

UNIVERSITY OF KWAZULU-NATAL

**MANAGEMENT OF CULTURAL DIVERSITY FOR PERFORMANCE
ENHANCEMENT: A CASE STUDY IN ETHEKWINI MUNICIPALITY**

By

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of
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DECLARATION

I, Thabile Mngomezulu declare that:

- a) The research reported in this dissertation, except where indicated, is my original work;
- b) This dissertation does not contain other persons' data, pictures, graphs, of other information, unless specifically acknowledged, as being sourced from other persons.
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ABSTRACT

A new democratic South Africa in 1994 led to the final Constitution with transformation of the Public Service to an effective, efficient and economical one in meeting citizens' needs. Chapter two of the Republic of South Africa Constitution Act, 1996 is in keeping with citizens' rights in the management of cultural diversity. Reinforcement of diversity in the Constitution formalizes 11 official languages and recommends that communities be treated equally regarding cultures, friendship, humanity and tolerance amongst all South African groups. This is premised on promoting and protecting their rights through equal distribution of resources and equitable rendering of services. In laying the foundation for diversity management in both the citizenry and the public administration context, diversity in organizations is at the heart of development.

This research argues for an organization that respects differences rather than seeking to level them out and an important consequence where people are no longer forced to "belong" to a common ethnicity, or culture. Instead of focusing on diversity as the means of defining population or gender, diversity management and culture should be intently explored in order to improve organizational decision-making and performance. The intent is whether cultural diversity is a contributor to better performance of managers in the eThekweni Municipality, and finding a connection between them. As local government in the forefront of service delivery, strategies and policies on diversity ensuring the satisfaction of its employees, is thus an organizational performance imperative. One of the benefits of sensitizing employees to cultural diversity issues is that it makes them more effective in dealing with all fellow employees. A key objective includes: determining the connection between cultural diversity and performance in eThekweni Municipality in particular; and exploring the influence of organisational culture on managers' performance. A key research question underpinning the study included focus on cultural diversity factors influencing managers' performance. The theoretical framework locates diversity as a direct influence on performance because of its exclusive cognitive resources.

The research is grounded on the theory that cultural diversity contributes to improved or enhanced performance. A sample of 148 participants informed surveys and 2 participants were interviewed using a mixed methods approach and thematic trends in organisational environment, cultural diversity, leadership and management skills and compliance were covered. Agreement to close gaps

between males and females in senior management positions was evident. By improving cultural knowledge, the ability to better meet the employees, clients, communities and customers' expectations would contribute to an effective work environment *vis-a-vis* improved performance.

LIST OF ACRONYMS AND ABBREVIATIONS

AA	–	Affirmative Action
ANC	–	African National Congress
BLA	–	Black Local Authority
BRICS	–	Brazil Russia India China and South Africa
BSTU	–	Business Support and Tourism Unit
CM	–	City Manager
DCM	–	Deputy City Manager
DPSA	–	Department of Public and Administration
EE	–	Employment Equity
HOD	–	Head of Department
HR	–	Human Resources
HRDS	–	Human Resources Development Strategy
HRM	–	Human Resources Management
IDP	–	Integrated Development Plan
KMO	–	Kaiser-Meyer-Olkin
KPI	–	Key Performance Indicators
LGWP	–	Local Government White Paper
NPM	–	New Public Management
PAJA	–	Public Administrative Justice Act
PSC	–	Public Service Commission
SPSS	–	Statistic Package for Social Sciences
SPSS	–	Statistical Package for Social Sciences
UCLG	–	United Cities and Local Governments
UN	–	United Nations
UNESCO	–	United Nations Educational, Scientific and Cultural Organizations

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CHAPTER ONE

INTRODUCTION AND OVERVIEW OF THE RESEARCH STUDY

“We but mirror the world; all the tendencies present in the outer world are to be found in the world of our body. If we could change ourselves, the tendencies in the world would also change. As a man changes his own nature, so does the attitude of the world would change.”

Mahatma Gandhi: Indian Nationalist Leader

1.1 INTRODUCTION

The birth of a “new” South Africa in 1994, which was democratic, led to the adoption of the Republic of South Africa Constitution 1996 that required transformation of the Public Service to one that is effective, efficient and economical in meeting the needs of the citizens.

These principles emerged in the legislation and policies passed in the country where the South African Constitution is the supreme law of the land being the basis of that legislation. It is the South African Constitution that lays the foundation for unity and equality, which is at the forefront of public administration practices. This led to a country described as a ‘rainbow nation’ giving emphasis to the importance of uniqueness in the mix of cultures and racial group's religion. Chapter Two of the South African Constitution focuses on the rights of the citizenry and cultural diversity management is aligned with the very same chapter. The reinforcement of the concept of diversity in the South African Constitution formalizes the 11 official languages and then further states with recommendations that, i) All communities should be treated equally in South Africa; ii) The cultures, religions and languages of each community must be promoted and protected. This is in order to promote peace, friendship, humanity and tolerance amongst all South African groups; iii) Promote and protect the rights of these communities through the equal distribution of resources and an equitable rendering of concrete services to all communities (Republic of South Africa, 1996). This lays the foundation for diversity management in both the citizenry and the public administration.

Diversity as a term is a defining characteristic for the country of South Africa, with KwaZulu–Natal and Durban known as the most diversified City within the country. Owing to the shift from the traditional model to the theory of the New Public Management approach, the term diversity has recently grown and is becoming predominant in the Public Administration fraternities. Diversity in organizations does not refer to affirmative action nor a legal concept with the inclusion of everyone;

it is an international phenomenon located at the “heart” of developmental programmes celebrating cultural diversity.

Whilst ethnicity or race and gender are commonly the most acknowledged forms of diversity, there are additional types with significant implications for human resources systems. These include amongst others, family structure, disability, culture, and sexual orientation. It is in this background that this research study aims at arguing for an organization that instead of levelling difference seeks to smooth them out, an organization that is multi-cultural rather than culture blind and has an important significance where people are no longer forced to “belong” to a common culture, or ethnicity. It will mean at this stage that managers must through hard work be able to describe belonging in terms of sets of a sense of purpose and values that transcends the preferences, desires, and interests of one group (Shafritz and Hyde, 2012:265). According to Rice’s (2013:659) reviews, it is suggested that instead of focusing on diversity as the means of defining population, gender and culture, diversity management and culture must be explored in the public sector in order to improve organizational decision - making and performance. It is in this regard that this research aims at finding out if cultural diversity is a contributor to better performance of managers in the eThekweni Municipality. Therefore, this research study seeks to find the connection between cultural diversity and performance at the eThekweni Municipality in particular.

1.2 PURPOSE OF THE STUDY

One of the benefits of alerting employees about cultural diversity issues is that they become more effective in dealing with both members of the community and fellow employees who are from various upbringings. According to Penceliah (2011:47), a multi-cultural workforce is the one made up of employees from different racial and cultural backgrounds. This enables public administrators in distinguishing between managing diversity and valuing its essence.

Popescu and Rauno (2012:237) are of the view that there is a paradigm shift in thinking about contemporary organizations and their governance of cultural diversity. Managing the intricacies of a multi-cultural workforce and the dynamics of change has become one of the key challenges facing South Africa (Louw and Jackson, 2008:30). Since the abomination of the apartheid system in South Africa, the country had to face a reality embodied in the term “rainbow nation”, and after twenty-two years of democracy, South Africa still faces challenges in dealing with multi-culturalism in the

context of human resources management. Moodley (2000:9) further states that the management of cultural diversity is neither a readily available package of solutions nor a programme to solve certain discriminatory issues within local government. Mazur (2010:5) advises that diversity management is a comprehensive phenomenon created by the group members themselves where they categorize others as similar or dissimilar based on their social identities. This then, necessitates the need to research the management of cultural diversity in local government with the aim of improving efficiency and performance.

The intention of this study is therefore to establish whether a connection or influence exists between cultural diversity and the performance of managers in eThekweni Municipality within the focus and context on public human resource development and the performance of departments in a municipal context.

1.3 RESEARCH PROBLEM: KEY QUESTIONS

While it is well known that apartheid sowed mistrust amongst the people of South Africa, it has been twenty two years since the advent of democracy and the journey examines policies that were implemented to justify and equalise the policies of the past into the current regime. The South African population is divided into four racial groups: Whites, Africans, Indians or Asians and Coloureds, with a further division of groups into various languages and diverse cultures and the Province of KwaZulu-Natal also represent a multi-lingual terrain. It must be noted that language can be a barrier in the workplace and could cause frustrations and misunderstandings. The call for cultural diversity management in the workplace is integral to address these highlighted diversities. According to Davies *et al.* (2011:9), organizations are increasingly seeing diversity as a driver of innovation and therefore putting cultural diversity to become a future required skill in the workplace further stating that diversity will become a core competency for organizational functionality (Davies *et al.* 2011:9). Tshikwatamba (2003:38) presents a statement saying that in order to understand cultural diversity in the workplace, there is a need to retrain the employees from the traditional models of public administration to what Tshikwatamba refers to as ‘new Human Resource Management and Development’. New Human Resource Management and Development and the New Public Management era intends to achieve the same goals. Hughes notes that “The traditional model of public administration while remaining the longest standing and probably the most successful theory of management in the public sector, it is now being replaced” (Hughes, 2003:17). Managers in this

model are required to have certain qualities; one salient aspect is that of diversity and leadership skills. Leadership involves making the workforce aware of a new direction in which to move and in this case, the emphasis is on cultural diversity. The Service Delivery Review states that a leader must have a vision where they value diversity and cultural diversity, teamwork and are able to provide solutions (DPSA, 2011:20). From an organizational point of view, cultural diversity is a fundamental building block. This has, in the international arena of local government led to the recalling of UNESCO's Universal Declaration on Cultural Diversity and affirming that culture in all its diversity is needed to respond to the current challenges of humankind (United Cities and Local Government, 2010:10). In the South African emerging democracy some are still to some extent ignorant to the existence of cultural differences in the workplace. According to Penceliah (2008:15), cultural insensitivity, and lack of knowledge are improper and could cause organizational dysfunction.

With reference to the above, the aim of this research study is to ascertain whether there is cultural insensitivity within the eThekweni Municipality which has approximately 25 000 employees of various cultural dimensions. This is to avoid what the author views as an organizational dysfunction. It is very important to maintain cultural diversity in the organization to improve efficiency and performance.

Therefore the link between the objectives and the research questions exists by linking both in order to enhance the research problem.

1.3.1 Objectives of the Study

Having a diverse team in an organization is a necessity and allows for the organization to tap into the team potential, however managers must realise that it is not enough to comply with the legislative framework only (Ramabulana, 2014:1037). This view encourages the importance of cultural competence in organizations, which Danso (2016: 2) considers as a social central tenet, as well as an ethical imperative. South Africa has put various legislative frameworks in regulation of staff members to ensure that attention is given to diversity. The purpose and the objective of this study is to enlighten the senior management of eThekweni Municipality about the diversity status and to help plan the action steps to modify the discovered undesirable behaviour. Further to that, this study intends to create awareness of the key factors in South African diversity management emphasis while highlighting the literature practices as well as theoretical guidelines within the context of this research. It draws some practices from the international arena while locating the effective use of

cultural diversity within local government focusing on eThekweni Municipality. The following objectives intend to bring more attention and focus on cultural diversity competence.

The objectives of the study are to:

- Understand the legal factors that influence cultural diversity and performance amongst managers in eThekweni municipality;
- Determine the connection between cultural diversity and performance in eThekweni Municipality;
- Understand how eThekweni Municipality translates cultural diversity within its human resource policies;
- Establish the underlying factors of leadership that influence cultural diversity and
- Explore the influence of organisational culture on performance of managers.

1.3.2 Research Questions

- What legal factors impact on cultural diversity as a compliance measure for managers at the municipality?
- What relationship exists between cultural diversity and performance management in the Municipality?
- What are the cultural diversity factors influencing performance of managers?
- To what extent does cultural diversity influence leadership and contribute to performance enhancement?
- How are organizational factors influencing cultural diversity and performance management of managers?

1.4 PRINCIPAL THEORIES INFORMING THE RESEARCH PROJECT

A theory is a set of variables formed into propositions or hypotheses that reveals the relationship between variables (Creswell, 2012:51). It might look as an argument in the research study, a rationale or a discussion that helps in the prediction of a phenomena. The theory then becomes a framework for the whole study, and for the research questions an organizing model, as well as the data collection

process. For the purposes of this research, the theoretical framework will begin with the legislative background and move towards discussing the chosen theory.

1.4.1 Legislative framework governing cultural diversity and performance

The most pertinent legislation that governs the management of cultural diversity is hereby discussed to locate the study. Reference is also made to policies that contribute to the enhancement of performance, which is inter-related to the focus of the study. A review of literature shows theories with the legislative theory acting as the foundation for the competing theories in research.

1.4.1.1 Constitution of the Republic Of South Africa, 1996

The legislative theory or outline gives a background understanding of the legal basis for the public administration as stated in the South African Constitution. Chapter 10 of the South African Constitution, (Section 195), sub section 1(i) indicates that “public administration must be broadly representative of the people of South Africa with personnel and employment management practices based on ability, objectivity, fairness and the need to redress the imbalance of the past to achieve broad representation.”

The Constitution bases its views on *Ubuntu* values and requires that human dignity is respected and protected whilst emphasising on the representativity of the human resources (Republic of South Africa, 1996). The Human Resources strategy focuses on the two principles formulated by the United Nations and builds its own principles centred on the very same principles of: a) For all developmental activities, the human being is in the centre; and b) that human resources are vital means of achieving economic, social and developmental goals (Republic of South Africa, 2009). The South African Constitution 1996 as the supreme law of the land lays foundation of other legal prescripts such as the Batho Pele Principles, which the cultural diversity argument is based on in redressing the imbalances of the past.

1.4.1.2 Batho Pele Principles

The South African Department of Public Service Administration released the Batho Pele White Paper on Transforming Public Service Delivery, 1995 in order to transform the public service from

personnel administration into human resource management. This policy accentuates that human beings are human resource or capital of the organizations and they possess experiences with value adding diversified knowledge, understanding and skills. This theory echoes the sentiments of the United Nations, as well as the Human Resources Development Strategy in our country. Preceding the Batho Pele Principles policy South Africa had the Affirmative Action which included laws, activities or programmes that were designed to redress the imbalances of the past, as well as ameliorate the individual and group conditions of those who have been disadvantaged in terms of race, disability or gender (Republic of South Africa, 1995:93).

The Principles of Batho Pele sets a benchmark for service delivery whereby the public service has focused a considerable length of time in externalising the principles, and there isn't sufficient attention on internalising it for the purposes of better performance. In concurring with this view, is the Public Service Commission report which revealed that in order for enhanced performance very few departments undertook meaningful analysis (The Public Service Commission, 2012:7). The main principle that requires to be internalised and has an impact on diversity at large, is that of redress. In order to achieve redress, there was a need for senior managers to include service standards in their work plans and performance agreements, submits The Public Service Commission, (2012:8).

These principles were given effect by the South African Constitution 1996, where these and other pieces of legislation were aimed at improving governance in the country. Tshikwatamba (2004:600) holds the view that the introduction of the legislation was to address concerns of human resources administration, which was only limited to the work setting, advocating that the home environment issues were outside the scope of work. The scientific management's view of Frederick Taylor is the foundation of the argument by Tshikwatamba that the key management objective is to remove the course of antagonism between supervisors and subordinates (Dijk and Thornhill, 2003:463). Frederick Taylor stated as that one best way to maximise efficiency could be discovered through the scientific study.

The above legislative framework then forms a foundation for the theory that follows.

1.5 FRAMEWORK OF CULTURAL DIVERSITY AND PERFORMANCE ENHANCEMENT

In a life of a person, there are various influences that have an impact on how he or she conducts himself or herself outside the employment milieu such as family, religion and culture. Globalization

requires managers to function at a level that is high in understanding the diverse teams, be able to share goals and build relationships (Davies *et al.* 2011:23). A review of literature shows competing theories within cultural diversity with the legislative framework forming the foundation of the theories.

1.5.1 Cognitive Resource Theory

For the purposes of finding out the inter-relationship between cultural diversity and performance, the researcher has chosen to use the cognitive resource theory as the main theory for this research. The decision-making and processing of information perspectives captures the cognitive resource theory effectively. This hypothesises that the cognitive resource theory of a team member contributes to the overall achievement of the organizational team and thus cognitive resources cultural diversity promotes creativity and decision-making capacity (Horwitz, 2005:40). This theoretical framework argues that diversity has a direct influence on performance because of its significant cognitive resources brought to the team. The basic assumption of this theory lies in the idea that heterogeneous members encourage problem-solving, innovation and creativity. The theory then suggests that diverse individuals with different cultural experience, ethnic or racial background provides multiple perspectives on issues, as well as add more value to decision-making and problem-solving (Horwitz, 2005:45). This research is grounded on the theory that cultural diversity contributes to improved or better performance; however, it is not the only contribution to Human Resource Development but for the organization to thrive there needs to be cognitive complex. With the employment of this theory, the research findings will assist the municipality to enhance the performance of the employees and the overall governance in municipal human resource management and development.

The decision-making and information processing perspective encapsulates the cognitive resource theory effectively. This hypothesises that the cognitive resource theory of a team member contributes to the overall success of the organizational team, and thus cognitive resource cultural diversity promotes decision-making and creativity capacity for the organization (Horwitz, 2005:40). This theoretical framework argues that diversity has a direct influence on performance because of its exclusive cognitive resources brought to the team. The basic assumption of this theory lies in the idea that heterogeneous members encourage problem-solving, innovation and creativity. The theory then suggests that diverse individuals with different cultural experience, ethnic or racial background provide multiple perspectives on issues, as well as add more value to decision-making and problem-solving (Horwitz, 2005:45).

Whilst there are many influences in one's life, the cultural aspect of the person plays a very significant role in their life. Penceliah (2008:10) states that although there are many influences in a person, the impact of cultural diversity should be evident in the way a person speaks and interacts with others and that for better performance in the organization cultural diversity should be respected and recognised. Various writers have written on theories, and in this research study, the research will focus on the cognitive resource theory as a main theoretical framework because this theoretical framework according to Horwitz (2005:222), assumes a position that cultural diversity has a significant influence in performance.

Kossek and Lobel, (1996:144) further proffer that understanding the processes of how people categorize themselves is important, because the existence of these categories leads to other psychological processes which become relevant in the performance appraisal processes. The existence of these categories can also be associated with "in groups" (of the same cultural grouping, who are favoured) and "out groups" (of the different cultural grouping, who are not favoured). The authors further contend that the selectivity of information used to select these groupings could lead to stereotyping (further discussed in Chapter Two), where negative pre-judgements are made about either group and when these prejudgements and processes emerge in the performance appraisal, they tend to lead to favouritism and bias (Kossek and Lobel, 1996:144). Cognitive processes such as categorization could then lead to a Halo Effect in performance evaluation, where the tendency to generalize a favourable evaluation of one aspect is applied to all dimensions. Human (2005:15) supports the very same theory when stating that the cognitive resource theory influences the way people think, as well as explain their performance due to their categorization. Human (2005:25) argues that cognitively complex people are better strategic planners, better performers at communicating dependent tasks and are more involved in interpersonal interactions and also their attitudes changes more easily. Cognitive complexity theory as seen by Human (2005:27) has an important role to play in management and understanding of diversity, solely because most of the human interactions in the work place seem to require cognitively complex responses.

Horwitz (2005:223) states that the fundamental assumption of diversity value is that teams comprising heterogeneous members promote creativity, problem-solving and innovation; hence the research study aims to test this theory. In support of this statement, De Beer and Rossouw (2012:40) state that the management of diversity has become a key performance area. Mazur (2010:10) continues to state that an increase in innovation and creativity refers to cognitive outcomes.

This research is grounded on the theory that cultural diversity contributes to improved or enhanced performance. However; it is not the only contribution to Human Resource Development because for the organization to thrive, there needs to be cognitive complexity.

The basic elements of this theory are presented on the following figure and are explained:

FIGURE 1.1 ENHANCED PERFORMANCE AND CULTURAL DIVERSITY



Source: Author's Perspective

The above figure depicts the cultural diversity of cognitive resource theory and illustrates that better performance is likely to be influenced by these determinants: leadership, cultural diversity, organizational cultures and compliance factors. The point of departure is that if the organization has all of the components mentioned, then better performance can be reached. By improving cultural knowledge, the ability to better meet the clients, employees, communities and customers expectation improves and thus leads to a more sufficient and effective work environment and improved performance (van Zyl *et al.* 2011:7173).

A discussion of these constructs follow:

1st Theory: Organizational Culture – assumes the idea that for effective decision-making and good performance to be attained there is a need for shared value system and teamwork within the organization.

2nd Theory: Cultural Diversity – is seen as a principle that is used to make Human Resources decisions, and implement practices that create greater involvement of all personnel into informal and formal social networks within the organization (Popescu and Rauno, 2012:238)

3rd Theory: Leadership – According to Mkhize and Van Rensburg cited by Van Zyl cultural diversity has become a key performance indicator and expresses a dire need for leadership skills and multi-cultural management, allowing managers to cope in numerous demands (Van Zyl *et al.* 2011:7173). Leaders here collaborate with their superiors, equals and subordinates, as well as with individuals to achieve better performance.

4th Theory: Compliance Factors – holds a view that good performance is achieved through compliance of the cultural diversity policies. This includes *amongst others*, the South African Constitution, Employment Equity, Health and Safety, the White Paper on Local Government. The purpose for cultural diversity is to enhance innovation, creativity and problem-solving, thus improving organisational performance overall.

Focusing on theory application to research: here the application of cognitive resource theory is used to explore the effects of cultural diversity on performance, as follows:

1st Theory: Organizational Culture – The researcher used this construct to explore the influence of organizational culture in the performance of eThekweni Municipality managers.

2nd Theory: Cultural Diversity – this construct was used to ascertain cultural diversity factors that impact on performance in eThekweni Municipality managers.

3rd Theory: Leadership – the researcher used this construct to ascertain the underlying cultural diversity effects on leadership in enhancing performance of eThekweni Municipality Managers

4th Theory: Compliance Factors – the idea of this construct was to study the influence of compliance factors of cultural diversity to performance of eThekweni Municipality managers.

Over and above exploring the effects of cultural diversity, the theory was used to study benefits of cultural diversity finding other contributions and challenges to performance.

1.6 RESEARCH METHODOLOGY

Since the abomination of the apartheid system in South Africa, the country had to face a reality of the term “rainbow nation”, and after 22 years of democracy, South Africa still faces a challenge of dealing with multi-culturalism in the context of human resources management. Moodley (2000:9) further

states that the management of cultural diversity is neither a readily available package of solutions nor a programme to solve certain discriminatory issues within local government. Mazur (2010:5) advises that diversity management is a comprehensive phenomenon created by the group members themselves where they categorize others as similar or dissimilar based on their social identities. This then necessitates the need to research the management of cultural diversity in local government with the aim of enhancing efficiency and performance.

The purpose of this study is thus, to establish whether a connection or influence exists between cultural diversity and the performance of managers in eThekweni Municipality within the focus and context on public human resource development and the performance of departments in a municipal context.

Designing and implementing a cultural diversity management agenda or programme requires a deliberate and methodological managerial strategy that begins with diagnosis of how diversity affects organizational performance, maintains Popescu and Rauno (2012:235). In this case, the diagnosis was eThekweni Municipality. It therefore becomes necessary to organize the theme of cultural diversity management in more detail pertaining to local government. With the depth of the topic, it was necessary to do a mixed methods research to understand the complexity of the municipal situation in terms of cultural diversity and performance. However, to provide a clear picture of structures of management within the eThekweni Municipality, the statistics informs the data. The aim of conducting an empirical study is to give an understanding of which cultural group holds management positions, and if the policy of affirmative action and employment equity over and above cultural diversity has been upheld. This research is located within the philosophical worldview to ensure that the research locates the strategy of inquiry.

According to Creswell, philosophical worldviews remain hidden but need to be identified (Creswell, 2009:5). Researchers have their own beliefs about philosophical worldviews. Creswell states the four philosophical worldviews that are prevalent, are highlighted as: Post Positivist, Social Constructivism, Pragmatism and Advocacy or Participatory (Creswell, 2009:5). This study focused on diversity actions towards performance; therefore the Pragmatic Worldview is employed for this research. Creswell defines the Pragmatic Worldview as the Worldview that arises out of situations, actions, and consequences and is problem centred with a real world practice orientation (Creswell, 2009:19). The dominant method for this approach is mixed methods because of the combination of both quantitative and qualitative principles used and dominant, thus making it a complex worldview.

Pragmatism has been very influential in the transformation of transformative mixed methods. The pragmatists agree that the research of the mixed methods worldview happens in a historic, social, political and other settings; here the researcher emphasizes the problem and uses all approaches to understand it (Creswell, 2009:10).

According to Creswell, the strategy of enquiry allows the researcher to provide exact direction for processes in a research design (Creswell, 2009:11). The study research design is mixed methods using the transformative mixed methods as the strategy of inquiry. The qualitative research allows the researcher to generate new viewpoints of understanding a phenomenon from the insider's viewpoint, as well grasping the importance of the local situation. Quantitative research allows the testing of objective theories by investigating relationships amongst the variables (Creswell, 2009:04). By using this methodology, this study explored and investigated the underlying factors of cultural diversity contributing to performance of managers in eThekweni Municipality.

1.6.1 Study Site

This study site refers to the area where the research study will be conducted. The study site was eThekweni Municipality, which according to the Local Government Structures Act is a Category A municipality that is regarded as (South-Africa, 1998):

- A centre of economic activity with a diverse and complex economy

eThekweni Municipality, according to the Integrated Development Plan (IDP), is situated on the east coast of South Africa in the Province of KwaZulu-Natal; it is 2297 km(square) and is home to 3 442 361 million people (Municipality,2013). The eThekweni Municipality has a staff complement of approximately 25 624 from various cultural diverse backgrounds, with the staff currently divided into five clusters, which are as follows:

- Corporate and Human Resources;
- Finance;
- Economic Development and Planning;
- Community and Emergency Services and
- Governance and International Relations.

1.6.2 Target Population

Babbie and Mouton (2004:50) define a sample population as the combination of elements from which the sample was selected. The target population is the collection of people or units that the researcher deems has the characteristics that would be of interest. The study focused on certain departments, which were purposefully selected in a natural setting, which is described by Creswell as site where the researcher collected data and participants experienced the problem (Creswell, 2009:86). The target population for this study is therefore the employees from the Human Resource Department in all five clusters and the Performance Management department.

Within these departments, more focus was on the Human Resource Department and Performance Department representatives where a number of 30 employees per cluster were surveyed including selective Head of these Units who were interviewed and used as key informants. The Head of Human Resources was a key informant who was interviewed. The number of employees is based on the purposive sampling with the understanding of the eThekweni Municipality organization. Purposive sampling technique involves selecting and identifying groups or individuals that are knowledgeable in the field. In this case, it would be the field of cultural diversity and performance (Creswell, 2009:90). Hence, the focus was of cluster Human Resources and selected performance management units. The justification for this is that both these units are in existence within each cluster.

The Arts Culture Department is also selected on the basis that the Integrated Development Plan alludes to the fact that this Department is tasked with the duty to manage Cultural Diversity within the Municipality. In choosing this department, it gave the researcher greater insights on the plans that the Municipality has to improve cultural diversity.

1.6.2.1 Sampling Method

When it comes to the selection process for participants, this research used cluster-sampling process coupled with purposeful sampling. Babbie and Mouton (2004:640) state that clustering is a sample where natural groups are tested with members of each selected group being subsampled. Creswell proffers that, “with random selection, each individual has an equal probability of being selected from the population, ensuring that the sample will be representative of the population” (Creswell, 2009:18). However, this research used the cluster sampling where the process of sampling followed a rigorous procedure in choosing units of analysis from a greater population. The fact that there are thousands

of municipal officials makes it impossible for this study to involve all of them. Therefore, the cluster sample and purposive sampling process was applied. This sampling method is where the study units are chosen for the inclusion in the sample by the researcher purposefully, and so that findings credibly depict the views of the population studied.

1.6.2.2 Sample

As a result of the magnitude of the staff complement of the eThekwini Municipality, not all the staff will participate; therefore a number of 30 employees per cluster was considered and this number consisted of Heads of Departments for the selected departments, which included Senior Managers, middle managers and general staff. The total number of employees who participated in this research across all clusters was 150 with sampling depicted on Table 1.1, as follows:

TABLE 1.1 SAMPLING PER INSTITUTION AND CATEGORY

INSTITUTION	TARGET GROUP	POPULATION SIZE	SAMPLE SIZE
eThekwini Municipality	Senior Management: Deputy City Manager and Head	4	2
	Middle Management	3168	88
	Supervisors and General Staff	5218	60
TOTAL		8390	150

1.6.2.3 Sample Size

Sampling size states the total number of units that will be selected to participate in a study; it is a process whereby a selection of smaller segment of the community being studied is selected to participate in the study. The eThekwini Municipality has an administration structure that consists of the City Manager, Deputy City Managers, Heads, Senior Managers and then general staff. For the purpose of this study, the units will be as follows:

- Deputy City Manager – Human Resources (where the Department of Performance also reports);
- Heads of Departments – Only Head of Human Resources;
- Deputy Head of Department of Human Resources;

- Senior Manager – of all the clusters;
- Human Resources Managers per Cluster and
- General staff.

From the strata of the Deputy City managers, only one was selected to be interviewed out of 4, and this was the Deputy City Manager for Corporate and Human Resources whom is selected by using the cluster sampling method and is deemed as the more relevant to the research. The Head of Corporate and Human Resources will also be interviewed. Other staff members were selected using the very same method and all these role players were deemed as key decision-makers or key informants because they played a critical role in shaping the municipal decisions where matters of Human Resources are concerned. In total, 150 staff members were selected for inclusion in the study sample. Two were interviewed and 148 was surveyed.

1.6.3 Data Collection

This section focused on the instruments used in the study where data is defined as collected information in the process of research. This study used in-depth interviews, open-ended and closed-ended questionnaires. To complement research techniques the researcher used both qualitative and quantitative research to collect different useful data that contributed to the research. The main aim of this choice is that they are affiliated with the chosen methodology and allow the researcher to understand the problem in-depth and acquire a more enlightened view of the challenges related to the research.

1.6.4 Data Quality Control

To ensure consistency, the researcher must ensure that data collection instruments used measure what they are intended to measure. This is done through reliability and validity and to ensure reliability, the researcher used pre-test with approximately seven respondents. Validity and triangulation was tested to ensure reliability the study.

1.6.5 Data Analysis

The data was coded and analysed using the Statistical Package for Social Sciences (SPSS). The data was analysed using the qualitative and quantitative analysis methods. The scientific enquiry and

analysis was done in conjunction with the academic guidance and assistance of the academic supervisor and a professional qualified statistician.

The researcher used interview collection and was guided by thematic and content analysis for the qualitative component. Thematic content allows for the possibility to treat data in a way that the understanding of the influence that cultural diversity has on performance of the eThekweni Municipality staff is possible. Another analysis was content analysis because the researcher intended to do document collection of secondary data such as articles, conference papers and other studies as part of data collection.

