Effects of Ethno-Cultural Diversity on Organization Performance : A Case of Kenya

조직 내 문화다양성이 조직성과에 미치는 영향 : 케냐의 사례를 중심으로

Effects of Ethno-Cultural Diversity on Organization Performance : A Case of Kenya[*]

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Abstract

Due to globalization, today's cultural diversity has increased greatly. As a result, the cultural background of employees in the organization is also very diverse, which is recognized as a major variable that affects organizational performance. Particularly, organizations that are in ethno-culturally diverse regions have to put up more effort to accommodate each ones diversity and yielding positive results at the same time.

This research sought to find out how ethno-cultural diversity would affect the organizational performance from a case of Kenya. Specifically, the research focused on how these diversities bring confusion in the working environment and have impact on the individual intension of cooperation and how they ultimately affect organizational performance.

Through path analysis, the following results were obtained. First, religion diversity and language diversity were both found to positively affect uncertainty in working environment, while they did not have significant effect on individual intention of cooperation. Moreover, uncertainty in working environment was shown to have a negative effect on performance while individual intention of cooperation affected performance positively. In other words, diversity in the organization has increased uncertainty in the working environment of the organization, which can ultimately be seen as having a negative impact on organizational performance. The study also discussed theoretical and practical implications of the findings.

Key words: Ethno-Culture, Diversity, Organization, Cooperation, Uncertainty, Performance

I. Introduction

The world in the 21st Century is changing at a dynamic rate. People, especially consumers, are becoming more aware of the products and services offered by organizations (Bozhko, 2014). This affects the operations of organizations, hence their performance. This pushed organ-

izations to implement strategies that will ensure better performance and more profits. Ethno-cultural diversity is one of the strategic decisions implemented by organizations to improve their performance. Ethno-cultural diversity in today's business world cannot be ignored, since people are advocating for equal rights with respect to gender, culture, ethnicity and religion. The movement for equal rights has raised awareness of the importance of having ethno-culturally diverse organizations. People in the 21st Century are more sensitive to what is perceived about them in relation to the past generations. As such organizations have a task of ensuring that their firms are ethno-culturally diverse to drive for their sustainability in the market.

Ethno-cultural diversity involves the interaction of individuals with different background such as religions, value systems and languages. These differences between diverse individuals may result in the success or failure of an organization. The implementation of ethno-cultural diversity in organizations has both negative and positive impacts. Ethno-cultural diversity can result to more harm than good if not well implemented (Bozhko, 2014). As such the implementation of ethno-cultural diversity ought to be conducted in a manner that will avoid the negative outcomes and encourage positivity especially in this day and age when people are more sensitive and easily affected by issues relating to their identity and their representation in the society, hence the issue of ethno-cultural diversity. One of the major impacts of ethno-cultural diversity is that it affects the performance of an organization. For instance, ethno-cultural diversity may result in conflict and confusion within organizations, which can impact organization performance (Priem et al., 1995; Williams and O'Reilly, 1998). Organizational performance is the core function of any institution as organizations want and need to make returns and improve their performance with each passing year so as to be sustainable in their respective industries.

A number of literatures on ethno-cultural deal with the impact of ethno-culture on organization performance (Ahiauzu, 1986). For example, studies by Bolo et al. (2011) and Kirop & Oduor (2017) in the Kenyan context have all regarded organization performance as a dependent variable. Bolo et al. (2011) concentrated on the impact of top management team diversity on organization performance. The study argued that it is yet premature to conclude that high

levels of diversity should be encouraged in the executive group. Kirop & Oduor (2017) focused on the gender diversity and verified that the diversity in organization positively affects the organizational performance.

In the case of Kenya, it is composed of forty two tribes. Since Kenya is a multicultural, multi-ethnic, pluralistic and multi-religious country, it cannot have a homogeneous ethnicity or culture (Mecheo, 2016). As such, ethno-cultural diversity in Kenya is not something new. This is evident in learning institutions, especially, tertiary learning institutions, where individuals converge with the main aim of acquiring an education. Public universities offer education to students and employment to staff. This is obvious with the rate of saturation in public universities such as the University of Nairobi. As a result of the large population of individuals operating in public universities, ethno-cultural diversity is experienced in all public universities including the University of Nairobi. Therefore, the topic on ethno-cultural diversity becomes unavoidable in Kenya and this study seeks to identify the effects of ethno-cultural diversity on organizational performance from a case of Kenya.

Most of the prior studies focused on the larger diversity clauses, but this research chooses to focus on the ethno-cultural diversity which focuses on the smaller ethnic groups and how they contribute to the organization performance. Moreover, the study sets itself apart from existing studies in that it analyzes by distinguishing organizational and individual factors. Specifically, the research focused on the level of confusion in the working environment caused by ethno-cultural diversity and the individual level of intention to cooperate with other group members from different ethnics. Rest of this paper consists of theoretical background, research hypotheses, methodology, results of the empirical analyses, conclusion and discussions.

