

THE EFFECT OF CULTURAL DIVERSTY ON ORGANIZATIONAL EFFECTIVENS S IN CASE OF UNITED NATIONS ECONOMIC COMMISSION FOR AFRICA

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By Mekdes Hargewoin
Under the supervision of

Kenenisa Lemi (Ph.D.)
and
Ms. Lelise Kumera



MBA Program, Department of Management, College of Business and Economics, Jimma University (ABH Campus), Jimma, Ethiopia

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Abstract

Mismanagement of cultural diversity is becoming a big challenge in multinational organization likely to damage morale, increase employee turnover, and cause significant communication problems. To curve the problem and achieve the organization objectives such organizations should focus on identifying the factors that hinders the organization efficiency. This research therefore, examines the effect of cultural diversity, Gender diversity, Individualism /collectivism thinking and language diversity on organizational effectiveness in case of United Nations Economic Commission for Africa. The primary data was collected through adapted questionnaire while secondary data was obtained from various sources. The proportionate to sample selection was applied to select samples. Descriptive statistics and multi -regression was applied to analyse data. The multi-regression indicated that culture diversity has a strong influence for organizational effectiveness. Individualism and Collectivism thinking was found to have the better and positive influence on organizational effectiveness followed by gender, Culture and language. The contribution of language is found to be insignificant, so based on the results shown it can be concluded that language difference does not have significant effect on organizational effectiveness.

Key words, Language, Culture, Individual and Collectivism thinking, Gender

Student's Declaration

I hereby declare that the work in this thesis is my own except for the quotations and summaries which have been duly acknowledged. The thesis has not been accepted for any degree and is not concurrently submitted for award of other degree.

Name: Mekdes Haregewoin.

ID Number: W0086

Date: 30 June 2020

Certificate

This is to certify that student Mekdes Haregewoin has carried out his research work on the topic entitled **The Effect of Cultural diversity on organizational effectiveness**” under my supervision as university advisor.

Name of Main Advisor	Signature	Date
Gemechu Abdisse		July 23, 2019

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Acronyms and Abbreviations

ANOVA	Analysis of Variance
CD	Cultural Diversity
GD	Gender Diversity
ICT	Individualism /Collectivism thinking
LD	Language diversity
RBV	Resource based view
UNECA	United Nations Economic Commission for Africa

1. INTRODUCTION

1.1 Background of the Study

In today's modern world demographic factors such as globalization, economic and immigration, professional mobility is some of the factors to have heterogeneous cultural diversity in the organization. The diversity of the work force refers to organizations that become more heterogeneous with the combination of people in terms, gender, age, ethnicity and background in educations Robbins (2009). Cultural Diversity is increasingly recognized as an important organizational resource whether the objective is wealth maximization or retain a competitive advantage. In recent years Diversity Management have been substantial and as such have forced companies to embrace these concepts in their companies with the aim of increasing productivity and profit to fulfil in the pursuit of organizational objectives.

Managing cultural diversity has a positive effect on competitive advantage and strategically confers a distinctive competence on an organization, this expertise and profit stems from the mechanism in which diversity management positively influences organizations behaviors and productivity kreinter and Kinichi (2004). The new trend in organizations is achieving organizational effectiveness using team work settings enhancing flexibility, innovations and rapid decisions making Mor-Barak (2005) & Gorski (2002).

1.2 Statement of the problem

Managing cultural diversity play significant role for in achieving organizational goals. Different cultures embrace different perspectives on important workplace issues, like time management, respect for authority, teamwork and responsibility. Managing cultural diversity in organizations become immense to succeed and have a competitive edge over the rest of the industry Jehn & Bezrukova (2004).

Different Authors viewpoints and from practical experience there are different factors that contribute for a work place to be diversified; some of the factors are: demographic change, labor shortage, globalization, professional mobility and concurrent organizational change are few of many factors Sultana et.al (2003).

The extent of organizational effectiveness is attributed to the extent to which the organization manage tangible and intangible resources effectively. A substantial number of research works evidenced that many organizations gap with managerial capabilities on cultural diversity on

workplace contribute to low on organizational effectiveness. Misinterpretation diversity elements like culture, religions, cultural values, ethnicity, language, sex character, gender, perception, experience on work place arise conflicting interpretations of transparency and ethics, methods of communication and reluctance to give and receive feedback.

According Eugene et al., (2011) cultural diversity when left un-managed, more likely to damage morale, increase employee turnover, and cause significant communication problems. The above mentioned negative effect of cultural diversity is prevalent to organizations today, but requires solutions for organizations to perform optimally.

1.3 Objective of the study

The main objective of this part to examine the effect of cultural diversity on organizational effectiveness in case of United Nations Economic commission for Africa. More specifically the study will achieve the following objectives:

- To examine effect of culture on organizational effectiveness
- To describe the effect of gender diversity on organizational effectiveness
- To examine the effect of individualism and Collectivism thinking on Organizational effectiveness
- To explain language diversity effect organizational effectiveness

1.4 Scope of the study

This research is bounded to the employees of Economic Commission for Africa excluding other UN organizations with the same feature. Because the organization holds more than 54 member states believed to play pivotal role for value addition as well as gives insight to manage different culture for managing the tangible and intangible resources effectively.

1.5 Model Specification

The following logistic regression equation were used to analyse the effect cultural diversity on organizational effectiveness

$$Y = b_0 + b_1X_1 + b_2X_2 + b_3 X_3 + b_4 X_4 + \dots$$

$b_0, b_1, b_2, \dots, b_k$ are the logistic regression coefficients of the regression equation

X1, X2, X3...Xk are the predictor variables in the regression equation

$$\text{Logit (OE)} = b_0 + b_1\text{CD} + b_2\text{GD} + b_3\text{ICT} + b_4\text{LD} +$$

OE is represented by organizational effectiveness with a dummy variable of “1” if their total outcome has increased from time to time and “0” otherwise.

1.6 Operational Definitions and Terminologies of the Study

Cultural diversity defined a society made up of many different groups with different interests, skills, talents and needs recognized people in society having different religious beliefs and sexual orientations

Gender Diversity refers to the roles, behaviours, activities, attributes and opportunities that any society considers appropriate for girls and boys, and women and men.

Individualism / Collectivism thinking diversity: Collectivism can be defined as a state of mind where individuals see themselves more as a member of group, as opposed to individualism, where individuals view themselves more as apart from the group.

Language Diversity: structured system of communication. Language, in a broader sense, is the method of communication that involves the use of particularly human languages

1.7 Organization of the Study

This study is organized in five chapters. Chapter one tried to introduce background of the study, problem statement, research questions, research objectives, significance of the research, scope and limitation of the research, and organization of the study. The second chapter presents the theoretical and empirical review of literatures and conceptual framework. Chapter three consists of research methodology and design that describes the type and design of the research; the population and sampling techniques of the study; data collection instruments and procedures used to collect data and the methods of data analysis. The fourth chapter will contain data analysis, presentation and interpretation. Finally, the fifth chapter presents summary of the findings, conclusion and recommendation.

2. REVIEW OF RELATED LITERATURES

2.1. Theoretical Literature

Culture is broadly defined as, “a learned, shared, compelling, interrelated set of symbols whose meanings provide a set of orientations for members of a society Terpstra& David (1991). From the above definition, we perceive that culture constitutes many aspects such as values, behaviour, beliefs, communication, music, myths, rituals, sport, and customs Green(1997).