Transcription of data was done to group data according to the similarity and also exploratory summaries were probed. With the use of the Statistical Package for Social Scientists (SPSS), the raw data was analysed with the assistance of a qualified statistician and the academic supervisor. The data was examined for statistical significance amongst variables and the discussion was located within the context of the study.

1.7 STUDY LIMITATIONS

This study investigates the impact cultural diversity has on the performance of the municipal employees and was limited to the eThekweni Municipality area within the Province of KwaZulu-Natal.

In light of this, the following can be noted as study limitations:

- eThekweni Municipality is the only metropolitan area within KwaZulu-Natal that the research focuses on.
- Therefore, the findings of this research may not be generalised to other municipalities in KwaZulu-Natal or other municipalities of the country as a result of the same context.

1.8 CHAPTER OUTLINE

TABLE 1.2 OUTLINE OF CHAPTERS

CHAPTER	TITLE	OUTLINE
Chapter One	Introduction And Overview Of The Research Study	This chapter provided an overview of the research study with an introduction of the research by presenting key objectives and the key research questions to be answered. The chapter provides a brief outline of chapters.
Chapter Two	Enhancing Governance Through Cultural Diversity	Chapter Two conceptualised governance models of cultural diversity with a further focus on Local Government and its background. An analysis and link of the Employment Equity and Affirmative Action for transformation and synergy to cultural diversity was discussed. The chapter also deliberated on performance management and cultural diversity as one of key roles required in cultural diversity. The final section discusses cultural audit as a tool required in organizations.
Chapter Three	The Local Government Environment: Cultural Diversity and Performance Inter-relationship	The focus of this chapter was on the local government environment where a discussion of cultural diversity and performance inter-relationship emerged. The chapter located a relationship between organizational goals and performance as well as performance influences. A review of cultural diversity and performance paradigms shifts was provided with a brief discussion of stereotypes. Lastly, the chapter examined the management syndrome affecting performance and cultural diversity of local government employees.
Chapter Four	Research Methodology, Data Presentation and Analysis	This Chapter discussed the research methodology, data collection and analysis of the research study. It presented the results of data gathered in a form of graphs and tables for analysis. The focus and link of the study objectives and theoretical framework were outlined.
Chapter Five	Conclusion and Recommendations	This was a final chapter that deliberated on the results of the research study and provided recommendations based on the findings. A conclusion was provided with the areas of further research.

1.9 SUMMARY

Cultural diversity has become an important aspect in organizations with the view that sensitizing employees about diversity makes them effective. This chapter discussed the research methodology that was used for the research study. A further discussion of the targeted population of the study was discussed and reasons for choosing or targeting the population is provided. Since the study is in local government, it was imperative that a discussion of local government emerges. Furthermore aims and objectives were highlighted together with the research questions which are to be linked with Chapter Four. Of critical importance in the introductory chapter is the discussion of the theoretical framework whereby a link is made to the objectives, as well as guidance for the research study. This chapter sets the scene and foundation for subsequent chapters in the study, further giving guidance of the structure of the research study.

The South African Constitution in Chapter Two puts forward the importance of individual rights laying a foundation for a South Africa that is united, and places emphasis within the context of the paradigm of Public Management and Governance.

CHAPTER TWO

ENHANCING GOVERNANCE THROUGH CULTURAL DIVERSITY

2.1 INTRODUCTION

The purpose of this chapter was to discuss the literature documented on cultural diversity in the context of the local government, as well linking it to performance and organizational governance within the public service whilst associating it to the paradigm of public administration. The literature revealed that extensive discussion is available on the management of cultural diversity in the private sector, and several studies have been conducted on this perspective. However, the management of cultural diversity in the government continues to remain an area with relatively few studies that integrate the aspect of performance and cultural diversity within the South African Local Government context.

Diversity as a term is a defining characteristic of South Africa with Durban being referred to as the most diversified City in the country. The term in the 21st Century has grown and concurring with this view is Ramabulana (2014:1036) who states that the recent demographic changes in the employee composition has influence on new cultural values, as well as team management models. Further to that, cultural diversity gives an organization a positive effect of workplace cultural diversity in that employees of different cultures can analyse a matter from many perspectives and usually have different ways of thinking (Martin, 2014:90). This notion gives a foundation of a shift from the traditional model of Public Administration to the theory of the New Public Management (NPM) model and further to governance.

The concept of cultural diversity is an international phenomenon that has been in the practice for many years. The United Cities and Local Governments (UCLG) as the largest association of local government in the world has placed the issue of cultural diversity at the centre of their developmental programmes. Canada with Toronto in the main being part of the cultural working group in UCLG has worked tirelessly to promote cultural diversity and inclusivity of employees in the workplace, with emphasis on citizen-focused service delivery (United Cities and Local Governments, 2006:35). The United Nations Educational, Scientific and Cultural Organization (UNESCO), for the first time in

2006, provided the community with a wide range of standard-setting instruments to strengthen its cultural diversity (UNESCO, 2011:27).

In South Africa, the subject of diversity has been in existence, but due to apartheid and the historical past was overlooked whereby organizations in this case the public service were managed in a uniform manner, thus disregarding cultural diversity. After the apartheid era the matter of cultural diversity has been openly discussed with the White Paper on a New Employment Policy for the Public Service of 1997 alluding to some of the challenges pertaining to cultural diversity. Local government being at the forefront for service delivery has to come up with strategies and policies that focus on a range of aspects diversity. eThekweni Municipality in the Province of KwaZulu-Natal is said to be one of the leading municipalities on the aspects of Cultural Diversity in both the Public Service realm and the citizenry realm. Thus, this leans on fulfilling the South African Constitutional mandate found in Chapter Two, which is the Bill of Rights of the South African Constitution (Republic of South Africa, 1996).

Many cultural diversity management studies done were in private sector companies with a view to managing international relations cultural diversity in the workforce. This reveals a gap in cultural diversity management in local government, the focus being on human resources and cultural diversity management with its influence on improving performance where a need to sensitize employees on matters of cultural diversity are becoming more eminent. The idea that creating diverse employees will make them more effective is dependent on the composition of individual attributes and determination. Some reviews have shown that a level of discrimination and inequality still exists whilst the human resources management has mainly focused on employment equity compliance, as well as Affirmative Action policies. In further understanding the topic of cultural diversity within local government, it becomes important then to understand the historical background of the country and the knowledge of the systems and structures of the local government sphere.

2.2 LOCAL GOVERNMENT HISTORICAL BACKGROUND AND CULTURAL DIVERSITY

Whilst scholars have written on various aspects of diversity management with different focuses, this research focuses on cultural diversity in the eThekweni Municipality and its influence on enhancing organizational performance. Cultural diversity has been a buzzword in the private, public and business sector. The literature highlights very few studies done in the public sphere, more especially

in local government. The White Paper on Local Government (1998), sees local government as having a very critical and important role to play in the transformation of the indigenous communities and the surroundings, as well as ensuring the well-being of its employees as the basis for the integration of democracy, prosperous and a truly non-racial community (Republic of South Africa, 2011:15). The White Paper continues to articulate that in many cases after the apartheid regime, a process of amalgamating the municipalities began where the systems and structures of better established municipalities (former white-dominated) were to be absorbed and extended with former Black Local Authorities (BLAs) (Republic of South Africa, 2011:16). This process has proved to have inequity and made little attempt to enhance performance, and thus all if not most of the administrative system challenges remained.

Doorgapersad (2010:45) states that the demolition of the apartheid boundaries led into the incorporation in the country of an environment without discrimination regarding ethnicity, gender or colour. One of the basic myths of the apartheid system was that the various ethnic groups were categorised as ‘different’ in that they could not work together. The amalgamation of municipalities seemed to be more concerned with addressing the technical problems, and leaving little attention to the basic principles on which administration was to be organized. It therefore called for management, organized labour and other relevant stakeholders to have a common vision and goal into achieving unity and ensuring cultural diversity within the administration. Penceliah (2008:36) shares the same sentiments by stating that there was little or no regard given to the heterogeneity of the staff and that the organization was managed as if it were homogenous due to the historical past. The argument further continues that diversity no longer only refers to the heterogeneity of the workforce within one nation, but ought to examine the cross-cultural composition of the workforce in more detail.

Doorgapersad (2010:45) further states that for transformation to take place, an understanding of the historical role of local government in the making and ensuring equity and local separation are key determinants for due consideration. Equally important, is that apartheid was not the initiator of the social, institutional and geographical divide; the segregation policy was already in existence at that stage (Doorgapersad, 2010:39). However, with the introduction of the new dispensation in the local government sphere and the developmental state in South Africa, multi-cultural diversity is becoming recognised as a significant characteristic of organizations in local government management. In an article by Van Zyl *et al.* (2011:7172), an argument emerges about the workforce becoming progressively diverse in national and cultural origins and team members of varying nationalities are

commonly performing their work assignments with a greater aplomb. Therefore, managing multinationals is increasingly becoming a critical function that cannot be ignored in the workplace.

2.2.1 Current Situation

South Africa is one of the 145 countries that are regarded as a growing economy, and this was proven by its incorporation into the BRICS structure consisting of Brazil, Russia, India, China and thus South Africa was included with the aim of improving economies of countries (Nyandeni, 2014:2). With the expansion of the country internationally, the need to increase diversity in the organization increases. The task of developing competent managers in South Africa is an evolving one and multinationals view the country as a promoter of diversity to the rest of the African sub-continent. A case in point is Dr Nkosazana Dlamini-Zuma being appointed as the Chairperson of the African Union Commission. Penceliah states a cliché in that leadership models generally are inclined to the Western or Euro-centric traditions of thinking, and does not recognise the value that is brought by leaders of the diverse cultural backgrounds (Penceliah, 2011:47). Furthermore, Penceliah (2011:47) holds a view that this thinking requires a relook at the situation within the current dispensation. One could state that practically almost every African country inherited the “modern” or Western administrative system from the western industrialized societies, and that system has to co-exist with the traditional values, is what Balogun (2001:8) puts forward. It is for this reason that South Africa as seen by Louw, at the forefront of articulating the challenges of multi-culturalism with some of the approaches that should be taken into account to address these challenges (Louw, 2008:30). As the saying goes “it is not a one size fits all” situation, as there are more tensions between tradition and modernity aspects, as is seen by Balogun (2001:8).

One of the main issues highlighted preceding this argument is that of managing the intricacies of multi-culturalism, and the change dynamics in the organization (Louw, 2008:30). Martin & Nakayama (2015:14) hold a similar view when stating that “one of the most important contexts of inter-cultural interaction in the 21st Century is the global workplace”. This is emphasised in the work dynamic changes evident in the current century which, regardless of location, is a result of mainly three issues i) economic globalization; ii) rapid pace of technological change; and iii) shifting of demographic patterns. Industries and governments at large are affected by economic globalization where the workforce is protected from past trade related competitions as a result making cross border trade commodities and services a challenge (Martin and Nakayama, 2015:15). With cultural diversity expanding globally, a range of obstacles become eminent including designing strategies to overcome

organizational risks and assessing those, as well as gathering information on local government laws and customs (Martin, 2014:90). Technological change affects the current workplace due to increase of virtual work thus requiring global virtual teamwork, and often it is a culturally diverse team member. This leads to rising of local and global migration patterns, which causes the shift in the workplace demographics due to the movement of people because of war, search for better life opportunities or famine (Martin and Nakayama, 2015:13-28).

Operating at the global level, the need to rethink the way organizations are governed and managed is gaining increased attention. In the global market space, leaders and managers should be more sensitive culturally, global-minded and when handling cultural diversity, be diverse in their skills. South Africa is a vast country with diverse human and material resources with a potential of human and economic growth development opportunities. Mkhize (2010:7) states in his research that the changing nature of the personnel needs organizations to cultivate capable leaders who can be entrusted with the task of transformation and improved performance management. Tshikwatamba (2003:36) sees a significant role played by cultural and social factors on personalities, which would then include attitudes, cultural values, self-image and others to the workplace. This, in the recent years, has put pressure on local government to go back onto the drawing board. Tshikwatamba suggests that a successful Human Resources (HR) management approach should be the one that is able to accommodate and promote aspects of cultural diversity where everyone is on board and are organized in order to promote unity and bring contributions from their political, social, economic and geographical experiences (Tshikwatamba, 2003:36). The writer believes that by being accommodative, an organization would have reached a level of commonness and uniqueness of the individual employee, and thus improves performance.

Davies, *et al.* (2011:5) in their research, analysed some key drivers that in the next decade, will reshape the workplace and cultural diversity that features prominently in the authors' findings. The research articulates that United States and Europe no longer hold a monopoly; be it in the job creation, infrastructure, political or even innovation, and this provides an opportunity for other local governments to start putting their strategies of better performance forward in order to compete for enhanced service delivery.

2.2.2 Developmental State Perspectives in Relation to Local Government

The South African Constitution, 1996 explicitly requires that public administration be participatory, as well as developmental in a sense that it promotes good human resources management and career development practices. The article here analysed some key issues on public administration trends in the African National Congress (ANC) current government, which included trends such as decentralisation, professionalism and integration of the public services (Levin, 2009:945). Central to those trends, was discussion about the developmental state and its speculative manifestations (Levin, 2009: 943). A developmental state as defined by Levin (2009:946) is that it is characterized by a strong meritocratic career development with visionary leadership and close ties between government and business. The Integrated Development Plan (IDP) within the local government's viewpoint is the developmental states' mandate from the perspective that strategic management meets the basic community needs whilst ensuring performance improvement of the local government staff. In consequence, the requirements for constructing an integrated service delivery system enable the socio-economic environment that could facilitate the development of human capacity and self-reliance within a caring and vibrant environment. Therefore, Van Dijk & Thornhill (2003:5) state that development should be the main principle for performance management even though identification of competence from employees is required in determining the initiatives of training and development. In addition, Reidy (2010:61) proffers that continuous development of cultural awareness helps in putting together the previously disadvantaged groups and individuals, thus ensuring common understanding, as well as better communication. This according to Levin (2009:946), entails new and fresh approaches that influence culture, practices and full representation in fostering of gender, race and people with disability throughout the apparatus of the state. It is for this reason, that the South African Constitution, 1996 is believed to require public administration that is participatory and developmental in nature. Therefore, the South African Constitutional Court has interpreted these statements in a manner that places pressure on government to improve the performance of the public service.

Whilst there is discussion about the developmental state, it is worth noting that a discussion about the shift *from* public administration *to* public management informs the current public governance practice. The developmental state's first attribute should be its strategic orientation where an approach is based on sustained development, people-centred and people-driven change that has an influence on the restructuring of the economy, as well as socio-economic inclusion, is what Levin (2009:26)

maintains. The whole concept entails new approaches that influence culture, practice, fostering full representation of race, gender and people with disability throughout the apparatus of government. According to Louw and Jackson (2008:30), effort and thought should be given to addressing and managing basic problems in organizations such as development of cross-cultural and multi ethnic teams in the view of South Africa's need to skill its personnel, thus furthering its capacity for human resource management. This is necessary because the developmental states deliberations are critical when discussing the fit between local governance and cultural diversity.

2.3 GOVERNANCE THROUGH CULTURAL DIVERSITY

The world is informed and influenced by cultural and social changes, resulting in social ramification for societies trying to adapt to the current trends and changes. Whilst there is growing awareness about the uncertainty, as well as humans' vulnerability and fear about the future, it lays the foundation for issues of human rights violations, racism, intolerance, xenophobia and sometimes-outright conflicts in the workplace. A new debate emerges that challenges governance and public policies governing both the society and the public administration at large. It therefore calls for determination of public life providing the basis for trust amongst the public institutions, as well as citizens. Based on this discussion, culture is therefore seen by UNESCO as intimately linked with good governance, as well as democracy (UNESCO, 2011:5). It addresses the question of how all facets relating to cultural diversity are in the public sector managed and controlled. The idea of governance has various manifestations and meanings of which many relate to governance on a wider spectrum used by the United Nations (UN). The term governance introduced the move away from the term government, where government is an institution, and the term governance considers the inclusion of people be it the community or employees. With the distinction between governance and government, Hughes (2003:76) distinctively depicts the difference, where the author argues that governance broadly describes the forms of governing which are not in the hands of government, whereas government is considered an institution. In agreement with Hughes, Denhardt and Denhardt (2009:35) upholds the view that governance is a much broader concept that includes processes determining societal exercise of power, decision-making and creation of shared values. This then, refers to how an institution structures its internal affairs such that better performance is achieved.

Good governance, according to Hughes (2003:77), attempts to do more than just efficient management of particular services or economic and financial resources but is a strategy to strengthen

and ensure openness in government. The type of governance that is more relevant at the city level is good governance that has a strong emphasis on transparency, effectiveness and accountability as required conditions for successful public development policy. The requirements of good governance is found in the South African Constitution in Section 195(1) stating that public management must be administered by the democratic principles and values that are enshrined in the South African Constitution (South-Africa, 1996:30). The South African Constitution is understood to be the supreme law of the land, which laid the foundation of many other pieces of legislation with the aim of improving governance and employee performance. One such legislation is that of the Batho Pele Principles which formed part of transforming the public service. Levin (2009:950) believes that departments internally were not adhering to the public administration basic practices, which compromised the value and effectiveness implementation of the Batho Pele Principles. Levin (2009:950) further proffers that issues such as cultural diversity management training and cultural interventions were neglected.

Managers in the Public Management model are required to have certain qualities, one of which is diversity and good leadership. Leadership involves making the workforce aware of a new direction and moderates the relationship between employees' outcome, as well as leadership. There has been a consensus in South Africa about the qualities of the leader. The Service Delivery Review states that a leader must have a vision where they value diversity and teamwork and are able to provide solutions (DPSA, 2011:25). This solidifies the foundation for the New Public Management where operations of the public sector are now going towards the private sector operations. From an organizational point of view, cultural diversity is a fundamental building block. This has in the international arena of local government led to the recalling of UNESCO's Universal Declaration on Cultural Diversity, and affirming that culture in all its diversities is needed to respond to the current challenges of humankind (United Cities and Local Governments, 2010:12). South Africa is 21 years in the democracy and to some extent some are still ignorant of the existence of cultural differences in the workplace. According to Penceliah (2008:335), cultural insensitivity, and lack of knowledge are improper and could cause the organizational dysfunction. It is for this reason that policy such as employment equity, as well as the affirmative action needs to be revisited in order to align them with policies of cultural diversity to reach the high level of performance within the local government realm.

2.3.1 New Public Management

New Public Management (NPM) focuses on how government should improve its performance and accountability, whilst governance is a new form of public management. Hughes (2012:133) maintains that governments should focus more on “steering” and less on “rowing”. The intention is to direct prominent role in both New Public Management (NPM) and governance. Hughes (2012:133) further states that “steering” refers to organizations cutting back, while simultaneously facing increasing expectations on customer driven and diversified services. Governance consequently is concerned with enhancing government’s capacity to act by building strategic coalitions of the inter-organizational nature with actors in the external environment. Diversity therefore does not refer exclusively to affirmative action nor to religious differences. It is a legal concept that will include people from all lifestyles, a defining characteristic and concept that allows uniqueness and individuality within an organization.

Tshikwatamba (2003:38) puts forwards that in order to accommodate cultural diversity in the workplace there is a need to retrain the personnel from the traditional model of public administration to ‘new Human Resource Management’ within the ambit of governance. The new Human Resource Management in the New Public Management approaches have the same goals of better governance as well as enhanced performance, with public management alluding to the notion of managing than administering. The emphasis is on a New Public Governance (NPG) approach to service delivery. Governance within the eThekweni Municipality has been explored in a later discussion in this chapter

2.3.2 Employment Equity (EE) Opportunities

As noted by Rice (2005:20), changing demographics require the public sector to develop policies of more inclusive cultures than there was before and systems of managing diversity. It is also of crucial importance that the policies are accommodating in terms of culture in the workplace; this is suggested due to the increasing need for ensuring productivity and competitive advantage in the workplace. Whilst the public sector has emphasized various concepts of organizational values such as “merit” other values have become evident. In the recent debates of governance and public administration of which, two terms have been central to the debates and those are “employment equity” and “affirmative action”. Denhardt (2009:311) defines the employment equity as the efforts to eliminate employment discrimination based on gender, race, age, or physical handicap. The South African White Paper on New Employment Policy states that it is committed to employment and will therefore

afford equal opportunities to all employees; this will then eliminate levels of discrimination (Republic of South Africa, 1997:30). According to Shen *et al.* (2009:239), the difference between cultural diversity and employment equity is that of employment equity enforcement through legislation that starts externally, whereas cultural diversity management starts internally and is managed through the efforts of equality, unity and a fully inclusive culture within the organization. Diversity management takes benefit of individual differences in order for all people in the organization to reach full potential that is beyond legal compliance on equal employment opportunity.

A study by Jackson (cited by Louw 2008:35) indicates differences amongst workforce cultural groups. The study articulates that a more negative sentiment from other cultural groups compared to white managers about the implementation of the employment equity and affirmative action policies. In its recommendation, the study by Nishishiba (2012:62) suggests that, in order for a successful diversity initiative, there is a need for a clear differentiation of diversity from affirmative action.

It is for this reason that Moodley (2000:6) states that employment equity was promulgated in order to avoid any kind of promotion, hiring, pay benefits, training and retrenchments. All of these were to happen in accordance with the employment equity plans that the organizations would have set in place together with both the human resources management, as well as the diversity management. This would then lead to a more pragmatic approach of cultural diversity management, and would be an answer to the growing diversification of labour.

2.3.3 Affirmative Action

The main foundation of the non-racist, non-sexist and democratic society is from the Constitution of South Africa. The Affirmative Action (AA) Policy is one of the living testimonies that government was prepared for transformation, as well as correction of the imbalances of the past by the apartheid government. According to Selden & Selden (2001:308), the original intent in public organization for affirmative action was to create a bureaucracy with a full representation of the general population. This idea was based on the notion that the employment of people from the diverse backgrounds lead to pursuit of policies showing the desires, interests and the active representation of people. Affirmative Action is defined by Moodley (2000:19) as a temporary intervention that aimed at achieving equal goals and objectives whilst minimising disparities between diverse employees. Almost in agreement to that is De Beer (2011:12) when stating that affirmative action is applied in

conjunction with employment equity to ensure more workforce representativity. Furthermore, Greybe & Uys (2001:187) probe whether Affirmative action and diversity management are complementary or they have conflicting objectives. However, due to their originality that differs, they are seen as different, whereas they should work interchangeably. Diversity does not only advocate for inclusiveness but also reminds us that it's not only about the enforcement and promotion of the affirmative action as the prescribed law, but should include other values and motivation in the workplace for the purposes of enhanced performance (De Beer, 2011:11).

Managing diversity is a long-term process that requires commitment and dedication from both managers and general staff in the public service. Whilst affirmative action increases diversity, and being the oldest and most common form of diversity, there is a perception that complying with affirmative action is actually managing diversity. De Beer (2011:4) notes that the new government implemented this policy to bring about transformation in the initial stages of the abolishment of the apartheid government. De Beer (2011:7) further states that in addition to the challenges that existed were religious, racial and cultural divide in the workplace, which also needed policy attention. In agreement with this statement, Greybe & Uys (2001:185) state that there has been a shift of focus from managing Affirmative Action to managing diversity. Senior Management according to Greybe & Uys (2001:194), as well as government considers recruiting and selection as diversity programmes whereas diversity management goes beyond Affirmative Action. A study conducted by Dirk Herman (2002) cited by Finestone & Snyman (2005:132) on the effects of affirmative action to white males indicated that these efforts led to the estrangement of white employees. This reflected the perception that white male careers were negatively affected by affirmative action. Further to that, affirmative action was found to bring about conflict in the organization, whereas it was more positive on the individual who faced discrimination. In opposition of Finestone & Snyman (2005), De Beer (2011:12) states that the previously disadvantaged groups constituted a majority workforce and that affirmative action resulted in total workforce transformation when members of these groups were employed. Owing to the change in the human resource demographics, as well certain challenges to the Employment Equity and Affirmative Action, scholars and researchers are now moving their attention to workplace diversity as a proactive programme aimed at increasing organizational performance and effectiveness (Selden & Selden, 2001:303). Hence, researchers argue that managers of this dispensation need to move beyond complying with Affirmative Action and Employment Equity policies if they want to yield better cultural diversity management benefits (Moodley, 2000:5). Attesting to that, is Nishishiba in the exploratory study of diversity initiatives, where the study recommendations suggests a broader definition of diversity than those stipulated in the employment

equity policies, further proposes a focus on diversity initiative inclusive of multi-cultural workplace development (Nishishiba, 2012:62).

Compared with its predecessors (affirmative action and employment equity) diversity management is seen by writers as proactive and promotes an environment in an organization where all members are willing to reach their full potential and can contribute to the enhanced performance of the organization, therefore good governance. In light of all the prevalent challenges posed by the current demographic changes, as well as the legal erosion of affirmative action programmes, practitioners and scholars in this field must understand and embark on the diversity research whilst considering the direction for future diversity efforts within the public organization (Selden & Selden, 2001:305).

2.3.4 The Governance Model at Local Government Level

The eThekweni Municipality is classified by the South African Constitution as a category “A” municipality that executes all the functions of local government for a city. Further to that, the Municipal Structures Act 117 of 1998 states that this type of municipality is considered as the economic hub. Since the establishment of local government, a number of measures have been undertaken by government to ensure that local government functions effectively and efficiently. With the move from traditional public administration to governance, the local government strategies needs to be improved and this means aligning the resources with the current trends of governance. According to Mc Guirk (2000:652), “the governance studies have indicated that the shifting scales, scope and culture of relations of governance have repositioned local government”. To have a better understanding of the concept, new and sophisticated tools have been developed and used to measure performance of governments with a bearing on cultural diversity. The concept of governance has many meanings and manifestations; however the appropriate use of the term governance in local government is that of good governance. The term good governance includes decision-making mechanisms that emanate from bottom up and beyond. Good governance has eight major characteristics *namely*: participatory, efficient and effective, accountable, responsive, transparent, consensus oriented, equitable, inclusive and the rule of law. Corruption is minimised as assured by good governance whilst giving attention to the most vulnerable. It must be noted that the concept of good governance is legislated in the Promotion of Administrative Justice Act (PAJA) No 3 of 2000, which states the following objectives:

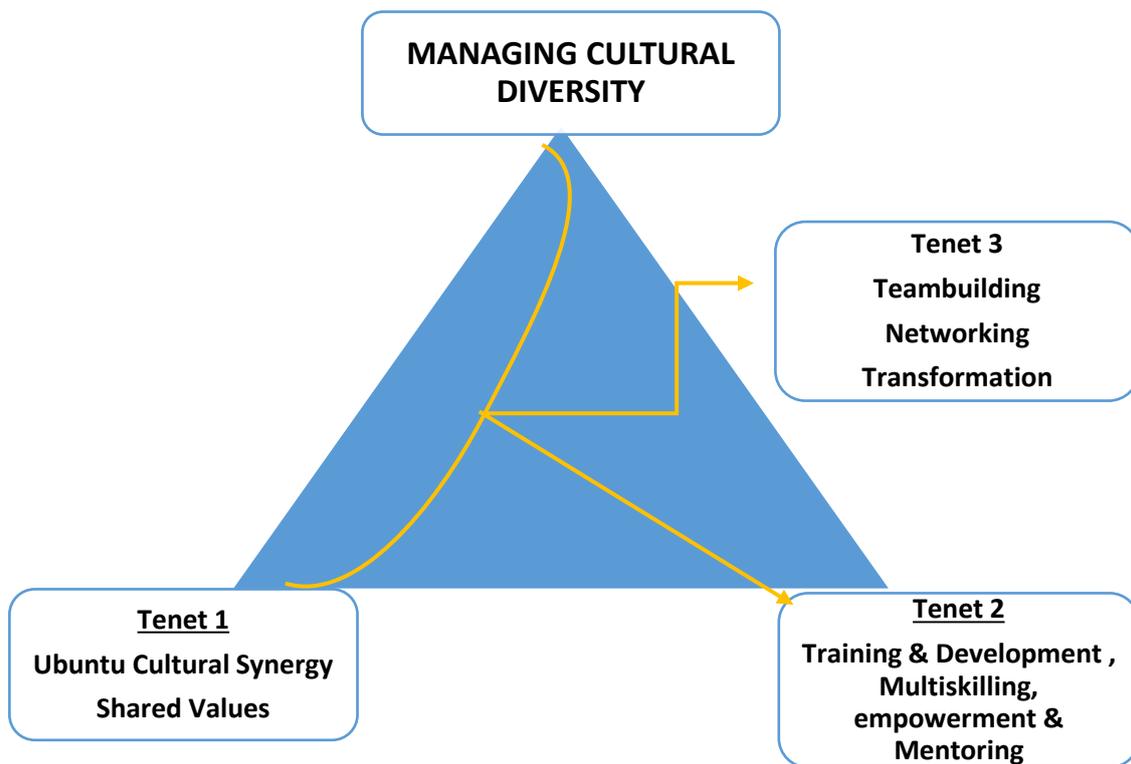
- a) Promote the administration that is efficient and improved good governance; and

- b) Creating a culture of openness, accountability and transparency in the exercise of public power or in the public administration performance of a public function therefore giving effect to the right to just administrative action.

This is also in line with the Principles of Batho Pele which are enshrined in the White Paper of Transforming Public Service Delivery of 1997 (Notice No1459 of 1997), as well as the articulations of the United Cities for Local Governments in enhancing local government performance. The United Cities for Local Government, which the eThekweni Municipality is a member of, places cultural diversity issues as one of the main characteristics for local government throughout the world (United Cities and Local Governments, 2006:3). According to Davies *et al.* (2011:9), managers in a truly globally connected world need to operate in any environment they find themselves in and hence suggesting that certain skills such as adaptability to changing cultures and circumstances, as well as the ability to respond to new contexts is a required skill in management.

It suggests a development of a new governance model for cultural diversity management in the public governance realm. The governance model introduced by Davies puts diversity as a core competency for organization for the future, suggesting that organizations are increasingly seeing diversity as the innovation driver to better performance (Davies *et al.* 2011:9). In agreement with Davies, *et al.* (2011:10) is Schultz, Bagrain, Potgieter, Viedge and Werner (2003:31) by saying that embracing cultural diversity is perceived as a strategic advantage and a competitive advantage for survival in the global diverse environment. Hence, the cultural diversity governance model that proposes assisting the organizations in developmental efforts, as well as organizational change, the model (discussed below) consists of three tenets that will contribute to the management of cultural diversity. These tenets should be interrelated and interdependent, based on the South African Constitution, at all times, as highlighted in the illustration that follows:

Figure 2.1 THE CULTURAL DIVERSITY GOVERNANCE MODEL



Source: Schultz *et al.* (2003:31)

The above model suggests a way that South Africa can manage the concept of cultural diversity. With cultural diversity, being the main concept that contributes to enhanced performance it should consist of these three tenets.