II. Theoretical background

1. Workplace Diversity in Kenya

The proclamation of the new Constitution in 2010 and the 2007-2008 post-election violence chaos brought strict measures in improving workforce diversity with respect to tribe, ethnicity, gender physical ability and age factors

that have recently been implemented in the public service sector (Wamaitha, 2013). The Constitution obliges the state to provide special opportunities in the fields of employment and education and economics of ethnic minorities and marginalized groups to address the plight of marginalized groups (KNHCR, 2011). This legal regulation on diversity requires organizations to appoint individuals with different tribes or ethnic backgrounds and gender to public service positions (Wamaitha, 2013).

In most Kenyan organizations, recruitment is based on one's ethnicity and ethnicity forms the main foundation of diversity (Wambui et al., 2013). According to Wambui et al. (2013), a major task of the National Cohesion and Integration Commission (NCIC) in Kenya is to ensure ethnic diversity in public employment. For instance, the National Cohesion and Integration Act (2008) states in "PART III. Acts, Conditions and Circumstances Deemed Discriminatory" that all public establishments should try to represent the diversity of the people of Kenya in the employment of staff and that public establishment should have no more than one third of its staff from the same ethnic community.

2. Ethno-cultural Diversity

Ethno-cultural diversity is the variations and a number of differences among groups on the basis of their heritages and backgrounds (Marsella, 2011). Different realities are derived from varying ethno-cultural groups that provide different views of understanding, describing and interpreting different phenomenon. Ethno-cultural diversity has been a topic of contention. The reason is that ethno-cultural diversity can cause more harm while at the same time can result in the successful coexistence of individuals within a society. The success or failure of ethno-cultural diversity is dependent on its use and implementation by an organization (Bozhko, 2014).

As indicated by Mavin & Girling (2000), ethno-cultural diversity is experienced in most institutions. This is as a result of globalization that allows individuals to move freely from one region to the other and from one nation to the other. Moreover, Mavin & Girling (2000) established that ethno-cultural diversity affects the operations and performance of an institution. The reason is that individuals with different religions, value systems, and languages possess different beliefs and perspectives within

organizations. According to Watson et al. (2002), ethno-cultural diversity in a team generates predictive scores. This means that each member of a team from a different culture is able to make their contribution since they all think differently. However, this is only achieved when the individuals in the same group learn how to use their differences to their benefit.

3. Diversity Management Practices

Carrell et al. (2006) stated that diversity ought to be embraced by all individuals, especially those working in institutions. Additionally, Carrell et al. (2006) stipulated that all institutions should make an effort of practicing and advocating for diversity within their institutions. Miller & Page (2007) established that embracing diversity within an organization is not an easy task. The reason is that there are certain barriers that hinder the proper implementation of diversity within an institution. These barriers include discrimination, biasness, and prejudices of other individuals working in the same organization.

The management of diversity means understanding its effects and implementing actions, working practices and policies that effectively respond to them (Cox, 2001). Diversity managing involves the establishment of a heterogeneous environment where all members of the environment feel included irrespective of their culture or ethnicity. It entails creation of an environment where all stakeholders are able to perform well and meet the objectives of the organization. Diversity management advocates for the creation of policies, development of skills, and implementing practices that encourage members in an organization to perform to their full potential. Successful organizations understand and reap the benefits of diversity management. The reason is that, these organizations are able to implement diversity hence promoting the organization as an all- inclusive institution. It is through the practice of diversity that organizations are able to recruit the best stakeholders whose objectives will align to those of the organization irrespective of their age, gender, race, ethnicity, or culture (Wamaitha, 2013).

4. Organizational Performance

Delaney & Huselid (1996) explain that organizational performance includes the results of outcome on the basis

of specific objectives or goals. Organizational perform-
ance can be measured by financial and nonfinancial in-
dicators and qualitative and quantitative indicators.
Organizational performance is the core function of any
organization. All businesses strive to improve organiza-
tional performance. Attaining high organizational per-
formance is not easy since it requires proper management
and decision making skills. The management skills help in
the identification of opportunities and ways of exploiting
them to attain high performance. However as organ-
izations strive to improve their performance, there are
some aspects that affect organizational performance both
positively and negatively. This study deals with the rela-
tion between ethno-cultural diversity and performance.

5. Ethno-Cultural Diversity Management and Organizational Performance

Different researchers have conducted studies on the re-
lationship between organizational performance and man-
agement of ethno- cultural diversity. According to Cox &
Blake (1991), organizational performance is affected by
ethno-cultural diversity. Ethno-cultural diversity affects
organizational performance as a result of stakeholder's re-
ligion, value system and language. Hambrick et al. (1996),
found that heterogeneous groups or organizations have
the potential to cause more harm than good. The study
stated that top management in homogeneous groups or
organizations are competent enough to make the appro-
priate decision in case of any conflict. Larner (2007) stat-
ed that ethno-cultural diversity was important to organ-
izations since it facilitated better access to markets. The
study indicated that through ethno-cultural diversity an
organization is able to obtain the best qualified workers
and a larger market share. This results in organizational
performance that a homogeneous organization may
attain. Additionally, Alesina & Ferrara (2005) established
that it is difficult for a homogeneous organization to
make the correct decisions. This is based on the lack of
more diverse value systems from the members of the
organization. The inability to make appropriate decisions
affects organizations negatively.

