

CULTURAL DIVERSITY AND TEAM PERFORMANCE IN PUBLIC ADMINISTRATION INSTITUTIONS

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ABSTRACT

This study explores the implications of government science theory regarding cultural diversity in the context of public administration and multicultural management. Using a theoretical framework that includes organizational theory, policy theory, and collective action theory, this research in-depth understands the role and influence of cultural diversity on various aspects of public administration, including public policy, administration, and interactions between individuals. This article also explores how some public administration entities have successfully integrated multicultural management. The data analysis method involves a triangulation approach, combining qualitative data and interview data analyzed using the N Vivo 12 application. The research results highlight challenges and opportunities in improving multicultural management, with a focus on cultural education, technology, community participation and cultural inclusion. The implications of government science theory in this context strengthen the urgency to address cultural diversity as an important element in modern and multicultural public administration. The recommended that public higher institutions should conduct a training on how to minimize communication barriers by conducting a seminar on ethical diversity will also come in handy to curb the ethical conflict that arises from diversity in ethnicity. After analyzing the previous studies, one can conclude that the cultural diversity plays also a positive and a negative role on team performance. Although the communication is more intense inside the multicultural teams, it hasn't been demonstrated it is related to work issues. This research could be a starting point for future studies on the relationship between cultural diversity and team performance.

Keywords: Cultural Diversity, Public Administration, team performance, Multicultural Management, Cultural Inclusion.

INTRODUCTION

Cultural diversity in public administration refers to variations or differences in culture, values, norms, and social characteristics that exist within the government administrative environment. This includes diverse ethnic backgrounds, religions, languages, traditions, and social norms found in government institutions, such as government offices, public bodies, and other administrative agencies. Cultural diversity in public administration can have a significant impact on various aspects of administrative duties and responsibilities. The dimensions of cultural diversity in public administration can include very broad dimensions, Ethnic variations among employees and citizens involved in public administration. These include differences in ethnic, racial, and cultural origins Differences in religion and religious beliefs among government employees and citizens. This can influence public policy and interactions between individuals Different languages or dialects used in public administration. Language diversity can impact communication between governments and citizens Variations in traditions, customs, and cultural values held by various groups in Society which include differences in cultural celebrations, social norms, and traditional practices Differences in social status, including economic class, education, and power, that can influence

relationships between government employees and citizens. Variations between men and women in public administration, as well as issues related to gender equality and inclusion. The impact of migration and multicultural diversity in society can create new challenges in public administration. Cultural diversity in public administration requires special attention in order to ensure that government institutions can operate effectively and respond to the needs of diverse groups of society. Cultural diversity management is important to promote inclusion, fairness and efficiency in the delivery of public services and government decision-making. Cultural diversity also significantly influences various aspects of public administration. The following are ways in which cultural diversity can influence aspects of public administration, such as public policy, administration, and interactions between individuals. The significance of cultural diversity inside multinational corporations (MNCs) in the contemporary international economic environment cannot be overemphasized. MNCs engage in operations across various nations, frequently assembling teams consisting of workers hailing from diverse cultural backgrounds. The presence of diverse individuals and groups can be attributed to the phenomenon of globalization, which has facilitated heightened cross-border commercial endeavors and the increasing mobility of the global labor force. Consequently, the examination of the impact of cultural diversity on team performance has emerged as a crucial subject of investigation within the domains of management, organizational behavior, and international business. The influence of cultural diversity on team performance is significant, and comprehending this influence is crucial for a multitude of reasons.

LITERATURE REVIEW

Ritika Singh et.al [2025] A cornerstone of modern public administration is cultural diversity, which reflects how cultures around the world are changing. The vital role that cultural diversity plays in boosting public administration's efficacy, inclusion, and legitimacy is examined in this abstract. It clarifies how accepting cultural diversity encourages innovation, supports fair policy formation, and enhances decision-making processes within public institutions through a review of the research and case studies. It also looks at the potential and difficulties of managing cultural diversity in public administration, highlighting the significance of developing inclusive organizational cultures and putting responsive policies in place. In the end, this abstract emphasizes how important it is for public managers to understand and capitalize on cultural diversity's potential to promote excellent governance and constructive social change.

