EFFECT OF WORKPLACE DIVERSITY ON CORPORATE GOVERNANCE: CASE STUDY OF GREATER PIONEER OPERATING COMPANY (GPOC), SOUTH SUDAN

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DECLARATION

This research describes my original work and it has never been presented in any other University for academic purposes.

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This research was conducted under our supervision and is submitted with our approval as University Supervisors.

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DEDICATION

I dedicated this work to my brother Gum Chagai, my wife Esther Amori, my friend Gum Kot and my sister Ayen Chagai for their continuous support and perseverance.

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ABSTRACT

Institutions seek to achieve good corporate governance, integrity, excellence and competition in the provision of their services through the possession of clear systems and procedures to ensure the adoption of good decision and the application of transparency standards in the framework of strategic planning and quality management. The study purposes to assess the effect of workplace diversity on corporate governance: A case study of Greater Pioneer Operating Company (GPOC), South Sudan. The specific objectives are to: - Analyze the effect of religious diversity; evaluate influence of gender diversity; evaluate influence of ethnic diversity and the influence of cultural diversity on corporate governance in Greater Pioneer Operating Company (GPOC) in Juba City, South Sudan. Upper Echelon's Theory was adopted by the study. The descriptive and cross-sectional research design were employed. Target population was president of the company, board of directors, managing directors, management committee members, regional managers, and functional managers of GPOC, in South Sudan. Stratified random sampling and simple random sampling was used. Data was obtained using questionnaire and key informant interview guide. Expert opinion of the assigned University supervisor was sought on the content of the questionnaires to verify instrument's validity. Reliability on the other hand was tested using Pearson's Product Moment Correlation Co-Efficient. Quantitative techniques were utilized together with SPSS v23.0 in analyzing data. SPSS was applied in running inferential statistics, which included regression and correlation while descriptive statistics involved obtaining mean and standard deviation. The data is presented using pie chart, bar graphs, frequency tables, and thematic analysis in continuous prose. Key findings were; based on the first objective, which was to investigate the effect of religious diversity on corporate governance. It was established to be statistically significant by (M=2.87, r=0.186, $p<0.05$). Based on the second objective of the study, which was to investigate the effect of gender diversity on corporate governance. It was established to be statistically significant (M=3.62, r=0.206; $p<0.05$). From the third objective, which was to investigate effect of ethnic diversity on corporate governance. It was found to be statistically significant (M=3.32, r=0.505; $p<0.05$). From the fourth objective of the study, which was to investigate effect of cultural diversity on corporate governance. It was found to be statistically significant (M=3.60, r=0.408; $p<0.05$). This study concludes that religious diversity, gender diversity, ethnic diversity and cultural diversity influence corporate governance. The study recommends that state corporations should strive to enhance their employees' skills diversity with a keen emphasis on diversity in education and experience of employees that creates a diverse set of knowledge and expertise. The findings of this study may assist the government policy makers to formulate better policies concerning corporate governance in organizations not only in Juba City but across the country.

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OPERATIONALIZATION OF TERMS

Corporate Governance: Is conceptualized as processes, mechanisms employed to operate and control corporations.

Cultural diversity: In this study cultural age, cultural background, physical abilities and limitations, color, religion, sex, sexual orientation, and education are all operationalized as similarities and variances among employees.

Diversity: Due to heterogeneity in age, background, ethnicity, physical abilities, political and religious beliefs, sex, and other traits, diversity is operationalized in this study as a mixed workforce that provides a wide range of abilities, experience, knowledge, and capabilities.

Ethnicity: In this research, ethnicity is defined as membership to a social group with a shared national or cultural heritage.

Religiosity In this study religiosity is conceptualized as the strength of one's connection to, or conviction for, their religion.

Workplace diversity: In this study workplace diversity refers to the variety of difference (e.g., age, sex, education and cultural background) between people in an organization.

ABBREVIATIONS AND ACRONYMS

BOD   Board of Directors

CEO   President of the company

GPOC   Greater Pioneer Operating Company

QCA   Qualitative Content Analysis

ROA   Return on Assets

ROE   Return on Equity

SIT   Social Identity Theory

SPSS   Statistical Package for Social Scientists

USA   United State of America

CHAPTER ONE

INTRODUCTION

1.1 Introduction

This study assessed the effect of workplace diversity on corporate governance with focus of Greater Pioneer Operating Company (GPOC), South Sudan. The study evaluated the effect of religious diversity, gender diversity, ethnic diversity and cultural diversity on corporate governance with focus of Greater Pioneer Operating Company (GPOC), South Sudan. This chapter therefore presents the background, statement of the problem, the purpose, objectives and research questions, the justification, significance, scope, limitations and delimitations assumptions, theoretical framework and the conceptual framework of the study.

1.2 Background of the Study

Workforce diversity refers to variation in culture, education, age, race, gender, education and religion that affects relationships or tasks in an organization (Solamas, 2015). In a wider context, diversity refers to how employees are different in terms of, disability, religion, sexual orientation, race, age and gender. In addition, diversity encompasses variation in individualistic outlook and experiences each employee has (Reskin, 2014). An employee who possesses different experiences and background will bring a basket of perspectives together, this evokes approaches and alternative solutions when an issue or a topic is being discussed (Orogho, 2016). If workforce diversity is well managed, best insights and strengths of every individual can be utilized in improving delivery of better results and productivity.

While the conventional definition of workplace diversity may include representations of different genders, colors and religious origins, today's definition is far broader (Kasomo, 2013). Aside from these factors, personality, age, cognitive style, skillset, education, and background are all taken into account (Loden, 2014). According to Loden, the focus of

workplace diversity now is on promoting individuality inside an organization, recognising that everyone can contribute something unique.

An organization committed to a diverse workforce, on the other hand, tries to harness a pool of workers with distinct abilities, viewing differences as possibilities for progress rather than sources of conflict (Pierce, 2015). This commitment is accompanied with a desire to nurture and develop each individual's potential. As the globe becomes more globalized, more interaction between people from varied backgrounds is required than ever before (Thomas, 2014). The reason being that people no longer live and work in smaller communities; they are now part of a global economy that competes in practically across the globe (Patel, 2016).

On these grounds, businesses strive to diversify their offerings in so as to achieve a competitive advantage by being more innovative, creative and adaptable to change. Every organization, according to Thomas (2014), should be concerned about managing diversity in the workplace. Age, race, gender, religion, education and culture are examples of ways that individuals differ that can affect a task or relationship inside the company (Solanas, 2015).

In its broadest sense, diversity refers to the visible disparities in age, gender, color, religion, sexual orientation, and disability among personnel. But it's also the range of experiences and perspectives that each employee will bring (Reskin, 2014). While addressing an issue or a topic, employees with varied backgrounds and experiences will bring together a diversity of perspectives, suggesting alternate answers and methods (Orogho, 2016). The talents and greatest insights of each individual could be leveraged to generate greater results and improve productivity if they are managed correctly.

Workplace diversity was virtually non-existent in the academic realm, however in practice it has been in the existence since human civilization, it originated from interactive and complex economic, legal, social and political changes that took place and are continuing to

take place across the globe, particularly in Europe, and United States of America, as well as the rest of developed world (Jayne & Dipboye, 2004).

However, workplace diversity has evolved from human being protected attributes such as national origin, race, age and gender among the variations to a much wider context that includes differences as well as similarities among employees regarding professionalism, cultural background, physical disabilities and abilities, age, race, sexual orientation, sex and religion (Jayne & Dipboye, 2004).

An institution that commits to workforce diversity has an aim of harnessing a pool of employees possessing qualities that are unique, these differences' combination has growth potential as opposed to conflict opportunities (Pierce, 2015). The objective of this commitment is nurturing and developing of individualistic potential. Increasing globalization in the world, calls for increased interaction among the populace with varied backgrounds than ever before (Thomas, 2014). This is motivated by the fact that people no longer work in a narrow surrounding because they have currently become a part of a worldwide economy competing globally (Patel, 2016).

Diversity also allows the company to bring together distinct capabilities to its benefit. Because everyone has distinct abilities and strengths, they can be blended to improve performance and production (Williamson, 2015). One person's technical abilities can be combined with another's managerial abilities and yet another's sales abilities. A company that encourages workplace diversity and a comprehensive work environment improves its attractiveness as an employer in the marketplace (Schneider, 2014). Having a varied staff also has a practical value. According to Schneider (2014), because people have different time commitments, having a diverse group ensures that job duties are completed at all times of the year.

According to (May, 2016) around the world there has been one commonality with a heavy focus on hiring and promoting women. The focus on women is justified by the fact that they constitute 50% of the world's population, and can be integrated in organization than men because they have minimal cultural differences, as compared to men who have heavy representation in the corporate workplace high levels (Ford, 2014). In this regard, majority of leaders in businesses are concerned about the gaps that mirror the population in general, specifically to the three systematically underrepresented groups such as; ethnic and religious groups, individuals with disabilities and employees over the age of 50 years (Fernandez, 2013).

According to Amore (2013), firms' performance was improved by joint presence of women in governance and CEO positions, from a sample of family-controlled ventures in Italy. In contrast, Amore argued that during the same time period, businesses with few or no women on the board of directors and trailing policies, reported poorer staff productivity growth than their industry counterparts on average. Companies with few women in decision-making positions, grew at a slower rate than those with predominantly male boards or only lagging practices (Amore, 2013).

Furthermore, according to McKinsey (2013), organizations being supervised by more than two women in their respective supervisory committees achieve higher earnings before interest and tax by 15%. According to McKinsey, women's social intuition has positive impact on performance of their teams as well as financial benefits because of women's leadership.

