while discouraging negative cultural values positively affected organization performance. This is similar to Li, Lam, & Qian, (2001) recommendations that while a company cannot do anything about the influences that shape a person’s values and behavior before hiring, the organization can try to influence employee behavior in the workplace. Knippenberg (2000) states that a system of punishments and rewards can help foster the type of values the company wants to see in its employees, essentially filtering behavior through conditioning. If people see that certain behaviors are rewarded, then they may decide to alter their behavior and in turn alter their values.

Finally the studies revealed that majority of the respondents were not comfortable with changes in the company. This is in line with Merritt (2000) who describes this character as uncertainty avoidance culture attribute. He further describes it as the extent to which a society feels threatened by uncertain and ambiguous situations and tries to avoid them. Hofstede (1980) refers to it as the degree to which the society willingly accepts ambiguity and risk. Employees characterized by high scores of uncertainty avoidance are risk averse; they prefer certainty and security.
5.3.3. Effects of Employee Language on Performance

The findings revealed that employees being able to communicate with fellow employees and clients positively influenced organization performance. This affirmed Imberti (2007) study that language allows us to relate and understand each other. It enables one to express their emotions and feelings, tell stories, as well as convey complex messages and knowledge (Imberti, 2007; Lauring, 2008). In this regard, language can facilitate and significantly limit strategic growth and performance of companies.

The study revealed that facing communication challenges when communicating with people positively influenced performance. This contradicted Brannen & Doz, (2012) findings that revealed that language barriers can be key factors that prevent information about the target market from reaching organizational decision makers. Imberti, (2007) stated that language barriers can arise between individuals from diverse cultural backgrounds. These barriers then influence various aspects of the service experience and become a critical issue during intercultural service encounters. The findings also revealed that having official language use policies positively influenced performance. This is in line with Brannen & Doz, (2012) findings that state that the language used by decision makers in a company both shapes and bounds what the company focuses on and how it articulates its strategic options. In this regard, language can facilitate and significantly limit strategic growth and performance of companies.

The findings also showed that conflict generated by language differences negatively influenced performance. This is true according to Bartel, (2001) findings that established that not being able to identify with other cultural groups leads to negative attitudes towards such groups. Baker & Harell, (2004) add that a sense of ignorance due to such differences can prevent customers who cannot understand the language being used by an employee, from interacting with them was also contradicted. Employees from different cultures display emotions differently. What is considered an appropriate display of emotions differs from culture to culture (Jehn & Bezrukova, 2004). Some cultures encourage open displaying of anger, fear or frustration in the workplace while others deem it as being inappropriate and only discuss the factual aspects of the situation (Ang, et.al 2007).
The study revealed that corporate language (English) hindering proper transfer of knowledge negatively affected performance. The findings affirm Lauring (2008) findings that stated that the lack of fluency in the corporate language creates a possible big obstacle which reduces the limits of understanding each other’s behaviors. This leads to misunderstandings and communication problems in multicultural settings and affects the knowledge sharing, transfer and learning processes heavily (Mambert 2001). According to Riege, (2005) verbal communication is the most common carrier of sharing of tacit knowledge. Laroche (2003 states that, cross-cultural communication problems may come in different forms and sizes but all these results in the fact that the message did not get across. Sometimes in such situations the recipient did not understand the meaning of message but the worst situation is that when the recipients have understood the meanings of message totally different from the actual ones. Katz & Pesetsky (2011) adds that employees who are not fluent in the primary language used in the workplace may have difficulty expressing their needs or responding to requests from colleagues and customers. This can lead to providing incorrect or misleading information. A customer who is unable to clearly understand the worker due to a heavy accent or lack of command of the language may become frustrated and take his business elsewhere (Levinson, et.al 2002).

