



**IMPACT OF MULTICULTURAL ENVIRONMENT ON ORGANIZATIONAL
PERFORMANCE OF XYZ COMPANY**

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DECLARATION

We declare the research paper hereby submitted to the Abu Dhabi University for the degree, Cross Cultural Management course, is our own work and has not been previously submitted by anyone of the group members as requirement for any degree in this University or in any other university. All the materials contained in work have been properly acknowledged

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And especially to ALLAH, who gave us more than what we all deserve.

CHAPTER-1

INTRODUCTION

1.1 Background of the study

Culture can be defined as the norms, beliefs, informal values and the pattern of behavior of an individual (Alvesson , 2002, p.5). Furthermore Alvesson (2002) justifies that, “Culture is the creation of meaning through which human beings interpret their experiences and guide their actions.” Cultural issue can eminently influence on the organizations success. More often researchers demonstrates that it is the glue of the organization, which acts as a compass which directs an organization to its destination (Tharp, no year). Cultural issues are very common problems all around the world. The cultural issues can occur in many different ways depending on the size, location and the custom culture of that organization. These cultural issues sometimes occur even due to the attitudes of the employees.

According to the researchers’ organization (Digital House), there are different people from different backgrounds working therefore cross culture is a vital issue in the organization thus developing a cross-cultural competence enhances the people’s mindset or the perspective (Walker, Walker and Schmitz, 2003). Moreover the Current situation of Digital house (DH) according to the top management is having cultural issues within the organization. This gradually has an impact of the performance of the organization. In addition, monitoring this issue suggest that the major cultural issues involved are communication, age and gender.

Hence this research is carried out to explore the impact of the issue of communication, age and gender on organizational performance. Besides, the researcher will explore and analyze the cause for cultural issues within the organization and how it impacts on the organizations performance and how to overcome the hurdles to maintain a balanced culture within the organization.

1.2 Problem Justification

The 3 main areas of cultural effects that have been selected to this research are communication, age and gender. Whilst analyzing the three main issues it can be understood that they have significance impact on the organization. For instance Communication can bring problem in 2 ways which can be known as a language problem or distance problem. Language problem means the employees might have problems in speaking different languages. Distance problem

refers to the actual distance of communication from one country to another. For example: if the company wants to know about a particular order or product in Japan then it's not that easy to communicate just as we think, definitely the process will take some time. In other words we can say it's less comfortable to communicate to another country while compared to our own country. The reasons will be as follows:

- Language should be familiar.
- Planning has to be done before communicating
- Professionalism should be shown by our communication
- The correct communication medium should be used to communicate.

So these are some important issues to be considered before the communication starts.

Then next we can discuss about the gender problems. This is also a very common problem which mainly occurs in religion wise. For EG: if we take digital house into consideration some Muslim females are not comfortable to communicate with male employees. So this problem can cause lack of communication which can lead to poor planning and a lot of misunderstandings within the organization itself.

Then another problem in gender would be gender discrimination. This would be an internal effect which is caused by the organization itself. For EG: according to the digital house they have more males while compared to the females. This can be gender discrimination. The question arises why the management can't recruit females as the top managers. Whilst taking Digital house into consideration they recruit less females to the managerial roles, since the top managers perspective is that female employees are less efficient. Thereby this can affect the organizational performance as it goes on.

Then finally coming into the age factor, this is also another major cause to the drop of sales. The Digital House contains many employees at different ages which cause internal problems. For EG: when it comes to a decision making the elderly managers think the young people are less intelligent and they will be left out when decision making is done. So this is a very bad sign practiced by the company. Actually the young blood will have better innovative ideas since they know very well about the technological side. But whereas the older people in the company won't have the extent to think very deeply about technologies.

So getting the plans and suggestions from the young blood people is very important to increase the performance of the organization. In other words all age groups should be treated as the

same to overcome the problems in the organization. This will help them to make effective decisions and there will be a better understanding among each other.

1.3 Research topic

“An investigation into how the cross culture issues can have an effect on the organization performance?”

1.4 Research Objective

This research is carried out

- To explore the impact of cross cultural issue of communication, age and gender on organizational performance.
- Analyze the theoretical concepts of cross cultural differences in individual behavior, managerial responses and attitudes.
- To analyze how cross cultural issues may result in misunderstanding of people regarding conflict collaboration

1.5 Research questions

- How does communication affect organizational performance?
- How does age affect organizational performance?
- How does gender affect organizational performance?
- Does the cultural issue always be positive or negative to the organization?