6. Religion Diversity and Organizational Performance

According to McCullough & Willoughby (2009), religion
is impended in the ultimate traditional beliefs, a practice
of religious activities and a participation in religious
institutions such as mosques, churches, temples and
synagogues. Religious belief also referred to as faith or
internal religiosity is described as believing in God and in
his will (Steiner et al., 2010). On the other hand, religious
behavior also known as external religiosity refers to all
activities undertaken in the name of religion such as
attending church (Steiner et al., 2010).

Religion has been distinguished as one of the basic
components that impact the value system of individuals
and consequently in forming the ethno-cultural environ-
ment of an organization (Kutcher et al., 2010). As refer-
enced by Abdel-Khalek (2010), religion is a stimulus for
good and effective behavior. It influences the manner by
which individuals carry on through a person's value
system. The study concluded that individuals who were
more religious felt happier, were more satisfied and they
enjoyed good physical and mental health. According to
Kanchana (2013), value systems are instilled in individuals
as a result of their culture and ethnicity. Kanchana (2013)
explained that individuals with strong value systems are
able to affect the performance and operations of an or-
ganization positively.

As indicated by Liu (2010), religious desires in the form
of religious self-personality has the ability to affect the
moral values of individuals. Practices that are based on re-
ligion such as prayers, reading the bible and attending
church have been observed to bring satisfactory to
individuals. The study suggested that people felt at ease
and more empowered through religious acts. Studies by
Kutcher et al. (2010) and McCullough & Willoughby (2009)
indicated that religion encouraged people to be more
conscious, satisfied and to always find consensus with
other people. The latter also found that students in
Christian universities and adults viewed themselves as
more agreeable and conscious as a result of practicing
religion. This in turn affected their performance
positively. A study by Oler & Nyland (2005) sought to es-
tablish the influence of religion of work practices and
leader/ worker relationship in the food service industry.
The study discovered that the more the employees and
managers were involved in religious activities the more
their work improved hence improving organization
performance.

7. Language Diversity and Organizational Performance

An individual's self-identity is found in one's language. Language enables individuals to relate well with one another and is a system of conceptual symbols that enables people to communicate with each other (Imberti, 2007). It is an artifact of how ideas are developed just as how they are conveyed (Bartel, 2001). Language influences every part of life. It helps in communication as well as a connection to a person's personality (Lauring, 2008). It empowers the individual to express feelings, share sentiments, recount stories, and pass on complex messages and information (Imberti, 2007; Lauring, 2008).

The intersection between corporate language and ethnic or cultural language is a challenge to business operations (Welch et al., 2005). The language utilized by leaders in an organization the shapes and upholds what the organization core focus and how it formulates and implements its strategies (Brannen & Doz, 2010). In such manner, language can encourage and essentially limit key development and performance of organizations. Language barriers can be a key factors that hinders the sharing of information on target market to help in decision making (Brannen & Doz, 2010). Language barriers can emerge between people from differing ethnic and cultural foundations. These barriers at that point impact different factors of delivery of service and become a challenge in services involving intercultural encounters (Imberti, 2007). When one can't relate to other cultural and ethnic groups, they may have negative dispositions towards such groups (Bartel, 2001). Being uninformed of such contrasts can hinder the communication between customers and employees who communicate using different dialects (Barker & Härtel, 2004).

Dustmann & Fabbri (2003) used two UK surveys to examine determinants of language capability and the impact of language on profit and work probabilities of non-white settlers. The study addressed the issue of endogenous decision of acquisition of languages and estimation error in language factors. The outcomes demonstrated that acquisition of language and business probabilities vary crosswise over non-white migrants, with respect to their ethnic origin. The study indicated that language capabilities influence business capabilities.

A study on the effects of communication specialists'

performance in chosen associations in Lagos State Nigeria was conducted by Femi (2014). The study observed that in the current era, communication is basic in the actions of most associations as result of diversity and the ease of interaction communication has become core of all business operations. The study, established that an association must implement a specific language understood by all its stakeholders to ensure higher performance. Mecheo (2016) conducted a research on the impact of employee cultural diversity on organizational performance. The results uncovered that, all the variables of employee language did not significantly affect organization performance with ethnicity and negative working practices having a positive impact on organization performance. The results demonstrated that distinctions in language created strife due to the absence of skills to relate with the other cultural groups. Additionally the findings showed that different languages raised communication barriers that prevented successful exchange of knowledge and affected performance negatively.

8. Group Cooperation and Organizational Performance

Cooperation between groups from different ethnic backgrounds with unique styles is both emotionally and intellectually challenging. The groups must coordinate, develop and promote fair ways to deal with any conflict that could arise among them. It is often more challenging to lead a group of ethnically diverse people to perform as a cooperative organization (Van Knippenberg, 2000). According to Van Knippenberg (2000), all individuals possess different expectations and goals on matters work whose foundation is anchored on their ethnicity and culture. Ethno-cultural diversity has a major impact on how groups work together and more particularly how employees cooperation for the organizations' efficiency and effectiveness.

A study by Mazur (2010) on the impact of work diversity on performance of organizations revealed that diversity is a requirement in institutions. The reason is that diversity including cultural diversity gains an organization its competitive advantage. As such many organizations are embracing workforce diversity. The study indicated that the different values availed by different employees improved the performance of organizations hence bringing in the

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aspect of cooperation in the workplace.