JongHyun Lee et.al [2024] This study investigates the impact of inclusive leadership on diversity, climate, and change-oriented organizational citizenship behavior in hotel work. It also examines whether the diversity climate mediates the relationship between inclusive leadership and change-oriented organizational citizenship behavior. An online survey was conducted among hotel employees. It was found that inclusive leadership had a significant positive effect on the diversity climate. The diversity climate was found to have a significant positive effect on change-oriented organizational citizenship behavior, and inclusive leadership had a significant positive effect on change-oriented organizational citizenship behavior. Finally, inclusive leadership had a significant positive effect on change-oriented organizational citizenship behavior through a diversity climate. The results of this study have academic and

practical implications for human resource management with respect to inclusive leadership in hotel workers' work environment according to changes in hotels' environmental factors for a new generation of employees flowing into the organizational mainstream.

Prakash Kumar Gautam et.al [2023] Workforce diversity has both positive and negative effects on performance, which may create challenges as well as opportunities based on the effectiveness of the leadership. The leadership approach and organizational policy for managing employees have discussed theoretical underpinning which ultimately influences employee performance in academic institutions and hence the quality of students. This study examined the effect of workforce diversity management in educational institutions and its effect on employee performance. A structured survey following the deductive approach and analytical research design was used to collect information from conveniently selected self-administered 392 administrative employees of private colleges in Kathmandu. The study revealed significant positive effect of personality diversity, attitude diversity, age diversity, gender diversity, tenure diversity, and ethnic diversity management on employee performance. Among different diversity management practices, attitude and gender diversity management strongly influenced employee performance. This study contributes to improving administrative performance by addressing the diversity issue of higher education institutions.

Fangda Ding et.al [2022] Research in public administration examining the effects of diversity on public organizational performance has produced mixed results. However, the lack of a comprehensive theoretical framework has failed to provide an explanation for the mixed diversity effects. This study introduces a systematic analytical model, Categorization-Elaboration Model (CEM), to help identify the contextual constructs which can promote the positive effects of diversity on public organizational performance. A meta-analysis is conducted on 37 quantitative studies to test the empirical validity of a CEM constructed theoretical model with 253 effect sizes which will promote a better understanding of the circumstances or contexts that lead to the benefits of diversity within public sector organizations. The empirical results of meta-regression point to the appropriate range of contextual factors which can alleviate the potential negative effects of diversity and promote its overall positive effects.

Shuchi Gupta et.al [2021] The management of diversity is a young science that has come about from various historical and social problems. Researchers suggest that the literature of Diversity Management shows that the word, "managing diversity" is not widely embraced. Human capital-benefit companies will still accomplish their targets and workers are viewed as their ultimate asset and think that investing in employees can certainly produce high income and help them achieve their target. Organizations continually look to discover strategies to improve the efficiency and output of workers and one of the methods employed during the last few days is the recruitment and management of a varying workforce. The fast growth in the sector has thrown up many challenges, including diversity of workers, a normal phenomenon which, depending on how well it is handled, has both negative and positive effect on employee efficiency. This study has investigated the impact of the management of workforce diversity on the efficiency of workers in different industries.

The Cultural Environment of Public Organizations

Traditionally, the cultural environment of public organizations has not been positively associated with social equity or diversity. Promoting social equity in public service delivery involves citizen input and participation, neither of which a public organization has a strong interest in pursuing or operationalizing. Perhaps one explanation is that the bureaucratic culture of an organization reflects those who run and control it. Generally, public organizations in the United States are controlled by individuals of western European descent who have adopted a specific process for the way things are done. The literature has identified this specific process as a culture of conformity, a culture of technical rationality, a culture of process, or a culture of control. According to Claver et al, "it is possible to analyze how to improve working habits and the results" of a public organization by examining its culture. Culture is "a set of values, symbols and rituals shared by members of an organization," describing the way duties and responsibilities are carried out internally and how the organization relates to its customers or clients and the environment.

Managing Cultural Diversity

As a characteristic of workgroups, diversity creates challenges and opportunities that are not present in a homogenous Workplace. Thus, managing diversity means understanding its effects and implementing behaviours, work practices, and policies that respond to them in an effective way. That diversity management does insist, though, that "managing diversity is not about white males managing women and minorities; it is about all managers empowering whoever is in their workforce." Diversity management is a form of control designed to regulate not only a multiracial workforce but to recognize and adapt to a multiracial management structure. According to Thomas Jr, managing diversity does not mean controlling or containing variety; it means enabling every member of the workforce to perform to his or her potential. It means getting from employees, first, everything we have a right to expect, and second – if we do it well – everything has to give.