Cultural beliefs and values are often unspoken. Different countries have different cultures, and nations are distinguishable from each other by a shared cultural history like religion, language and racial identity Morrison (2006). Moreover, it creates a common culture includes shared language, religious and moral values, history, relationships between the individual and group, and other elements Chwe (2013).

As people work together to achieve collective goals, groups tend to develop into organizations.; goals become more specific and longer-term; and work more specialized, organizations become both more formal and institutionalizedE ldridge&Crombie, (2013). Thus, organizations normally tend to take on a life of their own thereby developing widely held beliefs, values, and practices. This situation results into distinction between one organization and another and the difference often affects the organization’s success or failure Harper (2015).

It is important, therefore, that international organizations understand, manage and utilize appropriate cultural diversity practices so that their organization survive and increase their effectiveness. There is ample research which indicates that culture has a massive impact on the effectiveness of any business and that the impact is even stronger on international companies Rabl, Jayasinghe, Gerhart, &Kühlmann, (2014).

A number of theories have been developed to explain the effects of diversity on organizational performance. Among those, two competing theories and the resource based view only to be discussed. From the two competing theories, the similarity –attraction paradigm believes that homogenous teams are likely to be more productive than heterogeneous one, in contrary the cognitive theory believes, heterogeneous one with more diversified aspect are the productive ones. On the Other hand, the resource base view (RBV) as a basis believe that for the competitive advantage and productivity of a firm lies primarily in the application of a bundle of valuable tangible or intangible resources at the firm's disposal.

2.1.1 The similarity-attraction paradigm.

The similarity-attraction paradigm from the field of social psychology favoring the attention model of team composition suggests that members' impression of others are often inferred on the basis of similarity-attraction, demographic attributes to similarity attraction among team members.

As per Reilly(2008)& Miliken(1996);Homogeneous teams are likely to be more productive than heterogeneous teams, due to the mutual attraction of team members with similar characteristics ,According to this paradigm ,in contrast ,heterogeneous groups are hypothesized to be less productive and to have lower team cohesion due to inherent tensions and relational conflicts arising from differences between members tzner(1985)&Wiersema(1992) states that ,bio-demographic attributes such as age, gender and race/ethnicity are immediately observed and categorized by individual members and differences tend to be negatively associated with team performance and social integration .

2.1.2 The cognitive resource diversity theory from the field of management

Cox (1991) & Robinson-Easley (2001) using the theoretical arguments of cognitive resource diversity have argued that diversity has a positive impact on performance because of unique cognitive resourcesthose members the team united.

Hambrick (1996) supports the underlying assumption of value in diversity is that teams consisting of heterogeneous members promote creativity, innovation and problem solving, thereby generating more informed decisions with evidence support.

Cox (1991) &Robinson (2001) used the theoretical argument of cognitive resource diversity to argue that diversity has a positive effect on performance due to unique cognitive resource brought to the team by the members, Similarly Nemeth (1986) found that in generating ideas and none obvious alternatives, heterogeneous teams that included minority members were more creative than the homogenous teams indicated with evidence.

Pelled (1999) found that the standard of debates was impacted by diversified participants in education and corporate tenure and thus positively affected the decision making process in a team of top managers. In short proponents of the cognitive diversity approach argue that different individual of varying cultural and racial /ethnic back ground bring more dimensions to problem solving and process of decision making while providing multiple perspective on issues.

2.1.3 Theory of Resource based View (RBV)

The theory of resource based view recognizes organizations as having a range of Barney (2007) sustained. In addition, a firm need to have the capacity to fully leverage the ability and stock of its important, unique, and in imitable resources to achieve a sustained competitive advantage. Such ability and potential often resides in the diverse characteristics of its workforce. Barney (1986, 1991) summarized four empirical indicators of the potential of firm resources to generate sustained competitive advantage in a VRIN model signifying V=Valuable, R=Rare, I=Imperfectly Imitable and N= (Non) – Substitutability

The resource-based view (RBV) as a basis for the competitive advantage of a firm lies primarily in the application of a bundle of valuable tangible or intangible resources at the firm's disposal. To transform a short-run competitive advantage into a sustained competitive advantage requires that these resources are heterogeneous in nature and not perfectly mobile, Peteraf (1993). Effectively, this translates into valuable resources that are neither perfectly imitable nor substitutable without great effort Barney (1991). If these conditions hold, the bundle of resources can sustain the firms above average returns. Considering diversity as resources to organizations can therefore be supported by the resource based view theory.

2.2. Empirical literature review

Various studies have been reviewed how cultural diversity affects organizations. The study involved an examination approximately twenty find journals and several books published from 1995 through 2016.

2.2.1 Cultural diversity and Organizational Effectiveness

A study by Luis et.al (1997) examined the relationship between the cultural diversity of firms and their performance. The study tried to find whether culturally related international diversity of firms is positively associated with its performance and the firms which have culturally unrelated international diversity have a negative effect on their performance. The study was done on Fortune 500 firms over a period of 10 years (1985-1994), to predict performance for culturally diverse

firms while controlling certain organizational and industry characteristics. The results revealed that cultural diversity has no significant effect on the firm's performance.

Another study by Kock (2003) aimed at examining the effect of cultural diversity on organizational performance. The study was conducted on the operational level work teams of security sector of South Africa. A structured questionnaire was used to collect the required data. The sample size for the study was 110. The results did not indicate the cultural issues to be a major problem. It failed to reveal the existence of diversity issues. The results mostly focused on the role of team leaders, which is crucial and the team leaders need to be given leadership and diversity training in order to manage diverse teams.

Another study by Robin (2004) examined the effect of four dimensions of diversity, age, tenure, gender and race on the performance of the employees. The study was conducted on 486 retail bank branches in the north eastern United States. The study used an employee attitude-satisfaction survey and archival data to analyse the demographic distribution of the branches; it also assessed the bonus incentive plan of the branch to analyse the performance. The results revealed that performance was not affected by race and gender diversity. And tenure and age diversity moderately affects the performance. Nuesch (2013) studied national diversity and team performance and found that nationally diverse teams perform worse than teams with less national diversity, because of complicated team collaboration and increased team conflict.

2.2.2 Individualism Vs Collectivism and Organizational effectiveness

Putnam (2002) highlights the utility of the individualism and collectivism constructs in understanding employees' reactions to managerial practice and organizational effectiveness. Collectivist societies are characterized by large, unified groups whose members define their own group membership because one 'self-concept stems from being associated with the community; the collective well-being takes precedence over individual desires and pursuits. Individualist cultures instead draw sharper boundaries between the self and others. Personal autonomy and accountability are emphasized rather than group identification, typically individualism and collectivism are portrayed at the cultural level as being mutually exclusive, opposite ends of a bipolar scale. More recently, these structures have been adapted to the personality and conceptualized as characteristic of disposition, For example, they are referred to by Taras et.al, (2010) are fundamental to the individualist perspectives. Collectivists on the other hand are more

likely to submerge personal goals for the good of the whole and maintain relationships with the group even when the personal costs exceed the benefit.

2.2.3 Gender Diversity and organizational effectiveness

Various researchers have reviewed the relationship between gender diversity and organizational effectiveness. These researchers have different perspectives in terms of whether including women in organizations is beneficial to the organization or not.

Campbell&Minguez-Vera (2008) argued that the presence and acknowledgement of women could positively stimulate their performance and increase organizational performance as they bring additional perspectives to decision-making.

Oxelheim (2006) gives examples of additional perspectives that women bring such as enhanced innovation capability, better global market insight and greater awareness of diverse customer needs.

