

**FACTORS INFLUENCING PERFORMANCE OF MULTICULTURAL PROJECT MANAGEMENT  
TEAMS: A CASE OF CONSTRUCTION INDUSTRY IN ARUSHA CITY, TANZANIA**

By

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Degree of Master of Science in Project Planning and Management of the Institute of  
Accountancy Arusha**

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## CERTIFICATION

I, the undersigned, certify that I have read and hereby recommend for acceptance by the Institute of Accountancy Arusha, a Dissertation titled “**Factors influencing the Performance of Multicultural Project Management Teams: A case of Construction Industry in Arusha city, Tanzania**” in partial fulfillment of the requirements for the award of Master of Science in Project Planning and Management

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**JOHA BATE**

(Supervisor)

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Date

## DECLARATION

I, **Erespidus Fikiri Sabas**, declare that this Dissertation Proposal is my original work and that it has not been presented and will not be presented to any other Institution for a similar purpose.

Signature\_\_\_\_\_

Date\_\_\_\_\_

## **ACKNOWLEDGEMENT**

My first and foremost thanks go to the Almighty God for the blessings of good health, courage, and strength to undertake my studies and conduct this research study. However, some people justify a special mention and expression of thanks from me for their contribution to this study

I thank my family for supporting me morally and spiritually during the whole dedicated period of my studies and the research study. Their advice, encouragement, and support gave me reasons to put in effort which enabled me to conclude this study successfully.

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Thanks to all the respondents who kindly accepted to share with me their valuable knowledge and helped me in the data collection towards the achievement of this study.

It is impossible to acknowledge all the people who supported me in the accomplishment of this work. I would also like to appreciate My professional colleagues, my lecturers, and my close friends who encouraged, criticized, and inspired me to take steps toward this study

## **DEDICATION**

This work is dedicated to my beloved Mother, Ms. Anna, my wife, and our children Mariana Erespidus and Marcus Erespidus who always encouraged and motivated me in my studies.

## LIST OF ABBREVIATIONS AND ACRONYMS

GDP - Gross Domestic Product

MNC – Multi- National Companies

UK - United Kingdom

USA – United States of America

EAC – East African Country

## **ABSTRACT**

This study analyzed the factors influencing the performance of multicultural projects in Arusha. The study employed a quantitative approach using descriptive statistics as a way of data analysis. The self-constructed questionnaire was designed and checked by experts to determine the validity of the instrument. A pilot study was carried out to determine the reliability of the study using the Cronbach Alfa Coefficient. A Cronbach's alpha of 0.82 was obtained which proved that the questionnaire was reliable. The study comprised a population of 120 contractors and the number of selected respondents to the questionnaire survey was determined at 55. The research attempted to address three questions as follows (i) how does effective communication enhance the performance of multicultural project teams in the construction industry? (ii) What is the contribution of leadership style to the performance of a multicultural project team in the construction industry? And (iii) what are the mechanisms of conflict resolution techniques on the performance of multicultural project teams in the construction industry? All the questions were coded and analyzed using an SPSS program version 20. The researcher ensured confidentiality and anonymity of the respondents are taken as seriously as they deserved. Of all the factors investigated, the study found that effective communication skills are key factors to project success, and leadership style plays an important role to raise the morale of workers. The study recommends that induction on language skills must be made a priority for both local and international employees and also working procedures must be put to the open for every worker to read and understand what is required of him/her in the workplace

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# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the Problem

Human beings have been experiencing collaboration and cooperation to safeguard the continuity of their existence ever since they existed. Cooperation and collaboration, in this sense, may be regarded as worthwhile and helpful not only for survival but also for efficiency and satisfaction. Hence, the emergence and creation of teams can be attributed to this notion (Halverson and Tirmizi, 2008).

Globalization and recent developments in technology have profoundly influenced societies, businesses, and the work environment. This is because of the increasing mobility of labor and entrepreneurs along with capital movements, the spread of information & technology, and foreign trade activities peaked in recent years. Changes in the work environment stemming from globalization have brought about some practical concerns regarding the management of multicultural teams (Thomas, 1999).

According to Jarvenpaa and Leidner (1999), multicultural teams can be formed in three ways. Firstly, a team may consist of members from diverse cultural backgrounds including expats or ethnic minorities working together in the same country. Secondly, it may possess members who are dispersed across many countries but occasionally meet up in person. And thirdly, virtual teams that possess members from various countries, working together via electronic devices and media and not meeting in person.

Given the supposed severity of cultural complexity and the obvious failings of the industry's approach toward its workforce, it is not surprising that challenges suppressing the industry to address its performance in people management are obvious (Egan, 2002 & Mitullah and Wachira, 2003). Most recently, the industry's "Strategic Forum" laid down challenging targets for the improvement of its people management practices within its "Accelerating Change" report (Strategic Forum for Construction, 2002). As Dainty et al. (2007) confirmed, the industry needs to address its poor performance in people management by focusing on cultural issues. Within the general trend of globalization, the construction industry has been under pressure to evolve into a sector that is constantly changing to fit the needs of the broader context in which the operations are executed.

Attitudes toward working have changed dramatically in recent years and there is currently much more emphasis on multicultural teamwork (Weatherley, 2006). The demand for multicultural teamwork grows and there is increasing interest in reforming the project delivery process. Based on this demand and the previously cited challenges of improving people management, this study focuses on examining the factors influencing multicultural teamwork and exploring how team integration can be made effective for a multicultural project environment.

Running a project in a multicultural setting has always never been easy (Earley and Mosakowski, 2000; Brett et al., 2007; Weatherley, 2006). The trend is likely to continue and the future of business will increasingly depend on doing projects effectively in different cultural environments (Earley, 2000, Ochieng, 2008; Peterson et al., 1995; Weatherley, 2006). It has been widely recognized that multicultural project management has been common in recent years. Contemporary literature in international management has identified the management of multicultural projects as an important subject in human resource management. Earley and Mosakowski (2000) state that multicultural projects are used because of a belief that they outperform monoculture project management, especially when performance requires multiple skills and judgment. Multicultural team integration is a particular problem for clients and project managers (Egan, 2002)

Once they are established, multicultural teams are perceived to outperform mono-cultural teams, in areas such as problem identification and resolution, by the sheer strength of their diversity (Marquardt and Hovarth, 2001). The basic values, concepts, and assumptions differ with each culture, understanding these and enabling the “settling-in” by recognizing the cultural complexity is a required skill of a manager (Kang et al., 2006).

Project managers of multi-national organizations often make the common assumption that cultural differences are unimportant when individual members, belonging to different divisions, of the same organization are brought together as a team. The original research (Hofstede, 1980) suggested that 80 percent of the differences in employees’ attitudes and behaviors are influenced by a national culture that still has resonance today. Cultural differences reflect different expectations about the purpose of the team and its method of operation, which can be categorized into tasks and processes. The task area relates to the structure of the task, role responsibilities, and decision-making. The processes related to team building, language, participation, conflict management, and team evaluation.

Culture is an issue with many different dimensions. Both Hofstede (1991) and Trompenaars and Hampden-Turner (1997) discussed different levels of culture. The former mentions gender, generation, social class, regional and national, and organizational levels. The latter presents national, corporate, and professional levels of culture. The level that is important in this study is that of national and organizational culture.

It has been widely recognized that organizational culture is important in construction project management (Kandola and Fullerton, 1998; Meek, 1998; Barthorpe et al., 2000). For example, contractors are usually drawn from several organizations, each with its own organizational culture. To work as a team efficiently, it is essential to have some degree of cohesion in organizational culture. Most construction organizations have a cultural history and set ways of getting things done that can help or, in some cases, hinder a project (Dainty et al., 2007).

It is essential therefore to institute the organizational background and culture of all the contractors involved in the project from the outset. Typically, leadership in construction projects is complex and critical to success in multicultural team environments. For example, Weatherley (2006) affirmed that if management is getting the team to do what is required, project leadership involves motivating the project team in such a way that they want to do what is required.

Chan and Tse (2003) opine that in some nations, contract law is not well instituted by other nationalities and hence creates hurdles in implementing projects. Emmitt and Gorse (2007) found that risks in communication and risks emerging from misunderstandings and misinterpretation are much greater. There is also a danger of the expatriate project team “going native” and becoming isolated from the project and pursuing their own project goals rather than focusing on the overall project aim and objectives (Langford and Rowland, 1995).

Another key issue that managers of multicultural project teams face is the assessment of the skills and competencies of the project team (Ochieng, 2008). For example, in several countries, the training and education standards and the relative value of qualifications can be very different. Weatherley (2006) also highlighted that job methods can be different because of specific local conditions such as working in heat, earthquake risk, or local trade practices.

Language is another factor that affects multicultural project teams (Brett et al., 2007; Reva and Ataalla, 2002). Brett et al. noted that trouble with accents and fluency; direct versus indirect communication; differing attitudes toward hierarchy; and conflicting decision-making norms can cause destructive conflicts in a team.

The trouble with accents and fluency can occur when individuals who are not fluent in the team's dominant language may have difficulty sharing their knowledge. Direct versus indirect communication can transpire when some project workers use direct, explicit communication while others are indirect, for example, asking questions instead of highlighting problems with a project leader.

