

UNIVERSITY OF CAPE COAST

CROSS-CULTURAL RECRUITMENT AND ORGANISATIONAL
PRODUCTIVITY: THE CASE OF KRANE LIMITED



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School of Business, College of Humanities and Legal Studies, University of
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Administration degree in Human Resource Management

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DECLARATION

Candidate's Declaration

I hereby declare that this dissertation is the result of my own original work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature: Date:

Name: Kwadwo Baah-Akyamfuor

Supervisor's Declaration

I hereby declare that the preparation and presentation of the dissertation was supervised in accordance with the guidelines on supervision of dissertation laid down by the University of Cape Coast.

Supervisor's Signature: Date:

Name: Prof. Felix Kwame Opoku

ABSTRACT

This research paper delves into the multifaceted realm of cross-cultural recruitment and its profound implications for organisational productivity and employee performance, with a specific focus on Krane limited in Ghana. The primary objective of this research is to unravel the relationship between cross-cultural recruitment strategies and their consequential impact on the performance of Krane limited. The study employs a case study approach of 40 employees and managers within Krane limited. Through a qualitative methodology, data is collected via semi-structured interviews and processed using the SPSS (version 27.0). The study highlights the importance of cross-cultural recruitment on employee engagement, organizational culture and innovation. Yet, it also identifies challenges like communication barriers and the need for specific training programs. Drawing on these findings, the study concludes that cross-cultural recruitment holds immense potential for organisational growth when implemented thoughtfully. The paper provides a set of recommendations tailored to Krane limited, encompassing strategies for optimizing cross-cultural recruitment efforts, addressing challenges, and nurturing a culturally inclusive work environment. These recommendations extend their applicability to organisations navigating the complexities of cultural diversity and striving for excellence in today's globalized business landscape. In essence, this research paper serves as a compass for organisations like Krane limited, guiding them towards harnessing the benefits of cross-cultural recruitment while mitigating potential pitfalls, ultimately leading to heightened organisational productivity in a culturally diverse world.

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DEDICATION

I dedicate this academic accomplishment to my family for their boundless love and support.

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LIST OF ABBREVIATIONS

CSR	Corporate Social Responsibility
GLC	Ghana Labour Commission
HND	Higher National Diploma
POS	Perceived Organisational Support
RBV	Resource Based View
SPSS	Statistical Package for Social Sciences
VRIN	Valuable, Rare, Inimitable, and Non-Substitutable
VRIO	Value, Rarity, Imitability, and Organisation

CHAPTER ONE

INTRODUCTION

In today's globalized world, organisations are increasingly operating in multicultural environments, where cultural diversity has become a defining characteristic of the workforce. The impact of cross-cultural recruitment on organisational productivity has garnered significant attention, as businesses strive to effectively manage and leverage the benefits of diverse teams. This study embarks on a journey into this multifaceted realm, focusing specifically on the case of Krane Limited, and seeks to offer a thorough comprehension of the effect of cross-cultural recruitment on organisation productivity.

Background to the Study

The corporate landscape has witnessed a significant surge in cultural diversity within workplaces, not displacing the vitality of cross-cultural recruitment as a result of the expanding process of globalization. The world has transformed into a globally connected environment, prompting numerous businesses and organisations to embrace international expansion. According to Mba Sr (2015), this shift can be attributed to the growing recognition of the untapped opportunities present in global markets, leading companies to establish branch offices and relocate various segments of their operations worldwide (Mensah, 2020). With the continual and significant demographic changes taking place in our society, the composition of the labor force is undergoing a profound transformation. As a result, organisations are observing a significant rise in cultural diversity, and they are increasingly recognizing a crucial component of their organisational culture, as they embrace these variances (Essays UK, 2018). Consequently, there is greater collaboration

among individuals from different regions or countries with distinct tenets, cultures, and opinions. In the context of an increasingly globalized world and cross-cultural recruitment, diversity in organisations becomes a crucial factor. Embracing cultural diversity empowers companies to enhance their adaptability to alteration, effectively strive in the universal market, and sustain business growth. The presence of individuals from diverse backgrounds enriches organisations with a wide range of experiences, skills, and ideas that can be utilized to foster innovation, facilitate learning, and stimulate the generation of new concepts. However, to maximize the benefits, organisations need to acknowledge the pertinence of diversity in their place of work and understand how it may influence overall productivity of the work. (Essays UK, 2018).

According to Hofstede (1991), organisations and their employees are not isolated entities but exist within specific cultural or socio-cultural contexts. To maintain relevance in a highly competitive ecosystem, it is imperative for organisations to recruit workforces who reflect the talent specifics of their target audience (Jehn & Bezrukova, 2004). This may involve hiring individuals from specific ethnic communities who possess a deep understanding of their culture and its unique needs. Additionally, having representatives from different religions can provide valuable insights into acceptable and non-offensive traditions that can be incorporated into organisational activities, such as marketing campaigns (Worman, 2006). Accordingly, realizing how culture influences human behaviour is essential for any organisation's achievement in general, as emphasized by Worman (2006) (cited in Mecheo, 2016).

Farrer (2006) emphasizes that organisations aiming for market growth and improved performance should prioritize strategies for attracting, recruiting,

and engaging a diverse workforce (Mecheo, 2016). Jehn & Bezrukova (2004) postulate that the proliferation of multiple departments and job functions within businesses contribute significantly to the cultural variety of contemporary workgroups. Embracing diversity becomes crucial for an organisation to be successful and have an advantageous position in the market, as highlighted by Farrer (2006). Effectively managing workplace diversity issues and implementing diversity plans - cross-cultural recruitment may have a number of advantages for a business (Stahl et al., 2010).

Cross-cultural recruitment has gained widespread acceptance among organisations as a mechanism for creating a competitive advantage and fostering cultural diversity. This is largely because it is now understood that a workforce with a variety of cultural backgrounds may provide a wide range of knowledge, skills, and talents that can support organisational performance (Stahl et al., 2010). All organisations function within a certain cultural environment, in accordance with Blunt & Jones (1992); George & Jones (1996); & Zakaria (1997). The need for executives and professionals to learn about their cultural contexts in order to effectively lead their companies is becoming more widely acknowledged in current conversations on organisational performance (Kochan et al., 2003).

Each firm seeks to fulfill the demands of extremely competitive markets and secure its survival by consistently enhancing its performance (Arsla & Staub, 2013) (cited in Mecheo, 2016). According to Pothukuchi et al. (2002), organisational performance is the process of transforming inputs into outputs in order to achieve particular goals. Performance is also defined by Ely and Thomas (2001) as the execution of labour, duties, or objectives to a standard

that meets desired expectations. According to this theory, organisational performance refers to an organisation's capacity to satisfy the expectations of its two most important constituencies, its owners and its consumers. Two criteria are used to evaluate this: the owners' contentment with the financial returns or profits produced by organisational activities and the consumers' stated pleasure with the caliber of goods and services the organisation offers. These indicators show how well the organisation is doing at satisfying the requirements and demands of its main stakeholders, which ultimately affects how well it is doing overall.

An organisation's sales performance, which includes all transactions and investments made over a certain time period, may be used to gauge its financial progress. The total amount of money made from the sale of items is used to measure sales performance. Identity groups or cultural affinities have an impact on employee morale and satisfaction in many firms (Cox, 1994). The level of diversity within formal and informal structures resulting from cross-cultural recruitment has an impact on aspects such as the ability to think creatively, solve problems, and foster effective communication within the organisation (Ang et al., 2007). Individual's perceptions of their employment and employers are significantly influenced by cultural ideas, conventions, and value systems (Peppas, 2001). Seymen (2006) emphasizes the relevance of these perceptions as he agrees with Kochan et al., (2003) that, since conduct is influenced by people's ideas about their prospects in the workplace, regardless of whether these opinions are in line with actual realities. Cox drives further to claim that cultural differences have a substantial impact on an individual's views and interactions with coworkers and customers (Cox, 1994).

In recent decades, there has been discussion on the connection between cross-cultural recruitment, a foundation of diversity, and employee performance (Arokiasamy, 2013). According to several empirical research, employee performance is favorably correlated with workforce diversity, which increases organisational revenues (Elsaid, 2012). Arokiasamy (2013) discovered, for instance, that diversity increases problem-solving abilities, delivers a wider range of viewpoints, fosters creativity, and offers more possibilities, eventually enhancing employee and business performance. However, some researchers have pointed out possible drawbacks when diversity management is ineffective (Darwin & Palanisamy, 2015; Elsaid, 2012). Employee diversity may be harmful to the organisation if the organisational framework does not support it, according to Darwin & Palanisamy's (2015) analysis. Elsaid (2012) also made the point that businesses that do not promote a diverse workplace run the danger of losing top talent to rivals. These contradictory results support Levitt's (2016) claim that additional research is necessary to determine the impacts of diversity in the context of multinational corporations such as Krane Limited in Ghana.

Many organisations view cross-culture recruitment as a special resource that strengthens their strategic skills. While concentrating explicitly on group cohesiveness impacted by difference and social categorization, some researchers have discovered an inverse correlation between organisational performance and a workforce characterized by cultural diversity. (Kirkman et al., 2004; Misoc, 2017). It has been underlined that diversity within groups of employees might provide obstacles as employees with distinct values and perspectives may encounter difficulties integrating into a diverse team (Misoc, 2017). They may then arrange themselves into groups where they feel more at

ease. These effects, which can result in strained relationships and lower productivity, can be brought on by inadequate diversity management and a toxic work environment. However, organisations may lessen challenges associated with diversity by fostering an inclusive environment. As members of team sense involved and discover it simpler to assimilate into a from workplace from the start, greater job outcomes can be achieved when cultural differences are acknowledged (Mazibuko & Govender, 2017).

According to Dadzie and Owusu (2013), Ghana is a prime example of a group of African economies that are expanding quickly and luring multinational corporations and international investors. It is critical to recognize that Ghana's business environment is complex and diversified, differing across institutions, rules, politics, economics, social structures, and cultural systems (Adams et al., 2017). This is true of many African nations. Multinational corporations and foreign investors in Ghana must comprehend how workplace diversity, particularly cultural diversity, would affect their operations and investments given this complexity and variety (Jyoti & Kour, 2015). Organisations may take advantage of the benefits and lessen the possible issues connected with cultural diversity in Ghana's business environment by identifying and managing these diversities well. It is against the background of the aforementioned claims that this study is conducted to assess the significance of cross-cultural recruitment in today's globalized business landscape and aims to shed light on its impact on organisational productivity, using Krane Limited as a case study.

Statement of the Problem

With an increasing number of organisations venturing into the international business arena, cross-cultural recruitment has emerged as a critical function that organisations need to master to remain competitive both internationally and locally (Lillis & Tian, 2009). Irwan and Hassan (2016) highlight that effective cross-cultural functionality is essential for organisations to function efficiently. Communication is often regarded as the lifeblood of every organisation, and without cross-cultural competencies, organisations may struggle to effectively communicate and collaborate with diverse stakeholders in different cultural contexts. Thus, cross-cultural recruitment becomes indispensable for organisations as they strive to navigate and succeed in a globalized business landscape. By recruiting individuals with cross-cultural competencies and promoting cultural understanding, organisations can enhance their ability to communicate, adapt, and thrive in diverse business environments.

Recruiting employees from diverse cultures offers several advantages that contribute to increased productivity, particularly within the construction industry like Krane Limited. Durbuild Limited like many construction companies, faces unique challenges in hiring employees from diverse cultures to maximize productivity. The company's core value is to provide quality and durable roofing materials to consumers at affordable price through its well-motivated human resources and technical advancement. It is essential to recruit a diverse workforce that brings different perspectives to problem-solving, enhance innovation skills, and drive higher profits. Moreover, having personnel from different cultures throughout the organisation builds a global reputation, attracting potential customers and leading to greater profitability. To effectively

recruit from diverse cultures, organisations must establish reliable recruitment sources and implement a rigorous selection process. They should also adopt techniques for managing multicultural diversity, such as training programs, clear policies, and appropriate reward systems. By leveraging the benefits of cultural diversity, organisations can enhance productivity and establish a strong presence in the global market (Tomar, 2022).

The sustainability of organisations depends on their capacity to comprehend the cross-culture recruitment effects of employee diversity on organisational productivity, including organisational effectiveness, employee happiness, and voluntary employee attrition (Sungjoo & Rainey, 2010) (cited in Elsaid, 2012). According to Erasmus (2007), workplace diversity can cause conflict and uncertainty since management frequently lacks the essential expertise in managing diversity. Because of this, managers may find it difficult to properly implement diversity, which causes workers to make choices that depart from accepted laws and customs (Victoria & Mary, 2010) (cited in Elsaid, 2012). According to Kochan et al. (2003), diversity at work can elicit a variety of emotions because some people may view it as a problem rather than a tool for organisational advancement. While many agree that a company that values diversity may benefit its workers as well as itself, research on designing treatments that are especially geared toward diversity is limited (Dahm, 2003).

Again, Studies conducted within the context of African economies by Irungu (2007); Awino (2007); & Sifa (2009) have all explored the relationship between corporate performance – *the dependent variable* and various factors. In a study conducted by Irungu in 2007, a relationship was found among employee traits and several measures of organisational success. Similarly, Sifa

(2009) examined upper management team traits' impact on productivity, whereas Awino (2007) investigated the impact of upper management team diversity on corporate productivity. Both researches emphasized the difficulties organisational practitioners, particularly those on the top management team, experienced and how these challenges hindered the attainment of optimal performance. According to Ahiauzu (2000), the existing literature on the impact of cross-cultural recruitment on organisational productivity and behaviour is largely inadequate and primarily comprises of anecdotes and suggestions derived from Western perspectives and experiences

Consequently, the existing body of research predominantly focuses on the influence of culture on organisational productivity within foreign contexts (Westlands), leaving a significant knowledge gap regarding the unique cultural attributes and dynamics of African economies, such as Ghana, and their impact on organisational performance. Despite extensive attention given to the *impacts* of cross-cultural recruitment and workforce diversity, concerns related to multicultural diversity as a result of cross-cultural recruitment have received less attention. The lack of empirical evidence and understanding regarding the impact of cross-cultural recruitment on organisational productivity in the context of Krane Limited. poses a significant challenge. Without this knowledge, the organisation may miss out on opportunities to optimize its recruitment strategies and leverage the benefits of a diverse workforce. Additionally, a lack of understanding of the challenges associated with cross-cultural recruitment may hinder the organisation's ability to effectively address and mitigate potential barriers. Therefore, this research study tends to fill the

knowledge gap by investigating the effect of cross-cultural recruitment on organisational productivity particularly in the milieu of Krane Limited.

Purpose of the Study

The purpose of the study was to examine the effect of cross-cultural recruitment on organizational productivity at Krane Limited.

Objective of the Study

Main Objective

The primary objective of the research paper is to investigate and analyze the impact of cross-cultural recruitment on organisational productivity at Krane Limited.

Specific Objectives

In order to achieve the overarching purpose of this study, the following specific objectives were formulated as a framework:

- i. To examine the cross-cultural recruitment process at Krane Limited.
- ii. To assess the impact of cross-cultural recruitment on employee performance and organisation productivity.
- iii. To identify the challenges and benefits associated with cross-cultural recruitment at Krane Limited.

Research Questions

This study will be guided by the following pertinent research questions in order to achieve the aforementioned objectives:

- i. What are the specific steps and practices involved in the cross-cultural recruitment process at Krane Limited?
- ii. How does cross-cultural recruitment impact employee performance and productivity at Krane Limited?

- iii. What are the challenges faced and associated benefits in implementing cross-cultural recruitment practices at Krane Limited?

Significance of the Study

The study holds significant importance in three main areas: research, policy, and practice. It sheds light on the impact of employee cultural diversity on organisational productivity, providing valuable insights to stakeholders. The findings of this study are crucial, as they contribute to a deeper understanding of cross-cultural recruitment. Without comprehensive investigations into the dynamics of cross-cultural recruitment, organisations may face challenges in effectively harnessing the benefits of diversity. The findings of this study contribute valuable insights and knowledge to the existing literature on enhancing performance in culturally diverse organisations, thereby expanding the scope of potential research areas for interested scholars, academics, and researchers investigating similar or related topics.

Policy makers rely on data to inform their decisions regarding the recruitment of employees with diverse cultural orientations across various sectors. By understanding the importance of cultural diversity in the workforce, governments can implement policies that promote inclusive hiring practices and foster a diverse and inclusive work environment. This, in turn, enhances the economic competitiveness of the government, as the success of a government on a global scale is increasingly linked to its ability to effectively navigate the challenges and leverage the opportunities presented by cultural diversity. For instance, in formulating policies on diversity management, the findings of this study would serve as a valuable guide for stakeholders and policy makers, including the Ghana Labour Commission (GLC) and multinational companies.

In the area of practice, the players of managers such as Chief Executive Officers, Managers, Human Resource Experts, and Professionals in Ghana especially Krane Limited will benefit from the insights gained in this study regarding the relevance of employee cultural diversity on organisation productivity. Ultimately, the findings of this study provide valuable input for the creation and execution of strategies, enabling Krane Limited in Ghana to enhance its organisational performance through effective management of cultural diversity.

Delimitation of the Study

The study is conducted within the framework of examining the effect of cross-cultural recruitment on organizational productivity with evidence from Krane Limited. The investigation is exploratory in nature. The goals and areas of investigation for the study have an impact on the choice of design. Given that it enables the researcher to use associations to explain the phenomena under study, it is the most appropriate design that might lead to the formulation of meaningful study results. Data analysis was done through Statistical Package for Social Sciences. Methodologically, this research study will employ a mixed approach. Through extensive interviews and a range of concurrent evaluations of each respondent, it seeks to understand, characterize, evaluate, and gather information about phenomena. Additionally, the study decides to investigate the pertinent data from selected employees of Krane Limited in Ghana.

Limitation of the Study

The process of doing research will always be fraught with difficulties, and this study is no different. Regarding the covering of all aspects and dimensions of culture as well as efficacy, there is a conceptual restriction. Since all facets of culture have not been taken into account, the focus is on corporate

culture from an organisational standpoint. Due to the time constraints and suggested thesis size, this study has been restricted to investigating one organisation. Thus, in terms of space and location, the research study is bounded to the employees of Krane Limited – focusing on cross-cultural recruitment, workforce diversity, and performance of both employees and the organisation. Due to the research's concentration on a particular setting, it will not be possible to draw a broad conclusion about how to manage cultural diversity from this study.