No country yet has ever completely eradicated gender issues such as discrimination, abuse and sexual harassment Sharma (2015). Women are considered less skilled and less qualified for many jobs Kundu&Mor (2016). Previous studies suggested that any organization that considers gender diversity as one of its top priorities stands a chance to retain a talented workforce and increase its performance Sharma (2016); Emiko& Eunmi (2009).

2.2.4 Language diversity and Organizational effectiveness

Language is the way to an individual's own identity. It helps the person to communicate emotions, exchange thoughts, tell stories and transmit complex meanings and information. Kim & Mattila (2011). Communication is the exchange of meaning when a language barrier exists; successful dual communication is much more complicated Adler (1991; Rabbani et al. (2017)

Language is a very significant topic about expatriate management and a sense of connection that can represent the identity of a person There are therefore differences in language caused by differing cultures among expatriates Rubin & Rubin (2011). The research notes that 65% of the organization encounters language barriers among the managers and employees of the organization and 67% of the respondents said that miscommunication resulted in inefficiency and more than 40% noted that miscommunication rendered collaboration difficult .Similarly, productivity was

found to lower than it should be due to language barriers. Such findings show how important the effect of these barriers causes expatriates to have trouble communicating with other workers. Lack of communication may contribute to lower worker productivity. Understanding the relationship between expatriates; language barriers and social identity patterns is important for determining the performance of the work.

Warsema & Bantel (1992) found that the homogeneity of demographic traits led to a shared language among individuals that, in turn, increased the frequency and integration of their communication. They performed better on task requiring organized activities among team members than their heterogeneous counterparts did.

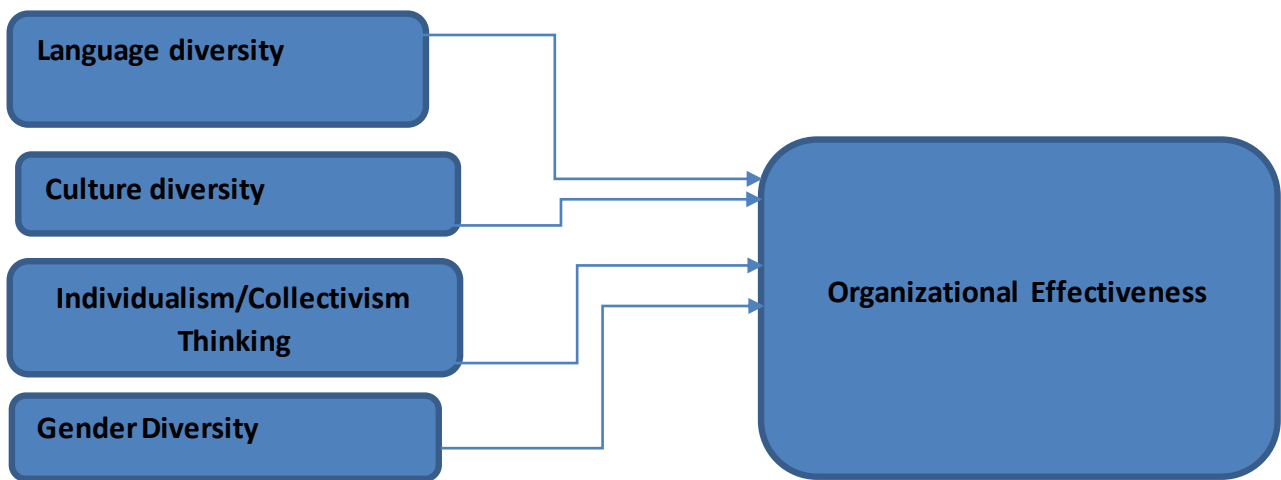
Tenzer et al. (2013) investigated the impact of language gaps on the creation of confidence in multinational teams. There are also academic studies that investigated the relationship between two or more factors that affect the performance of the organization. Language barriers are growing problem for expatriates while employed. What native speakers frequently fail to understand is the biggest obstacles to successful communication are often created not by the other person's access but by their own way of speaking (Berardo & Deardorff (2012); Javadpour & Samiei (2017)). Language gaps are frequently go hand in hand with cultural differences, creating additional problems and incomprehension at Morris (2002) work places. Language barriers can thus easily impact work performance, as message can be easily misconstrued. Language differences may affect the efficiency of an expatriate in many aspects.

2.3 Literature Gap

In recent years, there has been an increased focus on the importance of cultural diversity management in organization whether the objective is to be preferred employer or to be an outstanding customer service to retain a competitive advantage. Managing cultural diversity has a positive effect on competitive advantage and strategically confers a distinctive competence and enhance productivity on an organization Kreinter & Kinichi (2004). Though several scholars investigated about internal as well as external factors casting challenges on organizational effectiveness much has not been studied about the potential challenges that organizations have been facing with respect to the cultural diversity elements especially those caused by mismanagement. This is therefore considered as a major research gap of the area which drove the conduct of this particular study.

2.4 Conceptual framework

The conceptual model of the study shows the effect of cultural diversity dimensions language Culture, Individualism and collectivism, Gender which is considered as a predictor variable for organizational efficiency. Below is the model depicting:



Adopted by the researcher based on the literature reviews presented above

3. RESEARCH DESIGN AND METHODOLOGY

This chapter presents the research paradigm, approach, methods and design being used by the study, while highlighting the population and issues related to sampling technique, sample size determination, and data collection instrument. Besides, the chapter outlines the approach to data collection and analysis

3.1. Research Design of the Study

The research design is the conceptual structure within which research is conducted; it constitutes the blueprint for the collection, measurement, and analysis of data Kothari (2004). According to Saunders, Lewis & Thornhill (2009) explanatory research design studies a situation or a problem in order to explain the relationships between variables, therefore, this research design is appropriate for this study.

3.2. Study Area and Organizations Selected for Study

The specific study area of this project is in Economic Commission for Africa, one of the diversified working places in Addis Ababa. Therefore, it is believed that data availability is relatively better due to better file system. Moreover, the fact that there is large number of mixed society would make the findings valid.

3.3. Research Approach

The research approach used quantitative method of research approach to empirically test the relationship among the two variables in this case cultural diversity and organizational effectiveness and the data can be used to look for cause and effect relationships and help to make predictions. Additionally, this research both descriptive and inferential statistics.

3.4. Population and Sample

The population size in Economic Commission for Africa were 138 professional employees. National and international employees. The researcher used stratified sampling technique method to collect the data from the subjects under study. Using Mugenda O. & Mugenda A. (2003) who

postulated that at least 10 percent of the accessible target population is appropriate for statistical reporting. The respondents were selected randomly on the base where only if they have been working in these organizations for more than a year.

A simplified formula to calculate sample size (Yamane, 1967)

(Where 'n' is the sample size, 'N' is the population size, and 'e' is the level of precision)

$$n = \frac{N}{1 + N(e^2)} = \frac{211}{1 + 211(0.05^2)} = \frac{211}{2.19} = 138$$

3.5. Data Sources and Types

This research used two types of data; Primary and Secondary data types. Primary sources used are employees, company web page, fact sheets, reports and relevant records. And the secondary data sources will be relevant books, different articles, researches and journals made by different scholars.