9. Conflict/ Confusion and Organizational Performance

Conflict is the misunderstandings, and disagreements between people involving tasks to be performed, difference in opinions, views, and opinions that lead to negative emotions and feelings in different groups of individuals (Gebert et al., 2006). Conflict is inevitable in social setting and more so in the work environment. In heterogeneous organizations with people from different ethnicity and culture, conflicts are unavoidable and are mostly facilitated by different cultures, perceptions and interests. A heterogeneous organization faces more conflict in comparison to a homogeneous organization. This is a result of different value systems of individuals within organizations (Levi, 2001).

Confusion is a state of uncertainty between people or situation. Confusion is usually experienced in organizations, which have employees from different ethnic and cultural backgrounds. Confusion in organization can be experienced through communication. For example, as communication within an organization is critical to ensure effective decision making and delegation of duties, the lack of proper channels of communication can result in confusion and disorder among employees.

Harrison et al. (2002)'s study on diversity in social groups established that more diverse groups tend to experience more conflict that homogeneous social groups. Jehn & Chatman (2000) assessed 545 employees from household goods moving company and established that conflict affected the work of their employees, thus affecting performance of the organization. While Priem et al. (1995) indicate that heterogeneous groups may have more conflicts and thereby make better decisions, the same heterogeneity can enhance emotional conflict, impeding the implementation of the task (Williams and O'Reilly, 1998).

III. Research Hypotheses

Ronen & Shenkar (1985) indicated that alongside geography and language, religion was a crucial factor that guided national culture. Some empirical studies have shown that there is a negative connection between religious involvement and open-mindedness, personal competence/ control and self-actualization, which are vital aspects in a working environment. Other studies have shown that religion does indeed promote growth and peace of the mind and tolerance towards others (Batson et al., 1993). Religious involvement has also been linked to negative social attitude as well as with prejudgments (Adorno et al., 1950). According to Hecht & Faulkner (2000), employees exposing their religious affiliations and identities could experience immense pressure. As in the case of Jews, identities can be religious or non-religious, which can be confusing to differentiate between ethnicity and religion, since it was found that the two are often intertwined (Hecht & Faulkner, 2000).

According to Levi (2001), many conflicts in a diversified setting are brought by communication especially through stereotypes. Results of prior studies indicate that difficulty in communication due to different languages can negatively affect the productivity, group cohesion and the general performance of the organization (Hitlan et al., 2006). Giles & Johnson (1981) insisted that language diversity increases the powerful element of group differential and ethnic conflict and confusion. Moreover, workers without sufficient language skills experienced comprehension problems, language based power division and a feeling of isolation (Charles & Marschan-Piekkari, 2002). Accordingly, this study proposes the following hypotheses based on prior studies.

H1-1: Religion diversity increases confusion(uncertainty) in the working environment

H1-2: Language diversity increases confusion(uncertainty) in the working environment

Several researchers have speculated that religion has an adaptive function through its ability to promote cooperation within a group; while there is little consensus about how religion enhance cohesiveness, it is generally accepted that collective ritual is critical to the process (Sosis & Ruffle, 2004).

According to Maznevski & Chudoba (2000) and Zenger & Lawrence (1989), mutual understanding and cooperation can be increased by having a common language as general form of reference. Rothbart & John (1985) argued that

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group interdependence or cooperation would be achieved by properly managing different contact groups (Amir, 1969). Giles & Johnson (1981) argued that language diversity was the strongest indicator of group identity. Some researchers have argued for the better outcomes of language diversity by having a common corporate language (Feely & Harzing. 2003). Accordingly, this study proposes the following hypotheses based on prior studies.

H2-1: Religious diversity lowers individual intention of cooperation in the organization

H2-2: Language diversity lowers individual intention of cooperation in the organization

Most organizations are characterized by a huge network of communication and teamwork. According to Frigotto & Rossi (2006), high levels of diversity in communication and interaction could result in the emergence in employee's confusion to a point where they are unable to select out many alternatives. This subsequently leads to deteriorating performance for the organization. When employees are diverse they can offer access to different networks, they can also share information and expertise, which ultimately increase problem solving success (Bantel & Jackson, 1989). However, some literatures argued that the exchange of ideas and skills among diverse employees confuses thoughts instead of illuminating mind hence pondering performance. The more the pressure on diversification in communication the more likely the employees are likely to be confused. According to Festinger (1954), employees who are of the same kind tend to respond to the need to compare themselves which builds pressure towards uniformity. Low communication levels are enough to conform opinions, however the drive for high need of uniformity may leave people confused about what they should conform to. This ultimately leads to poor performance due to the confused nature of the employees. Accordingly, this study proposes the following hypothesis based on prior studies.

H3: Confusion(Uncertainty) in working environment lowers the performance of the organization

Anchored on their ethnicity and culture, all individuals possess different expectations and goals (Van Knippenberg,

2000). Richard et al. (2002) suggested that the positive effect of diversity on performance depended on how the members and leaders acted on bringing out the positivity and managing their diversity. In order to enhance the performance, organizations are seeking to reap the high benefits of cooperation among its members. This can be seen in the recent experimenting with team based production, gain-sharing and so forth (Wageman & Baker, 1997). According to Irons (2001), there was an important selective advantage in intra group cooperation. Individuals who cooperated to work together more efficiently had better chances of higher performance than those who did not. These prior studies give rise to the following hypothesis.