Despite all of these difficulties, this study will maintain its reliability and validity by paying close attention to the information gathered from participants. The technique of the study will be based on qualitative research. Even if the research will construct the right instrument to elicit replies utilizing in-depth interviews with interviewees' responses, not many respondents could be sampled for data collection. The resources available for the research are yet another consideration.

Operational Definition of Basic Terms

Culture

Culture is an inherent aspect of an individual and their group, characterized by the way they are recognized, expressed, and perpetuated using imagery, distinctive markings, principles, and beliefs by virtue of possessing characteristics like origin, training, standards, and convictions. According to Tayeb (2003), culture is simply put as man's vehicle through which a person's human existence is shaped.

Cross Culture

A business atmosphere characterized by the interaction of participants from diverse countries or regions, brings together individuals with varying values, perspectives, and business methods (Hamelmal (2019).

Diversity

Diversity is the existence of an array of viewpoints and experiences that result from differences in ethnicity, religious beliefs, cognitive or physical ability, history, gender, sexuality, age, and other distinguishing features (Bertelsen, 2011).

Cultural Diversity

Cultural diversity is the depiction of distinctions in an individual's or community's racial, ethnic, linguistic, national, religious, and orientation of sexuality (Amadeo, 2013).

Recruitment

Recruitment can be defined as the process of identifying, attracting, and selecting qualified individuals for specific positions (permanent or temporal) within an organisation (Dessler, 2020).

Cross-Cultural Recruitment

Cross-cultural recruitment can be defined as the process of attracting, selecting, and integrating individuals from diverse cultural backgrounds into an organisation, taking into account their unique cultural perspectives, values, and experiences (Deresky, 2017).

Productivity

Productivity can be defined as the measure of the efficiency and effectiveness with which inputs (such as labor, capital, and resources) are

utilized to produce goods or services within a given time frame (Robbins & Coulter, 2017)

Performance

Performance can be described as the act of carrying out work, tasks, or objectives with the aim of achieving a specific level of desired satisfaction (Ely & Thomas, 2001).

Organisational Productivity

Organisational productivity can be defined as the measure of the overall efficacy and efficiency with which an entity uses all of its assets to accomplish its purposes and goals. (Robbins & Coulter, 2017).

Organisational Effectiveness

Organisational effectiveness refers to the degree of efficiency with which an organisation is able to fulfill its objectives. It entails the ability of an organisation to achieve desired outcomes or produce intended effects, while minimizing waste. A key aspect of organisational effectiveness is the collective effort of individuals within the organisation, who strive to perform their tasks to the best of their abilities. It involves a comprehensive and proficient execution of tasks, where all members contribute effectively towards achieving organisational goals.

Organisation of the Study

The research study is structured into five chapters. Chapter One provides the backdrop and context for the study, presenting the problem statement derived from this context. It outlines the objectives, research questions, rationale, operational definitions, and scope and limitations of the study.

Chapter Two offers a comprehensive literature review that supports the study's objectives and research questions. It synthesizes relevant scholarly works and provides a theoretical foundation for the study.

Chapter Three focuses on the research methods employed, highlighting the data collection process and research design. It elaborates on the study area, population, independent and dependent variables, as well as the sampling strategies employed to achieve the study's objectives. The chapter also delves into the methodologies utilized for data analysis, including transcribing and data categorization, while addressing ethical considerations.

Chapters Four and Five are dedicated to the analysis of data, presentation of findings, and subsequent discussion. These chapters also include recommendations, a summary, and conclusions drawn from the study's results. The findings are discussed in relation to the research questions, and recommendations are provided based on the outcomes of the study. The chapter concludes with a summary of the key findings and a comprehensive conclusion to the study.

CHAPTER TWO

LITERATURE REVIEW

Introduction

This chapter presents the literature related to the study. It explores the corpus of knowledge already available on cross-cultural recruitment and their effect on organisational productivity. Through an extensive exploration of scholarly works, the pivotal role that cross-cultural recruitment plays in shaping organisational performance at Krane Limited is addressed. By reviewing the relevant scholastic works, this chapter's goal is to present a thorough grasp of the theoretical foundations, empirical evidence, and conceptual framework in this field.

The Theoretical Foundation of Cross-Cultural Recruitment

The theoretical underpinning of cross-cultural recruitment serves as the conceptual framework that forms the basis for understanding how the process of recruiting individuals from diverse cultural backgrounds functions. This foundation draws from a range of sociological and organisational theories, providing a structured perspective on how cultural diversity in the workforce influences the recruitment process. It offers a lens through which we can explore the dynamics of cultural diversity within organisations and its impact on recruitment strategies.

Tajfel & Turner's Theory of Social Identity (1979)

According to this hypothesis, people classify themselves and other people into different social categories based on shared characteristics. Thus, Tajfel & Turner (1979) proposes that individuals are part of multiple social groups, such as their nationality, workplace, or school. Hogg & Terry (2000)

suggests that people tend to group themselves based on noticeable characteristics and tend to cooperate with others who share their identity. In light of this, people who are dissimilar are less inclined to team up compared to those who are similar. This social categorization can hinder the processing of job-related data as informed by Knippenberg et al. (2007) due to prejudices that benefit individuals of the in-group and are detrimental to individuals of the out-group. Social categorization theory, which concerns self-perception, group dynamics, and social cognition, is an extension of social identity theory and is centered on understanding variations in self-identification, including the depth, breadth, and significance of the categories themselves. Additionally, it highlights the distinction between individual and social identities. Social-categorization theory explores how high-level group behaviours can be interpreted by a shift in self-perception, moving from personal identity to social identity. In the context of cross-cultural recruitment, this theory helps explain how individuals identify with their cultural backgrounds and how this influences their interactions within an organisation

The Theory of RBV – Resource Based View (Barney & Clark, 2007)

RBV is an organisational theory that emphasizes the strategic value of resources, including human capital. In cross-cultural recruitment, it underscores how diverse cultural backgrounds can be viewed as resources that enhance an organisation's competitive advantage. Thus, according to the theory of RBV, corporate entities are made up of a range of possessions that fall into four main categories: corporate assets, employee capital, monetary capital, and tangible assets (Barney & Clark, 2007). According to Yang and Konrad (2013), a firm's degree of performance may be influenced and determined by the characteristics

of the resources the organisation owns. Resources that enable an organisational entity to carry out its plans are valued and can create equitable competition as highlighted by Barney & David (2007). Resources that are valued and uncommon may provide a competitive edge.

Resources that possess the qualities of being valuable, rare, and difficult to replicate can serve as a foundation for enduring competitive advantages within a firm (Barney & Clark, 2007). Furthermore, for a firm to establish such a lasting competitive edge, it must have the capacity to fully utilize the potential within its unique and hard-to-replicate resources, which often reside in the diverse attributes of its employees. Barney (1986; 1991) outlined four (4) hypothetical evidence within a VRIN model, representing V for Valuable, R for Rare, I for Imperfectly Imitable, and N for Non-Substitutability, to gauge the potential of firm resources in generating sustainable competitive advantages. According to the resource-based view (RBV), an organisation's competitiveness is mostly derived from the strategic application of a range of priceless tangible and intangible assets at its reach. To transition a short-term competitive advantage into a long-lasting one, these resources need to be diverse in nature and not easily transferable, as emphasized by Peteraf (1995). In essence, Barney (1991) outlined that the resources must be valuable, difficult to imitate, and not easily replaceable without substantial effort. If these criteria are met, the assortment of possessions can enable the firm to maintain returns above the industry mid-point. The VRIO & VRIN models are integral to the RBV theory, aligning with the idea of considering diversity as a valuable resource for organisations.

The Theory of Strategic Choice (Roberson & Park, 2007)

Theorists who specialize in strategic choices argue that high-level executives play a pivotal role in making decisions that have a profound impact on an organisation's productivity and overall effectiveness. Research by Roberson & Park (2007) suggested that minimal to average disparities in race among managers could impede strategic choice-making by causing a breakdown of interaction and an increase in conflicts among the top executives of the organisation. This, in turn, can have a detrimental effect on the firm's productivity. The ability to wield power and the freedom of organisational actors to act at their discretion are necessary for effective decisions regarding strategy and implementation. Consequently, CEOs are presumed to have significant autonomy in shaping the direction of their organisations, as argued by Finkelstein & Hambrick (1996). Dutton & Duncan (1987) advanced the idea that diversity based on demographics is connected to psychological abilities that can broaden a team's knowledge base and improve its capacity for figuring out solutions. Consequently, when considering top management teams, diversity serves to widen the spectrum of cognitive viewpoints, which is essential for recognizing strategic opportunities and contemplating different strategic options (Wiersma & Bartel, 1992). In this regard, the principles of strategic choice theory align with the ideas and concepts of incorporating workforce diversity or making room for cross-cultural recruitment at all organisational levels for the best possible outcomes.

The Theory of Recruitment & Selection (Barber, 1998)

Employee recruitment and selection, according to Barber (1998), are the procedures and actions carried out by an entity with the intention of locating and enticing qualified candidates. Many multinational organisations use recruiting tactics to not only fill vacancies but also to enrich the culture of the organisation by drawing in new hires. Recruitment aims to identify a broad pool of potential candidates and entice them with the company's job opportunities. Effective recruitment leads to the selection of the most qualified individuals who not only meet the job requirements but also align with the organisation's values and culture (Bokor, 2009). Culture significantly influences the process of candidate recruitment and selection. Selecting the appropriate candidate is crucial for achieving an organisation's objectives (Pudelko, 2007). Cultural differences result in distinct preferences and criteria when it comes to candidate selection, as work environments and operations vary from one country to another (Maude, 2011). Hence, it is imperative for HR managers to gain a deep understanding of a country's culture before embarking on the recruitment and selection process, considering that requirements differ across nations.

This theory is pertinent to this research investigation because it underscores the significance of hiring and deciding on candidates who are culturally aligned with both the inside and outside context. The likelihood that a person would uphold or be able to adapt to the core values, attitudes, and behaviours that characterize the organisation is referred to as cultural alignment. Workforces who align well with their firm and the outside context tend to experience higher job satisfaction, are more inclined to stay with the organisation, and exhibit enhanced job performance.

The Hofstede's Theory of Cultural Values (Hofstede, 1980; 1984; 2001)

Geert Hofstede has emerged as the most influential figure for cross-cultural management scholars during the last 20 years. His 1980, 1984, and 2001 research on values related to labour have had a considerable impact on the exploration of national cultures. Its goals were to gain a greater insight into how a nation's culture influences an organisation, how to use this knowledge of culture to handle affairs more effectively, and how to more accurately represent culture. By concentrating on the spectrum of essential hypotheses and values, Hofstede's study sought to evaluate various nations on a national cultural dimension.

Four different variables were discovered through factor analysis of attitude statistics at the national level, which Hofstede utilized as the foundation for four dimensions. These included the following: *masculinity* (the value placed on assertiveness instead of nurturing), *individualism* (the value placed on oneself compared to the group), *power distance* (the spectrum of parity between individuals anticipated within a culture), and *avoidance of uncertainty* (the extent to which unpredictability is acceptable in a culture as well). These dimensions were discovered (Smith et al., 1996) via a process known as "eclectic analysis," which included merging particular objects in accordance with theoretical predictions. Later, a second group of academics conducting research in an Asian setting developed a fifth element called "Confucian Dynamism," which contrasts long-term orientation with short-term orientation (referring to the choice between directing efforts toward the present or the future).

The researchers (Chinese Culture Connection, 1987) aimed to prevent any Western-centric perspectives in defining these dimensions, a concern often linked to the four dimensions established by Hofstede. As a result of the significant influence this cultural framework has had on cross-cultural research, several studies have used these dimensions in a variety of inquiries across time (Hofstede, 2001 & S ndergaard, 1994).

In this study, Hofstede's masculine dimension reflects a predisposition for traits like accomplishment, heroism, self-confidence, and pecuniary rewards for success that can be seen in cultures and organisations like Krane Limited. Contrarily, femininity signifies a desire for traits like collaboration, modesty, helping the weak, and putting an emphasis on overall quality of life. The masculinity-femininity dimension measures how much emphasis is placed on values related to masculine and feminine stereotypes (Hofstede, 1980, 2001). The Individualism-Collectivism component, however, is concerned with the preferred method of problem solving, namely whether it favours individual or group activity. Individual demands, concerns, and interests frequently take precedence over those of a group or organisation in cultures that emphasize individuality (Tossi & Greckhamer, 2004). On the other hand, people are expected to interact with and take into account the needs of their group members in communities with high levels of collectivism (Brislin, 1993).

The uncertainty avoidance dimension, outlined by Williamson (2007), is a gauge of how uncomfortable a society's members are with ambiguity and unpredictability. The main issue with this dimension and in light of this study is how communities or organisations cope with the fact that tomorrow is unknown.

In societies with strong uncertainty avoidance, there is a strict adherence to established codes of belief and behavior. These societies have little tolerance for unconventional behavior and ideas. On the other hand, societies with weak uncertainty avoidance tend to adopt a more relaxed attitude, prioritizing practicality over rigid principles. The long-term orientation dimension involves a society's pursuit of virtue (Chui & Kwok, 2008). Groups that are focused on the short-term typically place great emphasis on discovering absolute truths, follow normative thinking, have deep reverence for customs, exhibit a comparatively lower inclination to save for the future, and focus on achieving speedy, immediate outcomes. In contrast, groups with a long-term orientation exhibit different characteristics.

A broad primer and suitable comprehension of other cultures, what one can anticipate from them, and how to function, adapt, and conduct themselves towards groups from different cultural backgrounds are all provided by Geert Hofstede's model, which sheds light on present-day cultural disparities in societies and organisations like Krane Limited. Cultural sensitivity also improves individual performance and effectiveness. This model's purpose is to explain how organisational culture affects performance and how to utilize that understanding to manage more skillfully in order to boost performance (Hofstede, 1980; 1984; 2001).

Table 1. Summary of theoretical literature review

Theory/Author	Assumption of Theory	Main Variables of the Theory	Relationship between Theory and Variable of this study (academic settings)	Unit of Analysis of the Theory	Source
The Theory of Social Identity	Assumes that people automatically classify themselves and other people into different social groups based on similar traits and tend to cooperate more with those who share their social identity, while individuals with dissimilar social identities are less likely to collaborate.	Social categorization, shared characteristics, in-group favoritism, and out-group bias.	Understanding how employees from diverse cultural backgrounds may categorize themselves into different social groups within the organisation.	Employee performance & Organisational performance	Tajfel & Turner, 1979
The theory of RBV –Resource Based View	Organisations possess various resources, including human capital, which can be considered valuable, unique, hard to copy, and incomparable, and that these resources serve as the cornerstone for generating persistent competitive advantages.	Human resource and organisation performance	The diverse cultural backgrounds of employees can be considered valuable and unique resources for organisations. The theory aligns with the idea that these diverse attributes, which are brought into the organisation through cross-cultural recruitment, can enhance an organisation's competitive advantage and performance	Employee's cultural diversity, recruitment strategies/process and impact.	Barney & Clark, 2007

Table 1: Cont'D

The theory of Strategic Choice	High-level executives, particularly CEOs, have significant autonomy in shaping the direction and strategic decisions of their organisations.	Top management, Diversity, Decisions and organisational performance	The idea that diverse viewpoints and cognitive perspectives within the leadership can lead to better recognition of strategic opportunities and more effective strategic choices. The theory implies that integrating cross-cultural recruitment practices at the top management level can enhance the organisation's performance.	Top management, Decision-making and organisational outcome	Roberson & Park (2007), Dutton & Duncan (1987), Finkelstein & Hambrick (1996), and Wiersma & Bartel (1992).
The theory of Recruitment & Selection	<p>The recruitment and selection processes conducted by organisations are vital for discovering and attracting suitable employees.</p> <p>The theory further assumes that cultural alignment of candidates with both the internal and external context is essential for achieving organisational objectives.</p>	Recruitment and selection processes, identification of suitable candidates, cultural alignment, and the impact of candidate selection on organisational objectives and culture.	Selecting candidates who share both internal and exterior cultural affinities can lead to higher job satisfaction, increased retention, and enhanced job performance, which, in turn, can influence the organisation's performance.	Recruitment and selection processes & organisational culture and performance.	Barber (1998), Bokor (2009), Pudelko (2007), and Maude (2011).

Table 1: Cont'D

The Hofstede's Theory of Cultural Values	Culture significantly influences individuals' behaviors and perceptions, particularly in the workplace and organisations.	Individualism-Collectivism, Masculinity-Femininity, Power Distance, Uncertainty Avoidance and Long-Term Orientation vs. Short-Term Orientation	Understanding cultural values, such as individualism-collectivism, masculinity-femininity, and others, is crucial for effective cross-cultural management and recruitment. It implies that aligning recruitment strategies and organisational culture with the cultural values of candidates can lead to improved job performance and overall organisational effectiveness.	Culture and organisational impact (benefits & challenges)	Hofstede (1980), Chinese Culture Connection (1987), Williamson (2007), Chui and Kwok (2008)
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Conceptual Review

Dimensionality of Cultural Diversity or Variability

Diversity is a subjective concept, originating from the individuals within a group who categorize others as similar or dissimilar based on their distinct social identities (Maier, 2002). The definition of diversity is evolving, encompassing numerous dimensions. Arredondo (2004) expands these dimensions to include linguistics, culture, and socioeconomic class as the three (3) main characteristics, together with viewpoints on medical care and leisure activities, and historical experiences as secondary and tertiary dimensions. The authors begin their discussion on cultural diversity by first defining culture itself. Varner and Beamer (2011) explain culture as the framework through which people interpret their surroundings. This definition aligns with Hofstede's perspective. According to Stewart (2007), mobility and globalization have greatly increased the chance and need to interact with people from different cultural backgrounds. Since then, the idea of cultural variety has evolved from a "melting pot" concept to one of "multiculturalism," acknowledging it as a fundamental part of society (Parvis, 2003).