Tenet 1:

This concept emphasises a mixture of social behaviours such as sharing, interdependent helpfulness seeking consensus and if recognised could lead to organizational success (Schultz *et al.* 2003:32). The concept of *Ubuntu* refers to the African worldview type of management, which strives to reach a purely managerial approach but also strengthens the approach of listening and caring for one another. In addition, Brookdryk (2006:22) sees *Ubuntu* as “a comprehensive Ancient African Worldview based on the values of intense humanness, caring, sharing, respect, compassion and associated values, ensuring a happy and qualitative communal way of life, in the spirit of family”. The philosophy of *Ubuntu* challenges the inner person of the workforce resulting in caring, loving, people centred with honest actions in the organization. Here the concept of cultural synergy refers to

the appreciation and application of diversity to the organization, as well as interconnected appreciation of cultures (Schultz *et al.* 2003:31). This element of the model suggests that if cultural diversity is appreciated and adopted by the organization then shared values will be instilled and inspired.

Tenet 2:

Focuses on the provision of employees with the relevant tools and knowledge for better enhancement of the organizational strategic goals. These strategic interventions are aimed at achieving, empowering and mentoring the employees for the better performance of the organization. Here, multi skilling provides a flexible, skilled workforce with a high contribution to the organizational success. Training and development provides the workforce with capacity training on the current issues, which should incorporate on the job training inclusive of diversity. This also ensures better mentoring which enhances the individual's sense of well-being, self-efficacy and professionalism. This tenet illustrates with a concept of *Ubuntu* management a further training and development is required which leads to mentoring and empowerment. However, Tenet 2 is not complete without the next tenet of team building.

Tenet 3:

This tenet alludes to the idea that if *Ubuntu* management is encouraged then training the workforce will result in team work. These tenets highlights that networking, team building and transformation are considered as bricks in the management of diversity management. It provides a foundation for intercultural understanding, operational efficiency and effective problem-solving.

The above three tenets suggest that for better governance of cultural diversity the organization requires all three tenets. This aligned within the Human Resources department of the organization will lead to the organization thriving in performance and governance as a whole.

The UCLG report starts to indicate that the governance of culture in local government relates to the approach chosen by many public governments where priority is given to the inclusion of all stakeholders, workers and inhabitants (United Cities and Local Governments, 2006:9). Under the good governance system, there is decentralization of administration that is characterised by consultation, partnerships, flexibility, transparency that increases productivity. Public administration under the system of good governance does not tolerate routine favours and procedures; instead recognition and innovation for public servants where individuals publicly recognise promoting innovative initiatives and work units for their exceptional contributions. Hence, a high level of professionalism is encouraged to develop in good governance.

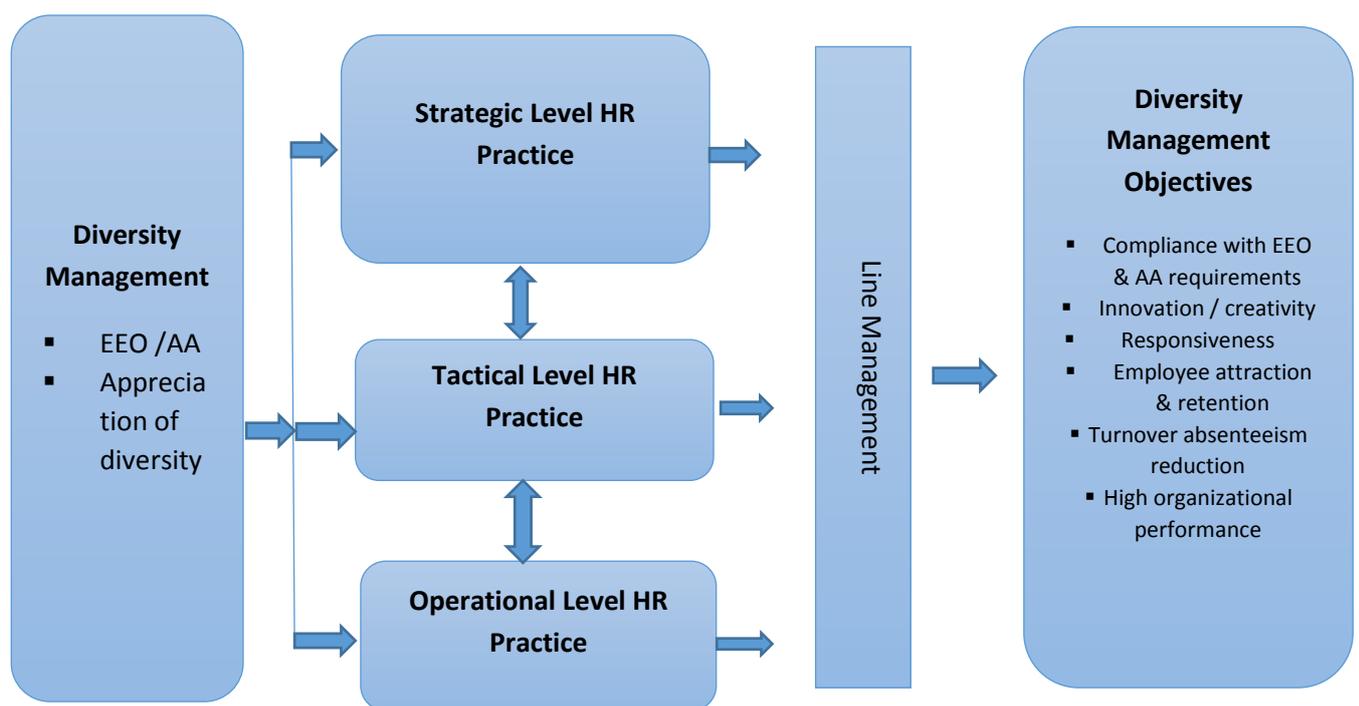
2.4 DIVERSITY HR MANAGEMENT FRAMEWORK

The developing and dynamic public human resources management is constantly influenced by new ideas, approaches and innovations. This has resulted in an increased diversity in the workplace and thus calling for strategies to manage diversity as a whole. Whilst diversity management is a concept that rotates around employees the Human Resources within governance should be the custodian of people management process and hence ensure better performance for the organization. A better workforce practice of diversity in the human resources is believed by Elsaid (2012:164) to better contribute in both employee and organizational performance. The reviewed literature shows a vast majority of studies that are within the diversity management field. For the purposes of understanding, the relationship that exists between enhanced performance and cultural diversity this study chose to use the cognitive resources theory. This theory argues that cultural diversity has a positive impact on staff performance, as it would bring variety of ideas. The idea therefore, is that for enhanced governance in the public sector cultural diversity would be an added advantage into the workplace teams. A study by Selden & Selden (2001:305) discussed that a more ethnically diverse group produced better and higher quality with variety of ideas in brainstorming tasks than with less diverse groups. This was despite the growing trend of the need to understand better diversity in the daily operation. Further suggestions are that an organization's culture is frequently influenced by the culture of the individual.

Horwitz (2005:225) states that even though there are beliefs that heterogeneous teams are more successful due to the cognitive diversity of teams there are still some ideas that these beliefs could prove detrimental to the teams. Selden & Selden (2001:318) state that employees in an organization would be more involved, participate and committed to the employer if their worldviews are reflected in the organization's strategy for the implementation of the vision and mission. However, Shen, *et al.* (2009:238) on the contrary argues that diversity management should harness and recognize workforce differences in order to fully maximise the individuals' potential and therefore meet organizational goals. Further to that, is the thinking brought forward by the author that "the value of multiculturalism to public organizations highlights the importance of viewing culture and cultural differences not simply as demographic representation within an organization but rather as a good influence" (Selden & Selden, 2001:318). This is due to the thinking that organizations with diverse workforce can provide better and perfect services because of the understanding of the needs of the organization. In addition to these De Beer and Rossouw (2012:97) further state, that valuing diversity

means that every person deserves equal opportunities in career and work life in an organization. Whilst that is the case Shen *et al.* (2009:242) continue to state that, the initial step for Human Resource (HR) diversity management is through measuring diversity and diversity management practices. It is in this regard that the diversity strategy should be based on the willingness of the human resources workforce, dedication, strength and organizational culture. This needs a critical analysis of the organizational current Human Resource Management (HRM) practices such as performance appraisal, recruitment and selection processes, diversity training programmes, as well as other HR practices. It is here that managers must understand their organization’s culture first and then implement the diversity strategies that are aligned with that organization. The diagram, Figure 2.2, that follows suggests how diversity should be managed through the public human resources in the next illustration and discussion.

FIGURE 2.2 DIVERSITY HUMAN RESOURCES (HR) MANAGEMENT MODEL



Source: Shen *et al.* (2009:245)

This model indicates that the management of diversity should include Employment Equity Opportunities, together with Affirmative action where diversity will be appreciated. It further states that this process should happen at all levels of management starting from strategic level where organizational culture should value diversity by way of vision, mission and even HR strategies. At

this level, there should be a continuous measuring and auditing of diversity. The tactical level will then deal with training, development, appraisal, staffing, as well as remuneration. Operational level takes care of educating employee's flexible employment, network communication and support for work life balance generation. All these should occur simultaneously with the involvement of line management with the objective of diversity being achieved. According to Greybe and Uys (2001:34), diversity is more about putting together high quality and strong human resources in place in order for the employee performance to be enhanced. Whilst there has been no empirical evidence proving the association of Human Resources Management diversity practices with improved organizational performance and diversity increase, Shen *et al.* (2009:237) states that diversity should be at the centre of human resources practices and policies.

2.4.1 Training and development

The need for cultural diversity awareness is increasing due to the differences that exist within the public administration realm. Van Dijk & Thornhill (2003:462) suggest that training and development be attached to both the organizational goals, as well as the individual's goals. The main aim of training and development is for the improvement of skills when dealing with daily diversity dilemmas. A study conducted by Shen *et al.* (2009:240) acknowledges that there is little evidence showing management development, as well as diversity training is receiving considerable attention from management of organizations. Writers acknowledge this concept to an extent that Mitchell F Rice states that for the Public administration to achieve better performance, diversity training must be provided at the University level. This, according to Mitchell will assist in effectively managing diversity programmes within the public administration. The author further states that students in the Sub Saharan Africa who are studying public management should receive training on diversity issues and diversity management as these relate to religions, languages and cultures (Rice, 2015:20).

In order to create a favourable environment to cultural diversity and employment equity, there is a need for diversity training to form part of the municipal strategy. In a study, done by Yang Yang and Konrad (2011:23) findings were that training focused on Human Resources Management (HRM) practices reduced negative effects of racial diversity due to the awareness of various diversity elements. Furthermore, by provision of specific training aimed at improving individual workplace members to recognise their similarities by bridging their differences HR practitioners can positively influence teamwork (Horwitz, 2005:32). Training needs should be identified by the individuals based

on their perception of what is lacking and what is lacking and not by the organizational needs due to the thinking that the organization is made up of individual (Van Dijk and Thornhill, 2003:469).

Further to that for training to be enhanced and have a meaningful influence on performance, there is a need for a personal development plan. Van Dijk and Thornhill (2003:466) state, “the personal development plan should comprise a training and development plan specifically designed for the individual employee”. This according to the Department of Public Service and Administration (DPSA) Handbook (2001 (b): 12-17) should be identified when a work plan is being developed upon appointment and not only upon assessment. In order for the traditional local government, effective transformation of organizations into the multi-cultural organization five key components are required which are elaborated next, with training as a major requirement, maintains Cox (1991:18):

FIGURE 2.3: MULTI -CULTURAL ORGANIZATIONAL MODEL



Source: Author's Perspective

- Good leadership: this requires a commitment from senior management that will ensure dedication from champions;
- Training: training is a lifelong process that requires good leadership, understanding and awareness on the needs of diversity valuing;
- Research: sharing of best practice amongst other municipalities is of critical importance; this helps local government to keep abreast with the latest trends in diversity management as the

understanding is that diversity is now the worldwide phenomenon. Research will also help in identifying areas where change is needed and indicate areas of improvement;

- Analysis and change of human resource management systems and organizational culture: with the help of research this change will be made possible; and
- Constant follow up: this should include continuous training monitoring and evaluation, as well as institutionalising the changes effected by research as part of the organization strategic plan.

The above model shows that training in diversity is of crucial importance as it also gives indication on how cultural diversity should be managed. However of critical importance is the notion that Cox depicts in this model that of a vicious cycle of this model. The reasoning behind the concept of training is that it must provide capacity development for the individual but most importantly for the organization (Van Dijk and Thornhill, 2003:462). Further suggestion indicates that following this model may help organizations to have a competitive advantage and build commitment to promote actions for managing diversity. Consequently, Van Dijk and Thornhill (2003:467) advocate that training courses can be used as a tool to performance enhancement. Additional suggestions include that development and training in an organization should form part of an employee daily activities and should not be seen as a measure to bridge distance between the desired organizational goal and the actual performance (Van Dijk & Thornhill, 2003:472). In addition to this, regular training workshops where an expert on multi-cultural relations teaches the employees on how to bridge their differences for enhanced performance and greater effectiveness while on the job should be held Penceliah (2011:57) in conjunction with the indication of how to incorporate cultural diversity on the performance appraisals.

2.4.2 Performance Appraisal

With the acknowledgement that training and development is required in management of the organization, it was clear that developed managers needed to be appraised for their performance whether good or bad. The aim of performance appraisal was to provide tangible rewards for those who are able. According to Hughes, (2003:157) performance management of both the individual and the organization was inadequate in the traditional model of administration. Hughes further states that performance appraisal systems was aimed to measure performance of individuals to the extent of setting out key expected contributions over a year (Hughes, 2003:158). A study cited by Louw and Jackson (2008:35) investigating the assumption that organizational culture and management styles

reflects an instrumental orientation not consistent with developmental and staff oriented approach. The study indicated that there was higher satisfaction working conditions yet lower satisfaction with the appraisal systems and this study contributed into the insights of the way cultural diversity issues are managed in South Africa (Louw and Jackson, 2008:35). Further studies found that competitiveness and performance orientation were strong contributors in the South African organization.

2.5 PERFORMANCE MANAGEMENT AND CULTURAL DIVERSITY

The concept of performance according to Van Der Waldt (2006:32) is to describe a variety of techniques, methods and processes to achieve an improvement. Aligned with the thinking is Van Dijk & Thornhill (2003:464) by stating that performance was to be used as a vehicle for implementing priorities and goals of the organization and facilitate continuous organizational development, as well as performance improvement. Linking performance to diversity is an important component to managing diversity effectively. Whilst better and enhanced performance is the ultimate goal for every organization, particularly in local government it is worthwhile to note that through cultural diversity management the organization strives to reach a point of competitiveness, as well as enhanced performance. Hughes (2003:157) advocates that there are difficulties in managing and measuring performance in the public sector compared to the private sector and thus the discussion about cultural diversity to improve and enhance performance. Further to that, Schultz *et al.* (2003:31) state that making diversity a strategic measure for performance requires a fundamental change in the behaviour and attitudes of an organizations leadership. The Public Service Commission report states that performance management is a process whereby planning, regular reviews and feedback are facilitated by management as a way of encouraging employees to reach their maximum potential aligned with the organizational objective (The Public Service Commission, 2007:44). The service delivery review concurs with Hughes when stating that governments are turning to the private sector for performance management strategies that advocates for the culture of innovation and creativity to improve service delivery (Service Delivery Review, 2011:46). This is done with a performance culture that has a fair performance appraisal system dependent on people from various cultures, disciplines who value tolerance and promote diversity (Service Delivery Review, 2011:46).

Moodley (2000:29) accordingly advises that diversity management needs to be implemented as the proactive and positive strategy to enhanced organizational productivity and performance. The

implementation of diversity management strategy will be by the leaders who are able to build diverse teams and value diversity where their responsibility will be to create productive teams with the optimum use of the best talent for each employee (Service Delivery Review, 2011:46). These leaders have to see and be able to use diversity as the strength of the team to enhance performance and must encourage teams to go out of their way to help others reach their full potential. According to the service delivery review, the current dispensation labour is very diverse and only leaders who understand and values diversity will be able to perform to the optimum level and thus be able to compete with the private sector. Local government being at the grass root level requires managers of this stature to accomplish goals prescribed in the Integrated Development Plan (IDP) and visions of government at large.

2.5.1 Key Performance Indicators

In order for management to reach the best level of performance, indicators need to be set which are considered the best tool to measure performance. One of the critical tools required would be that of cultural openness and sensitivity where managers are required to understand the nature of cultural difference, ethnicity and is open to examine these differences objectively and honestly. Hughes (2003:158) highlights that government has increased the use of performance indicators as the managerial system tool because government activities became hard to measure. Similarly, to avoid duplication of work, connecting existing initiatives and understanding foreign frameworks research for cultural indicators needs to find space on the agenda as an urgent task international networks therefore contributing to the refinement of objectives (United Cities and Local Governments, 2006:9). However, if performance management system incorporates diversity management, accountability will ensure that diversity management is entrenched in the organizational culture and reinforced in the overall business strategy of the organization (Moodley, 2000:40). The coordination of national initiatives at local government accordingly, and the need to recognise wide diversity in local government capacity will inform the indicators and the approach to develop performance outputs and outcomes. Within the ambit of performance indicators, scholars have built theories around the impact and influence of cultural diversity on the workplace outcomes (Yang Yang and Konrad, 2011:11). Cultural diversity has been identified as one of the main moderators of the relationships between outcomes and the diversity of human capital. As part of the balanced scorecards the local government organization need to back up their cultural diversity strategies with the Key Performance Indicators (KPI). This will allow each department to have its own action plan, with targets to meet specific priorities. With the understanding that the eThekweni Municipality has sister city partnerships around

the world formal benchmarking with sister municipalities can be made possible on diversity indicators. It is for this reason that in order for the objective functioning of performance management, the achievement of transformational targets in the field of diversity must be rated and requires quantifiable measures.

2.5.2 Performance Management Problems

The current public service workforce is diverse and leaders who value diversity, teamwork and unity will only provide provision of solutions to developmental challenges. Due to certain challenges that have faced performance, it has attracted criticisms. According to Cox (2001:16), the challenge of diversity is not to manage or have it but creating conditions whereby it's potential to be a performance barrier are minimized and maximizes the potential for enhanced performance. Prevalent challenges mostly relates to the consideration of performance appraisals, training and development, compensation and labour relations. Further to that, Moodley (2000:22) gives the following reason for organizational failure into cultural diversity management that:

- After training, there is no follow up on the outcomes of the training;
- There is no linkage between human resource and top management thus top management views diversity as a human resources issue and not as a key to long-term organizational success; and
- There are few or no incentives within the organization for managers to increase workgroup diversity so it is just excluded.

However, one of the commonly identified challenges of performance according to the Public Service Commission (PSC) report is that of culture clash issues, lack of performance standards, person to post mismatch and lack of skills (Public Service Commission Report, 2007:46). Breaking the harmful vicious cycle of equal to social or economic differences and cultural differences are one of the main diversity challenge disadvantages. Although motivating for diversity management in local government is a good idea, it should be accompanied with moral and ethical missions that need not be neglected or overlooked. Therefore, to overcome these diversity challenges and limitations diversity management has to focus on fostering social justice and enhancing profitability. It therefore means that there is a need for a multi-cultural leadership to lead in a manner that is inclusive making every employee feel part of the organization's vision and mission whilst contributing to the individual performance and then organizational effectiveness will be optimised whilst reducing challenges

(Penceliah, 2011:47). Multi-cultural leadership is that type of leadership that exists in an organization that has achieved cultural diversity through the cultural audit, which will be discussed further in this chapter.

2.5.3 Lack of Competence

Whilst the performance management system aims at enhancing employee competence through identifying outputs pertaining to training needs Van Dijk and Thornhill (2003:465) and other writers state the lack of competence. Competence is understood as a clear understanding of the job that would enable the employer to assess that the employee is able to do the job whilst being able to plan how other tasks are related to the overall organization (Meyer *et al.* 2007:29). The competence required in a job is usually found in a job description and further stipulated on the performance agreement. These includes i) (job outcomes) what the employee is expected to do; ii) assessment criteria; and iii) standards – how well the employee is expected to perform (Meyer, *et al.* 2007:30). In South African Local Government, the concept of competence has been accepted and implemented with the view for enhanced performance. Meyer, *et al.* (2007:30) state that “descriptions of competence that were used for job descriptions did not include a stipulation of job knowledge required” as this required educational training. Based on the level of competence in the government sector, the Public Service Commission (PSC) conducted research to evaluate the level of competence in the public service. The Public Service Commission (PSC) report found that managers lacked people management skills and lack of competence altogether (The Public Service Commission Report, 2007:27).

One of the outlined in competencies were the alignment of the educational knowledge to the work plan and ultimately the organizational strategy and goals. Reasons cited are that the organization generally lacks resources, which is equal to lack of time for people management that translates into cultural diversity incompetence. However, the awareness of cultural diversity competence has been brought about by the introduction of same in the organization (Danso, 2016:3). It also includes lack of skills, in appropriate team member behaviour with incompetence. This means that in order for managers to manage performance avoiding incompetence cultural competence is required. Cultural competence is simply defined as the knowledge, awareness, skills, process and practice required for effectively functioning of the organization in a culturally diverse situation (Australian Multi-cultural Foundation and Robert Bean Consulting, 2010:52). The cultural changes in organizations have led

to different cultural contexts for understanding cultural competence and managing diversity. Whilst the emergence of cultural competence was viewed as ‘revolutionary’ in that it showed a significant advance in the thinking about multicultural environment practices, it can also be viewed as a considerably aligned construct in the workplace (Danso, 2016:3)

With Australia having had various challenges with cultural diversity, a book by the Australian Foundation was apt and South African could benchmark on the training manual produced there. The book suggests that to improve on lack of competence amongst employees the organization needs to acknowledge that developing cultural competence is a lifelong process that will include studying other cultures, and having personal and organizational experience with working with other cultures (Australian Multi-cultural Foundation and Robert Bean Consulting, 2010:52). According to Danso (2016:5), cultural competence is portrayed as comprising of three elements such as: a) knowledge – where the needs and attitudes of the diverse people enhance the relationship; b) cultural awareness of attitudes and beliefs; and c) skills used to provide cultural services appropriate for effective communication. With further suggestions, that working without the cultural knowledge on its own can be a great disadvantage and contributor to lack of competence amongst the workforce. If implemented incorrectly, performance management will influence management of skills or identify competence gaps (Van Dijk and Thornhill, 2003:465). It is therefore, necessary that the team in the organization maximize its performance in addition to individual responsibilities

Studies of how people think and act in a particular level indicated lack of competence including various and complex interactions of psychological, cognitive and social factors (Meyer *et al.* 2007:31). The discussion in competence is therefore around the integration of mental and manual labour as competence can only be assessed through looking at demonstrating the required abilities.

2.5.4 Poor cross-cultural communication and resistance to change

To optimise team performance members need to be given full responsibility for their jobs and empowerment to execute these in the way that will optimise enhanced performance. This requires good communication strategies to avoid performance challenges within the organization. The New Public Administration has brought about various changes in the organizations across board. Whilst managers are keeping up with the changes in both organizational policies and community, it is important to be cognisant that traditions and values in a national culture overtime can change (Penceliah, 2011:51). This calls for the need for leaders to be aware and respectful of cultural

differences and perspectives that have increased in the millennium years and hence the call for change in management styles. Moodley (2000:17) advocates that for organizational management of diversity managers need to change their mental frames towards people from diverse backgrounds and cultures. The argument is furthered by saying that the main reason why managers resist change is that organizations need to move away from the span of control suggested by Frederick Taylor to the more responsive structure, which may involve redundancies. The form of change is at least due to the misunderstanding of what diversity aims at achieving and what's it about. Taylor (2001:60) proffers that through communication and education a way to overcome this resistance can be designed, and that results in developing competence for diversity that has a long-term benefit for the organization. The ultimate goal for performance is to improve organizational effectiveness and key to that will be adjusting to peoples changing attitudes.

The barrier then according to Moodley (2000:23) is that of resistance to change and poor cross-cultural communication. Further to these barriers, a study by Moodley (2000:61) notes that embarking on a change in diversity requires change in feelings and attitudes over and above that change at all levels of the organization. According to Meyer *et al.* (2007:344), the lack of change management manifests itself in various levels and thus breaks resistance down. Resistance also occurs when people do not see the intervention need around diversity issues. Penceliah (2011:51) suggests that successful organizations will be those that incorporate the values and practices of diverse cultures in a performance oriented and respectful manner thus better serving the needs of the organization. This calls for an organization-wide cultural audit to be undertaken.

2.6 CULTURAL AUDIT

This aims at identifying obstacles limiting employee progress that block collaboration among diverse groups from diverse backgrounds. The need for cultural audit becomes imminent when challenges with performance are evident. According to Rice (2015:131), cultural audits should examine the values, rules, symbols and routines that maintain the purpose of existence for the organization in order to realize the counterproductive activities, as well as barriers that may impact on the public service delivery. In having to conduct a cultural audit, it is important to understand that some common organizational errors that are predominant on the organizational change and are an influence to conducting cultural audits. Moodley (2000:30) identifies eight organizational errors common to the change of the organization as:

- Vision communication failure;

- Underestimation of shared vision importance;
- Allowing obstacles to block a new vision;
- Shortage of short term gains;
- Failing to create guiding coalition that is sufficiently powerful;
- Declaring victory soon;
- Allowing too much complacency and
- Not anchoring and leading changes in corporate culture.

The above discussion provides reasons for the organization to have a cultural audit in order for the organization to be able to detect challenges prevalent to the organization. There are therefore; two primary objectives of the cultural audit *namely*; i) identify corporate culture ways that inadvertently put members at a disadvantage ii) find potential bias unfavourable to members of a certain cultural group (Taylor, 2001:12).

The ideal circumstance for conducting cultural audit would be when an organization pairs a researcher with the executive team bearing in mind that the audit is usually performed by outside consultants to avoid overall bias. The researcher can therefore guide the efforts and help ensure that the generated results are authentic and valid. Conducting a cultural audit requires the organization to identify its strategic goals, vision and mission and then select the audit team further so that it will offer the organization an important assessment of the departmental core assumptions and current cultural state. It is actually advocated to provide a gap between the desired organizational goal and the actual organization culture. This is a significant step for the organization to take in order to understand the culture existing in the organization. This then gives a fundamental understanding of where to start with initiating cultural diversity training. Some main advantages of a cultural audit is that it provides clarity on issues, which might have been confusing whilst assisting people to understand better their own perspectives and that of other groups.

The cultural audit will facilitate processes that allow people to engage and contribute to discussions about problems in the work place, as well as form part of the solutions. Upon completion, the findings would provide the researcher with the specific actions to be taken by the organization to promote the notion of inclusiveness, as well as contributes to enhanced performance. In addition to that, Rice (2015:153) documents that diversity audits are administered to uncover perceptions that are hidden, as well as confirm biases about certain groups of individuals.

2.7 SUMMARY

With specific reference to cultural changes, this chapter focused on the governance of cultural diversity with the background of local government. Having noted the dominant challenges predominant in the South African government, literature reviewed focused on some of the specifics of how to manage cultural diversity. It is important to draw attention to the reports that the Public Service Commission releases regarding the level of competence amongst the staff and that it need to be improved. It is therefore, necessary that government start doing the introspection of how human resources are managed and what needs to be done to improve the performance of the workforce. In time, changes in strategies are implemented, as well as making the need for the workforce to be dynamic whilst remaining professional in its *modus operandi*.

The aim of this chapter was to present a theoretical background on the governance of cultural diversity, and discussions about the tools needed to improve organizational performance were discussed. It is also of critical importance to note that part of the successful achievement regarding cultural diversity is possible through the cultural diversity audit. With eThekweni Municipality, being such a huge organization, it is important to note that there is a need for cultural audits, which will contribute to the strategies present for organizational performance enhancement on a continual basis.

It is necessary to note that for enhanced performance in the organization managers together with the human resources must work hand-in-hand to and adopt strategies discussed as raised in this chapter if the aim is to change the “worldview” of the organization. Therefore, enhancing governance will be made possible by introducing these notions on cultural diversity issues in the eThekweni Municipality overall.

CHAPTER THREE

THE LOCAL GOVERNMENT ENVIRONMENT: CULTURAL DIVERSITY AND PERFORMANCE INTER-RELATIONSHIP

3.1 INTRODUCTION

Writers have advocated cultural diversity as an important aspect of the organization as governance evolves, as this has a significant influence on employee performance. Having discussed in Chapter Two the governance models and the influence of cultural diversity on performance, this chapter will focus on local government and a brief background of a linkage between cultural diversity and performance.

3.2 LOCAL GOVERNMENT ENVIRONMENT

In Chapter Two, the focus was on the local government historical background. This chapter will elaborate more on the changing environment of local government, and will suggest tools needed to keep abreast with the current trends in local government.

In 1996, when the new government was transforming structures, local government was formed as a new sphere within the three spheres that was constitutionally formed. Local government was then assigned roles and responsibilities with the formation of the Local Government White Paper in 1998. This established a new developmental foundation for local government dedicated to creating sustainable human settlement by working with communities, organized groups and citizens. For local government to be organized, the Constitution of the Republic of South Africa of 1996, Chapter 7 Section 155 established three categories of municipalities in South Africa. These categories were named as follows:

Category A – These are referred to as metropolitan municipalities due to the high population density and strong movement of people, goods and services. They have multiple business districts and industrial areas, as well as the diverse economy over and above that; this category has exclusive executive and legislative authority. This is the reason why metropolitan municipalities are referred to

as cities. Cities are therefore, the places where people from different origins meet for the purposes of both residence as well as work (United Cities and Local Governments, 2006:10).

Category B – These are referred to as local municipalities and are set in the area that did not meet the criterion for the metropolitan qualification. They are usually far from the city or metropolitan and are areas that are left by people to go to the cities for work purposes as suggested by the United Cities and Local government. This category is not distinct, in that it shares its executive and legislative authority with category “c” or district municipality.

Category C – These are referred to as the district municipality to which they possess executive and legislative authority to the area that has more than one local municipality and so all local municipalities within that area fall into that district.

Conferred in the Municipal council are both the legislative and executive authority that comprise elected members who are elected in terms of section 157 and 158 of the Constitution. Following on, is section 160 a) stating that “municipal council makes decisions concerning the exercise of all powers and performance of the functions of the municipality”.

In South Africa, there are approximately 284 municipalities inclusive of metropolitan, district and local municipalities. Local government is part of government that is considered as one of the largest employers in the country with eThekweni Municipality having approximately 26 000 employees. Based on the above distinction of what local government is, and the categories that are in existence in the South African government, eThekweni Municipality, where the study is being conducted, is referred to as category “A” municipality. This is because it fits the description and has more than 500 000 voters, whilst having more than twenty thousand employees.

A particular role and the advantage of local government lies in its ability to arrange local public goods provision in line with local preferences and tastes. Local government have assigned powers of expenditure responsibilities and as such, so much focus is on local government to deliver mostly without the involvement of the national government. According to Doorgapersad (2010:43), the decentralised and democratic municipal government in South Africa was assigned developmental roles in order to improve service delivery in the jurisdicted areas. This then puts pressure on local government to work within a specific timeframe. Owing to the outward approach of local government, the valuable role that the municipalities have played over the years and some of the key element are being overlooked. The approach is seen as an outward approach because the focus of the municipalities is most predominately on delivering services within the timeframes given. This then,

provides reasons for this study in looking into the local government management of cultural diversity within the human resources by taking an inward approach towards local government management.