H4: Individual intention of cooperation increases the performance of the organization

The study seeks to examine the effects of ethno-cultural diversity on organization performance. The conceptualized research model of the study is as shown in Figure 1 and summary of research hypotheses is shown on Table 1.

〈Figure 1〉 Research Model
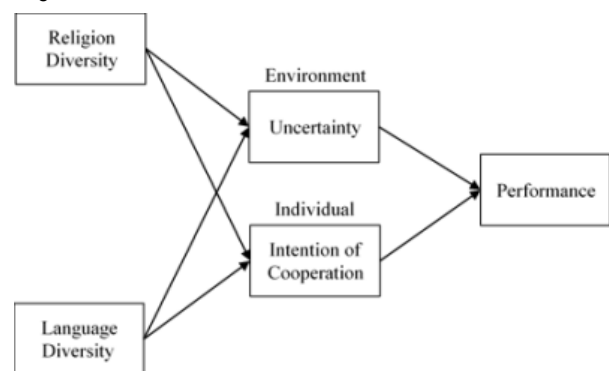
〈Table 1〉 Summary of Research Hypotheses

H1-1	Religion diversity increases confusion(uncertainty) in working environment
H1-2	Language diversity increases confusion(uncertainty) in working environment
H2-1	Religion diversity lowers individual intention of cooperation in the organization
H2-2	Language diversity lowers individual intention of cooperation in the organization
H3	Confusion(Uncertainty) in working environment lowers the performance of the organization
H4	Individual intention of cooperation increases the performance of the organization

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IV. Data and Methodology

The research employed a quantitative method with the use of survey research. According to Saunders et al. (2000), a quantitative study helps the researcher to analyze and interpret the data, which is necessary to answer the research questions. To analyze the organization's workforce, that is, in terms of ethnic background, requires statistical analysis of the organization's employees populations based on a quantitative survey. Survey research is one of the most important areas of measurement in applied social research which encompasses any measurement procedure that involves asking questions from respondents.

Accessing effects of the ethno-cultural diversity on organization performance was the current research's main objective. To test the hypotheses, the data for this study was conducted using an online questionnaire. A research instrument (online questionnaire) was formed and designed to best represent the phenomenon data into logical quantitative data that was later used for analysis, since the research measured mainly the perceptions and attitudes of respondents. The questionnaire was developed with measures that have been used in previous studies (Bruner et al., 2001; Lending & Slaughter, 1999; Messarra & El-Kassar, 2010). It contained 40 questionnaire items regarding the respondents' views and opinions on the various items selected for the study. The participants were asked to respond to the items under each category and were measured on a 7-point Likert scale ranging from "1- Strongly disagree", to "7- Strongly agree"

The research based its data collection on the University of Nairobi, which is one of the most diversified organizations in Kenya. It offers a wide range of courses in the certificate, diploma, degree, masters and doctorial levels. Moreover, the number of courses offered in the institution differs with respect to various disciplines such as education, science, arts, law and engineering. Due to the high number of intakes carried out in the institution yearly, the university is not lacking in the aspect of ethno-cultural diversity. Not only staffs but also most of the students joining the university come from different parts of Kenya and others from different parts of the world. The reason is that, the institution does not discriminate the intake of students with respect to ethnicity or culture and that the workers in the institution are hired on the basis of their qualifications.

The sample of this study consisted of 142 respondents from the staff of the University of Nairobi. Participants completed the forms through online Google Forms and submitted through the same between the periods of 2019/03/30 to 2019/04/04. Out of the total of 142 answered questionnaires, only 129 questionnaires were usable for the research. 13 questionnaires were eliminated from the study because they were either incomplete or had multiple ticked answers (i.e. the respondent choose more than one answer for one question).

To test the hypotheses, path analysis was employed as the major method to analyze the data by using AMOS 23.0. According to Stage et al. (2004), path analysis is useful for analyzing issues that involve casual analysis, since it is defined as a variation of multiple regression analysis. Several previous studies on similar topic have also used path analysis (Choi & Choy, 2016; Kang et al., 2016; Kang & Kim, 2017; Sodbileg et al., 2019).

V. Results of Empirical Analysis

1. Demographic Information

Out of the 142 respondents, 89 (62.7%) were males and 53 (37.3) were females. The average age was skewed towards the younger age groups with the majority of respondents being between the age bracket of 20-29 accounting for 40.1%, followed by 30-39 with 23.8%, 40-49 having 16.2% and above 50 with 19.4%. Having the samples majority being young individuals, the education level was at bachelor's level, which had 38%, followed by those who had masters 26.1%, while PhD had 17.6%. Most of the respondents worked in the academic section of work, which included lectures, professors, assistance professors, department clerks and secretaries, with an overall total of 32.4%.

2. Descriptive and Correlation Analysis

Table 2 shows the results of descriptive and correlation analyses.