According to Hertzeberg (2010), when a nation is made up of citizens or inhabitants from different cultural origins, cultural diversity is frequently seen as a sociological reality. In the opinion of Kundu (2001), an organisation's ability to successfully manage and capitalize on the benefits of diverse cultures is vital for enhancing the organisation's well-being, which is a must for survival, both at home and abroad. In the case of Steven & Ogunji (2011), cultural diversity has an impact on how management events are seen inside an organisation due to distinctions between people's beliefs, attitudes, and

behaviours. Highlighted by Semovar (2009), culture serves as the cognitive architecture that separates individuals of various groups from one another. Following this definition, diversity of culture is the integration of several cultures within a framework of society, each of which has its own set of rules, values, and behaviours. As a result, individuals from other cultures might vary from one another in a variety of ways (Gundersen, 2008).

Based on Scott (2001), cultural diversity and organisational culture are interwoven. Differences in cultural traits can forecast group performance, suggesting that ethnically diverse perspectives within a team can be advantageous, leading to enhanced problem-solving and team effectiveness. Many private companies have embraced such diversity. However, a considerable number, particularly multinational organisations and those prioritizing professionalism, place a strong emphasis on merit-based hiring (Zgourides & Watson, 2002).

While numerous research efforts have examined the impact of diversity at the individual and group level, regarding the possibly beneficial effect of firm-level multiculturalism on organisational results, there is minimal theoretical guidance and a lack of empirical data (Richard et al., 2007). Cultural diversity may affect organisational synergy, innovation, and effectiveness in adopting technological projects, according to studies (Gomez-Mejia & Palich, 2015). Diversity of culture may have an impact on how coworkers get along with one another. Interpersonal barriers brought on by cultural variations may impede data flow across the entirety of the firm. Cultural norms and practices may also have an impact on how initiatives related to human resources are implemented (Gomez-Mejia & Palich, 2015).

Table 2. Dimensional Levels of Diversity

1 st Dimensional Level	2 nd Dimensional Level	3 rd Dimensional Level
(Primary)	(Secondary)	(Tertiary)
a. Sex	a. Faith or Religious	a. Beliefs
b. Age	affiliation	b. Supposition
c. Disability	b. Tradition or	c. Perception
d. Race/Colour	Culture	d. Morals
e. Ethnicity	c. Orientation of	e. Feelings
f. Physical	Sexuality	f. Standards
Characteristics	d. Family Status	g. Attitudes
	e. Educational	h. Behaviours
	Background	i. Communication
	f. Linguistic	Style
	Proficiency	j. Thinking styles
	g. Nationality	
	h. Economic	
	Situation	
	i. Political	
	Leanings	
	j. Work History	
	k. Marital Status	

Source: Rijamampinima, R. & Carmicheal, T. (2005), p. 105. (A Practical and Integrated Model to Managing Diversity).

Dimensionality of Cross - Cultural Recruitment

According to Tomar (2022), recruitment strategies hold significant importance when hiring a diverse, multicultural workforce. For organisations operating solely in their home country, recruiting methods like campus recruitment, advertising, walk-in interviews, and placement agencies are practical and effective. However, when expanding recruitment efforts to foreign countries, it is essential to consider three distinct approaches. The first approach is the *ethnocentric approach*. Under this approach, employees are recruited from the organisation's home country to work in the host country. Here, top-level positions are typically filled by individuals from the home country, creating a vital link between the parent company and its nationals. This approach helps convey the organisation's interests to a broader customer base (Tomar, 2022, p. 215a).

The second approach is the polycentric approach. In this strategy, Tomar (2022) posited that organisations primarily hire employees from the host nation. This localized approach reduces costs, as local employees possess a deep understanding of local factors, including the people, language, market conditions, political landscape, and legal environment. The third approach is the geocentric approach. Organisations following this method prioritize hiring the best candidates for specific positions, regardless of their nationalities. This approach is commonly adopted by organisations with a global footprint. Therefore, when it comes to cross-cultural recruitment, a thorough understanding of the specific workforce requirements and their availability is crucial (Tomar, 2022, p. 215a).

Cross - Cultural Recruitment, Cultural Diversity & Management

Organisations that comprise diverse cultures place great emphasis on cross-cultural recruitment and strive to integrate the varied values of their employees into all aspects of their system (Kundu, 2001). It is evident that when cross-cultural recruitment is deeply ingrained in an organisation's core values, the company aims to establish a diverse work environment. The senior management should lead the diversity management process as an all-encompassing institutional management strategy (Gwele, 2009).

According to Seymen, (2006), various clusters of authors have identified five (5) **dimensions (D)** for managing cultural diversity. These five (5) **dimensions (D)** are:

D1: Leveraging Cultural Diversity for Competitive Edge - One perspective, represented by Seymen (2006) & Ludlum (2012), views cultural diversity as a means to gain a competitive edge for organisations. They argue that a diverse workforce can contribute to long-term corporate competitiveness.

D2: Cultural Diversity as a Double-Edged Sword - Alternatively, Peppas & Gundersen (2008) present a contrasting view, asserting that improperly managed diversity could result in organisational collapse and mental anguish. This viewpoint views cultural diversity as a difficulty rather than as an instrument of benefit in the marketplace.

D3: Influence of Organisational Culture on Cultural Diversity - Seymen (2006) argues that organisations can promote cultural diversity by emphasizing it in their employee recruitment process. This approach involves selecting employees whose values align with the collective organisational culture since individual values are considered difficult to change. It is suggested that

organisational culture should be viewed as something that can evolve over time inside the organisation, but a nation's citizens view their national culture as more enduring.

D4: Advocating Universal Culture over Cultural Diversity - Another perspective contends that certain universal rules and laws can be applied consistently across all settings.

D5: Cultural diversity as a Human Resource Strategy - According to this perspective, the HR division is in charge of managing diversity. It emphasizes the value of training initiatives for a diverse workforce within organisations. This approach suggests that training, organisational behaviour techniques and motivational programs can help the diverse workforce work together to achieve common objectives.

Dimensionality of Organisational Productivity

Early in the twentieth decade, Frederick Taylor pioneered the idea of "scientific management," which set the foundation for today's knowledge of organisational success. When compared to the planned aims and goals of the organisation, organisational performance is the actual accomplishments of the organisation. Despite the fact that the idea of organisational productivity is extensively covered in academic papers, no consensus definition of the notion has yet been reached (Gavrea et al., 2011). According to Richard et al. (2006), three distinct characteristics of an organisational outcome are considered as indicators of organisational performance. These are; (a) Financial success, which takes into account elements like revenues, earnings from investment, and return on assets; (b) Product Market Achievement, which takes into account stats like profits and market share; and (c) Shareholder Return, which takes into

account elements like the overall return on equity and value for money added. Organisational performance is a topic that interests many experts in a variety of disciplines, including managerial planning, operations, financial management, legal, and organisational development.

Additionally, to control organisational productivity, several organisations have embraced the balanced scorecard system over the years. According to Richard et al. (2009), this strategy entails monitoring and assessing performance across a number of dimensions, including financial outcomes (such as equity return), client satisfaction, CSR, internal business procedures, and workforce management. According to Daft (2000), organisational productivity refers to a company's ability to use its resources in an efficient and effective manner in order to accomplish its objectives. Effectiveness represents the extent to which the organisation accomplishes its stated objectives, while efficiency reflects the number of resources used to attain those organisational goals. Kifordu (2014) postulated further that organisational performance involves the collaborative efforts of work groups working towards achieving the goals and objectives of an organisation. The efficiency, productivity, performance, and quality of an employee's job all contribute to organisational success, argues Bartoli and Blatrix (2015).

Due to the inclusion of several problematic presumptions and viewpoints, the idea of organisational productivity is rather unclear (Ion & Criveanu, 2016). It has several descriptions, but generally speaking, it connects to concepts like functionality, competitiveness, productivity, profitability, and more. However, this idea could be fluid given how organisational goals are always shifting. The accomplishment of an organisation's objectives is strongly

related to organisational productivity, and as goals might regularly change, it can be difficult to gauge success in a given situation. Didier Noyé (2002) contends that workplace performance is not just determined by the generated output but also by the discrepancy between the result and the original aim. According to Michel Lebas (1995), productivity is a facet of an organisation that looks to the future, and a company can only be competitive if it meets its goals. He emphasizes how vitally important a company's strengths and prospects are to performance. Lebas also distinguishes between "a performance" and "performance," defining the former as a measurable result denoting a favourable outcome and the latter as including negative as well as positive outcomes.

Being aware of the performance level an organisation needs to achieve may be a yardstick to determine the capabilities and resources necessary to acclimatize to potential ecological changes (Truggle, 1998). According to Daft (2001), performance includes both the steps required to accomplish goals and any potential mistakes that could happen. Brumbach (1988) expands on this concept by linking performance to actions and results. Brumbach considers behaviours as the actual results themselves, not just tools for generating results. He highlights the significance of performance levels within groups, as the contribution and effort put in by individuals contribute to the resulting output. However, Brumbach's definition lacks specificity about the type of behaviours individuals should exhibit to achieve better results and consequently enhance their level of performance.

Some Indicators of Organisational Performance (Attitudinal Vrs. Non-Attitudinal)

To evaluate organisational performance among employees, it is essential to consider both attitudinal and non-attitudinal measures. Companies capable of attracting, recruiting, and retaining diverse talents are often viewed as enhancing employee job satisfaction. In contrast to homogeneous workforces, employees tend to identify themselves with the organisation's aims, resulting in comparable or even higher levels of job participation, satisfaction, dedication, and coherence. These variables serve as attitude-based indicators of productivity and effectiveness in the workplace (Ng & Tung, 1998).

Job fulfilment, according to Lincoln & Kalleberg (1990), represents how much a person enjoys and feels pleased with their job and company. Job participation, on the other hand, denotes an individual's level of commitment and significance to their work. Employee alignment with the organisation's fundamental aims and objectives is gauged by organisational commitment. The degree of commitment, which reflects employees' devotion to the company, may be indicated by job participation. Workplace coherence measures how well employees cooperate and participate in group activities to accomplish shared goals. Lower absenteeism and staff turnover rates are typically associated with high levels of work satisfaction, participation, dedication, and coherence. Turnover and absenteeism are non-attitudinal performance indicators. Increased productivity and overall performance are correlated with lower absenteeism and higher attendance.

Impact of Cross-Cultural Recruitment on Employee Performance and Organisation Productivity.

The Diversity Atmosphere or Climate

Cox (1994) pointed out that workplace diversity could yield both positive and negative effects on employee satisfaction, commitment, and coherence, ultimately influencing organisational effectiveness. According to research, a diverse workplace environment is positively correlated with greater client happiness, sales, and profitability. McKay et al. (2011) postulate that these results are integrally related to overall organisational productivity. A diverse climate is characterized by the respect and tolerance for individual employee variations. A staff that is culturally varied may function much more productively in this environment (Hofhuis et al., 2016). According to a description put out by Gonzalez & DeNisi (2009), the diversity environment is connected to how staff members view the formal components of diversity inside an organisation, as well as the informal values that mirror an organisation's daily life.

Each organisation's underlying diversity atmosphere may influence work experiences in one of two ways (Cox, 1994). First, the emotional results in businesses are a reflection of how employees feel about their company and workplace. These outcomes include organisational identity, job satisfaction, and involvement. As a result, employee emotions and degree of engagement with the firm are frequently and strongly correlated with their satisfaction as well as morale. Reality awareness commonly has an impact on an individual's behaviour. As a result, people's perceptions of their value at work may have an impact on how much involvement and enjoyment they experience at work.

Secondly, the concept of achievement outcomes encompasses aspects of an individual's career performance, including elements like promotions, performance ratings, and rewards. These aspects have a direct impact on an employee's contributions to the organisation. Both affective and achievement outcomes play a critical role in influencing various metrics like efficiency, high quality, absence from work, and turnover. These elements, in turn, operate as indicators of an organisation's performance, significantly impacting an organisation's profitability. The presence of an established diversity climate enables organisations to anticipate how affective and achievement outcomes might affect organisational effectiveness. In conclusion, to boost workplace performance and achieve higher levels of productivity, fostering a positive diversity climate is imperative (Cox, 1994).

Evidence from Climate of Positive Diversity

Groggins and Ryan (2013) conducted a study within an organisation that had actively fostered a positive climate for diversity. The research focused on gauging the attitudes of 350 staff members from eight different organisations, all of whom came from diverse cultural backgrounds. The primary objective was to gain insights into how individuals perceived diversity in their workplace, particularly within organisations that actively promoted a positive climate for diversity. The researchers aimed to understand the genuine impact of a diverse workforce by engaging individuals with first-hand experiences. Their study (Groggins & Ryan, 2013, p. 270) emphasized diversity as a "central, enduring, and distinctive organisational attribute". Most respondents in the study expressed agreement with this statement, affirming that diversity played a pivotal role in their decision to join the organisation. The research findings

revealed that, for the majority of participants, diversity was viewed as the core organisational attribute contributing to enhanced productivity. Rather than being seen as a characteristic that might dilute an organisation's identity due to heterogeneity, diversity was considered a unifying and identity-defining factor within the organisation. However, it should be noted that existing literature lacks a precise definition of how cross-cultural recruitment can precisely shape an organisation's identity (Groggins & Ryan, 2013, p. 270).

According to the report, having a multicultural staff is seen as a strength that helps an organisation stand out apart, making it distinct and unique (Groggins & Ryan, 2013). Their study clearly revealed that employees within these organisations shared similar beliefs and held a deep respect for differences among themselves. These firms have a proactive approach when it comes to accommodating the specific needs of new employees, ensuring that both clients and staff members have their requirements met. One of the key philosophies in these organisations is to recognize the individuality of each person and provide support in defeating any possible obstacles. Language difficulties, a lack of fundamental skills, problems with transportation, and other things may be among these obstacles. For instance, they offer flexible time off to accommodate the various holidays celebrated by their staff members. The emphasis on accommodation has become a fundamental aspect of the workplace and has transformed how employees perceive work-related strategies. They are more open to engaging in diverse approaches to achieving their goals and are willing to explore alternative methods to find solutions (Groggins & Ryan, 2013).

The article effectively illustrates how the establishment of a positive diversity climate can cultivate a distinctive workplace culture that is adaptable to change (Groggins & Ryan, 2013), resulting in improved performance. An organisation is likely to see fewer absences from employees when it maintains a favourable diversity atmosphere. The organisations under examination exhibit a strong commitment to diversity, with every individual embracing and welcoming new ideas, approaches, and solutions. Diversity is not just accepted but celebrated as a valuable asset that contributes to a positive workplace atmosphere. Therefore, considering the continuous shifts in workforce demographics, the author contends that ignoring diversity, or the differences among individuals, diminishes the prospects of enhancing team productivity and achieving organisational effectiveness (Groggins & Ryan, 2013).

Innovation (Homogeneity Vrs. Heterogeneity)

Triguero-Sánchez & colleagues (2018) conducted a study focusing on two key elements, homogeneity and heterogeneity, and their potential impact on employee performance even within teams. The primary objective was to explore the relationship between an array of workforce and productivity in their place of employment.

Conversely, upon a thorough analysis of this article, it becomes apparent that their findings are in contrast to those of Groggins & Ryan (2013). Their study, Triguero-Sánchez et al., (2018) framed around the similarity-attraction paradigm, suggests that homogeneous groups tend to be more productive than heterogeneous ones due to the presence interests and commonalities, homogeneous groups. In a homogeneous team, individuals typically share similar beliefs, perspectives, experiences, and other characteristics, while a

heterogeneous team, in contrast, consists of individuals from various backgrounds, cultures, life experiences, and values (Jones, 2017). According to Cox (1994), homogeneity is linked to the appeal and proximity of groups, which can strengthen group cohesion. It is crucial to remember that stronger cohesion does not necessarily translate into increased group performance and production (Cox, 1994).

In contrast, Groggins' and Ryan's (2013) article vividly illustrates that what individuals perceive as factors that unite employees and enhance performance is closely linked to an organisation's commitment to diversity. By emphasizing the advantages that varied groups offer over homogeneous groups, Cox and Blake (1991) further emphasized the relevance of these groups in the workplace. In a varied workplace, Knippenberg and Schippers (2007) also listed a number of benefits that might encourage group engagement, such as a range of perspectives and viewpoints, prompt actions, and the generation of positive results, all of which can ultimately boost organisational performance. Homogeneous groups, on the other hand, often find themselves in a situation where all parties convey the same thoughts, have identical experiences, and thus could make identical errors.

The researcher agrees that the advantages of heterogeneity discussed in Cox and Blake's (1991) study include things like creativity, innovation, better problem-solving and enhanced adaptability. According to the article, diverse teams encourage innovation and creativity at work. Businesses who want to succeed and innovate think that a diverse staff may provide the company with a richness of ideas, a variety of viewpoints, and a variety of problem-solving techniques. Because they have a diverse range of experiences, heterogeneous

team members can present a wide range of solutions to an issue. However, it is noted in the critique that for a group to effectively attain organisational objectives, even with diverse values and attitudes, everyone in the group must have a shared vision that is in line with the mission of the company. Therefore, although diversity encourages creativity and figuring out solutions, it must also be harmonized with the essential coherence of activity. Considering the amount of information and viewpoints the group creates, culturally diverse groups can also increase flexibility since they become more adaptive and responsive to change (Cox and Blake's, 1991).

In today's ever-changing world, embracing heterogeneity has become paramount. It is not merely a consequence of demographic shifts but a recognition that diversity is a driving force for innovation and creativity within organisations. Innovation is a pivotal trait in our disruptive era, allowing companies to think and act differently, ultimately leading to improved products and services. Research indicates that organisations with a culturally diverse workforce have a 33% higher chance of outperforming those with less diversity. Such diversity fosters the generation of new ideas stemming from a multitude of perspectives, which can be developed into effective business strategies. To achieve this, organisations should promote collective choice making so that each employee gets the chance to share their ideas and opinions, creating a cooperative approach that integrates various perspectives and solutions, ultimately leading to shared goals. Leveraging a diverse range of experiences and skills in the product or service development process is crucial. In contrast, organisations that resist cultural diversity risk missing out on valuable ideas and

may find themselves lacking in creativity and flexibility when confronting future changes (Startup, 2018; Flood, 2019; Cultureplus, 2018).