Swedish and Norwegian firms posted a higher Tobin's Q in comparison with a board composed with Anglo-American nationalities (Oxelheim & Randoy, 2014). This is in comparison with a study that was conducted by Ruigrok and Kaezmarek (2015) who found that a board which is diverse in terms of nationality has a positive link with organization's performance in Switzerland, UK and Netherlands. Obviously, heterogeneity in demographics in the board increases human capital growth; therefore, this diversity suits ambiguous and

complex business operations, while decision-making processes require homogeneity, which has positive effects on unstructured ones (Hansman, 2013).

In USA, Ghumman and Regins (2015) argued that religious discrimination occurs in an organization when employees are fired, not promoted or given a pay raise because of their beliefs or discussing religion in their organization. Organizations should not ignore religious diversity they should incorporate it into their corporate culture. Through this, the organization will be able to reduce religious discrimination, increase employees trust, employee morale and employee retention (SHRM, 2008). Anti-Defamation League, (2012) postulated that example of religious accommodation requests includes an employee requesting for a day off each year due to religious holiday, or requesting not to work on Saturdays every week because they are Seventh day or wearing religious outfits or have a place to pray.

Managers who are oriented on cultural diversity adapt programs that include creation of a work environment that is all-inclusive, on-site care facilities, flexible work schedule and career opportunities (Smith, 2013). In China, Choi and Ramey (2016) established that failure in meeting diverse needs of employees in any level of their professional fulfillment may cause them to fulfill their individualistic needs, possibly by getting new employers who provide better work environment.

Malaysia, Julizaerma and Sori (2012) observes that women directors have requisite managerial skills as compared to male directors, particularly in human resources, public relations and legal communication as opposed to operating and marketing skills. This implies there is need of incorporating a mix of female and male directors in the board so that the board has a mix of technical and professional background.

Age diversity is a measure of the extent of incorporation of board members in different age groups (especially young members). Gender diversity focuses to what extent and boards have female and male members. While, nationality diversity concerns the extent to which

members of a board come from different countries Ferrero-Ferrero, Fernandez and Monoz-Torres (2015).

The central bank of Nigeria sustainable banking principles of 2012 also encourages banks to improve their female representation at management and board levels by up to 40% by the end of 2014. Each bank will commit to promote an inclusive workplace culture and initiative that support the leadership development of female employees at all levels of the organization.

In Uganda, Kyohairwe (2012) argues that diversity in public policy making is strengthened by representation and an increment of chances in projects, programs and development activities that shall in turn target recipients of diversity. Kauzya observed, that diversity in the public sector implies that there is availability of a wider pool of working culture, knowledge and opinions that draw upon on what is most likely to improve organizational output that is yet to be exploited. Failure to understand relationship between performance on the public sector and workplace diversity is an academic concern.

In South Sudan, South Sudanese National Code of Corporate Governance requires organizations to disclose and establish a workplace diversity policy, this include requirements of the board to set objectives that are measurable to enable achievement of ethnic, gender and cultural diversity that can be assessed yearly regarding the progress and objectives in achieving them. Greater Pioneer Operating Company (GPOC) is positioned to be one of the strongest and most profitable company in South Sudan. However, this organization has serious weakness in terms of corporate governance. Managerial questions in terms of autonomy and effectiveness of its leaders and board of directors casts a shadow over the very organization that others thought to be a role model company in South Sudan (Deng, Keng & Low, 2016).

1.2.1 Workplace Diversity and Corporate Governance

According to Aggarwal (2013) corporate governance is broad because it covers constraints as well as rules on decision making which compels the managers to serve the interest of shareholders. Basically, corporate governance responds to a variety of agency problems that are by control and ownership separation, it therefore strikes a power balance between what directors and officers do, as well as the desire of shareholders (Wells, 2010). It explains the oversight role played over tasks that have been delegated on the running of the venture, how the protection of owner's interests is ensured and setting the enterprise direction by ensuring exercising of legitimate power and accountability over the organization (Cornforth, 2011).

Diversity in the workplace has turned to be a managerial critical issue in the present years, because of the evolvement in the working environment (Neubach, 2013). This is taking place at a time when companies are exposed to a diversity of leadership (Layton, 2015). Globally organizations have embraced the significance of diversifying their workforce in order to better the outcome in corporate governance (Jamali et al., 2017; Salloum et al., 2017; Loukil & Yousfi, 2016).

Sodexo being a multinational company having more than 420,000 employees globally, up to 40% of their employees are women, compared to 2009 women were 17%. They have established that gender balance in their organization has increased their gross profit by 23%, employee engagement has improved by 4 percent, and the strength of brand image has improved by 5 percent. Disney recognizes that diversity in workforce and inclusion are fundamental to its organization success.

Prihatiningtias (2012) intended to determine the influence of women in the boardroom on firm financial, environmental and social performance using cross-sectional time-series data from Indonesia. Gender diversity had a favorable impact on corporate financial performance,

according to the findings. Furthermore, the qualitative findings show that women board members, particularly women directors, believe they may have a beneficial impact on organizational improvement, which will boost business performance. In addition, Dutta & Bose (2016) conducted research in Bangladesh and found a contradictory association between gender diversity in the boardroom and commercial bank financial performance. The study employed a sample of 15 banks and non-parametric methodology (Kruskal-Wallis H test), which could explain why the results were contradictory at different levels of significance, leading to no conclusion.

Dezso & Ross (2016) conducted a study on the higher-level management teams of the S&P 1,500 corporations in the United States, utilizing 15 years of panel data. The researchers employed longitudinal data to give room for firm fixed effects to be included in all regressions. Female presence in top management enhanced firm performance, according to the researchers. Smith et al. (2016) undertook research in Denmark to see if women in top-level management had an impact on firm performance.

There exists a link between corporate governance, particularly board gender diversity, and business performance, according to existing research (Julizaerma & Sori, 2015). Several scientific difficulties, however, have yet to be adequately addressed. Although it is well recognized and argued in the literature that board diversity bear more potential to influence firm financial performance, just a few of studies have been conducted to see if this also holds true for non-financial performance measures (such as innovation, employee retention and satisfaction). Furthermore, researches on board gender diversity have primarily focused on industrialized countries, which have a distinct economic and socio-cultural structure than developing countries.

1.3 Statement of the Problem

Globalization and competition have made the work environment to become more complex, this has justified the need of having a diverse workforce in terms of human capital background, age, knowledge and experience (Gonzalez, 2013). Companies targeting to improve human capital resources must therefore broaden their workforce diversity perspective by committing to ensure that inclusion and diversity management becomes part of day-to-day operations (Ragins, 2015). Thus, valuing and recognizing diversity is integral in enhancing competitiveness, effectiveness and productivity (Kaleve, 2014).

The issues of workplace diversity and its influence on corporate governance have attracted great attention globally courtesy of corporate failure incidences (Garban & Abubakar, 2014). Board of directors has come under severe criticisms in forums governing corporate entities. This has been brought about by gross corporate, mismanagement and deterioration of shareholders wealth which has been experienced globally by well-established organizations.

Contextually, studies have been carried out in developed nation relating workplace diversity, and corporate governance in commercial banks, while very few studies have focused workplace diversity, and corporate governance in developing countries like South Sudan. Similarly, studies have also been conducted in developing nations to establish relationship between financial performance and board diversity. Michael, Steven and Mitchell (2012) empirically studied relationship between financial performance and board composition however, purposively sampling was adopted which limits generalization of findings.

Conceptually, Mbogo (2014) studied how strategy implementation is influenced by workforce diversity among manufacturing firms and the findings showed that diversity in workforce results to improvement in decision making. In addition, Muriithi (2016) assessed challenges and benefits of workplace diversity and the findings exhibited improved performance among diverse teams with respect to gender, ethnicity, nationality and age

amongst other differences. Others who have studied diversity and home capital growth include Muthiora (2017) who examined variables that influence implementation of management practices, the study established that management diversity emanates from nuanced and complex environmental factors. It is for this motive that this study sought to determine the effect of workplace diversity on corporate governance, a focus of GPOC, South Sudan.

1.4 Purpose of the Study

The study purposes to assess the effect of workplace diversity on corporate governance with focus of Greater Pioneer Operating Company (GPOC), South Sudan.

1.4.1 Specific Objectives

i) Determine the effect of religious diversity on corporate governance with focus of Greater Pioneer Operating Company (GPOC), in Juba City, South Sudan.

ii) Examine the effect of gender diversity on corporate governance with focus of Greater Pioneer Operating Company (GPOC), in Juba City, South Sudan.

iii) Assess the effect of ethnic diversity on corporate governance with focus of Greater Pioneer Operating Company (GPOC), in Juba City, South Sudan.

iv) Establish the effect of cultural diversity on corporate governance with focus of Greater Pioneer Operating Company (GPOC), in Juba City, South Sudan.

1.5 Research Questions

i) To what extent does religious diversity influence corporate governance with focus of Greater Pioneer Operating Company (GPOC), in Juba City, South Sudan?

ii) How does gender diversity influence corporate governance with focus of Greater Pioneer Operating Company (GPOC), in Juba City, South Sudan?

iii) In what ways does ethnic diversity influence corporate governance with focus of Greater Pioneer Operating Company (GPOC), in Juba City, South Sudan?

iv)   In what ways does cultural diversity influence corporate governance with focus of Greater Pioneer Operating Company (GPOC), in Juba City, South Sudan?

1.6 Significance of the Study

According to Orodho (2009), a study's significance presents details explaining how a study contextually contributes in the study area guided by the study objectives. Significance of the study therefore explains the highlighted potential benefits (Orodho, 2009). The findings of this study may be helpful for the government policy makers to formulate better policies concerning corporate governance in organizations not only in Juba City but across the country. This study may also offer an insight to the scholars and academicians in South Sudan and other countries who may be interested in understanding the contribution of work place diversity to the success/failure of corporate governance.