Brett et al. (2007) further argued that team members from hierarchical cultures expect to be treated differently according to their status in the organization. With conflicting decision-making norms, project team members vary in how quickly they make decisions and in how much analysis they may require beforehand.

Taking into consideration of all the failures and successes of multicultural project management, the objective of this study was to explore the factors influencing the performance of multicultural construction project teams in the Arusha region.

## **1.2 Statement of the Problem**

Many companies are building multicultural teams, where members are coming from cross-national borders and different countries of origin. Therefore, faced with the challenges to work with such teams, utilizing individual strengths, communication, and working styles. In today's global business environment multicultural teams have become an essential part of an organization.

Having multicultural teams in today's globalized business world is quite widespread for companies. The reason behind this phenomenon is considered to be the increasing mobility of people and labor on a global scale. Within this context, multicultural work groups have become prevalent, and the rapidly changing work environment has set novel challenges both for managers and employees.

The role of managers in effectively leading multicultural teams as well as understanding and handling the challenges arising for this reason is pretty significant (Matveev and Milter 2004). It is considered that multinational companies (MNCs) prefer directly investing in foreign markets for certain reasons including market-seeking (desire to find new buyers), resource-seeking (desire to access cheaper inputs), strategic asset-seeking (desire to build distribution networks and acquire cutting-edge technologies) and efficiency-seeking (Dunning, 2002).



Along with that, mergers and acquisitions performed between foreign and domestic companies are considered to influence the number of foreign employees working for the company and consequently the number of multicultural teams in international organizations. Studies conducted to investigate MNCs exhibit that one of the serious issues faced by these companies is the management of cross-cultural differences. This is because culture profoundly influences the attitudes of managers, relations in the company, technology transfer, and many other activities (Helvacioğlu and Özutku, 2010). Within this context, it may be regarded that major problems arise in work environments where people from diverse cultural backgrounds are working together.

Previous studies conducted in this realm mainly focus on either proper leadership styles that are required to adopt to manage culturally diverse teams or the issues confronted by team members and how they handle these problems including language differences, misunderstandings, and miscommunication (Mäkilouko, 2004; Behfar et al., 2006; Ramthun and Matkin, 2012; Aritz and Walker, 2014; Lisak and Erez, 2015). Also, there are studies conducted to comprehend the challenges of virtual teamwork (Heimer and Vince, 1998; Oertig and Buergi, 2006).

Managing cultural differences and cross-cultural conflicts in a multicultural project setting is generally the most common challenge to multicultural teams (Elron, 1997). Running multicultural project management in Tanzania has never been easy to date especially when locals and international experts are now working as a team to accomplish construction projects in the country (The Ministry of Works, Transport and Communications, 2010).

A collaboration between locals and international communities in construction has seen several obstacles such as the language of communication and cultural shocks to stakeholders. With the good intention of the government to engage locals and international experts in construction projects, a lot more is needed to help sail smoothly ashore. This study is, therefore, going to concentrate on managers who work for Multicultural projects operating in Tanzania since they are more likely to work with people from diverse cultures and confront challenges stemming from these differences that are common in multicultural teams. Comprehending these challenges from the standpoint of managers is what the researcher aims to accomplish, hence this study endeavors to explore the challenging factors influencing the performance of multicultural project teams management in the construction industry at the Arusha City.

### **1.3 General Objective**

To analyze the influencing factors for the performance of Multicultural projects

#### **1.3.1 Specific Objectives**

The specific objectives of the study are:

- i. To determine how effective communication enhances the performance of multicultural project teams in a construction industry
- ii. To ascertain the contribution of leadership style to the performance of multi-cultural project management teams in the construction industry.
- iii. To determine the mechanisms of conflict resolution techniques on the performance of multi-cultural project management teams

#### **1.3.2 Research Questions**

- i. How does effective communication enhance the performance of multicultural project teams in the construction industry?
- ii. What is the contribution of leadership style to the performance of a multicultural project team in the construction industry?
- iii. What are the mechanisms of conflict resolution techniques on the performance of multi-cultural project teams in the construction industry?

### **1.4 Scope of the Study**

The study analyzes the factors influencing the performance of multicultural project teams in the construction industry. The study was conducted in the Northern Part of Tanzania, Arusha whereby some selected construction projects were used in the study. Data was collected through a closed-ended questionnaire from a sample of the employees and leaders at the selected organizations.

### **1.5 Significance of the Study**

This study will benefit the following stakeholders; project managers, Multi-cultural project teams, researchers in the field, and policymakers.

### **1.5.1 Project managers**

This study will create a base for project managers to supervise multi-cultural teams. It will enable managers to apply various approaches in managing the project team diversity, thus enhancing the performance of the project. Good management of cultural diversity creates an encouraging environment for the workforce to boost their work performance.

### **1.5.2 Multi-cultural project teams**

Multi-cultural project teams will benefit by having their challenges addressed by creating a harmonious working environment.

### **1.5.3 Researchers in the field**

This will create a platform for the Researchers in the field when conducting related studies for future use. It will identify areas already researched and address gaps for further improvement.

### **1.5.4 Policymakers**

Policy makers on project management will get a body of knowledge for developing robust policies for supporting the success of projects given at various sets of diversity.

## **1.6 Limitations of the Study**

The researcher expects to encounter the following limitations; methodological limitations and the unwillingness of the respondents to participate in the study.

**Methodological limitations:** A questionnaire as a tool of data collection can sometimes bring challenges due to the nature of respondents who if not well prepared can yield poor results. To accommodate this anticipated failure the researcher gave education to the participants showing them why this study is important.

**The unwillingness of the respondents to participate in the study:** It is anticipated that some respondents might not be willing to participate in the study. To curb this, the researcher used courteous language in addressing the prospective respondents of the study. Nevertheless, unwilling respondents were not forced to participate in the study.

**Access to information constraint:** The researcher might face a problem with secondary data access, as some data are held confidential.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **2.1: Introduction**

This chapter presents the theoretical literature review, empirical literature review, conceptual framework, and research gap.

#### **2.2 Theoretical Review**

The theoretical review presents the conceptual definitions of the study and theories relating to this study.

##### **2.2.1 Conceptual definitions of terms**

###### **2.2.1.1 Culture**

Culture is generally defined as a pattern of deep-level values and assumptions concerning societal functioning, which is shared by an interesting group of people (Adler, 2002). Cultural values are learned very early in life as people are socialized into their respective environments within particular societies and are very difficult to relearn or change (Hofstede, 2001).

Culture includes the organization's vision, values, norms, systems, symbols, language, assumptions, environment, location, beliefs, and habits (Keyton, 2011 cited in Littlejohn et al., 2010).

As per Ravasi and Schultz (2006) and Allaire and Firsirotu (1984), organizational culture represents the collective values, beliefs, and principles of organizational members. It is sometimes influenced by factors such as history, type of product, market, technology, strategy, type of employees, management style, and national culture.

There have been differences among scholars on the definition of organizational culture. Edgar H. Schein, a prominent researcher in this field, defined "organizational culture" as comprising several features, including a shared "pattern of basic assumptions" that group members have acquired over time as they learn to successfully cope with internal and external organizationally relevant problems (Ravasi and Schultz, 2006).

### **2.2.1.2 Project Performance**

According to Adu (2004) project performance refers to the extent to which a project is delivered on time at the budgeted cost and to the client's satisfaction.

The customer or user can alternatively define it as the extent to which project objectives are met within time, within cost, at the desired performance or specification level, while utilizing the assigned resources effectively and efficiently, and accepted. Project performance has been researched by several researchers (Baiden,2006; Chenet al.,2006; Chevrier,2003; Kumaraswamy et al.,2004; Ochieng,2008 ), and the findings have clearly illustrated that the best project performance is achieved when the whole project team is fully integrated and aligned with project objectives. Concerning this study, project performance refers to the ability of the project team to accomplish the project timely, within budget, and with specified quality and requirements as per the project owner/steering committee.

Based on the research findings, the following critical success factors have been identified; project stakeholders' competency, commitment, positive attitude, appropriate time management, quick adaptation skills, cultural diversity training before departure to international tasks as well as extensive knowledge of industry culture, and organizational culture. There should also be organization good communication procedures, precisely planned supply logistics, well-defined project roles as well as reliable information and communication technology infrastructure.

Furthermore, the findings showed that time management is an essential factor for project success. This agrees with Hofstede(1984,2001) in his short-term/Long term orientation scale which shows the extent to which culture prepares its members to accept or reject delays of projects and their deliverables.

### **2.2.1.3 Effective Communication**

Communication is the lifeblood of society and the business world (Khemesh, 2019; Ochieng and Price, 2010). Thomason (1988) defined communication as "the lifeblood of any system of human interaction without which, no meaningful or coherent activity can take place". Axley (1984) defined communication as a metaphorical pipeline along which information is transformed from one person to another.

Communication from a management point of view is the process by which people are informed and guided to achieve the best results. To communicate effectively means not only putting your thoughts in order and presenting them in an accessible way, but also expressing them in a way that would capture the attention of the receiver (Beattie and Ellis,2014)

Nevertheless, communication is an elusive and obscure concept since it is a multi-dimensional and imprecise concept. R.W. Griffin defines effective communication as the process of transmitting a message in such a manner that, the received meaning is as close to the intended one.