The National government aims to have vibrant, strong and innovative local government. This is not without its challenges as the diversities of local government continue to change. In the case of South Africa, 1994 brought some changes in local government where the new government 'inherited' approximately 1100 fragmented local authorities across the country. These local authorities had no resemblances, as some were fully functional. These were for white communities and some were not operational (for African communities). It is for this reason that the South African Constitution gives local government the status of being the decentralised government, with cities being the most decentralised spheres. Many diversity arguments are based on gender demographics of the organization. Very few studies are done in the aspect of cultural diversity. The increases in racial demographics are reflected in the Statistics South Africa in full. However, other municipal organizations are further reflected on in the municipal Integrated Development Plans (IDP).

3.2.1 Why promote cultural diversity in local government?

Local government is referred to as the people-centred, as well as the autonomous sphere of government. Whilst government as a whole has recognised both demographic and cultural changes in the workforce and communities, government has been encouraged to adopt a more inclusive methodology of governance. Cultural diversity as a term has taken many shapes and forms in local government but the United Cities and Local Governments (2006:5) states that cities have taken it as a new and difficult concept; however they are already considering it. This is due to the articulations of both the United Nations, as well as UNESCO that states the importance of considering cultural diversity as cities grow on a daily basis. With reference to this, is the United Cities and Local Government adopting Agenda 21 for Culture, which served as a reference document and foundation on its initiated cultural programmes. As the focus on local government grows, South African local government is not isolated; the need to play an essential role in cultural diversity discussions and debate is also growing. The United Cities and Local Governments (2006:18) view local government as the pillar and engine on effective participation in cultural diversity discussion.

Based on this background the reason for promoting cultural diversity becomes imminent. Cities today are now fast growing with the number of people moving towards the urban areas for better prospects. This context gives rise to the need for understanding the socio cultural factors of cities linked to the

national government legislation and agenda. With very few studies done within the aspect it is not clear how culturally diverse the local government society or rather workforce is. With 22 years of democracy, government is experiencing the challenges of workforce integration. This gives rise to issues of inadequate cultural diversity with local government losing in many fields such as: international experience, workforce growth, inclusivity, skills, innovation and relevance. In support of this, is Pekeur (2002:55) who states that ameliorating or resolving some of the difficulties that arise on a daily basis from wide diversity groups in the workplace is one of the most challenging tasks that managers in local government faces. Further to this, Pekeur (2002:55) states the ultimate aim for local government in both transformation and democratization should be to foster mutual understanding between various cultural diverse groups and not to widen the rift as this will help to streamline local government and enhance both efficiency and performance.

3.3 RELATIONSHIP BETWEEN ORGANIZATIONAL GOALS AND PERFORMANCE

Every organization has its own goals and objectives whilst employees have their own goals and objectives as individuals; they even develop strategies according to those goals (Muhammad *et al.* 2010:2655). In terms of diversity management, there is a requirement to provide employees with the required tools thus assisting them in improving their working environment. Aligning personal goals to those of the organization can prove to be a mammoth task that needs to be undertaken by the organization to share one vision and one goal. It is when this task has been undertaken that cultural diversity can be achieved and overall performance can improve. Based on that, organizations need to ensure the alignment of the organizational goals to those of the individuals. On the contrary, Moodley (2000:19) states that a diverse workforce has its base on the idea that enhancing differences in an organization may create a productive environment whereby everybody feels valued and by those organizational goals are met. This suggests that a combination of organizational goals, cultural diversity and objectives could lead to enhanced performance in the organization. Further to that, it means that individuals need to align their own personal goals to the broader organizational goals to realise desired outcomes or vision of the organization.

Moodley (2000:51) suggests that if the workforce has an understanding of the organizational goals then increased productivity can be achieved. The local government diversity management and development initiatives are one of the goals prevalent to enhance capacity thus providing services that are culturally competent to the diverse community (Nishishiba, 2012:59). Whilst organizational

goals are affected by actions, it is important in a given organization how diversity is defined. Van Der Waldt (2006:132) argues that strategic goals of the organization should be defined as the outcomes of the work providing the strongest link of performance. The concept of performance management is used to describe techniques and methods with a range of processes to achieve such an improvement.

- Whilst the definition of local is more focused on service rendering for the community, which is part of democracy however, the purpose and nature of local government is also defined by its goals. According to Pekeur (2002:53), the role and goals of local government management is to create circumstances that are favourable within the municipality in such a manner that legal jurisdiction for the accomplishment of both better and quality life for the citizen. Further to this, the author states that management will be ineffective if their structural processes and management styles do not reflect the conditions and purposes of the tasks needed to be carried out. It is therefore necessary that the following local government management principles should be applied as Gildenhuis cited by Pekeur (2002:53) avers: The visibility of the span of control, as well as the career path for the candidates interested in moving up the ranks, is provided by the hierarchical structure of the organization;
- The hierarchical structure must then have provisions of effective communication lines both for vertical and horizontal line as by this factor joint management decision-making can be achieved (Pekeur, 2002:54);
- Joint management decision-making process must be provided by the organization where top management to lower level are able to discuss a matter and jointly agree on a resolution, this proves to be democratic management style (Pekeur, 2002:54). In eThekweni Municipality it is important to note that this process does take place in a meeting called “stratman all”; this type of a meeting is called by the city manager and calls all managers from top to lower management once a month.
- Once the joint meeting is present the organization needs to provide a structure that has clear goals, functions, objectives and service activities (Pekeur, 2002:55); and
- Proper job descriptions and job evaluations must be drawn up to ensure clear direction within the organization (Pekeur, 2002:54).

The relationship between organizational goals and performance thus becomes clear, that once the organization is set in manner that goals are achieved then performance would be enhanced. The diagram that follows gives an understanding of how this relationship should be managed in the organization Figure 3.1.

FIGURE 3.1 PERFORMANCE INFLUENCES



Source: Author's Perspective

The above diagram proves that for organizational performance to be enhanced the organization must have a vision, with the goals and objectives, as well as a good intent for better performance and this will give a strategic direction. For this to work smoothly, reports suggest that managers in local government should distance themselves from the political inclinations or alignments. Pekeur (2002:53) suggests this, because the author's view is that if managers align themselves with politics, there is bound to be political difference in the organizations and this could lead to intolerance in the workplace and thus different goals and objectives, as well as different perceptions. It is suggested by Taylor (2001:51) that communicating the details of how the potential employee performs benefits cultural diversity and is specifically applied to the organization which might also benefit the leaders. The author continues to say that leaders mostly do not provide a link between managing diversity and the overall goals of the organization. It is therefore, critically important that administration or rather governance in local government is not clouded with politics or other personal agendas. This is then, the reason that government has to ensure that the local government management has a climate that puts the needs of the community first, hence the "Batho Pele" Principles. There are also various diversity measures that need to be taken into account by the local government manager and these

include performance trends, technological trends, natural and social impacts of cultural diversity in performance.

3.4 CULTURAL DIVERSITY AND PERFORMANCE PARADIGMS SHIFTS

Owing to the change in the human resource demographics, as well as certain challenges to the Employment Equity and Affirmative Action, researchers and scholars are now moving their attention to workplace diversity as a proactive programme aimed at enhancing the performance of an organization and its effectiveness (Selden & Selden 2001:308). Diversity management therefore, means allowing the workforce of diverse background to achieve the fullest potential in an unprejudiced work setting where no group has an advantage or disadvantage over another but all groups are equal. This means that diversity management requires an organizational culture where employees can be encouraged to pursue their career aspiration without prejudice of gender, race, nationality, religion, culture or other form of prejudice irrelevant to performance. For the success of the shift from affirmative action to diversity management Selden & Selden (2001:309) argues that there is a need for an accompanying shift in organizational paradigm. Based on the research Thomas and Ely (1996) cited by Selden & Selden (2001:309) three theoretical paradigms are identified for better understanding of diversity paradigms are as follows: i) access and legitimacy; ii) discrimination and fairness; and iii) learning and effectiveness. These provide the foundation for the shift from affirmative action to workplace diversity management, and are therefore useful for understanding public organizational performance.

As shown on the diagram that follows, managing cultural diversity for performance enhancement requires a variety of management strategies and activities related to hiring, training and effective utilization of personnel from various backgrounds as Figure 3.2 illustrates.

FIGURE 3.2 CULTURAL DIVERSITY MANAGEMENT



Source: (Taylor & Blake, 1991:46)

The above-mentioned cultural diversity management factors affect the organizational culture and climate where local government operates. These factors suggest a possible way of managing cultural diversity in local government. Taylor & Blake (1991:45) state, that Figure 3.2 refers to the

management of various cultural diversity issues and activities related to issues of hiring and effective use of the right personnel from different cultural backgrounds. Further to this, the diagram has a strong emphasis on involvement of women in the working world. Pekeur (2002:99) concurs with Taylor and Blake when stating that society has a particular worldview of the appropriate roles influence the way that women are treated when they enter the working world. It is thus for this reason that Taylor and Blake suggest a higher involvement of women in the working world, to do away with certain perceptions and stereotypes. The suggestion of this diagram depicts a shift in both cultural diversity and performance management. This shift implies moving to move away from the rigid ways of managing both and to the dynamics of keeping up with the current trends of societal changes. As stated by Pekeur (2002:100), certain issues raised within the ambit of cultural diversity together with performance had nothing to do with job-related criteria but with societal values which in turn have an effect on roles and beliefs.

3.4.1 Stereotypes

The Classical readings by Shafritz and Hyde (2012:16) state “If ever it was possible to melt down the Scotsmen, Dutchmen and Frenchmen into distinguishable broth, you can’t do the same with Asians, Blacks and women” simply because the differences do not match and won’t easily melt. According to Carr-Rufino (1999:60) the legacy of prejudice means that no one grows up without developing some level of stereotyping. This scenario has been predominant in the past years, has created various stereotypes, and only recently the thinking is shifting to the understanding that everyone is unique and that should be embraced.

Stereotypes according to the Australian Multi-cultural Foundation and Robert Bean Consulting (2010:26) are irrational and exaggerated beliefs about groups of people that can lead to prejudice. Further to that Human (2005:18) explains stereotypes as forms of generalization that will normally have either a positive or negative judgement attached to it to an extent that human beings partly depend on stereotypes to understand the world. It is the perceptual distortion that is very common arising as a result of the similarity of matters with other substances that were previously perceived by other people; this normally occurs when people decide that all objects of a particular type are different or share certain types of characteristics. Stereotypes are woven into the cultures of people such as family, church filtering down from the top levels of business, government and society; and then back to individuals (Carr-Rufino, 1999:60). They provide people with labels by which they stereotype all

group members as if they were replicas from an inflexible mould. Further to that, they organize the unknown world for them but at the same time constraining them within a tunnel vision.

According to Penceliah (2008:339), there is a requirement for management to have competence in managing one's own stereotypes about other cultural groups, making it crucial for South African organizations to have that competence because stereotyping can occur easily due to lack of knowledge. Thus in an organization, a manager that relies on stereotypes to manage runs a risk of making an incorrect assessment of people and their conduct. This means that managers in this era need to have certain competences in order to survive this diverse and stereotyped organization. Moodley (2000:16) continues to quote that stereotypes are normally not based on human experiences but rather come from an outside source thus negating people's individuality and limiting their potential. This creates gaps between people, as well as major barriers that brings about limits to tapping to the full potential of all organizational members. Whilst stereotypes help us to identify with related objects, it therefore, necessitates the organization to explore leadership traits against the stereotypes.

3.4.2 Leadership Stereotypes

Owing to apartheid, South Africa is still grappling with issues of multi-cultural social understanding, as well as knowledge of various cultures prevailing in the country. This leads to leaders within the multi-cultural organizations to work with perceptions and stereotypes to lead in the organization and this results to people only recognising behaviour that fits within their own stereotype. The leadership perceptions of other groups are shaped by stereotyped images created by the observation of the friends, like race family and colleagues rather than personal experience. In Penceliah's (2011:57) view, leadership at times, would require the leader to deal and interrogate with their own stereotypes of other cultures within the multi-cultural workforce. This is because when stereotypes are used when dealing with workforce people then diversity management becomes challenging. Penceliah continues to argue that though there are many influences in a human being however the impact of cultural diversity should be evident in the way people speak, and interact with others (Penceliah, 2008:334). The writer continues to say that the importance and significance of cultural diversity should be respected and recognized for the better performance of organizations.

Cultural diversity awareness in the local government arena helps the manager to evaluate undesirable behaviour towards diversity and to plan actions in modifying the behaviour should the need arise.

There is a risk of developing bad working relations with those of other cultures due to certain stereotypes that the leaders demonstrate if cultural diversity is not properly managed. Moodley (2000:17) concurs by saying that if a stereotype is a thinking that an employee is incompetent then it is likely that the employee will perform in that manner (incompetently). This is why Moodley (2000:17) sees danger in stereotyping and states that it results in perceptions not influenced by character but rather by similarity of the object perceived previously. The point of departure for organizations should therefore be able to identify those similarities that bind people together and then base its performance enhancement plan from there. For effective organizational results, a manager should reject all other misconception and stereotypes about the employees but evaluate individuals based on their own merits (Greybe & Uys, 2001:89). This will help the organization to improve and enhance its performance without any prejudice, misconception or stereotyping.

3.5 MANAGEMENT SYNDROME AFFECTING PERFORMANCE AND CULTURAL DIVERSITY OF LOCAL GOVERNMENT EMPLOYEES

Pekeur (2002:208) in a thesis identifies various management syndromes that have a potential to harming the organizational performance and cultural diversity. These elements are further suggested to present the management's view or attitude towards cultural diversity awareness in the workplace. In South African local government, various leaders are present with their various leadership styles present. Flamholtz and Randle (1985) cited by Pekeur (2002:209) identifies management syndrome that have an effect of both performance and cultural diversity. These syndromes are believed to be predominant in local government and needs to be assessed for the benefit of better performance within the organization. For the aim of this research, the focus will be on three management syndromes *namely*:

3.5.1 'Dr Jekyll' and 'Mr Hyde' Syndrome

According to Pekeur (2002:213), this syndrome is not so different from the split personality of a manager. In these modern days and in this current working environment more and more managers are found to have this syndrome. Managers with a 'Jekyll' and 'Mr Hyde' can be pleasant but at the same time can be very unpleasant to mostly their subordinates and can behave tyrannically (Pekeur, 2002:213). Flamholtz and Randle (1985:101) state that sometimes the split is so complete in a manner that the people that experience another person finds it difficult to believe that the very same person can reflect tyranny and domination. Research has proven that managers suffering from this have high

need of acceptance, self-esteem and control. Managers suffering from this syndrome are generally not very friendly with their workers, which allow them to be able to manipulate them. These managers are very good in enforcing the rules of control set by the organization and reprimand workers who do not follow the rules. Managers suffering from a 'Jekyll' and 'Hyde'/ syndrome make it difficult for subordinates to work at their best as they are always present looking for faults and to certain extents undermining their subordinates. To some extent in South Africa, this syndrome can be mistaken as being racist or being sexist (Pekeur, 2002:213).

3.5.2 The 'Hamlet' Syndrome

Many are times local government faces challenges with budgeting and using the funds allocated effectively. Some of the main principles of local government relates to financial management and inspiring discipline. In a study done by Pekeur (2002:214), the 'hamlet' syndrome was found to be one of the main challenges that emerges from under budgeting and under performance. The 'hamlet' syndromes are managers that suffer from not being able to make efficient and effective decision in local government. These managers fear that they might make a wrong decision, and then they delegate making a decision. Whilst this has a huge impact on diversity, it also has a huge impact on performance of the organization. This is where issues of service delivery are seen being dominant in local government, due to managers shying away from making critical decisions that affect communities. This is done with the hope that the decision-making process will go away. These kinds of managers collect information under the pretence of research until the higher authority presses them to make a decision and if no such pressure is put on them then the decision-making process is postponed indefinitely or until the decision is made for them. To some extent managers having the hamlet syndrome will take decisions that will benefit them and they do not like delegating or proper planning. This leads to employees doing nothing or whatever the manager feels like giving them and mostly it is menial tasks. The 'hamlet' syndrome has direct influence in diversity to an extent that if not taken care of could lead into workplace clashes.

3.5.3 The 'Pygmy' Syndrome

This is a syndrome where managers feel threatened by talented workers in the organization, therefore turning to surround themselves with people whom are relatively weak so that they feel more important and knowledgeable (Pekeur, 2002:209). Elements of the 'pygmy' syndrome are prevalent in

managers who feel threatened by people of the other group. This was briefly discussed in Chapter Two where talks of feeling more attached to “my kind of group” and seeing the other group as a threat. This is not an uncommon situation in local government and the public sector at large. According to research, a person appointed through the process of Affirmative Action might feel this way. This is the reason why this research is calling for a more enhanced culturally diverse organization and appointment. Managers with a pygmy syndrome normally have a tendency of humiliating a person who is talented to an extent that the person may be forced to resign due to ill treatment; whereas that talent could have been use for the betterment of the organization. One way of seeing that the manager suffers from this is when the manager competes for recognition with the subordinate and ends being hostile. The eThekweni Municipality having found traces of the ‘pygmy’ syndrome has come up with a programme called talent management. This programme aims at enhancing individualistic talent of the workforce for better organizational performance and to contribute towards cultural diversity.

Whilst there are more management syndromes that affect cultural diversity, the above three seem to be more universal in local government organization. Cultural diversity is a concept that needs to be introduced to municipalities. The management syndromes mentioned above need to be assessed and restrained so that the focus is more on better performance rather than personal management. This will help shift the focus of municipalities and in turn make service delivery better and then organizational employees will be more tolerant of each other whilst embracing each other’s talent and cultural diversity.

3.6 SUMMARY

Local government is seen as a vibrant sphere of government as it is close to the people. It therefore becomes important that the needs of the employees are taken care of, as well as issues of performance in the organization are focused on due to the fact that if it is not considered on local government there is a chance of facing an unhappy community and that can have possibilities of service delivery protests.

As understood, the environments where organizations function continues to be configured by many factors and situations making the management syndromes one of the most important situations that needs to be evaluated in the organization. Cultural knowledge is therefore, a critical phenomenon requiring attention in the organizational life as it serves as a coordinating tool and function drawing the body of knowledge to understand certain and new experiences in an organization. It is a fundamental building block if an organization aims at improving its cultural diversity and its overall performance. Whilst it is vital to understand the cultural knowledge of the organization, it is equally important that leaders who lead in these multi-cultural organizations are conscious of their leadership attributes and behaviour to increase their leadership competencies and decrease the level of stereotypes.

Integrating the values, influences and practices of diverse cultures and mostly ethnicities would lead to the most successful organization in both South Africa and the rest of the world. In a performance oriented and differential manner, this is to better serve the needs of a multi-cultural organization.

This chapter focused on the local government management of cultural diversity with the insights of performance shifts, as well as management syndromes predominant in local government hindering better performance. The aim of this chapter is making local government management aware of challenges faced by both cultural diversity and performance with the view of facing these challenges imaginatively so that local government performs much better, and at the same time is able to deliver services mandated by the legal prescripts of the country.

CHAPTER FOUR

RESEARCH METHODOLOGY, DATA PRESENTATION AND ANALYSIS

4.1 INTRODUCTION

This chapter intends at clarifying the conducting of the research methodology. In the previous chapters, an attempt was made to investigate the cultural diversity awareness in local government. The focus of this chapter was on the methodology of the research, the design and framework used for generating the information required to meet the objectives set in chapter one for this research. The last section of this chapter will be the analysis of the collected data in both the form of surveys and two interviews.

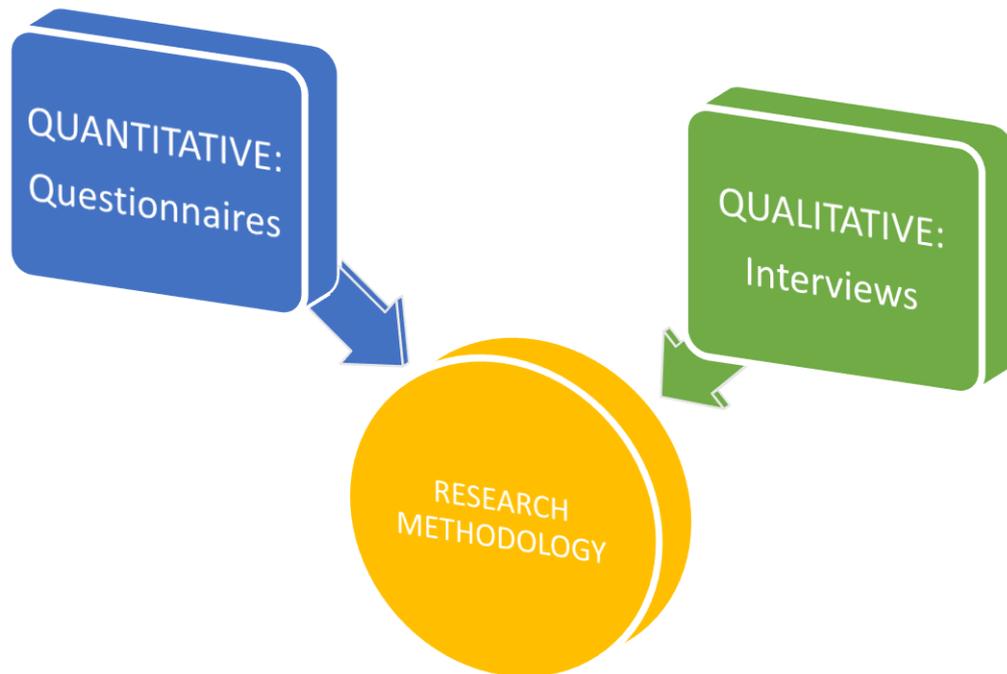
Chapter One outlines four stages that were followed for this particular research which are: i) study site; ii) Target population; iii) Sample; and iv) Sampling method and techniques. This chapter will also deliberate on the design of the research dwelling on data capturing and data analysis. The focus of this research was on Local Government, and thus the study was conducted in eThekweni Municipality, with Chapter Three having focused on the relationship existing between cultural diversity and performance in local government. The relevant tools for analysis will be discussed, and challenges of the research will also be outlined towards the end of this chapter.

4.2 RESEARCH METHODOLOGY

The main intention of the research was to analyse the influence posed by cultural diversity on the performance of the eThekweni Municipality staff. The research methodology includes different research designs and approaches that the researcher uses to achieve best results for the research. For the in depth understanding of this topic, mixed methods was selected as the research inquiry. According to Creswell (2014:32), this inquiry uses both qualitative and quantitative data collection tools. The core understanding of this method of inquiry is that the combination of these research tools bring about a more complete understanding of a research phenomenon than either approach alone (Creswell, 2014:177). For the complete understating of the phenomenon, the researcher used the sequential mixed methods procedure, which helped in illuminating on the findings of one method with another. This was done by beginning with the quantitative method where a theory of cultural diversity in the municipality was tested and then the study ended with qualitative method involving

a detailed exploration of the two concepts *namely*, cultural diversity and performance within the eThekweni Municipality (see Figure 4.1).

FIGURE 4.1 MIXED METHODS APPROACH



Source - Singh, (2014:140)

The targeted units within the municipality were all the clusters with a focus on Human Resources and performance units other units; were of interest. The target population is 150 employees across the whole municipality in the following categories: senior management, middle management and general staff. The understanding is that the employees within the human resources department of the municipality will have a more relevant and updated response for the research purposes. In this study, a sampling frame was not used, thus non-probability technique was used in selecting the sample. Respondents had to meet two conditions to participate in the study and be valid respondents. These conditions are that they had to be currently employed by eThekweni Municipality at the time of the research and actively work as one of the three categories mentioned above. The obtained sample was 150 to represent the targeted population of the Municipality. The eThekweni Municipality currently employs approximately 25624 employees across various cultural backgrounds. The research instruments used in this research were self-administered questionnaires, which required the respondents to take responsibility into carefully reading and answering the questions. These

questionnaires were distributed directly to the employees of eThekweni Municipality, and it took around 15 to 20 minutes for each respondent to answer.

The design of the questionnaire was separated into five sections *namely* Sections A, B, C, D and E respectively. Section A collected the biographical details of the respondents, which consists of demographical data such as gender, cluster and position within the Municipality. Section B aimed at collecting information pertaining to the organizational environment with a focus on factors influencing cultural diversity and performance in the municipality. Section C was focused on the overall cultural diversity of the municipality probing the relationship that exists between cultural diversity and performance. Section D looked at the leadership and managerial skills that exists in the municipal staff and the extent to which cultural diversity influence leadership thus contributing to cultural diversity. The last section of the questionnaire, which is section E, had a greater focus on compliance. Furthermore, two interviews were conducted with the senior management of the eThekweni Municipality; this with a view to get a deeper understanding of the vision for the Municipality when it comes to the 5 outlined sections. The interview schedule was also similarly aligned to the questionnaire with the four sections excluding the biography section.

4.2.1 Primary objectives of the study

The objectives of the study were to:

- Understand the legal factors that influence cultural diversity and performance amongst managers in eThekweni municipality;
- Determine the connection between cultural diversity and performance in eThekweni Municipality;
- Understand how eThekweni Municipality translates cultural diversity within its human resource policies;
- Establish the underlying factors of leadership that influence cultural diversity; and
- Explore the influence of organisational culture on performance of managers.

The following section looks into the research paradigms.

4.2.2 Research Philosophical Worldviews

Based on the primary objectives of the study, the researcher aligns the objectives with the philosophical worldviews, this with the aim of identifying the research method fitting the study. According to Creswell, the philosophical worldviews remain hidden but still impact on the practice of research and requires identification in a research project (Creswell, 2009:6). Aiyer (2006:44) on the other hand, refers to the worldviews as paradigms. This concurs with Creswell as the literature states that others have chosen to use the term ‘paradigm’ instead of the philosophical worldviews. According to Aiyer (2006:44), the paradigms refer to “the progress of the scientific practice based on people’s philosophies and assumptions about the world, and the nature of knowledge on how the research should be conducted”. Further to that, Du Plessis & Majam (2010:461) refer to the paradigm debate as “an on-going discussion on whether or not should the paradigm be bound on a particular methodology”. On the same note, Creswell (2009:06) states that the term worldview refers to the ‘basic set of beliefs that guide the action’ and continues to see the worldviews as the general orientation of the nature of research and the world that the researcher is in. This leads into the thinking that the type of belief that the researcher has will lead into embracing either qualitative, quantitative or mixed methods approach in their research however; these will be based on the paradigm or the philosophical worldview that the researcher has taken. Aiyer (2006:44) discusses two paradigms in a research, which are qualitative and quantitative paradigms, further drawing a distinction between the two. The distinction is provided in a form of a table to give effect to the view, as well as providing a succinct comparison between the two:

TABLE 4.1: COMPARISON BETWEEN QUALITATIVE AND QUANTITATIVE RESEARCH

QUALITATIVE PARADIGM	QUANTITATIVE PARADIGM
Aims to understand the phenomena	Aims to control the phenomena
The researcher interacts with the research subject	The researcher is free from that is being researched
Subjective in nature, individuals clarification of events is important e.g. uses in-depth interviews, as well as participant observation	Objective in nature, pursues the exact measurement & the study of target concepts e.g. questionnaires and surveys

Discovers and captures the meaning	Tests the hypotheses derived from the literature
Biased and data obtained is value driven	Unbiased so values do not play a role
Research process: <ul style="list-style-type: none"> • Inductive process • Where concepts are identified during the research a design emerges • Research process bound • Development of patterns and theories for understanding • Through verification accuracy and reliability are obtained 	Research process: <ul style="list-style-type: none"> • Deductive process • Concepts are usually determined prior to research, here the design is static • Research process is context free • To understand, explain and predict generalisations are made • Through validity accuracy and reliability is obtained.

Table 4.1 A Comparison between Quantitative and Qualitative Research: Source (Aiyer, 2006) & (Du Plessis & Majam, 2010:83)

The above table provides a clear understanding of the view of paradigms whilst Creswell's (2009) view is slightly different in that both quantitative and qualitative research paradigms are considered as tools for collecting data. In his view paradigms or rather worldviews are four and are as follows: pragmatic worldview, post positivism, advocacy and pragmatism as shown on Table 4.2 (Creswell, 2009:6).

TABLE 4.2: FOUR WORLDVIEWS

WORLDVIEWS	
CONSTRUCTIVISM	POST POSITIVISM
Understanding	Determination
Theory generation	Theory verification
Historical and social construction	Measurement and empirical observation
Meanings from multiple participants	Reductionism
PRAGMATISM	ADVOCACY / PARTICIPATORY
Pluralistic	Collaborative
Real world practice oriented	Oriented by change
Problem centred	Empowerment issue oriented
Consequences of actions	Political

Source (Creswell, 2009: 06)

Based on the above distinction between the paradigms and worldview, there has been a growing number of researchers arguing that there needs to be a third paradigm based on the pragmatic worldview called the mixed methods (Du Plessis and Majam, 2010:461). The idea here is that this paradigm will bridge the gap between qualitative and quantitative research but also expand on the knowledge and understanding of the social phenomena. It is Creswell’s (2014:39) view that the philosophy of pragmatism as worldview arises out of situations, consequences and actions rather than antecedent conditions. It is for this reason that this research is focused on the pragmatism worldview, thus giving a clear understanding of the cultural diversity topic in the workplace and its influence on municipal performance. The intention was to look into the objectivity of quantitative methodology in trying to demonstrate causal relationships, this whilst using qualitative means to gain more insights of the multi-faceted phenomena being assessed.

4.3 THE MIXED METHOD PARADIGM

With the mixed methods paradigm the researcher uses this theory and its methods of data collection with the aim of augmenting the scientific rigour of the study. This method of enquiry is seen by Yin (2009:132) as attractive to researchers and that scholars can yield significant results and benefits. Du Plessis & Majam (2010:455) emphasise the infancy of this paradigm by stating that the mixed

methods paradigm is still in its adolescence. Concurring with this view, is Stockman (2015:76) by stating that mixed methods research is growing in popularity and further states that with this popularity comes the perception that mixed methods is fairly new. Symptomatic of youth status of this methodological paradigm or movement debates continue discussing just what may define or constitute a mixed method project (Bazeley, 2015:25). In addition to that, Bazeley (2015:27) proffers that recently the mixed method research has been widely adopted as a paradigm also because of its distinct methodological tradition across the behavioural social sciences. The emergence of the mixed methods paradigm created a need for Creswell (2014:17) to create a unique comparison of the approaches. The mixed methods emerge as a third paradigm of the methodological movement. This is due to the idea that mixed methods offer a wealth of opportunity to grow self-sufficient and independent researchers. According to Hall (2013:72), mixed methods is compatible with the transformative and pragmatic worldviews mentioned above referenced by the author.