1.7 Scope of the Study

Scope of the study defines the study boundaries in terms of the context that the study would cover to generate conclusions that are logical (Leedy & Ormord, 2010). This study was conducted in Juba City, the place where GPOC headquarters is located and is the largest city in South Sudan with a population of 450,000 and an Area of 18,362 Kilometers Squared (GeoNames 2019). The study was guided by a descriptive research design. The research focused on period from 2012 to 2019 when South Sudan started producing its oil to the time when it experienced global oil crises and war. The target group included the top management of Greater Pioneer Operating Company (GPOC).

1.8 Delimitation of the Study

The researcher focused only on the Greater Pioneer Operating Company (GPOC) in Juba City. The researcher did not focus on any other variables other than religious diversity; gender diversity; ethnic diversity, and cultural diversity.

1.10 Limitations of the Study

Limitations are challenges that the researcher is likely to encounter in the field and how the researcher will address them (Kothari, 2012). The study projects that most of the respondents are likely to be engaged and may not have time to participate in the study, however the research kept on visiting the respondents until required response rate is achieved. Secondly, another study is a case study hence generalization of findings was not practicable. Thirdly, this study also expects variation in workforce diversity due to experience and training. Fourthly, the study expects that some participants would holdback important information for fear of confidentiality, the researcher explained to the respondents that the study is purely for academic purposes and therefore no one would be victimized.

1.11 Assumptions of the Study

The research assumed that the there is good corporate governance in Greater Pioneer Operating Company (GPOC) in Juba City and that the respondents shall cooperate during interviews. The study further assumed that Greater Pioneer Operating Company (GPOC) practices workforce diversity. The study also assumed that workforce diversity contributes to good corporate governance. The study also assumed that religious diversity; gender diversity; ethnic diversity, and cultural diversity is practiced in Greater Pioneer Operating Company (GPOC).

1.12 Theoretical Framework

Upper Echelon Theory 1984 was applied in this study, this theory is very important in explaining diversity in workplace with a principal focus on the top management and its effect on corporate governance. In these view corporate management members having diverse demographics has central influence on the process of decision making, this contributes positively to desired corporate governance outcome. The fundamental tenet of this theory has relationships with competitive behaviors and top management characteristics (Cert & March,

1963). This implies that the performance of a firm if influenced by competitive behavior positively, this theory relates with this study in that, the study's aim is to establish the influence of workplace diversity on corporate governance of which effective corporate governance depends on how top management embraces workplace diversity. In addition to, top managers' demographic heterogeneity increases the level of firm performance theory, heterogeneity is suitable for decision making process ambiguous and complex business operations, when an organization is faced with unstructured decision-making processes top management homogeneity becomes more effective (Hambrick & Mason, 1984).

1.12.1 Upper Echelons Theory

According to the Upper Echelon theory of Hambrick and Mason (1984), an organization's performance on the basis of effectiveness and tactics shows the cognitive bases and values of powerful variables in the senior executive (Hambrick & Mason, 1984; Carpenter, et al., 2004). The theory, in particular, describes how senior executives' perceptions of the corporate environment influence strategic decisions they make, which in turn effect an organization's performance. This hypothesis goes on to say that top executives' perceptions are shaped by their cognitive values and foundation.

This is as a result of human capacity that is limited inform of procession of information in every given time, human being to attend to environmental elements is therefore determined by personal tendencies and dispositions. In addition to, top managers personal characteristics determines the environmental aspects that can be seen and the decision they make concerning strategic choices that influence an organization performance.

Hambrick Mason's (1984) empirical studies suggested that corporate governance is influenced by the top management team. For example, Murray (1989) and Bantel and Jackson (1989) revealed that demographics of the top-level managers relates to firm performance and innovation respectively. It was therefore considered important for practitioners and

organizational scientists to comprehend factors underpinning perceptions, cognitions and values of the top management teams.

Capenter et al, (2004) revised the theory by adding moderators and mediators in the top management team, such as incentives, power item processes, integration and discretion model. In addition to organization outcomes were regarded as firm performance while strategic choices were conceptualized, being the original version of mediators.

However, 'demographic based top management team was criticized by Priem, Douglas and Gregory (1999) because it sacrifices preservation practicality, construct validity and explanatory power. Hambrick and Manson (1984) argue that cognitive diversity is a requirement for an organization to succeed in a business environment that is turbulent. Moreover, demography serves as proxy, for deeper underlying personal factors such as interests, personality, values and power.

As a result, Priem et al. (1999) recommended that researchers look beyond the current interest in demography to the aspects that demographics are used to proxy. Researchers should concentrate on judgment, psychographic feature and power distribution within top management teams. Deep-level variables, such as those stated above, appear to be more important in empirical investigations.

Furthermore, the highlighted demographic that empirical studies have identified are not under practitioners and CEO control, or they can be manipulated by them for example, if an old tenure manager is replaced with a young one by the firm's CEO, he or she would alter top management team characteristics. Therefore, it is always elusive to make changes guided by evidence that is demographic based, devoid of introduction of a change that is anticipated.

1.12.2 Stewardship Theory

This research is likewise based on Eddleston, Kellermans and Zellweger's stewardship theoretical framework (2010). Eddleston et al. (2010) selected four determining factor of stewardship theory relevant to business governance in general, and one linked to the specific study on family to corporate unity, based on earlier research by Miller et al. (2008). The four stewardship determinants, which Achua and Lussier (2013) closely followed in describing the stewardship theory aspects.

As stewards are motivated to maximize organizational performance, comprehensive strategic decision-making is defined by thorough and in-depth consideration of strategic possibilities (Eddleston et al., 2010). Stewards are encouraged to maximize their own utility by making judgments that are in the goodness of the business, according to the stewardship theory, and are thus careful in thoroughly examining strategic decisions (Basco, 2014; Davis, Schoorman, & Donaldson, 1997). Donaldson and Davis (1991) proposed the stewardship hypothesis, which posits that directors may have pro-organizational goals (Donaldson & Davis, 1993; Donaldson, 1990) and act altruistically for the benefit of the entire organization and its stakeholders (Swamy, 2011).

Other scholars (Cornforth, 2004; Davis et al., 1997; Donaldson, 2008) expanded on the stewardship idea, pointing out that executives may become good stewards and partners of the firm, working diligently to produce higher profits and better returns for shareholders+ (Cornforth, 2004). According to the notion, managers are self-directed and motivated by accomplishment and responsibility requirements, as well as putting importance to their own reputation. As a result, managers are stewards whose motivations are in line with the principal's goals (Donaldson & Davis, 1991).

Managers and owners interact in stewardship philosophy, and the board's function is focused on establishing strategy instead of monitoring performance (Chambers et al., 2013).

This idea assumes that owners are willing to take chances with how managers run their organization and invest, implying a higher level of trust (Viander & Espina, 2014). In spite of working cooperatively and jointly with management in giving concrete direction, the board's duty as monitor is not jeopardized, (Jussila, Goel, & Tuominen, 2012), and it actually improves organizational performance. Members of the board should be chosen for higher-level responsibilities based on their experience and contacts, so that they may bring importance to the firm's strategies and choices. Moreover, sufficient induction and training should be provided to boards and management so that they can perform as efficiently and effectively as feasible (Chait, Ryan, & Taylor, 2013).

1.13 Conceptual Framework

A conceptual framework is an explanation of the association between criterion and predictor variables. Predictor variable causes variations that influence the criterion variable (Kothari, 2004). Mugenda A. and Mugenda, O. (2003) advances that diagrams and graphs are used to represent a conceptual framework, to display the link between study variables. This presentation assists the research to quickly and easily see the relationship.

Figure 1.1 is a diagrammatic presentation that is showing the relationship between criterion and predictor variables. The diagram shows the predictor variables, religious diversity as indicated by religious beliefs, religious practices, faith; gender diversity as indicated by corporate image, diversity and recruitment; ethnic diversity, indicated by good relationships effective communication, and career development. Cultural diversity is indicated by multicultural nature, inclusion support in corporate governance, indicated by transparency, accountability and responsibility, which is the criterion variable. The relationship further conceptualizes organization policy as the intervening variable. The following diagrammatic framework illustrates the associations among the study variable.

Independent Variables   **Dependent Variable**

Religious Diversity
Beliefs
Religious practices
Faith

Corporate Governance
Transparency
Accountability
Responsibility

Gender Diversity
Corporate image
Diverse teams
Recruitment

Ethnic Diversity
Good Relationships
Effective communications
Career development

Organizational policies

Cultural Diversity
Diversity in training
Inclusion
Multicultural nature

Figure 1. 1: Conceptual Framework.

Source: Researcher (2020).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter covers literature review, derived from existing theoretical literature and critique about workplace diversity, influence of religious diversity, gender diversity, ethnic diversity and cultural diversity on corporate governance. Research gaps and critical literature review summary is also covered.

2.2 Literature Review

This section covers empirical studies on the independent variables being studied which includes religious diversity, ethnic diversity, gender diversity and cultural diversity.

2.2.1 Religious Diversity and Corporate Governance

Kutcher (2010) argued that research has revealed that employee's value system is influenced by religion. It also shapes an organizational culture. Abdel-Khalek, (2010) adds that religion influences the way employees behave. Jones and George (2011) claimed that diversity is differs among individuals in based on their religion, age, sex, race, ethnicity sexual introduction, financial foundation and abilities/inabilities. Patrick and Kumar (2012) postulated that diversity management is the process of creating and maintain positive work environment employees are able to respect each other despite where they are coming from, appreciate each other and respecting their individual differences. This can be done based on religion, race, ethnicity, sexual orientation, gender, age, socioeconomic status, physical abilities and political beliefs.

Ghumman, Ryan, Barclay and Markel (2013) argued religious discrimination occurs in an organization when employees are fired, not promoted or given a pay raise because of their beliefs or discussing religion in their organization. Organizations should not ignore religious diversity they should incorporate it into their corporate culture. Through this, the organization

will be able to reduce religious discrimination, increase employees trust, employee morale and employee retention (SHRM, 2008,). Anti-Defamation League, (2012) postulated that example of religious accommodation requests includes an employee requesting for a day off each year due to religious holiday, or requesting not to work on Saturdays every week because they are Seventh day or wearing religious outfits or have a place to pray.