According to American Management Association (AMA), effective communication is defined based on ten points which are; a clear idea of the topic and receiver, determination of purpose, the content of the message, planning of communication, creating awareness to the receiver about the communication and feedback from the receiver. Concerning this study, effective communication refers to well-transmitted information with a precise, coherent, clear, and understandable message by the receiver.

#### **2.2.1.4 Leadership Style**

In multicultural teams the role of the project manager is crucial: they usually show great ease in performing multicultural leadership. Multicultural leadership can be described as a soft skill needed to be a good manager in cross-cultural teams.

A leadership style according to Fajana & Shadare (2012) is a leader's method of providing direction, implementing plans, and motivating people. Studies on leadership style are conducted in the military field, expressing an approach that stresses a holistic view of leadership, including how a leader's physical presence determines how others perceive that leader. The factors of physical presence in this context include military bearing, physical fitness, confidence, and resilience. A leader's conceptual abilities apply agility, judgment, innovation, interpersonal tact, and domain knowledge. In this study, Leadership styles are characterized as individuals who have differential influence over the setting of goals, logistics for coordination, monitoring of effort, and rewards and punishment of group members.

#### **2.2.1.5 Conflict Resolution**

**Conflict resolution** is conceptualized as the methods and processes involved in facilitating the peaceful ending of conflict and retribution. Committed group members attempt to resolve group conflicts by actively communicating information about their conflicting motives or ideologies to the rest of the group (e.g., intentions; reasons for holding certain beliefs) and by engaging in collective negotiation.

Dimensions of resolution typically parallel the dimensions of conflict in the way the conflict is processed Kazimoto (2013). In this study conflict resolution, is the way disputants understand and view the conflict, with beliefs, perspectives, understandings, and attitudes.

#### **2.2.1.6 Multi-cultural project teams**

Multicultural Projects are projects in which project stakeholders have varying cultural backgrounds (Adu, 2004). A multicultural project is a project where the members come from various national or ethnic backgrounds (Mäkilouko, 2004).

Cultural diversity refers to the representation of people within a social system with explicitly different group affiliations of cultural meaning, that is, “they collectively share certain norms, values or traditions that are different from those of other groups”

Diversity research has established that diversity offers both a great opportunity for companies as well as major challenges (Adler, 2002). Diverse work groups experience strong conflicts (Pelled, 1999), communication between group members becomes more difficult (Caldwell, 1992), the willingness to cooperate with fellow group members diminishes (Thomas, 1999) and group cohesion decreases (Harrison, 2002).

Multicultural project management can be successful through effective intercultural communication and consciousness, cultural sensitivity, focus on achievements, teamwork, and cooperation. (Alexandrova, 2016). Once they are established, multicultural teams are perceived to outperform mono-cultural teams, in areas such as problem identification and resolution, by the sheer strength of their diversity (Marquardt and Hovarth, 2001). Diverse cultural perspectives can inspire creativity and drive innovation. Our culture influences how we see the world. Diversity of thought has been shown to push creativity and drive innovation, helping to solve problems and meet customer needs in a new and exciting way.

The basic values, concepts, and assumptions differ with each culture, understanding these and enabling the “settling-in” by recognizing the cultural complexity is a required skill of a manager (Kang et al., 2006; Vonsild, 1996). Multicultural project teams have become more common in recent years, and contemporary international management literature has suggested that the

management of multicultural teams is an important challenging aspect of human resource management.

Recent studies have been based on the positive effects of using multicultural teams, According to Earley and Mosakowski (2000) showed that multicultural teams are used because they are perceived to outperform monoculture teams, especially when performance requires multiple skills and judgment. Choosing not to recognize cultural complexity limits the ability to manage it. The fragmentation of project delivery has been blamed on the cultural complexities that exist.

## **2.2.2 Theories applied in the study**

### **2.2.2.1 Social Exchange Theory**

Social exchange theory is applicable in this study, social exchange theory was developed by Homans (1958) who describes that social behavior exchange occurs between two parties. The theory drew ideas and concepts from behaviorism to explain how human behavior is comparable to the act of receiving rewards of corn for pecking a target. Social influence theory focuses on how the link between leadership style and team commitment affects the performance of projects.

Social exchange theory claims that a high level of trust between team leaders and the team enhances the performance of the project (Wekesa, Namusonge, and Iravo, 2013). This theory is applicable in this study in trying to explain how leadership style influences the performance of project teams.

### **2.2.2.2 The Five CMMs Modal/ The Thomas-Kilmann Conflict Mode Instrument**

There are several theories for conflict resolution. To achieve the objectives of this study, the five CMMs modal is used. The theory was developed by Thomas and Kilmann (1974) stating that conflicts are resolved through tasks and relationships. The theory points out five variables which are; competing; collaborating, compromising, avoiding, and forcing. Competing – trying to reach the goals at the expense of others with no cooperation and using assertiveness. Collaborating is all about solving conflicts by identifying all possible courses of action to solve the conflict peacefully considering similar interests and not differences.



Problems can be ignored by not focusing on problems. Accommodating stance considers that, differences between two different parties are inevitable. Avoiding is a conflict management approach in which the involved parties ignore the conflict and the solutions. The parties are indifferent about themselves and their problems. This theory is applicable in this study, it was used as a base to suggest strategies for addressing conflicts in multicultural projects.

## **2.4. Empirical Literature Review**

### **2.4.1 Effective communication and performance of the multicultural project team**

Findings by Ochieng and Price (2010) in a study carried in Kenya on analyzing the importance of multiculturalism and the new challenges it causes in project execution found revealed effective communication can lead to the performance of the project.

There are limited studies assessing how effective communication leads to the performance of multicultural project teams. The study explored how Kenya and UK project teams communicate effectively.

The study focused on cultural factors that lead to communication and result in the performance of multicultural teams. The study used 20 interviewees composed of 10 Kenyans and 10 from the UK communication enhances project achievement. It was noted that effective communication is enhanced by the ability of the managers to demonstrate an understanding of cultural variations.

It was also stated that creating effective cross-cultural collectivism, empathy in leadership, trust, and communication are important for project performance in a multicultural environment.

The study-applied interview only, which might be a limitation to the achievement of the study objective, triangulation of the method could gather more in-depth data. Emmitt and Gorse (2007) found further that risks in communication and risks emerging from misunderstandings and misinterpretation are much greater. There is also a danger of the expatriate project team “going native” and becoming isolated from the project and pursuing their own project goals rather than focusing on the overall project aim and objectives

### **2.4.2 The Contribution of Leadership style to the Performance of the Multi-cultural project**

Findings by Makilouko (2004) in a study carried on in Finland noted that a task-oriented leadership style improves project team performance by maintaining team cohesion and

avoiding cross-cultural problems. The population of the study was forty-seven project team leaders. The studied project team members included were Finnish-American, Finnish-European, and Finnish-Chinese.

The Chinese team members were mostly from Hong Kong and one from Beijing. Out of forty-seven project leaders, forty stated that a task-oriented leadership style enhances team performance.

On the other hand, the seven-team leaders forty-seven stated that a task-oriented leadership style leads to project team performance implying that, relationship orientation or both tasks and relationship orientation (personality traits) enhance team performance.

These claims indicate that leadership style impacts the performance of the team. Cultural issues arise in these multicultural teams and are one point of discussion for the challenges that may interfere with the project's successful completion. Leadership and management issues include commitment and setting examples to employees thus all relate to the culture. The management must be able to understand where the leadership is moving wrong, and whether the issue is coming from the leadership style, norms, or other values

A study by Stolzenberger (2019) conducted in South Africa on assessing the impact of effective leadership on multicultural project teams noted that transformational leadership is the most appropriate leadership style for managing multicultural teams. The study applied primary and secondary methods through a review of the literature and an interview respectively.

The interview was conducted among senior leaders and managers supervising multicultural project team members.

The objective of the study was relevant; however, the study applied for literature review and interview only leaving a gap for the application of alternative methods such as a questionnaire.

#### **2.4. 3 Mechanisms of Conflict Resolution Techniques on the Performance of Multicultural Project Management Teams**

A study conducted in Europe by Heinz (2014) noted that one of the approaches for addressing conflicts in multicultural projects is to ensure performance teams are confronting and avoiding them. Confronting some issues not affecting the project negatively was claimed as the strategy.

Similarly, findings by Darkazanli's (2018) study using a review of the literature revealed that project team conflicts can be managed using the following approaches; confronting, avoiding, compromising, forcing, and smoothing. There is a limited body of knowledge on addressing the mechanisms for addressing conflicts in multicultural project teams in the construction industry.

Blake and Mouton, as cited in Tabitha and Florence (2019), categorizing their strategies based on the level of concern for individuals and production, assert that interpersonal conflicts can be managed through five strategies: forcing, compromising, withdrawing, problem-solving, and smoothing.

