

**THE ROLE OF MULTICULTURAL TEAMS IN
IMPROVING EFFICIENCY IN SAVE THE CHILDREN
KENYA, AN INTERNATIONAL NON GOVERNMENTAL
ORGANISATION**

BY

LAVINGTON ADEGO LIKO

**A RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF
THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION,
SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI**

AUGUST, 2012

DECLARATION

This research project is my original work and has not been presented for examination to any other institution or university.

Signed  _____

Date 08/11/2012

LAVINGTON ADEGO LIKO

REG. NO.: D61/70062/2008

This research project has been submitted for examination with our approval as the university supervisors.

Sign  _____

Date 9-11-2012

DR. JOHN YABS

LECTURER,

SCHOOL OF BUSINESS,

UNIVERSITY OF NAIROBI

ACKNOWLEDGEMENT

I thank the Almighty God for his guidance and providence which enabled me to undertake this project that was too involving in term of time and resources.

I wish also to express my sincere appreciation to my wife and the entire family for their understanding and support during the project.

I would also like to express my sincere thanks to the supervisor, Dr. John Yabs, for having agreed to supervise this research paper and his patience in reading the drafts and guiding me, without which the research would not have been a reality.

Finally, I would wish to extend my sincere gratitude to all the MBA students, staff, lecturers and the entire University of Nairobi fraternity for changing me from what I was to what I am.

DEDICATION

I dedicate this work to my family and all those who supported me in the completion of this project.

ABSTRACT

The role of multicultural teams in multinational and international organizations has significance in the present day globalized world. The utility of the multicultural teams is acknowledged not only by departmental managers and directors but also by the employees. However certain associated dysfunctional conflicts hinder the performance of multicultural teams. Faced with this scenario and with the current turbulent business environment, the purpose of this study was to establish the role of multicultural teams in improving efficiency in the organization. The research design employed in this study was a case study and 15 respondents were interviewed in Save the Children Kenya. Primary data was collected using an interview guide. The study used the content analysis method of data analysis. To ensure easy analysis, the data was tabulated and was presented by use of charts. Based on the findings, the study found out that both managers and multicultural team members are aware of the growing importance of multicultural teams, their role and impact on efficiency. It seems to be the case that multiculturalism in all forms of our social identity is beneficial as long the manager notices it and shares it with the team. However there are certain reservations as well. The study concluded that to improve efficiency of multicultural teams, organizations need to invoke cultural differences and built-in action strategies under the influence of cultural values which individuals bring along from different parts of the world.

This includes the culture of home, work place, social, regional and national level or the places in the world where s/he lived. The study recommends that the organization should introduce courses, seminars and trainings on culture to staff in order for them to understand the cultural differences among team members.

The researcher suggests that a similar study should be done focusing on other industries in Kenya. This is because different industries apply different strategy options and thus the role of multicultural teams in improving efficiency in Save the Children Kenya is different from those of other sectors. Secondly, a study can be carried out on the possible solutions to the challenges faced by multicultural teams in organizations in Kenya.

TABLE OF CONTENT

Declaration.....	ii
Dedication.....	iii
Acknowledgement.....	iii
Abstract.....	v
List of figures.....	x
List of tables.....	xi
List of abbreviations.....	xii

CHAPTER ONE: INTRODUCTION..... 1

1.1 Background to the Study.....	1
1.1.1 The role of culture in organizations.....	2
1.1.2 Cultural Teams.....	3
1.1.3 Multicultural Teams in organizations.....	4
1.1.4 International Non-governmental Organizations in Kenya.....	5
1.1.5 Save the Children, Kenya.....	6
1.2 Research Problem.....	7
1.3 Research Objectives.....	9
1.4 Value of the Study.....	10

CHAPTER TWO: LITERATURE REVIEW..... 11

2.1 Introduction.....	11
2.1.1 The Concept of Culture.....	11
2.1.2 The Concept of Value and Cultural Dimension.....	12
2.1.3 The Concept of Multiculturalism/cultural diversity in organizations.....	15
2.1.4 The concept of Multicultural Teams in Organizations.....	17
2.1.5 The concept of Cultural Iceberg and Intercultural competence.....	18
2.2 Empirical Studies.....	21

CHAPTER THREE: RESEARCH METHODOLOGY 24

3.1 Introduction..... 24
3.2 Research Design..... 24
3.3 Data collection 24
3.4 Data Analysis 25

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

..... 27

4.1 Introduction..... 27
4.2 Demographic Information..... 27
4.3 Director and Departmental Manager’s perspective 31
 4.3.1 Multicultural Teams..... 31
 4.3.2 Conflicts..... 31
 4.3.3 Timing of Conflicts..... 32
 4.3.4 Role of Cultural Values & its impact..... 32
 4.3.5 Conflict Resolving Strategies 33
 4.3.6 Benefits of Multiculturalism 33
4.4 Team Members’ perspective..... 34
 4.4.1 Multicultural Teams..... 34
 4.4.2 Conflicts..... 34
 4.4.3 Timing of Conflicts..... 35
 4.4.4 Role of Cultural Values & Cultural Awareness Training..... 35
 4.4.5 Conflicts Resolving Strategies..... 35
 4.4.6 Benefits of Multiculturalism 36
4.5 Multiculturalism in the organization..... 36

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS..... 39

5.1 Introduction..... 39
5.2 Summary of Findings..... 39

5.3 Conclusion	41
5.4 Recommendations	42
5.5 Limitations of the Study.....	42
5.6 Recommendation for Further Studies	43
REFERENCES.....	44
APPENDICES	48
APPENDIX I: LETTER OF INTRODUCTION	48
APPENDIX II: AUTHORIZED LETTER OF INTRODUCTION.....	49
APPENDIX III: INTERVIEW GUIDE	50

LIST OF FIGURES

Figure 3.1: Applying the Metaphor of Culture as Iceberg.....	19
Figure 3.2: Inter Cultural Competence Model.....	20
Figure 4.1: Nationality of the respondent in the organization.....	28
Figure 4.2: Duration the respondent has worked for the organization.....	29
Figure 4.3: Functioning of the team.....	30
Figure 4.4: Multiculturalism in the Organization.....	38

LIST OF TABLES

Table 4.1: Nationality of the respondent in the organization.....	27
Table 4.2: Duration the respondent have worked for the organization.....	28
Table 4.3: Functioning of the team	30
Table 4.4: Multiculturalism in the Organization.....	37

LIST OF ABBREVIATIONS

IC	Intercultural Competence
INGOs	International Non-Governmental Organizations
NGOs	Non-Governmental Organizations
MNCs	Multinational corporations

CHAPTER ONE: INTRODUCTION

1.1 Background to the Study

International business organizations operate in environments in different sovereign countries, with factors exogenous to the home environment of the organization, influencing decision making on resource use and capabilities. These factors include political, economic, social-cultural, technological, ecological, legal, regulatory and tax. As these organizations have no control over the external environment, their success depends upon how well they adapt to the external environment, and its ability to control threats posed by the same environment, determine its success. With the inception of globalization, transition is witnessed in almost all concerns of businesses.

Organizations are addressing the challenges of globalization by undertaking a reconsideration of their traditional ways of functioning. One of the external factors, culture, affects the decisions of the managers of any global organization. Teams are designed to produce efficient and effective work. The traditional teamwork has undergone transformation through entry of people from diverse cultures.

This development has a marked effect upon teams and their operations. Now these teams of the globalized era are not only entitled to manage traditional team tasks and their diversities involved thereof i.e. diversity with regard to demographics and functional background, but also to manage the added task of cultural diversity or multiculturalism in teams with the aim of improving efficiency.

Appelbaum et al. (1998) argued that, with the globalization of trade and advancement of technology, multi-cultural task groups will become more common.