Changing perspectives of cultural diversity

Efforts to protect and improve the rights of minorities over the past two decades have led to a rethinking of the propriety of the "melting pot" mentality and the exploration of new perspectives on the management of cultural diversity in the workplace. Cultural diversity has been defined as "the representation, in one social system, of people with distinctly different group affiliations of cultural significance". The traditional approach to handling multiculturalism in complex organizations has been to expect members of the minority culture to adapt to the cultural requirements of the majority group. What forces have triggered the subtle but perceptible shift away from assimilation and towards diversity? Several organizational dynamics contribute to the growth of the diversity perspective. First, a quest for social justice, though a goal of the assimilation concept, has been largely elusive under it. Moral, ethical and social responsibilities toward minority members of society and of business organizations in particular have provided the impetus for a search for new and better paradigms to improve the lot of racial-ethnic and gender minorities.

Diversity and organizational success factors

One area of cultural differences which has been studied sufficiently over time is the contrast between individualism and collectivism and the impact on behavior of people from nations in

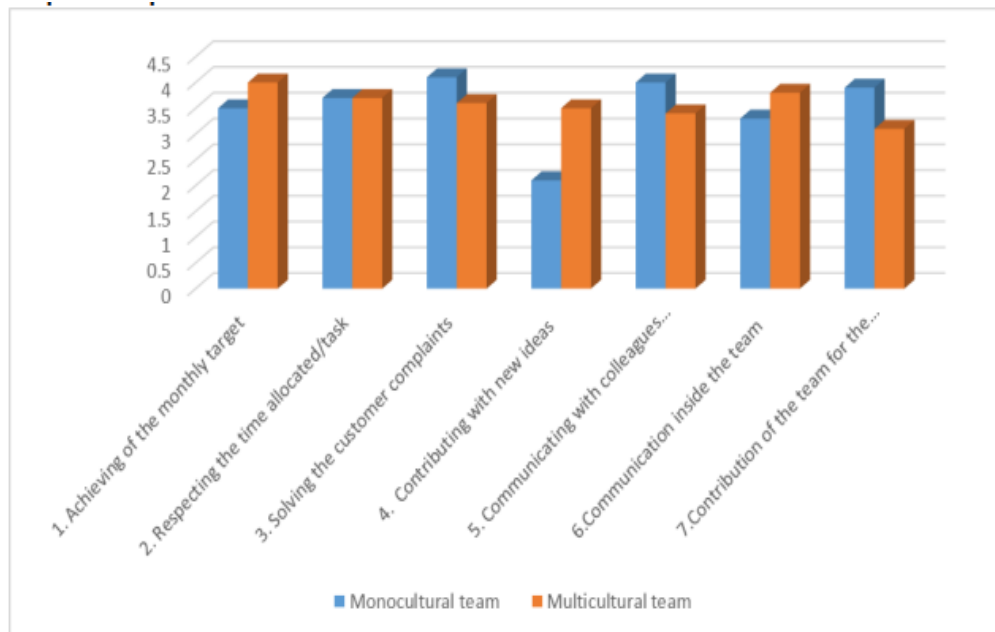
which various ethnic groups of the United States have historical roots. The observed effects of cultural diversity on organizational behavior have been multi-variant and seem to depend on how different groups are combined and permuted in the workplace. Rubaii-Barrett and Beck examined the similarities and differences in work climate perceptions and levels of job satisfaction among Anglo American and Mexican-American local government employees and reported that Mexican-American employees felt higher levels of satisfaction with personnel procedures than did Anglo-American employees. Because the Mexican Americans constituted the majority of the two groups, it was inferred that cultural differences rather than numerical minority status were responsible for the observed differences in work attitudes on the part of the Anglo employees.

METHODOLOGY

This research was conducted in a number of public administration institutions representing different levels of government, including regional governments, village governments, and other related institutions. The research was conducted in several different geographical areas in Jakarta to obtain a broader perspective and represent various public administration contexts. This research uses a qualitative approach to understand and analyze the impact of cultural diversity in public administration. The Researcher adopts a field research design, which allows the Researcher to gain in-depth insight from various perspectives and experiences in the context of public administration. Research participants consisted of government employees from various levels of public administration, community stakeholders, and individuals involved in multicultural management initiatives in various government agencies. Participants were selected purposively to ensure diversity in their cultural backgrounds and roles in public administration. This interview focused on their experiences in dealing with and managing cultural diversity in the context of public administration. The researcher also collects relevant policy documents, reports and related materials. In the context of this study, a mixed-methods approach is considered the most suitable methodology. This methodology enables a thorough examination of the correlation between cultural diversity and team performance, encompassing the utilization of both quantitative and qualitative data. The purpose of this phase is to gather structured data pertaining to cultural diversity, team performance, and related variables. This facilitates the application of statistical analysis, such as regression analysis, to quantify the magnitude and statistical significance of associations.