Tabitha and Florence (2019) assets a two-dimensional framework of conflict handling strategies based on the assertiveness and cooperativeness of the parties concerned. He acknowledged five conflict management strategies: competing, compromising, collaborating, accommodating, and alternative dispute resolution. As cited by Tabitha and Florence (2019), Rahim posits that interpersonal conflict can be managed through five strategies: dominating, obliging, integrating, compromising, and avoiding, based on the level of the concerned individuals.

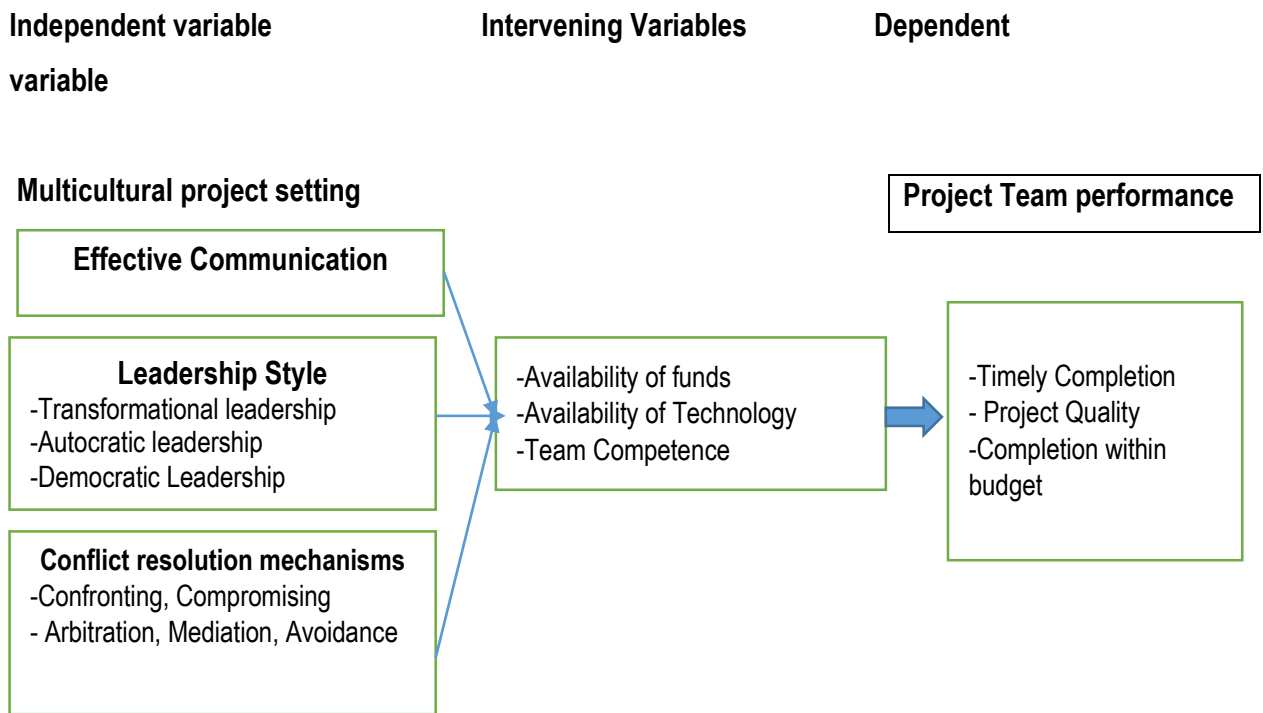
All the scholars mentioned in this study agreed on using compromise as one of the strategies for conflict management. However, there is a considerable similarity between Thomas and Rahim's strategies; no wonder even in contemporary studies, administrators have extensively applied their conflict management strategies (Daly, Lee, Soutar & Rasmi, 2010).

Some essential strategies for organizational conflict management are collaboration, competition, bargaining, alternative dispute resolution, and compromising. A collaboration strategy aims to satisfy the needs of the parties concerned, especially when the members have mutually significant goals. Competition strategy refers to an individual or group's desire to meet their goals and objectives moderately or to other groups' detriment. In an organization, individuals and groups compete for scarce resources, position, recognition, and power.

According to Ihuarulam (2015), reducing a very competitive individual's use of power can only be through higher external power, such as legitimate law or social taboos, when going overboard. The bargaining strategy is used primarily on a contractual agreement between management and employees for settlement when it becomes a legal matter (Fajana & Shadare, 2012). It gives all aggrieved parties concerned the chance to have a similar expression of their minds, regardless of the hierarchy of those involved in the dispute, without prejudice.

## 2.5. Conceptual Framework

The diagram below shows the relationship between the variables as discussed above



Source: Researcher compilation, 2022

## 2.6 Research Gap

Generally, the body of knowledge on factors influencing the performance of multicultural project teams is limited and some studies have been conducted in developed and emerging countries (Makilouko, 2004; Stolzenberger, 2019; Gadirajurrett et al. 2018). Literature about the performance of multicultural projects is plentiful elsewhere with little knowledge in the study area of this research which is Arusha city. Hence, the necessity of this study.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This chapter gives an overview of the research design, type of study, the study context, the size of the population involved, Variables and their measurements, sampling techniques, and designated sample size. Sampling techniques, types and sources of data, methods of data collection that were used in the study, Validity, and reliability of data, and the appropriate data analysis methods.

#### **3.2 Research Paradigm**

The study employed a quantitative research approach. According to Bacon-Shone (2015), quantitative methods involve the processes of collecting, analyzing, interpreting, and writing the results of a study using various designs including a descriptive survey research design. The author further adds that quantitative research is a means for testing objective theories by examining relationships among variables that can be measured by instruments, so that numbered data can be analyzed using specific statistical procedures. This approach was useful as it requires little time in the data collection process as well as covers large groups in a short period.

#### **3.3 Research Design**

This study employed a descriptive research design. The purpose of using descriptive research is that the researcher wants to describe, as well as explain, or validate the objectives when it comes to a specific group of people. Mayer (2015) argues that descriptive design is a design that provides a quantitative or numeric description of trends, attitudes, or opinions of a population by studying a sample of that population. The design helped the researcher to apply statistical tools, which enabled to establish the factors leading to the performance of multicultural projects in the construction industry

### **3.4 Study Areas**

The study was expected to be conducted in the Arusha region of Tanzania. Three construction sites have several local and international workers who were planned to be involved in the data collection on validating the main objective of the study. Some of the sites planned for visitation and data collection included the School of St Jude, St Constantine International schools, and, the East Africa community office which has mixed cultural backgrounds.

### **3.5 Data Collection Methods**

The data collection procedure refers to the techniques used by the researcher to gather data. This study used questionnaires to collect data. According to Yusoff, Ali, & Khan (2014)), a questionnaire is a tool for data gathering in research that consists of a set of questions in different forms of the question type that is used to collect information from the respondents for either survey or statistical analysis study. The questionnaire comprised two sections as seen in appendix III

According to Popping (2015), questionnaires are practical and cover a large number and area compared to other methods like interviews. The information generated from questionnaires can verify and cross-check against the information collected using other data collection techniques. Questionnaires are generally less expensive and do not consume a lot of time in administration. In this study, the questionnaire technique enabled the researcher to reach many respondents in a short period. The closed-ended questionnaires were prepared in the English language and translated into Kiswahili.

The questionnaire is composed of two parts. The first part includes questions about the demographic information of respondents such as gender, education, and experience of work. The second part includes items related to the specific research questions of the study. The questionnaire items for the three research questions indicated the level of agreement or disagreement as follows: 1= Strongly Disagree; 2=Disagree; 3=Agree; 4=Strongly Agree. Out of 55 questionnaires that were distributed, 53 were filled and returned and 2 questionnaires were not returned

### 3.6 Population and Sampling procedures

According to Debois, (2018), the population of the study refers to the individuals to which a researcher wants to generalize the results of the study. The population involve a larger group of people from different organizations/institutions that has one or more characteristics in common on which a study focuses. This study was based on the population of 120 contractors from three construction sites (Data obtained from the source through groundwork visitation). A sample size of 55 respondents was involved in the study as indicated in Table 3.1 below. The respondents were selected by using simple random sampling with the aid of table random numbers. However, team leaders were purposively sampled

#### 3.6.1 Sample Size

Sampling is a scientific process used in statistical analysis in which a predetermined number of observations are taken from a larger population. The methodology used to sample from a larger population depends on the type of analysis being performed Latham, (2007). In this study, the sample size was determined using a model proposed by Yamane, (1967), which uses the following formula:

$$n = N / (1 + Ne^2)$$

Where;

N = population size which is 120;

n = sample size; e = confidence interval (10percent)

$$\text{From } n = N / (1 + Ne^2)$$

$$n = 120 / [1 + 120(0.1)^2]$$

$$n = 120 / (1 + 120(0.01))$$

$$n = 120 / (1 + 1.2)$$

$$n = 55 \text{ respondents.}$$

Therefore, the sample size for contractors is 55 respondents.

**Table 3.1 Sample Size for each selected Construction Project**

Firm	Population Size	Sample Size
St. Jude Schools	25	12
St. Constantine Schools	28	13
EAC Postal Office	67	30
Total	120	55

**Source:** Field Data, 2022

### **3.6.2 Sampling Techniques.**

This study used a proportionate simple random sampling technique. In proportionate simple random, the respondents from all the selected construction companies were assumed homogeneous in the characteristics of interest. However, the population of each of the selected companies differ from that of every other company. Hence, to ensure equity of representation from each of the construction companies, an equitable proportion determined the selection from each.