Individuals from different racial and ethnic backgrounds will need to work together in a local workplace, a multinational corporation or an international organization. Appelbaum et al. (1998), also discussed in their argument that, “today’s economy increasingly requires people to collaborate in teams cross culturally and geographically.”

1.1.1 The role of culture in organizations

Hofstede (2003) defines culture as consisting in patterned ways of thinking, feeling and reacting, acquired and transmitted mainly by symbols, constituting the distinctive achievements of human groups, including their embodiments in artifacts. The essential core of culture consists of traditional (i.e. historically derived and selected) ideas and especially their attached values. Kluckhohn and Strodtbeck (1961) further indicate that culture implies a set of values shared by all members of a group. Such common values can be manifested in distinctive beliefs, assumptions, experiences, customs, artefacts, symbols, habits, morals, usages, rituals, traditions, rules, etc.

Under this delineation, culture is clearly not limited to nationality, as is often implied. Affiliation to a given culture can stem from membership in several groups (simultaneously), depending on one’s origins, job, etc. Hence, an individual does not belong to one single culture, but to a multitude of cultures, such as national, regional, industry, corporate, functional, and professional cultures.

Culture therefore better align the company towards achieving its vision, mission, and goals, ensures high employee motivation and loyalty, increase team cohesiveness among the company's various departments and divisions, promotes consistency and encouraging coordination and control within the company and shape employee behavior at work, enabling the organization to be more efficient.

1.1.2 Cultural Teams

Harris and Kevin (1996) define a team as a work group or unit with a common purpose through which members develop mutual relationships for the achievement of goals / tasks. Cultural team, then, implies co-operative and coordinated effort by individuals from different culture working together in the interests of their common cause. The homogenous team is a thing of the past in most international organizations and companies. More and more teams are made up of people with different nationalities and therefore different cultures, languages, ideas, behaviors and ways of doing things. Some would argue that the international language of business negates any communication issues within such a cross-cultural team; however those with hands-on experience of such teams would disagree.

When people of different cultural backgrounds come together in any setting there will always be issues in terms of interaction. This is because they bring with them their own cultural baggage in terms of how they do things and expect things to be done.

Cross-cultural issues will not always be a hindrance, in fact they can many a time be a force for positive creativity, but as and when a clash of cultures occur it has a negative impact, especially within a team.

1.1.3 Multicultural Teams in organizations

Adler (1997) refers to a team consisting of members from two cultures or more as multicultural. The term multicultural refer to this type of teams within MNCs throughout this study because multicultural more accurately depicts the nature of the teams that we are interested in. Organizations around the world are increasingly relying upon multicultural teams to manage their operations, create new products and so forth.

According to Shapiro et al. (2005), multicultural team members' deeply held cultural values will be more likely to affect their behavior, and hence their team's performance than their surface level-attitudes. Multicultural teams are expected to contribute towards the desired aim of improving team efficiency. Efficiency within teams can be realized by acknowledgement of both merits and demerits of multicultural teams.

Some of the merits according to Steers and Nardon, (2006) are International marketing and understanding foreign markets often increases understanding of global markets, Creativity and problem solving, often better understanding of multinational employees. Conflicts (productive), these are based in disagreement over the means to an end or over the end themselves.

Some of the demerits according to Steers and Nardon, (2006) are often more difficult to develop closely knit groups, Decision-making frequently takes longer to make or reach consensus, but resulting decisions are often more realistic and comprehensive, action plans can take longer to implement, different work habits can lead to conflicts and misunderstandings and conflicts (destructive) and members often become polarized and defend a non-negotiable position rather working out a viable solution.

1.1.4 International Non-governmental Organizations in Kenya

World Bank (2007) defines a non-governmental organization (NGO) as "private organizations that pursue activities to relieve suffering, promote the interests of the poor, protect the environment, provide basic social services, or undertake community development". An international non-governmental organization (INGO) has the same mission as a non-governmental organization (NGO), but it is international in scope and has outposts around the world to deal with specific issues in many countries. Sometimes they are in cooperation with local and national NGOs, often delivering government and private aid in emergency situations.

According to the (NGOs Co-ordination Board, 2012), Kenya has 2002 groups of INGOs players that are active in the efforts of development and increasing the welfare of poor people and advocacy in various sectors in the economy. These organizations work both independently and alongside bilateral aid agencies from developed countries, private-sector infrastructure operators, self-help associations, and local governments.

1.1.5 Save the Children, Kenya

At the beginning of the 20th century, two sisters, Eglantyne Jebb and Dorothy Buxton, had a vision to achieve and protect the rights of children. Their vision led to setting up of the Save the Children Fund at a public meeting in London's Royal Albert Hall, United Kingdom in May 1919. Their vision has survived into the second decade of the 21st century. Save the Children Kenya started protecting families from starvation from 2001 (Save the children Website, 2012).

Save the Children Kenya is one of the International Non-Governmental Organization in Kenya that focuses on the protection of children's rights as enshrined in the United Nations Convention on the Rights of the Child (UNCRC). Save the Children Kenya works with the poorest people in Kenya: pastoralists living on a knife-edge, refugees from war-torn Somalia and children with slim life chances. (Save the children Website, 2012).

The organization work across a range of programme areas – from refugees to emergencies to an innovative livelihoods project. But it has one overriding aim: to help Kenya dramatically cut the number of infant, child and maternal deaths. With its headquarters in Nairobi, the organization works in the drought-stricken and abandoned North East Province, the enormous Dadaab refugee camps and some of the country's poorest communities. The organization believes in the diversity of its workforce that makes them better at their work.

1.2 Research Problem

To compete in the globalized world, organizations need to adapt to the ever evolving external environment. The ability to respond to changing scenarios determines the ability of a firm to compete in this era of uncertainty. Multicultural teams are formed to enhance the efficiency of an organization by making effective use of the diversity of viewpoints. But this opportunity also demands a thoughtful recognition of team members' diverse cultural values.

Ochieng and Price (2009) conducted a study on managing cross-cultural communication in multicultural construction project teams: The case of Kenya and UK.

They suggested that we need a better understanding of multicultural project teams in construction project management. With the growth in globalization, construction project managers will need to work on cultural diverse project teams. The good news is that multicultural project teams will bring fresh ideas and new approaches to problem solving. The challenge is that they will also bring understanding and expectations regarding team dynamics.

Richard (2006) in his study of the space and time aspect of culture concluded that the sense of space in such countries as Kenya and South Africa is exhilarating, and rural communities all over sub-Saharan Africa cling passionately to the wide open spaces of their land and their herds. Cities, by contrast, are overcrowded and cramp the traditional African lifestyle.

With regard to personal space, African behavior is exceptional. Not only are they a very tactile people in terms of hugging and squeezing, but it is common for Africans to maintain a handshake while conversing—even on the street.

Howes (1997) conducted a study on why cultural Crossvergence and Hybridization Processes are important to NGO Management in Kenya and he concluded that NGOs need to relate to their local clientele in a way that reflects local values and practices but little on the way that internal management reflects humanistic and communalistic values. It is more likely that NGOs, just like organizations in other sectors, have got to adapt and develop hybrid organizations that are effective within the context in which they operate.

Blunt and Jones (1986) in their study on Managerial Motivation in Kenya and Malawi in regards to Hofstede cultural dimension of uncertainty avoidance noted that there is likely to be a conflict of interest among Kenyan employees whose celebrations like marriages, baptisms and funerals are given a lot of importance . This is because multinational companies' management practices fail to take these traditional values into consideration. For instance, applications for leave to attend a funeral of a relative or a friend would be denied because the reason given is not justified. This would negatively impact the performance of the employees concerned because they will perceive that the human resources management practices do not consider their cultural values.