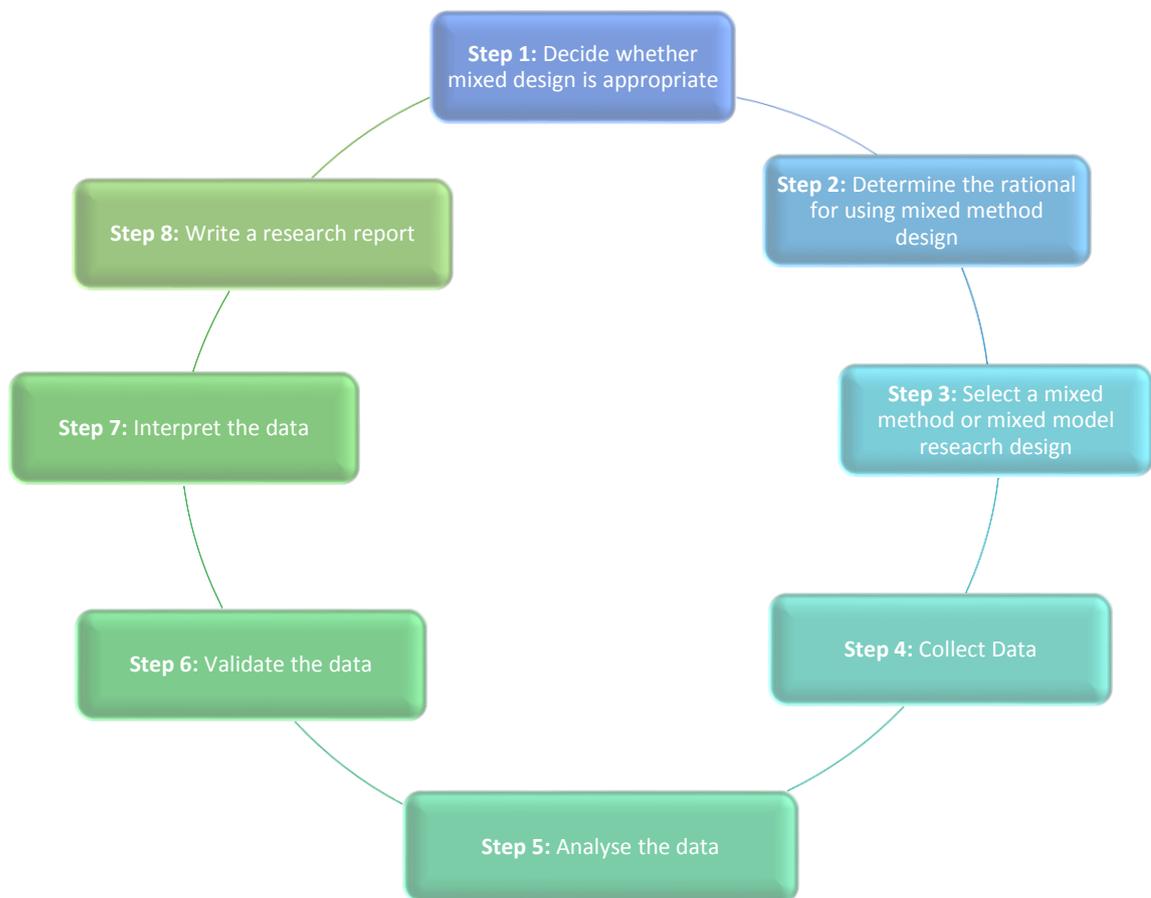
In the mixed methods study, researchers give the same significance and status to both qualitative and quantitative study and more emphasis on one of them. What is achieved is a correspondence and corroboration of results gathered through different data collection methods. According to the description of the design by Creswell (2014:269), the convergent approach of mixed methods is the most used approach of the basic and advanced strategies. This leads to researchers new to mixed methods thinking that mixed methods is only combining qualitative and quantitative data whilst this methodological approach is constructed on a premise of merging the strengths of both qualitative and quantitative approaches making it more fruitful. Further to that, Clark & Creswell (2007:165) define mixed methods as a “study involving the collection or analysis of both qualitative and quantitative data in a single study in which the data is collected concurrently or sequentially, is given priority, and involve the integration of the data at one or more stages in the process of research”. Concurring with Creswell’s definition, is Du Plessis & Majam (2010:456) stating that “mixed methods research involves collecting, analysing and interpreting both quantitative and qualitative data in a single study or series of studies that investigate the same phenomenon”. Likewise, Du Plessis & Majam (2010:456) are in accordance with the view that mixed methods research is a third paradigm thus complementing both qualitative and quantitative research. The authors, Creswell, Du Plessis & Majam argue that mixed methods can overcome the weaknesses of either qualitative or quantitative methods.

For the purposes of this research, the study has focused on mixed methods with the researcher having chosen to conduct surveys on a large group of the eThekweni Municipality employees whilst also conducting in-depth interviews with a sub-sample of the management group. In taking this dual

approach, the researcher aimed to find general trends within the population, as well as aiming to provide any unexpected findings in greater detail that may arise.

It recommended that a researcher opting for the mixed methods paradigm should follow the eight mixed methods research cycle process, as highlighted by Du Plessis and Majam on Figure 4.2 (2010: 468) that follows:

FIGURE 4.2 IMPORTANT STEPS IN A MIXED METHODS RESEARCH STUDY



Source: (Du Plessis & Majam, 2010: 468)

The above steps are to be followed by researchers when conducting a mixed methods study. However, Du Plessis & Majam state that investigators normally follow these steps in different ways. Hanson, *et al.* (2005:226) come with an added view that the steps occur more or less sequentially, with one influencing and informing another. With reference to the above steps in Figure 4.2, data may be collected in various forms during a mixed methods research paradigm.

For the benefit of this study, the above-mentioned process was followed. It must be noted that mixed methods researchers need to be innovative and versatile with repertoire of research skills exceeding those required for single mode. It is for this reason that the steps mentioned above should be followed. This means that data collected should be validated, as well interpreted accordingly for obtaining accurate study results.

4.3.1 Qualitative

The qualitative section of the research was selected for the purposes of knowledge sharing with top management of the city particularly the Human Resources department hence an interview with the Deputy City Manager (DCM): Human Resources. With the eThekweni Municipality having a magnitude of approximately 25000 employees, the bigger sample contained quantitative design and hence qualitative was selected to supplement the findings by means of an interview. The supplement is viewed as giving diversity to the research findings. Here the qualitative part of the research was used to explain the behaviour by using the theory and provide lens of orientation Creswell (2009:51) in which case the theory for this research is the cognitive resources theory.

4.3.2 Quantitative

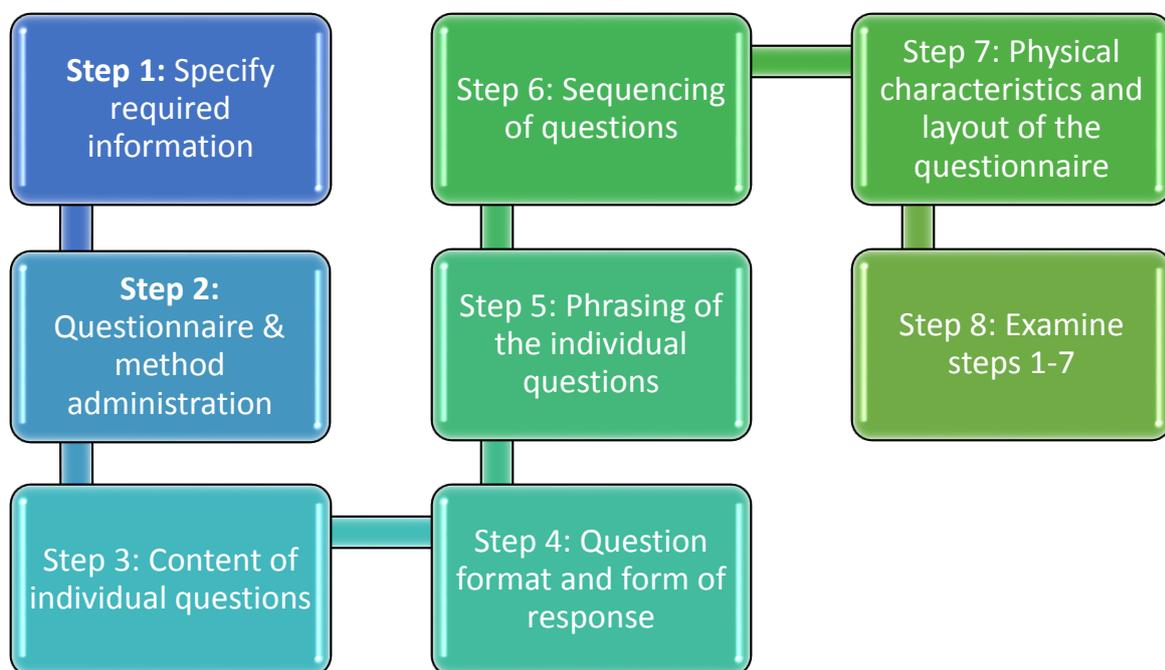
The quantitative research allows the researcher to test the objective theories by examining relationships amongst the variables (Creswell, 2009:12). By using this methodology, this study was able to explore and investigate the underlying factors of cultural diversity contributing to performance of managers in eThekweni Municipality. The quantitative section of the research purported to include a substantial amount of literature in finding objectives and hypotheses to shape the purpose of the study (Creswell, 2014:62). The research questions then ask about the relations between the variables that sought to be understood by the researcher. For the benefit of the study, survey questions were done and a larger sample of eThekweni Municipality was selected to be surveyed.

4.3.3 Questionnaire design

Questionnaire design is a multi-faceted process requiring attention and detail. The fundamental idea of the questionnaire design is measuring variables by asking crucial questions and then investigating the core relationships amongst these variables (Auriacombe, 2010:473). The questionnaire design is the important part of conducting a survey research. Overall, the questionnaire should be uncluttered

and spread out. Moreover, it gives a numeric or quantitative description of trends and opinions of a studied population. Designing the questionnaire according to Rammile (2009:164) requires that the researcher follow guidelines or steps to ensure that the research project is a success. Following the steps of the questionnaire design helps the researcher in planning the project; furthermore the questionnaire will give an objective means of data collection about the people’s beliefs, knowledge, behaviour and attitude. A research conducted by Rammile 2009 (164-167) discusses the following eight steps of the questionnaire design as a guideline for questionnaire design (see *Figure 4.3*):

FIGURE 4.3 QUESTIONNAIRE DESIGN STEPS



Source: (Rammile, 2009:166)

The following is a discussion of the steps in respect of this study on the influence of cultural diversity to performance of the eThekweni Municipality employees:

Step 1: Based on the main objectives of the research information relating to both cultural diversity and performance was classified.

Step 2: In consultation with and guidance of the supervisor, the type of questionnaire was agreed and decided. The questionnaire was self-administered in structured format and a cover letter was attached to all questionnaires administered for the study.

Step 3: The questionnaire contained closed ended questions, where the content of the questionnaire was firstly agreed. Questions were structured to avoid complexity with simple understandable

English. There were three questionnaires handed out, each questionnaire was 7 pages of length. The aim of the cover letter was to assure the respondents of the confidentiality of the research project

Step 4: The format of the questions was done in relation to the objectives aligned with the research questions. Chapter One puts forward the research questions which were themed; based on the themes of the research questions the questionnaire was formed. The response form was done in accordance with the Likert scale and was structured to require structured responses. The Likert scale according to Mkhize (2010:61) is a statement where the researcher is asked how strongly he or she agrees or disagrees with the provided statement. For the purposes of this research, a five ordered response levels was used beginning from the most negative to the most positive. The format of the Likert was: i) strongly disagree, ii) disagree, iii) neither agree nor disagree, iv) agree and vi) strongly agree.

Step 5: Question phrasing – the aim of this section was to ensure that questions are simple, not ambiguous and are not two fold. This meant that the questions would be straight forward and to the point so to avoid ambiguity in responses hence a more time was spent on this step.

Step 6: It was of importance that questions are sequence strategically so that questions of sensitivity are put towards the end and general questions at the beginning. This step allowed the researcher to use the funnel technique.

Step 7: The questionnaire was laid out into three categories *namely*; senior managers, managers and general employees. In accordance with the themes, the questions were numbered realistically. To avoid struggle and confusion in responses the respondents were asked to rank their responses. Questions and themes were numbered clearly and bold. The questionnaire was allocated a 15-minute time for completion.

Step 8: In consultation with the supervisor, the steps were vigorously observed ensure the flawlessness of the questionnaire. Once all the steps were followed, the questionnaire was ready for distribution.

4.3.4 Interview Schedule

An interview schedule (APPENDIX “E4”) was populated which was used for the interview purposes during the collection of data phase of the study this was used simultaneously with the questionnaire. The theme followed for the questionnaire design was followed for the interview schedule this was done concurrently. The interview schedule was also aligned with the objectives of the study to allow for proper triangulation at the analysis stage. The interview scheduled allows the researcher to glean the means by which the research participants interpret their social world. It was also of utmost

importance that the questions asked yielded as much information as possible to assist the researcher in answering the research questions.

4.4 RESEARCH TECHNIQUES AND TOOLS

The social research can be broadly divided into three parts *namely*; qualitative, quantitative and mixed methods. These employ various tools to conclude the research. Following will be the research tools used by the researcher in this study.

4.4.1 Sampling Method

Sampling is a process of selecting a part of the larger population to epitomise the whole population. According to Pekeur (2002:153), cluster sampling occurs when natural groups are sampled with members of each selected group subsampled. The sampling method used for this research enabled the researcher to purposefully select the participants in the study. The cluster sampling was employed in the research as the eThekweni Municipality is clustered, this made it easy for the researcher to reach participants in clusters and enabled the researcher to get the views in clusters and triangulate.

4.4.2 Questionnaire

The main research instrument used in this research was the questionnaire design to answer the research question. The questionnaire was divided into 5 sections *namely*: Section A- Biographical data, Section B- Organizational Environment, Section C- Cultural Diversity, Section D- Leadership and Section D- Compliance (the questionnaires are attached as appendices). For triangulation, purposes three (3) questionnaires were populated and distributed according to the categories listed below:

- a) Senior Managers questionnaire (APPENDIX “E1”)
- b) Middle Managers questionnaire (APPENDIX “E2”)
- c) Employees questionnaire (APPENDIX “E3”)

The purpose of questionnaire categorization was to obtain different views on the research questions and get a broad understanding of all the categories in terms of the impact of cultural diversity and performance within the eThekweni Municipality. The covering letter (to be retained by the

respondent) and a consent form that would be kept by the researcher accompanied the questionnaires. The questionnaires were emailed to the respondents and some were hand delivered.

4.4.3 Interviews

Interviews were selected as the primary data collection method the secondary method being the questionnaires. The in-depth interviews were conducted with key senior officials of the Human Resources Cluster. The aim of the interview was to gain expert views on the influence of cultural diversity and performance in the eThekweni Municipality. The interviews contributed to the primary data collection because they were conducted with the leadership of the Municipality and who give the strategic direction for the municipality. The interviews in qualitative research according to Aiyer (2006:44) are likely to take a conversational nature as the researcher responds to the participants comments. Likewise, the interviews followed the same theme as the questionnaires depicted below:

TABLE 4.3: RESEARCH THEMES

SECTION:	THEME
1	Organizational Environment
2	Cultural Diversity
3	Leadership and Managerial Skills
4	Compliance

Source: Author's Perspective

The above themes were how the interview schedule was aligned and designed. This was to have a specific structure however it allowed deviation from the structure concurring with the above view of Aiyer (2006:44). The researcher was allowed to have follow up questions should the need arise.

4.4.4 Validity and Reliability

Validity and reliability allows the researcher to check for accuracy in the research. The term validity according to Babbie and Mouton (2004:122) refers to the level whereby the empirical measure adequately shows the actual meaning of the reviewed concept.

4.5 DATA COLLECTION

In the view that is held by Creswell (2014:269), data of the mixed methods study is collected both and have two important aspects determining the mixed methods design *namely*, the qualitative aspect and the quantitative aspect: Priority is given to the mixed methods study thus giving it equal opportunity in status, weight and priority.

4.6 DATA ANALYSIS

Data analysis allows the researcher to analyse the data and get the results of the study thus contributing to the body of knowledge. For this study, both qualitative as well as quantitative data was collected. In Chapter One the data analysis packages to be used were discussed for both qualitative and quantitative data. Data analysis involves data break up into manageable patterns, trends, themes and relationships helped the researcher to understand elements of the research by looking at the relationship between constructs, concepts and variables to identify data trends (Singh, 2014:143). This process was aimed at unravelling definitions that are inherent in the data and in relation to the research question presented. The researcher was committed in understanding the influence of cultural diversity on performance of the eThekweni Municipality employees for the purposes of this study. Through phenomenological perspective, the researcher tried to understand the respondent's experiences through categorizing data into themes. With the quantitative information the data was converted into graphs depicting the statements supporting and those statements that are not in support of cultural diversity, these again were in accordance with the themes (see Table 4.3). In the same manner, qualitative data was collected in the form of interviews with the eThekweni Municipality senior management in accordance with the themes as shown in Table 4.3.

4.7 DATA PRESENTATION, ANALYSIS AND INTERPRETATION

This section explicates the results of this study and deliberates on the findings based on the questionnaires and the interviews. The interview was used as the primary source because the interview would be used as the foundation of the study. The interviews were conducted with the most senior management of the eThekweni Municipality Human Resources department. Two interviews were conducted, the first interview was with the Deputy City Manager (DCM) of Human Resources

and the second interview was done with the Senior Manager of the Human Resources Department. The idea was to elicit the information with relevance directly related to the importance of cultural diversity and performance, as well the view of the projects planned by the DCM for the eThekweni Municipality.

The results and the discussion of the findings from the questionnaires were presented in this section of the study. The secondary sources were the questionnaires, which were distributed across the 148 employees of eThekweni Municipality human resources cluster and departmental representatives. The analysis of the collected data was done with the Statistical Package for Social Sciences (SPSS) version 23.0 and this would help triangulate the views of DCM and the Human Resources to see if there is synergy between the two. The descriptive statistics was represented in the results as a form of diagrams, cross tabulation, as well other quantitative data figures that were collected. The inferential methods included both use of the Chi-Square Test and correlations values that are defined by the use of p-values.

4.7.1 Data Analysis

The analysis follows through the aspects laid below:

4.7.1.1 The Sample

148 questionnaires were distributed in total and 115 were returned; this gave a 77.7 % response rate. This adds credibility to the study as it indicates a positive return rate and will contribute to the body of knowledge of the eThekweni Municipality.

4.7.1.2 The Research Tools

The research tools consisted of 27 items, with a level of measurement at a nominal or an ordinal level. The questionnaire was divided into 5 parts that had various themes measured as illustrated below:

- Section A – Biographical Data
- Section B – Organizational Environment
- Section C – Cultural Diversity
- Section D – Leadership and Managerial Skills
- Section E – Compliance

4.7.1.3 Reliability Statistics

Reliability and validity are the two most significant aspects of precision. Reliability is calculated by capturing numerous measurements on the same subjects. A reliability coefficient of 0.70 or higher is viewed as “acceptable”. The following table depicts the Cronbach’s alpha score for all the items that are contained in the questionnaire.

TABLE 4.4 CRONBACH ALPHA SCORE

	Number of Items	Cronbach's Alpha
B6.1 - B6.6	6 of 6	.651
C8, C9, C10	3 of 3	.528
C14	4 of 4	.698
D15, D17, D18, D19	4 of 4	.785
E26	4 of 5	.608

For a newly developed construct, the approximate recommended reliability score for Cronbach’s Alpha value is 0.600. An indication of the degree of acceptable, reliable scoring for the numerous sections of the research is depicted. Three of the 27 sections have low Cronbach’s Alpha score. This is due to the fact that the construct was newly formed and that might have caused the respondents to misinterpret the questions.

4.7.1.4 Factor Analysis

The Importance of factor analysis

As a statistical technique, factor analysis’s main objective is reduction of data. In the survey research is where factor analysis was used; this is where a number of questions were represented by the researcher with a minimal number of hypothetical factors e.g. when conducting a political opinion national survey, the respondents might opt to answer three questions regarding reflecting issues at the provincial, local and national level, as well as the environmental policy. Each question would be an insufficient measure of attitude towards environmental policy, but combining them might provide a better measure of the attitude. In finding out whether three measures do measure the same aspects, factor analysis can be used. Should they measure a new variable, it can be created when they are combined so that a factor score variable that comprises a score for each participant on the factor is

presented. Factor techniques are applicable to a variety of situations. A researcher may inquire whether the skills required to be a decathlete are as varied as the ten events, or if a small number of core skills are required to be effective in a decathlon. In order to perform a factor analysis, factors need to exist and be interpreted, spoken of as well as given names on the argument.

The matrix tables is headed by an abridged table that shows the results of KMO and Bartlett's Test. "The Kaiser-Meyer-Olkin Measure of Sampling Adequacy is a statistic that specifies the proportion of variance in the variables causing the underlying factors" (IBM, n.d.). High values (close to 1.0) usually show that a factor analysis may be useful with your data. The factor analysis results will probably not be useful if the value is less than 0.50, The Bartlett's test of Sphericity examines the theory that the correlation matrix is an identity matrix, which would show that there is no relation between the variables, and therefore it is unsuitable for structure detection (IBM, n.d.).

The condition is that Kaiser-Meyer-Olkin Measure of Sampling Adequacy should be greater than 0.50 and Bartlett's Test of Sphericity less than 0.05. The requirements are satisfied in all instances thus allowing for the factor analysis procedure.

Factor analysis is done only for the Likert scale items. Certain components divided into finer components. This is explained below in the rotated component matrix.

TABLE 4.5: KMO and Bartlett's Test

	Kaiser-Meyer-Olkin Measure of Sampling Adequacy	Bartlett's Test of Sphericity		
		Approx. Chi-Square	Df	Sig.
B6.1 - B6.6	.554	27.474	3	.000
C14	.646	89.359	6	.000
D15, D17, D18, D19	.751	136.586	6	.000
E26	.667	108.292	15	.000

For the purposes of factor analysis all requirements were met. The Kaiser-Meyer-Olkin Measure of Sampling Adequacy value should be more than 0.500 and the Bartlett's Test of Sphericity sig. value should be less than 0.05. To be noted is that the KMO sampling adequacy for sections B to E is

sufficient as it is greater 0.500. In addition, the Bartlett’s Test was met as the sig. was less than 0.05 with 0.000.

SECTION B – ORGANIZATIONAL ENVIRONMENT

TABLE 4.6 – Rotated Component Matrix^a - Organizational Environment

Rotated Component Matrix^a		
B 6.1 – B6.6	Component	
	1	2
There is a demographic profile in my department	.072	.875
The organization has an Employment Equity/diversity policies in place that are widely distributed	.181	.822
Awareness of my personal biases and its effect on my thinking within the organization	.544	.132
Assessing my strengths and weaknesses in diversity and self-improvement	.668	.247
I do not make assumptions about a person or a group until I have verified the facts on my own	.706	-.209
I work to make sure people who are different from me are heard and accepted	.729	.344
Extraction Method: Principal Component Analysis.		
Rotation Method: Varimax with Kaiser Normalization.^a		
a. Rotation converged in 3 iterations.		

SECTION C – CULTURAL DIVERSITY

Question 8 to 10

TABLE 4.7: Rotated Component Matrix - CULTURAL DIVERSITY

Component Matrix^a	
C8 – C10	Component
	1
There is a commitment clause on diversity in mission statement	.614
Strategic plans on Human Resource practices should include a focus on cultural diversity	.818
Cultural diversity has an influence on performance of employees	.710
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

TABLE 4.8: Question 14: Affinity to work with various cultural groups

Component Matrix^a	
C14.1 – C14.4	Component
	1
People who speak the same language	.751
People who do not speak the same language	.672
People who belong to the same race group	.698
People who do not belong to the same group	.776
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

SECTION D: LEADERSHIP AND MANAGERIAL SKILLS

TABLE 4.9 Component Matrix^a - LEADERSHIP AND MANAGERIAL SKILLS

Component Matrix^a	
D15 D17 D18 D19	Component
	1
Does management show constant support for diversity programmes?	.847
How well do you think the municipality prepares its employees for management positions?	.701
Does your department provide diversity training and education?	.855
Does your department measure or appraise management on diversity?	.714
Extraction Method: Principal Component Analysis.	
a. 1 components extracted.	

SECTION E: COMPLIANCE

TABLE 4.10 Diversity Championing - Rotated Component Matrix^a

Rotated Component Matrix^a			
E26.1 E26.2 E26.4 E26.5	Component		
	1	2	
Serve as a role model for required behavioural change	0,788	0,032	
Provide financial support to implement change	0,610	0,226	
Demonstrating personal commitment to diversity	0,791	-0,348	
No action on cultural diversity issues	0,027	0,953	
Extraction Method: Principal Component Analysis.			
Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 3 iterations.			

TABLE 4.11 COMPLIANCE - Rotated Component Matrix^a

Rotated Component Matrix^a			
E 24 E25 E26 E 27	Component		
	1	2	3
Does your department ensure that previously disadvantaged employees have the necessary skills to advance to senior positions?	0,678	-0,423	0,175
Do you think that cultural diversity should be measured through performance management?	-0,014	0,702	-0,104
Serve as a role model for required behavioural change	0,752	0,292	0,025
Provide financial support to implement change	0,077	0,162	0,852
Diversity is represented in top management	0,207	-0,220	0,778
Demonstrating personal commitment to diversity	0,833	-0,072	0,214
No action on cultural diversity issues	-0,215	0,705	0,017
I think cultural diversity must be incorporated within the municipal policies	0,315	0,653	0,083
Extraction Method: Principal Component Analysis.			
Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 4 iterations.			

Referring to the above depicted table:

Factor analysis goal as a statistical technique is to reduce data. A classic example of a factor analysis in a survey is where a researcher presents a number of questions with a lesser number of hypothetical factors.

- As an extraction method the principal component analysis was used and the rotation method was Varimax with Kaiser Normalization. This orthogonal rotation method reduces the amount of variables that have high loadings on each factor. It simplifies the interpretation of the factors.
- Factor analysis/loading indicates inter-correlations between variables.
- Similarly loaded questions implied measurement along a similar factor. An examination of the content of items loading at or above 0.5 (and using the higher or highest loading in instances where items cross-loaded at greater than this value) effectively measured along the various components.

Variables that constitute the first three section along a single component loaded perfectly. Along a single component, it should be noted that the variables constituting the first three sections loaded accordingly. This implies that the variables measured what was aimed at measuring as reflected on the themes of the survey. The variables that contained the last section loaded along 2 components (sub-themes) indicating that participants identified different trends within the section. Within the section, the splits are seen on E24 component 1, E25 component 2, E26.1 component 1 and significant splits are seen on E26.2, as well as E26.3 which have a negative contribution of ($p < 0.05$). These emerged as sub-themes of “commitment” and “policy”.

4.7.2 Section A: Biographical Data

This section summarises the biographical characteristics of the respondents. It considers factors such as race, gender, years of experience and cluster among others, this providing authenticity of the responses provided.

The following table describes the overall gender distribution by race.

TABLE 4.12: GENDER AND RACE DISTRIBUTION

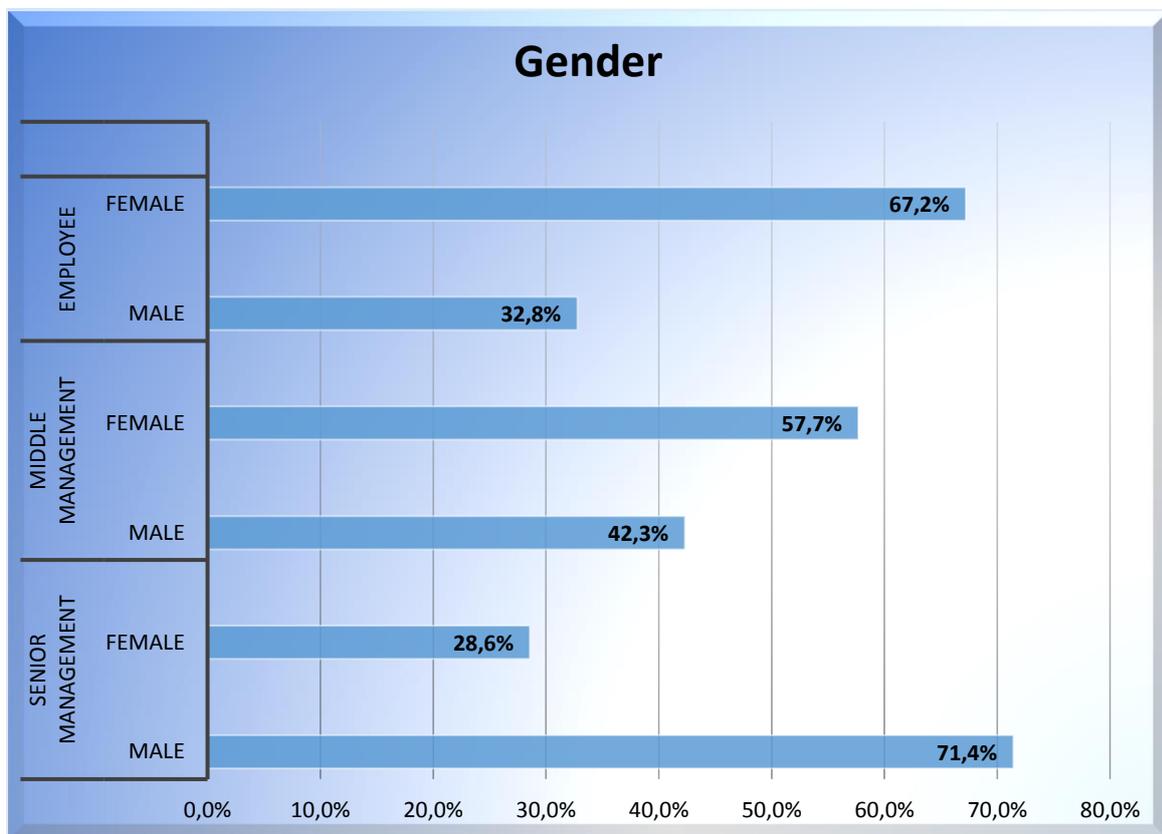
			Gender		Total
			Male	Female	
Race	White	Count	9	7	16
		% within Race	56.3%	43.8%	100.0%
		% within Gender	17.6%	10.9%	13.9%
		% of Total	7.8%	6.1%	13.9%
	African	Count	32	42	74
		% within Race	43.2%	56.8%	100.0%
		% within Gender	62.7%	65.6%	64.3%
		% of Total	27.8%	36.5%	64.3%
	Coloured	Count	2	6	8
		% within Race	25.0%	75.0%	100.0%
		% within Gender	3.9%	9.4%	7.0%
		% of Total	1.7%	5.2%	7.0%
	Asian	Count	8	9	17
		% within Race	47.1%	52.9%	100.0%
		% within Gender	15.7%	14.1%	14.8%
		% of Total	7.0%	7.8%	14.8%
Total	Count	51	64	115	
	% within Race	44.3%	55.7%	100.0%	
	% within Gender	100.0%	100.0%	100.0%	
	% of Total	44.3%	55.7%	100.0%	

Overall, the ratio of males to females is approximately 2:3 (44.3% : 55.7%). Within the African race group, 43.2% were male. Within the category of males (only), 62.7% were African. This category of African males formed 27.8% of the total sample. Whilst within the White race group, 56.3% were male and then within the category of White males (only) the number decreased to 17.6%. There is slight difference in percentage of the African group; the males were 27.8% and females were 36.5% the difference is slightly above 10%. These statistics indicate there are more women in the surveyed respondents; however the same cannot be said for the whole of the eThekweni Municipality organization.