1.6 Significance of the study

Cultural issues in an organization are silent killers on the organization sales. Actually it depends on the cultural issue certain issues can affect the organizational performance in a great manner. It's the organizations top managers' responsibility to look deep on to these issues and to bring a solution for it. It's important to them to understand the causes of cultural effects in an organization and why they occur. However through this research it will help the managers to identify the problems and to improve the employee's condition to a better standard in which the employees are free from cultural effects. And also it will make the management to think deeply to come out with positive ideas to solve the cultural effects in a positive manner which will make the organization to be constant without any failures.

CHAPTER-2

LITERATURE REVIEW

Examining the effects that cultural diversity has, there are several factors that can be considered, one of these factors is how it affects social integration and this term can be defined as how people get attracted to a group and how satisfied they are with the other group members, as well as communication among group members (Stahl, G., Maznevski, M. L., Voigt, A., & Jonsen, K. (2010)

And this brings together how well there is trust, unity and cohesion between employees and most research study conducted shows that diversity reduces cohesion and trust in a group. The development of culture is to make social integration easy within that culture, and when there is more than one culture, this social integration lessens and more likely to end in disagreement. (Stahl, G., Maznevski, M. L., Voigt, A., & Jonsen, K. (2010).

Lower satisfaction in the company is another influence cultural diversity can have on employees. Satisfaction can be defined as the adequate feeling of a sense of fulfilment. When it comes to satisfaction in a diversified group the outcome is generally not desirable. Communication between people from similar culture and background proves to be more satisfying that is according to similarity-attraction theory (Stahl, G., Maznevski, M. L., Voigt, A., & Jonsen, K. (2010)

Employees are likely to be more satisfied when the operation in their work set-ting is smooth, and people have the perception that in this case diversity effects the groups' dynamics negatively as well as the efficiency in the group. And aspects like identification within the group are part of satisfaction that can be affected when working across culture. (Stahl, G., Maznevski, M. L., Voigt, A., & Jonsen, K. (2010)

Taking into consideration cross-national and intra-national diversity, effects of differences in culture is bound be more compared to the situation where members are from the same country who are familiar with the same values and beliefs. There could also be language and communication barrier, and with differences in opinions, values behavioral norms and style of communication and interaction misunderstandings can easily arise. (Stahl, G., Maznevski, M. L., Voigt, A., & Jonsen, K. (2010).

Complexity of tasks is another fact that diversity can affect, when there is a task to be undertaken it becomes more complex since there is less structured, few routine and needing a higher interconnection. When a task is complicated opportunities for process gain which is through divergence would increase. To sum all up the more a task is complex the more the diversity of culture will be related to an increase in creativity. (Stahl, G., Maznevski, M. L., Voigt, A., & Jonsen, K. (2010).

In every group or organization, the more the size increases difficulties become abundant which includes communication, coordination becomes more difficult as well. Bigger teams can have an advantage in terms of the containing of re-sources for example time, expertise, energy and financial resources, it is also noted and easier to reach the conclusion that when the group is large the quality of performance and productivity is less. Stahl, G., Maznevski, M. L., Voigt, A., & Jonsen, K. (2010).

Variables that has to be managed in the company increases if the size of the group is large. The bigger the size of the group, the more the diversity of culture will result in an increased disagreement and conflict, with this mind we can also make mention of team tenure and this is the time allotted for teams to spend together, which has an essential effect on the progress of the team. (Stahl, G., Maznevski, M. L., Voigt, A., & Jonsen, K. (2010)

The more a team spends time together the processes in the team becomes spontaneous. This can aid in reducing conflicts. This can have a disadvantage because if how the group undertakes activities become automatic then creativity is less or reduced and in diversity time allows shift in the teams focus.

In a culturally diversified group time is allowed to bring into existence common identity, which helps to improve performance, Cultural diversity can therefore be linked with fewer conflicts in the company or group in teams with less creativity in teams which has a long tenure than that of the short teamsStahl, G., Maznev-ski, M. L., Voigt, A., & Jonsen, K. (2010).