Granrose and Oskamp (1997) stated that, “there are a number of broad cultural orientations that influence how individuals from different cultures will interpret events around them. Such dimensions are their time orientation, beliefs about humans’ relationship to nature, individualistic versus collectivistic societal patterns, and expectations about the proper “power distance” between high-and low-status persons”. These differences in cultural values provide the source for disagreements among members of a multicultural team. A question is left unanswered as to the cultural values inherent in individual behaviors which shape the constructive conflicts in to dysfunctional at a later stage to improve efficiency and the manger’s role in handling of dysfunctional conflicts among Multicultural teams.

A review of the literature shows that majority of management studies on culture are based on research carried out in the United States, Europe, and Asian countries (Blunt & Jones, 1986). Locally, there has not been a study done by scholars in the country on this problem and there is no Master in Business Administration student at University of Nairobi that has done a study of similar nature and it would be worthwhile to carry out research on this problem The above reasoning will help us answer the basic question of “How to improve the efficiency of multicultural teams?”

1.3 Research Objectives

The specific objective of the study was to evaluate the role of multi-cultural teams in improving efficiency in Save the Children Kenya.

1.4 Value of the Study

This may provide critical information to various stakeholders.

To management, the study may help them to appreciate the role played by multicultural teams in improving efficiency in their organization. It may enable them to know whether their investment in strong multicultural team is worthwhile and has the desired effect in increasing productivity. To the donors and investors, the study may help them understand the importance of having multicultural teams in an organization in general before investing in it. This will help them evaluate how multicultural teams are in improving productivity and efficiency.

To policy makers and government, the study may help them in developing policies for International Organizations on the need to have multicultural teams in their organizations. And to the academicians, the study contributes significantly to the role of multicultural team's debate in an organization. Of significance, this will provide resource material to Kenyan scholars on the role of multicultural teams in improving efficiency in an organization.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of the literature on the topic of multicultural teams as in the previous studies and the gaps to be filled by this research study are also explained.

2.1.1 The Concept of Culture

Every nation has its own distinct culture i.e. the shared set of beliefs, values and practices. Globalization has witnessed the entry of a work force from different cultures. Each worker strongly adheres to his/her culture. At the same time culture of one member differs significantly from member of another culture.

To compete in the globalized world, recognition of culture of individual workers is of great significance for organizations. Several authors have provided their view of culture in their definitions. Mio et al. (1999) defined culture as the complex whole of knowledge, belief, art, law, custom, and any other capabilities and habits acquired as a member of society. Culture is defined by Hofstede (2003), "Culture consists in patterned ways of thinking, feeling and reacting, acquired and transmitted mainly by symbols, constituting the distinctive achievements of human groups including their embodiments in artifacts. The essential core of culture consists of traditional (i.e. historically derived and selected) ideas and especially their attached values".

According to Friedman and Antal (2005), culture is defined as the collective programming of the mind which distinguishes the member of one human group from another. Friedman and Antal (2005) summarizes culture as a pattern of basic assumptions—invented, discovered, or developed by a given group as it learns to cope with its problems of external adaptation and internal integration—that has worked well enough to be considered valid and, therefore, to be taught to new members as the correct way to perceive, think and feel in relation to those problems. According to Mio et al. (1999) culture represents the commonalities around which people develop norms, family life-styles, social roles, and behaviors in response to historical, political, economic, and social realities.

2.1.2 The Concept of Value and Cultural Dimension

According to Kluckhohn and Strodtbeck (1961), a value is a conception, explicit or implicit, distinctive of an individual or characteristic of a group of the desirable which influences the selection from available modes, means and ends of actions. Hofstede (2003), defines values as, to say that a person ‘has a value’ is to say that he has an enduring belief that a specific mode of conduct or end state of existence is personally and socially preferable to alternative modes of conduct or end states of existence. He further states that value is a broad tendency to prefer certain states of affairs over others.

Cultural dimensions provide an insight as to why individuals belonging to various cultures, interpret actions, events differently. Differences in interpretations across cultures cause misunderstandings among members especially when they belong to a group/team. Several authors have provided their versions of cultural dimensions.

These differences in cultural dimensions provide the necessary explanation as to why individuals belonging to one culture behave in a manner unique and distinct from another culture.

Hofstede's Cultural Dimensions

Power Distance: Hofstede's first dimension, power distance, refers to the beliefs that people have about the appropriateness of either large or small differences in power and authority among the members of a group or society (Steers & Nardon, 2006).

Uncertainty Avoidance: Hofstede's second dimension i.e. uncertainty avoidance focuses on the extent to which people are comfortable with uncertainty or ambiguity in the workplace (Steers & Nardon, 2006). **Individualism/Collectivism:** This is the degree to which a society stresses individualism or collectivism (Steers & Nardon, 2006).

Masculinity/Femininity: Members of masculine cultures tend to exhibit aggressiveness in pursuing their goals and place a high value on achievement, decisiveness, and assertiveness (Steers & Nardon, 2006). People of masculine culture are goal oriented i.e. they have strong inclination towards the achievement of their goals. On the other hand feminine cultures tend to stress communal goals and quality of life over individual achievement" (Steers & Nardon, 2006).

Long term vs. Short term orientation: People of a culture with long-term orientation values hard work, personal sacrifice for future benefits, dedication to a cause, and personal thrift. The emphasis is on sacrifice so that future generations can prosper (Steers & Nardon, 2006).

On the other hand people of a culture with short term orientation suggest that since no one can see into the future, attempts to change it border on being immoral. It is better to focus on today and let tomorrow happen as it will (Steers & Nardon, 2006). People with this orientation only live for the present.

Kluckhohn and Strodtbeck's Cultural Dimensions: Kluckhohn and Strodtbeck (1961) identified six dimensions of culture:

The nature of people: What do people assume about the basic nature and beliefs about other people? In particular, others may be considered to be good, bad or have some combination. 'Good' here is in the traditional sense of being socially oriented. A bad person is thus considered selfish. How you think about other people in this way will have significant effect on how you respond to them. It also affects how you think about yourself.

The relationship with nature: What do people think about nature and their responsibilities and rights around it? Some people believe that we should live in harmony with nature, preserving and supporting it. Others see nature as our servant and supplier. This view allows us to plunder it without concern. In other parts of life this translates into the use of all kinds of resource and whether it is used up or sustained. Duty towards others:

What duty do we have towards others? Should we act first to support others or can we just focus only on ourselves?

Mode of activity: What is the primary mode of activity in an organization or society? In some societies, there is a focus on 'being', where who you are is more important than what you do. Other societies are very action oriented and status comes from what has been achieved rather than an ascribed status. Privacy of space: How is space treated in a society? Who owns it? What rights do people have to occupy it? One approach is that space is owned by individuals and privacy is important.

The alternative is open ownership, where people can go where they please and meetings are open to all who want to attend. Temporal orientation: Which is more important: past, present or future? Some societies focus on the past, ancestors and traditionalism. Others are focused on the hedonism of today, whilst still others plan carefully for the future.

2.1.3 The Concept of Multiculturalism/cultural diversity in organizations

During the 21st century, one of the most important trends affecting the workforce is that of increasing diversity (Seymen, 2006). Due to globalization, the national boundaries have blurred, this development has witnessed a huge influx of workers towards developed countries in search of economic opportunities. As the world is shrinking through globalization, more and more people live and work in foreign countries and thus they continually come into contact with the people coming from very diversified cultural origins, involving language, norms, lifestyle, etc” (Seymen, 2006).

This new development i.e. entry of a work force from different national cultures is also accompanied by its associated problems. The way to manage multicultural workforce is different from the traditional way of managing a homogenous work force. Improvement and management of the people on a global scale inevitably requires dealing with cultural diversity and the problems regarding this, matters of motivation, leadership, productivity, authority, etc (Seymen, 2006).