Finally the study revealed that employees preferring to work with people who spoke the same language as them positively influenced performance. This is similar to Levinson et.al (2002) findings that indicated that employees of similar cultural backgrounds or who speak the same primary language tend to bond together. Kochan et.al, (2004) findings revealed that individuals may have little social interaction with those outside of their clique, engaging them only out of business necessity. This then contradicted Levinson, et.al (2002) who discourages ethnicity by stating that in culturally integrated work groups, some employees may choose to speak their primary language with each other instead of the primary workplace language hence side lining others.
5.4 Conclusion

5.4.1 Effects of Employee Religion on Organization Performance

On analyzing the research objective it was evident that employee religion had an effect on organization performance. Seven religion variables did not have a significant effect on organizational performance with only three which were; respect, time and job that had a positive significant effect on organizational performance. Religious beliefs had a negative impact on employee work performance, however they positively influenced on work commitment.

5.4.2 Effects of Employee Value system on Performance.

The study established that cultural values affected organization performance positively. Five employee value system variables did not have a significant effect on organizational performance with only five which were; company values, customer, business outcomes and team work that had a positive significant effect, and job performance which had a negative effect on organizational performance. The findings revealed that cultural values emphasized on team work and that the company emphasized on positive cultural values and discouraged negative cultural values which positively influenced its performance.

5.4.3 Effects of Employee Language on Performance

From the findings, all the employee language variables did not have a significant effect on organizational performance with only ethnicity and negative working practices having a positive significant effect on organizational performance. The findings revealed that differences in language generated conflict because of the lack of skill of being able to identify with other cultural groups. The findings also showed that differences in language raised communication barriers that hindered effective transfer of knowledge. The results of the research also indicated that having official language use policies negatively affected performance.
5.5 Recommendation

5.5.1 Recommendation for Improvements

5.5.1.1 Effects of Religion on Organization performance

In order to avoid a high employee turnover, there is a dire need to ensure that all employees are given an opportunity to practice their religion. Alternatively there is a need for the firm to have a system that fairly allows all the employees to practice their religion and engage in religious activities that both contribute positively to the individual and organization.

5.5.1.2 Effects of Cultural Values on Organization Performance

In order to avoid conflict the company needs to have its values in line with the employee cultural values. Training needs to be done on the different dimensions of cultural values to reduce on any conflict that arises because of differences in value system, and enhance unity and cohesion at the work place. A gap sometimes exists between a person's values and behavior. The company can use strategies, such as a reward system, to close that gap.

5.5.1.3 Effect of Language on Organization Performance

The company needs to conduct a training on how on how to minimize communication barriers. A seminar on cultural diversity will also come in handy to curb the conflict that arises from diversity in ethnicity. Having language use policies will also minimize cases of employees feeling outcast when working with colleagues who speak the same language.

5.5.2 Recommendation

The study focused only on three aspects of employee cultural diversity, it is recommended that other studies be done to unearth more on the subject. This will ensure increased reliability of the statistics and effects for generalization. The study covered only one company, this shows that the results of this study are skewed towards the perceptions and data from only one organization. It is suggested that such a study be done in other firms in other sectors to increase the statistical power of the study and more reliable results.
One of the distinct challenges faced in the section of literature review was the absence of comparative studies across the ethnic groups in Kenya. In short, there are not many studies that have focused on how organizations perform in the different ethno-cultural and geographical locations in Kenya. There is therefore a tremendous potential for research in this direction.
REFERENCES


APPENDICES

Appendix A: Cover Letter

P.O BOX 42066-00100
NAIROBI, Kenya.

Dear respondent,

RE: PARTICIPATION IN AN ACADEMIC SURVEY

I am an MBA student pursuing my degree at United States International University. I am currently conducting research study entitled “EFFECT OF EMPLOYEE CULTURAL DIVERSITY ON ORGANIZATION PERFORMANCE.” As one of the major requirements for attainment of a Degree in Master of Business Administration (MBA), you have been randomly selected to take part in this study as a respondent.

Please complete all your items to reflect your opinions and experiences. Please answer all questions freely. You cannot be identified from the information you provide and no information about individuals will be given to any organization. The data collected will be used for purposes of this academic research only.

Your participation is important for the success of this project and I greatly appreciate your contribution.