CHAPTER-3

RESEARCH METHODOLOGY

This chapter is going to throw more light on the type of research methods that were used during this thesis. Research methods is made up of all the samples and data collected to find solutions to a problem. The word research can be defined as an analytical and methodical search for important and new information on a selected topic and in this course research methodology can be explained as how a research is to be performed. Information gotten has been collected from different articles and data. The goal of carrying out this research is to:

1. Find out new facts
2. To confirm new facts
3. Test and confirm essential facts
4. To examine the process or an event.
5. To come out with new solutions to problems
6. And to succeed in dealing with problems.

3.1 Research Design

The study design to be used is descriptive. This design would be appropriate to identify the study objectives and properly analyze them to acquire information about the management manners on the directorial presentation in DU.

3.2 Sources of Data

The study approach to be utilized for conducting the research is an inductive method. This method would help in properly acquiring data about the explore topic respectively.

The literary sources would be selected authentically. They are reliable sources related to DU and leadership style and citations shall be done reliably.

3.3 Sample Size

The sampling technique for selecting the sample size for the survey is the random sampling method. It would help in selecting the people from a population as the sample unbiased. The sample size selected for the survey is 25 respondents. The questionnaire that would be provided would comprise of 30 questions.

Determine Sample Size

Confidence Level: ☒ 95% ☐ 99%

Confidence Interval:

Population:

Sample size needed:

Figure 1: Sample Size Calculator

(Source: <https://www.surveysystem.com/sscalc.htm>)

The sample size calculator has been used for the calculation of the sample size. The population of the study has been considered to be 60 and their confidence level has been researched to be 95 %, which has helped in calculating the sample size to be 25.

3.4 Methods of Data collection

The primary data collection method selected would be an online survey. The proper questionnaire would be developed for the survey and it would help in providing direct information from the people.

3.5 Data Analysis

The literary sources would be analyzed with the help of thematic analysis method respectively. The research study would not have much time, which is why the interview is not being conducted. Within the time limit provided, which is about 2 weeks, the survey and literature review should be conducted too.

CHAPTER-4

ANALYSIS AND INTERPRETATION

The facts and analysis that has been gathered from the questionnaires that were sent to respondents, numerical data has been collected and put together and the results of this analysis will then be presented in the form of charts with percentages and tables. The questionnaires were distributed mainly to individuals in a working environment where there are employees from different cultures working in the same. This included individuals who are either working full time or part time, outside of Finland and in Finland.

A total of 70 questionnaires were shared and out of that number a total of 41 answered those questionnaires and the remaining questionnaires were not responded to. Google forms was used in the distribution process and the analysis will be showed in tables and charts and in percentages and will be put into comparison with the aim and research questions. The gender of the respondents has not been specified during the research.

4.1 How Individual feels a sense of Belonging at Workplace

Respondents 'view and perception about how often they feel a sense of belonging in their place of employment as shown in **Figure 2**.