Seymen (2006) stresses national culture as a set of values, attitudes and behaviors including everything related to work and organization. In other words, individuals express their cultures and their normative qualities through the values that they hold about all aspects of human life and the world around them. These values in turn have influence on their attitudes about the form of behavior considered most appropriate and effective in any given situation (Seymen, 2006).

When workers from a diverse cultural background enter the organization's workforce they are from different national cultures. Each national culture of a country differs from the culture of the other country. Since the members of the work force belong to different cultures, each member of the culture has his unique perceptions, values and attitudes. Members belonging to a particular culture's have perception and their ideas about the world, human beings and their attitudes are very different from each other. Cultural diversity is a twin edged sword i.e. if managed properly it can help an organization to enhance its performance, on the contrary if neglected cultural diversity can decrease the performance of the team.

Hofstede (2003) suggest that there seems to be a general agreement that if cultural diversity is managed well, it can be an asset to performance, and if it is overlooked or mismanaged, it may diminish the performance. In multicultural organizations the understanding and awareness of culture and its values are of great significance. Awareness of culture and its values enables members of the organization to understand each other in a better way. The building of understanding among organizational members is very crucial for an organization and its success.

2.1.4 The concept of Multicultural Teams in Organizations

Traditionally, organizations employed teams which were homogenous i.e. they comprised members from one national culture. In the past, organizations only catered to the demands of the home markets as a result homogenous teams were adequate. But as the phenomenon of globalization emerged, organizations could no longer rely upon the traditional teams. Success in the global marketplace increasingly requires people from very different cultures to work together to make global enterprises succeed (Steers & Nordon, 2006). A Multicultural team is a group of employees selected from two or more countries who are brought together to coordinate, develop, or manage some aspect of a firm's global operations (Steers & Nordon, 2006).

Multicultural teams enable organizations to reach at quality decisions through the variety of viewpoints available. Since due to globalization, organizations are in a continuous quest to tap the opportunities inherent in the different areas of the world. Multicultural teams enable organizations to address to the needs and demands of specific markets.

Being composed of individuals from different cultures the multicultural teams provide solutions to problems which homogenous teams are unable to device. “Multicultural teams provide an opportunity to integrate widely differing social, cultural, and business perspectives into key decisions affecting the success of international operations” (Steers & Nordon, 2006).

2.1.5 The concept of Cultural Iceberg and Intercultural competence

People from different cultures hold different cultural values. There are significant differences in these cultural values and assumptions across countries. As a result this causes people from different countries to interpret situations or events also in a different way, thus providing the most possible source for conflicts. “Conflicts occur because people from different countries, for example, hold different basic fundamental values and assumptions, so they see, interpret, evaluate and act on events differently” (Friedman & Antal, 2005).

The notion of iceberg can provide a considerable insight as to how misunderstanding causes conflicts among people from different cultures i.e. in our case, conflicts among members of a multicultural team. The cultural iceberg explains the basic reason for conflicts/misunderstandings to rise in teams. The lower part or the base of the cultural iceberg refers to individual (person’s) values, behavioral norms and beliefs i.e. (basic assumptions) which lie beneath the surface of the water.

The cultural iceberg in Figure 3.1 explains the basic reason for conflicts/misunderstandings to rise in teams. The lower part or the base of the cultural iceberg refers to individual (person's) values, behavioral norms and beliefs i.e. (basic assumptions) which lie beneath the surface of the water.

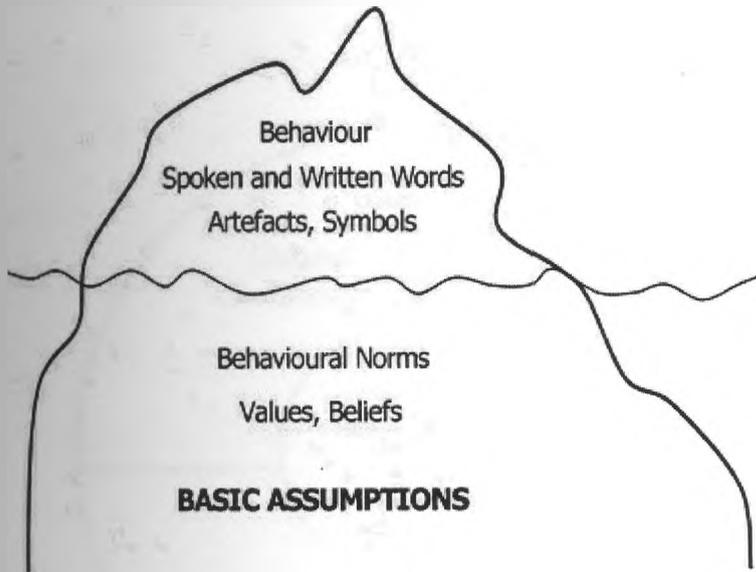


Figure 3.1: Applying the Metaphor of Culture as Iceberg

Adapted From: Friedman, Victor J. and Antal, Berthoin Ariane, 2005, Negotiating Reality: A Theory of Action Approach to Intercultural Competence, Management Learning, vol.36 (1), pp. 69-86.

In intercultural interactions these individual values, beliefs and behavioral norms are of much significance. Most of the misunderstandings among team members arise because these individual values, beliefs and behavioral norms are ignored. (Friedman & Antal, 2005). Intercultural competence is the ability to explore one's repertoire and actively construct an appropriate strategy.

Intercultural competence involves overcoming the constraints embedded in an individual's culturally shaped repertoire, creating new responses, and thereby expanding the repertoire of potential interpretations and behaviors available in future intercultural interactions. Matveev and Milter (2004) have suggested using the Intercultural Competence model (IC) to explain the concept. IC model advocates three components: Cultural Knowledge, Skills and Personality orientation.



Figure 3.2: Inter Cultural Competence Model

Adapted From: Matveev, Alexi V. and Milter, Richard G., 2004, the value of intercultural competence for performance of multicultural teams, Team Performance Management, vol. 10 (5/6), pp. 104-111

The first component of IC model is having cultural knowledge. It includes general information about culture, i.e. culture specific information about a particular culture, cultural practices, and information about one's own cultural system.

The team members must adhere to differences in communication and interaction styles of managers from different cultures must have flexibility in resolving communication misunderstandings, and feel comfortable when communicating with team members of other cultures. The team member should possess those abilities and behaviors which can be useful in different cultures.

The team member should clearly understand the roles, goals and norms of the team and should try to communicate them effectively to other members of the team. Personality Orientation refers to the degree to which the team members are interested to engage in cultural interactions with team members of other cultures. It also involves how the members of the team behave emotionally and physiologically towards members of team belonging to different/foreign cultures. Member of the team should display cultural empathy i.e. to act in a way to show that one knows the world in a way as others do.

2.2 Empirical Studies

Globally, prior studies have shown that multicultural teams have different expectations on managers, especially in situations when a conflict arises (Brett et al, 2006). These expectations stem from people's different cultures, and a manager therefore needs to know how to cater to these different perspectives, while sustaining authority and keeping team members motivated. This emphasizes the importance of communication, which studies have found to be the most problematic aspect in multicultural teams.

Poor communication often leads to reduced information sharing and interpersonal conflicts, which have shown to be more common in multicultural teams than non-multicultural teams (Brett et al, 2006). In contrast to this, one study showed that the more culturally diverse the teams were, the fewer problems with communication were found (Chitul & Zagaiciuc, 2005). This seems contradictory when prior studies have found that communication is the top challenge for multicultural teams (Brett et al, 2006).

One study looking at the effects of dispersed teams showed that teams located on different floors within the same building performed worse than teams spread across a continent (Siebdra et al, 2009). The reason for this outcome was that the small degree of dispersion made team members less aware of the distance, and they therefore made fewer efforts to improve task related communication and coordination.

