

DIVERSITY MANAGEMENT AND ORGANIZATIONAL PERFORMANCE: THE MEDIATING AND MODERATING ROLES OF TEAMWORK AND ETHICAL VALUES.

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Abstract

The international scale of doing business and the widening differences between gender, ethics, culture and ethnicity has drawn the attention of managers to differences at the workplace. Research in and literature on management, points to the need for organizations to see the importance of diversity or differences to help them in being more effective and performing better. However, the particular link between managing diversity and organizational performance, as moderated and mediated by corporate ethical values and teamwork is virtually not clear. There are hardly any articles that have any data on such a link. Thus, this study, diversity management and organizational performance: the mediating and moderating role of teamwork and corporate ethical values, apart from studying MNOs in Ghana, took into consideration already researched data, analysis and arguments propounded on by experts and researchers alike on how the management of diversity and corporate ethical values can create a performing workforce. The case study of a MNO and quantitative study of others demonstrates a situation in which diversity was examined to understand the specific objective of its impact on organizational performance. However, the efficacy of this study was very much dependent on the operational context where the moderating roles of DM and CEV showed that DM in MNOs drive teamwork; while the case of CEV, relationships tended to be stronger for organizations with high ethical values. The findings from the study showed that diversity management should consider the attraction of human resources, problem solving quality and creativity. Other important factors were innovation and organizational flexibility, being dimensions of the business performance that are important by way of their impact on the management of diversity and corporate ethical values. The practical implications of the findings for wider stakeholders responsible for designing and implementing diversity management are discussed and limitations are noted together with recommendations for future research. The findings revealed that a significant gap exists between the rhetoric of what diversity management seeks to achieve and the reality experienced by employees in the areas of targeted recruitment, employee retention and team formation. Understanding this will guide leaders, managers, team members, team leaders and employees working in diverse environments with respect to proper behaviours, actions and attitudes.

Keywords: Diversity, diversity management, team work, Organisational performance.