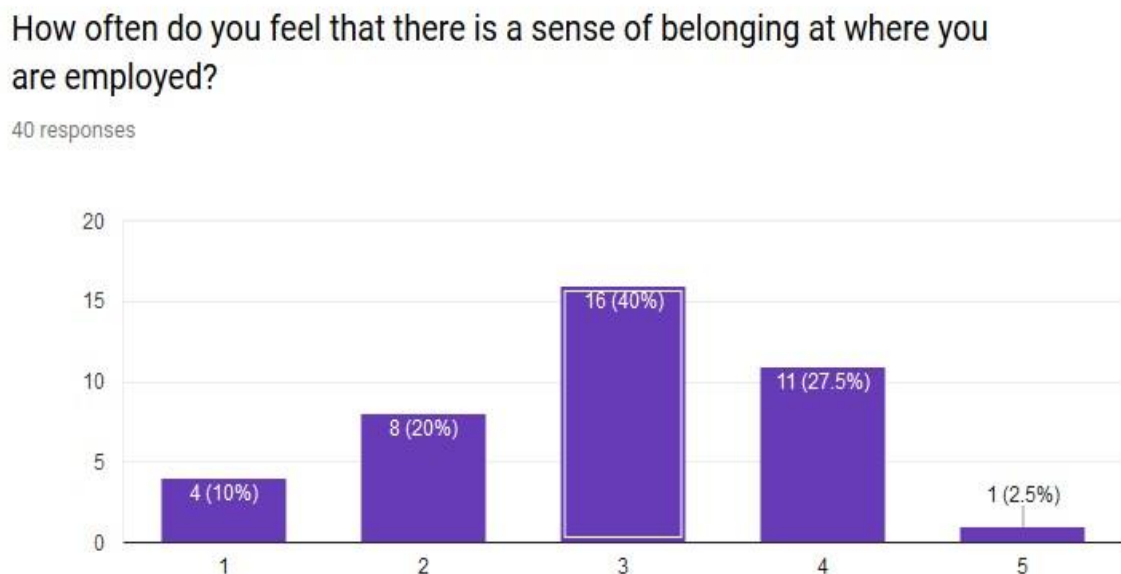


Figure 2. How Often Respondent feel a sense of belonging at work

Figure 2 is a bar chart which shows the degree to which the individual respondent feels a sense of belonging in their work places. A scale of 1-5 was given to respondents to select from and at the end the outcome was 10% choosing 1 as their scale, 20% choosing 2 as their scale, 40% selecting 3 as their scale, 27.5% choosing 4 as their scale and finally 2.5 % having 5 as their choice of scale. This clearly shows that most respondents selected 3 which means that the larger number had a neutral stand on how much they felt a sense of belonging in their places of employment and quite a lower number were satisfied with how much they felt a sense of belonging in their work places. If there has been a case where a respondent found himself or herself in a position where he or she felt their differences with a coworker was not accepted due to cultural difference.

The distribution of respondents as to feeling their difference with a coworker was not accepted due to cultural differences presented in **Figure 3**.

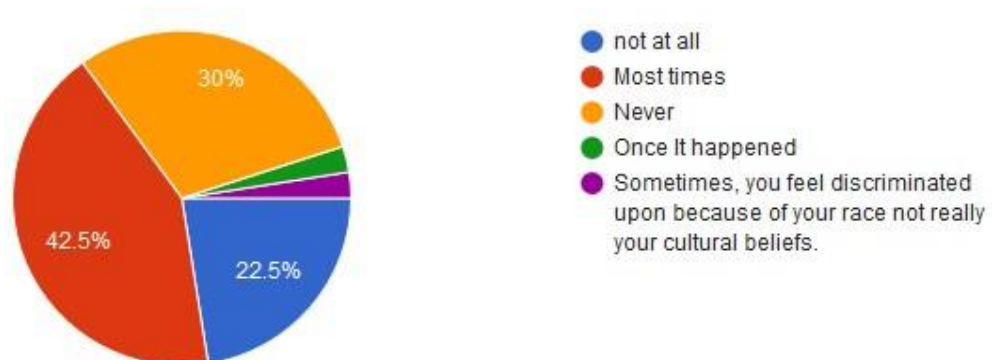


Figure 3. Differences not accepted due to cultural differences

This figure 3 above shows how the respondents feel about how they are treated when it comes to the differences they have with co-workers who they have cultural differences with. The larger number of correspondents which amounted to 42.5% felt their opinions with a coworker due to cultural differences have been rejected but this has not happened always but most times. Then 30% of the respondents felt they have never had their opinions accepted because it was an idea which did not match that of a colleague with a different cultural background and 22.5% shared a similar thought about the idea about the subject. One and half percent of the correspondents felt that this incident has happened just once in the work place, which is practically a small

number and the same number felt they have been discriminated against because of their race. This shows how much differences are not accepted due to cultural differences.

4.2 Training Projects that aids in the encouragement of diversity

The respondents view on how much training project is incorporated at workplaces to improve diversity is shown in the chart below.