Strategies for Diversity

To explore and experience the advantages of a culturally diverse workforce, it is imperative for organisations to establish and implement the right diversity initiatives and systems such a unique cross-cultural recruitment process. The effectiveness of these diversity initiatives can significantly depend on the specific perspectives guiding their implementation (Podsiadlowski et al., 2013). Consequently, it is essential that each organisation tailors its diversity management approach to align with its unique context and goals. Diversity management encompasses a combination of practices aimed at optimizing the potential benefits of a diverse workplace, along with policies for choosing and enlisting ethnically diverse applicants. Diversity management may be included into an organisation's current procedures for learning and growth, recruiting and selection, mentoring, and counseling processes. By implementing robust and consistent diversity measures and initiatives, organisations can develop more effective strategies for monitoring the impact of diversity. However, it is important to note that these initiatives are multifaceted, and there is no one-size-fits-all measurement for assessing diversity perspectives. Therefore, the evaluation of diversity perspectives is primarily conceptual in nature (Podsiadlowski et al., 2013).

The "Color-Blind" and "Fairness" methods are the two main topics of the Ely & Thomas' (2001) approach on inequality and justice. According to these theories, irrespective of their cultural heritage, individuals deserve to be acknowledged fairly and equitably (Podsiadlowski et al., 2013). This guarantees

equitable employment opportunities, the eradication of all types of discrimination, and a decrease in disparities in society. 'Access' and 'Integration & Learning' are the other two multicultural viewpoints. The article discusses two primary diversity perspectives: the 'Access' perspective and the 'Integration and Learning' approach. The 'Access' perspective centers on a strategy that capitalizes on the benefits derived from gaining access to various markets and clients. The 'Integration & Acquisition' method, on the other hand, is focused on developing a diverse, inclusive atmosphere where people are able to incorporate and learn new information. These perspectives, Access, Integration, and Acquisition, yield numerous advantages associated with a diverse workplace, such as fostering receptivity to novel ideas and approaches. Achieving this goes beyond mere awareness, acceptance, and appreciation of diversity, Fish (1999) informs that it also entails creating an appealing and industrious work environment. While all these diversity standpoints are deemed essential for an effective work environment, empirical evidence demonstrating their application in a business context remains relatively scarce (Podsiadlowski et al., 2013).

Triguero-Sánchez et al., 2018 research indicates that diversity can indirectly impacts organisational performance, primarily through the influence of Human Resource Management (HRM) practices. Employee recruiting, growth, enthusiasm, and loyalty are all included in HRM practices, all aimed at ensuring that employees effectively contribute to the achievement of organisational goals (Tan & Nasurdin, 2011). Triguero-Sánchez et al. (2018) propose that HRM strategies should prioritize the composition of workgroups and the implementation of approaches that motivate and integrate a diverse

workforce, thereby enhancing overall productivity. A productive workplace is fostered by structuring HRM systems to enhance dispositions and behaviours. According to the author, these practices' effects on employee behaviour and growth can have a big impact on organisational productivity. Similarly, an organisation can optimize its performance by implementing appropriate policies and structuring interactions among employees to increase employee commitment. This commitment ultimately maximizes the organisation's performance (Groggins & Ryan, 2013).

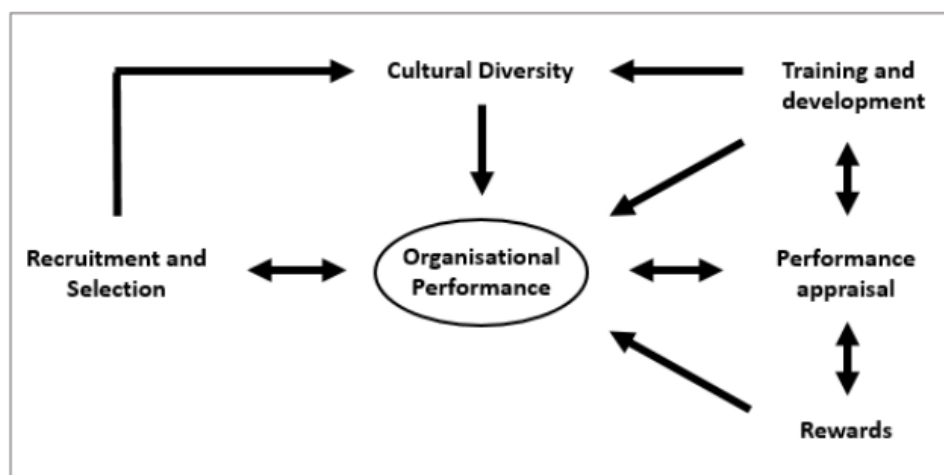


Figure 1. The HRM Domain

Source: Romanenko A. (2012, p.21)

The ability to efficiently allocate personnel and create a workplace environment that combines a variety of abilities and experiences lies within the purview of the human resources division (Romanenko A., 2012). Diversity management is a key component of the basic strategies of many organisations with varied workforces. This highlights the critical HRM areas that affect organisational success, such as the hiring and selection of qualified employees, learning and growth that emphasizes cultural diversity, and performance evaluation coupled with an incentive scheme (Romanenko A., 2012).

Other Challenges & Benefits Associated with Cross-Cultural Recruitment on Organisational Productivity and Employees Performance: A synopsis

For organisations, Tomar (2022) reiterated that multicultural recruitment offers a wealth of advantages, including access to a diverse talent pool with varied skills and perspectives. It opens doors to new markets, fosters creativity and innovation, enhances retention rates, and can lead to increased revenue through access to untapped markets. It also facilitates faster problem solving and decision-making. Employees, in turn, benefit from multicultural recruitment through personal and professional growth, exposure to new learning opportunities, cultural sensitivity, mutual respect, and the fostering of innovation and creativity. When organisations aim to operate on a global scale, embracing multicultural diversity is essential. This expansion not only increases their global presence but also boosts profitability and revenue (Tomar, 2022).

However, the introduction of multicultural diversity within an organisation comes with its challenges. Communication is a primary concern, as employees from various cultural backgrounds may speak different languages, which can lead to difficulties in understanding one another. Additionally, ensuring that employees respect and accept each other, accommodating different lifestyles, preventing discrimination, harassment, and misunderstandings among employees are crucial issues that need to be addressed (Tomar, 2022).

Empirical Review

This section explores research works on cross-cultural recruitment, a cross-cultural management technique applied by establishments and their

connection to organisational performance and employee productivity. In addition, some other practices are also explored.

Productivity of Organisation: Recruitment & Selection

As stipulated by Costello (2009), recruiting is a process that provides an organisation with a pool of perhaps qualified job applicants from which a deliberate selection may be made to fill open jobs. According to Opatha (2010), recruiting is the process of identifying and luring suitably qualified people to submit applications for vacant positions inside the organisation. It constitutes a series of actions the organisation employs to draw in job candidates with the necessary skills and dispositions.

The process of selecting the best suitable applicant from the pool of candidates hired to fill the relevant job opening is known as selection (Opatha, 2010). It entails the use of certain procedures to choose the applicant pool's best suitable candidate for the open post (Ofori & Aryeetey, 2011). According to Gamage (2014), the selection function's main objectives are to choose the best candidate for the position, maintain a positive employer reputation, and keep the selection process as affordable as possible. In order to make the right choice, selection includes the use of one or more approaches for assessing an applicant's fitness. Therefore, when both recruitment and selection are exercised in diverse cultural landscape, it is referred to as cross-cultural recruitment.

Selection stands out as a remarkably critical factor for enterprises, and this significance arises from several compelling rationales. Frequently, a company's performance is intricately linked to the individuals constituting its workforce, underscoring the necessity to recruit the appropriate personnel for ensuring the triumph of the organisation (Henry & Temtite, 2009). Getting the

selection process accurate in the initial attempt is imperative due to the scarcity of resources. The task of choosing the right candidate may pose challenges; nevertheless, Henry & Temtite (2009) went on to say that it is important to emphasize how tightly the reputation of the organisation is tied to the people it chooses to hire.

According to Terpstra & Rozell (1993), there is a positive association between a company's success and how thorough its hiring process and formal selection procedures are. Rauf (2007) found a similar correlation between improved selection and recruiting practices and organisational success. The tactics used in the recruitment and selection of the organisation's staff, according to Sarkar and Kumar (2007), are closely related to the effectiveness of the organisation. To emphasize the importance of the complete hiring process and the interdependence of its parts, Sarkar and Kumar (2007) created a thorough recruitment model (Sinha & Thaly, 2013).

The efficacy and performance of an organisation are greatly influenced by the recruitment and selection procedures (Latham, 2007). Effective recruitment and selection enable organisations to acquire candidates with the requisite knowledge, skills, and abilities, and predict their future performance accurately. This, in turn, helps in averting detrimental costs related to issues like high employee turnover, subpar performance, and disgruntled employees. It promotes a working environment where both the organisation and its employees have a high level of dedication (Pilbeam & Corbridge, 2006). On the contrary, some research has yielded negative findings concerning recruitment and selection's direct impact on organisational productivity. According to Kersley (2009), rather than the hiring and selection of workers who are well matched for

the organisation, poor employee and organisational performance might be linked to a number of reasons, including a lack of interpersonal skills and communication. Armstrong (2011) additionally claimed that many prospective employees present themselves as perfect fits for the organisation's requirements, principles, convictions, and attitudes. However, this can make it difficult to distinguish between candidates who are truly qualified (i.e., substance) and those who are merely putting on a show of competence (i.e., form). This can be a core challenge in recruitment and selection procedures.

Productivity of Organisation: Training & Development

Training and development encompass processes aimed at enhancing an individual's existing skills, knowledge, exposure, and abilities. Saleem et al., (2011) define training as a structured method for increasing the know-how, skills, and competencies required for effective job performance and operation under various conditions. It serves to enhance employees' capabilities, instill motivation, and cultivate well-organized and well-mannered behaviors, which ultimately impact the organisation's performance.

Laing (2009) characterizes training as a mechanism to elevate employees' skills, knowledge, competencies, and perspectives, leading to improved job performance. Moreover, he emphasizes that development expands an organisation's output. Emphasized by Massod (2010) and Khanfar (2011) that training is an active tool that enables people to reach their maximum potential. Training is a methodical process; say Goldstein (1980) and Latham (1988) for fostering the development of knowledge, attitudes, and skills necessary for employees to competently perform their assigned tasks, thus enhancing workplace productivity. Bowra (2011) observes that successful

organisations are often forward thinking and recognize that various factors contribute to organisational performance, with human resources being the most crucial. The purpose of training is to increase organisational effectiveness, according to Celia (2007), who also emphasizes how it affects employee performance, which in turn influences organisational performance. According to Aguinis & Kraiger (2009), improving service quality through training initiatives has a favourable influence on an organisation's profitability, effectiveness, productivity, revenue, and other results.

Prior research has consistently demonstrated the positive and significant impact of training on general organisational productivity. According to Thang (2004), training offers organisations a direct avenue for enhancing performance. Initiatives for technical and non-technical training have both been proved to improve the performance of a company's people resources and overall (Fey, 2000). In Pakistan's oil and gas business, Khan's study from 2010 found substantial connections between employee involvement, training and development, and recruitment and selection—all of which had an impact on organisational success. Choi (2013) further underscored the significance of management practices, including training, performance appraisal, recruitment, and performance, as key drivers of firm productivity. Training improves employee performance directly, as demonstrated by Okanya (2008), and this, in turn, has an indirect impact on organisational performance due to the employee performance it mediates. Muzaffar (2012) emphasized that skilled employees are invaluable assets for organisations, as they contribute to achieving long-term goals, improving interpersonal skills, and sustaining the capabilities of both employees and the organisation. Training serves the dual purpose of fulfilling

the needs of both the organisation and its employees, building and retaining a skilled and efficient workforce. These studies collectively underscore the pivotal role of training in enhancing organisational performance through improving the skills and capabilities of employees.

Researches (Caudron, 2012; Wright & Geroy, 2011) have revealed that the direct impact of training on organisational performance remains a topic of debate and skepticism. Critics argue that training is often seen as a trendy and costly practice that does not necessarily translate to improved job performance or bottom-line results. Initiatives for training are occasionally motivated by things other than productivity enhancement, such as ensuring compliance with laws, employee retention, or adherence to training trends. The relationship between training and tangible outcomes is still under question. By way of example, Alliger and Shotland (2007) disputed the popular wisdom that training inevitably results in improved organisational productivity by asserting that "most training efforts are incapable of directly affecting results level criteria" (Wright & Geroy, 2011).

Cheramic (2007) argued that organisations often hesitate to invest in their human resources for various reasons. Employees, despite receiving effective training, might choose to leverage it for their own market value or employment opportunities or consider changing jobs for higher salaries, rendering the organisation's training investment as a cost rather than a performance booster. This reluctance of organisations to provide training can compel persons to finance in their personal growth for professional advancement and increased productivity (Baruch, 2006). Despite the extensive research on training, studies (Alliger, 2007; Kraiger, 2013; Kraiger et al., 2014)

examining its effects on results criteria, particularly at the organisational level, remain limited. Many organisations primarily evaluate training programs based on reaction criteria, while the assessment of training's impact on results is infrequent. Consequently, the progress in understanding the influence of training on organisational outcomes lags behind the advancements in individual-level training practices, claim by Salas & Cannon-Bowers (2011) and Kraiger, (2013).

Productivity of Organisation: Employees Contribution

Employee participation at work entails exchanging information and ideas, giving them the possibility to have an impact on management choices and help the organisation function better (Adel, 2010; Abdulkadir et al., 2012). This process entails granting employees a more significant role in decision-making, ultimately leading to improved organisational outcome or productivity (Antonio, 2000). This phenomenon is known as Perceived Organisational Support (POS), where the perception of supportive human resource practices influences employee commitment, job satisfaction, and reduces withdrawal behaviours like turnover (Allen, 2003).

Adopting participation practises shows that a firm welcomes employee input and recognises their contribution to accomplishing corporate goals. Participation in decision-making, in particular, gives workers greater chances to make use of their human capital, demonstrates the organisation's respect for their innovative ideas, and encourages favourable assessments of organisational support (Allen, 2003). According to Qureshi (2010), Khan (2010) and Rizov & Croucher (2009), employee participation has been associated with enhanced firm performance, as evidenced by various studies. The competence in

manufacturing, the competitiveness in the industry, and the continuous innovation, Qureshi (2010) establishes that they are depend on employee involvement. Cross-cultural organisations also favor a participative approach to decision-making due to its numerous benefits (Rizov & Croucher, 2009). Indirect forms of participation, such as work teams, can further contribute to overall organisational performance (Rees & Christine, 1998).

There are conflicting results in the literature when it comes to the connection between employee engagement and organisational success. Estrin (2011) noted performance differences amongst industrial sectors. According to their research, involvement had a beneficial effect on international firms that provide services but was insignificant for those who provide products. Defourney (2010) added a further dimension, indicating that completely owned subsidiaries rather than those built through mergers and acquisitions were more productive as a result of involvement in global corporations. Jones (2010) found that compelled employee engagement has a detrimental impact on organisational performance, suggesting that it may not always be a successful strategy.

Even when the practice is introduced logically, employee participation's effect on performance is not always favourable. For instance, work teams, whether official or informal, might take up a lot of time that could be spent on other things. Employee engagement can also be unproductive or even destructive in situations where they are promised enhanced discretion through participation but these expectations are not delivered (Heller, 2015). Additionally, initiatives to encourage employee involvement may fail if employees are not fully informed on the nature and goals of conversations.

Knowledge Gap from Empirical Review

The studied literature presents a diversity of findings regarding the influence of cross-cultural management practices on organisational productivity. Even while researchers like Opatha (2010), Ofori and Aryeetey (2011), and Abdulkadir (2012) have shown beneficial effects of cross-cultural management practices on organisational performance, other studies by Kersley (2009), Kraiger (2013), and Jones (2005) have found unfavourable associations. The empirical analysis of prior literature in the context of the study concentrating on the effect of cross-cultural recruiting on organisational productivity at Krane Limited has highlighted a number of significant research gaps. These deficiencies demand that the study pay particular attention:

- i. The literature review, while encompassing cross-cultural management practices in a broad sense, fails to undertake a detailed exploration of the specific cross-cultural recruitment practices adopted by Krane Limited. To comprehensively understand the practical aspects of cross-cultural recruitment and its influence, there is a pressing need for an in-depth investigation into the recruitment strategies and procedures applied within the organisation.
- ii. The existing literature offers a general perspective on organisational performance but overlooks the nuances of industry-specific factors. Given that the research centers on Krane Limited, an organisation operating within a distinct industry, it is imperative to explore how cross-cultural recruitment uniquely affects productivity within this industry context. Industries often come with specific requirements and

challenges, and these must be taken into account to appreciate the true impact of cross-cultural recruitment.

- iii. The empirical review predominantly relies on generalized findings extracted from various studies. To gain a deeper understanding of the practical implications of cross-cultural recruitment on organisational productivity, the study should integrate case studies that specifically focus on Krane Limited. These case studies will provide invaluable real-world insights into the actual implementation of cross-cultural recruitment, its experiential aspects, and its influence on various organisational outcomes.
- iv. While the literature emphasizes the significance of training and development, it refrains from delving into the specific training strategies and practices that hold relevance to Krane Limited. A comprehensive analysis of the training and development initiatives carried out within the organisation, along with their direct contributions to employee performance and, consequently, organisational productivity, is an imperative aspect of the study.
- v. The reviewed literature, though briefly addressing employee participation, lacks a comprehensive analysis of the diverse forms of participation within the unique context of Krane Limited. Understanding how cross-cultural employee participation is put into practice and how effective it is in augmenting organisational productivity represents a critical area for investigation in the study.
- vi. Furthermore, as shown by studies by Davila (2009), Eccles (2011), and Gaur & Lu (2007), earlier research has mostly focused on cross-cultural

management practices used in Western contexts, such as North America and Western Europe. According to Childs (2010), previous studies on the effect of cross-cultural management practices on organisational productivity have mostly been done in industrialized nations, where cultures are more homogeneous. As a result, the analysis of cross-cultural hiring in the Krane case study will greatly advance the body of knowledge already available in emerging economies.