In multicultural teams this dispersion is replicated in cultural distance, where dispersion between team members is increased as more cultures are introduced. Larger cultural dispersion could therefore increase the likelihood of acknowledging differences, as long as people are aware of these differences. Even though cultural diversity may complicate cooperation within a team, studies have found that it also increases the ability to solve problems, by diverse employees bringing different perspectives on a project (Siebdra et al, 2009). This can be very beneficial since more alternative solutions are produced of how to solve a problem.

Multiculturalism in teams does therefore not seem to be a sufficient condition for increased performance in problem solving. This shows the importance of management; challenges originating from multicultural teams are manageable if the manager chooses the right approach.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides a discussion of the research methodology that was used in this study. It discusses the research design especially with respect to the choice of the design. It also discusses data collection methods as well as data analysis and data presentation methods employed in the study.

3.2 Research Design

The research design employed in this study was a Case Study. Opposing to a standardized quantitative research, the qualitative research is a way of examining a subject freely and especially flexible to gain a deep insight into the problem (Yin, 2003). A qualitative case study examines human behavior when interacting and it seeks to understand this kind of behavior.

Yin (2003) explains a case study as an empirical inquiry that investigates a contemporary phenomenon within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident. This study will take place in Save the Children Kenya, an International Non-Governmental Organizations that is working in Kenya with its headquarters in Nairobi.

3.3 Data collection

Primary data was collected using an interview guide that had been developed by the researcher on the basis of research questions.

The interview questions were categorized in three sections focusing on the departmental Managers, Team members and composition caters the research questions. A mix approach in the interview questions was used, most of them are of descriptive nature and open ended.

Rationale behind the open ended and descriptive nature approach is that respondent feel empowered and expresses the reality however the risk of biasness exists. To minimize the effect of biasness, the discussion had been summarized into three qualitative questions being asked from both managers and member of team.

3.4 Data Analysis

Data analysis usually involves reducing accumulated data to a manageable size, developing summaries, looking for patterns, and applying statistical techniques (Cooper and Schindler (2000). The study used Content Analysis in analyzing the data collected.

Bernard (1952) defined Content Analysis as "a research technique for the objective, systematic, and quantitative description of manifest content of communications".

Content analysis is used to determine the presence of certain words, concepts, themes, phrases, characters, or sentences within texts or sets of texts and to quantify this presence in an objective manner. In this study, texts were defined as interviews and discussions.

The interview guide was divided into three sections. Section one include the introduction of the respondent.

Section two included the departmental manager's perspective on multiculturalism, team member's perspective and conflict handling. Section three included the benefits of multiculturalism and conflict handling.

The study categorized, tabulated and recombined data to address the initial propositions or purpose of the study, and conducted cross-checks of facts and discrepancies in accounts. The findings of this study were presented by use of charts, and tables in order to convey visual impressions of meanings or to clarify information that may be hidden within the data. A narrative summary of open-ended questions was also provided. Study conclusions were reached based on the summary of the data analysis.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents analysis of the data found on the role of multicultural teams in improving efficiency in Save the Children Kenya, an International Non-Governmental Organization. The data targeted one director, four departmental managers and ten team member. The selection criterion of respondents was that they should be members/managers of multicultural teams and should belong to different foreign cultures.

4.2 Demographic Information

Table 4.1: Nationality of the respondent in the organization

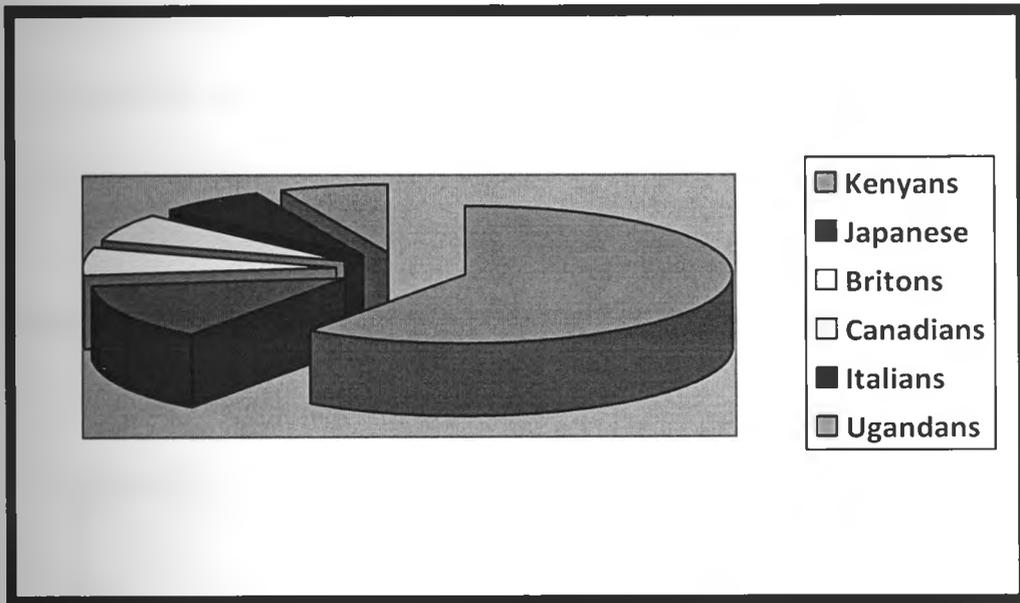
Nationality	Frequency	Percent
Kenyans	9	60.00
Japanese	2	13.32
Britons	1	6.67
Canadian	1	6.67
Ugandan	1	6.67
Italians	1	6.67
Total	15	100.00

Source: Author

The study sought to establish the respondents' nationality in the organization. According to the findings, the majority of respondents were Kenyans as shown by 60.00% of the respondents, 13.32% of the respondents were Japanese, 6.67% of the respondents were Britons, 6.67% of the respondents were Canadian, 6.67% of the respondents were

Ugandan while 6.67% of the respondents were Italians. This shows that the respondents were multicultural and were well versed with information on the subject matter of this study.

Figure 4.1: Nationality of the respondent in the organization



Source: Author

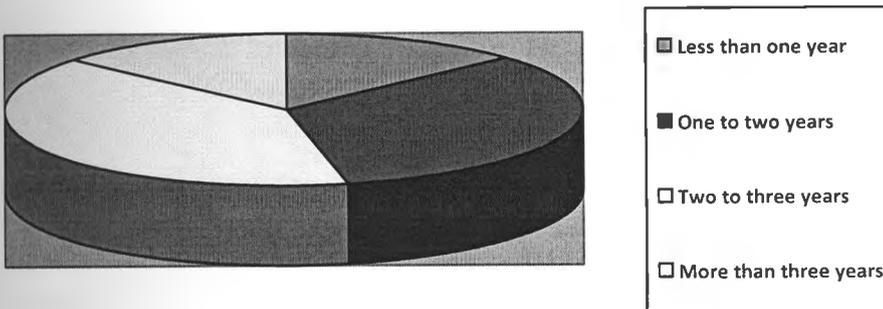
Table 4.2: Duration the respondent have worked for the organization

	Frequency	Percent
Less than one year	2	13.33
One to two year	5	33.34
Two to three years	6	40.00
More than 3 years	2	13.33
Total	15	100.00

Source: Author

The respondents were also required to indicate the number of years that they have been working for the organization. From the study, those who had been working at the organization for less than a year and more than 3 years were represented by 13.33% in each case, 33.34% of the respondents reported to have been working at the organization for a period of between one to two year and those who have been working at the organization for between two to three years were represented by 40%. This shows that they have been working in the organization for a reasonable time to understand the information required by this study.