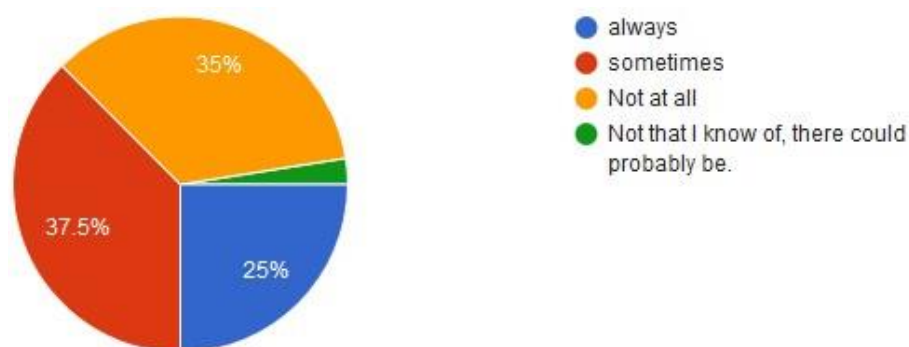


Figure 4. Respondent on training project for promotion of diversity

After the analysis of this part it was 37.5% said that training projects are sometimes organized at their place of work which was the highest percentage and second to that was 35% of the respondents saying that training projects to promote diversity are not organized at all places where they have been employed. And then 25% said they have been programs like that always being put together and organized for them in their workplaces to promote diversity. A total of 1(2.5%) said that hasn't been anything like of that sought, that they know or are aware of. We can therefore conclude that training projects are put in place by employees on some level but not fully or not in every organization but some companies.

4.3 Level of income for every employee (equal or unequal)

Respondents' views on the income they receive as whether they are equal among employees is displayed below in **Figure 5**.

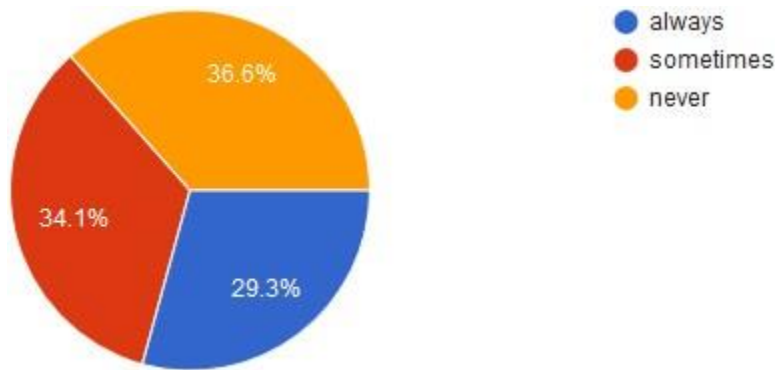


Figure 5. Equality of income among employees

According to the figures 34.1% of the respondents said that they have not always felt an equality in the income received after work is done, just sometimes. Then 36.6% which was the highest percentage felt that income is never equal for every employee. 29.3% said they have always received equal payment compared to their fellow workers. This really shows that there is a high possibility that employees feel discriminated against when it comes to the receivable income or pay among their fellow workers.

4.4 Chances of employees to develop new skills

This is the results of the respondents' perception about the chances they must improve their skills as portrayed in **Figure 6**.

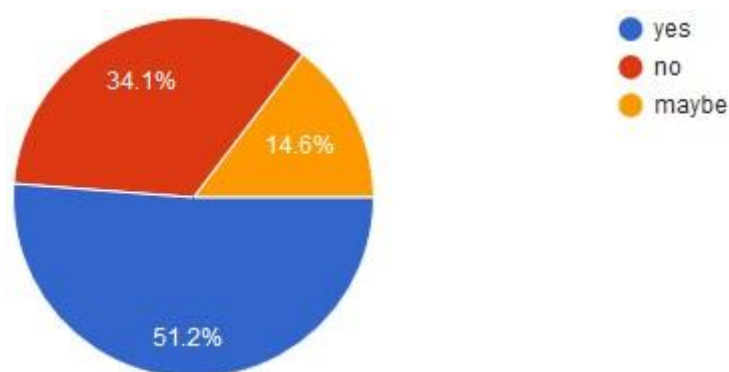


Figure 6. Perception on chances to improve skills

51.2% said they have had the chance to develop their skills, this was the highest percentage among the other alternative options, and then 34.1% they have no chance at all to improve their skills. The smallest percentage 14.6% felt they might have had the chance to make the skills they have better. This gives a positive outlook in total meaning that at least a higher number of employees feel they have a chance to improve their skills which is a good thing.

4.5 Differences of rewards for the minority and majority group

The chart below shows if the rewards for the majority is different from that of the minority as shown in **Figure 7**.

