



Team Diversity on Team Effectiveness: the case of the Construction industry in the Ashanti Region

Maura Boansi Amoakohene (Mrs.)

Kumasi Technical University, Kumasi, Ghana (Vice-Chancellor's Secretariat-Registry)

mauraamoakohene@gmail.com

<https://orcid.org/0000-0002-0741-8229>

Isaac Bonituo Paruzie

Bia College of Health and Skills Development, Sefwi Debiso, Ghana

paboni71@gmail.com

<https://orcid.org/0000-0001-6466-4779>

Florence Ellis

Kwame Nkrumah University of Science and Technology Department of Human
Resource and Organizational Development, Kumasi, Ghana

florenceyaellis@yahoo.co.uk

<https://orcid.org/0000-0002-4349-2733>

Abstract

Diverse workgroups and team management are some of the most challenging and pressing challenges organizations face in these modern times (Tsui and Gutek, 1999). Companies, however, recognize the need to leverage the diversity of their employees to sustain competitive advantages in a global workplace (Offerman and Gowing, 1990; Thomas and Ely, 1996; Yaprak, 2002). Studies have generally shown that diverse teams mostly perform better, but diversity in teams can negatively affect team effectiveness. This study explored the effect of team diversity on team effectiveness. The study reviewed the literature on the concepts of diversity and team effectiveness. Data were collected via questionnaire and semi-structured interviews from one hundred and sixty-four (164) professionals from the construction industry. The mixed methodology was used to collect and analyze the data. The study findings revealed that the construction industry recognizes team diversity a valid contribution to ensuring team effectiveness. Also, diversity in gender, tribe, and religion does not affect team output and the final project negatively but instead improves cohesiveness or collaboration among team members. The study recommended that there should be a well-defined conflict management policy in the construction industry that will help track grievances to resolve them early.

Keywords: Diversity, Team effectiveness, diversity conflict