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The Effect of Diversity Management on Organizational Performance: A Case Study of Uganda Catholic Management and Training Institute

The study examined the effect diversity management has on organisational performance using the learning organisations theory. Diversity management was viewed in terms of its dimensions and factors, its impact on performance and strategies used to manage it. Organisational performance was viewed in terms of timely goal achievement, quality services, cost effectiveness, teamwork and social cohesion, commitment and discretionary effort, creativity and innovation, employee job stability, organisational reputation, profitability and self-reliance. A sample of 47 respondents was purposively and randomly selected to be part of the study at Uganda Catholic Management and Training Institute. To achieve the objectives of the study, a structured five-point Likert questionnaire and an open-ended questionnaire were designed and administered. A response rate of 96% for both questionnaires was registered. Descriptive, correlational and qualitative analyses were used to analyse data. The findings revealed that there is diversity at Uganda Catholic Management and Training Institute (UCMTI) in terms of age, sex, religion, education background, social status, and family background. The factors for diversity are; the ability to deliver, working experience, educational qualification, ownership of the institution and availability of vacant posts. It was established that diversity management impacts performance by increasing staff commitment and responsibility, bringing up new ideas and new knowledge among others. The strategies for managing diversity include; giving employees responsibility according to their working experience, seniority, reliability and flexibility. On the other hand, these strategies are not well communicated to the rest of the staff and management members do not have the same stand with regard to diversity management. The study concluded that diversity at UCMTI is poorly managed as was indicated by a negative correlation ($r=-0.110$) between diversity management and organisational performance. It was recommended that UCMTI should design strategies for managing the current diversity beginning with identifying its dimensions, factors that explain the current diversity, the impact on performance and search for scholarly strategies used to manage diversity and customise them to suit their needs. Since the independent variable (diversity management) is not the only one that contributes to organisational performance, further research was suggested for other variables that contribute to the general performance of organisations such as communication, remuneration, management style and equipment and tools.

Key words: Diversity, Performance, Management