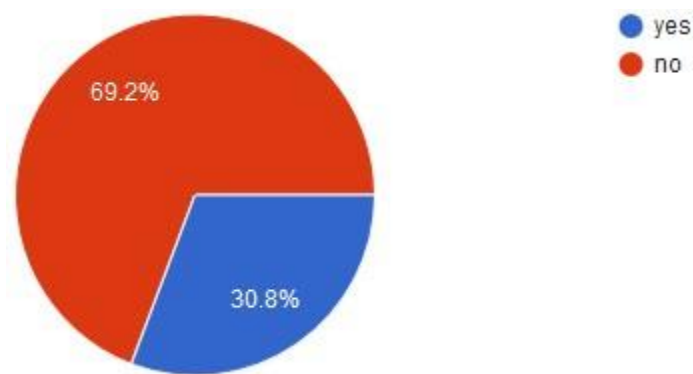


Figure 7. Rewards for majority and minority

In this category the highest percentage which was 69.2% which meant that the rewards for the majority and the minority group considered different but the same. However, 30.8% of the respondents' felt that rewards were different for the two.

4.6 The Degree of Discrimination Especially in the Case of Minority

Figure 8 points out and shows how much discrimination is experienced especially when it comes to the promotion of the minority group

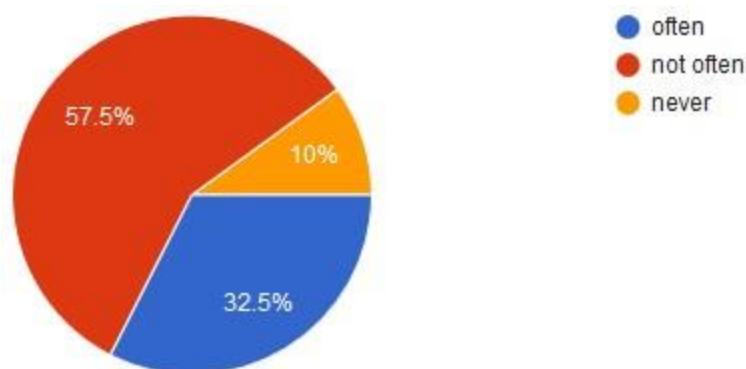


Figure 8. Promotion for the minority In this series of questionnaires there was a total of 57.5% saying that the case of discrimination when it came to the minority group in terms of promotion did not often occur in their place of employment however 32.5% of the respondents agreed to the fact that this has often happened as they have been working. Quite a small number agreed

that there has never been an occasion where they felt dis-criminated against in their place of employment and that was about 10%. This shows that there are greater chances that the minority group may sometimes face discrimination when it comes to being promoted in their workplaces.

4.7 Respect for Cultural Beliefs as a Foreigner

The chart below shows how much workers who are foreigners have their beliefs being respected at their places of employment.

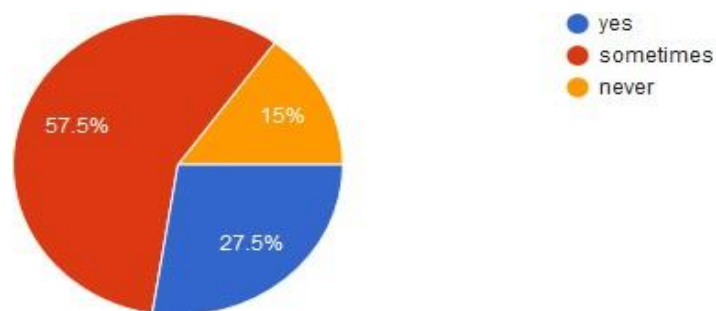


Figure 9. Respect for cultural beliefs as foreigners

In this 57.5 % felt that there has been respect for their cultural beliefs as foreigners but this has not always been the case (only) Then 27.5% feel they have totally been disrespected for their cultural beliefs as foreigners. This shows that in multicultural setting a foreigner's cultural beliefs gas the possibility of being disrespected at some point if not always.