Conceptual Framework

The identified relational theories used in this study have had an impact on the conceptual framework, which is shown in Figure 2, which was largely formed by drawing ideas from studies of the empirical literature that has already been published. Three distinct groups in terms of shapes and sizes within the figure represent the variables. The first group encompasses background variables; the middle group focuses on independent variables, which have been derived from empirical reviews in diverse contexts, including perception, selection and hiring, learning and growth, and involvement of employees. Finally, the last group highlights the dependent variables. It is worth noting that all the significant findings and conclusions are connected to five (5) hypothetical theories that are central to this study. These theories address a range of factors and dimensions of culture in an organisation and its influence on productivity.

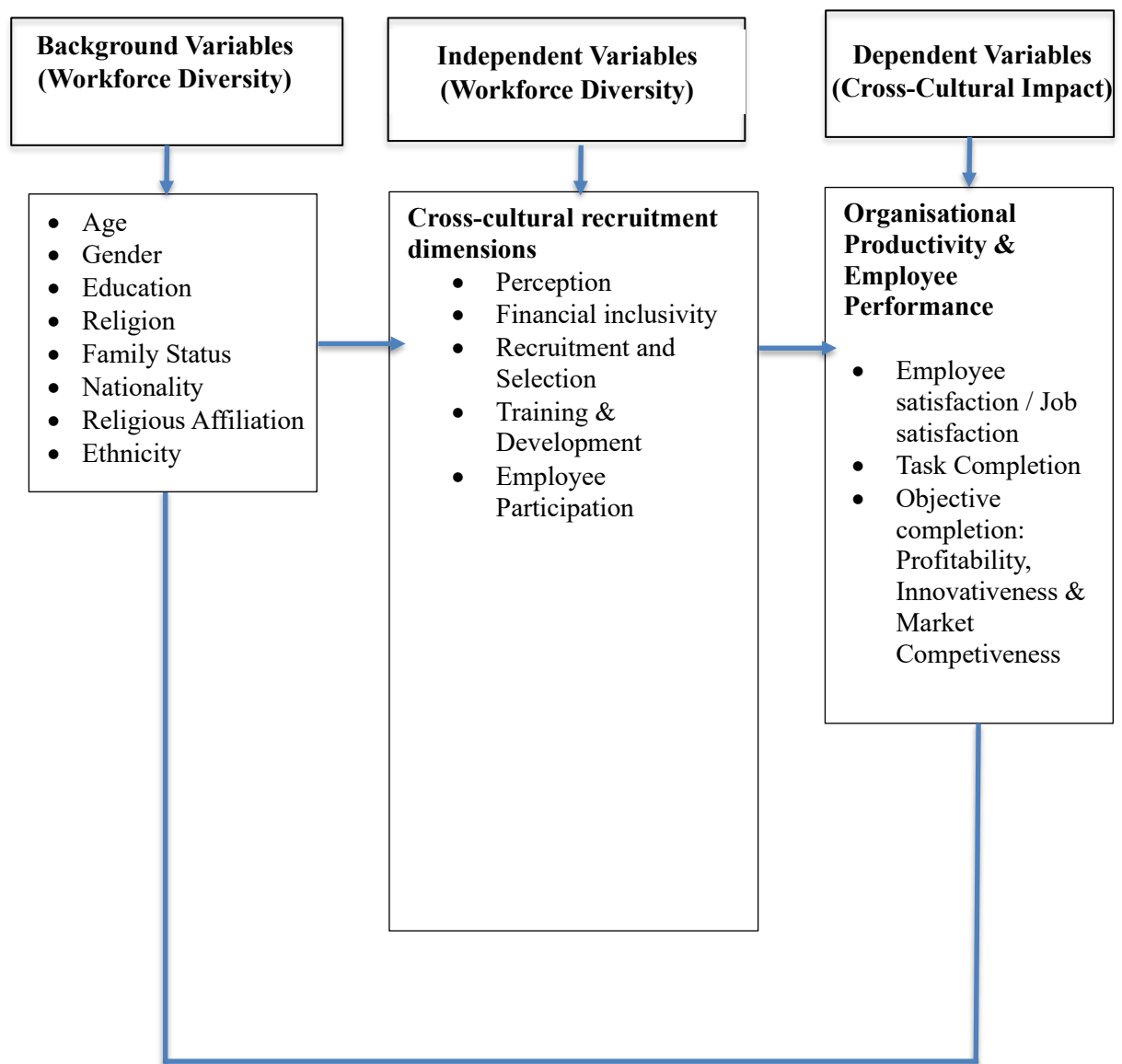


Figure 2. Conceptual Framework adapted from the empirical literature reviews and Theories.

Source: Researcher's Construct (2024)

Chapter Summary

Chapter Two of the dissertation offers an extensive literature review that delves into the subject of cross-cultural recruitment and its ramifications on organisational outcomes. This chapter goes beyond a simple survey of existing knowledge and presents a deep analysis of the theoretical underpinnings,

empirical findings, and critical insights within this domain. Its central focus revolves around the intricate interplay between cultural diversity, recruitment strategies, and the resultant effects on organisational performance. It embarks on this exploration by investigating a myriad of sociological and organisational theories, among which the Theory of Social Identity takes center stage. This theory, along with others, forms the theoretical basis for understanding the complex dynamics at play when it comes to cross-cultural recruitment.

As the literature review unfolds, it skillfully spotlights certain gaps within the current body of knowledge. These gaps are seen in the absence of industry-specific perspectives, leaving a void in our comprehension of how cross-cultural recruitment impacts different sectors. There is also the need to add to real-world case studies, which are vital for translating theory into practice and providing pragmatic insights for organisations. In response to these gaps and challenges identified in the existing literature, the chapter takes a proactive step. It proposes a comprehensive conceptual framework that serves as the backbone for the entire study. This framework encapsulates the interrelationships between cross-cultural recruitment practices, organisational performance, and industry-specific dynamics. It sets the stage for the empirical research that follows in the subsequent chapters, providing a structured foundation to investigate and analyze the impact of cross-cultural recruitment on organisational productivity at Krane Limited.

Chapter Two not only consolidates the existing knowledge but also charts a clear course for the research endeavor, highlighting the significance of understanding and harnessing the benefits of cross-cultural recruitment within the specific context of Krane Limited.

CHAPTER THREE

RESEARCH METHODS

Introduction

In any research endeavor, the research methodology constitutes a fundamental component of the study. It encompasses a comprehensive delineation of research methods, approaches, and designs, with a specific emphasis on those that were employed throughout the study (Bergh, 2021). This chapter is dedicated to delving into the specifics of the research design, sampling techniques, and the procedure employed for collecting data. Furthermore, it furnishes an outline of the study's geographical area. This chapter also encompasses topics like the research instruments used for data collection, the initial assessment of these tools, the procedures for gathering data, the techniques applied for data analysis, and the ethical considerations pertinent to the research.

Research Philosophy

In this study, the research is rooted in the philosophical perspective that reality is something socially constructed and experienced on a subjective basis. This philosophical standpoint guided the choices made regarding the research methods, with the aim of collecting reliable data for making accurate interpretations and, consequently, generating credible knowledge (Cuthbertson et al., 2020). According to Cronjé, C. (2020), research is describing as “underlying plan or organisation of a research project or study that determines its scope and approach or the process of planning and organizing research activities”. The way a researcher plans, organizes, and executes a study has the potential to influence the research outcomes significantly and is a critical aspect

to address in terms of potential bias (Bloomfield., & Fisher, M. (2019). According to the findings of Bleiker et al. (2019), the primary goal of this study is to contribute to the generation of top-quality research. It does so by elucidating the methods for ensuring transparency in articulating the fundamental philosophical foundation of a qualitative study. This extends beyond the typical explanations related to data collection and analysis procedures.

Research Design

The research design determines which established convention has been chosen for conducting a piece of research. The choice of research design is based on the research problems and questions. In this research, the case study method was utilized to investigate employees at Krane Limited in Ghana. This design enabled the acquisition of comprehensive insights into the experiences and perspectives of these employees. The design not only facilitated the description of data in a real-world context but also provided a platform for the employees to express their viewpoints. This design, as noted by Massaro et al. (2023), was instrumental in elucidating the profound insights regarding the impact of Cross-Cultural Recruitment on organisational productivity, which had hitherto remained unexplored in research. Thus, the design was considered appropriate to investigate and analyze the effect of cross-cultural recruitment on organisational productivity at Krane Limited in Ghana. One significant advantage of employing the case study design is its capacity to delve deeply into and unravel the intricacies of a phenomenon, leading to a more profound comprehension. This stands in contrast to extensive quantitative studies, such as surveys, which often gather surface-level data about a phenomenon primarily

for the purpose of generalization. This is in line with the observations made by Huang et al. (2022).

Despite these advantages, the case study design has faced criticism from various perspectives, including its limited potential for generalization. This limitation arises because such studies frequently center on a single instance or a few instances of a phenomenon and involve relatively small sample sizes. Nonetheless, the advantages of utilizing the case study design in this research outweigh its drawbacks, leading to the decision to employ the case study design as the most suitable choice for this study.

Research Approach

The research employed a qualitative research approach. This approach emphasizes subjective experience, meanings and interpretations. “Qualitative research relies on nuanced judgements that require researcher reflexivity, yet reflexivity is often addressed superficially or overlooked completely during the research process. Reflexivity as a set of continuous, collaborative, and multifaceted practices through which researchers self-consciously critique, appraise, and evaluate how their subjectivity and context influence the research processes. Qualitative researchers carefully consider their paradigmatic stance and use reflexive practices to align their decisions at all stages of their research” (Olmos-Vega et al., 2023).

Study Organisation

The study is undertaken or carried out on one organisation employees at Krane Limited in Ghana. Also, the study will be based on the individual employees and find out an in-depth detail on their activities at the worker place on their cross-culture recruitment on organisational productivity. These are

some of the activities of Krane limited in Ghana includes civil engineering, water treatment, road construction, building construction and estate management, real estate development, property management, electrical and plumbing works and others.

The researcher found the Krane limited as significant for the study because of its accessibility and familiarity, having managing such companies for two or more decades. This aspect enabled the researcher to effectively manage the case study and leverage the components that contributed to fulfilling the study's objective.

Study Population

Mugenda and Mugenda (2003) define population as a total assembly of individuals, occurrences, or objects that possess common observable characteristics. Cooper and Schindler (2006) state that a population refers to the all-encompassing compilation of elements for which we aim to make specific assessments. The study sample will be drawn from the entire workforce of Krane Limited in Ghana, which likely encompasses all employees, including the management. The chosen organisation had an approximate population of 162 employees and management.

Sample and Sampling Procedure

Given that this is a qualitative study, it was essential to choose a sample that would facilitate a comprehensive examination of the subject under investigation for a more profound comprehension. As suggested by Dankyi et al. (2019), having a substantial number of interviewees in a qualitative case study might lead to a superficial viewpoint, and the researcher's capacity to offer a thorough representation diminishes with the inclusion of each new individual

or site. The researcher study will employ a mixed approach. The purposive sampling technique was used to select managers of the company as respondents, and a convenient sampling technique was used to select subordinate staff who were available for the study. Additionally, the study decides to investigate the pertinent data from selected employees of Krane Limited in Ghana.

As such, a sample consisting of 40 individuals will be selected, comprising 32 employees and 8 members of the management team, and this selection will be carried out using purposive sampling techniques. Obilor (2023) defines purposive sampling as a set of non-probability sampling methods where units are considered due to specific characteristics required in the sample. The sample size was determined with a 95% confidence level and a margin of error of 5%.

Data Collection Instrument

A primary data gathered using a structured questionnaire that comprised both open and close-ended questions with both employees and managers of Krane Limited in Ghana. Through this questionnaire, the study acquired valuable information from employees and managers to establish a thorough comprehension of how cross-cultural recruitment influences organisational productivity at Krane Limited. To facilitate this data collection, a semi-structured questionnaire was administered when engaging with employees and managers, aiming to investigate the effects of cross-cultural recruitment on organisational productivity within Krane Limited in Ghana. With open-ended questions, respondents were given the chance to express their views and ideas on the questions while with close-ended questions, respondents were provided multiple answers of their choice to select from (Jain, 2021).

As outlined Mashiteng, E. (2020), semi-structured questionnaires are important tools in research as they allow for in-depth data collection and analysis. They provide a structured framework for asking questions while also allowing for flexibility and open-ended responses. This type of questionnaire is particularly useful in needs analysis, where it helps to gather information relevant to course design and understand individual perspectives. This guide encompasses a pre-established sequence and wording of a standardized set of questions presented to each interviewee. This approach serves to minimize potential researcher or interviewer bias, in line with the insights of Kaliber (2019).

The interview guide comprised sections dedicated to each of the research inquiries that steered the study. This semi-structured questionnaire guide extended an avenue for participants to express their insights regarding how intercultural recruitment of employees and managers influenced the organisational performance of Krane Limited in Ghana. The study's supervisors diligently examined the questionnaire to ensure its appropriateness and dependability before its deployment in the primary data collection process. Both management and staff of Krane Limited in Ghana were the subject of the interview. Additionally, several aspects of the interview instructions have to be revised and altered as a result of the instrument's pilot testing. Before they were used for the major data gathering at Krane Limited in Ghana, this helped the devices be adjusted.

Data Collection Procedure

A preliminary letter was dispatched to respondents on behalf of Krane Limited, introducing the researcher as a student engaged in a study concerning

the influence of cross-cultural recruitment on organisational performance. Subsequently, the researcher reached out to employees and managers via phone to schedule interview appointments. Although the researcher had an overall framework for the interviews, aligned with the research questions, this framework did not preclude the researcher from posing supplementary questions during the actual interview proceedings.

Data Processing and Analysis

As outlined by Mwita (2022), data analysis is characterized as researchers' endeavour to effectively manage and give meaning to their data. This transformation process shifts data from its raw form into a format that conveys the potential findings of a study. It encompasses a three-stage procedure involving description, analysis, and interpretation. During the description phase, the researcher closely adheres to the initially gathered data. In the subsequent analysis phase, the researcher departs from the raw data and derives conclusions to fill in gaps within significant but unfinished statements or to employ language and grammar suitable for scholarly work.

The data underwent analysis and were subsequently transformed into tables through the utilization of the Statistical Package for Social Sciences (SPSS Version 27.0). The study's findings were then exhibited in tables and charts, illustrating frequencies and percentages. Moreover, during the coding process, the researcher actively sought common patterns to draw analytical inferences, thereby enabling the identification of emerging themes and issues.

Ethical Consideration

Gold Fields Limited provided formal consent to the researcher. The names of the respondents will not be revealed, nevertheless, in compliance with

the data confidentiality agreement that was established with the organization. The research advisor has also given his or her consent to this arrangement. Moreover, during the gathering and analysis of data, the researcher made sure that every participant understood the goals of the study. Consequently, participants will fill out the surveys in an anonymous manner, and their answers will be treated with the highest confidentiality. It is crucial to remember that this study is being conducted exclusively for academic purposes, and the researcher pledges to keep any private information private.

Chapter Summary

This chapter provides a comprehensive overview of the research methodology, emphasizing the chosen research design, data collection tools, collection procedures, and data analysis techniques. Serving as a foundational component for the subsequent chapter, it outlines the research framework and acknowledges the study's results and findings. The chapter thoroughly explains the methods employed for data collection in the research and the data analysis methodology utilized to derive conclusions from the presented findings.

CHAPTER FOUR

RESULTS AND DISCUSSION

Introduction

This chapter presents the results of the analysis of the data collected. The purpose of the study was to investigate and analyze the impact of cross-cultural recruitment on organisational productivity at Krane Limited. The results are presented in tables and graphics as well as short descriptions. The results were presented in the following subsection; demographic characteristics of respondents, cross-cultural recruitment process, the impact of cross-cultural recruitment on employee performance and organisation productivity and the challenges and benefits associated with cross-cultural recruitment at Krane Limited.

Demographic Characteristics of Respondents

This section seeks to explore the demographic background of respondent at the Krane Limited. It comes with the following categorical variables; age, gender, educational level, religion, marital status, nationality, religious affiliation and ethnicity.

Table 1.3 shows that 14 (35%) of majority respondents fell in the age between 26-30 years and 31-40 years respectively, followed by 6(15%) of respondents fell between age group 18-25 years, 4(10%) of respondents and the remaining 2(5%) of respondents fell between age group 41-50 years. Also, 32(80%) of respondents as majority were males and the remaining 8(20%) of respondents were females. In addition, concerning the educational level, 20(50%) of respondents were having Higher national diploma (HND), followed by 9(22%) of respondents were Bachelor degree holders, 6(15%) of respondents

were master's degree holders and the remaining 5(13%) of respondents were Diploma holders. Lastly, concerning the marital status, 21(53%) of the respondents were married, followed by 8(20%) of respondents were single, 6(15%) of respondents were divorced and the remaining 5(13%) of them were separated.

Table 3. Demographic characteristics of respondents

Variable	Frequency	Percent
Age		
18-25 years	6	15
26-30 years	14	35
31-40 years	14	35
41-50 years	2	5
51-60 years	4	10
Gender		
Male	32	80
Female	8	20
Educational level		
Diploma	5	13
HND	20	50
Bachelor degree	9	22
Master's	6	15
Marital Status		
Single	8	20
Married	21	53
Separated	5	13
Divorce	6	15
Total	40	100

Source: Field Survey (2024)

Table 4. Other Demographic characteristics of respondents

Variables	Frequency	Percent
Religion		
Christian	14	35
Muslim	11	27
Indigenous	10	25
Baha'is	2	5
Buddhism	2	5
Others	1	3
Nationality		
Ghanaian	35	88
Non-Ghanaian	5	12
Religious Affiliation		
Pentecostal/Charismatic	14	35
Protestant	13	33
Roman Catholic	7	17
Others	6	15
Ethnicity		
Akan	15	38
Ewe	11	27
Mole-Dagbane	3	7
Guan	5	13
Ga-Adangbe	1	2
Others	5	13
Total	40	100

Source: Field Survey (2024)

Table 4 revealed that 14(35%) of respondents were Christians, 11(27%) of respondents were Muslims, followed by 10(25%) of them were Indigenous, 2(5%) of respondents were Baha'is and Buddhism and the remaining 1(3%) of respondents belong to other religion. Also, concerning nationality, 35(88%) of respondents were Ghanaians while the remaining 5(12%) of respondents were

non-Ghanaians. In addition, the religious affiliation, it was seen that 14(35%) of respondents were Pentecostals/Charismatics, followed by 13(33%) of respondents were Protestants, 7(17%) of them were Roman Catholics and the remaining 6(15%) of respondents belong to other religious affiliation. Lastly, the ethnicity, 15(38%) of respondents were Akan, followed by 11(27%) of respondents were Ewe, 5(13%) of respondents were Guans, 5(13%) of respondents were others and the remaining 3(7%) and 2(5%) were Mole-Dagbane and Ga-Adangbe respectively.