3.6. Data Collection Procedures

The research used questionnaire to collect data from employees. Data was collected by using structured questionnaire; the questionnaire is adapted from Tigist Hamelmal (2019) by taking into consideration the different surveys that has been done by other scholars and take consideration of the nature of the organization. The procedure was that first questionnaire was distributed to subjects and was given time and then all the responses was collected and analysed. The rationale behind selecting questioner as a data collection instrument is; it helps to get information in a short period of time. Besides, it may be particularly useful when participants wish to remain anonymous, as it provides a more comfortable way for them disclose information that would make them uncomfortable in a face-to-face setting. A total of 138 Adapted questioners were distributed to the selected sample respondents in order to collect quantitative data. Out of these questioners 136 (98.5%) were returned.

3.7. Study Variables

As indicated in the conceptual framework part, a total of 5 major variables are identified out of which four are independent variables and one dependent variable. Culture, Gender, Language diversity, Individual/Collectivism thinking as independent variable and Organizational effectiveness as dependent variable.

3.8 Data Analysis technique

Fully and appropriately filled questioners collected from respondents were first arranged and given unique identification number so that identifying them by that number would be easier in order to avoid any chance of missing or re-coding them. Each questioner was then encoded and summarized in an Excel sheet which then was exported into SPSS (20) datasheet. Results were summarized using tables and figures to provide descriptive information. Finally, various types of statistical analysis were conducted, including correlation and both linear and multiple regression analysis, and interpreted to evaluate whether or not statistically significant relationship exists between independent variable

3.9. Inclusion and exclusion criteria

The main inclusion criteria for participants selected based on physically located in Economic Commission Africa. The rationale for excluding criteria is consultants who works for months.

4. DATA ANALYSIS

This chapter deals with response rate, demographic characteristics of the respondents, description statistics, and correlation and regression analysis on the physical working environment and discussions of the study in reference with the research objective and research methodology

4.1. Scale reliability

Before proceeding to the detail data analysis the study conducted Cronbach's alpha to measure the internal consistency of items and test the reliability of the scale used.

4.1.1. Reliability

Reliability check for questionnaires was done by using Cronbach Alpha statistic method to ensure internal consistency by using pre-testing method. The basic reason for carrying out pre-testing is to determine whether the instruments are going to serve the purpose of measuring what they were intended to measure.

*Cronbach's alpha reliability coefficient normally ranges between 0 and 1. The closer Cronbach's alpha coefficient is to 1.0 the greater the internal consistency of the items in the scale. It is based on the following formula:

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N - 1) \cdot \bar{c}}$$

Where N is the total number of items, c-bar is the average inter-item covariance among the items and v-bar equals the average variance.

Griethuijsen et al., (2014) cited on Taber (2017) states that alpha of greater than 0.7 is indicative of reliability in the scale employed. Generally, the following rules of thumb are usually used by social scientists for assessment of alpha reliability coefficients: $\alpha > 0.9$ is Excellent, $0.9 > \alpha > 0.8$ is Good, $0.8 > \alpha > 0.7$ is Acceptable, $0.7 > \alpha > 0.6$ is Questionable, $0.6 > \alpha > 0.5$ is Poor, and $0.5 > \alpha > 0.5$ is Unacceptable Gliem & Gliem (2003).

Table 1: Reliability Test Result

Variables	variables	No. of items	Cranach's Alpha
Cross Cultural Diversity	Cultural Diversity	8	0.84
	Language Diversity	8	0.79
	Individualism/Collectivism	8	0.66
	Gender Diversity	8	0.55
Organizational Effectiveness		6	0.86
Total	Over all	38	0.95

Source: SPSS output from own survey data, (2020)

4.1.2 Data Analysis

Descriptive statistical tools for data analysis used in this study. The data analysis was supported with software called Statistical Package for Social Science (SPSS) version 20. Mean scores, standard deviations, percentages and frequency distribution was used to summarize the responses. Besides, tables and charts are also used to present facts as required, so as to give more clarifications to readers. Furthermore, correlation and regression analysis were made to show the relationship between culture and effectiveness.

4.1.3. Response Rate

This research used an adapted questionnaire with details of guides provided for the respondents. The respondents were given two days to fill in the questionnaires and put the questionnaires in envelopes that were prepared on every floor in the offices. From those 138 questionnaires the researcher manages to get 136 properly filled questionnaires where two were not properly filled. This represents 98.5% response rate. This was considered a representative sample for further studies according to Mugenda and Mugenda (2003) who report that the rate of 10% and above is acceptable.

4.1.4. Demographic Information

This part of the questionnaire consists of five descriptive questions regarding the respondent's personal information. This includes items that are Position held, Gender, Age, Education Level, and Work experience. Characteristics of the respondents to determine the frequency of each information will be displayed.

4.1.5. Position held in the organization

As shown in the below, from the entire respondents participated in the research 13 (9.6%) of them are Directors, 82 (60%) are Chief of sections, and 41(30.1%) are professional staffs. In this context we can say that the research accommodates all level of the position and considered as appropriate for the research.

Table 2. Position held in the organization

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Director	13	9.6	9.6	9.6
Chief of section	82	60.3	60.3	69.9
Professional staff	41	30.1	30.1	100.0
Total	136	100.0	100.0	

Source: questionnaire (2020)

4.1.6. Gender of the Respondents

As shown in the below table, from the entire respondents participated in the research 65 (47.8%) of them are male and 71(52.2%) are females. This indicates that the numbers of female and male employees that are considered in this research are approximately the same. This shows that there is good gender balance in organizations.

Table 3. Gender

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	65	47.8	47.8	47.8
Female	71	52.2	52.2	100.0
Total	136	100.0	100.0	

Source: questionnaire (2020)

4.1.7. Age of the respondents

The study also looked to establish the age bracket of the respondents by asking them to check the boxes with their age. The findings showed the highest percentage of 46.3% of the respondents were between the of 31 and 41 years old (in number 63 out of the total respondent 136,) i.e. most of the respondent were at younger age in the organization, 28.7% of the respondents were between the age of 41 and 50 years old (in number 39 out of the total collected which is 136 respondents), which is the second most dominant age in the organization, 18.4% of the respondent were between the age of 18 and 30 years old (in number 25 out of the total collected data). The last category is 6.6% of the respondent i.e. few in number (in number 9 out of the total respondents). I.e. Between the age of 51 and 60 years old.

Table 4. Age of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 18-30	25	18.4	18.4	18.4
31-40	63	46.3	46.3	64.7
41-50	39	28.7	28.7	93.4
51-60	9	6.6	6.6	100.0
Total	136	100.0	100.0	

Source: questionnaire (2020)

4.1.8. Education level of the respondents

The below frequency table shows most of the respondents working in the organization have a degree certificate and above. To explain the exact figures, 59.6% (in number 81 out of the total collected which is 136 respondents) are degree holders and 32.4% (in number 44 out of the total collected which is 136 respondents) have masters and above. It shows the respondents are well educated and literate employee. However, the remaining 8.1%(in number 11 out of the total collected which is 136 respondents) also have a diploma certificate.

Table 5. Education Level of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Diploma	11	8.1	8.1	8.1
Degree	81	59.6	59.6	67.6
Masters & above	44	32.4	32.4	100.0
Total	136	100.0	100.0	

Source: questionnaire (2020)

4.1.9. Work Experience of the respondents

According to the collected data it can be seen from the below table that 9 of the respondents have an experience below five years which makes 9% of the total sample. 73 respondents which will make 53.7% of the total sample have 6-10 years of experience. 7 respondents that will be 5.1% have an experience of 11-15 years of experience and 47 respondents which are 34.6% have an experience of 16-20 years of experience. Lastly no respondents have above 21 years of experience from the total sample. This shows that there is an adequate experience among the sample population which makes the research more reliable.