4.8 Organizations Capabilities to Promote Mutual Respect.

Below is a chart that shows the response of how much respect is promoted within the multicultural setting

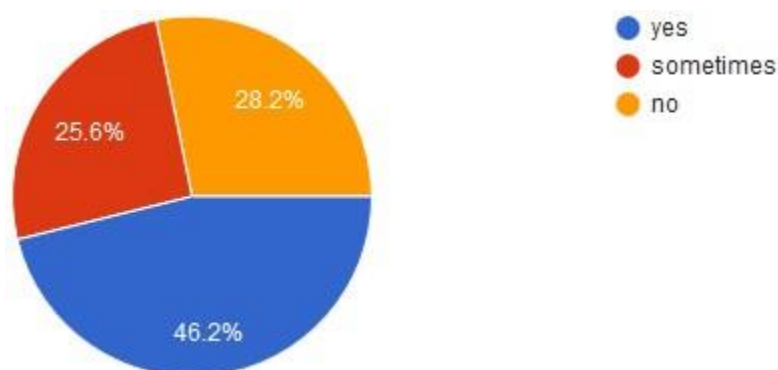


Figure 10. Respect shown within the multicultural setting

From the analysis on the chart it can clearly be seen from the percentage that a larger group of the respondents felt that respect is being promoted within the multicultural setting and then a total of 25.6% thought that this happens a couple of times which was the lowest according to the chart and then finally 28.2% had the feeling that there is no promotion of respect at all within the multicultural setting. This tells that employees have work to do when it comes to helping employees have respect amongst themselves in a working environment where there is multiculturalism.

4.9 Recruitment of Employees from Different Cultures.

The chart below shows the distribution focusing on the opinions of respondents if there is recruitment of employees from English speaking countries.

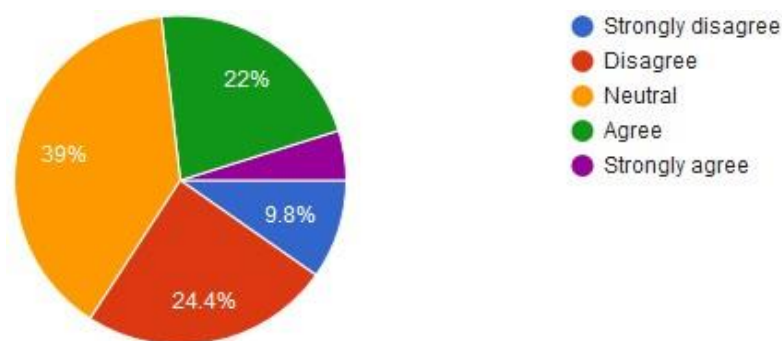


Figure 11. Recruitment of employees from different cultures

The chart shows that 39% of the respondents thought had a neutral stand as to whether there was recruitment of people from different cultural background especially English-speaking countries. Second to that number was the respondents who disagreed to the idea that, totaling 24.4% being 10 out of the total number. 22% agreed to this meaning that they have colleagues who have been employed from a different culture being an English-speaking country, also being 9 respondents in number. Two out of the respondents strongly agreed to this fact which was 4.9% and then 9.8 % of the respondents strongly disagreed on this, which was 4 out of the totally number. This brought out the fact that recruitment of employees from different cultural backgrounds to some point is adopted by organizations if not in all cases.

4.10 Promotion of Respect Within the Multicultural Setting

The promotion of respect by organizations within the multicultural setting is displayed as shown in **Figure 12**.

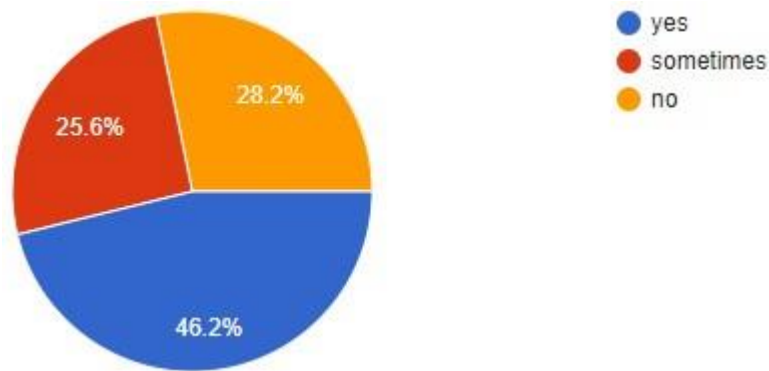


Figure 12. Promotion of respect in multicultural setting

As shown in Figure 12, 46.2% of the respondents agreed to the fact that mutual respect is encouraged in their places of employment, which was 18 individuals in number and then we had 28.2% having no as their option meaning that mutual respect is not promoted at all in the organization where they are employed which was 11 respondents in total and the lowest number which was 10 respondents saying that mutual respect is promoted in their workplaces but only on certain occasions but not always. This was 25.6% in total and, this shows that on a larger scale organization are trying their possible best to promote mutual respect in their multicultural setting, but they might not succeed always.

