

# THE CONTRIBUTION OF DIVERSITY MANAGEMENT ON PROJECT SUCCESS IN RWANDA: A CASE STUDY OF LWH PROJECT

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**Abstract:** The purpose of this research was to assess the contribution of diversity management on the success of projects in Rwanda and carried out in LWH project in Ministry of Agriculture as the case study with the following objectives; to examine challenges faced by projects in diversity management in LWF project, to find out the factors that affect success of LWF project and to determine the influence of diversity management on the success of LWF project. The researcher reviewed literature related to the contribution of diversity management on the success of projects. The researcher reviewed both theoretical and empirical literature guided by the study objective. The researcher made a critical review of existing literature and identified the gap that needs to be filled by the research. A descriptive research design was used while the study population of the study was 80 employees of LWH project and the sample size was 44 respondents selected using purposive and simple random sampling techniques. Data collection tools were questionnaires, interviews and documentary review; the collected data was presented using tables and analyzed based on percentages and frequencies. The researcher found out that diversity management contributes to development of projects through increasing employee commitment, team work, improving productivity as well as increasing employee retention, diversity management leads to increased project success as a result of increased interest at work and that diversity management make employees enjoy working with the project hence leading to increased employee retention and that there is a positive relationship between diversity management and success of LWH project. The researcher found out that the contribution of diversity management on the success of projects is that it leads to increase in productivity due to employees commitment and developed interest in work, it leads to improved team work and it creates harmony at work, it leads to improved working relations between employees, it makes employees enjoy their work, it increases employee retention due to good existing environment at work place, cooperation and team work of employees as a result of improved diversity management. The researcher recommended that LWH project should continue managing diversity at work place because it is vital in improving performance of the project.

**Keywords:** Diversity Management, Project Success.

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## 1. INTRODUCTION

A large number of companies adopted project management methodologies and processes in order to deliver work packages in a more cost-conscious and controlled way, as well as to make the best use of their limited human resources to create competitive advantage and meet customer requirements (Tshuma, 2010). Project management has been viewed as the new form of general management which enables organizations to integrate, plan and control schedule-intensive and unique endeavors in order to improve the overall organizational performance of the many factors that are used in global management work, the most important- and most impulsive- are employees. While capital, land and technology can be planned and hazards predicted and managed, employees are most difficult to manage globally. Global Project teams usually comprise a diverse group of professionals with complementary sets of technical skills. Cultural diversity can bring several advantages to global organization: it springs up innovative approaches to problem solving, it brings in greater

wisdom and experience and cultural diversity also remains an important catalyst for originality and inventiveness (Armstrong, 2009).

## 2. STATEMENT OF THE PROBLEM

Projects strive through the possible ways to improve their success and in doing this, projects put in place different measures to ensure that issues related to employees are well managed and catered for, among the issues given much attention in ensuring success is diversity management. Employee differences in project are managed well to ensure that employees are relating well with one another through effective diversity management. However, in some projects diversity management is not given is not sufficiently handled and taken care of because some projects lack ample understanding on how best diversity management facilitates project success (Schuller, 2009). Diversity can also be a cause of misunderstanding, suspicion and conflict in the workplace that can result in absenteeism, poor quality work, low morale and loss of competitiveness. Diversity should be weaved into the fabric of an organization in order to create a mindset in every manager and employee that will allow them to think consciously about treating one another fairly. It is against this background that the researcher carried out this research on the contribution of diversity management on project success with reference to LWH project in Ministry of Agriculture as the case study.

## 3. OBJECTIVES OF THE STUDY

### 3.1 General objective

The general objective of this research was to determine the contribution of diversity management on the success of projects.

### 3.2 Specific objectives

1. To assess the effect of identifying training needs on performance of Post-Harvest and Agri-business Support Projects
2. To determine the effect of training programme design on performance of Post-Harvest and Agri-business Support Projects
3. To establish the effect of setting up training objectives on performance of Post-Harvest and Agri-business Support Projects

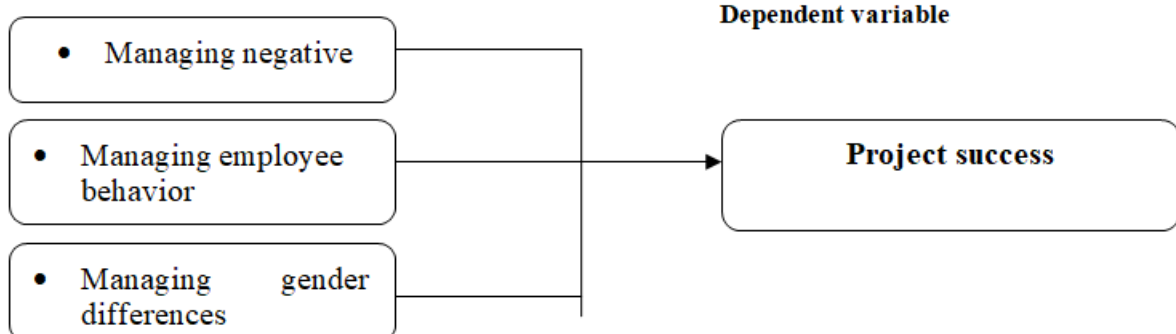
### 3.3 Research questions

The research was guided by the following research questions

1. What are the challenges faced by LWH project in diversity management?
2. What are the factors that affect success of LWH project?
3. What is the influence of diversity management on the success of LWH project?