### **3.6.3 Sampling Procedures.**

In each of the selected companies, simple random sampling was used to select respondents. Simple random sampling is defined as a sampling technique where every item in the population has an even chance and likelihood of being selected in the sample. Here the selection of items entirely depends on luck or probability, and therefore this sampling technique is sometimes known as a method of chances (Rahi, 2017). In administering the simple random sampling technique, there were rotary cards prepared. There were the “yes” and the “no” cards put in a box and were shaken enough to ensure that they are well mixed. Respondents who pick the “yes” cards were included in the study. Those who picked the “no” cards were excluded. This ensured that all respondents get an equal chance of being included in the study.

## **3.7 Data Analysis, Interpretation, and Presentation Plan**

This study used descriptive statistics to analyze data. According to Peck, Olsen, and Devore (2015), descriptive techniques often include constructing tables of means scores and standard deviation. Therefore, in this study, data were collected, coded, and then entered into the statistical analysis software (SPSS, version 22). The data on the demographic characteristics of respondents were analyzed by using tabulations by way of frequency and percentages. The data collected on all three research questions were analyzed using descriptive statistics such as Mean score, Frequency, and Standard Deviation.



The study dwelled on a four-point scale as shown in Table 3.1 below.

**Table 3.1: A four-point Scale**

Mean Range	Interpretation
3.25 – 4.00	Strongly Agree
2.50 – 3.25	Agree
1.75 – 2.50	Disagree
1.00 – 1.75	Strongly Disagree

### **3.8 Validity and Reliability**

#### **3.8.1 Validity**

Validity is a collection of tests, which are used to measure the extent a research instrument is composed of questions and concepts that are in line with the proposed research questions measured in a quantitative study (Heale and Twycross, 2017). According to Denzin, & Lincoln, (2011) validity is the degree to which a study accurately reflects the specific concept that the instruments intended to measure.

The validity of the instruments for data collection in this study was done through expert review. Experts in research including my supervisor from the Institute of Accountancy, Arusha, and the statistician who went through the instruments from stage to stage to give comments to ensure that the content is well understood and matches with research questions that guide the study.

#### **3.8.2 Reliability**

Reliability is used to measure the extent to which research instruments produce similar results even after they are replicated consistently. Reliability is ensured by repeating testing of a similar study population over time. Reliability is also ensured by the consistency of responses (Heale and Twycross, 2017). The study tested the reliability of questionnaire instruments by using Cronbach's Alpha technique. According to Polit and Beck (2008), a reliability of 0.6 minimally is accepted and a reliability of 0.75 is regarded as excellent. Based on this ground, if the results produce reliability of at least a 0.75 Cronbach Alpha score, then questionnaire items for the research questions were regarded as reliable.

### **3.9 Ethical Consideration**

These are moral principles that guide researchers to conduct and report research without deception or intention to harm the participants of the study or members of society as a whole, whether knowingly or unknowingly (Mayer, 2015).

In this study, the following ethical issues were observed; the researcher obtained a data collection permit from the Institute of accountancy, Arusha.

After permission has been granted, the researcher collected data by distributing the questionnaires to the selected respondents. The researcher ensured respondents voluntarily participate in the study. Respondents were asked to participate of their free will.

The researcher observed the right to the confidentiality of respondents. The names of the respondents were made confidential. Respondents did not require mentioning their names during data collection.

The researcher also adhered to the principle of informed consent. The respondents were informed about the objectives of the research before data collection. Where possible, the results of the study were accurately and honestly communicated. Plagiarism was avoided by acknowledging the sources.

**CHAPTER FOUR**  
**DATA ANALYSIS, INTERPRETATION, AND DISCUSSION**

**4.0 Introduction**

This chapter presents and interprets the findings of the study concerning the factors influencing the performance of multicultural project management teams, a case of the construction industry in Arusha city. The analysis of the findings is divided into two major sections which are the demographic of the respondents and the analysis of study questions using descriptive analysis.

**4.1 Analysis, Interpretation, and discussion of the demographic findings**

Demographic findings are presented in four main variables which are gender, work experience, occupation of the respondents, and language of communication of the respondents.

**4.1.1 Gender of the respondents**

The table below presents the gender of the respondents

**Table 4.1: Gender of the Respondents**

	<b>Frequency</b>	<b>Percent</b>
Male	36	65.5
Female	19	34.5
<b>Total</b>	<b>55</b>	<b>100.0</b>

**Source:** Field data, 2022

Concerning the gender of the respondents, 36(65.5%) of the respondents were male and 17(34.5%) were female. This is a likely indication that the majority of the workers in the construction industry are men. This may be due to the nature of work that generally requires masculinity which according to biological makeup, men have what it takes to suit this kind of work.

#### 4.1.2 Work Experience of the respondents

**Table 4.2: Work Experience of the Respondents**

		Frequency	Percent
Valid	Less than 5	24	43.6
	5 to 10	20	36.4
	Above 10	9	16.4
	Total	53	96.4
Missing	System	2	3.6
Total		55	100.0

**Source:** Field data, 2022

With regards to work experience of the respondents 25 (45.3%) had work experience of fewer than 5 years, 20 (37.7%) of the respondents were between 5 to 10 and 9 (17%) of the respondents had an experience of more than 10 years. The findings show that most of the respondents had the experience of fewer than 5 years. This research has also shown that many workers in this industry do not possess permanent employment status, as a result, workers come and go more often.

#### 4.1.3 Occupation of the Respondents

The table below presents the occupation of the respondents

**Table 4.3: Occupation of the Respondents**

		Frequency	Percent
Valid	Employee	42	79.2
	Team managers	11	20.8
	Total	53	100.0
Total		55	

**Source:** Field data, 2022

With regards to the type of employment, 42(79.2%) of the respondents were employees and 11(20.8%) of the respondents were team managers.

#### 4.1.4 Communication Language of the Respondents

The table below presents the language of the respondents

**Table 4.4: Communication Language of the Respondents**

Variables	Frequency	Percent
Local	47	88.7
International	6	11.3
Total	53	100

**Source:** Field data, 2022

With regards to the language of communication of the respondents, 47(88.7%) of the respondents were local language speakers and 6(11.3%) of the respondents were international language speakers. The findings imply that most of the respondents are local language speakers and most of them do not have any idea of the foreign language of their supervisors. This revelation alone speaks volumes! Those expected to execute daily duties have no idea of the language their supervisors use and the opposite is also true. The incompatibility of the understanding of one another's language raises concerns about how these projects can be achieved optimally.

#### 4.2 Data Analysis, Interpretation, and Discussion of the Research Questions

The second part of the chapter presents the findings of the study. Data from all the research objectives used descriptive statistics where mean and standard deviation were analyzed. Out of 55 questionnaires that were distributed, 53 were filled and returned and 2 questionnaires were not returned.

The mean scores were interpreted using the following criteria:

<b>Mean Range</b>	<b>Interpretation</b>
3.25 – 4.00	Strongly Agree
2.50 – 3.25	Agree
1.75 – 2.50	Disagree
1.00 – 1.75	Strongly Disagree

#### **4.2.1 How does effective communication enhance the performance of multicultural project teams in the construction industry?**

The researcher attempted to find out how effective communication enhances the performance of multicultural project teams in construction sites in Arusha City, Tanzania. The summary of the results has been presented in Table 4.5 based on the respondents' feedback. The analysis was done using descriptive statistics by applying average Mean and Standard deviation.

To begin with, research objective one wanted to examine how effective communication can enhance the performance of projects. This objective was informed by the frequent dropout in jobs where employees do not appear to be settling into the job. Ten questionnaire items were designated to help probe the matter from this inquiry. The results of the findings are presented in Table 4.5

**Table 4.5: The Influence of Communication Skills on Performance**

<b>SN</b>	<b>Items in the questionnaire</b>	<b>N</b>	<b>Mean</b>	<b>SD</b>	<b>Interpretation</b>
1	I find it easy to communicate with my supervisor at work	53	2.19	0.71	Disagree
2	Interpretation access is available at the workplace	53	2.30	0.69	Disagree
3	I am free to talk to my supervisor in a foreign language	53	1.85	0.75	Disagree
4	I have the communication skills needed for this job	53	2.41	0.69	Disagree
5	Many times communication barriers put me off	53	3.20	0.88	Agree
6	Effective communication improves my work performance	53	3.49	0.71	Strongly Agree
7	I am confident to speak to my supervisor verbally	53	2.02	0.66	Disagree
8	I am satisfied with the communication going on at work	53	2.23	0.79	Disagree
9	Many times I'm left out of the conversation while working	53	3.13	0.62	Agree
10	Effective communication enhances job performance	53	3.42	0.77	Strongly Agree
	Valid N (listwise)	53			
	<b>Average Mean &amp; SD</b>		<b>2.62</b>	<b>0.72</b>	<b>Agree</b>

**Source:** Field data, 2022

From Table 4.5 workers largely “strongly agreed” that communication skills at the workplace influence the effectiveness of job performance as it is indicated in items 6 and 10 of the questionnaires (M =3.49; SD =0.71 and M = 3.42; SD = 0.77 respectively. However, most of the items that were responded to fell way below the average Mean (M = 2.62; SD =0.72).