GENDER

The graphs below indicates gender by the employment levels and this will help give indications of the strategic focuses for the Municipality in terms of how to gender diversify the eThekweni Municipality.

FIGURE 4.4 GENDER DISTRIBUTION



It is observed that there are more male respondents in Senior Management (71.4%), whilst the other categories such as middle management (57.7% and employee 67.2%) have more females. This finding corresponds with the interview of the Deputy City Manager when stating that:

“We need to close that gap, the graph is very skewed towards males and now we must engage in a drive to bring in women on board”

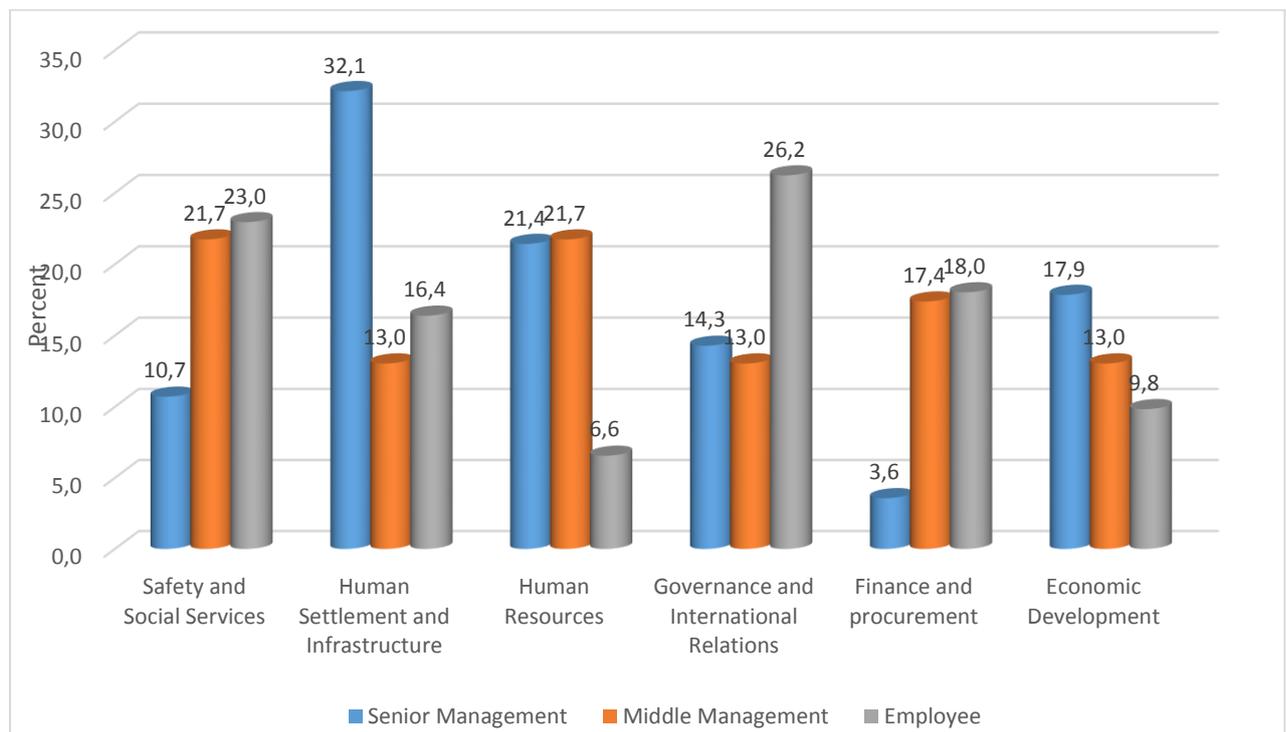
There seems to be a correlation between the two even though the themes are different. This reveals that, and is in agreement with the view of the eThekweni Municipality to close the gap between a larger numbers of males in senior management positions and fewer female senior management thus by having a drive to employ more women in Senior Management positions. Shen *et al.* (2009:236)

concur with this finding by stating that there is a reluctance in organizations to promote and hire female employees in senior positions.

CLUSTER

The cluster to which the respondents belonged is reflected in the figure below.

FIGURE 4.5 MUNICIPAL CLUSTERS



Most of the senior management were in Human Settlement and infrastructure (32.1%) and this is followed by the Human Resources cluster with 21.4%. The Governance and International Relations cluster has more employees of (26.2%) than management, and is the highest of all clusters. The Finance and Procurement cluster has far fewer senior management representing 3.6% overall respondents. To be noted is that middle management is almost on par across all clusters with the range from 13% to 21%.

The length of time that respondents have been employed is shown in the subsequent table.

TABLE 4.13: YEARS OF EMPLOYMENT

		Level					
		Senior Management		Middle Management		Employee	
		Count	Column N %	Count	Column N %	Count	Column N %
How long have you been employed by the Municipality ?	0 – 5	2	7.1%	3	11.5%	23	37.7%
	6 – 10	6	21.4%	2	7.7%	23	37.7%
	11 – 20	12	42.9%	12	46.2%	9	14.8%
	21 – 30	7	25.0%	8	30.8%	6	9.8%
	30+	1	3.6%	1	3.8%	0	0.0%

Most of the managers had been in employ for more than 10 years with approximately two-thirds of the employees being with the municipality for more than 5 years. Nearly 46.2 % middle managers employed for 10 years and more and 42.9 % senior management had the same amount of years spent in the eThekweni Municipality. 30.8% middle managers had worked in the municipality for 21 to 30 years whereas a far less number is seen on employee’s viz. 9.8%. This is a valuable statistic indicating that a reasonable amount of the respondents have a lot of work and knowledge experience in the Municipality. The significance of the study indicates that the responses gathered would have been from a knowledgeable and experienced source.

4.7.3 Section Analysis

The following section analyses the scoring patterns of the respondents per variable per section. To indicate a single category of “disagree” negative statements such as levels of disagreement were collapsed. A similar process was followed for the levels of agreement (positive statements).

Using summarized percentages the findings were first presented for the variables constituting each section. Results are then further analysed according to the importance of the statements.

4.7.3.1 Section B – Organizational Environment

This section deals with factors influencing cultural diversity and performance in the organization. The aim of this section is to find out if there are factors that affect performance and cultural diversity and these two could be mixed.

MEAN VALUES

The table below summarises the scoring patterns for Section B of the questionnaire.

TABLE 4.14 ORGANIZATIONAL ENVIRONMENT MEAN VALUES

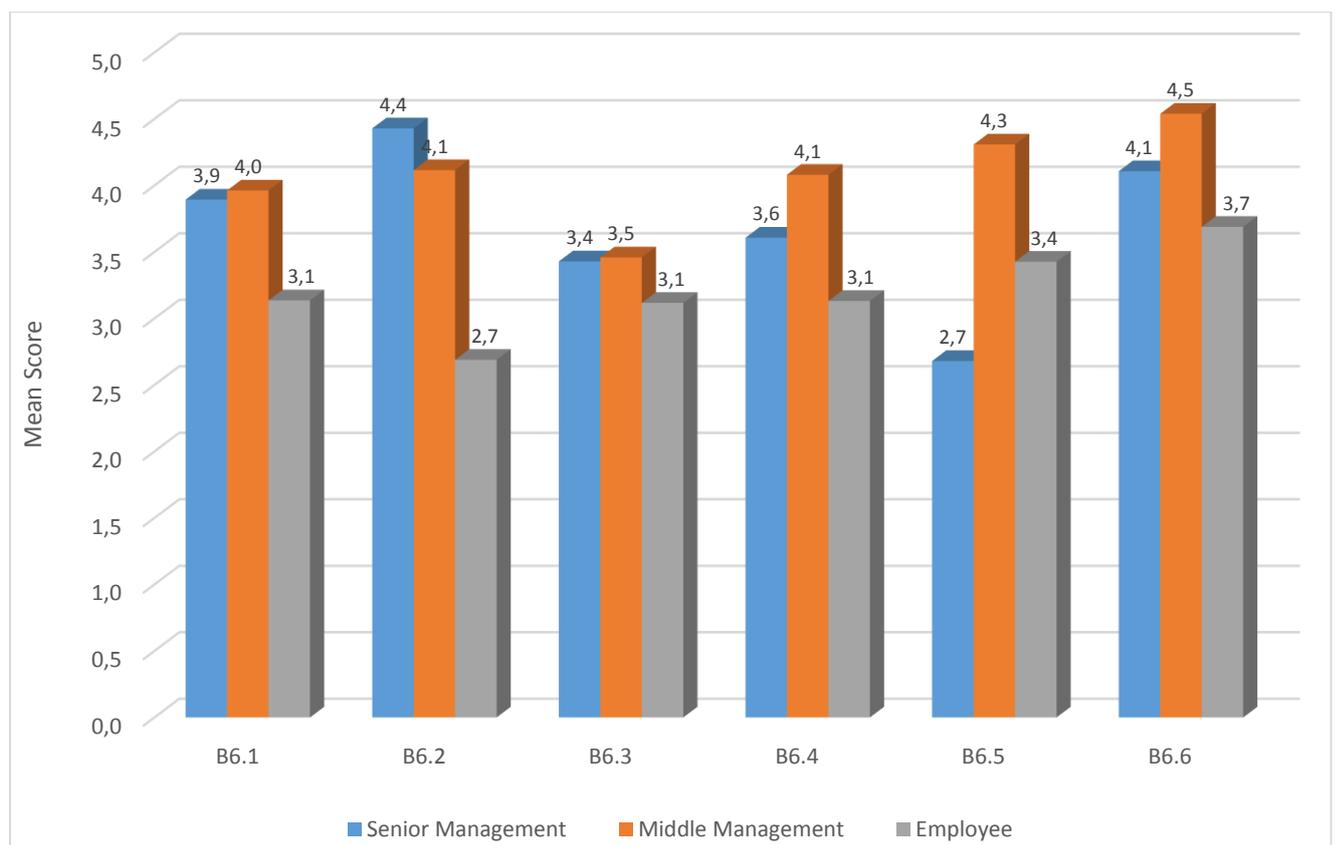
		Senior Management	Middle Management	Employee
There is a demographic profile in my department	B6.1	3.9	4.0	3.1
The organization has an Employment Equity/diversity policies in place that are widely distributed	B6.2	4.4	4.1	2.7
Awareness of my personal biases and its effect on my thinking within the organization	B6.3	3.4	3.5	3.1
Assessing my strengths and weaknesses in diversity and self-improvement	B6.4	3.6	4.1	3.1
I do not make assumptions about a person or a group until I have verified the facts on my own	B6.5	2.7	4.3	3.4
I work to make sure people who are different from me are heard and accepted	B6.6	4.1	4.5	3.7

The mean values are a direct representation of the percentage scoring patterns. High levels of agreement correspond to mean values of four or more, and high levels of disagreement correspond to values below 2. This section shows an interesting trend where respondents agree on statement however, if there is a level of disagreement, all respondents disagree. This means that the responses of respondents are similar. An example of this is the indication where the respondents indicate their

awareness of their biases, all respondents indicated a level of neutrality. However, there are conflicting views on the existence of Employment Equity policies between management and employees. The senior manager responses revealed that there is a level of making assumptions about a person or group whereas employees seemed not to have assumptions, as this could lead to conflict. This finding is useful as the aim of this research was to find ways of dealing with conflicts in the organization that could be of diverse in nature. Louw and Jackson (2008:35) in the literature indicated the senior management held more positive perceptions of the organizational culture than those that are at lower levels of management. These two indicate a level of non-communication between senior management and lower levels of management.

ORGANIZATIONAL ENVIRONMENT

FIGURE 4.6 ORGANIZATIONAL ENVIRONMENT MEAN VALUE



The following patterns are observed:

- For the most part, the managers have similar scoring patterns
- The levels of agreement are higher for managers and hence the scores are closer to 4. (The percentage scoring patterns can be used from the frequency tables.)
- Some statements showed similar and high mean scores and are discussed below.

For example, whilst the senior management agreed with the mean value of (4.4) to the existence and wide distribution of the Employment Equity and Diversity policies for the organization, the general employees seem to be in disagreement with the mean value of (2.7) to the notion of the existence and wide distribution of the Employment Equity and Diversity policies. This finding indicates there are low levels of strategic communication between senior management and junior staff, which for the research purposes are called “employees”. There is a general consensus on the awareness of the “personal biases and its effect on thinking within the organization” here both senior management and employees agree that they are aware of such.

A staggering finding in Senior Management is that they whilst they disagree in verifying facts and making assumptions about a person or a group, they want to work towards making sure that people who are different from them are heard and accepted. This seems to be a hurdle as it would be difficult for management work towards making sure that people that are different from them are heard if they continue making assumptions about the very same people without verifying the facts. Senior Management on B6.5 and B6.6 seems to be caught in different worlds.

Another finding is that Middle Management seems to be on par with their responses giving an idea that in the near future, when Middle Management is promoted to Senior Management, the organizational environment would be positive. Furthermore, De Beer (2011:81) determined that transfer of skills from generation to generation was the ultimate link in the matter of diversity, as well as sustainability. The finding here correlates with the notion of successor mentorship.

A Chi-Square Test was conducted in determining the significantly different scoring patterns per statement. The null hypothesis asserts that similar numbers of respondents scored across each option per statement. The alternate states that there is a significant difference between the levels of agreement and disagreement.

TABLE 4.15 ORGANIZATIONAL ENVIRONMENT: CHI-SQUARE TESTS

Pearson Chi-Square Tests		
		Level
Assessing my strengths and weaknesses in diversity and self-improvement	Sig.	.000*
I do not make assumptions about a person or a group until I have verified the facts on my own	Chi-square	30,076
	df	4
	Sig.	.000*
I work to make sure people who are different from me are heard and accepted	Chi-square	26,654
	df	4
	Sig.	.000*

The sig. values (p-values) with a * are less than 0.05 (the level of significance); it suggests that the distributions were not comparable. That is, the differences between the way respondents scored (agree, uncertain, disagree) were significant.

TABLE 4.16 PERSONAL BIASES: CHI-SQUARE TESTS

Pearson Chi-Square Tests		
		Level
Awareness of my personal biases and its effect on my thinking within the organization	Chi-square	8,991
	df	4
	Sig.	,061

Values greater than 0.05 imply that there is no difference in the scoring patterns per level. This can be seen with regards to “Awareness of my personal biases and its effect on my thinking within the organization” which has a p-value of 0.061.

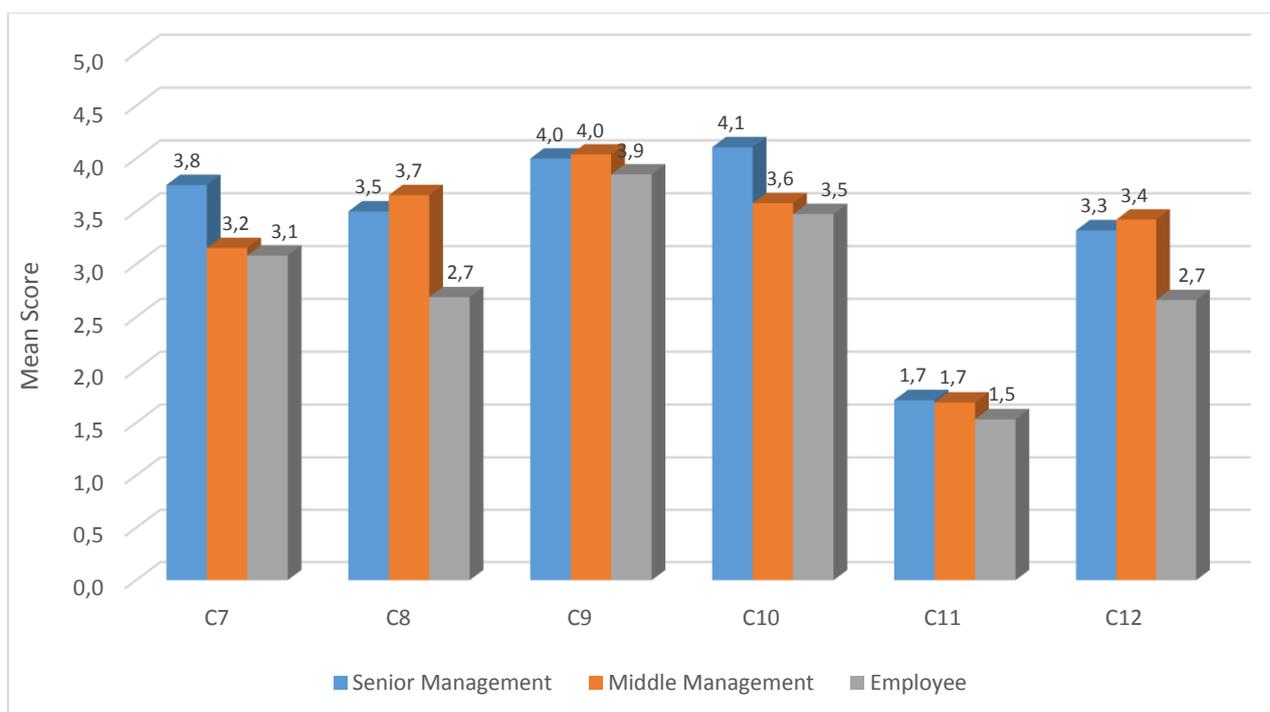
4.7.3.2 Section C – Cultural Diversity

This section looks at the relationship that exists between cultural diversity and performance in the eThekweni Municipality.

TABLE 4.17 CULTURAL DIVERSITY MEAN VALUES

		Senior Management	Middle Management	Employee
There is familiarity with cultural diversity management	C7	3.8	3.2	3.1
There is a commitment clause on diversity in mission statement	C8	3.5	3.7	2.7
Strategic plans on Human Resource practices should include a focus on cultural diversity	C9	4.0	4.0	3.9
Cultural diversity has an influence on performance of employees	C10	4.1	3.6	3.5
My department has incentives or rewarding schemes for cooperation in the implementation of diversity programmes	C11	1.7	1.7	1.5
I address diversity barriers in my department to ensure unity and productivity	C12	3.3	3.4	2.7

FIGURE 4.7 CULTURAL DIVERSITY MEAN VALUES



The following patterns are observed:

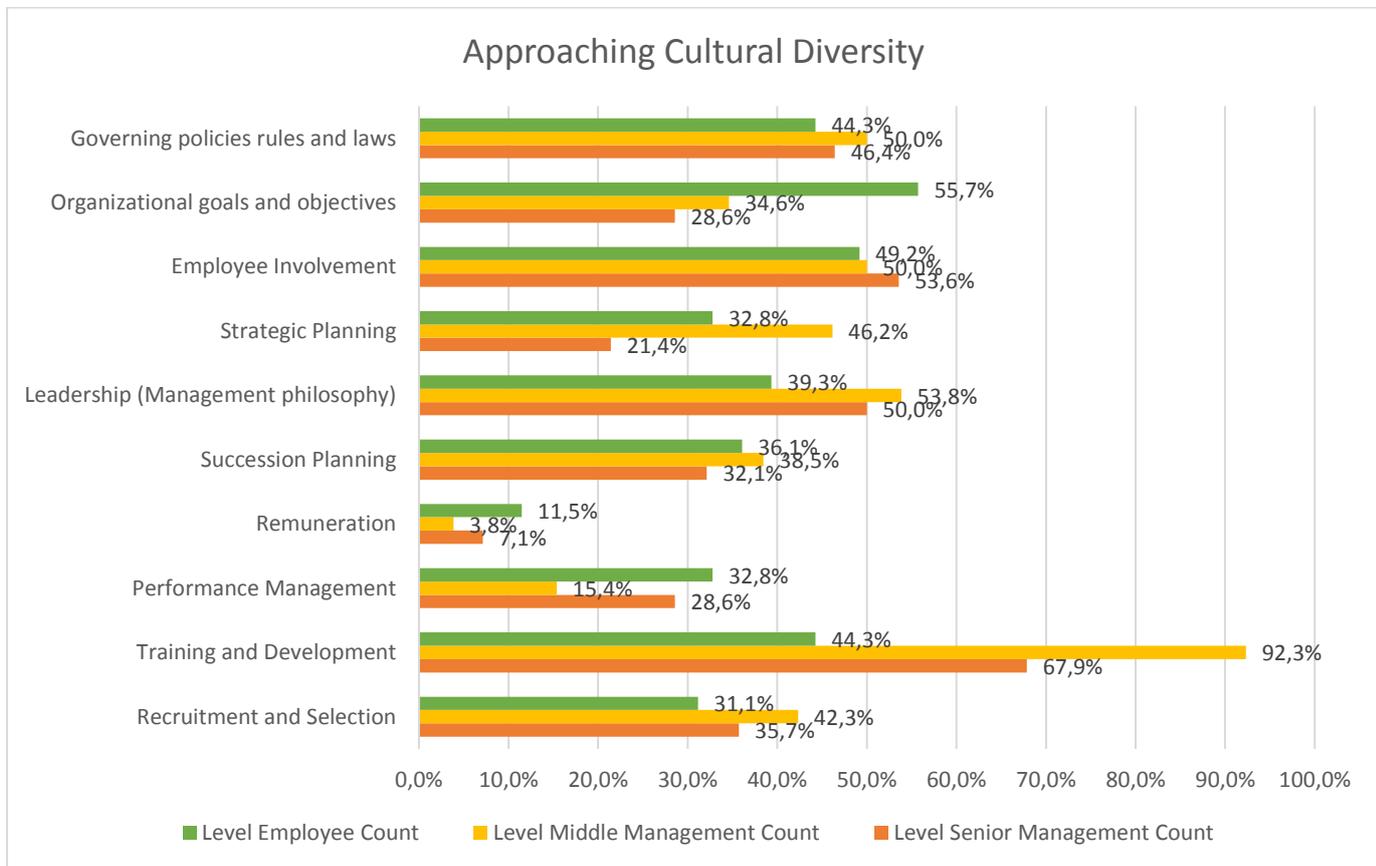
- For the most part, the managers have similar scoring patterns
- The levels of agreement are higher for managers. (The scores are closer to 4.)
- Some statements show similar and high mean scores

There seems to be a general consensus amongst all respondents that there are less or no incentives or rewarding schemes for cooperation in the implementation of diversity programmes. It is observed that levels of agreement are higher for managers than that of senior managers. This is noted on C9 (Figure 4.7) where above 70% of management felt that the strategic plans on Human Resources should include a focus on cultural diversity. It is also observed that 78.6% Senior Management, 61.5% Middle Management and 57.4% Employees agreed that cultural diversity has an influence on performance. This finding is important and addresses the topic of the research.

TABLE 4.18 APPROACHING CULTURAL DIVERSITY

	Level					
	Senior Management		Middle Management		Employee	
	Count	Percent	Count	Percent	Count	Percent
Recruitment and Selection	10	35.7%	11	42.3%	19	31.1%
Training and Development	19	67.9%	24	92.3%	27	44.3%
Performance Management	8	28.6%	4	15.4%	20	32.8%
Remuneration	2	7.1%	1	3.8%	7	11.5%
Succession Planning	9	32.1%	10	38.5%	22	36.1%
Leadership (Management philosophy)	14	50.0%	14	53.8%	24	39.3%
Strategic Planning	6	21.4%	12	46.2%	20	32.8%
Employee Involvement	15	53.6%	13	50.0%	30	49.2%
Organizational goals and objectives	8	28.6%	9	34.6%	34	55.7%
Governing policies rules and laws	13	46.4%	13	50.0%	27	44.3%

FIGURE 4.8 APPROACHING CULTURAL DIVERSITY



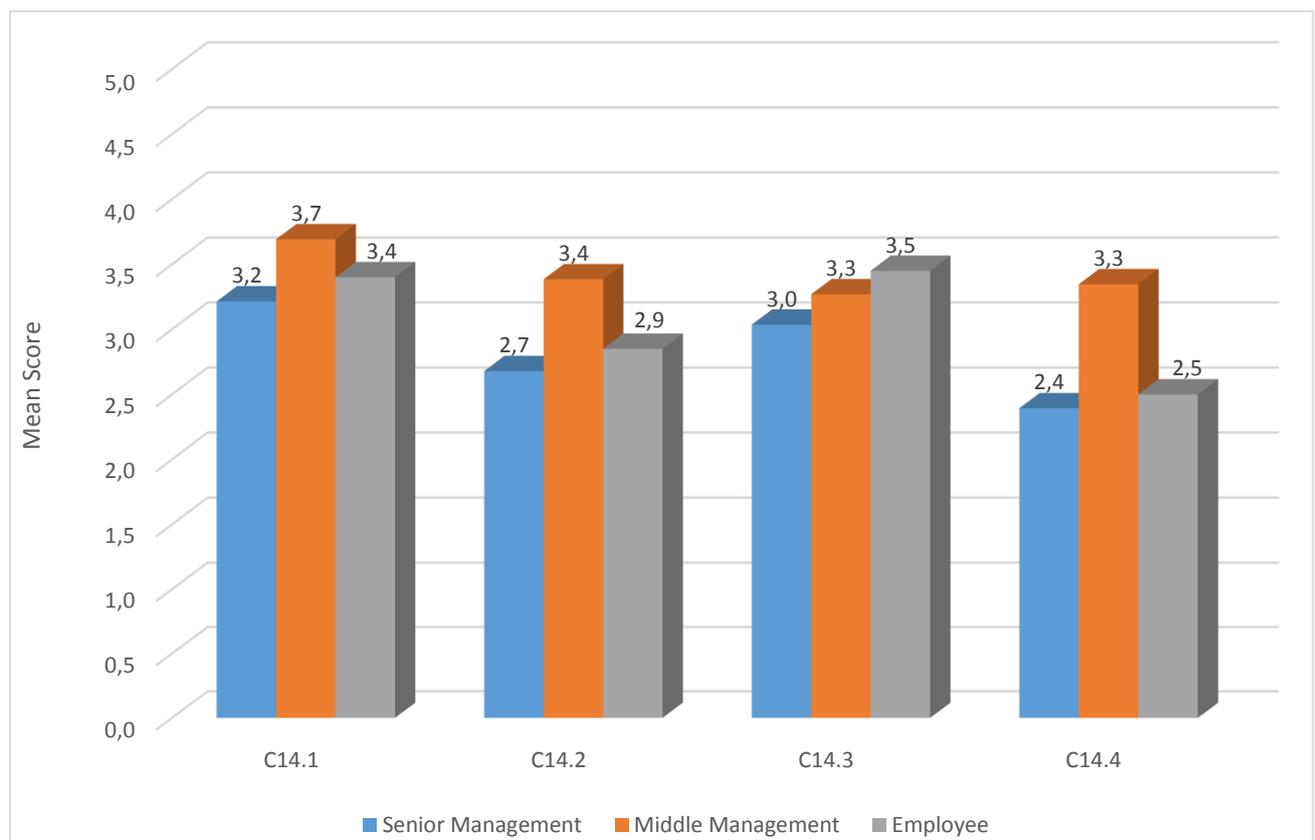
Over 90% of respondents felt that training and development should be used to approach cultural diversity this is whilst less than 15 % of all respondents felt that remuneration should be used in approaching cultural diversity. This indicates that most respondents do not feel as if cultural diversity should be approached through remuneration. For example, the managers rank training and development as being most important, whilst employees rank it as being the third most important. Less than 15 % of all respondents felt that remuneration should be part of approaching cultural diversity.

Approaching cultural diversity through organizational goals and objectives revealed a contradicting view between managers and employees where 55.7 % employees were in agreement with that view however; 28.6% senior management were in agreement with the same view. This indicates that while employees felt the need to include cultural diversity on the organizational goals and objectives, fewer management felt that this inclusion will work; further indicating a complication on effecting cultural

diversity if majority management is not of the same view. Another observation is that up to 50% of all respondents needed the involvement of employee as part approaching cultural diversity management. What needs noting on this observation is that it is important that cultural diversity include all employees so that there is an understanding amongst all of this issue; however, there needs to be a strategic direction that should be taken by employees. Of note regarding these observations, is that a substantial number of respondents saw the need to include governing policies, rules and laws when approaching cultural diversity. This finding is in concurrence with Mazur (2010:14) concluding that the diverse workforce should use management tools to educate others about diversity issues whilst including regulations, policies and laws as tools. The outcome of this study addresses the key objective of the study where the need to understand the legal factors influencing cultural diversity and performance was eminent.

The following figure summarises the affinity to work with various cultural groups.

FIGURE 4.9 AFFINITY TO WORK WITH OTHERS



The aim of this section is to understand the extent to which the respondents are able to work with each other. This will help to ascertain the relationship between employees, as well as see where work needs to be done so that there is harmony.

The researcher noted the following trends:

- Averages of relationships are lower;
- Senior managers score the lowest; and
- P-values for language are not significant, but those for race are significant.

It is observed that senior managers scored the lowest on the affinity to work with others, while the middle managements score higher. The senior managers were slightly attached on the people who speak the same language and therefore scored the lowest; however middle management scored 69%, which is the highest. This in accordance with other observations shows that there are contradicting views between senior management and middle management. The lowest levels of relationships are noted on the group that does not belong to the same; this is seen concurring with Chapter Two and Three where cultural groups stereotypes other groups and feel attached to “my kind of group”. The two chapters highlight the importance of various groups to work together in order for performance to be improved. The findings on this observation indicates that the eThekweni needs to improve on the relationship strategies for the municipality as the scores of relationship are very low the need to improve the level of relationships should be increased at least to the level where it reaches 50 %.

4.7.3.3 Section D & E – Leadership and Managerial Skills

This section deals with leadership and management skills ascertaining the extent to which cultural diversity influences leadership, as well as contributing to performance enhancement. The aim of this is to enhance performance for the benefit of the betterment of the organization. This question was set to address the third theory of leadership in Chapter One, where the theory highlights the importance of leadership to collaborate with employees to achieve better performance linked with Table 4.20.