## 4. CONCEPTUAL FRAMEWORK OF THE STUDY

### Independent variable



Source: Researcher, 2018

## 5. RESEARCH METHODOLOGY

- **Research Design:** The research adopted descriptive research design.
- **Target Population:** The population of this research were 80 employees of LWH project in ministry of Agriculture.
- **Sample size:** The sample size of this research were 44 respondents were selected from the total employees of LWH projects.
- **Data collection tools:** These basic data collection methods provide information regarding a specific topic. A formal data collection process is necessary as it ensures that data gathered are both defined and accurate and that subsequent decisions based on arguments embodied in the findings are valid. Data were collected using questionnaires and interviews for primary data while documentary review was used for secondary data.
- **Data analysis:** Data analysis is the process of developing answers to questions through the examination and interpretation of data. The basic steps in the analytic process consist of identifying issues, determining the availability of suitable data, deciding on which methods are appropriate for answering the questions of interest, applying the methods and evaluating, summarizing and communicating the results. The collected data was presented using tables while interpretation and analysis was based on percentages and frequencies of respondents' views. The researcher presented the collected data in excel program and ascertain the percentage and frequencies upon which interpretation was based.

## 6. SUMMARY OF RESEARCH FINDINGS

### 6.1 The different factors that affect success in LWH project

The researcher under this section made a presentation, analysis and interpretation of the views that respondents gave concerning factors that affect success of LWH project so that relevant study conclusions can be drawn.

**Table 1: The extent to which respondents consider LWH project to be successful**

Extent	Frequency	Percentage
Strongly agree	19	42
Agree	14	33
Neither agree nor disagree	7	15
Disagree	2	5
Strongly disagree	2	5
<b>Total</b>	<b>44</b>	<b>100</b>

Source: Primary data, 2018

According to table 1, respondents contacted strongly agreed that LWH project is a successful project (42%) while 33% of respondents said they agree and 15% of respondents neither agreed nor disagreed. 5% of respondents said they disagree and 5% said they strongly disagree. When asked to give reasons for their answers, respondents contacted said the project is sustainable, the beneficiaries are happy and it intended goals are being met as well as other new innovations that coming in. this led the researcher to the understanding. This led the researcher to the understanding that LWH is a successful project which is attributed to diversity management.

**Table 2: The factors affecting success in LWH project**

Determinants	Frequency	Percentage
Working capital management	9	20
Diversity management	11	25
Improved productivity	8	18
Commitment	6	14
Hotel management	6	14
Effective program	4	9
<b>Total</b>	<b>44</b>	<b>100</b>

Source: Primary data, 2018

According to table 2, contacted respondents revealed that the determinants of success in LWH project are diversity management which creates team work, improved working conditions and improved morale at work (25%) while 20% of

respondents said working capital management in order to ensure smooth flow of activities and 18 of respondents said improved hotel productivity. 14% said improved employee commitment where by employee like and enjoy the work they do in the hotel while 14% said strong hotel management and 9% of respondents said effective project programs and operations that lead to increased and improved output. This led the researcher to the understanding that the major factor that has contributed to success in Grand LWH project is diversity management though there are other factors, like working capital management and employee commitment.

**Table 3: Rating of success in LWH project**

Rating	Frequency	Percentage
Very good	20	46
Good	15	34
Fair	8	18
Poor	1	2
Very poor	0	0
<b>Total</b>	<b>44</b>	<b>100</b>

**Source: Primary data, 2018**

According to table 3, respondents contacted related the success of LWH project as very high (46%) while 34% of respondents said good and 18% said fair. Only 2% of respondents said very poor. When the researcher asked respondents to give reasons for their answers, respondents said the project success is high as a result of diversity management that united and brought together all employees hence making them work as a team. This led the researcher to the understanding that diversity management is very vital in improving success of projects.

## 6.2 The contribution of diversity management on project success

The researcher made a presentation, analysis and interpretation of views given by respondents concerning the contribution of diversity management on project performance were presented, analyzed and interpreted to facilitate making of liable study conclusions.