The Cross-Cultural Recruitment Process at Krane Limited.

This section seeks to examine the cross-cultural recruitment process at Krane limited. This would look at the perception respondents have before and after applied for the job, expectation to be employed as, payment plan, management criteria for recruitment and selection of new employees, employer organised training as part to help develop skills, effectiveness of the training during or after the recruitment and management involvement in the recruitment process.

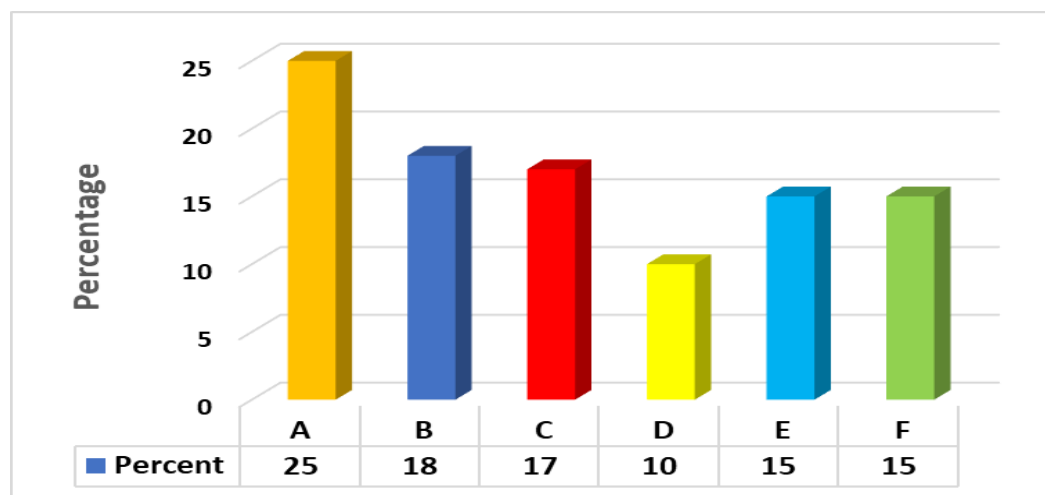


Figure 3. Perception respondents have before applied for the job
Source: Field Survey (2024)

Figure 3. shows perception respondents have before applied for the job, it was seen that 25% of respondents have the perception that A (Cultural differences have a significant role in international recruitment), followed by 18% of them had the perceptions that B (to ensure that onboarding of the candidate experience is optimal), 17% of respondents believed that C (It is valuable to get acquainted with the cultural, customs, and rituals differences between different countries), 10% of them had the perception that D (Knowing these differences make recruitment more influential and increases the chances of growth when you, as a recruiter) and the remaining 15% of respondents had the perceptions before applied to the job that E (A positive organisational culture will bring relationships and resources to the organisation instead of negative perception) and F (All the above) perceptions are recommended by the respondents respectively.

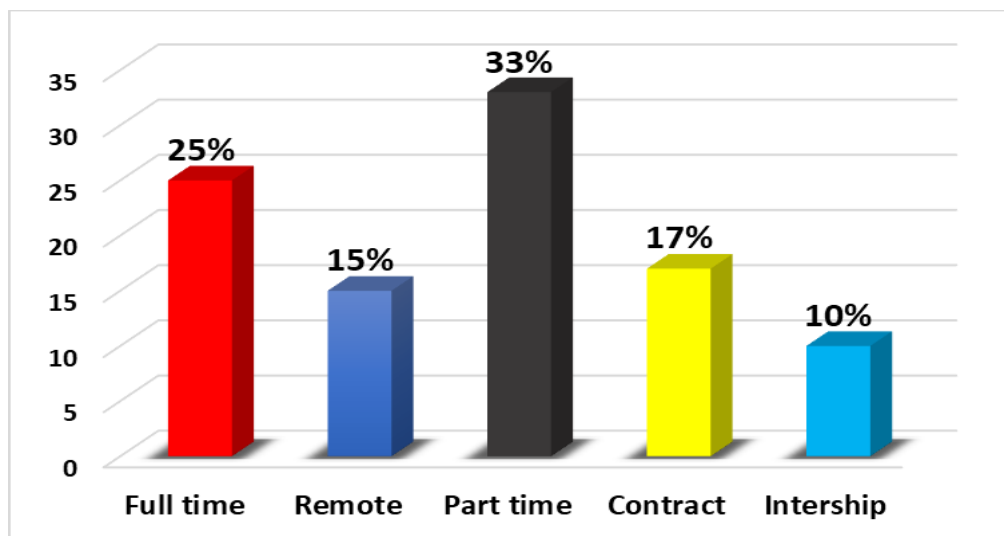


Figure 4. Expectation to be employed as
Source: Field Survey (2024)

Figure 4. focuses on the expectation of the employees at Krane Limited to be employed as; it is seen that 25% of respondents expected to be employed as full-time workers, followed by 33% of them expected to be employed as part

time workers, 17% of respondents' expectation were on contract while the remaining 15% and 10% of respondents were expected to be employed as remote and internship workers respectively.

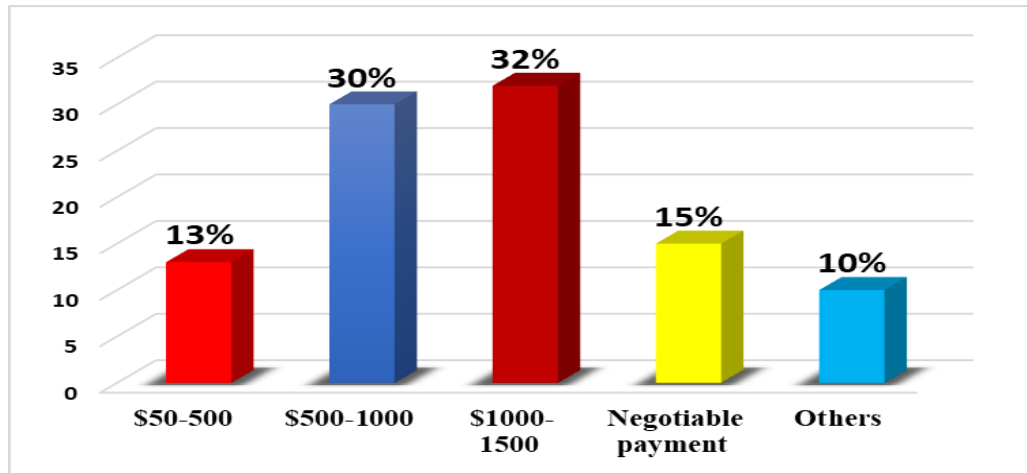


Figure 5. Employees payment expectation
Source: Field Survey (2024)

Figure 5. revealed that 32% of respondents' payment were between \$1000-1500, followed by 30% of them that expected to be between \$500-1000 monthly, 15% of respondents offered payment expectation to be negotiable while the remaining 13% and 10% expected payment were between \$50-500 and others monthly respectively.

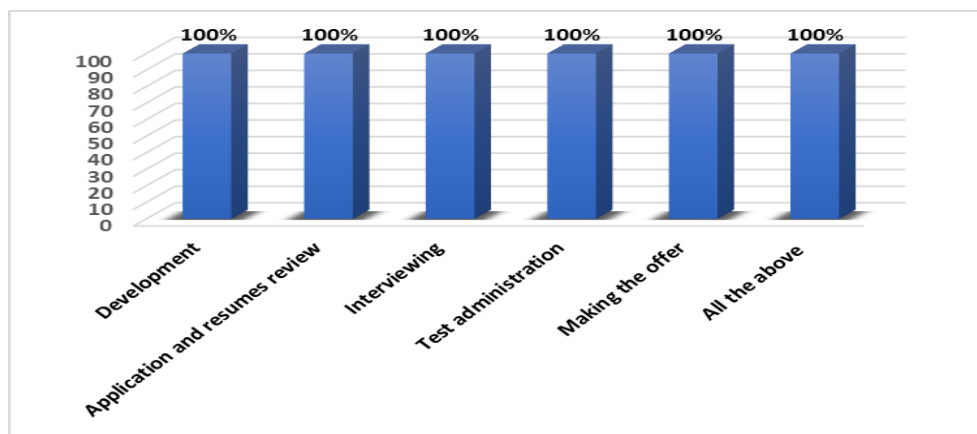


Figure 6. Management criteria for recruitment and selection of new employees
Source: Field Survey (2024)

Figure 6. of the study revealed that 100% of managers of Krane limited company employed all criteria for recruitment and selection of new employees

such as development, application and resumes review, interviewing, test administration and making the offer.

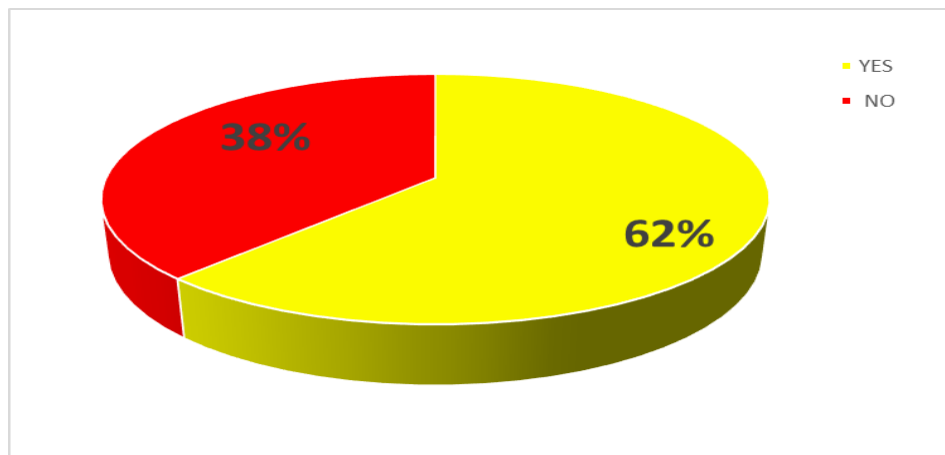


Figure 7. Employer organised training as part to help develop skills
Source: Field Survey (2024)

Figure 7 shows that 62% of the respondents believed that employer organised training as part to help develop skills while the remaining 38% of respondents said no that employer organised training as part to help develop skills.

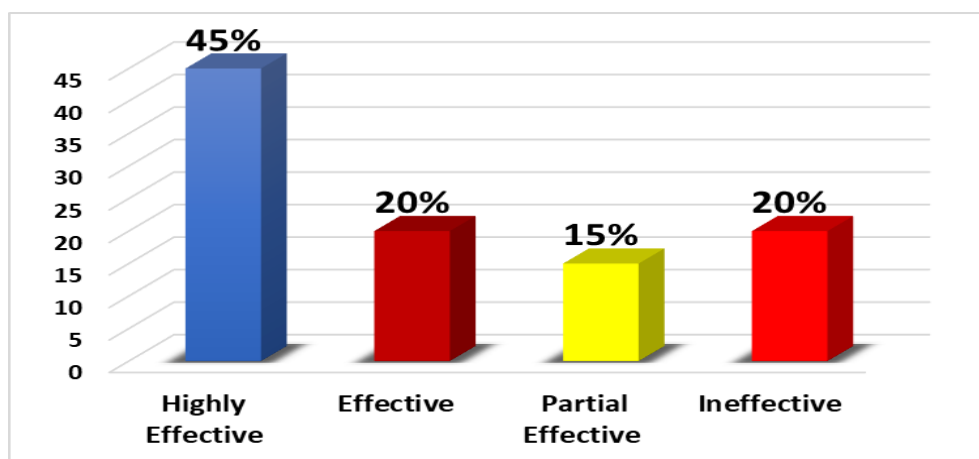


Figure 8. Effectiveness of the training during or after the recruitment
Source: Field Survey (2024)

Figure 8. shows that 45% of respondents believed that the training was highly effective, followed by 20% of them who said the training was effective

and ineffective respectively while the remaining 15% of respondents believed that there was partial effective of the training during or after the recruitment.

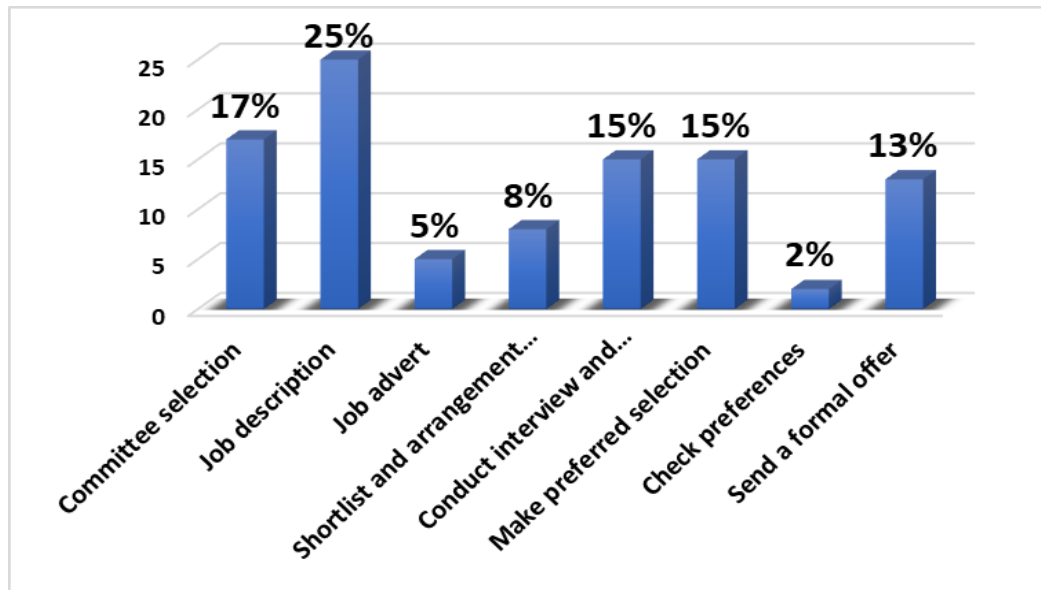


Figure 9. Management involvement in the recruitment process.

Source: Field Survey (2024)

Figure 9. revealed the management involvement in the recruitment process, 25% of respondents involved in job description, followed by 17% of them who involved in committee selection, 15% of respondents involved in conduct interview and review scores and make preferred selection respectively, 13% of management involved in send a formal offer, 8% of management involved in shortlist and arrangement for interview while the remaining 5% and 2% of management involved in job advert and check preferences as a recruitment process respectively.

Impact of Cross-Cultural Recruitment on Employee Performance and Organisation Productivity

This section seeks to identify the impact of cross-cultural recruitment on employee performance and organisation productivity. The study considers these variables; the rate of job satisfaction level and statement on company's culture,

job satisfaction, professional growth, management relationship, compensation and benefits and work-life balance.

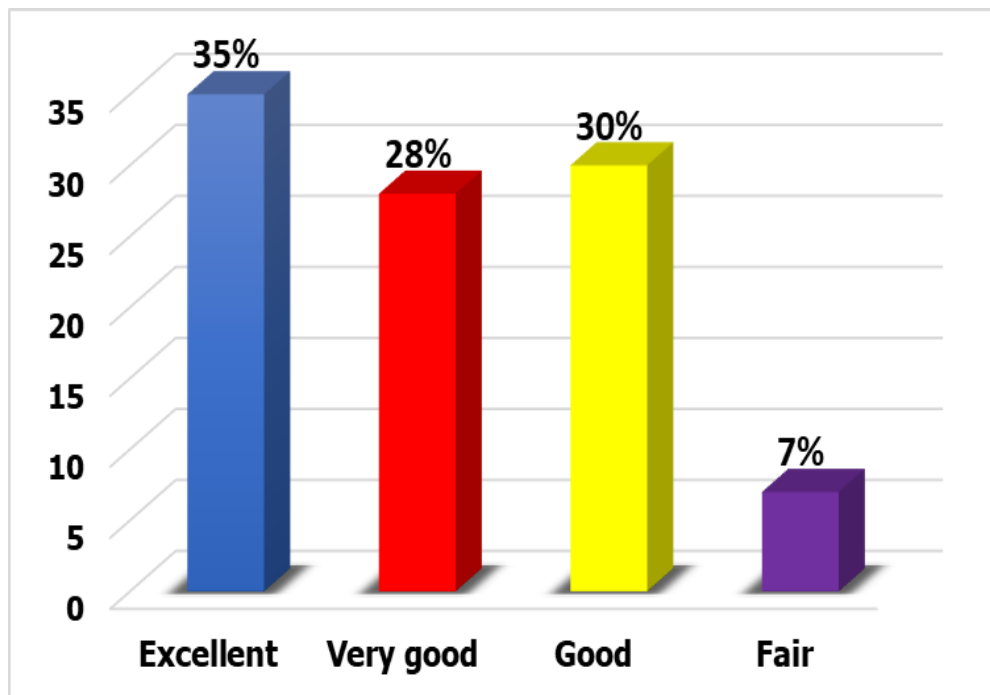


Figure 10. Rate of job satisfaction level
Source: Field Survey (2024)

Figure 10. of the study revealed that 35% of respondents rate their job satisfaction level as excellent, followed by 30% of respondents rate their job satisfaction level as good, 28% of them rate their job satisfaction level as very good while the remaining 7% of respondents rate it as fair.

Table 5. Statement on Company culture, Job satisfaction, Professional growth, Management relationship, Compensation and benefits and Work-life balance.