Kutcher, et al., (2010) argued that research has revealed that employee's value system is influenced by religion. It also shapes an organizational culture. Abdel-Khalek, (2010) adds that religion influences the way employees behave. Jones and George (2011) claimed that diversity differs among individuals based on their religion, age, sex, race, ethnicity sexual orientation, financial capacity and abilities/inabilities.

Patrick and Kumar (2012) postulated that diversity management is the process of creating and maintaining positive work environment employees are able to respect each other despite where they are coming from, appreciate each other and respecting their individual differences. This can be done based on religion, age, ethnicity, race, gender, physical abilities, socioeconomic status, political beliefs and sexual orientation.

Penceliah (2009) suggested that organizations are able to resolve religious differences by developing a culture of respect between employees from different religious background promotes religious independence, encourage religious expressions and good practices that accommodate all religions. Messarra (2014) studied diversity of religions at work: the study sought to establish how employee commitment and engagement is influenced by religious discrimination. It was recommended that managers should develop strategies to deal with religious discrimination at work.

In India, Ahmeda (2018) examined how employee performance is influenced by religious diversity in Telecom and FMCG industry in Gujarat. Exploratory and descriptive

research was used. Data was collected from 600 employees. Finding uncovered that employee performance is not influenced by religious diversity.

Nakpodia, Shrives and Sorour (2019), examined relationship between corporate governance and religion. Qualitative content analysis methodology was adopted to enable generation of interviewees' insights. Study findings revealed that despite the fact that in Nigeria there is high religiosity, corporate governance in Nigeria has not been stimulated by religion. This finding was explained by the fact that religion is understood and practiced by organization stakeholders, who prefer rational ordering rather than religious preference, however, this is not a tandem with good practices in corporate governance.

In Kenya, Karanja (2017) conducted research on whether multi-cultural automobile companies in Kenya are influenced by cultural diversity. The study used descriptive research design. Total population was sixteen major assemblers and retailers in Kenya automobile industry. The study was carried out through a census. The study recommended that companies should allocate time and space for prayer rooms, through this, the workers will be able to conduct various religious practices.

In South Sudan, businesses have adopted the Shariah principles, particularly after the financial crisis that halted economic and business activities globally (Onegin & Mikail, 2013). Farook and Farooq (2011), observed that Islamic finance industry have been adequately governed by Shariah governance principles, this has been scrutinized and analyzed by stakeholders in the industry. The Accounting and Auditing Organization for Islamic Financial Institutions (AAOIFI) have provided the Islamic companies with principles that guide them. According to Abdullah and Chee, 2010) the Shariah standard through the Shariah governance frameworks have been adopted in South Sudan.

As a result, there is a gap in several studies concentrating solely on the effect of workplace diversity on corporate governance in the Western context. As a result, little is known

about the South Sudanese culture's nature and uniqueness, as well as its impact on organizational performance. While much emphasis has been paid to the impact of GPOC personnel diversity, concerns related to intercultural, religion, ethnic, and gender diversity in the oil sector have received less attention. More especially, no existing research has been carried out on the effect of workplace diversity on corporate governance while emphasizing on GPOC, South Sudan.

In addition, the system of administration of Greater Pioneer Operating Company suggests to be having challenges regarding corporate governance best practices due to a variety of reasons. Firstly, the president of South Sudan appoints Vice President of the Company while the President of the company is appointed by the Board of Directors and the Board of Directors is made up of the Managing Director of each Joint Venture. Secondly, competencies and qualifications of board of directors who have been appointed do not adhere to standards required for an efficient board because some of them serve their personal, country's economic and political interests.

2.2.2 Gender Diversity and Corporate Governance

Human capital development and deployment are key components of economic growth and social inclusion in all sectors of the economy, including banking (Williamson, 2013). Women's participation in decision-making, or lack thereof, according to Williamson, is a business issue that costs women, organizations, and, eventually, entire economies. Female talent is still one of the most underutilized company assets, either squandered due to a lack of advancement or undeveloped from the start. Business leaders and governments are increasingly recognizing that removing barriers to equality can open up new economic prospects (Luna, 2014).

According to the World Economic Forum's Future of Jobs Survey, 42 percent of business leaders see gender parity as an issue of fairness and equality; however, over a fifth of

those polled also cited reasons related to their core business, such as reflecting the diverse gender composition of their client base and improving corporate decision-making and innovation.

While diversity and inclusion promotes corporate growth and ensures a productive workplace, integration is essential for diversity to be effective. Diversity and inclusion are infused throughout all business units by best-practice firms (Reimers, 2014). It is an organization's necessity to have workforce, market and consumers, community outreach, supplier base, patronage and global community, and it is more important to enrich the staff and extend the market (Alonso, 2013). Diversity and inclusion provide clear competitive power to businesses through all of these components. Despite advances in female labor force involvement rates over the last five decades, women remain significantly underrepresented in corporate leadership positions (Soltow, 2014).

Nonetheless, the percentage of women in top corporate executives of Fortune 500 corporations has consistently climbed, from 8.7 percent in 2005 to 15.7 percent in 2010. This trend is likely to carry on in the near future, given that the gender gap in educational attainment (favoring women) continues to widen (Goldin, 2014), and the percentage of women entering and graduating from college of business has now surpassed 50%.

Individual manager traits matter for human capital growth and firm performance, according to Bertrand and Schoar (2013). While most studies in the economics literature have emphasized on management style or specific attitudes of top managers (such as risk aversion), only a few studies in the economics literature have directly looked at the influence of female leadership on human capital growth (Musachio, 2014). Musachio asserted that a more varied leadership team can boost the firm's performance by utilizing the available talent pool to its full potential. Wage policies are one major area where the gender of the leadership can influence outcomes (Rosenblat, 2014).

Rosenblat argued that if the wage difference between men and women is at least partly due to discriminating trait by male executives, a higher number of female representative in the top echelons of management should result in a narrowing of the wage gap and more opportunities for women employees to advance within the hierarchy of the organization.

Dufrene (2014) claims that a team's cultural and national variety increases the likelihood of cross-cultural communication and interpersonal conflict (Cos, 2015). However, competitive advantage may be brought by nation of origin, this includes, avoidance of management entrenchment, creation of international frameworks and commitment to shareholders' rights (Oxelheim & Randoy, 2013). Mixed results have also been achieved through nation of origin diversity.

Boards' diversity in terms of gender is a factor that contributes to quality of corporate governance. In many of developing countries emphasis has been put on gender diversity in order to mitigate problem that arise from probability that a larger number of board members who are female could result to over monitoring in such organizations. The United Kingdom corporate governance code (2016) avers that group thinking problems have been exposed by financial crisis. One of the approaches that have been encouraged is having a board that is diverse. This encompasses race and gender diversity, this is according to Japan's' corporate governance code (2015), that also advocates for ensuring diversity through following adequate women values and perspectives that reflects skills, experience and strength that buttresses sustainable growth. As a result, organizations should embrace personnel diversity that includes women active participation.

German corporate governance code (2014) states that women should be considered when appointing supervisory and managerial jobs with a principal focus of considering women. In Australia, corporate governance Principles (2014) guides that managerial boards have to consider diversity, a relevant board committee to create measurable gender diversity goals and

evaluate the entity's progress toward those goals on an annual basis. Nonetheless, in less developed nations (such as Jordan), the topic of board gender diversity has received less attention.

Abebe and Dadanlar (2019), examined influence of board gender and ethnic diversity on corporate performance. Their study collected data from 452 US firms; their study established that law suits are few in organizations with female dominated boards. Particularly, where there are three or more female directors. The study summarized the link between firm's financial performance and diversity of the boards. Law suits are minimal because the CEOs help in reduction of such law suits. Generally, the study established that workplace discrimination is combated by utilization of ethnic and gender diversity of the board.

In another study done in Italy, Amore (2013) averred that in a sample of family-controlled enterprises in Italy, only the inclusion of women in CEO and governance positions significantly increases firm performance. Amore, on the other hand, claimed that organizations with few or no women on the board of directors and sluggish policies saw poorer staff productivity growth than their industry counterparts on average during the same time period. Companies with few women in decision-making positions, according to Amore, grew at a slower rate than those with predominantly male boards or only lagging practices. Escosura (2015) discovered that organizations with at least three or more women on their boards and leading talent management practices had consistently higher average ratio of dividend pay-out and return on equity figures over three years than companies with mostly male boards and lagging talent management practices.

These data may support the notion that board gender diversity is a reflection of organizations' attention to human capital growth, management, and development (Nelson, 2014). According to Schumpeter (2013), organizations that prioritize talent at all levels, including the board of directors, routinely outperform all other groups. Companies that failed

to make personnel management a priority across the board, according to Schumpeter, continually underperformed. When looking to engage organizations whose human capital policies are behind the curve, investors may go to companies with strong human capital practices, according to Schumpeter.

Mincer (2015) examined the impact of female executives on company performance and came up with a startling conclusion. According to Mincer, organizations that include female CEOs on their supervisory committee are more successful. According to Carter (2014), organizations with more female board directors had a 53 percent greater Return on Equity, a 42 percent greater Return on Sales, and a 66 percent greater Return on Invested Capital than companies with less women on their supervisory committee. Furthermore, organizations with more than two women on their supervisory committee had 48 percent better Earnings before Interest and Tax, according to McKinsey (2013). According to McKinsey, women in leadership brings not just financial benefits, but also a beneficial impact on team performance due to their social intelligence.

In Malaysia, Hassan, Marimuth, Tariq and Aqeel (2017), examined Ethnic and Gender Diversity in Top Level Management and Firm Performance: Shareholder's Perspectives. The study sampled 84 non-financial organizations in Malaysia, gender and ethnic diversity were categorized as demographic diversity while the board and top management team were categorized as top management. Data from 2008 to 2012 was utilized by the study. The study findings revealed diversity of directors and top management does not influence firm's performance (ROE). However, ROE performance is influenced by gender diversity.