Yours sincerely,

Neema Mecheo
Appendix B: Questionnaire

SECTION A: GENERAL INFORMATION

1. Please indicate your gender

☐ Male  ☐ Female

2. Kindly indicate your age category

☐ Below 30 years  ☐ 31- 40 years  ☐ 41- 50 years  ☐ Over 51 years

3. For how long have you been working in the organization?

☐ Less than 2 years  ☐ 3-5 years  ☐ 6-8years  ☐ 8-10years  ☐ Over 10 years

4. What is your designation?

☐ Manager  ☐ Supervisor  ☐ Employee

5. What is your level of education?

☐ Primary  ☐ Secondary  ☐ certificate

☐ Diploma  ☐ Degree  ☐ Post-graduate Degree
**SECTION B: EMPLOYEE RELIGION**

Indicate the extent to which you agree with the following statements. Use the scales of 1 to 5 where 1 = Strongly Disagree 2 = Disagree 3 = Neutral 4 = Agree and 5 = Strongly Agree.

<table>
<thead>
<tr>
<th></th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
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<tbody>
<tr>
<td>1. My religious beliefs influence the way I work</td>
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<td>2. My religion guides my everyday life</td>
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<td>3. The company respects my religion</td>
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<td>4. The company gives me time to practice my religion</td>
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<td>5. My religious beliefs make me a better employee</td>
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<td>6. I prefer working with people with similar religious beliefs as mine</td>
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<td>7. My religious beliefs greatly influence my commitment to work</td>
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<td>8. My religion encourages hard work</td>
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<td>9. My religious practices and beliefs enable me to cope well with others</td>
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<td>10. I would choose my religion over my job.</td>
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**SECTION C: EMPLOYEE VALUE SYSTEMS**

Indicate the extent to which you agree with the following statements. Use the scales of 1 to 5 where 1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree and 5 = Strongly Agree.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
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<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
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<tbody>
<tr>
<td>1. My company’s values are in line with my cultural values</td>
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<td>2. Cultural values affect customer satisfaction</td>
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<td>3. Cultural values affect sales productivity</td>
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<td>4. Strong adherence to my cultural values improves business outcomes</td>
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<td>5. Cultural values affect integrity</td>
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<td>6. My cultural values emphasize greatly on teamwork</td>
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<td>7. My company emphasizes on positive cultural values</td>
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<td>8. My company discourages negative cultural values</td>
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<td>9. My cultural values greatly influence job performance</td>
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<td>10. I am comfortable with changes in the company</td>
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## SECTION D: EMPLOYEE LANGUAGE

Indicate the extent to which you agree with the following statements. Use the scales of 1 to 5 where 1= **Strongly Disagree** 2= **Disagree** 3= **Neutral** 4= **Agree** and 5 = **Strongly Agree**.

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<tr>
<th>Statement</th>
<th>Strongly Disagree</th>
<th>Disagree</th>
<th>Neutral</th>
<th>Agree</th>
<th>Strongly Agree</th>
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<tbody>
<tr>
<td>1. I am able to fluently communicate with my fellow employees</td>
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<td>2. I am able to fluently communicate with clients</td>
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<td>3. I face communication challenges when communicating with people</td>
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<td>4. Differences in Language generate conflict among employees</td>
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<td>5. Use of corporate language (English) hinders my proper transfer of knowledge</td>
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<td>6. Having official language use policies improves on organizational performance</td>
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<td>7. My ethnic language affects my work performance positively</td>
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<td>8. My ethnic language affects my work performance negatively</td>
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<td>9. My ethnic language influences my interpersonal skills</td>
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<td>10. I prefer working with people who speak the same ethnic language as myself</td>
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SECTION E: PERFORMANCE

Indicate the extent to which you agree with the following statements. Use the scales of 1 to 5 where 1= Strongly Disagree 2= Disagree 3= Neutral 4= Agree and 5 = Strongly Agree.

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly Agree</th>
<th>Disagree</th>
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<tbody>
<tr>
<td>1. Religion affects an organization’s profitability</td>
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<td>2. Religious practices affect an organization’s productivity</td>
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<td>3. Cultural values affect an organization’s Return on Investment</td>
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<td>4. Cultural Values affect an Organization’s Earnings per share</td>
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<td>5. Language (mother tongue) use affects growth in sales positively</td>
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<td>6. Language (mother tongue) use affects growth in sales negatively</td>
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Thank you!