The correlation coefficient can range from -1 to 1. A value of 1 indicates a strong relationship whilst correlation close to 0 suggests that relationship is not as strong. After carrying

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〈Table 2〉 Descriptive and Correlation Analysis

	Performance	Religion Diversity	Language Diversity	Cooperation	Uncertainty
N	129	129	129	129	129
Min.	1.250	1.000	1.000	1.333	1.000
Max.	7.000	7.000	7.000	7.000	7.000
Mean	4.459	3.973	3.512	4.320	3.752
S.D.	1.453	1.682	1.791	1.432	1.709
Performance	1.000				
Religion Diversity	0.020	1.000			
Language Diversity	0.074	0.110	1.000		
Cooperation	0.552***	−0.053	0.090	1.000	
Uncertainty	−0.198**	0.247 ***	0.296 ***	−0.087	1.000

Note: ***Significant at the 0.01 level; **at the 0.05 level

out the calculations, several significant correlations were found between variables that were included. The variable Cooperation is shown to have a positive relation with Performance(0.552) at significance level of 1%. Uncertainty, on the other hand, had a negative relation with Performance(-0.198) at a significance level of 5%. However, it had a positive relation with Religion Diversity(0.247) at a significance level of 1%. Language Diversity also had a positive relation with Uncertainty(0.296) at a significance level of 1%. Cooperation was neither significantly correlated with Region Diversity nor Language Diversity.

3. Reliability and Validity Analysis

For a study to be reliable, it has to have some degree of same results acquired measured over a given period of

time in similar conditions (Kirk et al., 1986). Cronbach's alpha is the most widely used objective measure of scale reliability. It is the index used to provide a measure of the internal consistency of a study and is often expressed as a number between 0 and 1. As shown in the Table 3 below, the Cronbach alpha for the selected items were between 0.6 and 0.7. This meant that there was adequate level of internal consistency for the study.

Validity is concerned with the extent to which the study's instrument measures and what it is intended to measure. Construct validity test was performed using factor analysis to establish to what extent the measuring instruments used in the study measured the theoretical constructs. Through SPSS 23.0, factor analysis was done using principle component analysis and Varimax rotation. The Varimax rotation was done to minimize the number

〈Table 3〉 Factor and Reliability Analysis

Factors		Factor Loading	Eigen value	Explained Variance (%)	Cronbach's alpha
Religion Diversity	Employees tend to stick to the religious group they identify the most with	0.860	1.478	73.905	0.647
	The company allows special religious decorations in the office	0.860			
Language Diversity	It used to take a lot of time to make other group members understand my idea because of the different fluency levels in English	0.863	1.489	74.446	0.703
	I feel uncertain, self-conscious or hesitant when using English as it is a second language	0.863			
Cooperation	Cultural diversity helps us to develop new skills and approaches to work.	0.611	1.765	58.843	0.644
	I prefer to work with others rather than working alone	0.825			
	I think there is more to gain and less to lose for people to work and discuss in groups	0.844			
Uncertainty	I think that the more we discussed, the harder it was to choose the best solution	0.872	1.521	76.034	0.684
	I think there were so many variables to decide that I became confused	0.872			
Performance	I feel that my group delivered the task with full satisfaction	0.806	2.447	61.172	0.787
	I think we achieved what we aimed for	0.801			
	My group accomplishes tasks quickly and efficiently	0.686			
	My groups work outcomes are of high quality	0.827			

of variables that seemed to have high loadings to make the loadings smaller. Factor analysis, according to previous literatures, is said to have reliable results when the KMO value is greater than 0.50-0.60 since it measures the degree of multi-collinearity and varies between 0 and 1 (Ferguson & Cox, 1993). In this case, the KMO were all significant and above the 0.50. The Barlett's test, which measures the probability that the initial correlation matrix is an identity matrix, also showed high significant values of P<0.000.

First, as a result of factor analysis on two survey items about commitment to religion, one factor was obtained. The study named the factor "Religion Diversity", since it shows the religion diversity in the organization. Eigenvalue was 1.478, percentage of explained variance was 73.905 and every factor loading was over 0.860 (KMO= 0.500, Bartlett's x2= 32.828***).

Also, as a result of factor analysis on two survey items regarding language barriers, one factor was obtained and the study named the factor "Language Diversity". Eigenvalue was 1.489, percentage of explained variance was 74.446 and every factor loading was over 0.863 (KMO= 0.500, Bartlett's x2= 34.558***).

Moreover, as a result of factor analysis on two survey items asking individual's intention of cooperation, one factor was obtained and the study named the factor "Cooperation". Eigenvalue was 1.765, percentage of explained variance was 58.843 and every factor loading was over 0.611 (KMO= 0.592, Bartlett's x2= 61.132***).

Furthermore, as a result of factor analysis on two survey items about confusion in working environment, one factor was obtained and the study named the factor "Uncertainty". Eigenvalue was 1.521, percentage of explained variance was 76.034 and every factor loading was over 0.872 (KMO= 0.500, Bartlett's x2= 40.005***).

Lastly, as a result of factor analysis on four survey items regarding the organizational performance, one factor was obtained. The study named the factor "Performance". Eigenvalue was 2.447, percentage of explained variance was 61.172 and every factor loading was over 0.686 (KMO= 0.770, Bartlett's x2= 144.820***).