Programmes offered to support diversity

The aim of this particular question was to ascertain programmes that existed so as to improve on the existing programmes or have one standard programmes if no programmes exist

TABLE 4.19 OFFERED DIVERSITY PROGRAMMES

		<i>Level</i>		
		Senior Management	Middle Management	Employee
		Count	Count	Count
<i>Cultural Diversity Training and Heritage Day Celebrations</i>	Yes	17	11	26
<i>Language Training</i>	Yes	4	0	1
<i>Change champion programme</i>	Yes	3	0	0
<i>Most diversity programmes are linked to personality and attributes as opposed to culture</i>	Yes	1	0	0
<i>Influenced by left-centred brain and right-centred brain attributes</i>	Yes	1	0	0
<i>Strategic leadership training</i>	Yes	1	0	0
<i>Recruitment and selection</i>	Yes	1	0	0
<i>Training and development</i>	Yes	1	6	2
<i>Succession planning</i>	Yes	1	0	0
<i>None that is known of</i>	Yes	2	3	9
<i>None</i>	Yes	0	1	3
<i>Diversity management pilot project for Deputy City manager</i>	Yes	1	0	0
<i>Outreach Programmes</i>	Yes	0	0	2
<i>Social Cohesion</i>	Yes	0	1	1
<i>Staff meetings which are done quarterly basis as a Unit (SCSU)</i>	Yes	0	0	1
<i>Masakhane campaign - the community raises questions about eThekweni Municipality service delivery</i>	Yes	0	0	1
<i>Heritage Swop</i>	Yes	0	0	2
<i>Sometimes it is as though diversity is associated with discrimination</i>	Yes	0	0	1

<i>One short course but nothing really solid in council</i>	Yes	0	0	1
<i>Sporting activities,</i>	Yes	0	1	0
<i>Equity training workshops</i>	Yes	0	1	0
<i>Cultural Sensitivity in the Workplace Training</i>	Yes	0	1	0

This observation shows that there are various programmes that are mentioned individually by respondents, and are offered according to clusters. What is of concern is that, these programmes are mostly mentioned by individual respondents whereas the eThekweni Municipality has a capacity of approximately 26 000 workers. To be observed, is that there is one general programme of heritage day celebrations aligned with the public holiday of heritage day. This reveals the need for a programme that is standard across the municipality where it will be known by all employees from management to the general employees, with the aim of improving cultural diversity; also to improve performance and the level of good relations between all employees. A substantial and referenced response is that of Diversity Management programme piloted by the Deputy City Manager of Human resources. On the interview with the Deputy City Manager, this programme was mentioned as follows:

“one of the things that we are looking into as the city that we are going to pilot this month (October 2015) where we are saying diversity should be part of us from the beginning to the end of the year. We cannot talk about diversity as Heritage only, we need to talk about it every year and linking it with certain themes. One, we hoping to educate people in terms of diversity and also that whole element of working together and getting to understand each other. Like, we have Indian people in this cluster, we have white people, we have your Africans in their ethnicity groups so you want to understand that culture of each and every group that is there or we would pick certain groups and we will try and share if there is different management styles within the certain groups as well”.

This gives a direct reference to one of the programmes and gives an indication that even though there is no one focused training in future there will be once the piloted programme is cascaded to every employee. This finding also reveals that eThekweni Municipality currently has no standardised programme for cultural diversity; however there is intention to have such training in the near future.

TABLE 4.20 LEADERSHIP AND MANAGERIAL SKILLS

		Senior Management	Middle Management	Employee
Does management show constant support for diversity programmes?	D15	3.7	3.9	2.4
How well do you think the municipality prepares its employees for management positions?	D17	2.4	2.2	2.0
Does your department provide diversity training and education?	D18	3.0	3.0	1.9
Does your department measure or appraise management on diversity?	D19	2.1	2.5	1.8
Managers of other cultures perform better than my own cultural group	D23	2.3	2.9	2.7
Does your department ensure that previously disadvantaged employees have the necessary skills to advance to senior positions?	E24	4.1	4.0	2.5
Do you think that cultural diversity should be measured through performance management?	E25	1.9	2.1	2.4

The scales are different for these statements. From the above statements it is noted that Table 4.20 it was noted that there was a common agreement on (D17) that there is preparation of employees for management positions. It was further observed on (D18) that both senior and middle management stated that there was training provided; however the employees seemed not to agree on the statement. This reveals a contradicting view between management and support staff.

TABLE 4.21 DIVERSITY PROGRAMME DRIVERS

	Level		
	Senior Management	Middle Management	Employee
	Mean	Mean	Mean
Top Management	2.13	1.32	2.81
Human Resources	2.93	1.53	3.62
Performance management	3.00	3.89	3.44
HR & Performance	3.18	2.15	4.00

Though the questionnaire was, a closed-ended questionnaire, the respondents felt the need to suggest certain personnel they felt would increase the levels of running diversity programmes within the municipality. The highest scores on this section were Human Resources and Performance whom the majority of respondents felt should drive diversity programmes. This is again concurring with the view of the Deputy City Manager in the interview. This is a useful and guiding finding for the municipality in so far as the direction that should be taken for cultural diversity management in the eThekweni Municipality.

Respondents also suggested the following personnel on Table 4.22.

TABLE 4.22 OTHER DIVERSITY PROGRAMME DRIVERS

		Level					
		Senior Management		Middle Management		Employee	
Other		Count		Count		Count	
	Organisational Development	2	7.1%	0	0.0%	4	6.6%
	Enough is done throughout	1	3.6%	0	0.0%	1	1.6%
	All staff members in unity	1	3.6%	0	0.0%	0	0.0%
	Peer educators	0	0.0%	0	0.0%	1	1.6%
	Batho Pele Champions in conjunction with Business Support and Tourism Unit (BSTU)	0	0.0%	4	15.4%	1	1.6%
	Employees together with HR	0	0.0%	0	0.0%	2	3.3%
	Involve general staff	0	0.0%	0	0.0%	1	1.6%
	Individual Employee	0	0.0%	0	0.0%	2	3.3%
	Unions and staff reps	0	0.0%	1	3.8%	0	0.0%
	Organisational design and change Management	0	0.0%	1	3.8%	0	0.0%

This finding revealed that 15.4% of middle management felt the need to include Batho Pele champions with business support and tourism units. With the understanding of the eThekweni Municipality organogram, it must be noted that the Batho Pele champion fall under the human resources department led by the Deputy City Manager (DCM) who was interviewed; this again concurs with the earlier notation of human resources driving the cultural diversity programmes. In addition, to be noted on the responses, is that both senior management and employees see organizational development as role players whilst middle management did not comment. It should also be noted that one respondent from the middle management (3.8%) suggested the involvement of union and staff representatives; this seems to suggests politicising cultural diversity instead of fusing it with day-to-day work programmes.

TABLE 4.23 CULTURAL DIVERSITY LEADS TO

		Level					
		Senior Management		Middle Management		Employee	
		Count	Row N %	Count	Row N %	Count	Row N %
Better Performance		13	20.3%	20	31.3%	31	48.4%
Improved motivation		18	31.0%	15	25.9%	25	43.1%
Loyalty		3	10.7%	6	21.4%	19	67.9%
Commitment		4	12.9%	8	25.8%	19	61.3%
Self –Confidence		12	23.1%	11	21.2%	29	55.8%
Enthusiasm		3	12.0%	4	16.0%	18	72.0%
Dignity		9	31.0%	6	20.7%	14	48.3%
Stress decrease		4	21.1%	4	21.1%	11	57.9%
Other	All of the above	2	100.0%	0	0.0%	0	0.0%
	Healthy teams	0	0.0%	1	100.0%	0	0.0%
	Healthy work environment	1	100.0%	0	0.0%	0	0.0%
	Unity	0	0.0%	1	33.3%	2	66.7%

Nearly half of the employees (48.4%) believed that cultural diversity would lead to better performance addressing the objective that intended to determine the connection between cultural diversity and performance. Managers scored markedly lower on this issue. Scores revealed 21.1 % of both senior management and middle management felt that cultural diversity would lead to stress decrease this finding indicates that nonexistence of cultural diversity programmes brings about stress onto some managers. To be noted also, is that quiet a percentage of all respondents felt that cultural diversity programmes would lead to improved motivation this ties in very well with better performance. De Beer and Rossouw (2011:1) in the literature indicated that better financial performance was achieved by organizations with higher racial diversity. Similarly, every employer would like to work in an organization that has both motivated employees with better performing results. A skewed finding is highlighted on the 66% of employees indicating unity as another key player where as 0.0% senior managers did not indicate unity.

TABLE 4.24 ETHNIC GROUP MANAGEMENT STYLES

	Senior Management		Middle Management		Employee	
	Count	Percent	Count	Percent	Count	Percent
White	2	7.14%	10	38.46%	20	32.79%
African	10	35.71%	9	34.62%	30	49.18%
Coloured	1	3.57%	0	0.00%	3	4.92%
Asian	4	14.29%	2	7.69%	2	3.28%
Other	3	10.71%	0	0.00%	2	3.28%
All	2	7.14%	0	0.00%	0	0.00%
Style has no correlation to race	1	3.57%	2	7.69%	0	0.00%
Not link to race but a result of various skills, competences, attributes and traits	1	3.57%	0	0.00%	0	0.00%
Unsure	1	3.57%	0	0.00%	0	0.00%

The above table reveals 49.18 % employees felt that the African group had the best management style, whilst both the senior managers holds a slightly similar view with lesser percentage responses. A useful finding is that of 38.46% middle management held a view that the white group leads in best managing styles further to that 14.29 % Senior Managers indicated Asians. Whilst some respondents felt as if there are some correlations in management styles with race some respondents, 7.69% middle management and 3.57% senior managers, indicated that there is no correlation between race and management styles. A further 3.57 % Senior Managers were unsure.

The above question had multiple responses allowed; hence, the percentages are per single option. Another indication that correlates to no link between races is that of 3.57% senior managers indicating that the management styles are because of skills, competences, attributes and traits. This is a useful indication by senior managers, even though very few respondents indicated such due to the questionnaire being limiting in that it was not an open-ended questionnaire.

4.7.3.4 Section E – Compliance

This section investigates if good performance is achieved through compliance of the cultural diversity policies. This includes amongst others the South African Constitution, Employment Equity, Health and Safety, the White Paper on Local Government.

TABLE 4.25 SKILLS TO ADVANCE TO SENIOR POSITIONS FOR PREVIOUSLY DISADVANTAGED GROUPS

			Level			Total
			Senior Management	Middle Management	Employee	
Does your department ensure that previously disadvantaged employees have the necessary skills to advance to senior positions?	Rarely	Count	0	3	29	32
		% within Level	0.0%	12.0%	47.5%	28.1%
	Sometimes	Count	6	0	24	30
		% within Level	21.4%	0.0%	39.3%	26.3%
	Often	Count	22	22	8	52
		% within Level	78.6%	88.0%	13.1%	45.6%
Total		Count	28	25	61	114
		% within Level	100.0%	100.0%	100.0%	100.0%
						%

The above scores revealed that 78.6 % of senior management and then 88% middle management felt that previously disadvantaged employees have the necessary skills to advance whereas 45.6 % employees whom are the ones who will be advancing to senior positions feel as if the department does not ensure necessary skills. This is a significant indication of the study as it reveals the disparity of communication levels between senior management and employees.

TABLE 4.26 CULTURAL DIVERSITY MEASURED THROUGH PERFORMANCE

			Level			Total
			Senior Management	Middle Management	Employee	
Do you think that cultural diversity should be measured through performance management?	No	Count	9	7	2	18
		% within Level	32.1%	28.0%	3.3%	15.8%
	Not sure	Count	14	8	31	53
		% within Level	50.0%	32.0%	50.8%	46.5%
	Yes	Count	5	10	28	43
		% within Level	17.9%	40.0%	45.9%	37.7%
Total	Count	28	25	61	114	
	% within Level	100.0%	100.0%	100.0%	100.0%	
					%	

The aim of this section is to understand if cultural diversity should be measured through performance. Nearly half of the respondents 45.5% were unsure whether cultural diversity should be measured through performance. There was a unanimous agreement of 50.0% between senior management and employees.

Table 4.26 indicates a level of uncertainty amongst all respondents about measuring cultural diversity through performance. The above scores revealed that 37.7% of respondents felt that cultural diversity must be measured through performance. It should be noted that the municipality has Service Level Agreements with departments that put performance as one of the services that is provided by the human resources department where diversity has a direct impact on employee relations. This finding indicates that the Service Level Agreement has not been communicated to the staff and hence the respondents were unsure.

TABLE 4.27 CHAMPIONING DIVERSITY IN DEPARTMENTS

	Level								
	Senior Management			Middle Management			Employee		
	No	Not sure	Yes	No	Not sure	Yes	No	Not sure	Yes
Serve as a role model for required behavioural change	10,7%	0,0%	89,3%	4,5%	4,5%	90,9%	21,7%	15,0%	63,3%
Provide financial support to implement change	41,7%	29,2%	29,2%	62,5%	6,3%	31,3%	62,7%	33,9%	3,4%
Diversity is represented in top management	8,3%	25,0%	66,7%	15,0%	20,0%	65,0%	43,3%	40,0%	16,7%
Demonstrating personal commitment to diversity	3,6%	21,4%	75,0%	9,5%	4,8%	85,7%	22,0%	35,6%	42,4%
No action on cultural diversity issues	60,9%	39,1%	0,0%	56,3%	43,8%	0,0%	34,5%	60,0%	5,5%
Any other support	50,0%	25,0%	25,0%	50,0%	0,0%	50,0%	0,0%	0,0%	0,0%

From the above question, it is clear that majority of the respondents feel, as they are champions of diversity within their departments. At the most, 89% of senior managers see themselves as role models for required behavioural change; middle managers scored the highest of 90.9% followed by employees with 63.3% holding a similar view. Whilst the respondents feel role models there are indications of that, there is little financial provision for championing cultural diversity. This is seen as a challenge because if there were a need to implement certain behavioural patterns that are there funds would not be available. However, 41.7% of senior management did provide financial means to implement behavioural changes. Scoring the highest in management was middle management by 62.5%. The results indicate that even if employees would like to implement changes of such nature the management will not provide fund for such.

There seems to be contradicting views when it comes to diversity representation. This finding revealed that 66.7 % of senior management holds a view that diversity is represented in top management. A similar view is held by 65% middle management; however 16.7% employees hold a different view. Throughout this section two worlds are evident the world of management and the world of employees. When a question is asked there will be a view held by management and

employees would hold a different view. The aim of this research was not to obtain such findings; however the finding is automatic throughout the questionnaire as a golden thread. There are however very few instance where there will be a consensus amongst all respondents.

Whilst majority of the respondents stated that they serve as role models in their department for behavioural change, the same feeling was held for demonstrating personal commitment to diversity. This indicates that majority of the employees are willing to be part of change and diversity which in turn complies with the policies of the municipality.

TABLE 4.28 INCORPORATION OF CULTURAL DIVERSITY TO MUNICIPAL POLICIES

Senior Management				Middle Management				Employee									
Disagree		Neither agree nor disagree		Agree		Disagree		Neither agree nor disagree		Agree		Disagree		Neither agree nor disagree		Agree	
Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %	Count	Row N %
3	10.7%	3	10.7%	22	78.6%	1	4.0%	3	12.0%	21	84.0%	4	6.6%	4	6.6%	53	86.9%

All levels show high levels of agreement with the suggestion meaning that all respondents held the same view. The senior managers held a 78.6% agreement and middle managers held an agreement of 84.0%, as well as employees held an agreement of 86.9%. This is a view that is well supported by all respondents and needs to be acted upon. This finding ties in with the finding found on the above table (Table 4.28).

4.7.4 Hypothesis Testing

The traditional method to reporting a result needs a statement of statistical importance. A **p-value** is generated from a **test statistic**. A significant result is indicated with "p < 0.05". These values are highlighted with a *.

To determine whether there was a statistically significant connection between variables (rows vs columns) a second Chi-Square Test was performed. The null hypothesis states that there is no association between the two. The alternate hypothesis indicates that there is an association.

The table below summarises the results of the Chi-Square tests.

TABLE 4.29 PEARSON CHI-SQUARE TEST RESULTS

		Pearson Chi-Square Tests														
		Level														
		Senior Management					Middle Management					Employee				
		Gender	Race	Cluster	Job title?	Time employed?	Gender	Race	Cluster	Job title?	Time Employed	Gender	Race	Cluster	Job title?	Time Employed
There is a demographic profile in my department	Chi-square	2.722	10.300	11.752	38.953	7.359	5.720	.891	2.918	21.775	2.528	4.139	5.322	9.686	52.586	3.749
	df	2	6	10	40	8	1	3	5	21	4	2	6	10	44	6
	Sig.	0.256	0.113	0.302	0.517	0.498	.017*	0.827	0.713	0.413	0.64	.126	0.503	0.468	0.176	0.711

For example, the p-value between “There is a demographic profile in my department” and all of the demographic factors were not significant except for gender for middle management ($p = 0.017$). This suggests a significant relationship amongst the variables that is the gender of middle management. Respondents played a significant role in terms of how respondents viewed the demographic profile in their department. In all other instances, the demographic variables did not affect the way respondents scored “There is a demographic profile in my department”.

All values without an * (or p-values more than 0.05) do not have a significant relationship.

4.7.5 Correlations

“Correlation and regression are two techniques that enable a researcher to determine the connection between the actual dimensions of two or more variables” (Stephens, 2004:nd). This section will only look at two variables at a time, but statisticians use these theories and similar formulae in search for the relationship that exist between many variables. The researcher is then concerned with using models of prediction and decision-making when applying these techniques. Bi-variate correlation was also performed on the (ordinal) data; the results are indicated on the appendices. The following patterns are indicated on the results. Positive values indicate a direct proportional relationship

between the variables and a negative value indicates an inverse relationship. The relationships that are of significance are indicated by a * or **.

For example, the correlation value between “There is familiarity with cultural diversity management” and “There is a commitment clause on diversity in mission statement” is 0.527. This is a directly related proportionality. Respondents indicate that the more legislated diversity is, the more familiar respondents would be with cultural diversity management, and *vice versa*.

Another correlation value is between “Assessing my strengths and weaknesses in diversity and self-improvement” and “Awareness of my personal biases and its effect on my thinking within the organization” is 0.303. Respondents again here indicate that the more individuals are aware of their personal biases they will be able to respond better with other employees.

Negative values suggest an inverse relationship. This means that the variables have conflicting effects on each other. That is, as one increases, the other decreases e.g. the correlation value between *Managers of other cultures perform better than my own cultural group and there is a demographic profile in my department* is -.227*. This is an inverse relationship. This means that the more managers of other groups perform better than the other group the less likely that there is a demographic profile in that department. Another example is, the correlation value between *the more you think that cultural diversity should be measured through performance management* and *The organization has an Employment Equity/diversity policies in place that are widely distributed* is -.241*. This means that the more respondents felt when cultural diversity should be measured through performance the less likely the organization has an Employment Equity/diversity policies in place widely distributed.

4.8 ANALYSIS OF APPENDIX “E4”-INTERVIEW

4.8.1 The Sample

In total, 2 interviews were sought, one interview was with the Deputy City Manager of Human Resources in the Municipality and the second interview was going to be with the Head of Human Resources. Owing to the non-availability of the Head of the Department, the interview ended up with the Senior Manager. The Senior Manager was not willing to be recorded and asked that he be sent the questions electronically and the answers were provided. Each of the interview responses have been collated per question aligned with the study objectives and are depicted in the form of tables.

These two interviews were conducted to understand the human phenomena in the context of the two top senior managers relating to cultural diversity and performance.

4.8.2 Research Instrument

The interview research instrument consisted of 10 items and the interview schedule was allocated 4 (four) themes in line with the study objectives. The four themes were outlined as follows:

- A) **Organizational Environment:** here the researcher used this construct to explore the influence of the organizational culture in the performance of eThekweni Municipality employees
- B) **Cultural Diversity:** the researcher used this construct used to ascertain cultural diversity factors that impact on performance in eThekweni Municipality employees
- C) **Leadership and Management Skills:** the researcher used this construct to ascertain the underlying cultural diversity effects on leadership in enhancing performance of eThekweni Municipality employees
- D) **Compliance:** the idea of this construct was to study the influence of compliance factors of cultural diversity to performance of eThekweni Municipality employees

4.8.3 Approach to data analysis

The researcher was dedicated in understanding the views of senior management in the context of cultural diversity and its effect of performance and human resources of eThekweni Municipality.

In understanding and supporting this phenomenal (Ntshangase, 2011:175) states that the researcher will first understand why something is happening rather what is happening through categorising data according to the research objective of the study. Table 4.30 illustrates the view of Ntshangase (2011:176), this is for the purposes of this study:

TABLE 4.30: The four objectives and 10 (ten) questions used in the semi-structured interview

STUDY OBJECTIVES	MAIN QUESTIONS
<p>Objective: To explore the influence of organisational culture on performance of managers.</p>	<ul style="list-style-type: none"> • In terms of the overall performance, can you place cultural diversity as one of the key contributors of enhanced performance? Please elaborate how.

	<ul style="list-style-type: none"> • How are organizational factors influencing cultural diversity and performance management of managers?
<p>Objective: To determine the connection between cultural diversity and performance in eThekweni Municipality</p>	<ul style="list-style-type: none"> • Would you say that the Municipality or local government has a compelling case for managing cultural diversity? Please elaborate. • Do you feel that there is a correlation between Cultural diversity and performance? Please elaborate.
<p>Objective: To establish the underlying factors of leadership that influence cultural diversity;</p>	<ul style="list-style-type: none"> • What relationship exists between cultural diversity and performance management of managers in eThekweni Municipality? Is there any department within the Municipality that is advancing in cultural diversity management? • To what extent does cultural diversity influence leadership and contribute to performance enhancement?
<p>Objective: To understand the legal factors that influence cultural diversity and performance amongst managers in eThekweni municipality;</p>	<ul style="list-style-type: none"> • What are the cultural diversity factors influencing performance of managers in the municipality? • What are the legal factors impacting on cultural diversity as a compliance measure amongst managers in the Municipality? • In your view, are there any differences in implementing employment equity and managing diversity? If yes or no state why? • Is there anything that you would want to add to the information that you have provided during this interview?

The study had five (5) objectives found in Chapter One and the four themes are arranged in accordance with the significance of the study. A semi-structured interview schedule was developed

by the researcher comprising of ten (10) questions (see attached Appendix “E4) allocated within the four themes mentioned above. Each question was intended to enable the researcher to analyse the thoughts, experiences and perceptions of both the Senior Management in the Human Resources department about the cultural diversity and performance in the eThekweni Municipality. Questions in the semi-structured interview were conducted in a non-rigid manner, as they appear on the interview schedule however; the sequence to be followed was determined by the discussion.

4.9 DISCUSSIONS ON THE INTERVIEW GUIDELINE: THEMATIC TRENDS IN THE INTERVIEW ANALYSIS

The guideline of the interview is based on the interview schedule. Based on both the interviews the researcher categorised the two discussions into ten (10) themes while aligning them to the interview schedule themes. The interview guideline is discussed as follows according to the themes that emanated from the two interviews:

a) Theme - Overall and improving performance

The interviewees were asked questions to understand the overall performance of the eThekweni Municipality and to ascertain whether there was a need to improve performance. The response of the Deputy City Manager was *“most of the employees generally perform except where there are reasons of not performing”* and the senior manager responded by saying *“the municipal overall performance is satisfactory”*. Both these responses indicate a need to improve performance. It was indicated by the interviewees that cultural diversity is one of the tools the municipality is looking at to improve performance. Both the respondents agreed to the existence of the relationship between cultural diversity and performance. Highlighted was the perception that employing a woman means lowering the performance standards. However, that perception was also indicated as one of the role players in cultural diversity and that needed to be changed. This will result in having the same performance standards for both male and female. Further to that, it was clear that there needed to be some synergy amongst municipal departments in order for performance to increase.

b) Theme – Cultural Diversity Programme

The aim of this theme was to ascertain whether there is a cultural diversity programme in existence in the eThekweni Municipality or a relationship between cultural diversity and performance. The outcome revealed there is no formal programme that has been launched in the eThekweni

Municipality in respect of cultural diversity; it was also evident that there is a need for municipal diversity training.

“As they walk in then they get into this diversity awareness programme so that by the time they are into their work place they are already inducted in that field”.

This statement is quoted from the interview between the researcher and the Deputy City Manager; it reveals the need for the diversity training. Further to that, it was indicated by respondents that there is a cultural diversity awareness pilot programme that was to be piloted by the Human Resources cluster and the aim for this awareness was to diffuse the perception that diversity is about bringing substandard people in the organization. Both respondents saw this pilot as one of the new initiatives planned for the eThekweni Municipality and if there was a success with the programme it would be circulated to the municipality and be part of the induction for the new employees.

The pilot programme was aimed at educating employees about one another and has diversity as one of the focal points. The theme for the pilot diversity awareness programme was “United in Diversity”. This indication of the pilot awareness programme coincides with Chapter 2 of this study, which states that linking performance to diversity is an important component to managing diversity effectively. Over and above that the interviews allude to having diversity as a focal area for municipal departments affirming what is communicated in Chapter Two that better and enhanced performance is the ultimate goal for every organization, particularly in local government; further noting that through cultural diversity management the organization strives to reach a point of competitiveness, as well as enhanced performance.

c) Theme – Working Environment

The working environment theme was focused on grasping the views of the interviewee’s perception on the eThekweni Municipality environment in relation to cultural diversity. It was evident that the employees of eThekweni Municipality lacked in working as teams and that was a contributor to lower levels of performance. This also led to departments lacking synergy, working in silos, and therefore making it difficult to work in teams. Further to that it was highlighted that tools of trade at work are ones that make employees enjoy working in that organizational environment. This finding is in line with Chapter Three (3) paragraph 3.2 stating that in terms of diversity management there is need to provide employees with the required tools to assist the workforce improve their working environment.

d) Theme – Synergy

The synergy theme is in line with the working environment; here all respondents agreed that there was no synergy amongst departments. The collective view was that there is a need for synergy and integration amongst employees and departments of the municipality.

e) Theme – Demographic

Demographics of the study in Table 4.7 show that there are more women (55.7 %) in the organization than men (44.3 %). However, senior management in the profiles shows that there are fewer females in the senior management category. This finding is in line with the interviewees' response on the drive to increase women on senior management quoted below:

“we need to close that gap, the graph is very skewed towards males and now we must engage in a drive to bring in women on board and in that way we are influencing how people interact and how people look into this diversity”.

f) Theme – Affinity to work with others

Affinity to work with others was a brainteaser to the working environment in showing how people work together. Both agreed that heterogeneous groups perform better than homogenous groups; this requires further research as both the respondents did not quote a study to prove this articulation. Evident was that there were group dynamics in the organizations which corresponds with the finding on Figure 4.8 that the level of relationships was lower on the groups that culturally did not belong to the same group. The finding on affinity to work with others emphasizes the need to train and educate employees about diversity and working together.

g) Theme – Perceptions and Stereotypes

The aim of this theme was to ascertain if there are stereotypes within the organization. The result of this finding would give an indication of the programmes that would need to be implemented for the eThekweni Municipality to thrive in cultural diversity and performance. It was found that there were still group dynamics within the organization and that there were invisible boundaries that were created. The discovery of invisible boundaries proves to be true in affirmation with the statement in Chapter Three declaring that leadership perceptions of other groups are shaped by stereotyped images created by the observation of the friends, like race, family and colleagues rather than personal experience.

h) Theme – Cultural Diversity

Chapter Two states that managing diversity is a long-term process that requires commitment and dedication from both managers and general staff in the public service. It was discovered that diversity needed to be part of the municipal tools of trade and that all employees should fit in the organization and know their role. This would be achieved by having a cultural audit mentioned in Chapter Two that aims at identifying obstacles limiting employee progress that block collaboration among diverse groups from diverse backgrounds. The need for cultural audit becomes imminent when challenges with performance are evident.

i) Theme - Compliance Measures Employment Equity

This theme is aimed at understanding the legal factors that influence cultural diversity and performance amongst employees of eThekweni municipality. Figure 2.2 demonstrates that there is a relationship between cultural diversity and Employment Equity as a compliance measure, as well as a legal factor. The results of the interviews showed that the eThekweni Municipality is behind with the understanding of Employment Equity; however, the need to make it part of cultural diversity was emphasized. Conjointly with this finding, is the statistical result stating that the more respondents felt that cultural diversity should be measured through performance it was less likely that an organization had an Employment Equity policy. Chapter Two further articulates that In order to create a conducive environment to cultural diversity and employment equity there is a need for diversity training to form part of the municipal strategy. This articulation is congruent with the interview finding of educating and training managers on both diversity and Employment Equity matters.

j) Leadership and Management

The purpose of this interview question was to establish the underlying factors of leadership that influence cultural diversity. One of the findings was that to infiltrate positive leadership sharing of management tactics would be a necessity. This would be difficult, as it has already been discovered that there is no synergy amongst municipal departments. However, to initiate the leadership influence talent management was identified by the interviewee that it would one of the programmes that would be the underlying factor of leadership influencing cultural diversity.

4.10 SUMMARY

This chapter focused on the overview of the research methodology with the discussion of the data obtained from both the surveys and interviews. The interpretation of the findings was linked to the literature review chapter, as well as the objectives and research questions found in Chapter One. Throughout this chapter, a golden thread through the various narratives of participants was their implicit and explicit reference to communication between management and employees. This observation noted that management holds views of a different kind to the employees, who are subordinates. This either means that management does not communicate the strategic direction to employees or employees are resistant to the direction of management. In accordance with Chapter Two and Three, the communication needs to be strengthened between the two so that there is one direction that the organization takes.

The following final chapter will present the conclusion and recommendations emanating from the study. These will be based on the interpretation of data obtained from the two interviews and the questionnaires interwoven with previous chapters.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

The purpose of this study was to ascertain how the eThekweni Municipality manages cultural diversity for performance enhancement. The study was conducted amongst management, however, for triangulation purposes general staff in the category, as “employees” were included. The purposes of including the “employees” were to get their perspective, as well as understand the causal reasons for diversity management or non-management. It was understood that the South African constitution advocates equal rights for everyone and the research was based on the view that there are equal rights for everyone in the workplace and hence everyone irrespective of colour or gender was treated the same in the study, as well as a belief that all had a common goal and understanding.

The main objective of this chapter is to present the conclusion, as well as the findings of the research study. This chapter will also attempt to give recommendations based on the findings of the study.

5.2 BACKGROUND AND CONCLUSION OF THE RESEARCH

The study was undertaken in the local government setting hence the White Paper articulates that in many cases after the apartheid regime, a process of amalgamating the municipalities began where the systems and structures of better established municipalities (former white-dominated) were to absorb others and be extended with former Black Local Authorities (BLAs) (Republic of South Africa, 2011:16). This process had proved to have inequity and made some attempt to enhance performance, and thus all if not most of the administrative system challenges remained. The research was conducted with the understanding that eThekweni Municipality is one of the amalgamated municipalities; hence it suffered the administrative challenges of the amalgamated municipalities, and is now categorised as a metropolitan institution.

The aim of the study was to ascertain the extent to which eThekweni Municipality manages cultural diversity to ensure enhanced performance for the organization.

5.3 SYNOPSIS OF CHAPTERS:

5.3.1 Chapter One

The aim of this chapter was to provide an overview of the research study, as well as the background with objectives was presented in the chapter. Description of key concepts was done with the context and the study area identified. The emerging of a discussion on the research methodology, data collection and design was outlined on this chapter. As a foundation of the study, key research themes are discussed forming the fundamentals of the research study. Principal theories with the discussion of Batho Pele Principles Policy as an indicator of cultural diversity are outlined. The main conceptual framework for the study was the framework of cultural diversity and performance enhancement based on the cognitive theory.