Table 6. Work experience of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	0-5	9	6.6	6.6
	6-10	73	53.7	60.3
	11-15	7	5.1	65.4
	16-20	47	34.6	100.0
	Total	136	100.0	

Source: questionnaire (2020)

4.3 Respondents on cultural diversity Gender, Individualism/Collectivism thinking, language diversity

4.3.1 Response of the Respondents on cultural diversity

Table 7: Frequency, Mean and Standard Deviation for cultural diversity

	Culture Diversity	Frequency				
		1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
1.	I am more effective and productive when working in a group of mixed cultures	0 -	29 (21.3)	16 (11.3)	0 -	91 (66.9)
2.	There is cultural tolerance amongst ECA employees	0 -	74 (54.4)	4 (2.9)	0 -	58 (42.6)
3.	My strengths and weaknesses are well complemented by other cultures	1 (0.73)	73 (53.6)	21 (15.4)	0 -	41 (30.1)
4.	Employee education about diverse cultures will positively help the conflict resolution process amongst employees	6 (4.4)	81 (59.5)	17 (12.5)	0 -	32 (23.5)
5.	Understanding cultural diversity will help me realize my strengths and weaknesses when doing my job	1 (0.73)	73 (53.6)	21 (15.4)	0 -	41 (30.1)
6.	Being in a culturally diverse environment triggers my innovative and creative thinking when doing my job	2 (1.4)	32 (23.5)	16 (11.3)	0 -	86 (63.2)
7.	My company has a work environment that is free from cultural discrimination.	1 (0.73)	73 (53.6)	21 (15.4)	0 -	41 (30.1)
8.	I am positive about culturally diversified in the work place.	0 -	52 (38.2)	20 (14.7)	0 -	64 (47)

Note: SD= Strongly Disagree D= Disagree N= Neutral A= Agree SA= Strongly Agree

Source: own survey (2020)

As it is shown in the table most of the respondents 66% strongly Agree and 21.3%=strongly disagree that they believe that working with group enable more effective and productive. Regarding the question stated in question number two most of respondents disagree with the culture tolerance but 42.6% of the sample responded that they strongly agree with the question. As per the table, cultural complement on strength and weakens shows that most of the respondents disagree on it 53.6 % however 30.1 % agree on the question. The other question regarding education regarding diverse culture has positive effect on conflict resolution,59.5 % responded they disagree, however 23% of them strongly agree. Among per the table,53.6% disagree understanding cultural diversity helps to realize their strength and weakness while doing their job and 30.1%strongly agree with the question. As per the respondents 63.20 % believes that culturally diverse environment triggers innovative and creativity while 23 .5% disagree on it. As per the table shown. As per the respondents 53.6% of them believes the company is free from cultural discrimination while 30.1 of them strongly agree on it.In the other hand 47% of the respondents strongly agree they have positive perception cultural diversity in the work place while 38.2% if them disagree on it.

4.3.2 Response of the Respondents on Gender diversity

Table 8. Frequency, Mean and Standard Deviation for Gender diversity

NO.	Gender diversity	Frequency				
		1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
1.	The employees have not been discriminated by employer while hiring and recruitment process on the gender basis.	0 -	4 (2.9)	15 (11)	25 (18.3)	92 (67.6)
2.	The organization does a good job of attracting and hiring women.	1 (0.73)	10 (7.3)	21 (15.4)	63 (46.3)	41 (30.1)
3.	Fair treatment is given to all employees, whether they are male or female.	1 (0.73)	10 (7.3)	21 (15.4)	63 (46.3)	41 (30.1)
4.	Opportunities for growth and advancement exist for women in our organization	6 (4.4)	34 (25)	47 (34.5)	31 (22.7)	18 (13.2)
5.	A career development that includes women is encouraged within our organization.	3 (2.2)	27 (19.8)	44 (32.3)	46 (33.8)	16 (11.7)
6.	The organization's training and development program is developed to meet the criteria/requirement of the male and female.	0 -	0 -	4 (2.9)	74 (54.4)	58 (42.6)
7.	Women are involved in the organization's decision making as much as men.	0 -	4 (2.9)	15 (11)	25 (18.3)	92 (67.6)
8.	The performance criteria for success are expected to be higher for men than for women.	0 -	0 -	4 (2.9)	74 (54.4)	58 (42.6)

Note: SD= Strongly Disagree D= Disagree N= Neutral A= Agree SA= Strongly Agree

Source: own survey (2020)

Based on the above table 67.6 % of respondents believes that employers haven't been discriminated based on gender basis while 2.9% of them disagree. Regarding question number two 46.3 agree the organization have a good job for attracting women,7.3% disagree on it .46.3% agree there is a fair treat to all employees while 7.3% disagree on the issue. Regarding question four 34.5% respondents believes opportunities is given for advancement in organization and 25% disagree.33.8% of respondents agree carrier development is encouraging in the organization while 19.8 disagree about it. Regarding question six,54.4 agree that the organization training and development met the criteria of male and female and none of them disagree. 67.6 of the respondents strongly agree that women involved in decision making as 2.9 % of them disagree.

Lastly 54.4% of the respondents believed expected criteria be higher for men than women and none of the respondents disagree.

4.3.3 Response of the Respondents on individualism/ collectivism thinking Diversity

Table 9: Frequency, Mean and Standard Deviation for individualism/ collectivism thinking Diversity

NO.	individualism/ collectivism thinking Diversity	Frequency				
		1 (S D)	2 (D)	3 (N)	4 (A)	5 (SA)
1.	I sacrifice my self-interest for the benefit of my group.	0 -	4 (2.9)	15 (11)	25 (18.3)	92 (67.6)
2.	My personal identity independent of others is very important to me	0 -	0 -	4 (2.9)	74 (54.4)	58 (42.6)
3.	I consider my friends' opinions before taking important actions.	0 -	4 (2.9)	15 (11)	25 (18.3)	92 (67.6)
4.	When I succeed it is usually because of my abilities	0 -	4 (2.9)	15 (11)	25 (18.3)	92 (67.6)
5.	Before I make a major decision I seek advice from people close to me.	0 -	0 -	4 (2.9)	74 (54.4)	58 (42.6)
6.	I believe one should live one's life independently of others	0 -	4 (2.9)	15 (11)	25 (18.3)	92 (67.6)
7.	The well-being of my co-workers is important to me	0 -	4 (2.9)	15 (11)	25 (18.3)	92 (67.6)
8.	I enjoy being unique from others in many ways	11 (8)	47 (34.5)	34 (25)	74 (54.4)	20 (14.7)

Note: SD= Strongly Disagree D= Disagree N= Neutral A= Agree SA= Strongly Agree

Source: own survey (2020)

As it is displayed from the above table 67.6% of the respondents agree to sacrifice their interest for the benefit of the group, whereas 2.9% disagree. Regarding question two 54.4 of the respondents agreed that their personal identity independent of other important to them, while 2.9% of the respondents are neutral. Regarding question three 67.6 of the respondents agree that it is important to take their friends opinion before taking action while 2.9% of them disagree on the issue. Regarding question four 67.6% agreed that they succeed because of their abilities while 2.9% of them disagree and 11% of them are neutral. Regarding question five 54.4% of the

respondents agree that they seek advice before making important decision while 2.9% are neutral about it and none of them disagree. For question number six 67.6 of the respondents agree that one should live independent of other while 11 % are neutral about it and 2.9% disagree. As per question seven, 67.6% respondents agree that the well-being of co-worker is important to them while 2.9% disagrees and 11 % are neutral. Regarding question eight 54.4% respondents agree that they enjoy being unique from others in many ways while 34.5% disagree and 25% are neutral.