I find it easy to communicate with my supervisor (M = 2.19; SD = 0.71); No interpretation access (M = 2.30; SD =0.69); Freedom to speak to my supervisor (M = 1.85; SD =0.75); possess communication skills (M = 2.41; SD =0.69); having the confidence to speak with the supervisors verbally (M = 2.02; SD =0.66); satisfaction with the communication going on at work (M = 2.23; SD = 0.79). They further agreed that they are being left out during conversation (M = 3.13; SD =0.62); and communication barriers put them off sometimes (M =3.20; SD = 0.88). It is

important to point out that most of the standard deviations lie above the average (SD =0.72), which means that there were some disparities in opinions and slight dispersion among the respondents deviating from the mean.

According to these findings, by and large, employees appreciate the influence of communication skills when performing their duties only that they lack badly the component of language interaction. If a language of communication becomes an obvious barrier between the managers and contractors, the project is bound to delay and hence, increase unnecessary costs and sometimes abandonment of the entire project.

According to the findings in this aspect, especially in Tanzania, one may argue that there are many ways of killing a rat, that is, projects die not only because of a lack of finances or experts but also because a failure in language communication is an ignored factor which must be brought to the attention of the government.

Pointing out such language calamities, Brett et al., (2007) note that trouble with accents and fluency; direct versus indirect communication; differing attitudes toward hierarchy; and conflicting decision-making norms can cause destructive conflicts in a team. The trouble with accents and fluency can occur when individuals who are not fluent in the team's dominant language may have difficulty sharing their knowledge. Direct versus indirect communication can transpire when some project workers use direct, explicit communication while others are indirect, for example, asking questions instead of highlighting problems with a project leader. Brett et al. (2007) further argued that team members from hierarchical cultures expect to be treated differently according to their status in the organization. With conflicting decision-making norms, project team members vary in how quickly they make decisions and in how much analysis they may require beforehand.

Findings by Ochieng and Price (2010) in a study carried out in Kenya on analyzing the importance of multiculturalism and the new challenges it causes in project execution, revealed effective communication can lead to the performance of the project. There are limited studies assessing how effective communication leads to the performance of multicultural project teams but the study explored how Kenya and UK project teams communicate effectively. The study focused on cultural factors that lead to communication and result in the performance of



multicultural teams.

The study used 20 interviewees composed of 10 Kenyans and 10 from the UK communication enhances project achievement. It was noted that effective communication is enhanced by the ability of the managers to demonstrate an understanding of cultural variations. Such scenarios of language barriers, by and large, have impinged the development of the projects in many places.

#### **4.2.2 What is the contribution of leadership style to the performance of a multicultural project team in the construction industry?**

Objective two wanted to find out the contribution of the leadership style employed by supervisors when dealing with multicultural projects in Tanzania and whether employees enjoy the courtesy of their bosses. Six questionnaire items were designated to help probe the matter for further clarity on the leadership styles used. The results of the findings are presented in Table 4.6

**Table 4.6 Contribution of Leadership style on Performance**

<b>SN</b>	<b>Items in the Questionnaire</b>	<b>N</b>	<b>Mean</b>	<b>SD</b>	<b>Interpretation</b>
1	I enjoy working in a multicultural environment	53	3.21	0.82	Agree
2	My supervisor helps me to create a good team working environment	53	3.34	0.79	Agree
3	My supervisor takes my concerns seriously	53	2.79	0.82	Agree
4	My Supervisor has time with us during meetings	53	2.13	0.59	Disagree
5	My supervisor involves the team in decision making	53	2.09	0.79	Disagree
6	My supervisor provides us with a clear sense of what is expected of us	53	3.68	0.51	Strongly Agree
7	My supervisor encourages good relations among ourselves	53	3.20	0.73	Agree
8	My supervisor provides decisive leadership whenever required	53	3.39	0.74	Strongly Agree
9	My supervisor acts as a good role model	53	3.18	0.47	Agree
	Valid N (listwise)	53			
	<b>Average Mean &amp; SD</b>		<b>3.00</b>	<b>0.70</b>	<b>Agree</b>

**Source:** Field data, 2022

Table 4.6 indicates the overall mean and standard deviation to be (M = 3.00; SD = 0.70). The general indication of these findings is that the employees agreed that leadership style contributes greatly to job performance. They responded that they are working in a multicultural setting (M = 3.21; SD = 0.82); supervision help (M = 3.34; SD = 0.79); supervisors caring spirit (M = 2.79; SD = 0.82); supervisors provide guidance (M = 3.68; SD = 0.51); supervisors encouragement (M = 3.20; SD = 0.73); supervisors acting as a role model (M = 3.18); SD = 0.47).

It was also noted in these findings that supervisors do not seem to have time with their employees in meetings (M = 2.13; SD = 0.59) and that teams are not involved in decision-making (M = 2.09; SD = 0.79). The consensus of these findings, however, is that employees in all the construction industry investigated agreed in one accord that leadership matters for the success of any construction project. Leadership in whatever development is taken to be the center of all successes. These findings are indicating how employees feel when managers involve them in different stages when executing their duties.

Concurring with these revelations from the field, Findings by Makilouko (2004) in a study carried on in Finland noted that a task-oriented leadership style improves project team performance by maintaining team cohesion and avoiding cross-cultural problems.

The studied project team members included were Finnish-American, Finnish-European, and Finnish-Chinese. The Chinese team members were mostly from Hong Kong and one from Beijing. Out of forty-seven project leaders, forty stated that a task-oriented leadership style enhances team performance. On the other hand, the seven-team leaders forty-seven stated that a task-oriented leadership style leads to project team performance implying that, relationship orientation or both task and relationship orientation (personality traits) enhances team performance. These claims indicate that leadership style impacts the performance of the team.

Another study by Stolzenberger (2019) conducted in South Africa on assessing the impact of effective leadership on multicultural project teams noted that transformational leadership is the most appropriate leadership style for managing multicultural teams. The study applied primary and secondary methods through a review of the literature and an interview respectively. The interview was conducted among senior leaders and managers supervising multicultural project team members. It was concluded in this study that leadership style has a lot more in making scoring the high level of construction performance.

#### **4.2.3 What are the mechanisms of conflict resolution techniques on the performance of multicultural project teams in the construction industry?**

Objective three wanted to find out the mechanisms managers use to resolve internal conflicts. This was observed from the site that a large number of contractors do not stay long on the job. Nine questionnaire items were designated to probe into the matter.

The results of the findings are presented in Table 4.7

**Table 4.7 Mechanisms of Conflict Resolutions**

<b>SN</b>	<b>Items in the Questionnaire</b>	<b>N</b>	<b>Mean</b>	<b>SD</b>	<b>Interpretation</b>
1	Procedures on conflict resolution are well followed	53	2.50	0.71	Disagree
2	I try to avoid creating unpleasant situations at my place of work	53	3.64	0.52	Strongly Agree
3	Some crushes at work are due to cultural differences	53	3.38	0.56	Strongly Agree
4	My dues are paid immediately in case I am out of a job	53	2.18	0.49	Disagree
5	Work procedures are clearly defined	53	1.75	0.69	Disagree
6	Conflicts are solved amicably	53	2.48	0.50	Disagree
7	Bargaining is part of conflict resolution in our place of work	53	3.23	0.67	Agree
8	Sometimes mediation is sought to solve conflict	53	3.60	0.49	Strongly Agree
9	The arbitration process is also involved in matters of conflict	53	3.21	0.72	Agree
	Valid N (listwise)	53			
	<b>Average Mean &amp; SD</b>		<b>2.89</b>	<b>0.61</b>	

**Source:** Field data, 2022

Table 4.7 indicates the overall mean and standard deviation to be ( $M = 2.89$ ;  $SD = 0.61$ ). The general indication of these findings is that the employees agreed that there is a need to have proper mechanisms for conflict resolution. However, according to the findings of this study, procedures for conflict resolutions are not followed ( $M = 2.50$ ;  $SD = 0.71$ ); payment is delayed in case one is out of a job ( $M = 2.18$ ;  $SD = 0.49$ ); work procedures not clearly defined ( $M = 1.75$ ;  $SD = 0.69$ ); and Conflicts take too long to be solved ( $M = 2.48$ ;  $SD = 0.50$ ).

They also indicated that bargaining in the workplace is part of their conflict resolution ( $M = 3.23$ ;  $SD = 0.67$ ); the arbitration process is also involved in matters of conflict ( $M = 3.21$ ;  $SD = 0.72$ ). They further strongly agreed that some crushes at work are due to cultural differences ( $M = 3.38$ ;  $SD = 0.56$ ) and sometimes mediation is sought to solve conflict ( $M = 3.60$ ;  $SD = 0.49$ ). The consensus of these findings, however, is that employees in all the construction industry investigated agreed that the proper use of procedures to solve conflicts at the place of work, if well followed, may end up reducing a lot of unnecessary disputes and lawsuits. The bottom line here is that procedures for conflict resolution are not properly followed. It is due to these anomalies, conflicts in the workplace never end.