4. Path Analysis

The results of the path analysis are illustrated in Table 4 and Figure 2.

〈Table 4〉 Path Analysis

	Standard Estimate	S.E.	C.R.	P
Uncertainty ← Religion Diversity	0.217	0.084	2.621	0.009***
Cooperation ← Religion Diversity	−0.063	0.075	−0.716	0.474
Uncertainty ← Language Diversity	0.272	0.079	3.283	0.001***
Cooperation ← Language Diversity	0.097	0.071	1.096	0.273
Performance ← Uncertainty	−0.152	0.062	−2.079	0.038**
Performance ← Cooperation	0.543	0.074	7.434	0.000***

Note: ***Significant at the 0.01 level; **at the 0.05 level

〈Figure 2〉 Result of Path Analysis
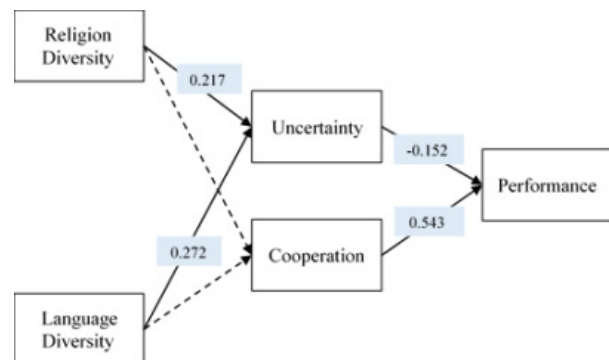
First, the result shows that the variable Uncertainty is affected by both Religion Diversity(Estimate: 0.217) and Language Diversity(Estimate: 0.272) at a significance level of 1%. This means that the more diverse the religion and language, the higher the uncertainty in the organization. Therefore, H1-1 and H1-2 were accepted.

On the other hand, since the statistical results were insignificant, both H2-1 and H2-2 were rejected, Although Religion Diversity and Language Diversity had no significant effect on Cooperation, Cooperation showed to have a positive effect on Performance(Estimate: 0.543) at a significance level of 1%. This indicates that the greater the intention of cooperation, the higher the performance. Lastly, it was revealed that Uncertainty has a negative effect on Performance(Estimate: -0.152) at a significance level of 5%. That is, the higher the uncertainty within the organization, the poorer the organizational performance. Therefore, H3 and H4 were accepted.

Table 5 shows the result of total, direct and indirect effects. First, Language Diversity and Religion Diversity, subscales of ethno-cultural diversity of organization, turned out to have direct effect on Uncertainty, a subscale of confusion in working environment. In addition, Cooperation, a subscale of individual intension of cooper-

〈Table 5〉 Total effect (Direct Effect, Indirect Effect)

	Language Diversity	Religion Diversity	Cooperation	Uncertainty
Cooperation	0.097 (0.097, 0.000)	−0.063 (−0.063, 0.000)		
Uncertainty	0.272*** (0.272***, 0.000)	0.217** (0.217**, 0.000)		
Performance	0.011 (0.000, 0.011)	−0.067 (0.000, −0.067)	0.543*** (0.543***, 0.000)	−0.152** (−0.152**, 0.000)

Note: ***Significant at the 0.01 level; **at the 0.05 level

ation, and Uncertainty had direct effect on Performance.

From the diagrams, it was found that the path analysis results were qualified for the goodness of fit (Table 6). CMIN/DF, Chi-square statistic, is an index of how much the fit of data to model has been reduced by dropping one or more paths and should be less than 2. The CFI uses a similar approach to NFI and is said to be a good index for use even with small samples. It ranges from 0 to 1, like the NFI, and 0.9 or higher indicates a good fit. The NFI is simply the difference between chi-squares divided by the chi-square for the independence model and values of 0.9 or higher indicates a good fit. RMSEA estimates lack of fit compared to the saturated model. RMSEA of 0.05 or less indicates good fit, and 0.08 or less adequate fit.

〈Table 6〉 Goodness of Fit

	Value	Indices of Model Fit	Goodness of fit
CMIN/p-value	0.266	P⟩0.05	Fit
CMIN/DF	1.320	Less than 2	Fit
CFI	0.986	Greater than 0.9	Fit
NFI	0.948	Greater than 0.9	Fit
IFI	0.987	Greater than 0.9	Fit
RMSEA	0.050	Less than 0.08	Fit

Chi-square: 3.960(p-value: 0.266); RMR: 0.102; GFI: 0.988; AGFI: 0.939

VI. Conclusion and Discussions

The main objective for this study was to find out how ethno-culture diversity can affect the performance of an organization in a densely ethnical setting. The study sought to find out whether cohesion and confusion affect organizational performance either positively or negatively. The study focused on specific areas, that is, how an individual's intention to cooperate with other group members and how confusion in the working environment, due to the different ethnicities, could affect performance. The findings of this research reveal that indeed ethnical diversity does affect performance of an organization both at work environment and individual intention of cooperation. While most research focused on overall effect of ethnic diversity, this study is differentiated in that it distinguished the effect into individual and environmental dimensions.