According to a cross sectional survey conducted by Simpson (2014), hiring a female CEO may raise overall revenues per employee by roughly 3.7 percent in a company with a 20% female workforce. According to the findings, if a female CEO worked in position of a male-run company with at least 20 percent female employees, sales per worker may increase

by roughly 14percent. The survey also discovered that when a woman becomes CEO, her salaries change. Female leadership has a beneficial effect at the top of the female wage distribution and an adverse one at the bottom (Simpson, 2014). When a female CEO employs female workers at the top of the wage distribution, their wages tend to be higher by around 10%.

According to Martinez (2016), when a female CEO is present, female staff at the bottom of the wage distribution earn around 3 percentage points less. Female CEOs appear to have the reverse effect on male workers' wages. Men at the top of the wage scale earn less, while those at the bottom earn more. According to Randoy (2014), female executives tend to be good at interpreting productivity signs. Female leaders, for example, are better at connecting people to tasks that fit their skills, according to Mason (2014). Female bosses also pay employees wages that are more in line with their real output. Positive outcomes, according to Mason, are the result of complementary interactions between female workers, including mentoring.

Ayat (2017) looked at the impact of corporate governance quality and board gender diversity on corporate dividend policy for all non-financial businesses listed on the Sudan Stock Exchange (SE) from 2009 to 2015. Thus, business governance quality and board gender diversity proxies were found to have a beneficial effect on corporate dividend policy.

2.2.3 Ethnic Diversity and Corporate Governance

Cross-cultural communication problems (Dufrene, 2014) and interpersonal disputes are more likely when a team's country and culture are diverse. However, a firm's country of origin may provide competitive benefits such as worldwide networks, adherence to shareholder rights, and avoidance of management entrenchment. Nation of origin, like all other dimensions of diversity, has variable consequences. According to Mathew (2014), having a more demographically diverse board has little effect on firm performance.

Furthermore, based on Tobin's Q, Patrick (2013) discovered that the fraction of foreign nationals has no meaningful relationship with market performance. On the other hand, other research suggests a greater Tobin's Q. For instance, Oxelheim and Randoy (2014) discovered that when the board of directors was made up of Anglo-American nationalities, Norwegian and Swedish enterprises had a higher Tobin's Q. In a similar vein, Ruigrok and Kaczmarek (2015) found that nationality diversity on boards of directors was positively connected to business performance in the United Kingdom, the Netherlands, and Switzerland. Clearly, having a diverse board increases human capital growth; hence, diversity is better suited to complicated and ambiguous corporate operations, but homogeneity is better suited to decision-making processes, as it is more successful when faced with unstructured ones.

Makokolo (2005), defines ethnic diversity as a tribal grouping of people. It classified diversity in terms of culture, religion, race and language (Maingi, 2015). Workforce diversity implementation and globalization initiatives such as measures of affirmative action have played a central role in influencing ethnic diversity adoption. This is because ethnic diversity benefits in the global business have become an economic driver.

Dastane and Eshegbe (2015), argue that organizations that are highly ethnically diverse are better when it comes to innovation and creativity (Dastane & Ishegbe, 2015). However, Marx, Pons and Suri (2016) argue that for an institution to succeed as a result of ethnic diversity, it is a requirement that the management must have adequate skills in ethnic diversity management, because it has negative effects if it is not adequately managed. Based on self-categorization and social identity theory, an ethnically diverse workforce might result in a group favoritism, in-group liking and in-group attraction which are psychological processes (Tajfel & Turner, 1986).

The outcome of this may result to employee's behavioral change such as favoritism among group members as well as their managers belonging to the same ethnic background.

This might result to undesired outcomes, for instance less cohesiveness, less corporation and poor communication (Ekot, 2017). Moreover, in a broader context this may result to conflicts, minimal job satisfaction, high labor turnover as well as minimal organizational performance outcomes.

Study by Borghesi, Chang and Mehran (2016) investigated whether board ethnic diversity positively impacts the value of firms in the U.S. using data from 2003 to 2009. They take it a step further to analyze the link between board and CEO diversity and how that impacts firm value. They found that board diversity in terms of ethnicity increase firm value, particularly for consumer related industries (as these have a larger percentage of diverse board directors). However, the results suggest that ethnic differences between the CEO and board members account for a major part of the value associated with board diversity.

In Canada Tariah (2019), examined association between firm performance corporate boards and ethnic diversity based on ROA. The study further sought to establish the association between firm performance and CEO diversity. The research concluded that firm performance is influenced by CEO diversity, moreover the study establishes a positive relationship between firm performance and gender diversity of the board. However, firm performance and diverse ethnic board members was inconclusive.

In China, a study conducted by Adams and Ferreira (2009) actually finds and provides evidence that ethnic diversity on boards adversely affects firm value. Their results report on average, negative influence of gender diversity on performance and suggest that imposing gender quotas for board of directors can yield a decrease in firm value and performance for companies with strong governance and ability to resist takeovers. They render a possible explanation for this result and attribute it to the possibility that a larger number of female board members could result in over-monitoring in such organizations.

In South Africa, Scholtz and Kieviet (2017) investigated whether company performance is influenced by the gender diversity of a board in top 100 companies in South Africa which are listed in Johannesburg Securities Exchange in (2013 – 2015). Return on Assets and Tobins Q were adopted as measure of performance. The study findings revealed that the board size, women as a board, business qualification and number of directors positively influences performances of companies in South Africa, however, among the South African companies, there is a negative correlation between performance and Ethnic diversity of the board.

In South Sudan, corporate governance is intrinsically related to conflict and peace, with concerns of revenues and wealth by exploration of oil, rights and inequalities of various groups. This has a territorial dimension of states definition in terms of boundaries, with repercussions of states that produce oil. This implies that devoid of collaborative and sound territorial governance, South Sudan is not able to attain sufficient political governance that leads to sustainable and real peace.

2.2.4 Cultural Diversity and Corporate Governance

Stereotyping and prejudice, as well as communication and behavior prediction, can all be challenges in a multicultural organization (Goldini, 2014). However, the advantages of being a culturally diverse firm obviously outweigh the disadvantages. More precisely, these firms can gain advantages such as greater problem-solving capacity, increased efficacy and efficiency, increased client satisfaction, and increased earnings.

Certain managerial approaches can help to alleviate some of the issues that come with cultural diversity. Culturally diverse firms, for example, can use training to enhance employee understanding of distinctions that exist between cultures and subgroups, in order to counter stereotyped attitudes and viewpoints. Managers who are culturally diverse emphasize on

programs like on-site care facilities, flexible work schedules, career opportunities and affinity clubs, among other things, to promote an inclusive work environment (Goldini, 2014).

According to Cheung and Chan (2007), failing to address different employees' requirements at any level can lead to dissatisfaction in their professional lives, leading them to struggle meeting these needs on their own, perhaps by looking for a new job that offers better prospects. In his Hierarchy of Needs Theory, Abraham Maslow divides individual's needs into five categories, starting with fundamental physical needs and progressing to self-esteem and actualization needs.

According to Kezar and Eckel (2015), a diversified workforce with self-esteem needs met experiences sentiments of sufficiency, confidence, competence, and accomplishment, which encourages employees to stay longer in the firm. According to Rainey (2015), the minority and underrepresented growth needs have long-term motivational impacts and help people sustain and improve their work performance. According to Reddick, cultural variety has an impact on human motivation in such a way that Maslow's hierarchy of requirements is insufficient for illustrating and expanding on the differences between the social and intellectual demands of individuals raised in individualistic and collectivist countries.

Individualistic civilizations' motivators are more self-centered than collectivist societies' since the emphasis is on self-improvement, with self-actualization at the pinnacle (Engerman, 2014). In collectivist societies, however, the desires for acceptance and community outnumber the needs for freedom and uniqueness (Sarinc, 2013). Many companies invest time, effort and money into recruiting a diverse workforce; however, only a few establish comprehensive diversity retention strategies to complement their recruiting efforts (Dameron, 2014). The retention of cultural diversity is an important instrument for making long-term changes in the workplace, and it should never exceed 10%. (Kezar & Eckel, 2015).

Individuals generate, retain and apply skill/knowledge (human capital) and build intellectual capital (Hartmann, 2012). Their knowledge is increased through interactions (social capital), which results to the institutionalized knowledge that is possessed by organizations (organizational capital). People from all walks of life have essential abilities, personal energy, and traits which combine to form the human capital they bring to work and determine when, how, and where they ought to contribute it (Sokoloff, 2014). Sokoloff claims that excellent varied human capital thrives in a welcoming, all-inclusive, and discrimination-free atmosphere. This varied workforce results in higher employee retention, a greater awareness of various markets, and a more creative mix of individuals. Recruitment that reflects cultural diversity is not only beneficial for community but also advantageous for business.

According to Cheung & Chan (2007), comprehension of cultural variation in various countries is important, because it positively impacts. When it comes to problem solving, they are highly interactive and their businesses are run differently. Corporate governance quality is dependent on effective negotiation and interaction among parties concerned. Culture plays a central role in the establishment of a negotiation that is productive among people.

According to Goldini (2014), behavior prediction, prejudicing, difficulty in communicating, and predicting behavior are some of the problems that a multicultural organization can suffer from. However, merits of a culturally diverse organization supersede its demerits. According to Borman and Motowidho (2014) these kinds of organizations have the affinity to benefit from, for example enhanced effectiveness, capacity to solve problems, efficiency, enhanced capacity to solve problems increased profits and client satisfaction.