4.3.4 Response of the Respondents on Language Diversity

Table 10: Frequency, Mean and Standard Deviation for Language Diversity

No	Language Diversity	Frequency				
		1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
1.	I'm able to better communicate the information about my job to other cultures as much as I do to employees of my culture	0 -	20 (14.7)	71 (52.2)	9 (6.6)	36 (26.4)
2.	I feel that understanding my colleague of different cultures will help understand other business stakeholders better	0 -	20 (14.7)	71 (52.2)	9 (6.6)	36 (26.4)
3.	Cultural stereotypes still exist and affect the functionality and relationships within employees.	0 -	44 (32.3)	40 (29.4)	30 (22)	22 (16.1)
4.	Different languages that are used to communicate do not create problem among employees.	0 -	20 (14.7)	71 (52.2)	9 (6.6)	36 (26.4)
5.	I am able to fluently communicate with my fellow employees	0 -	44 (32.3)	40 (29.4)	30 (22)	22 (16.1)
6.	Differences in Language generate conflict among employees	1 (0.73)	46 (33.8)	44 (32.3)	27 (19.8)	18 (13.2)
7.	My ethnic language affects my work performance positively	0 -	33 (24.2)	56 (41.1)	19 (13.9)	28 (20.5)
8.	I prefer working with people who speak the same ethnic language as myself	0 -	44 (32.3)	40 (29.4)	30 (22)	22 (16.1)

Note: SD= Strongly Disagree D= Disagree N= Neutral A= Agree SA= Strongly Agree

Source: own survey (2020)

As it is displayed in the above table regarding question number one 52.2 % have neutral thoughts about communicating information about their job to other cultures 26.4 % of the respondents agree on the issue while 14.7% disagree. Regarding question two 26.4 % of the respondents strongly agree that understanding their colleague of different cultures will help the understand other business stakeholders better, while 52.2% of them are neutral and 14.7% disagree. Regarding

question three 32.3% of the respondents disagree Cultural stereotypes still exist and affect the functionality and relationships within employees and 29.4 % are neutral while 22% agree on the issue. About question four 14.7 % of the respondents disagree about different languages that are used to communicate do not create problem among employees 52.2 %are neutral about it where as 26.2 %agree. Regarding question five 32.3% of the respondents disagree they fluently communicate fluently to their fellow colleagues while 29.4% of them agree on the issue where as 29.4% are neutral about it .Regarding question six 33.8% of the respondents disagree about differences in language generate conflict among employees where as 19.8% Agree on the issue while 32.3% are neutral about it .Regarding question seven 24.2% respondents disagree on their ethnic language affects their work performance positively while 41.1% are neutral about it where as 20.5% strongly agree .About question eight 32.3% of the respondents disagree on preferring working with people who speak the same ethnic language with themselves while 22% agree where as 29.4% are neutral about it .

4.3.5 Response of the Respondents towards Organizational Effectiveness

Table 12: Frequency, Mean and Standard Deviation for Organization effectiveness

N O.	Organization effectiveness	Frequency				
		1 (SD)	2 (D)	3 (N)	4 (A)	5 (SA)
1.	I trust that the work we do is relevant	0 -	4 (2.9)	15 (11)	25 (18.3)	92 (67.6)
2.	I believe that the organization works in good collaboration with other stakeholders	0 -	0 -	4 (2.9)	74 (54.4)	58 (42.6)
3.	I am confident that our clients are satisfied with our support	0 -	4 (2.9)	15 (11)	25 (18.3)	92 (67.6)
4.	The work in my organization promotes corporate sustainability	0 -	0 -	4 (2.9)	74 (54.4)	58 (42.6)
5.	I believe that there is quality in the work	0 -	4 (2.9)	15 (11)	25 (18.3)	92 (67.6)
6.	I trust that the organization manages its finance properly	0 -	0 -	4 (2.9)	74 (54.4)	58 (42.6)

Note: SD= Strongly Disagree D= Disagree N= Neutral A= Agree SA= Strongly Agree

Source: own survey (2020)

The last of the variable and the dependent variable for this research is organizational effectiveness which was displayed by six questions the responses are shown accordingly, 67.6% strongly agree

and 18.3% agreed that the work they do in the organization is relevant while 11% remain neutral 42.6%strongly agree and 54.4 % agree that they believe with good collaboration with other stakeholders while 2.9 % are neutral none of them disagree.67.6% of the respondents strongly agree and 18.%% agree that their clients are satisfied with their support 11% are neutral and 2.9% disagree. Sustainability was the next question asked and 54.4 %and 42.6% agree and strongly agree consecutively responding that the organization promotes sustainability.67.6 % strongly agree and 18.3 % agree that there is quality in the work they do while 11% remain neutral there is a 2.9 % response of in the quality of work. Finally,42.6%strongly agree and 54.4% agree are seen on the question. whether the employee trust the organization if it is managing its finances properly while 2.9% remained neutral none of them disagree.

4.4 Statistics Summary of Mean Result

Table 13: Summary of mean results

Variables	Aggregate Mean Result
Cultural diversity	3.3
Gender Diversity	4.0
Individualism/Collectivism thinking Diversity	4.2
Language Diversity	3.3
Organizational Effectiveness	4.4

Source: own survey (2020)

According to Akmaliah(2009), mean result measurement can be used while interpreting the data. If Mean Score > 3.79, it is considered as high, if it is between 3.40 and 3.79, it is considered as moderate and if the mean score is below 3.40, it is considered as low. Accordingly, Table 4.10 above illustrates that majority of respondents' overall assessment of culture and organizational effectiveness are more than high, as the aggregate mean result for most variables are above 3.79 except for Cultural and Language Diversity measures which has an aggregate mean result of 3.3.

4.5. Correlation Analysis

Correlation analysis describes the strength and direction of the linear relationship between two variables. Pearson Correlation indicates the relationship between variables which can range from -1.00 to 1.00 if a correlation coefficient indicates 0 it means that there is no relationship at all. If a correlation of 1.0 it means that there is a perfect positive correlation and if the correlation coefficient shows -1.0 it means that there is a perfect negative correlation. (Pallant,2005) The below table will show the relationship between the dependent and the independent variables

Table 14. Correlations

		CD	GD	ICT	LD	OE
CD	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	136				
GD	Pearson Correlation	.658**	1			
	Sig. (2-tailed)	.000				
	N	136	136			
ICT	Pearson Correlation	.547**	.724**	1		
	Sig. (2-tailed)	.000	.000			
	N	136	136	136		
LD	Pearson Correlation	.324**	.230**	.190*	1	
	Sig. (2-tailed)	.000	.007	.027		
	N	136	136	136	136	
OE	Pearson Correlation	.619**	.792**	.912**	.218*	1
	Sig. (2-tailed)	.000	.000	.000	.011	
	N	136	136	136	136	136

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

Source: own survey (2020)

Table 15. Pearson Correlation Analysis for independent and dependent variables

Independent Variables	Organizational Effectiveness (Dependent variable)	
	Pearson correlation	Significance (2 tailed)
Cultural diversity	.619	.000
Gender Diversity	.792	.000
Individualism/collectivism thinking Diversity	.912	.000
Language Diversity	.218	0.011

Source: own survey (2020)

Table 16: Correlation Coefficient

Correlation Coefficient(r)	Strength of the correlation
0.50 to 1.0 or -.50 to -.10	Strong relationship
0.30 to .49 or -.30 to -.49	Moderate relationship
0.10 to .29 or -.10 to -.29	Weak relationship

(Cohen, 1988)

According to Cohen displayed in table 4.12 above it can be seen that, Individualism/Collectivism Thinking, Gender Diversity and Cultural Diversity with a correlation coefficient of 0.912, 0.792, and 0.619 consecutively have strong relationship with organization; while with the coefficient of 0.218 Language Diversity have weak relationship with organizational effectiveness.