Figure 4.2: Duration the respondent has worked for the organization



Source: Author

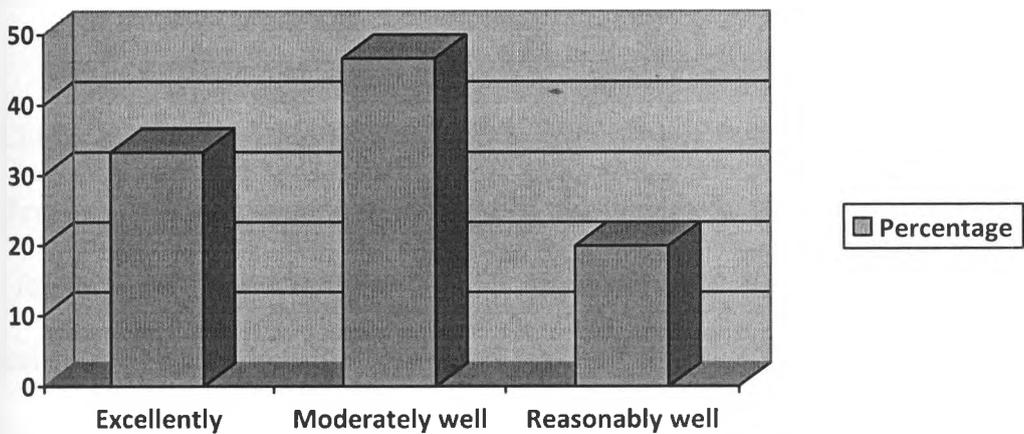
Table 4.3: Functioning of the team

	Frequency	Percent
Excellently	5	33.33
Moderately well	7	46.67
Reasonably well	3	20.00
Total	15	100.00

Source: Author

The study also wanted to establish how well the respondents thought their team is currently functioning in their organization. From the responses given, 33.3 % of the respondents said their team was functioning excellently, 46.67% said it was functioning moderately well while 20% of the respondents said their team was functioning reasonably well. 100% of the respondents indicated that they are working in a heterogeneous team.

Figure 4.3: Functioning of the team



Source: Author

4.3 Director and Departmental Manager's perspective

The study had one interview with a director and four interviews with departmental managers. For these interviews, structured approach was used in order to get diverse feedback based on the same questions but from different angles and perspective. Initially these interview questions were designed to understand the organization's view point on the issue of cultural aspect but during the interview certain sub-questions were asked to understand the multicultural impact on organization in its entirety.

4.3.1 Multicultural Teams

It was clear from the interview that every director and departmental manager is aware of the importance of multicultural benefits and its imperative role in the organizations.

They also advocated the presence of such teams as a good sign for the growth of organization and development of its own culture. 100 % of the director and departmental managers agreed that multicultural teams are effective in improving organizational performance.

4.3.2 Conflicts

Regarding Conflicts, all the respondents agreed that they are of high importance and open doors for creativity and innovation. Their understanding of conflicts was more of technical nature rather cultural. Managers from the organization agreed that these conflicts are healthy and productive in nature and when they turn out to be a real headache, they themselves take hold of the situation and fix it. They also rely on the organization policy and procedures to solve any technical conflicts.

About the nature of the conflicts in the organizations respondents were of the opinion that around 60% of the conflicts are of technical nature and they are productive whereas 40 % of the conflicts arise due to cultural differences, for which they believe they are handled at the employment stage through orientation.

4.3.3 Timing of Conflicts

Occurrence of the conflicts has been observed by respondents after the beginning of the task related activities in multicultural teams. Managers termed these conflicts of technical nature and give less importance to the cultural conflicts; they also mentioned that these types of conflicts are manageable. As far as the cultural role is concerned, around 80% agreed that the employees from different backgrounds bring new ideas and are considered productive, however 20% of the respondents said, it is task dependent and the size of the organization decide their input role.

4.3.4 Role of Cultural Values & its impact

Director and managers acknowledge the importance of cultural training. However, they claim that organizations have their own unique culture so the new employees from different countries are encouraged to adapt to the new environment. Respondents also mentioned that once new people are hired or new multicultural teams are formed, they are instructed to adhere to certain buzz words in the organization as they truly depict the cultural strength of the organization.

60% of the managers also mentioned that they are dealing with multicultural teams virtually so they have less or no contact when it comes to personal interaction whereas if it is related to work they provide a complete sketch of job/assignment leaving very little room for misunderstandings. In such scenario they seem less need for training.

4.3.5 Conflict Resolving Strategies

60% of respondents said that whenever there is a conflict they use pro-active approach in order to address the issue. While the natures of the conflicts are mostly technical, they said they empower the team members to decide themselves and where inevitable, they intervene and take charge of the situation and decide. Additionally they mentioned that whenever they made decisions the employees took it as it is and showed no resentment or discontent.

40% of managers said that when they take decisions, their team members either show trust in them or they step back and show no notion. This might be misleading whereas almost 80% of respondents are convinced, the best way to resolve the conflicts, is compromise. 20% of managers are optimistic and say, they use compromise when required and when required they use their authority.

4.3.6 Benefits of Multiculturalism

80% of respondent said that multiculturalism is good for the organization and also the multicultural teams have an important role in the growth of organizations.

Despite the fact that multicultural teams and multiculturalism are acknowledged as an important element of change in today's competitive world by the remaining 20% of managers, they also point out the disadvantages embedded in multiculturalism.

4.4 Team Members' perspective

The study had ten interviews with team members. In light of set criteria set in the interview questions, following are the answers provided by the respondents.

4.4.1 Multicultural Teams

90 % of respondents showed their awareness of multiculturalism in organizations with the majority supporting argument given as the cultural diversity and varied knowledge with experience that such individuals bring along with them. They tend to articulate their skills and knowledge with experience and cultural diversity leading to a refined decision. In terms of personal grooming they see multiculturalism as a positive sign which provides them an opportunity to learn about other cultures and their values. 10% of members were skeptical about the growing role of multiculturalism, and showed concerns related to diversity.

4.4.2 Conflicts

Conflicts are viewed as a healthy sign among multicultural teams, what type of scenarios or issues can be termed as conflicts are defined in advanced, a unanimous response was given when the conflicts issue was asked.60% of respondents said the conflict issues

were of technical nature and required an expert or technical skill to resolve the issues. 40 % of the respondent attributed conflicts as related to culture.

4.4.3 Timing of Conflicts

Most answers to the timing of conflicts are same, as discussed above that they are considered as technical in nature, they can arise at any time but in the beginning they are more likely to occur. About the role of multiculturalism and cultural value, 40% of respondents have a view point that yes, values matter and its related to perception and they respect cultural values of their peers while on job and even afterwards. 60% of the respondents either negated or showed very little openness to the question.

4.4.4 Role of Cultural Values & Cultural Awareness Training

Cultural training is an important aspect in multicultural teams and 80% respondents gave high importance to it. But they mentioned that no such official training has been imparted and they are not aware of such an activity from the organization rather they tried themselves out to know more about other members' culture and by informing about their own. 20 % of respondents say that their organizational culture is too strong that it caters the need for training and the organization demanded adherence to their own culture and focus on their own buzz words.

4.4.5 Conflicts Resolving Strategies

Conflict resolution has been graded acceptable by the majority of respondents and as they are technical in nature, they required immediate action and response which the

management took care. Team members show less resentment on their decision, whether this shows trust or compromise.

We have seen hardly any respondent mentioning the conflict referring to values; neither have they mentioned any resolution which had any link with cultural value. 50% of sampled members say they have been empowered to resolve such conflicts by themselves and management intervenes only when the conflict is escalated to them or it becomes a stall point for productivity.

4.4.6 Benefits of Multiculturalism

Views on multicultural teams and its benefits are overwhelming as 80% of team members are in favor of the multicultural teams and see it as strength for their organizational performance. However, 20% of team members rate it differently, they think it is the skills that count more as compared to the diversity and if it is available in the home country then they do not see any need for making multicultural teams. They also advocate that it is difficult to manage multicultural teams.