According to Hartmann (2012) a workforce that is culturally heterogeneous is a source of competitive advantage. Cultural diversity practiced by the top management is able to solve cultural diversity problems. Employee awareness and consciousness is improved by organizations that are culturally diverse, through raising awareness of subgroups and cultures,

by investing in training in order to address stereotypical attitudes. According to Sartorius (2015), managers who are culturally oriented focus on programs such as group affinity, site care facilities, career opportunities, and flexible work schedules, and creation of all-inclusive environments.

The factors that motivate people from societies that are individualistic are more self-centered as compared to collectivist societies as the focus is on self-improvement, with self-actualization at the apex (Engerman, 2014). In contrast, the needs of acceptance and community are stronger than the collectivist society's needs (Sarinc, 2013). Numerous organizations have spent a lot of time to recruit diverse workforce however they do not have sufficient retention strategies to safeguard the culturally diverse workforce (Dameron, 2014). According to Kezar and Eckel (2015), they recommended that the diversity retention rate should not exceed 10%. Cultural diversity is not only good for business but also a good reflection in the society (Robson & Nayak, 2014).

In USA, Frijnsa, Dodda and Cimerova (2016) examined the Impact of Cultural Diversity in Corporate Boards on Firm Performance. They find out the impact of cultural diversity in the directors on firm performance. Their findings indicated that firm performance is affected negatively by national culturally diverse boards, that is, according to the firm's performance measurements using ROA and Tobin's Q. Moreover, the results showed that firm performance is controlled by other measures of culture that includes alternative cultural framework, the firm's "forgiveness", firm's characteristics and a wider range of the board. The study established that complexity of foreign operation and sales mitigates the impact of cultural diversity.

In Kenya, a study by Kioko (2011) indicates Styles of leadership they elicit as a result of varied viewpoints. General problems and benefits of organization that is culturally

heterogeneous is dependent on managerial effectiveness. This is why heterogeneity in culture is a managerial issue of concern hence recent research has given it much attention.

La Porta, Rafael, Florencio and Shleifer (2008) tested legal origins and found that explanation of economic consequences across countries is supported by political and cultural factors. In order to adopt good governance practices these factors are significant, because they may better the global relationships among companies (Weitzel and Berns, 2006). South Sudan, business society adopted the Shariah principles, particularly after the financial crisis, that halted economic and business activities globally (Onegin & Mikail, 2013). Farook and Farooq (2011), observed that Islamic finance industry has been adequately governed by Shariah governance principles, this has been scrutinized and analyzed by stakeholders in the industry.

2.3 Summary of Review of Literature

In India, Ahmeda (2018) found that diversity in religion is not a determinant of employee performance. Nakpodia, shrive aid Solcur (2019) findings, indicates that high religiosity in Nigeria has no impact on Nigerian, corporate governance system. In Kenya, Karanja (2017) recommended that companies should allocate time and prayer rooms, through this their employees will be able to conduct various religious practiced. In South Sudan, the Principles of sharia have been prominent, particularly after the global financial crises that halted economic and business activities (Onegin & Mikail, 2013).

Abebe and Dadanlar (2019) summarized how workplace discrimination can be combated through ethnic and gender diversity of the boards. In Malaysia, Hassan, Marimoth, Tariq and Aqeel (2017) examined how firm performance is influenced by top level management gender and ethnic diversity. The study established that (ROE) performance is influenced by board's gender diversity. In Sudan, Ayat (2017) established that dividend policy is influenced by board gender diversity and the quality of corporate governance.

Study by Borghesi, Chang and Merhan (2016), established that ethnic diversity of the board increases firm value, particularly for consumer related industries in Canada. Tariah (2019), found that firm performance is influenced by gender diversity of the board as well as the CEO diversity. In South African companies, board size, business qualifications and proportion of women in the board has a positive relationship with organizational performance, (Scholtz and Keviet, 2019).

In USA, Frijnsa, Dedda and Cimerova (2016) examined how firm performance is influenced by corporate board cultural diversity. However, the study established that complexity of foreign operation and sales mitigates the impact of cultural diversity. In Kenya a study by Kioko (2011), indicates that leadership styles and management practices are effective in the management of a multicultural workforce, due to elicited different viewpoints. Good corporate governance practices have a high impact on cross boarder M & A (Bris et al, 2008). Martynova and Renneborg (2008) findings also supported this view, by establishing a link between cross-border M & A and transparency.

According to Frijna, Dedda and Cimerova (2016) outcomes of workplace diversity is not yet explained by a number of studies that have been carried out. Similarly, research on different dimensions of diversity (e.g., age, culture, race, disability and sexual orientation), (Adams & Ferreira; 2009, Scholtz & Kieviet, 2017) has mostly evolved independently. The reviewed literature reveals that employee performance as a result of diversity has been studied, yet minimal studies have focused on good corporate governance as a result of workforce diversity. The present study establishes the effect of workplace diversity on corporate governance with a focus of GPOC, South Sudan.

It is imperative to note that, recent studies about the effect of workplace diversity on corporate governance have focused on commercial banks in other countries in East Africa countries but not in South Sudan. There are few studies that have been carried in South Sudan;

and thus, this study sets to determine the effect of workplace diversity on corporate governance with a focus of Greater Pioneer Operating Company (GPOC), South Sudan.

It is evident that effect of workplace diversity on corporate governance is of concern to managers and policy makers seeking to understand how to manage workforce. It is against this back drop that this study sought to bridge this knowledge gap.

CHAPTER THREE

RESEARCH METHOOLOGY

3.1 Introduction

This chapter covers methodology, describing how the research was carried out. It therefore gives the study blue print, which contains the research design employed, procedure of obtaining data and data analysis techniques for the goal of presenting the study findings.

3.2 Research Design

The approach for connecting the conceptual challenge to the necessary empirical study is called research design (VanWyk, 2012). A descriptive research design and a cross-sectional approach were utilized. A descriptive design, according to Gill and Johnson (2002), sets specific population features and sets comparison on different duration and points in time. The decision to use a descriptive study design was influenced by its ability to determine the nature of current situations without manipulation of the subject (Mugenda & Mugenda 2003).

According to Schreiber and Asner–Self (2011), descriptive design method has the capacity of enabling background information collection as well as that the researcher has little chance of motivating the respondents in order to influence research participants' response. The strength of the study's design is the affinity to explore, describe, as well as analyze the respondents' relationships included in this study. The design helped the researcher obtain precise information on the effect of workplace diversity on corporate governance, with a focus of greater pioneer operating company (GPOC), South Sudan. Since the study was carried in a limited geographical area this method is therefore ideal.

3.3 Research Site

In South Sudan, Juba is the largest and capital city. It is also Central Equatorial state capital that represents one of the ten states of South Sudan Republic. Juba city is located along

the River White Nile and functions as the metropolis and seat of the County of Juba (Appendix 6).

Preceding independence in 2011, South Sudan was in Sudan. During the colonial period in 1947, Sudan was under the administration of Egyptian and British. By then Juba was a host for northern and southern parts of the Sudan representatives, this dashed the hopes of the Britain of adding Southern part to Uganda. The unification process was not smooth, however, Juba being South Sudan's chief city, became the spearhead of southern resistance to Northern domination (Mc Kenaa, 2014).

GPOC was formed from Greater Nile Petroleum Operating Company, which has been operating in Sudan's' oil rich boarder. Block 1A and Block 1B investment was the basis of joint venture containing unity field. This field has a capacity of producing 38,000d barrels daily which is a Nile blend of high quality, however, their present operations have been shut down. The consortium of GPOC is represented by Joint Ventures as follows: Nilepet (5 percent), CNPC (40 percent), ONGC Videsh (25 percent) and Petronas (30 percent).

3.4 Target Population

Target population consist of elements and phenomena from which inferences are dawn (Cooper & Schindler, 2006). Population as per Mugenda and Mugenda (2003) is a whole group of objects, events or individuals exhibiting homogeneous characteristics that can be observed. In the present study, the population targeted comprised of; Ministry of Petroleum officers, stock market regulator officials, president of the company, board of directors, managing directors, management committee members, regional managers, functional managers and other category of employees of GPOC, in South Sudan. Target population was steered by the fact that they directly participate in corporate governance and work force diversity decisions.

Table 3. 1 Target Population of the Study

Designation	Target Population
President of the company	1
Board of Directors	14
Managing Directors	4
Management Committee Members	6
Section Heads/Managers	27
Finance officers	10
Engineers	16
Legal Manager	1
Ministry of Petroleum	2
Stock Market Regulator Officials	2
General service supervisors	284
Total	**367**

Source: HR Greater Nile Petroleum Operating Company (2022)

3.5 Determination of Study Sample

3.5.1 Sampling Procedure

According to Kothari (2012), sampling is the act of selecting and analyzing a fairly smaller number of phenomenon in order to learn more about the general population from which it was drawn. Best and Kahn (2012) define sampling as a statistical determination of the optimal sample size that allows the researcher to generalize the results of the target population.

This study used a combination of stratified random sampling and simple random sampling. The initial stage of sampling was stratified sampling, which was used to ensure that all respondents, directors, managers, and other types of personnel were represented. The benefit of stratified sampling is that it allows inferences to be reached about the entire population by picking a portion of the subject on which measurement is being done. This procedure is also cost effective and time efficient. Simple random selection was used to gather individual responders.

3.5.2 Study Sample Size

According to Creswell (2012), sampling frame is a survey containing accessible events, people and existing records that is used in a specific review and from which research data can be acquired. According to (Gentles, Charles, Floeg & Mc Kibbon, 2015) an appropriate sample size is guided by rigor in sample size estimation. It is significant to appreciate that sample size of the respondents should focus on generation of information concerning the research questions (Clearly et al., 2014). Sample size is dependent on the study depth of the data to be collected as well as the study complexity.

The formula below is used to obtain the sample size.

The sample size was determined based on the following formula presented by Yamane.

$$n = \frac{N}{1+N(e)2}$$

Whereby:

N represents the total population, n indicates sample size, and e represents the level of accuracy.

At 95% confidence level at $e = 0.05$ and $N = 367$.