5.3.2 Chapter Two

The fundamental aim of the chapter was to enhance governance through cultural diversity. The chapter begins with the historical background of local government and cultural diversity outlining the current situation, as well as developmental state as some main fundamentals of the historical background. The concept of good governance was evaluated through the Affirmative Action and Employment Equity policies. An ideal governance model of cultural diversity at local government was discussed. Further to that, a guide of cultural diversity through human resources was discussed as a framework guideline. To some extent, the empirical evidence and investigation revealed the need to improve performance through cultural diversity as areas of good governance.

5.3.3 Chapter Three

This chapter looked at the inter-relationship between cultural diversity and performance in the local government environment. The focus of this chapter was on local government as the study is located in the local government sphere. The key focus area of the chapter was the cultural diversity and performance paradigm shifts. A further discussion emerges about the management syndrome affecting performance and cultural diversity of municipal employees thus giving the research a guide on some of the pertinent challenges prevalent in the local sphere.

5.3.4 Chapter Four

The chapter combined research methodology and data analysis. The initial discussion began with the presentation of research design for the study followed by a review of the mixed methods as a research strategy used in the study. The mixed method was adopted to explore characteristics of the research related to the good governance of cultural diversity in the eThekweni Municipality and performance of the employees. The chapter further presented the objectives, significance and theories of the study. Two research instruments were used *namely* the questionnaire was used and separated into three categories for Senior Manager, Middle Managers and Employees. Another research instrument used was the interview, which was used to elicit and support data from respondents. Data was then presented using various statistical tools. To visually present the data figures and tables were used with concise explanations following the statistical analysis in the study, finding positive and negative correlations were made. Towards the end of the chapter, an interview discussion is presented that supports and elicit the views of the respondents.

5.3.5 Chapter Five

This chapter presented a conclusion and recommendation section. As part of the empirical study, the conclusion was derived from the literature, as well as recommendations. A deliberation on the results of the study with recommendations based on the findings will take place and a summary of all the chapters will be provided. Areas of future research and a conclusion were provided, with recommendations arising from the study for future consideration for the municipality in particular.

5.4 KEY FINDINGS ALIGNED WITH THE OBJECTIVES OF THE STUDY

5.4.1 Understand the legal factors that influence cultural diversity and performance amongst managers in eThekweni municipality

The researcher aimed at studying the legal factors influencing cultural diversity with the view that good performance is achieved through compliance of the cultural diversity aligned policies. The aim of cultural diversity is to enhance creativity, innovation and problem-solving thus improving organization performance. The study revealed that whilst there is an existence of the Employment Equity policies and Affirmative Action the common consensus was that there is a need for another policy to subsidize these policies. Whilst the drive for organizations is to ensure that, there is

increased performance through skilling of employees, the study revealed that management had enough skills to move to senior positions. This revealed that there are fewer females in senior positions hence contradicting the aim of the Affirmative Action. It was further revealed that there is a need to include cultural diversity in the eThekweni Municipal policies. This would help achieve the objective above. The objective has been achieved with the results obtained and a significant area identified in line with this objective is that of the pilot programme being circulated in the municipality which would help guide the type of cultural diversity programme and policy required for the organization.

5.4.2 Determine the connection between cultural diversity and performance in eThekweni Municipality

This objective was used to establish cultural diversity factors that influence performance of the organization. This was with the view that cultural diversity is viewed as a principle to make the human resources decisions, as well as implement practices thus creating greater involvement of personnel into formal and informal social networks within the organization. The finding revealed that the connection between cultural diversity and performance, the view of the respondents were in agreement with this view. However, the finding also revealed that there were no incentives to promote cultural diversity in the municipality. This finding provided a challenge as there would need to be a way of managing cultural diversity if there were no incentives: to manage cultural diversity. There were suggestions of how cultural diversity should be managed if not by incentives, the majority of employees recommended training and development and organizational goals and objectives as part of the constructs that should be used to manage cultural diversity.

5.4.3 Understand how eThekweni Municipality translates cultural diversity within its human resource policies

The aim of this objective was to ascertain whether there is an understanding of cultural diversity within the human resources department. The finding would assist the researcher to understand whether there was knowledge of the term cultural diversity and if there were, would it be included on the municipal policies. The finding revealed that there was knowledge of cultural diversity and that the respondents felt the need to include cultural diversity on the municipal strategic plans. This finding indicates a positive direction for the municipality in terms of subsidizing the both the

Affirmative Action and the Employment Equity. There was a greater agreement by human resources that cultural diversity needed to be part of the daily activities for the employees.

5.4.4 Establish the underlying factors of leadership that influence cultural diversity

This construct was used to ascertain the underlying cultural diversity effects on leadership in enhancing performance of eThekweni Municipality Managers. Chapter One, discusses that cultural diversity should form part of the key performance areas for the organization and expresses a dire need for cultural management. In so doing leaders then collaborate with their superiors, equals and subordinates, as well as with individuals to achieve better performance. The findings in the research revealed that to infiltrate positive leadership there was a need to sharing management tactics. This would prove to be a challenge as it has already been discovered that there is no synergy amongst municipal departments. However, to initiate the leadership influence, the interviewees identified talent management as a programme that would be key in underlying factors of leadership thus influencing cultural diversity. This objective was therefore met in terms of its understanding, as well as identification of factors that would help improve this construct.

5.4.5 Explore the influence of organizational culture on performance of managers

This construct assumes the idea that for enhanced performance and effective decision-making to be attained there is a need for co-operation and shared value system within the organization. The findings first revealed a lack of communication between senior management and subordinates. This indicates and proves that the level of teamwork in the organization is minimal. This finding is in agreement with the statement provided by Van Der Vegt and Bunderson (2005:532) stating that communication is one of the key mechanisms needed for performance and that diversity is more likely to yield performance benefits if there is good communication in the organization. The finding also revealed that the majority of respondents were aware of their personal biases and were able to manage those; this also indicated that the more individuals are aware of their personal biases they will be able to respond better with other employees. The study also revealed that the employees of eThekweni Municipality lacked capacity in working as teams and that was a contributor to lower levels of performance. This led to departments lacking synergy, as well as working in silos therefore, making it difficult to work in teams. The study revealed a negative working environment in the organization.

However, it was further revealed that tools of trade in the organization are part of the contributor to the negative environment.

5.5 RECOMMENDATIONS

5.5.1 Tools for Managing Diversity

The improvement of cultural diversity in an organization lies in the empowerment of the employees. This, together with career pathing will prove to be one of the effective tools for cultural diversity. Another tool that would be a positive spin off for the organization to have is that of communication and synergy. Therefore, the need to improve synergy in the organization is critical. These tools will assist the organization in minimising some of the prevalent challenges and would be achieved through some of the programmes mentioned in the research analysis.

5.5.2 Diversity Training Program

The eThekweni Municipality was found to have diversity training programmes, however lacking in follow up with the departments. It was also highlighted in the analysis that there have been some pilot programmes that were intended for the employees, which are aimed at increasing cultural diversity awareness. It is therefore recommended that these training sessions be run across the municipality; however as mentioned in Chapter Two that before running cultural diversity programmes of this nature a cultural audit needs to be done. This research therefore recommends that the Municipality starts with the cultural audit first as the audit will help determine shortfalls.

5.5.3 Mentoring

Having empowerment and diversity programmes that are not monitored will not be an effective tool. Better mentoring will enhance the individual's sense of well-being, self-efficacy and professionalism. This further illustrates that with a concept of *Ubuntu* management further training and development is required which leads to mentoring and empowerment of organizational individuals. Here the researcher suggests that mentoring serves as a monitoring tool on managing cultural diversity. There is now a need for future journals to produce publications that has a reflection of diversity to guide the Human Resource Management.

5.6 TOPICS FOR FUTURE RESEARCH

With diversity in the municipalities, continuing to change and improve there is a need for future journal publications and research to reflect a concept of local government cultural diversity in this area of research. Following are the topics for future research:

- The impact of diversity management practices on career development in municipal employees; and
- The role of Human resources managers and diversity practitioners in local government performance enhancement.

Chapter Four found that heterogeneous teams perform better than the homogenous teams. This calls for further research, as there was no quoted study on this articulation and both Chapter Two and Three could not prove that heterogeneous groups perform better than homogenous groups.

5.7 SUMMARY

Through the whole analysis, management and employees hold an inclination towards certain views. It was observed that management holds views of different kinds and then the employees, who are subordinates holds different views. This means either that management does not effectively communicate the direction to employees or the employees do not attend to the direction given to them.

Whilst subordinates are prepared not to make assumptions about their co-workers in the organization, the same cannot be said for the senior management. This then proves the common trend found in the study, that there is no communication between senior management and general employees. This then affects the performance of the employees, which in turn indicates a need for integrating the diversity strategy with the Human Resources policy with other policies of the same kind, therefore providing a link between performance, cultural diversity and the organizational environment.

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**LIST
OF
APPENDICES**

15 May 2015

Mrs Thabile Mngomezulu (205515390)
School of Management, IT & Governance
Westville Campus

Dear Mrs Mngomezulu,

Protocol reference number: HSS/0472/015M

Project title: Management of cultural diversity for performance enhancement: A case study in eThekweni Municipality

Full Approval – Expedited Application

With regards to your application received on 13 May 2015. The documents submitted have been accepted by the Humanities & Social Sciences Research Ethics Committee and **FULL APPROVAL** for the protocol has been granted.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.

Please note: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully



.....
Dr Shenuka Singh (Chair)

/ms

Cc Supervisor: Dr Mogie Subban
Cc Academic Leader Research: Professor Brian McArthur
Cc School Administrator: Ms Angela Pearce

Humanities & Social Sciences Research Ethics Committee

Dr Shenuka Singh (Chair)

Westville Campus, Govan Mbeki Building

Postal Address: Private Bag X54001, Durban 4000

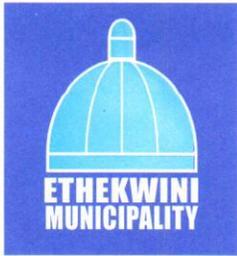
Telephone: +27 (0) 31 260 3587/8350/4557 Facsimile: +27 (0) 31 260 4609 Email: ximbap@ukzn.ac.za / snvmanm@ukzn.ac.za / mohungo@ukzn.ac.za

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23 October 2014

APPENDIX "B" : GATEKEEPER'S LETTER

Mrs T D Mngomezulu
Project Officer: Inter-Governmental Relations
eThekweni Municipality

Dear Madam

APPROVAL TO CONDUCT MASTERS STUDY WITH ETHEKWINI MUNICIPALITY AS A CASE STUDY

Student Name: Thabile D Mngomezulu

Student Number: 205515390

Topic: Management of cultural diversity for performance enhancement: A case study in eThekweni Municipality

Approval is hereby granted to Mrs T D Mngomezulu to conduct a study using the Municipality as a case study for your research, subject to the following:

- Submission of the questionnaire or information tool; and
- Submission of the final product for information and notes.

You are therefore urged to consider and adhere to the agreements of confidentiality and anonymity relating to the information tool that will be used in the research.

Wishing you the best in your endeavour.

Yours faithfully


S SITHOLE
CITY MANAGER
ETHEKWINI MUNICIPALITY

APPENDIX “C”: INFORMED CONSENT



- College of Law and Management Studies
School of Management, IT and Governance, Westville Campus

MPA Research Project

Researcher: Thabile Mngomezulu (0833107569) thabilem161@gmail.com or thabile.mngomezulu@durban.gov.za

Supervisor: Dr M Subban (031 260 7763) email: subbanm@ukzn.ac.za

Research Office: Ms. P. Ximba 031-2603587

ETHICAL CLEARANCE NUMBER: HSS/0472/015M

Dear Participant,

My name is Thabile Mngomezulu (205515390) a Masters in Public Administration candidate studying at the University of KwaZulu-Natal, Westville Campus. You are invited to participate in the research project titled “**Management of cultural diversity for performance enhancement: A case study in eThekweni Municipality**”. The overall objective of the study is to establish and examine the relationship, influence and impact of cultural diversity as a compliance measure and its effect on performance of the eThekweni employ. Through your participation I hope to gather objective information of your knowledge and experience in utilizing cultural diversity for performance enhancement within the municipality. The results of this survey will hopefully be a source of information on the issue of cultural diversity management enhanced performance management. It is hoped that the findings shall form the essential database for HR Departments to integrate the knowledge about cultural diversity and performance.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this research project. Confidentiality and anonymity of records identifying you as a participant will be maintained by the School of Management, IT & Governance, and UKZN.

If you have any questions or concerns about participating in this study, please contact me or my supervisor at the numbers listed above.

It should take you about 15/20 minutes/s to complete the questionnaire. I hope you will take the time to complete the questionnaire.

Sincerely

Thabile Mngomezulu

Investigator’s signature _____ **Date** _____

APPENDIX “C”: INTERVIEW INFORMED CONSENT



UNIVERSITY OF
KWAZULU-NATAL
College of Law and Management Studies
School of Management, IT and Governance, Westville Campus

Qualitative Research Project

Researcher: Thabile Mngomezulu (0833107569) email: thabilem161@gmail.com or Thabile.mngomezulu@durban.gov.za
Supervisor: Dr M Subban (031 260 7763) email: subbanm@ukzn.ac.za
Research Office: Ms. P. Ximba 031-2603587
Ethical Clearance Number: HSS/0472015M

Dear Respondent,

My name is Thabile Mngomezulu (205515390) a Masters in Public Administration candidate studying at the University of KwaZulu-Natal, Westville Campus. You are invited to participate in the research project titled “**Management of cultural diversity for performance enhancement: A case study in eThekweni Municipality**”. The overall objective of the study is to establish and examine the relationship, influence and impact of cultural diversity as a compliance measure and its effect on performance of the eThekweni employ. Through your participation I hope to gather objective information of your knowledge and experience in utilizing cultural diversity for performance enhancement within the municipality. The results of this interview will hopefully be a source of information on the issue of cultural diversity management and enhanced performance management. It is hoped that the findings shall form the essential database for HR Departments to integrate the knowledge about cultural diversity and performance.

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this research project. Confidentiality and anonymity of records identifying you as a participant will be maintained by the School of Management, IT & Governance, and UKZN.

If you have any questions or concerns about participating in this study, please contact me or my supervisor at the numbers listed above.

The interview will take about 30 to 45 minutes to complete. I hope you will allow time for the interview

Sincerely

THABILE MNGOMEZULU

INVESTIGATOR’S SIGNATURE _____

DATE _____

APPENDIX "D" : LANGUAGE PRACTITIONER LETTER

Language Practitioner/Specialist: Language in Education

T. Reddy

B.A. ; U.E.D. (Natal); B.A. Hons. (UNISA); M.A. (Linguistics); Cert. in TESOL (Pittsburgh, USA);

Fellow English Speaking Board (Int.) UK

Tel (h) : 031 564 6975

Cell : 083 784 6975

e-mail : tcdreddy@gmail.com

To whom it may concern

Date 28 November 2016

Re: Language Practitioner Report

Student Thabile Mngomezulu Student Number 205515390

**Dissertation : Management of Cultural Diversity for Performance Enhancement :
A Case Study in Ethekeweni Municipality**

I have had the pleasure of reading the above dissertation submitted for the degree of Master of Public Administration, School of Management, Information Technology and Governance at the College of Law and Management Studies, UKZN, and found the language usage fluent and free of any grammatical inaccuracies.

The work has been read for punctuation, fluency and congruency, and meets the language and stylistic writing at this postgraduate level.

I deem the dissertation acceptable for final admission.

Regards

T. Reddy



28/11/2016

APPENDIX "E1" - SENIOR MANAGEMENT SURVEY

CULTURAL DIVERSITY AND PERFORMANCE SURVEY QUESTIONNAIRE

SENIOR MANAGEMENT SURVEY

The survey forms part of a study project. It should not take more than 15 minutes to complete.

The focus of the study is the Municipal to ascertain the effects of cultural diversity into performance. The objective is to ensure effective, efficient decision making process and improve performance through cultural diversity management.

NB: Confidentiality and anonymity of participants will be observed by coding.

Thank you for taking part in this survey

Enquiries:

Thabile Mngomezulu: 0833107569 or thabile.mngomezulu@durban.gov.za

The connection between cultural diversity and performance at the Municipality.

SECTION A – BIOGRAPHICAL DATA

1. **Gender**

Male	
Female	

2. **Race**

White	
African	
Coloured	
Asian	
Other	

3. **Cluster: Please tick the cluster in which your department belongs**

Community Emergency	Human Settlement and Infrastructure	Human Resources	Governance and International Relations	Finance and procurement	Economic Development

4. **What is your job title**

--

5. **How long have you been employed by the Municipality**

No of Years	Mark with X
0 – 5	
6 – 10	
11 – 20	
21 – 30	
If more please specify	

SECTION B – ORGANIZATIONAL ENVIRONMENT - How are organizational factors influencing cultural diversity and performance management of managers?

6. Please tick the appropriate answer

	Never	Rarely	Sometimes	Often	Always
There is a demographic profile in my department					
Organization has Employment Equity/diversity policies in place that are widely distributed.					
Awareness of my personal biases and its effect on my thinking within the organization					
Assessing my strengths and weaknesses in diversity and self-improvement					
Assumptions on other persons or groups					
Acceptance of working with various cultures					

SECTION C – CULTURAL DIVERSITY - What relationship exists between cultural diversity and performance management in the Municipality?

7. There is familiarity with cultural diversity management.

Never	Rarely	Sometimes	Often	Always

8. There is a commitment clause on diversity in mission statement

Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
--------------------------	-----------------	-----------------------------------	--------------	-----------------------

9. Strategic plans on Human Resource practices should include a focus on cultural diversity

Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
--------------------------	-----------------	-----------------------------------	--------------	-----------------------

10. Cultural diversity has an influence on performance of senior management

Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
--------------------------	-----------------	-----------------------------------	--------------	-----------------------

11. My department provides incentives or rewarding schemes for cooperation in the implementation of diversity programmes

Never	Rarely	Sometimes	Often	Always

12. I address diversity barriers in my department to ensure unity and productivity

Never	Rarely	Sometimes	Often	Always

13. Please give your own opinion on how cultural diversity should be managed or approached through the following systems: (You can choose more than 1 option)

Recruitment and Selection	
Training and Development	
Performance Management	
Remuneration	
Succession Planning	
Leadership (Management philosophy)	
Strategic Planning	
Employee Involvement	
Organizational goals and objectives	
Governing policies rules and laws	

14. Affinity to work with various cultural groups

	Not at all attached	Slightly attached	Somewhat Attached	Moderately attached
People who speak the same language				
People who do not speak the same language				
People who belong to the same race group				
People who do not belong to the same group				

SECTION D – LEADERSHIP AND MANAGERIAL SKILLS - To what extent does cultural diversity influence leadership and contribute to performance enhancement?

15. Do you show constant support for diversity programmes?

Never	Rarely	Sometimes	Often	Always

16. What types of programmes are offered in support of diversity? Please specify

17. How well do you think the municipality prepares its employees for management positions?

Poor	Fair	Good	Very Good	Excellent

18. Does your department provide diversity training and education?

Not at all	Rarely	Sometimes	Often	Always

19. Does your department measure or appraise management on diversity?

Not at all	Rarely	Sometimes	Often	Always

20. Who do you think is best suited to drive diversity programmes for the municipality?
(Please tick in numbering sequence from 1-5)

Top Management	
Human Resources	
Performance management	
HR & Performance	
Other please specify your suggestion	

21. In your own opinion, would you say managing diversity leads to the following? Please tick not more than three (3)

Better Performance	
Improved motivation	
Loyalty	
Commitment	
Self –Confidence	
Enthusiasm	
Dignity	
Stress decrease	
Other (please specify)	

22. Which ethnic group, would you say, has the best management style?

White	
African	
Coloured	
Asian	

23. Managers of other cultures perform better than my own cultural group

Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree

SECTION E - COMPLIANCE -

24. Do you ensure that previously disadvantaged employees have the necessary skills to advance to senior positions?

Never	Rarely	Sometimes	Often	Always

25. Do you think that cultural diversity should be measured through performance management?

No	Not Sure	Yes

26. Do you champion diversity in your department by doing the following?

	No	Not sure	Yes
Serve as a role model for required behavioural change			
Provide financial support to implement change			
Diversity is represented in top management			
Demonstrating personal commitment to diversity			
No action on cultural diversity issues			
Any other support (please specify)			

27. I think cultural diversity must be incorporated within the municipal policies

Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree

APPENDIX “E2” - MIDDLE MANAGEMENT SURVEY

CULTURAL DIVERSITY AND PERFORMANCE SURVEY QUESTIONNAIRE

MIDDLE MANAGEMENT SURVEY

The survey forms part of a study project. It should not take more than 15 minutes to complete.

The focus of the study is the Municipal to ascertain the effects of cultural diversity into performance. The objective is to ensure effective, efficient decision making process and improve performance through cultural diversity management.

NB: Confidentiality and anonymity of participants will be observed by coding.

Thank you for taking part in this survey

Enquiries:

Thabile Mngomezulu: 0833107569 or thabile.mngomezulu@durban.gov.za

The connection between cultural diversity and performance at the Municipality.

SECTION A – BIOGRAPHICAL DATA

1. **Gender**

Male	
Female	

2. **Race:**

White	
African	
Coloured	
Asian	
Other	

3. **Cluster: Please tick the cluster in which your department belongs:**

Safety and Social Services	Human Settlement and Infrastructure	Human Resources	Governance and International Relations	Finance and procurement	Economic Development

4. **What is your job title**

5. **How long have you been employed by the Municipality**

No of Years	Mark with X
0 – 5	
6 – 10	
11 – 20	
21 – 30	
If more please specify	

SECTION B – ORGANIZATIONAL ENVIRONMENT - How are organizational factors influencing cultural diversity and performance management of managers?

6. Please tick the appropriate answer.

	Never	Rarely	Sometimes	Often	Always
I ensure a demographic profile in my department					
The organization has an Employment Equity/ diversity policies in place that are widely distributed.					
Awareness of my personal biases and its effect on my thinking within the organization					
Assessing my strengths and weaknesses in diversity and self-improvement					
I do not make assumptions about a person or a group until I have verified the facts on my own					
I work to make sure people who are different from me are heard and accepted					

SECTION C – CULTURAL DIVERSITY - What relationship exists between cultural diversity and performance management in the Municipality?

7. There is a familiarity with cultural diversity management exists

Never	Rarely	Occasionally	Often	Always

8. There is a commitment clause on diversity in mission statement

Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree

9. Strategic plans on Human Resource practices should include a focus on cultural diversity

Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree

10. Cultural diversity has an influence on performance of management

Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree

11. My department ensures incentives or rewarding schemes for cooperation in the implementation of diversity programmes?

Never	Rarely	Sometimes	Often	Always

12. I address diversity barriers in your department to ensure unity and productivity

Never	Rarely	Sometimes	Often	Always

13. Please give your own opinion on how cultural diversity should be managed or approached through the following systems: (You can choose more than 1 option)

Recruitment and Selection	
Training and Development	
Performance Management	
Remuneration	
Succession Planning	
Leadership (Management philosophy)	
Strategic Planning	
Employee Involvement	
Organizational goals and objectives	
Governing policies rules and laws	

14. Affinity to work with various cultural groups

	Not at all attached	Slightly attached	Somewhat Attached	Moderately attached	Extremely Attached
People who speak the same language					
People who do not speak the same language					
People who belong to the same race group					
People who do not belong to the same group					

SECTION D – LEADERSHIP AND MANAGERIAL SKILLS - To what extent does cultural diversity influence leadership and contribute to performance enhancement?

15. Do you show constant support for diversity programmes?

Never	Rarely	Sometimes	Often	Always

16. What types of programmes are offered in support of diversity? Please specify

17. How well do you think the municipality prepares its employees for management positions?

Poor	Fair	Good	Very Good	Excellent

18. Does your department provide diversity training and education?

Never	Rarely	Sometimes	Neutral	Often	Always

19. Does your department measure or appraise management on diversity?

Never	Rarely	Sometimes	Neutral	Often	Always

20. Who do you think is best suited to drive diversity programmes for the municipality?
(Please tick in numbering sequence from 1-5)

Top Management	
Human Resources	
Performance management	
HR & Performance	
Other please specify your suggestion	

21. In your own opinion, would you say managing diversity leads to the following? Please tick not more than three (3)

Better Performance	
Improved motivation	
Loyalty	
Commitment	
Self-Confidence	
Enthusiasm	
Dignity	
Stress decrease	
Other (please specify)	

22. Which ethnic group, would you say, has the best management style?

White	
African	
Coloured	
Asian	

23. Managers of other cultures perform better than my own cultural group.

Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
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SECTION E - COMPLIANCE -

24. Do you ensure that previously disadvantaged employees have the necessary skills to advance to senior positions?

Never	Rarely	Sometimes	Often	Always

25. Do you think that cultural diversity should be measured through performance management?

No	Not Sure	Yes
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26. Do you champion diversity in your department by doing the following?

	No	Not sure	Yes
Serve as a role model for required behavioural change			
Provide financial support to implement change			
Diversity is represented in top management			
Demonstrating personal commitment to diversity			
No action on cultural diversity issues			
Any other support (please specify)			

27. I think cultural diversity must be incorporated within the municipal policies:

Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree
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APPENDIX “E3” - EMPLOYEE SURVEY

CULTURAL DIVERSITY AND PERFORMANCE SURVEY QUESTIONNAIRE

EMPLOYEE SURVEY

The survey forms part of a study project. It should not take more than 15 minutes to complete.

The focus of the study is the Municipal to ascertain the effects of cultural diversity into performance. The objective is to ensure effective, efficient decision making process and improve performance through cultural diversity management.

NB: Confidentiality and anonymity of participants will be observed by coding.

Thank you for taking part in this survey

Enquiries:

Thabile Mngomezulu: 0833107569 or thabile.mngomezulu@durban.gov.za

The connection between cultural diversity and performance at the Municipality.

SECTION A – BIOGRAPHICAL DATA

1. **Gender**

Male	
Female	

2. **Race:**

White	
African	
Coloured	
Asian	
Other	

3. **Cluster: Please tick the cluster in which your department belongs:**

Community Emergency	Human Settlement and Infrastructure	Human Resources	Governance and International Relations	Finance and procurement	Economic Development

4. **What is your job title**

--

5. **How long have you been employed by the Municipality**

No of Years	Mark with X
0 – 5	
6 – 10	
11 – 20	
21 – 30	
If more please specify	

SECTION B – ORGANIZATIONAL ENVIRONMENT - How are organizational factors influencing cultural diversity and performance management of managers?

6. Please tick the appropriate answer.

	Never	Rarely	Sometimes	Often	Always
There is a demographic profile in my department?					
The organization has an Employment Equity/diversity policies in place that are widely distributed.					
Awareness of my personal biases and its effect on my thinking within the organization					
Assessing my strengths and weaknesses in diversity and self-improvement					
I do not make assumptions about a person or a group until I have verified the facts on my own					
I work to make sure people who are different from me are heard and accepted					

SECTION C – CULTURAL DIVERSITY - What relationship exists between cultural diversity and performance management in the Municipality?

7. There is familiarity with cultural diversity management

Never	Rarely	Occasionally	Often	Always

8. There is a commitment clause on diversity in mission statement

Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree

9. Strategic plans on Human Resource practices should include a focus on cultural diversity

Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree

10. Cultural diversity has an influence on performance of employees

Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree

11. My department has incentives or rewarding schemes for cooperation in the implementation of diversity programmes

Never	Rarely	Sometimes	Often	Always

12. I address diversity barriers in my department to ensure unity and productivity

Never	Rarely	Sometimes	Often	Always

13. Please give your own opinion on how cultural diversity should be managed or approached through the following systems: (You can choose more than one option)

Recruitment and Selection	
Training and Development	
Performance Management	
Remuneration	
Succession Planning	
Leadership (Management philosophy)	
Strategic Planning	
Employee Involvement	

Organizational goals and objectives	
Governing policies rules and laws	

14. Affinity to work with various cultural groups

	Not at all attached	Slightly attached	Somewhat Attached	Moderately attached	Extremely Attached
People who speak the same language					
People who do not speak the same language					
People who belong to the same race group					
People who do not belong to the same group					

SECTION D – LEADERSHIP AND MANAGERIAL SKILLS - To what extent does cultural diversity influence leadership and contribute to performance enhancement?

15. Does management show constant support for diversity programmes

Never	Rarely	Sometimes	Often	Always

16. What types of programmes are offered in support of diversity? Please specify

17. How well do you think the municipality prepares its employees for management positions?

Poor	Fair	Good	Very Good	Excellent

18. Does your department provide diversity training and education?

Never	Rarely	Sometimes	Often	Always

19. Does your department measure or appraise management on diversity?

Never	Rarely	Sometimes	Often	Always

20. Who do you think is best suited to drive diversity programmes for the municipality?
(Please tick in numbering sequence from 1-5) 5 being Very Good and 1 being least

Top Management	
Human Resources	
Performance management	
HR & Performance	
Other please specify your suggestion	

21. In your own opinion, would you say managing diversity leads to the following? Please tick not more than three (3)

Better Performance	
Improved motivation	
Loyalty	
Commitment	
Self-Confidence	
Enthusiasm	
Dignity	
Stress decrease	
Other (please specify)	

22. Which ethnic group, would you say, has the best management style?

White	
African	
Coloured	
Asian	

23. Managers of other cultures perform better than my own cultural group

Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree

SECTION E - COMPLIANCE -

24. Does your department ensure that previously disadvantaged employees have the necessary skills to advance to senior positions?

Never	Rarely	Sometimes	Often	Always

25. Do you think that cultural diversity should be measured through performance management?

No	Not Sure	Yes

26. Do you champion diversity in your department by doing the following?

	No	Not sure	Yes
Serve as a role model for required behavioural change			
Provide financial support to implement change			
Diversity is represented in top management			
Demonstrating personal commitment to diversity			
No action on cultural diversity issues			
Any other support (please specify)			

27. I think cultural diversity must be incorporated within the municipal policies:

Strongly Disagree	Disagree	Neither agree nor disagree	Agree	Strongly Agree

APPENDIX “E4” - INTERVIEW SCHEDULE

Interview Questions

ORGANIZATIONAL ENVIRONMENT

1. In terms of the overall performance can you place cultural diversity as one of the key contributors of enhanced performance? Please elaborate how.
2. How are organizational factors influencing cultural diversity and performance management of managers?

CULTURAL DIVERSITY

3. Would you say that the Municipality or local government has a compelling case for managing cultural diversity? Please elaborate.
4. Do you feel that there is a correlation between Cultural diversity and performance? Please elaborate.

LEADERSHIP AND MANAGERIAL SKILLS

5. What relationship exists between cultural diversity and performance management of managers in eThekweni Municipality? Is there any department within the Municipality that is advancing in cultural diversity management?
6. To what extent does cultural diversity influence leadership and contribute to performance enhancement?

COMPLIANCE

7. What are the cultural diversity factors influencing performance of managers in municipality?
8. What are the legal factors impacting on cultural diversity as a compliance measure amongst managers in the Municipality?
9. In your view, are there any differences in implementing employment equity and managing diversity? If yes or no state why?
10. Is there anything that you would want to add to the information that you have provided during this interview?