Statement	N	%	Mean
I enjoy my company culture	40	66	3.3
I feel connected to my co-workers	40	78	3.9
I feel with my colleagues we work as a team	40	82	4.1
I feel the company is open to change	40	80	4.0
My company communicate news and important information	40	76	3.8
When problem rises, my company handle them well	40	56	2.8
I often feel happy when at work	40	70	3.5
My work is meaningful and valued	40	80	4.0
I have enough freedom to decide how to do my work	40	68	3.4
I have materials and equipment I need to do my work well	40	70	3.5
Find my workload reasonable	40	66	3.3
I think work is distributed evenly across my team.	40	78	3.9
My daily task is closely related to my professional	40	78	3.9
I feel that I am growing professionally	40	82	4.1
I get learning and development opportunities at work place	40	74	3.7
I feel that my job allows me to develop new skills	40	74	3.7
My manager asks for feedback and value it when offered	40	56	2.8
My roles and efforts are appreciated by my supervisor	40	74	3.7
Management is transparent	40	66	3.3
Management seems invested in team success	40	82	4.1
Benefit package is competitive	40	74	3.7
Company provides enough benefits when it comes to well-being and mental health	40	80	4.0
My pay rate enough to keep me from taking a second job	40	70	3.5
My stress level on a typical workday is good	40	62	3.1
I have to work at night and on weekend to get my job done	40	64	3.2
I have ever cancelled a plan of my own to handle workload	40	76	3.8

Note: A mean of; (0.1-1.0) indicate poor, (1.1-2.0) indicate fair, (2.1-3.0), good, (3.1-4.0) indicate very good and (4.1-5.0) indicate excellent.

Source: Field Survey (2024)

Table 1.6 revealed the statement on company's culture, job satisfaction, professional growth, management relationship, compensation and benefits and work-life balance, 82% of respondents believed that with company's culture 'they feel with their colleagues they work as a team' with an excellent mean score of 4.1, followed by 80%, 78%, 76% and 66% of respondents believed that company's culture ('feel the company is open to change', 'feel connected to their co-workers', 'the company communicate news and important information' and 'enjoy their company culture') were very good with mean scores (4.0, 3.9, 3.8, 3.3) respectively while the remaining 56% of respondents believed that company's culture ('When problem rises, my company handle them well') was good with mean score 2.8.

Concerning the impact on job satisfaction of respondents, 80%, 78%, 70%, 68% and 66% of respondents believed that job satisfaction ('My work is meaningful and valued', 'I think work is distributed evenly across my team', 'I often feel happy when at work', 'I have materials and equipment I need to do my work well', 'I have enough freedom to decide how to do my work' and 'Find my workload reasonable') were very good with mean scores (4.0, 3.9, 3.5, 3.4 and 3.3) respectively. Also, the impact on professional growth revealed that 82% of respondents believed that professional growth ('I feel that I am growing professionally') was an excellent with mean score 4.1 while the remaining 78%, 74% and 74% of respondents believed that professional growth ('I think work is distributed evenly across my team', 'I get learning and development opportunities at work place' and 'I feel that my job allows me to develop new skills') were very good with mean scores (3.9, 3.7 and 3.7) respectively.

Furthermore, the impact on management relationship, 82% of respondents believed that management relationship ('Management seems invested in team success') was excellent with a mean score 4.1, followed by 74% and 66% of respondents believed that management relationship ('My roles and efforts are appreciated by my supervisor' and 'Management is transparent') were very good with a mean score (3.7 and 3.7) respectively and the remaining 56% of respondents believed that management relationship ('My manager asks for feedback and value it when offered') was good with a mean score 2.8. In addition, concerning the impact of compensation and benefits, 80%, 74% and 70% of respondents believed that compensation and benefits ('Company provides enough benefits when it comes to well-being and mental health', 'Benefit package is competitive' and 'My pay rate enough to keep me from taking a second job') were very good with a mean score (4.0, 3.7 and 3.5) respectively.

Lastly, concerning the impact of work-life balance, 76%, 64% and 62% of respondents believed that work-life balance ('I have ever cancelled a plan of my own to handle workload', 'I have to work at night and on weekend to get my job done' and 'I have to work at night and on weekend to get my job done') were very good with a mean score (3.8, 3.2 and 3.1) respectively.

Identify the Challenges and Benefits Associated with Cross-Cultural Recruitment at Krane Limited

This section seeks to identify the challenges and benefits associated with cross-cultural recruitment at Krane Limited in Ghana.

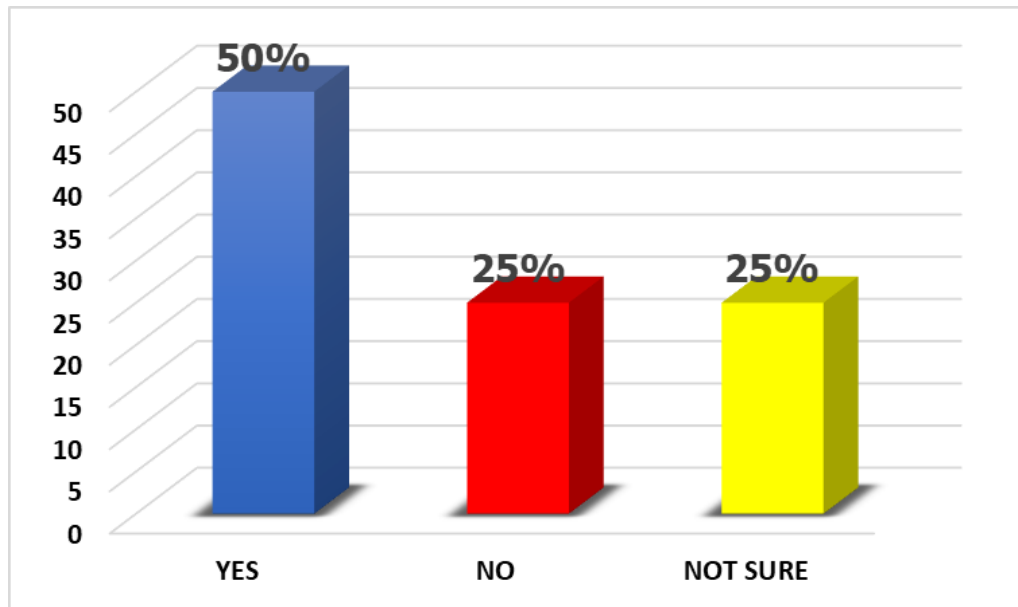


Figure 11. Any challenges face in the workplace
Source: Field Survey (2024)

Figure 11. shows that 50% as majority of respondents believed there are challenges, they face at the workplace while the remaining 25% of respondents believed there were no challenges and not sure of any challenge at the workplace respectively.

In addition, the study revealed that some the challenges face by employees from cross-cultural recruitment were grouped as follows; Communication, cultural differences, performance metrics, and leadership styles are just a few of the hurdles to overcome.

Communication: At the heart of the difficulties encountered in managing the performance of a cross-cultural workforce lies communication. Obstacles such as linguistic divides, divergent communicative practices, and cultural

discrepancies can pave the way for confusion and misinterpretations. These communication issues can have detrimental effects, manifesting as subpar performance, failure to meet deadlines, and a decline in team spirit.

Cultural differences: Navigating the complexities of cultural divergences presents a considerable obstacle in managing the performance of a globally diverse workforce. Distinct cultures uphold disparate principles, conventions, and anticipations related to professional conduct. For instance, certain cultural groups might prioritize structured hierarchies and reverence for authority figures, in contrast to others that might champion egalitarianism and transparent dialogue.

Evaluation Standards: Challenges arise in the assessment of employee performance across diverse cultures due to varying perceptions of what constitutes satisfactory performance and the appropriate methods for its measurement. For instance, certain cultures might emphasize the importance of collective effort and cooperative engagement, whereas others may give precedence to personal accomplishment and individual success.

Management and Leadership Approaches: Variances in these can present obstacles in managing the performance of employees from diverse cultures. Distinct cultural backgrounds may hold varied anticipations regarding the conduct and interaction styles of managers and leaders. For instance, certain cultures might appreciate assertive and authoritative leadership, whereas others might favor a leadership style that is more participative and consensus-driven.

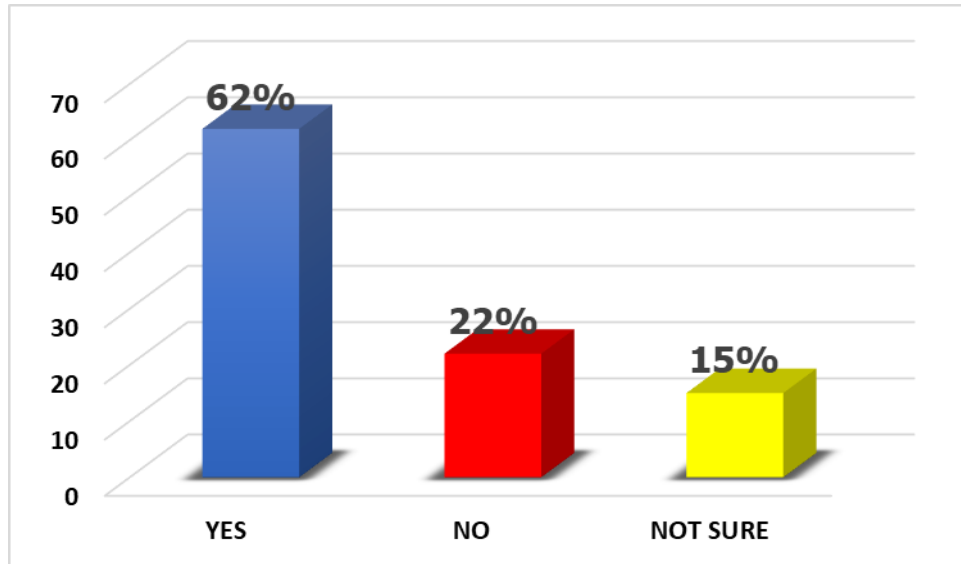


Figure 12. Benefit of cross-cultural recruitment at workplace
Source: Field Survey (2024)

Figure 12. shows that 62% of respondents believed there are benefits of cross-cultural recruitment at the workplace, followed by 22% of respondents believed there are no benefits of cross-cultural recruitment and the remaining 15% of respondents said were not sure of any benefits of cross-cultural recruitment.

In addition, the study revealed that some of the benefits of cross-cultural recruitment at the Krane limited in Ghana were discussed below;

Varied cultural backgrounds fuel creativity and propel innovation: The cultural framework from which individuals hail shapes their worldview. The collective personal and professional experiences of a globally diverse team can provide fresh insights, motivating colleagues to reconsider their perceptions of both the workplace and the broader world. It's been evidenced that this diversity in thinking can spark creativity and propel innovation, offering novel solutions to challenges and catering to customer demands in innovative ways. For instance, the multinational beauty brand L'Oréal ascribes much of its remarkable growth in emerging markets to its culturally diverse product

development teams. The synergy of diverse voices, viewpoints, and personalities can lead to breakthrough ideas. By fostering an environment conducive to the free flow of thoughts, companies can harness the full potential of workplace diversity.

Insights into the local market and cultural acumen enhance an organisation's competitive advantage and profitability: The presence of a diverse workforce can be a strategic asset when venturing into new markets. Typically, adapting products or services to align with overseas markets is crucial for success. Comprehending local regulations, norms, and competitive dynamics is instrumental for a business's prosperity. Additionally, forging local networks, employing native linguistic abilities, and leveraging cultural insights can significantly amplify international business expansion. Ultimately, heightened competitiveness translates into increased profitability.

Culturally attuned awareness combined with familiarity with local nuances contributes to the development of marketing strategies and materials that are more impactful. For instance, translations of websites, brochures, and other resources that are both high-quality and culturally respectful are critical. However, such nuances might be missed without the insights from a native speaker.

Leveraging a talent reservoir enriched with cultural diversity empowers a company to attract and maintain top-notch talent: A Glassdoor survey revealed that 66% of job seekers consider diversity a key factor when scrutinizing companies and job propositions. In the cutthroat global job arena, showcasing your enterprise's commitment to nurturing a multicultural and inclusive workspace can give you a competitive edge in attracting desirable candidates.

Placing a premium on diversity throughout the recruitment process can expand your range of potential hires.

Drawing from a varied talent reservoir not only elevates your organisation's appeal to driven, internationally oriented prospects, but it also plays a crucial role in their retention. A workforce diverse in aspects such as gender, faith, and ethnicity is known to boost employee loyalty and diminish turnover costs. In an environment where every individual's distinctive input is cherished and respected, staff members are more inclined to commit long-term. This fosters a reciprocal respect among coworkers who equally appreciate the rich cultural fabric, insights, and backgrounds of their peers. Cultivating an environment that celebrates cross-cultural collaboration is a potent strategy for strengthening the bonds within and across teams in any organisation.

Varied teams enhance efficiency and output: The broad spectrum of knowledge, skill sets, and approaches that a heterogeneous work environment provides can enhance the ability to solve problems and elevate overall productivity. Research has demonstrated that enterprises with a commitment to diversity and inclusiveness not only foster a more content workforce but also achieve higher levels of productivity.

While working with similar-minded individuals might seem more straightforward, it can lead an organisation to become complacent. In contrast, diversity can foster constructive rivalry, motivating a team to strive for excellence. This environment of positive competition can contribute to refining business operations for enhanced effectiveness. Echoing the sentiments of a recent Harvard Business Review piece, the very challenges presented by diverse

teams are what make them more effective: *“working on diverse teams produces better outcomes precisely because it’s harder.”*

Enhanced prospects for growth and development: Essentially, an organization that embraces inclusivity and cultural diversity is likely to draw in professionals who are talented, ambitious, and possess a global outlook. Such individuals often value the chance for both personal and professional advancement. Engaging with various cultures is an enriching experience, providing opportunities to gain insight into diverse perspectives and traditions across the globe. This fosters global citizenship, encouraging the shedding of biases and an ethnocentric worldview—attributes of increasing importance in today's world. Collaborating with a culturally diverse team can also contribute to professional enrichment by exposing individuals to new skills, diverse work methodologies, and the chance to cultivate an international network. Such exposure can propel one's career towards exciting new paths, or even opportunities abroad.

Discussion of Findings

The discussion of the findings in this study focused on the impact of cross-cultural recruitment on organisational productivity at Krane Limited. The results were presented in tables and graphics, along with short descriptions. In terms of the demographic characteristics of the respondents, the majority fell in the age range of 26-30 years and 31-40 years. The majority of respondents were male, and the educational level varied, with the highest percentage having a Higher National Diploma (HND). In terms of marital status, the majority of respondents were married. The impact of cross-cultural recruitment on employee performance and organisation productivity was assessed through

variables such as job satisfaction, professional growth, management relationship, compensation and benefits, and work-life balance. The findings showed that 35% of respondents rated their job satisfaction level as excellent, followed by 30% rating it as good. Additionally, 28% rated their job satisfaction level as very good, while 7% rated it as fair. These findings suggest that cross-cultural recruitment has a positive impact on employee performance and organisation productivity at Krane Limited. The high percentage of respondents rating their job satisfaction level as excellent or good indicates that employees are generally satisfied with their work environment and the company's culture. This level of satisfaction can contribute to increased productivity and performance. The analysis of the findings in this study revealed both benefits and challenges associated with cross-cultural recruitment at Krane Limited.

An identified advantage is that heterogeneous cultural outlooks can act as a catalyst for imaginative thinking and innovation. The research underscored that a *mélange* of viewpoints and individual experiences from a global team can furnish fresh perspectives, prompting peers to reconsider their views on the workplace and the world at large. This multiplicity of ideas is known to foster creative thinking and propel innovative strides, aiding in problem-solving and addressing customer requirements in new and intriguing manners.

An additional advantage lies in the heightened competitiveness and profitability derived from local market acumen. A workforce imbued with cultural diversity can furnish a crucial competitive advantage as an organisation venture into novel markets. Grasping the intricacies of local regulations, customs, and the competitive environment can significantly bolster an organisation's success. Furthermore, the establishment of local networks,

proficiency in the local language, and a deep cultural comprehension can propel international business growth, culminating in an uptick in profitability.

On the other hand, the analysis also revealed several challenges associated with cross-cultural recruitment. Communication emerged as a fundamental obstacle, where linguistic hurdles, diverse communicative approaches, and cultural disparities contribute to confusion and misinterpretations. These issues can precipitate subpar performance, unmet timelines, and diminished team spirit. Cultural differences were also highlighted as a significant challenge. Different cultures have different values, norms, and expectations when it comes to work. This can lead to conflicts and misunderstandings if not properly managed. Additionally, performance metrics and leadership styles can vary across cultures, posing challenges in aligning expectations and managing performance effectively.

It is important for organisations to be aware of these challenges and develop strategies to address them. This may include providing language and cultural training, promoting open communication and collaboration, and fostering an inclusive work environment that values diversity. By doing so, organisations can maximize the benefits of cross-cultural recruitment while mitigating the challenges. Overall, the analysis of the findings highlights the potential benefits of cross-cultural recruitment, such as increased creativity, innovation, and market competitiveness. However, it also emphasizes the need to address challenges related to communication, cultural differences, performance metrics, and leadership styles in order to fully harness the potential of a diverse workforce

Chapter Summary

This chapter presents a detailed examination of the cross-cultural recruitment process within Krane Limited. It delves into various facets of the recruitment experience from the perspectives of both the applicants and the management, exploring pre- and post-application perceptions, expectations regarding remuneration, and the selection criteria utilized by the management. Central to this chapter is the investigation of how cross-cultural recruitment influences employee performance and the overall productivity of the organisation.

The study scrutinizes a range of factors that are pivotal to employee performance, such as job satisfaction, alignment with company culture, opportunities for professional growth, the nature of management-employee relationships, as well as compensation and benefits packages. Additionally, the chapter considers how these variables affect work-life balance within a cross-cultural framework. The presentation of findings is structured around the research objectives, providing a coherent narrative that encompasses participant demographics and comprehensively addresses the three research questions posited. Data is analyzed and presented through various means, including tables, figures, and thematic.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS.

Introduction

In this concluding chapter, the study brings together the key outcomes of the investigation into the impact of cross-cultural recruitment on organisational productivity at Krane Limited in Ghana. Throughout this thesis, the researcher embarked on a journey to explore the intricate interplay between cultural diversity in recruitment strategies and its ramifications on organisational performance. This chapter serves as the culmination of efforts, summarizing the findings, drawing meaningful conclusions, and providing actionable recommendations derived from our study.

The study was grounded in the belief that understanding how cross-cultural recruitment practices influence organisational productivity is of paramount importance in today's globalized business landscape. As organisations increasingly operate in culturally diverse environments, it becomes imperative to harness the benefits of cross-cultural recruitment while mitigating potential challenges. Krane Limited, operating in Ghana, provided the backdrop for our investigation, offering a unique perspective on this critical issue.