Sample size $n = 367/1 + 367(0.05)^2$

Sample size $n = 191$.

Table 3. 2 Sample Size

Category	Population	Proportion	Sample Size	Sampling Technique
President of the company	1		1	Simple Random
Board of Directors	14	14/367*191	6	Simple Random
Managing Directors	4		4	Sample Random
Management Committee Members	6		6	Simple Random
Section Heads	27	19/367*191	11	Simple Random
Finance officers	10	10/367*191	5	Simple Random
Engineers	16	16/367*191	6	
Legal Manager	1		1	Simple Random
Ministry of Petroleum officials	2		2	Simple Random
Stock Market Regulator Officials	2		2	Simple Random
General service supervisors	284	284/367*191=3.4	147	Simple Random
Total	**367**	**-**	**191**	

3.6 Data Collection Measures

3.6.1 Development of Research Instruments

The primary data was gathered using questionnaires (Appendix 2) which were distributed to president of the company, board of directors, managing directors, management committee members, regional managers, functional managers and other category of employees. Key informant interviews was performed by the researcher (from the Ministry of Petroleum and Stock market officials) were also used to find in-depth information of corporate governance in Greater Pioneer Operating Company (GPOC) South Sudan, to bolster the questionnaire (Appendix 3) findings.

3.6.2 Pilot Testing of Research Instruments

Pretesting of the tools was undertaken to ascertain reliability and instrument's validity. Pre-tests of data collection instruments enables researcher on clarity and efficiency assessment and its usability (Yin, 2017). According to Sekaran (2012), this approach allows detection of errors prior to the actual data collection process.

To conduct pretest, the researcher administered questionnaires to a total of 36 respondents (10% of sample size) who are not included in the study sample size, additionally findings from the pretest were not included in the final report write up which was used to prepare the final questionnaire for the study.

The pretest respondents were asked to scan through the questionnaire draft and respond to the questions as the actual respondents could. Subsequently, the researcher sought their opinions to establish whether elicited questions elicit required responses, their feedback will then be used in adjusting the questionnaire and subsequently approve for collection of data. This process helped the researcher in identifying areas that have not been adequately addressed by the researcher for example the time taken to understand the questions and fill the questionnaires, ambiguity of questions etc. the questionnaires were corrected before the actual data collection time.

3.6.3 Reliability of Research Instruments

The researcher ran a pilot test on 36 GPOC employees, accounting for 10% of the overall sample population. The results of both tests were correlated to determine the instruments' dependability. Pearson's Product Moment Correlation Co-Efficient Formula was used to calculate the data acquired during pretesting. To be considered dependable, the reliability co-efficient (r) must fall within the suggested range of 0.7 and above. Internal instrument reliability was determined using Cronbach alpha, which assesses internal consistency. Higher instrument scores ensure reliability; according to Yin (2017), a reliability

score of 0.7 is adequate. This number was used as the study's dependability baseline. The comments from the pilot test served as a benchmark for making changes to the final questionnaire.

3.6.4 Validity of Research Instruments

The respondents' differences measurement, according to Kothari (2012), shows instrument validity. In determining whether the tools measure what it should measure is known as instrument's validity. As a result, the consistency of conceptual or theoretical concepts is used to determine validity. Supervisors should analyze items formulated to see if they meet the specified criteria (Tichapondwa, 2013).

Validity refers to how well the instruments support the interpretation of test scores in the tests being proposed. Supervisors checked the validity of the instruments. Prior to the actual study, sample and item validity were determined in this study. The essence of content validity is the degree to which the test measured events in accordance with the objectives and research questions. The relevance of items employed in content measurement is referred to as item validity. The items' sampling validity ensured that the complete content area specified for measurement was sampled. Validity solves the question of whether I'm measuring the right thing. The study instrument's content validity was achieved by requesting the opinion of experts (University supervisor) on the questionnaires' content. As a result, the experts examined the instrument and made recommendations on how it may be improved (Matula, 2018).

3.7 Data Processing and Analysis

Standardized measures were employed as control measures to ensure that the data entry process was consistent and thorough. Before entering the data, the surveys were coded using unique identification. The figures were then used to verify the inconsistencies. The information was also checked for internal inconsistencies and completeness. SPSS version 23 was used to conduct the data analysis. The mean and std dev. were employed to quantify central tendency

and dispersion, respectively, while regression and correlation analysis were employed to analyze inferential statistics. Thematic analysis and continuous prose were used to display qualitative data.

Table 3.3 Data Analysis Method per Objective

	Objectives	Data analysis
Objective 1	To analyze the effect of religious diversity on corporate governance	Mean and standard deviation; Thematic analysis; regression and correlation.
Objective 2	To evaluate effect of gender diversity on corporate governance	Mean and standard deviation; Thematic analysis; regression and correlation.
Objective 3	To assess the effect of ethnic diversity on corporate governance.	Mean and standard deviation; Thematic analysis; regression and correlation.
Objective 4	To evaluate effect of cultural diversity on corporate governance.	Mean and standard deviation; Thematic analysis; regression and correlation.

Source: Researcher (2020)

3.8 Legal and Ethical Considerations

According to Bruce and Howard (2014), ethics are acceptable norms that researchers should follow when dealing with respondents during the research process. The participants' well-being takes primacy over scientific curiosity. Participants were handled with respect and civility, and they were asked to willingly take part in the survey (Monique et al., 2011). When it comes to study topics, design, data collecting, and analysis, research ethics are critical (Saunders et al, 2007). A research permit was obtained from the Post Graduate School of Africa Nazarene University and the South Sudan National Project Council for this research.

Kothari (2012) defines research ethics as the behavior that is acceptable and unacceptable during the study process. To protect anonymity, the respondents' identities and names were hidden, and thus they were only identified as respondents or by gender.

As a result, this research was steered by the voluntary consent principle, which required only willing participants to take part. The principle of informed consent was steered by the information about this investigation (Appendix 1). The researcher spoke with the participants prior to the start of the investigation. To avoid plagiarism, it is necessary to credit the work of other researchers.

CHAPTER FOUR

DATA ANALYSIS AND FINDINGS

4.1 Introduction

The purpose of this study was to assess the effect of workplace diversity on corporate governance: A case study of Greater Pioneer Operating Company (GPOC), South Sudan. This chapter presents the outcome of data analysis based on the specific objectives. Section one presents the demographic feature of respondents, section two present the findings based on the first specific objective; effect of religious diversity on corporate governance, section three present the findings based on the second specific objective; effect of gender diversity on corporate governance, section four the findings based on the third specific objective; effect of ethnic diversity on corporate governance, section five the findings based on the fourth specific objective; effect of cultural diversity on corporate governance, section six the findings on dependent variable; and section seven the findings on hypothesis testing.

4.2 Demographic Characteristics of the Respondents

This section presents respondents' demographics including gender, age, work experience and highest level of education.

4.2.1 Response Rate

One hundred and ninety-one (191) questionnaires were administered to president of the company, board of directors, managing directors, management committee members, regional managers, functional managers and other category of employees. A total of 133 questionnaires were returned, yielding 69.6 % (191) response rate.

4.2.2 Reliability Analysis

The reliability analysis was conducted using (Cronbach's Alpha, which assesses internal consistency by determining whether different items on a scale measure the same concept validity. The Alpha value criterion, according to Kothari (2012), should be 0.7.

Because their reliability values above a threshold of 0.7, all five scales were deemed reliable, as shown in table 4.1. This implies that the research equipment was trustworthy.

Table 4.1: Reliability Analysis

Determinants	No of items	Cronbanch's	Verdict
Religious diversity, Gender diversity, Ethnic diversity, Cultural Diversity, and Corporate Governance.	27	. 714	Reliable

Source: Research Data (2022)

Because all values are over the threshold value of 0.7, Cronbach's alpha results suggested that the data gathering tool was consistent. This result demonstrates the instrument's reliability.

4.2.3 Respondents' Gender

On evaluating participants' gender distributions, results were tabulated in Figure 4.1.

Figure 4. 1 *Gender of Respondents*
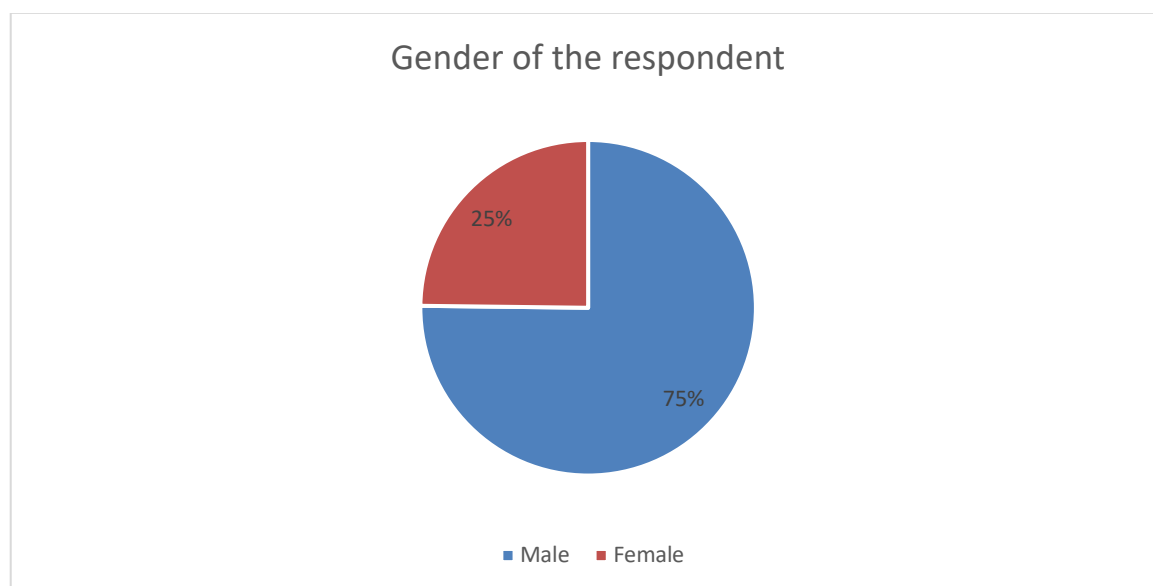
The findings indicate that male respondents were 75.2 per cent while female were 24.8%.