4.6 Regression Analysis and Diagnosis

Regression diagnosis techniques are used to explore the relationship between one continuous dependent variable and several independent variables. It allows a more sophisticated exploration of interrelationship among a set of variables and in this particular research the researcher has tried to display few of the diagnosis between variables of cross culture and organizational effectiveness as below.

4.7 Multi-Collinearity Diagnosis

Multicollinearity refers to the relationship among independent variables. It exists when the independent variables are highly correlated. According to Menard (1995) tolerance should be >0.2 and VIF should be less than 10 Myers (1990) as it can be seen in the below table there is no Multicollinearity between the independent variables. The tolerance is >0.2 and the VIF is below

Table 17. Multicollinearity test

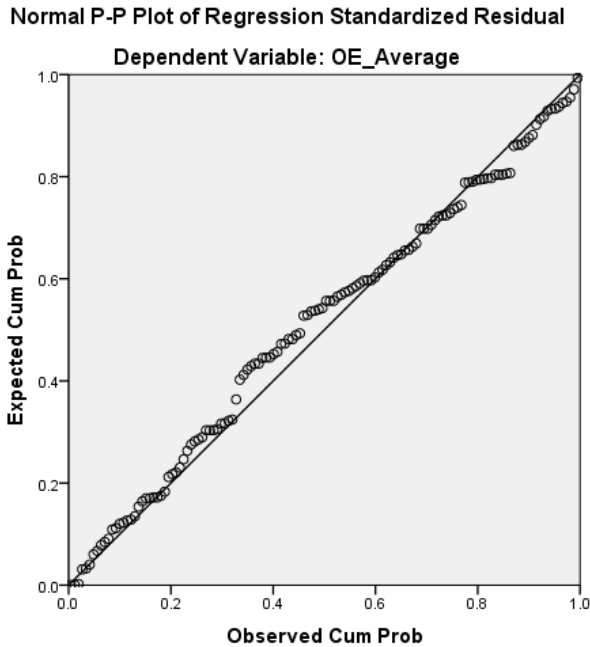
Variables	Collinearity Statistics	
	Tolerance	VIF
Cultural Diversity	.527	1.899
Gender Diversity	.378	2.646
individualism/ collectivism thinking Diversity	.467	2.141
Language Diversity	.895	1.118

Source: own survey (2020)

As per table 4.13 it is clearly displayed that there is no Multicollinearity problem since the tolerance level is >0.2 and the VIF is less than 10 according to the above sources mentioned.

4.8. Normality Test

In the below plot it is observed that the value for each score is plotted against the expected value from the normal distribution. By the inspection of normal probability plot a reasonably straight line suggested a normal distribution. In this research the scores appear to be reasonably normally distributed.



Source: own survey (2020)

4.9 Autocorrelation Test

The Durbin Watson statistic tests for autocorrelation in the residuals from a statistical regression analysis. The Durbin-Watson statistic is always between 0 and 4. A value of 2 indicates that there is no autocorrelation in the sample. Values approaching 0 indicate positive autocorrelation and values toward 4 indicate negative autocorrelation. And As a rule of thumb the acceptable value 1.5 & 2.5 the autocorrelation is very normal Kenton (2019). Since the results of this test in this study are 1.659 the model is fit to a linear regression model.

Table 18: Results of Autocorrelation test

Model Summary^b

Model	Durbin-Watson
1	1.659

a. Predictors: (Constant), LD_Average, ICT_Average, CD_Average, GD_Average

b. Dependent Variable: OE_Average

Source: own survey (2020)

5. Influence of Cultural diversity on Organizational Effectiveness

The model summary on the regression analysis that was conducted to measure the effect of the independent variables on the dependent variable: As it can be seen below the model summary indicates that the adjusted R square of 0.868 of the variances in the organizational effectiveness is explained by the model which includes the dependent variables. The model used explained 86.8%

of the variance in the organizational effectiveness and the rest 14% of effectiveness of an organization is affected by other factors

Table 19. Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.934 ^a	.872	.868	.17950

a. Predictors: (Constant), LD_Average, ICT_Average, CD_Average, GD_Average

b. Dependent Variable: OE_Average

source: own survey (2020)

To assess the statistical significance of the result, it is necessary to look in the above ANOVA table. If the significance value is less than 0.01 ($p < 0.01$), it indicates that the model reaches its statistical significance to the dependent variable.

Table 20. Analysis of Variance (ANOVA)

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	28.719	4	7.180	222.831	.000 ^b
	Residual	4.221	131	.032		
	Total	32.939	135			

a. Dependent Variable: OE_Average

b. Predictors: (Constant), LD_Average, ICT_Average, CD_Average, GD_Average

source: own survey (2020)

6. Evaluating significance of each of independent variables to Organization Effectiveness

Table 21. Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.307	.158		1.937	.055
CD_Average	.307	.028	.084	1.950	.053
GD_Average	.055	.058	.229	4.503	.000
ICT_Average	.263	.044	.699	15.276	.000
LD_Average	.675	.017	.005	.145	.885

source: own survey (2020)

In the above regression analysis model table points out that the relationship between independent and dependent variables.

- The model coefficient table reported that Cultural Diversity, Gender Diversity, Individualism and Collectivism thinking have positive effect and those variables have significant value which is less than 0.05.
- Language Diversity has positive coefficient value but have the p values = 0.885. Therefore, language Diversity effect was insignificant to the Organizational Effectiveness in ECA.
- The beta coefficient result also shows that Cultural Diversity has $\beta = -.055$, this implies that a one unit of Cultural Diversity increase will leads to increase in Organizational Effectives by 5.5%.
- Gender Diversity has $\beta = 0.263$, this means that a one unit of Gender Diversity increased will leads to an increased in Organizational Effectiveness by 26.3%.
- Regarding the beta coefficient, individualism and Collectivism thinking has $\beta = 0.675$, implies that a one unit of individualism and Collectivism thinking increased will leads to an increased in Organizational effectiveness by 67.5 Percent followed by gender (26.3%), Cultural diversity (5.5%) and language (0.3%)

5. SUMMARY, CONCLUSION & RECOMMENDATION

5.1. Summary of Findings

This study conducted to examine the effect of cultural diversity on organizational effectiveness on economic commission for Africa through questionnaire data collected from 136 employees. Therefore, summary of findings has been presented as follows:

- Based on this overall assessment of culture and organizational effectiveness are more than high, as the aggregate mean result for most variables are above 3.79 except for Cultural and Language Diversity measures which has an aggregate mean result of 3.3.
- As it is shown from the result of correlation analysis, individualism/Collectivism (0.912), Gender (0.792) and Cultural (0.619) have strong and moderate relationship with organizational effectiveness, while Language (0.218) have weak relationship with organizational effectiveness.
- As it is evidenced from the model summary of regression analysis, the adjusted R square 86.8 percent was which indicates that the independent variables of this study contribute 86.8% to that variance on organizational effectiveness in ECA.
- The ANOVA result also confirms the model summary result found to be significant to organizational effectiveness.
- The result of regression coefficients had also further revealed that cultural diversity examined in the study were found to bring variation in organizational effectiveness in ECA in Addis Ababa with different levels.
- Individualism and Collectivism thinking was found to have the better and positive influence (67.5%) on organizational effectiveness followed by gender (26.3%), Cultural diversity (5.5%) and language (0.3%)
- With respect to the significance level of the independent variables, only language was found to be insignificant at 0.885 as its significance value is greater than 0.05 ($P > 0.05$). However, for cultural (0.053), Gender (0.000) and Individualism and Collectivism (0.000) to the variability of the organizational effectiveness is found to be significance as their significance value is less than 0.05 ($P < 0.05$).