In the following sections, the study encapsulates the salient findings unearthed during our investigation. These findings represent the core insights into how cross-cultural recruitment practices impact various facets of organisational productivity at Krane Limited. Building upon these findings, the researcher presents conclusions, drawing comprehensive insights from the

research journey. Finally, the study offers a set of pragmatic recommendations aimed at assisting Krane Limited and similar organisations in optimizing their cross-cultural recruitment strategies for enhanced organisational performance.

Summary of Findings

The Cross-Cultural Recruitment Process at Krane Limited

The cross-cultural recruitment process at Krane Limited has been explored in detail through various perspectives of respondents. The examination has revealed significant insights into their perceptions, expectations, and experiences before and after applying for jobs, along with the managerial strategies and criteria for recruitment and selection of new employees. A notable revelation from Figure 3. is the diverse set of perceptions held by respondents prior to applying for a job at Krane Limited. A substantial 25% believed that cultural variances hold considerable importance in the realm of global hiring practices. This was followed by 18% who emphasized the importance of optimizing the candidate onboarding experience. Other notable perceptions included the value of understanding cultural nuances (17%) and the influence of cultural knowledge on recruitment success (10%). Interestingly, 15% of respondents underscored the importance of a positive organisational culture in attracting resources and fostering relationships.

Expectations regarding employment type, as illustrated in Figure 4., demonstrated a preference for part-time work (33%), followed by full-time positions (25%). Contractual work, remote positions, and internships also featured in respondents' employment expectations. Payment expectations, depicted in Figure 5., varied significantly among respondents, with the largest group (32%) expecting a monthly remuneration between \$1000-1500. This was

closely followed by 30% of respondents expecting between \$500-1000, highlighting the varied financial expectations of potential employees.

In terms of recruitment and selection criteria, Figure 6. showed that Krane Limited's management employed a comprehensive approach, incorporating development, resume reviews, interviews, tests, and offer-making, with 100% adherence to these practices. The role of employer-organized training in skill development was affirmed by 62% of respondents, as depicted in Figure 7., highlighting its perceived importance in the professional growth of employees.

The effectiveness of training, shown in Figure 8., was largely positive, with 45% of respondents finding it highly effective, and an equal 20% finding it effective and ineffective, respectively. This reflects a divergence in opinions regarding the impact of training initiatives. Lastly, management involvement in the recruitment process, as illustrated in Figure 9., was diverse, encompassing job descriptions, committee selection, interviews, offer formulation, shortlisting, and other related activities. This involvement varied, with the highest percentage (25%) engaged in defining job descriptions.

Overall, the cross-cultural recruitment process at Krane Limited is characterized by a wide range of perceptions, expectations, and managerial practices. The findings indicate a significant recognition of cultural differences, varied financial expectations, and a comprehensive approach to recruitment and selection by the management. The importance of employer-organized training and the varied effectiveness of such training further emphasize the complexities of cross-cultural recruitment in enhancing organisational productivity.

Impact of Cross-Cultural Recruitment on Employee Performance and Organisation Productivity

Cross-cultural recruitment at Krane Limited has significantly impacted employee performance and organisational productivity. A considerable number of respondents (35%) rate their job satisfaction level as excellent. In terms of company culture and its elements such as job satisfaction, professional growth, management relationship, compensation and benefits, and work-life balance, most respondents rated these aspects as very good or excellent.

Specifically, the sense of teamwork, openness to change, and professional growth opportunities were highlighted as excellent by over 80% of respondents. Additionally, compensation and benefits, as well as management's investment in team success, were positively viewed. However, there were areas of concern, particularly in work-life balance, with a notable percentage of respondents indicating that they have had to cancel personal plans or work nights and weekends to manage their workload.

Overall, Krane Limited's cross-cultural recruitment process is well-structured, ensuring a diverse and competent workforce. The process is not only comprehensive but also effective in selecting suitable candidates. The company's commitment to professional development and fostering a collaborative company culture contributes positively to employee satisfaction and performance. However, the challenges concerning work-life balance indicate a need for better workload management and perhaps more supportive policies to ensure employee well-being.

Challenges & Benefits Associated with Cross-Cultural Recruitment at Krane Limited

Challenges

The incorporation of cross-cultural recruitment strategies at Krane Limited has unveiled a spectrum of challenges alongside its advantages. A significant portion of the workforce, as indicated by half of the survey respondents, has experienced various obstacles stemming from the integration of diverse cultures in the workplace. A primary challenge identified is the barrier to effective communication. The workplace at Krane Limited is characterized by a confluence of different languages, communication styles, and cultural norms. This diversity, although enriching, has led to a series of misunderstandings. These communication breakdowns often result in a domino effect, causing missed deadlines, suboptimal performance, and a decline in employee morale. Also, the variety in cultural backgrounds among employees brings forth differing values, norms, and expectations related to work. Some cultures within the organisation place a high value on hierarchical structures and deference to authority. In contrast, others promote a more egalitarian approach, emphasizing open communication and collaboration. These divergent cultural paradigms often clash, leading to friction and misalignment in work styles and expectations.

Another challenge faced by Krane Limited is the ambiguity in performance metrics across various cultural contexts. Performance is a multifaceted concept that is perceived differently across cultures. While some employees, guided by their cultural backgrounds, may value individual recognition and achievements, others might place more emphasis on teamwork

and collective success. This disparity in performance perceptions necessitates a reevaluation of the existing metrics to cater to a culturally diverse workforce. Further, the challenges extend into the realm of leadership and management styles, which are subject to cultural interpretations. The organisation has witnessed a broad spectrum of expectations regarding leadership, ranging from authoritative to participative approaches. These varied expectations, if not appropriately managed, can result in dissatisfaction and disengagement among employees.

Overall, the core challenges, encompassing communication, cultural differences, performance metrics, and leadership styles, necessitate a deliberate and adaptive approach to management. It is imperative for the organisation to devise and implement strategies that not only mitigate these challenges but also harness the full potential of its culturally diverse workforce.

Benefits

The research conducted at Krane Limited has elucidated several key benefits arising from its cross-cultural recruitment practices. Krane Limited's diverse workforce, enriched by a plethora of cultural backgrounds, has significantly amplified the organisation's creative capacity and innovative prowess. The melding of distinct perspectives and experiences fuels a culture of ingenuity, leading to novel solutions and a competitive edge in product development and customer engagement. Also, the multicultural makeup of the staff provides Krane Limited with deep insights into local markets, facilitating a nuanced approach to global expansion. This insider perspective allows the company to navigate international markets with greater agility, tailoring its

offerings to meet regional demands and complying with local regulations, thereby strengthening its competitive position.

Moreover, Cross-cultural competencies within the organisation enhance the development of targeted marketing strategies and materials. The nuanced understanding of cultural subtleties ensures the creation of resonant and effective promotional content, bolstering Krane Limited's brand presence across diverse markets. The organisation's inclusive culture and commitment to diversity make it an employer of choice in today's globalized job market. This positioning not only attracts top talent from around the world but also fosters a sense of belonging and respect among employees, leading to higher retention rates and reduced turnover costs. However, the synthesis of diverse experiences and working styles within the organisation has proven to be a catalyst for enhanced problem-solving capabilities, productivity, and performance. The dynamic interplay of varied approaches and the constructive competition that diversity engenders drive the organisation towards operational excellence.

Lastly, the multicultural environment at Krane Limited offers a fertile ground for both personal and professional growth. Employees benefit from the rich cultural exchange and networking opportunities that a diverse workplace provides, facilitating the development of a global mindset and potentially opening pathways to international career prospects. In general, the findings from Krane Limited unequivocally demonstrate that cross-cultural recruitment is not merely a matter of corporate social responsibility but a strategic imperative that yields tangible benefits. The diverse cultural fabric of the organisation is a cornerstone of its innovation, market adaptability, branding, talent management, operational efficiency, and employee growth. Embracing

and nurturing this diversity is paramount to maintaining the organisation's competitive edge and fostering a dynamic, inclusive, and forward-thinking organisational culture.

Conclusion

The comprehensive research conducted at Krane Limited, Ghana, has illuminated the multifaceted impact of cross-cultural recruitment on organisational productivity. This thesis journeyed through various dimensions of cross-cultural recruitment and its profound influence on both employees and the organisation as a whole. The findings encapsulated in this study paint a nuanced picture of Krane Limited's recruitment practices, employee perceptions, and the resultant organisational outcomes. Cross-cultural recruitment at Krane Limited has proven to be a double-edged sword, endowed with both benefits and challenges that have shaped the organisational fabric in distinctive ways.

On one side, the infusion of diverse cultural backgrounds has been a boon to Krane Limited's innovative capabilities and market competitiveness. The amalgamation of varied perspectives has not only sparked creativity but also equipped the organisation with invaluable local market insights, facilitating a more strategic and effective international expansion. The culturally diverse workforce has emerged as a pivotal element in enhancing problem-solving abilities, operational productivity, and fostering a globally aware and competent team. Moreover, the inclusive work culture has positioned Krane Limited as an attractive employer on the global stage, aiding in talent attraction and retention.

Conversely, the study also uncovered the inherent challenges accompanying cross-cultural recruitment. Communication barriers, cultural

misalignments, varied performance perceptions, and divergent leadership expectations have surfaced as obstacles that require strategic management attention. These challenges, if unaddressed, could potentially impede employee performance and organisational growth. Overall, the research substantiates that cross-cultural recruitment at Krane Limited, and by extension in any organisation, is a potent force that can either drive or hinder organisational success. It is a dynamic and complex process that demands deliberate management and adaptive strategies. While the benefits of a culturally diverse workforce are irrefutable, the challenges that accompany such diversity necessitate an environment of continuous learning, inclusivity, and adaptability.

Therefore, it is incumbent upon Krane Limited and similar organisations to not only embrace the diversity that cross-cultural recruitment brings but also to actively engage in fostering an organisational ecosystem that capitalizes on the benefits while effectively navigating the challenges. This holistic approach will ensure that the fruits of cross-cultural recruitment contribute to the overarching goal of sustained organisational productivity and success.

Recommendations

Based on the findings and conclusions of this study on the impact of cross-cultural recruitment on organisational productivity at Krane Limited, the following recommendations are put forth. These suggestions aim to optimize the benefits of a culturally diverse workforce while addressing the challenges that arise from it:

1. Implement comprehensive communication skills training that focuses on cross-cultural competencies. This training should include language proficiency, non-verbal communication cues, and cultural sensitivity.

The objective is to bridge communication gaps and facilitate a better understanding among employees from different cultural backgrounds.

2. Develop and integrate cultural awareness programs into the organisational routine. These could include workshops, cultural exchange events, or celebrating diverse cultural festivals within the organisation. Such initiatives can help foster mutual respect and understanding among employees of different cultural backgrounds.
3. Encourage and facilitate the growth of diverse leaders within the organisation. Leadership development programs should be inclusive and aimed at preparing individuals from various cultural backgrounds for leadership roles. This diversity in leadership can provide a more balanced and inclusive perspective in decision-making processes.
4. Redesign performance appraisal systems to be culturally sensitive and adaptive. Acknowledge that performance can be demonstrated in various ways and that cultural backgrounds may influence how employees approach tasks and goals. Establishing clear, inclusive, and fair metrics can enhance performance assessments.
5. Introduce adaptable working schedules to cater to the varied needs for work-life equilibrium among employees hailing from distinct cultural contexts. This could include options for remote work, flexible hours, or considerations for cultural or religious holidays.
6. Revise recruitment strategies to appeal to a broader spectrum of applicants. This could entail collaborating with global educational entities, leveraging job platforms that cater to a diverse audience, and

guaranteeing that job postings are welcoming to all cultures and free from bias.

7. Review and update organisational policies to ensure they are inclusive and considerate of cultural differences. This includes anti-discrimination policies, dress codes, and grievance procedures. Policies should be transparent, accessible, and communicated effectively to all employees.
8. Establish cross-cultural mentoring programs where employees from different cultural backgrounds can learn from each other. Such programs can facilitate knowledge sharing, foster intercultural friendships, and enhance cultural empathy within the organisation.
9. Create regular feedback mechanisms to understand the ongoing concerns and suggestions of employees regarding cross-cultural dynamics. This could be through surveys, suggestion boxes, or open forums. The feedback gathered should inform continuous improvements in managing cultural diversity.
10. Set up a crisis management and mediation team equipped to handle cultural conflicts and misunderstandings. The team should be trained in conflict resolution and cultural sensitivity to mediate effectively when issues arise.

Suggestion for Future Studies

The investigation conducted on the impact of cross-cultural recruitment on organisational productivity at Krane Limited has provided valuable insights. However, as with any study, there are limitations and areas that could be further explored. Therefore, the following suggestions are proposed for future research endeavors:

1. An economic analysis of the costs and benefits associated with cross-cultural recruitment could provide organisations with a clearer picture of the financial implications of their diversity efforts.
2. Future research could focus on identifying best practices in cross-cultural recruitment and management by conducting case studies of organisations recognized for their successful diversity and inclusion initiatives. Benchmarking against industry leaders could provide valuable insights for other organisations.

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APPENDICES**MASTER OF BUSINESS ADMINISTRATION (MBA-HRM)****QUESTIONNAIRE****RESEARCH TOPIC****Cross-Cultural Recruitment and Organisational Productivity: The Case
of Krane Limited.**

I am a student of University of Cape Coast, conducting research on the topic above, and I invite you to participate in this study. The purpose of this questionnaire is to gather relevant and accurate information through the administration of targeted questions. By using this questionnaire, I aim to collect data that will contribute to the findings and conclusions of my research. Your participation in answering the questionnaire will assist in achieving the objectives of this study. Thank you in advance for your valuable input.

Information obtained via this questionnaire is mainly for academic purposes.

Thank you.

SECTION A**Socio-Demographic Background**

1. AGE

☐ 18-25 years ☐ 26-30 years ☐ 31- 40 years ☐ 41-50
years ☐ 51-60 years

2. GENDER

☐ Male ☐ Female

3. LEVEL OF EDUCATION

☐ Diploma ☐ Higher National Diploma (HND) ☐
Bachelor's Degree
☐ Master's Degree ☐ PHD ☐ Others

4. RELIGION

☐ Christian ☐ Muslim ☐ Indigenous/Animistic religion ☐
Baha'is ☐ Buddhists ☐ Hindus ☐ others

5. MARITAL STATUS

☐ Single ☐ Married ☐ Separated ☐ Divorce

6. NATIONALITY

☐ Ghanaian ☐ Non-Ghanaian

7. RELIGIOUS AFFILIATION

☐ Pentecostals/Charismatics ☐ Protestants ☐ Roman
Catholics ☐ Others

8. ETHNICITY

☐ Akan ☐ Ewe ☐ Mole-Dagbane ☐ Guan ☐
Ga-Adangbe

SECTION B**The Cross-Cultural Recruitment Process at Krane Limited.**

9. What perceptions do you have on cross-cultural recruitment before applying for the job?

☐ Cultural differences have a significant role in international recruitment.

☐ To ensure that onboarding of the candidate experience is optimal.

☐ It is valuable to get acquainted with the cultural, customs, and rituals differences between different countries.

☐ Knowing these differences make recruitment more influential and increases the chances of growth when you, as a recruiter.

☐ A positive organisational culture will bring relationships and resources to the organisation instead of negative perception.

☐ All the above

10. Your expectation to be employed as

☐ Full Time ☐ Remote ☐ Part Time ☐ Contract

☐ Internship

11. What perceptions do you have on cross-cultural recruitment after applying for the job?

.....
.....

12. How much do you expected to be paid before applying for the job?

☐ \$50-500 ☐ \$500-1000 ☐ \$1000-1500 ☐

Negotiable payment ☐ others

13. What criteria do you put in place in recruitment and selection of new employees? (**Management Only**).

☐ Development ☐ Application and resumes review ☐

Interviewing ☐ Test administration ☐ Making the offer

14. In the recruitment process, do your employer organised training as part to help developed your skills?

☐ Yes ☐ No

15. How effective is/was the training given during/after recruitment?

☐ Highly effective ☐ Effective ☐ Partially Effective ☐

Ineffective

16. What were your involvement in the recruitment process?

(**Management Only**).

☐ Committee selection ☐ Job description ☐ Job advert ☐

☐ Shortlist and arrangement for interview ☐ Conduct interview

and review scores ☐ Make preferred selection ☐ Check

references ☐ Send a formal offer ☐ All the above

SECTION C**Cross-Cultural Recruitment and Employee Performance on Organisation****Productivity**

17. How satisfied are you to the job?

[] Excellent [] Very good [] Good [] Fair [] Poor

18. Statement on Company culture, Job satisfaction, Professional growth, Management relationship, Compensation and benefits and Work-life balance.

SD-Strongly Disagree, D-Disagree, N-Neutral, A-Agree, S.A-Strongly Agree

Statement	S.D	D	N	A	S.A
I enjoy my company culture					
I feel connected to my co-workers					
I feel with my colleagues we work as a team					
I feel the company is open to change					
My company communicate news and important information					
When problem rises, my company handle them well					
I often feel happy when at work					
My work is meaningful and valued					

I have enough freedom to decide how to do my work					
I have materials and equipment I need to do my work well					
Find my workload reasonable					
I think work is distributed evenly across my team.					
My daily task is closely related to my professional					
I feel that I am growing professionally					
I get learning and development opportunities at work place					
I feel that my job allows me to develop new skills					
My manager asks for feedback and value it when offered					
My roles and efforts are appreciated by my supervisor					
Management is transparent					
Management seems invested in team success					
Benefit package is competitive					

Company provides enough benefits when it comes to well-being and mental health					
My pay rate enough to keep me from taking a second job					
My stress level on a typical workday is good					
I have to work at night and on weekend to get my job done					
I have ever cancelled a plan of my own to handle workload					

SECTION D

Identify the Challenges and Benefits Associated with Cross-Cultural Recruitment at Krane Limited.

19. Do you face any challenge in your workplace?

[] Yes [] No

20. If yes, then state some of the challenges you face with cross-cultural recruitment at the workplace.

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21. Do you have any benefit from cross-cultural recruitment at the workplace?

[] Yes [] No

22. If yes, then state some of the benefit you have from cross-cultural recruitment at the workplace.

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