4.5 Multiculturalism in the organization

The study further asked three questions on multiculturalism to the director, departmental managers and the team members and the results of these three questions are presented in table 4.4 below:

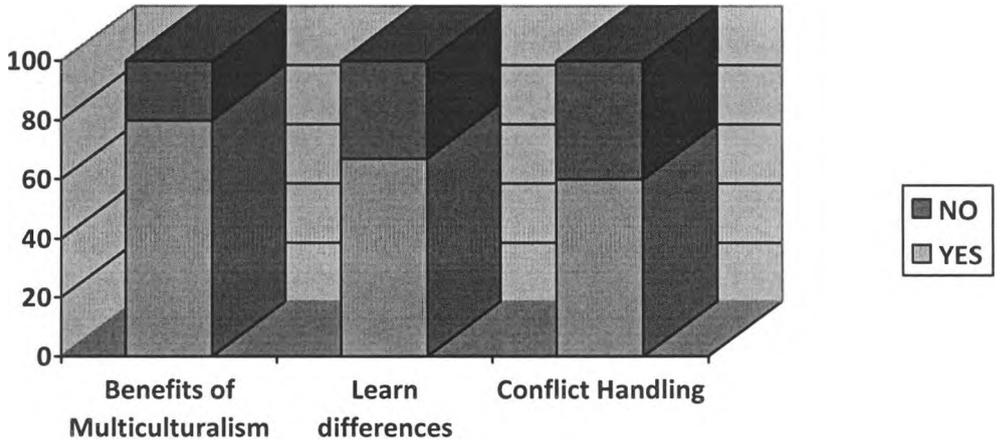
Table 4.4: Multiculturalism in the Organization

	Yes	%	No	%	Total	%
Realized benefits of multiculturalism	12	80	3	20	15	100
Encouraging Employees to learn about cultural differences	10	67	5	33	15	100
Handling of conflicts due to multiculturalism	9	60	6	40	15	100

Source: Author

Form the study, 80% of the respondents indicated that they realized multiculturalism is benefitting the organization in improving efficiency while 20% of the respondent did not think it is benefitting the organization.67% of the respondents indicated that the organization is encouraging employees to learn differences in cultural values while 33% of the respondents did not think so.60% of the respondent indicated that the organization is handling adequately conflicts due to cultural value diversity in the organization while 40% did not think so.

Figure 4.4: Multiculturalism in the Organization



Source: Author

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The chapter presents a summary of the data findings on the role of multicultural teams in improving efficiency in Save the Children Kenya, an International Non-Governmental Organization. The summary of findings is structured based on the specific objective of the study. From the analysis and data collected, the following discussions, conclusions and recommendations were made. The recommendations were based on the objective of the study.

5.2 Summary of Findings

The study found that most of the respondents had been working in the organization for a period of between one to two years and between two to three years showing that they have been working in the organization for a reasonable enough time to understand the information required by this study. The study also found out that the respondents were multicultural and were well versed with information on the subject matter of this study and all were members of heterogeneous teams. Multicultural teams in the organization were functioning moderately well.

The study has also found out that both managers and multicultural team members are aware of the growing importance of multicultural teams, their role and impact on efficiency. However there are certain reservations as well.

The study noticed that a large number of employees recognize multiculturalism beneficial for the organization and for their own grooming. However there are a few employees opposing the concept as it is more difficult to cope up with other nationalities, religion and cultural values.

About conflicts, the study found out that their understanding was that conflicts occur due to technicalities and they have not paid a notable consideration to the cultural conflicts. Their stance is that cultural conflicts hardly arise as everyone in the team is busy in their work and hardly communicate with each other, other than the technical discussions. The study has however seen members complaining that such cultural awareness is necessary for the team members of multicultural teams.

Respondents have not answered the question related to cultural value differences fully and few have spoken but with utmost caution and hardly expressed any notion. They have hardly mentioned any personal difference but conclusion could be that they are either reluctant or the fear of getting exposed if they mention this problem. The study also found out that on the questions about the role of cultural values and their impact on the individual, many respondents avoided it and either they were not willing to separate the two or again trying to avoid coming in the lime light, of which we assured them of the secrecy.

Respondents' advocates the need of cultural training, which in other words shows that majority recognizes conflicts due to cultural differences but seemed afraid to speak about it, where as they highly felt excited when asked about cultural training and other activities associated with it. Majority of respondents identified that they share their cultural knowledge and ask their colleagues about their cultures whenever there is an opportunity to better understand the persons, their work styles and adjust themselves in line with the acquired knowledge. This also addresses the compromise approach. This supports our argument that by sharing knowledge and asking others view will definitely help in a better performance by multicultural teams.

5.3 Conclusion

Based on the findings, the study concludes that to improve efficiency of multicultural teams, organizations need to invoke cultural differences and built-in action strategies under the influence of cultural values which individuals bring along from different parts of the world; this includes the culture of home, work place, social, regional and national level or the places in the world where s/he lived. These differences lead to conflicts which are productive some time and destructive some time, casting the way for triumph or failure. Productive conflicts are considered positive and healthy while destructive can be minimized if the cultural value awareness is addressed in due course, which is prior to start of the task.

5.4 Recommendations

The study recommends that the organization should introduce courses, seminars and trainings on culture to staff in order for them to understand the cultural differences among team members. This will help in improving the skills in interpreting other's point of view.

5.5 Limitations of the Study

A limitation for the purpose of this research was regarded as a factor that was present and contributed to the researcher getting either inadequate information or responses or if otherwise the response given would have been totally different from what the researcher expected. The main limitations of this study were some respondents refused to answer some questions that they were interviewed. Further some respondents decided to withhold information which they considered sensitive and classified. This reduced the probability of reaching a more conclusive study. However, conclusions were made with this response rate.

The small size of the sample could have limited confidence in the results and this might limit generalizations to other situations. Most of the respondents were busy throughout and had to continuously be reminded and even persuaded to provide the required information. Time due to official duties time was a major concern. Fear and victimization by respondents is also likely to limit the study some employees may be unwilling to divulge information for fear of victimization by their superiors and finally slow pace of respondents shall also limit the study.

5.6 Recommendation for Further Studies

The researcher suggests that a similar study should be done focusing on other industries in Kenya. This is because different industries apply different strategy options and thus the role of multicultural teams in improving efficiency in Save the Children Kenya is different from those of other sectors. Secondly, a study can be carried out on the possible solutions to the challenges faced by multicultural teams in organizations in Kenya.

Further studies should also be extended to production and service industry in order to get a better glimpse of multicultural teams which would be a more thorough and rigorous representation of this research study. A more comprehensive and a bigger sample of the participants from multiple industrial backgrounds will definitely contribute to validate the findings derived from the current selected sample.