The positive relation between religion diversity of different employees and uncertainty can be explained with employees' desire to display their religion to others. Although Kenya has many religious groups, most of these groups are at loggerheads with the most common being Christians and Muslims. One will find that most Muslims will stick together and will have items such as the praying mats, the Koran and prayer beads referred to as "Misbaha or Tasbih" in their offices. While a majority of Christians may not be keen at decorating the office most religions are likely to have one or more items symbolizing their religion identity. Due to recent events of terrorism and religious killing, some employees may be hesitant to engage different ethnic groups. However, it was revealed that religion diversity has no significant relation with individual intention of cooperation. Employees always want their organization to outshine the others. Also employees themselves want to thrive in their areas of work, therefore as much as religion cause uncertainty, they may cooperate to create better results for their organization.

The positive relation between language diversity and uncertainty can be clarified by the cultural background of Kenya that it consists of 42 tribes of different languages. This makes it only logical that the country had one common national language that is Swahili and English as the official language. However, in an organization due to the common language that is English, workers are able to communicate and cooperate for the common goal of the organization. On the contrary, social gathering are often characterized with informal methods of communication,

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which often leads to segregation of small groups from similar ethnicity conversing in their mother tongue. This, nevertheless, did not seem to deter individual intention to cooperate, since communication could take place anyways.

The results indicate that uncertainty negatively affects performance. When employees are unsure or cannot predict the outcome of engagements with other groups, they are likely to refrain letting out their full potential. When the full potential of employees is not utilized at the work place, performance is likely to be affected negatively. However, when the employees cooperate, regardless of their ethnic diversity, there are higher chances of increased performance.

This paper has implications in that it presents the effects of ethno-cultural diversity and how they can be managed better. First, the research has shown how diversity increases the uncertainty of working environment and how uncertainty negatively affects organizations performance in turn. Therefore, organizations with or planning to implement ethno-cultural diversity should try to reduce the conflict and confusion resulted from ethnic difference by employing methods, such as education of the employees regarding their ethno-cultural differences or tools to overcome language barriers

Moreover, since the cohesion of the employees regardless of their background is paramount for the success of the organization, the firm should generate opportunities for employees to enhance their intention of cooperation. For example, activities undertaken by members of a particular group such as eating together, visiting each other's workstations or simply catching up after work increases the chances of the members being cohesive, which would result to easier cooperation at performing in the work place (Van Emmerik & Sanders, 2004). While doing that, it is also important to help them learn that it is important to embrace their different cultures all together. For instance, Africa has the most numbers of ethnical diverse groups and most of the time, the groups are involved in ethical conflicts, which result to war and government sabotage. If these groups learnt the importance of ethnic cohesion and its effect on performance, it would not result to extreme measures.

The limitation of this study was that the participants of this survey were mainly from the University of Nairobi. The research, therefore, suggests that more future research should be conducted on private sector organ-izations, since the University of Nairobi is a public institution. Also, it only focused on the different groups in Kenya hence more studies should be conducted on other cultures such as those of Ethiopia, Papua Guinea, Tanzania, Uganda, etc. Moreover, future studies can expand the concept of diversity into concepts related to organizational capabilities, such as organizational absorptive capacity and capability of conflict management.

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조직 내 문화다양성이 조직성과에 미치는 영향
: 케냐의 사례를 중심으로[*]

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| 요 약 |

　글로벌화로 인해 오늘날 문화적 다양성은 크게 증가하였다. 이에 따라 조직 내 직원들의 문화적인 배경 또한 매우 다양해지는 추세이며 이는 기업의 핵심인 조직성과에 영향을 미치는 주요 변수로 인식된다. 이에 본 연구는 조직 내 문화 다양성이 조직성과에 미치는 영향을 분석하고자하며 조직 내 다양성이 성과에 미치는 영향을 근무 환경의 불확실성 및 개인의 협력의도로 구분하여 경로 분석한다는 점에서 차별성을 가진다. 본 연구의 가설은 종교와 언어의 다양성, 조직 내 불확실성, 협력의도, 조직성과 등의 변수로부터 도출하였다. 42개의 부족으로 이루어져 민족 문화가 매우 다양한 케냐의 나이로비대학교 직원들을 대상으로 설문조사 하였으며, 총 129 개의 자료를 토대로 실증분석을 실시하였다.

　경로 분석을 통해 얻은 결과는 다음과 같다. 첫째, 직원들의 종교가 다양할수록 근무환경의 불확실성을 높이는 것으로 나타난 반면, 직원들의 협력의도에는 유의한 영향을 미치지 않았다. 둘째, 언어의 다양성 또한 마찬가지로 근무환경의 불확실성에 정(+)의 영향을 미쳤으나 개인의 협력의도에는 유의한 영향을 미치지 않았다. 마지막으로 조직 근무환경의 불확실성이 높을수록 조직성과는 낮아지고, 개인의 협력의도가 높을수록 조직성과가 높은 것으로 나타났다. 즉, 조직 내 다양성은 조직의 근무환경의 불확실성을 높이며, 이러한 불확실성은 궁극적으로 조직성과에 부정적인 영향을 미치는 것을 알 수 있다.

| 주제어 | 문화다양성, 불확실성, 조직갈등, 조직협력, 조직성과