Supporting the findings of this study, Tabitha and Florence (2019) assets a two-dimensional framework of conflict handling strategies based on the assertiveness and cooperativeness of the parties concerned. They acknowledged five conflict management strategies: competing, compromising, collaborating, accommodating, and alternative dispute resolution. As cited by Tabitha and Florence (2019), Rahim posits that interpersonal conflict can be managed through five strategies: dominating, obliging, integrating, compromising, and avoiding, based on the level of the concerned individuals. All the scholars mentioned in this study agreed on using compromise as one of the strategies for conflict management. However, there is a considerable similarity between Thomas and Rahim's strategies; no wonder even in contemporary studies, administrators have extensively applied their conflict management strategies (Daly, Lee, Soutar & Rasmi, 2010).

Some essential strategies for organizational conflict management are collaboration, competition, bargaining, alternative dispute resolution, and compromising. A collaboration strategy aims to satisfy the needs of the parties concerned, especially when the members have mutually significant goals. Competition strategy refers to an individual or group's desire to meet their goals and objectives moderately or to other groups' detriment. In an organization, individuals and groups compete for scarce resources, position, recognition, and power.

According to Ihuarulam (2015), reducing a very competitive individual's use of power can only be through higher external power, such as legitimate law or social taboos, when going overboard.

The bargaining strategy is used primarily on a contractual agreement between management and employees for settlement when it becomes a legal matter (Fajana & Shadare, 2012). It gives all aggrieved parties concerned the chance to have a similar expression of their minds, regardless of the hierarchy of those involved in the dispute, without prejudice.

#### **4.8 General findings**

The findings of this study on factors influencing the performance of the construction industry in Arusha are plentiful. This study, however, concentrated on three variables namely; effective communication, leadership style, and mechanisms for conflict resolution. Many studies on this topic dwell very much on finances, expertise, and equipment.

The studies such as that of Daly, Lee, Soutar, and Rasmi, (2010) about lack of finances, Emmitt and Gorse (2007) about lack of expertise, and Heinz (2014) about lack of equipment. They argue how difficult it can be if a construction project lacks them. Having all three components discussed in the literature, it is evident from the findings that the variables under this study have an enormous contribution to making projects a success and therefore, they should not be ignored. It was found that effective communication, the use of a good leadership style, and proper mechanisms of conflict resolution can bring about positive changes in the attitude of workers and improve profitability.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS, AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter presents the summary, conclusions, and recommendations arising from the findings of this study. The chapter closes by highlighting the limitations and areas for further study. The general objective of this study was to assess factors influencing the performance of multicultural project management teams: a case of the construction industry in Arusha city.

To help achieve this objective, the study had three specific objectives, which are:

1. To determine how effective communication enhances the performance of multicultural project teams in a construction industry
2. To ascertain the contribution of leadership style to the performance of multicultural project management teams in the construction industry.
3. To determine the mechanisms of conflict resolution techniques on the performance of multicultural project management teams

In conducting this study, especially in the data collection process, the researcher faced some limitations including getting respondents on time because, during data collection, many employees were busy with their assigned responsibilities. However, the researcher managed to communicate with them through their team leaders well in advance to avail little time for them to participate in responding to the questionnaires.

#### 5.2 Summary of Findings

This part presents the summary of the research findings. The presentation of the summary is categorized by the research objectives that guided this study.

**The First objective** was to determine how effective communication enhances the performance of multicultural project teams in the construction industry. Findings revealed that communication skills are essential in maintaining good rapport at work and ensuring optimum job performance. This was evidenced by the findings that indicated the average Mean to be (M= 2.62; SD .72) meaning that the majority of the employees consented that effective communication has a positive stake in making the construction industry a success.

The findings of this variable were also backed by the study of Brett et al., (2007) who note that trouble with accents and fluency; direct versus indirect communication; differing attitudes toward

hierarchy; and conflicting decision-making norms can cause destructive conflicts in a construction team. The trouble with accents and fluency can occur when individuals who are not fluent in the team's dominant language may have difficulty sharing their knowledge. Direct versus indirect communication can transpire when some project workers use direct, explicit communication while others are indirect, for example, asking questions instead of highlighting problems with a project leader.

Brett et al. (2007) further argued that team members from hierarchical cultures expect to be treated differently according to their status in the organization. With conflicting decision-making norms, project team members vary in how quickly they make decisions and in how much analysis they may require beforehand. Therefore, they argue, effective communication is paramount.

**The Second Objective** was to ascertain the contribution of leadership style to the performance of multicultural project management teams in the construction industry in Arusha city. It was revealed that the application of different leadership styles raises the morale of workers and they, too, feel valued and cared for. The evidence from the findings indicates the average mean of the agreement to be ( $M = 3.00$ ;  $SD = .70$ ).

This implies that workers feel good when their supervisors employ a friendly style on them by making sure everyone reads on the same page. They also indicated a very alarming situation in that supervisors do not seem to spend time with them ( $M = 2.13$ ;  $SD = .59$ ) and that they are not part of the decision-making ( $M = 2.09$ ;  $SD = .79$ ). Noting the importance of leadership style, a study by Stolzenberger (2019) conducted in South Africa on assessing the impact of effective leadership on multicultural project teams noted that transformational leadership is the most appropriate leadership style for managing multicultural teams.

The study applied primary and secondary methods through a review of the literature and an interview respectively. The interview was conducted among senior leaders and managers supervising multicultural project team members. It was concluded in this study that leadership style has a lot more in making scoring the high level of construction performance.

**The third objective** was to determine the mechanisms of conflict resolution techniques on the performance of multicultural project management teams. It was revealed that proper procedures to help resolve conflicts are not well followed and as a result, in their absence, managers at their discretion take matters into their hands without involving the teams. The consensus on this variable was determined in agreement with the average Mean ( $M = 2.89$ ;  $SD = .69$ ) that workers



feel safe if proper procedures are followed. For example, they indicated that work procedures are not clearly defined ( $M = 1.75$ ;  $SD = 0.69$ ); and Conflicts take too long to be solved ( $M = 2.48$ ;  $SD$ ). The bottom line here is that procedures for conflict resolution are not properly followed. It is due to these anomalies, conflicts in the workplace never end.

### **5.3 Conclusions of the Study**

The results of findings in this study lead to three major conclusions:

First, in the first research objective, the study established that one of the reasons why most construction projects fail to finish on time is due to a lack of communication skills between workers and their supervisors. According to these findings, largely, employees appreciate the influence of communication skills when performing their duties but lack badly that component of language interaction, which hinders a lot of progress. Such scenarios of language barriers have impinged the development of projects in many places.

Second, based on the findings of the second research objective, this study established that for a project to thrive, leadership has a major role to play. The consensus of these findings, however, is that employees in all the construction industry investigated agreed in one accord that leadership matters for the success of any construction project.

Third, the Objective was to determine whether mechanisms for conflict resolution are well practiced. The consensus of these findings, however, showed that employees in all the construction industry investigated agreed that the proper use of procedures to solve conflicts at the place of work, if well followed, might end up reducing a lot of unnecessary disputes and lawsuits, but unfortunately, that is not the case to many places.

### **5.4 Recommendations of the Study**

From the study findings, the following recommendations were made:

First, the study recommended that the department concerned should ensure that their employees are well-inducted with the language skills to help them manage the work efficiently. Companies must also ensure that they have a contingency fund that serves to help with language orientation.

Second, companies should see to it that employees are well-treated and that different styles of leadership must be employed for the sake of maximizing productivity. Leaders must avoid taking things for granted at all costs. Leaders must ensure there are checks and balances in their daily endeavors.

Third, it was recommended that employees should be educated on the use of policies and procedures of the company simply just to make sure every employee reads on the same page rather than assuming things to happen naturally.

### **5.5 Areas for Future Research**

This study examined the factors influencing the performance of multicultural project management teams: a case of the construction industry in Arusha city. Factors such as language skills, leadership styles, and mechanisms for conflict resolution were explored.

Comparative further research can be done to examine similar cases in, for example, the hospitality industry and tourism industry where multicultural interaction is obvious. In addition, further research can be conducted to determine the effect of these factors on the employment of youths in Tanzania.

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## APPENDICES

### Appendix I: Questionnaires

Dear Respondent

I am **Erespidus Fikiri Sabas**, a student at the Institute of Accountancy, Arusha pursuing a Master's degree in *Project management*. Currently, I am researching "**Factors Influencing the Performance of Multicultural Project Management Teams: a Case of Construction Industry in Arusha City, Tanzania**" as part of the requirement for the Master's degree. I am happy to inform you to be part of this study by responding to a few questions presented. Information gathered will only be for academic purposes and your careful and honest responses to the questionnaire will determine the success of this study. Therefore, you are kindly requested to complete the questionnaire attached herein.