REFERENCES

- Adler, N. J. (1997). *International dimensions of organizational behavior* (3rd ed.). Cincinnati, OH: South-Western.
- Appelbaum, S. H., Shapiro, B. & Elbaz, D. (1998). *The management of multicultural group conflict- Team Performance Management*, vol. 4, no.5, pp. 211-234.
- Retrieved from <http://www.appelbaumconsultants.com/articles/199798/MngtMultiCulturalGrpConflict.pdf>
- Berelson, B. (1952). *Content Analysis in Communication Research*. New York: Free Press.
- Blunt, P. & Jones, M. (1986). *Managerial Motivation in Kenya and Malawi: A Cross Cultural Comparison*. *The Journal of African Studies* Vol 24(1): pp 165-175
- Brett, J., Behfar, K. & Kern, M. C. (2006). *Managing Multicultural Teams*. *Harvard Business Review*. Vol. 84 Issue 11, p84-91.
- Chitul, M., & Zagaiciuc, S. (2005). *Defining the best practices and guidelines for building successful multicultural teams*. Master Thesis, Blekinge Institute of Technology, School of Engineering. Retrieved on 10 January 2012 from [http://www.bth.se/fou/cuppsats.nsf/all/16c8cbe4d057fd1ec1256f94004e1524/\\$file/Thesis.pdf](http://www.bth.se/fou/cuppsats.nsf/all/16c8cbe4d057fd1ec1256f94004e1524/$file/Thesis.pdf)
- Cooper, D.R. & Schindler, P.S. (2000). *Business Research Methods*. New York: Irwin/McGraw-Hill

- Granrose, C. S. & Oskamp, S. (1997). *Cross Cultural Work Groups, The Claremont symposium on applied social psychology*, vol.10. California, USA: SAGE Publications Inc., Thousands Oaks.
- Friedman, V. J. & Antal, A. B. (2005). *Negotiating Reality: A theory of action approach to intercultural competence- Management Learning*, vol. 36, no.1, and pp.69-86.
Retrieved from <http://mlq.sagepub.com/content/36/1/69.abstract>
- Harris, P. & Kevin, H. (1996). *Managing Effectively through Teams, in: Team Performance Management: An International Journal*, Volume 2, Issue 3, 1996, pp. 23-36. Retrieved on 13 June 2012 from <http://www.emeraldinsight.com/journals.htm?articleid=882752>
- Hofstede, G. (2003). *Culture's Consequences Comparing Values, Behaviors, Institutions and Organizations Across Nations*. USA: Sage Publications Incorporates.
- Howes, M. (1997). *NGOs and the institutional development of membership organizations: A Kenyan case, The Journal of Development Studies*, 33(6), 820-48
- Kluckhohn, C. & Strodtbeck, F. (1961). *Variations in value orientations*. Evanston, IL: Row, Peterson.
- Matveev, A. V. & Milter, R. G. (2004). *The value of intercultural Competence for performance of multicultural teams. Team Performance Management*, vol. 10, no.5/6, pp. 104-11.
- Mio, J. S., Trimble, J. E., Arredondo, P. C., Harold, E. & Sue, D. (1999). *Key words in multicultural interventions*. USA: Greenwood Publishing Group Incorporated

- NGOs Co-ordination Board. (2012). *NGOBUREAU- the NGOs Co-ordination Board*. Nairobi. Retrieved on from http://www.ngobureau.or.ke/about_us.aspx
- Ochieng, E.G., & Price, A.D.F. (2009). *Managing cross-cultural communication in multicultural construction project teams: The case of Kenya and UK*. *International Journal of Project Management*. Retrieved from http://humanities.ufs.ac.za/dl/userfiles/Documents/00001/929_eng.pdf
- Richard, D.L. (2006). *When Cultures Collide: Leading Across Cultures*. Boston, USA: Nicholas Brealey International.
- Save the Children. (2012). *Save the Children-Our History*. London. Retrieved from <http://www.savethechildren.org.uk/about-us/history>
- Seymen, O. A. (2006). *The cultural diversity phenomenon in organizations and different approaches for effective cultural diversity management: a literary review*-*Cross Cultural Management: An International Journal*, vol. 13, no.4, pp. 296-315.
- Shapiro, D. L., Glinow, M. A. V., & Cheng, J. L.C. (2005). *Managing Multinational Teams: Global Perspectives, Advances in international management*, vol.18. Oxford, UK: Elsevier Ltd.
- Siebdra, F., Hoegl, M., & Ernst, H. (2009). *How to Manage Virtual Teams*. *MIT Sloan Management Review*. Vol 50 NO. 4, p63-68.
Retrieved on 13 June 2012 from <http://www.klassvensson.se/Filer/Managing-Multicultural TeamsKS.pdf>
- Steers, R. M., & Nardon, L. (2006). *Managing in the Global Economy*. NY, USA: M.E. Sharp Inc., Armonk.

World Bank. (2007). *Nongovernmental Organizations and Civil Society/Overview*. Retrieved on 13 June 2012 from http://library.duke.edu/research/subject/guides/ngo_guide/igo_ngo_coop/ngo_wb.html

Yin, R.K. (2003). *Case Study Research: Design and Methods*. 3rd ed. Thousand Oaks, California: Sage Publications.

APPENDICES

APPENDIX I: LETTER OF INTRODUCTION

01 September 2012

LAVINGTON ADEGO LIKO

THE UNIVERSITY OF NAIROBI

P.O. BOX 30197

NAIROBI

Tel: +254737055983

Dear Respondent,

I am a Master of Business Administration (MBA) Student of the University of Nairobi. As a partial requirement of the coursework assessment, I am required to submit a research project report on some management problem. My research topic is: The Role of Multicultural Teams in Improving Efficiency Save the Children Kenya, an International Non-Governmental Organization.

I would highly appreciate if you could kindly spare some time to help me answer the questions in the interview guide provided. The results of the report will be used solely for academic purposes and will be treated with utmost confidence.

Thank you in advance,

Yours faithfully,

Lavington Adegó Liko,

Dr. John Yabs

Lecturer, School of Business, University of
Nairobi

Supervisor.



UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA PROGRAMME

Telephone: 020-2059162
 Telegrams: "Varsity", Nairobi
 Telex: 22095 Varsity

P.O. Box 30197
 Nairobi, Kenya

DATE 30/07/2012

TO WHOM IT MAY CONCERN

The bearer of this letter LAWINGTON ADEGO LUKO

Registration No. DG1/70062/2008

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.



[Handwritten signature]

IMMACULATE OMANO
MBA ADMINISTRATOR
MBA OFFICE, AMBANK HOUSE

APPENDIX III: INTERVIEW GUIDE

THE ROLE OF MULTICULTURAL TEAMS IN IMPROVING EFFICIENCY IN SAVE THE CHILDREN KENYA, AN INTERNATIONAL NON GOVERNMENTAL ORGANISATION

SECTION I

Introduction

1. Name: Gender:.....

2. What is your nationality.....

3. What is your position in the organization:

4. How long have you worked for Save the Children Kenya?
 - a) Less than 1 year
 - b) 1-2 years
 - c) 2-3 years
 - d) More than 3 years

5. Do you work in a homogeneous or heterogeneous team in the organization?

6. How well do you think your team is currently functioning in your organization?
 - a) Excellently
 - b) Moderately well
 - c) Reasonably well
 - d) Poorly

SECTION II

Departmental Manager's Perspective:

1. Does the organization acknowledge the differences among team members arising due to cultural values?
2. Do you encourage the formulation of multicultural teams or it is recruitment dependent?
3. How do you identify the conflicts among team members of a multicultural team?
4. What types of conflicts are commonly witnessed in a multicultural team?
5. At what points of time are conflicts more likely to occur in a team due to multiculturalism?
6. Do you see conflicts in multicultural teams at your organization as productive or non-productive?
7. Are there any specific conflicts related to multiculturalism?

Conflict handling:

8. How do you deal with the task related conflicts?
9. What strategies do you employ to deal with conflicts related to multiculturalism?
10. Is it difficult to manage multicultural teams than homogeneous teams?

Team members Perspective:

11. Are you provided with any training to enhance your understanding regarding cultural values of other team members?
12. To what extent are you involved to deal with issues pertaining to multiculturalism?

SECTION III

1. Do you think that multiculturalism is benefitting your organization in improving efficiency? (Yes/No)
2. Are conflicts handling due to multiculturalism/cultural value diversity in the company done? (Yes/No)
3. Does the company encourage team members to learn differences in cultural values? (Yes/No)

4. In your opinion, how can the challenges be resolved?

.....

.....

.....

.....

Thank you for your responses.