5.2. Conclusion

This research attempted to examine the effect of cross culture with respect to Cultural, Gender, individualism/collectivism, language diversity on organizational effectiveness. Therefore, based on the above summary it can be concluded that, the descriptive statistics analysis showed that the average agreement of respondents (mean Score) on Gender and individualism/collectivism was high; while cultural and language diversity was low. Whereas, for cultural was low as compared to other variables of study, therefore it can be concluded that most respondents have high cultural diversity, and this has a positive effect on their commitment to the organization which can greatly affect the effectiveness. And the respondents have low agreement level on cultural and language diversity.

The result of correlation analysis also revealed that culture diversity has a positive association with organizational effectiveness. The result of regression model summary result also indicates that the effect cultural diversity is found to be high on organizational effectiveness. Therefore, we can conclude that culture diversity has a strong influence for organizational effectiveness. Individualism and Collectivism thinking was found to have the better and positive influence on organizational effectiveness followed by gender, Cultural diversity and language. The contribution of language is found to be insignificant, so based on the results shown it can be concluded that language difference does not have significant effect on organizational effectiveness.

5.3. Recommendation

Based on the major findings that have been discussed so far, the following points are recommended for practical application to enhance the effectiveness of organizations:

- The Culture and language diversity effect on the organizations result has been shown to be none significant; hence management must see other diversity elements to see the effect on organizational effectiveness
- Individualism and Collectivism thinking effect on organizational effectiveness was found to have the better and positive influence on organizational effectiveness therefore the management must mix individualists and collectivist thinkers to have more productive outcomes and achieve the organizational goals.
- Gender, Cultural diversity and language is needed to have enhance effectiveness for the organization, therefore management must have embrace more multi- cultural teams when recruiting employees.

5.4 Limitation of the study

The limitation of this research: -

- Geographically only bounded to the employees of Economic Commission for Africa and doesn't include other UN organizations with the same feature.
- Conceptually, this research didn't include other dimensions as economic, political and the like and by organizational effectiveness side the profit, customer satisfaction dimensions.

5.5. Recommendation for Future Research

Overall, positive effect of cross cultural diversity on organizational effectiveness on the ECA in Addis Ababa was found in this research and this research covered only one of the many international organizations. So other researchers can carry out similar studies by taking as well to the field of organizations.

Only a few cultural variables as well as efficacy were taken into account when performing this study; therefore, other researchers could see more detailed measures and factors affecting each variable for future research.

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QUESTIONNAIRE

Dear Respondent,

This is an academic research project aimed at establishing the relationship between cultural diversity and organizational effectiveness. There is no right or wrong answer and any information given will be held in confidence for academic use only. Thank you in advance for taking your valuable time to participate.

While you fill up this questionnaire, please ensure that you are consulting the under-mentioned point scale {1, 2, 3, 4, and 5} to respond to every question. It will help you to select the most realistic option.

1=Strongly Disagree	2=Disagree	3=Neutral	4= Agree	5=Strongly Agree
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I once again thank you for your participation and if you have any questions or concerns please do not hesitate to contact me directly at +251912-93-75-49 or email at mekdes46@gmail.com

Sincerely,

Mekdes Haregewoin

Student, Masters of Business Administration

The Jimma university college of Business and Economics

PART A: DEMOGRAPHIC & GENERAL DATA

1.1 Position held in the organization

- (1) Director (3) Professional staff
(2) Chief of section (4) General staff

1.2 What is your Gender? (Please Tick your Gender Group)

- (1) Male (2) Female

1.2 Age (Please Tick your Age Group)

- (1) 18- 30 (3) 41-50
(2) 31- 40 (4) 50-60

1.3 Education (Please Tick your Education Group)

- (1) Diploma (3) Masters and above
(2) Degree

1.4 Total years of Experience (Please Tick your work Experience Group)

- (1) 0- 5years (3) 11 to 15 years (5) Above 21
(2) 6 to 10 years (4) 15 to 20 years

PART B: LEVEL OF DIVERSITY

For each of the statements, please indicate the level of agreement or disagreement as shown on the Table:

DIVERSITY DIMENSION	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
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CULTURAL DIVERSTIY

I am more effective and productive when working in a group of mixed cultures					
There is cultural tolerance amongst ECA employees					
My strengths and weaknesses are well complemented by other cultures					
Employee education about diverse cultures will positively help the conflict resolution process amongst employees					
Understanding cultural diversity will help me realize my strengths and weaknesses when doing my job					
Being in a culturally diverse environment triggers my innovative and creative thinking when doing my job					
My company has a work environment that is free from cultural discrimination.					
I am positive about culturally diversified in the work place.					

GENEDER DIFRECITY

The employees have not been discriminated by employer while hiring and recruitment process on the gender basis.					
The organization does a good job of attracting and hiring women.					
Fair treatment is given to all employees, whether they are male or female.					

DIVERSITY DIMENSION	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
Opportunities for growth and advancement exist for women in our organization					
A career development that includes women is encouraged within our organization.					
The organization's training and development program is developed to meet the criteria/requirement of the male and female.					
Women are involved in the organization's decision making as much as men.					
The performance criteria for success are expected to be higher for men than for women.					
INDIVIDUALISM/COLLECTIVISM THINKING					
I sacrifice my self-interest for the benefit of my group.					
My personal identity independent of others is very important to me					
I consider my friends' opinions before taking important actions.					
When I succeed it is usually because of my abilities					
Before I make a major decision I seek advice from people close to me.					
I believe one should live one's life independently of others					
The well-being of my co-workers is important to me					

DIVERSITY DIMENSION	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
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I enjoy being unique from others in many ways					
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LANGUAGE DIVERSITY

I'm able to better communicate the information about my job to other cultures as much as I do to employees of my culture					
--	--	--	--	--	--

I feel that understanding my colleague of different cultures will help understand other business stakeholders better					
--	--	--	--	--	--

Cultural stereotypes still exist and affect the functionality and relationships within employees.					
---	--	--	--	--	--

Different languages that are used to communicate do not create problem among employees.					
---	--	--	--	--	--

I am able to fluently communicate with my fellow employees					
--	--	--	--	--	--

Differences in Language generate conflict among employees					
---	--	--	--	--	--

My ethnic language affects my work performance positively					
---	--	--	--	--	--

I prefer working with people who speak the same ethnic language as myself					
---	--	--	--	--	--

PART C: ORGANISATIONAL EFFECTIVENESS

Please indicate by ticking (√) the appropriate answer to what extent you agree/disagree with the statements below:

ORGANISATIONAL EFFECTIVENESS DIMENSION	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
I trust that the work we do is relevant					
I believe that the organization works in good collaboration with other stakeholders					
I am confident that our clients are satisfied with our support					
The work in my organization promotes corporate sustainability					
I believe that there is quality in the work					
I trust that the organization manages its finance properly					

Thank you for your Valuable time and participation in the survey.