Yours sincerely,

**Erespidus Fikiri Sabas**

Thank you very much for your time

**SECTION ONE. Demographic Information: Kindly tick (√) appropriate option**

1. **Gender:** Male [  ] Female [  ]
2. **Working experience:** Below 5 years [  ]; 5 to 10 years [  ]; Above 10 years [  ]
3. **Occupation:** Employee [  ]; Team manager [  ]
4. **Language of communication:** Local [  ]; International [  ]

**SECTION TWO: Factors Influencing the Performance of Multicultural Project Management Teams**

Kindly tick (√) in the box the response that best describes your response using the following keys 1- Strongly Disagree; 2 = Disagree; 3 =Agree 4 = Strongly Agree

	<b>Effective Communication</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
1	I find it easy to communicate with my supervisor at work				
2	Interpretation access is available at the workplace				
3	I am free to talk to my supervisor in a foreign language				
4	I have the communication skills needed for this job				
5	Many times communication barriers put me off				
6	Effective communication improves my work performance				
7	I am confident to speak to my supervisor verbally				
8	I am satisfied with the communication going on at work				
9	Many times I'm left out of the conversation while working				
10	Effective communication enhances job performance				
	<b>Leadership Styles</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
1	I enjoy working in a multicultural environment				
2	My supervisor helps to create a good team working environment				
3	My supervisor takes my concerns seriously				
4	My Supervisor has time with us during meetings				
5	My supervisor involves the team in decision making				
6	My supervisor provides us with a clear sense of what is expected of us				
7	My supervisor encourages good relations among ourselves				
8	My supervisor provides decisive leadership whenever required				
9	My supervisor acts as a good role model				
	<b>Mechanisms of Conflict Resolutions</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>



1	Procedures on conflict resolution are well followed				
2	I try to avoid creating unpleasant situations at my place of work				
3	Some crushes at work are due to cultural differences				
4	My dues are paid immediately in case I am out of a job				
5	Work procedures are clearly defined				
6	Conflicts are solved amicably				
7	Bargaining is part of conflict resolution in our place of work				
8	Sometimes mediation is sought to solve conflict				
9	The arbitration process is also involved in matters of conflict				

## The Swahili Version of the questionnaire

Dodoso

Sehemu 1. Maelezo ya Awali: Weka (√) sehemu sahihi uliyochagua

5. Jinsia: Me [ ] Ke [ ]
6. Uzoefu hapa kazini: Chini ya miaka 5 [ ]; Miaka 5 hadi 10 [ ]; Zaidi ya miaka 10 [ ]
7. Cheo/Nafasi: Mwajiriwa [ ]; Kiongozi wa timu [ ]
8. Lugha ya mawasiliano unayotumia: Kiswahili [ ]; Kiingereza [ ]

Sehemu 2: Vitu vinavyochangia ufanisi wa miradi inayosimamiwa na timu zenye mchanganyiko wa tamaduni mbalimbali

Tafadhali weka(√) kwenye kisanduku kinachoonyesha namba ya jibu lako kwa kutumia maana husika : 1- Kukubali kabisa ; 2 = Sikubali; 3 =Nakubali 4 = Sikubaliani Kabisa

	Mawasiliano yenye ufanisi	1	2	3	4
1	Inakuwa vigumu kuwasiliana na msimamizi wangu muda wa kazi				
2	Nafasi ya utafsiri wa lugha ni mara chache kwenye eneo la kazi				
3	Niko huru kuzungumza na wafanyakazi wenzangu /kiongozi kwa lugha ya kigeni				
4	Nina ujuzi stahiki unaohitajika kwa kazi ninayoifanya				
5	Vikwazo vya lugha vinanitenga kwenye mawasiliano mara nyingi				
6	Naamini mawasiliano mazuri yanaongeza ufanisi wa kazi yangu				
7	Nina uhuru na ujasiri wa kufanya mazungumzo ya ana kwa ana na wenzangu/kiongozi				
8	Ninaridhishwa na namna ambavyo mawasiliano yanafanyika eneo la kazi				
9	Nahisi kutoshirikishwa kwenye mazungumzo mara nyingi kazini				
10	Mawasiliano yenye ufanisi yanaleta tija kazini				
	Aina ya Uongozi	1	2	3	4
1	Nafurahia kufanya kazi kwenye mazingira yenye mchanganyiko wa tamaduni				

2	Kiongozi wangu anawezesha kutengeneza mazingira mazuri ya kazi				
3	Kiongozi wangu anazipokea changamoto zangu kwa umakini mkubwa .				
4	Kiongozi wangu anakuwa na muda mzuri kwenye vikao vyetu				
5	Kiongozi wangu anatuhusisha kwenye kufanya maamuzi				
6	Kiongozi wangu anatupa mwelekeo sahihi wa matarajio yake kwetu				
7	Kiongozi wangu anahamasisha uhusiano mzuri kati yetu				
8	Kiongozi wangu anaonyesha uongozi Madhubuti kila inapohitajika				
9	Kiongozi wangu ni mfano wa kuigwa				
	<b>Utaribu wa kutatua migogoro</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>
1	Taratibu za kuatatua migogoro inafuatwa ipasavyo				
2	Najitahidi kuepuka kutengeneza hali isiyofurahisha sehemu yangu ya kazi				
3	Baadhi ya mizozo kazini inasababishwa na tofauti za kitamaduni				
4	Malipo yangu yanafanyika mara moja ikitokea sipo tena kazini .				
5	Taratibu za kazi zimeelezwa vizuri na kwa ufasaha				
6	Migogoro hutatuliwa kwa amani				
7	Majadiliano ni sehemu ya utatuzi wa migogoro kazini				
8	Wakati mwingine upatanishi unawezesha kutatua migogoro				
9	Njia ya usuluhishi inahusishwa wakati wa mgogoro				

## Appendix II: Research Budget

S/N	ACTIVITIES	ITEMS	COST (TSH)
1	Proposal Preparation	Internet services	30,000
		Typing and Printing	200,000
		Photocopies	40,000
		Binding	60,000
		Transport	80,000
		<b>Subtotal</b>	<b>410,000</b>
2	Data Collection	Transport	250,000
		Meals and Accommodations	200,000
		<b>Subtotal</b>	<b>450,000</b>
3	Data Analysis and Report Writing	Printing and Photocopies	250,000
	Data Management	Data coding	150,000
		Binding	20,000
		Meals and Accommodations	50,000
		<b>Subtotal</b>	<b>470,000</b>
	<b>Grand Total</b>	<b>1,330,000</b>	

Source: Researcher 2022

### Appendix III: Calendar of Events

Activities	Dates (Year, 2022)						
	Nov 2021	Dec-Mar 2022	Aug 2022	Sept 2022	oct 2022	Oct 2022	Nov 2022
Topic preparation and presentation							
Proposal preparation							
Proposal presentation							
Data collection & Analysis							
Research report preparation							
Research report presentation							
Submission of bound books							

Source: Researcher 2022

## SPSS OUTPUT

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I find it easy to communicate with my supervisor at work	53	1.00	4.00	2.1946	.7099
Interpretation access is available at the workplace	53	1.00	4.00	2.3024	.6889
I am free to talk to my supervisor in a foreign language	53	1.00	4.00	1.8524	.7484
I have the communication skills needed for this job	53	1.00	4.00	2.4136	.6967
Many times communication barriers put me off	53	1.00	4.00	3.2037	.8758
Effective communication improves my work performance	53	1.00	4.00	3.4906	.7119
I am confident to speak to my supervisor verbally	53	1.00	4.00	2.0247	.6577
I am satisfied with the communication going on at work	53	1.00	4.00	2.2356	.7881
Many times I'm left out of the conversation while working	53	1.00	4.00	3.1367	.6235
Effective communication enhances job performance	53	1.00	4.00	3.4234	.7704
Valid N (listwise)	53				

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
I enjoy working in a multicultural environment	53	1.00	4.00	3.2145	.8171
My supervisor helps me to create a good team working environment	53	1.00	4.00	3.3422	.7900
My supervisor takes my concerns seriously	53	1.00	4.00	2.7918	.8171
My Supervisor has time with us during meetings	53	1.00	4.00	2.1374	.5896
My supervisor involves the team in decision making	53	1.00	4.00	2.0933	.7910
My supervisor provides us with a clear sense of what is expected of us	53	2.00	4.00	3.6856	.5104
My supervisor encourages good relations among ourselves	53	1.00	4.00	3.2028	.7323
My supervisor provides decisive leadership whenever required	53	1.00	4.00	3.3900	.7427
My supervisor acts as a good role model	53	3.00	4.00	3.18	.4712
Valid N (listwise)	53				

### Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Procedures on conflict resolution are well followed	53	1.00	4.00	2.5043	.7056
I try to avoid creating unpleasant situations at my place of work	53	2.00	4.00	3.6411	.5223
Some crushes at work are due to cultural differences	53	2.00	4.00	3.3871	.5625
My dues are paid immediately in case I am out of a job	53	3.00	4.00	2.1809	.4894
Work procedures are clearly defined	53	1.00	4.00	1.7515	.6952
Conflicts are solved amicably	53	3.00	4.00	2.4832	.5039
Bargaining is part of conflict resolution in our place of work	53	1.00	4.00	3.2308	.6653
Sometimes mediation is sought to solve conflict	53	3.00	4.00	3.6017	.4938
The arbitration process is also involved in matters of conflict	53	1.00	4.00	3.2122	.7238
Valid N (listwise)	53				