**Table 4: The contribution of diversity management on the performance of LWH project**

Contribution	Frequency	Percentage
Increases productivity	10	23
Improves team work	8	18
Creates harmony at work	6	14
Improves working relations	12	27
Makes employees enjoy their work	6	14
Increases employee retention	2	4
<b>Total</b>	<b>44</b>	<b>100</b>

**Source: Primary data, 2018**

According to Table4, respondents contacted revealed that the contribution of diversity management on the project success is that it leads to increase in productivity due to employees commitment and developed interest in work (23%) while 18% of respondents said it leads to improved team work and 14% said it creates harmony at work. 27% of respondents said it leads to improved working relations between employees while 27% of respondents said it makes employees enjoy their work and 4% of respondents said it increases employee retention due to good existing environment at work place, cooperation and team work of employees as a result of improved diversity management. This led the researcher to the understanding that diversity management contributes to development of LWH project through increasing employee commitment, team work, and improving productivity as well as increasing employee retention.

**Table 5: The extent to which respondents consider diversity management and project success to be related**

Extent	Frequency	Percentage
Strongly agree	30	68
Agree	10	23
Neither agree nor disagree	2	5
Disagree	1	2
Strongly disagree	1	2
<b>Total</b>	<b>44</b>	<b>100</b>

**Source: Primary data, 2018**

According to table 5, respondents contacted strongly agreed that they consider diversity management and project performance to be related (68%) while 23% of respondents said they agree and 5% neither agreed nor disagreed. 2% of respondents said they disagree and 2% said they strongly disagree. When asked to give reasons for their answers, respondents said diversity management facilitates improvements in project success. This led the researcher to the understanding that there is a positive relationship between diversity management and project success due to the benefits retaliated from diversity management is as far as project success is concerned.

**Table 6: The comments of respondents on the contribution of diversity management on the success of LWH project**

<b>Comments</b>	<b>Frequency</b>	<b>Percentage</b>
Diversity management is essential for effective performance	14	23
Diversity management improves the way work is done	10	23
Diversity management and performance are positively related	13	30
Diversity management improves working relations	8	15
<b>Total</b>	<b>44</b>	<b>100%</b>

**Source: Primary data, 2018**

According to table 6, when respondents were asked to give their comments on the contribution of diversity management on the success of LWH project, 23% of respondents said diversity management is essential for effective performance and 23% of respondents said diversity management improves the way work is done and 30% of respondents said diversity management and performance are positively related. 15% of respondents said diversity management improves working relations. This led the researcher to the understanding that respondents fully understand, appreciate and recognize the contribution of diversity management on the success LWH project.

## 7. CONCLUSIONS

The researcher concluded that LWH has done a lot in ensuring that diversity challenges in the project are handled and this has facilitated improvements in project success due to the benefits of minimizing diversity challenges in the project, though challenges are existing in the project, they are on a small extent since limited respondents strongly agreed that challenges exist and that diversity management challenges faced in LWH project are disorganization on the side of some employees who are not well organized to relate well and work in teams, high costs involved in diversity management and discrimination where by some of the employees feel discriminated either because of the sections whether they work, contribution to the project or their level of qualification, negative attitude of some respondents with negative attitudes towards teamwork and change itself and nature of work itself.

LWH is a successful project as a result of improved diversity management in the project and that the determinants of performance in LWH project are diversity management which creates team work, improved working conditions and improved morale at work, working capital management in order to ensure smooth flow of activities and improved project productivity, improved employee commitment where by employee like and enjoy the work they do in the project, project management and effective project programs and operations that lead to increased and improved output. The major factor that has contributed to success in LWH project is diversity management though there are other factors, like working capital management and employee commitment. The contribution of diversity management on the success of projects is that it leads to increase in productivity due to employees commitment and developed interest in work, it leads to improved team work and it creates harmony at work, it leads to improved working relations between employees, it makes employees enjoy their work, it increases employee retention due to good existing environment at work place, cooperation and team work of employees as a result of improved diversity management.

## 8. RECOMMENDATIONS

The researcher made the following recommendations that should be put into consideration in relation to the contribution of diversity management on success of projects.

- LWH project should continue managing diversity at work place because it is vital in improving performance of the project
- Employees of LWH project should work hard through improved teamwork in order to improve success through diversity management
- The government of the Republic of Rwanda should help projects to become successful through trainings in diversity management.

## 9. AREAS FOR FUTURE RESEARCH

The researcher suggested the following areas as necessary for future research in relation to diversity management and success of projects.

- Research should be carried out on the contribution of diversity management on the success of projects in Rwanda;
- Research should also be carried out on the contribution of diversity management on sustainability of projects and
- The researcher suggested that in future research should be carried out on the benefits of a diversity management in projects other than success.

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