RESULTS AND DISCUSSIONS

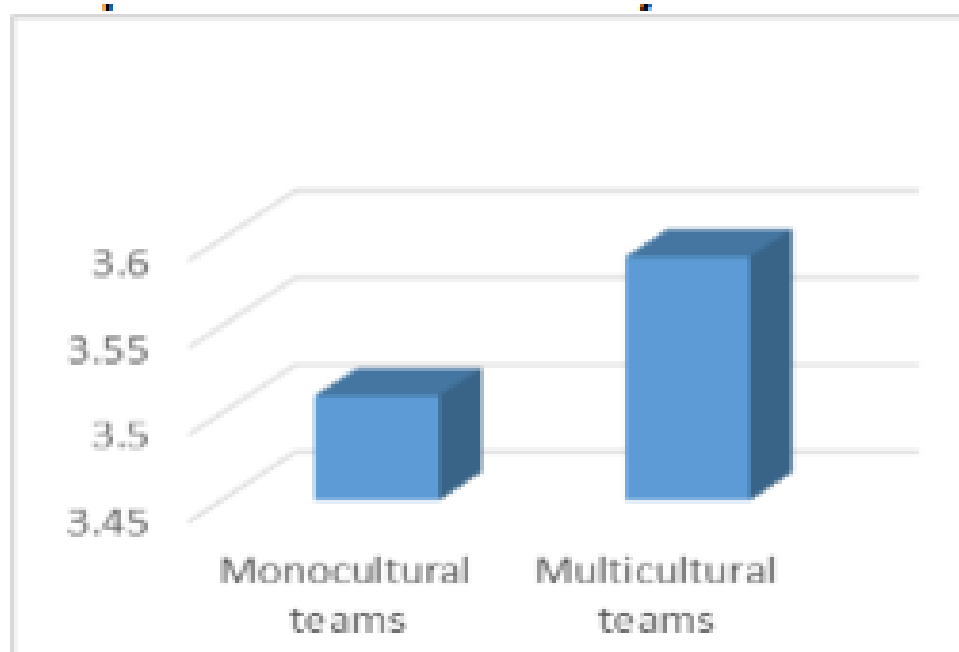
Based on the results, the graph 1 was realized, in blue is the performance obtained by the 15 mono cultural teams for each of the 7 items, in red is the performance of the multicultural teams:



Graph 1: The performances of mono cultural and multicultural teams based on the 7 items

On the other hand, the multicultural teams obtained higher scores when it comes to new ideas that improve the activity and the process. Because the team members have different backgrounds, the way in which they pertain to workplace issues is different. Therefore, every employee could come with an innovative idea which will contribute to the improvement of the overall activity, whether is about reducing the time allocated for solving a client's complaint, or for solving a problem that occurred. In comparison, the monocultural teams tend to be less creative and the tendency of follow the group thinking is higher

As for the productivity, the employees of the multicultural teams obtained higher scores, when it comes to reaching the monthly targets (4 points for the multicultural teams, and 3,5 points for the mono cultural teams). One can appreciate that the members of multicultural teams are more focused on achieving the targets, compared to the team members of mono cultural teams. The managers should think the management strategy in order to motivate the Romanian employees to be more implicated in the work tasks. As for the allocated time for solving the work tasks, both the mono cultural and the multicultural teams obtained equal scores 3,7 points, which means that on average, the teams respected the time designated for each task. Globally, the performance of the multicultural teams is higher compared with the performance of mono cultural teams, as one can observe from the graph 2, presented above. There is a small difference between the average performance obtained by the multicultural teams and the average performance of mono cultural teams:



Graph no. 2: The Monthly Performances of Monocultural and Multicultural Teams

CONCLUSION

The results of this research highlight the importance of understanding and managing cultural diversity in public administration as a key aspect in building effective multicultural management practices. The theoretical implications of government science, including organizational theory, policy theory, and collective action theory, help outline the basic concepts that support multicultural management efforts. In an increasingly multicultural environment such as Indonesia, the government needs to adopt an inclusive approach, focusing on education and cultural awareness, as well as utilizing technology and community participation to achieve the goals of cultural inclusion and justice in public administration. Understanding the various dimensions of cultural diversity is key in facing challenges and optimizing existing opportunities, so multicultural management becomes increasingly relevant and important in the context of modern and multicultural public administration. The conclusions of the previous studies on the relationship of cultural diversity on team performance are contradictory. They showed that cultural diversity plays also a positive and a negative role on team performance. The teams composed of members of different nationalities. In other words, from this point of view, the cultural diversity makes the communication process inside the team more difficult, extra time will be spent to give further explanations, one can say the cultural diversity has a negative impact on team performance.

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