4.3 Reliability and Validity of the Study

Reliability can be explained as the act of ascertaining the coherency of a score another way you can put it is when you want to ensure that the results of the findings and when there is the continuity of outcome of results then you can say that the information is reliable in terms of the validity the results should measure up to what it is required.

Taking into consideration the validity of a research, it brings out how well the research measures up to what is expected and the extent to which it shows the reality of what it is said to depict.

CHAPTER-5

OBSERVATION, CONCLUSION & RECOMMENDATIONS

From the information retrieved from this research and in the search of information it can be of use to have noticed that diversity is important in every organization this is because when companies have a variety of strategies and ideas it will help the company to tackle different challenges in the right way and this as a result will help to increase productivity.

Teamwork is also a great plus to every organization as usually production goes faster when there is cooperation between team members because everyone can bring different ideas to effectively solve a problem at the best solution available and this can be done in a short period of time.

Diversity at a workplace can also help to increase and the promote the growth of workers, this is because there is the possibility of them to get exposure to different cultures, ideas and the right perspective of the culture of their coworkers and the more time employees of different culture spend together they are to break the cultural barriers they have concerning each other's culture. When employees in a company are culturally diverse then they able to also communicate well with the different cultures of customers that the company must deal with in a diverse way as possible.

As seen in the outcome of the research, the high number felt that there is diversity training for them in their work places and this is something that should be encouraged in every organization with some culturally diversified employees because cultural mentoring aids both the older staff and the new ones to be able to understand diversity better and to be able to explain more to new workers employed in the organization during orientation. And this will help the employees to realize their own potentials in the right direction.

The research was meant to find out if diversity or multiculturalism has negative or positive impact on employees and with the research work done it goes on both sides that is there could be both advantages and disadvantages when it comes to diversity in a work place. It was noted that majority of the respondents felt there was some sought of training program put in place in their places of employment to promote diversity. It can be recommended that employers can do a better job in instituting training project by interviewing people, or even conducting survey to gather information of what things to be done better including how communication can be improved.

Also, the clear objective of why diversity training programs are being organized should be stated and made clear, this would aid in preventing misunderstanding about the occupation and if this is succeeded at this would help to manage well the diversity in terms of culture present in the organization. If there is any work-shop that is needed to be executed it can be done at team meetings or even event organized by the company. During this the focus should be more on helping to improve communication among working colleagues. Companies can also try to evaluate how well they are able to manage diversity by having a survey conducted to assess how well employees feel they are being treated compared to their other colleagues from different culture in terms of salary payment, incentives and other things with regards to their work in the company. And with regards to future studies it can be centered on the restrictions that was encountered during the research findings.

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APPENDICES

QUESTIONNAIRE

1. How often do you feel that there is a sense of belonging at where you are employed?

From a scale 1-5

2. Has there been a case where you found yourself in a position where you felt your differences with a co worker was not accepted due to cultural differences?

I. Always

II. Sometimes

III. Not at all

3. Do you have any training programs at your work place that helps promote diversity?

I. Always

II. Sometimes

III. Not at all

4. Are rewards for both the minority and majority different?

I. Yes

II. No

5. Are income and pay equal for every employee?

I. Always

II. Sometimes

III. Never

6. Do you have a chance as an employee to develop new skills

I. Yes

II. No

III. Maybe

7. Is discrimination felt when it comes to promotion in the case of the minority?

- I. Often
- II. Not often
- III. Never

8. If a foreigner do you feel like there is respect for your cultural beliefs?

- I. Yes
- II. Sometimes
- III. Never

9, Are recruitment of employees from different culture effective especially from English speaking countries?

- I. Strongly agree
- II. Disagree
- III. Neutral
- IV. Agree
- V. Strongly agree

10. Does the organization where you are employed promote mutual respect within the multicultural setting?

- I. Yes
- II. Sometimes
- III. No