4.2.4 Respondents' Age

On establishing participants' age distribution results were as presented in Figure 4.2.

Figure 4. 2 *Age brackets of the Respondents*
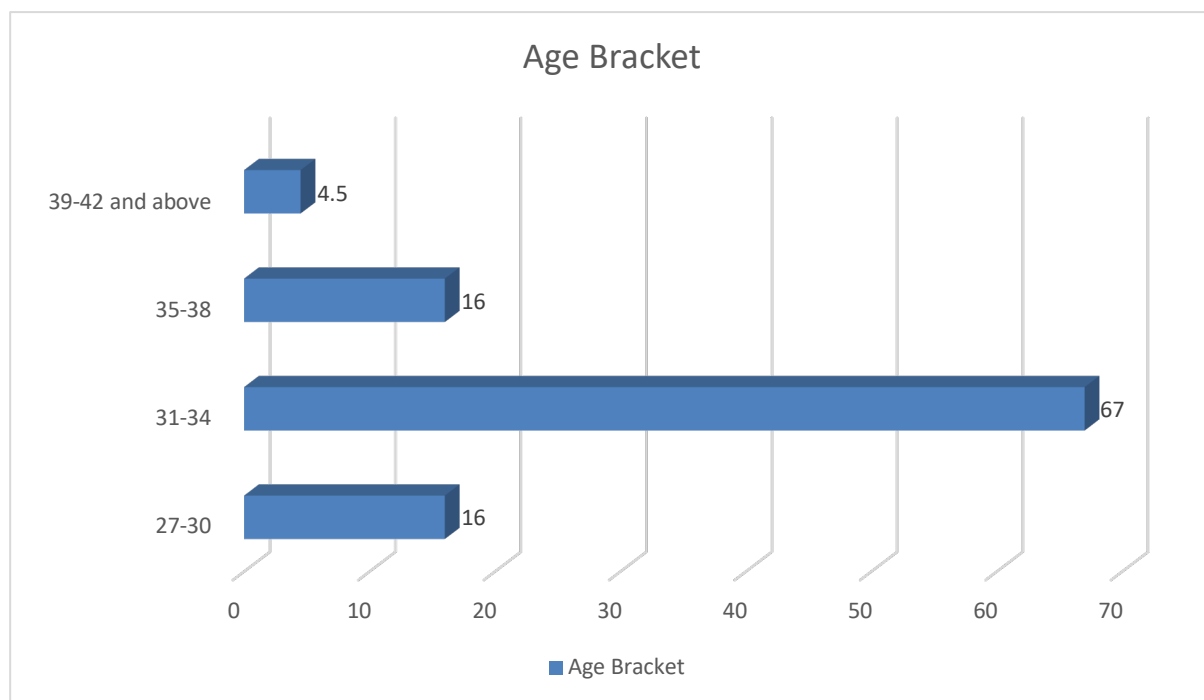
Majority (50.4%) of the respondents are in the age bracket of 31-34 years. The ones in the age of bracket 39-42 years and above are 25.6% while those in age bracket 35-38 years are 12% same as Age bracket below 27-30 years.

4.2.5 Respondents' Work Experience

On establishing participants' duration at the company, results were as shown in Table 4.3.

Figure 4. 3 *Working Experience in the Company*
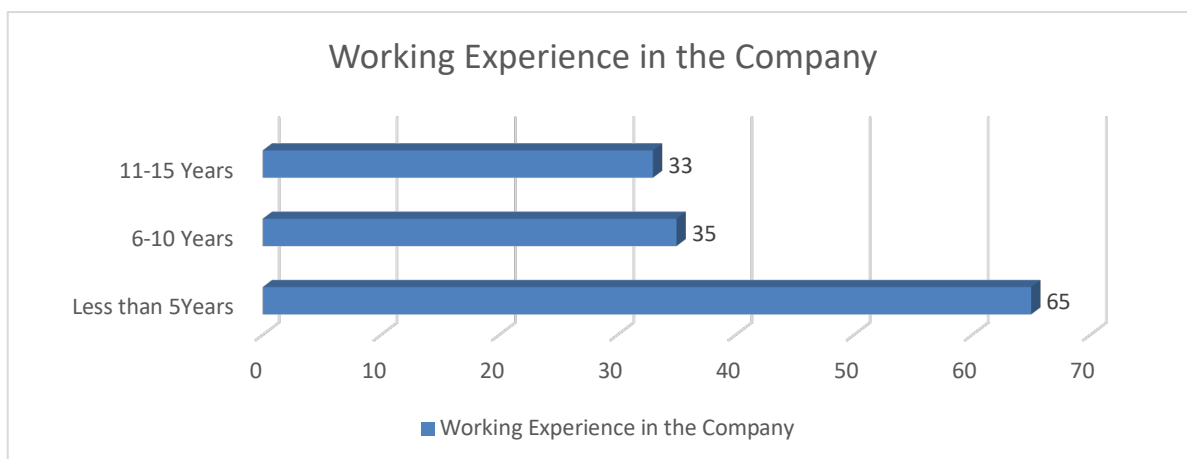
From the findings in figure 4.3, 26.3% of the respondents have worked for Greater Pioneer Operating Company (GPOC), South Sudan between 6 and 10 years, 24.8% have worked for Greater Pioneer Operating Company (GPOC) between 11-15 years while 48.9% have worked for Greater Pioneer Operating Company (GPOC), South Sudan between less than 5 years.

4.2.6 Respondents' Level of Education

The study established participants' the level of education and results were summarized below in Figure 4.4.

Figure 4. 4 *Education level*
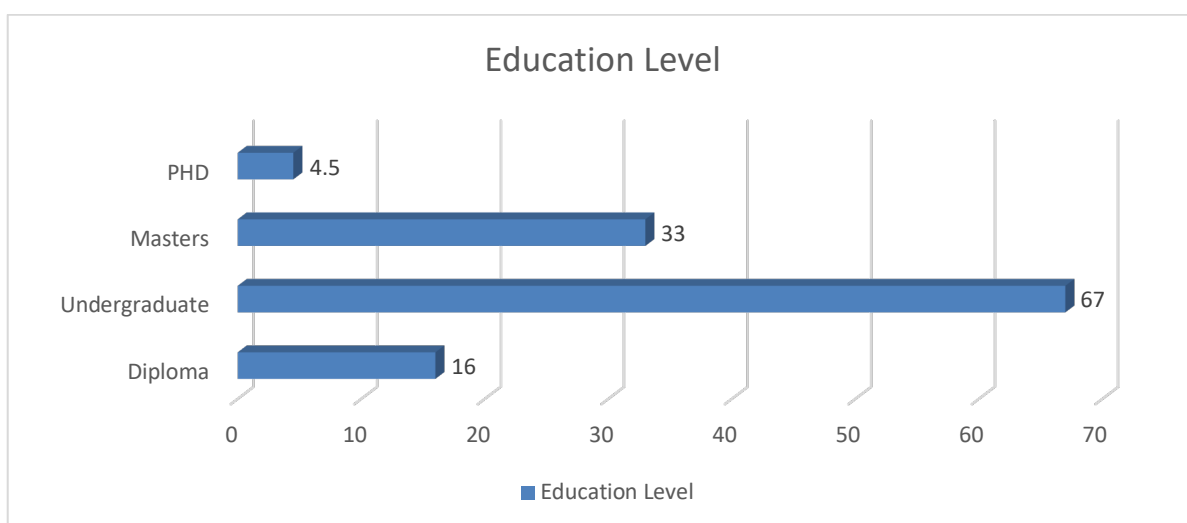
Findings indicate that 50.4% of the respondents have university degree, 24.8% have Master's degree, and 12% have a diploma while 12.8% of the respondents have doctorate degree.

4.3 Presentation of Research Analysis, and Findings

The section covers findings from descriptive analysis on independent and dependent variables.

4.3.1 Religious Diversity and Corporate Governance

Participants retorted on the level of agreement with statements relating to effect of religious diversity on corporate governance and results were as tabulated in Table 4.2.

Table 4.2 Religious Diversity and Corporate Governance

Religious Diversity	Mean	Std Dev.
I prefer working with people with similar religious beliefs as mine.	1.75	0.43
My religious beliefs greatly influence my commitment to work.	3.47	1.15
The company gives me time to practice my religion.	3.36	1.42
My religious practices and beliefs enable me to cope well with others.	3.87	0.60
I would choose my religion over my job.	1.87	1.05
My religious beliefs influence the way I work.	2.90	0.93
Aggregate Mean and Standard deviation (N=133)	*2.87*	*0.93*

Source: Research Data (2021)

Religious diversity was recognized to be among the factors that influence corporate governance in Greater Pioneer Operating Company (GPOC). The study sought to find out the claim.

The respondents were therefore required to rate their responses on a Likert scale of 1-5 where: 5= Strongly Agree; 4= Agree; 3= Neutral; 2= Disagree; 1=Strongly Disagree. Table 4.5 indicates that the majority who scored the highest mean of 3.87 and a std dev of 0.60 agreed that their religious practices and beliefs enable them to cope well with others. This was followed closely by those who agreed too that their religious beliefs greatly influence their

commitment to work mean of (3.47) and a standard deviation of (1.15). Furthermore, respondents agreed that the company gives me time to practice my religion with a mean of (3.36) and a std. deviation of (1.42), their religious beliefs influence the way they work at a mean of (2.90) and a std. deviation of (0.93). I would choose my religion over my job at a mean of (1.87) and a std. deviation of (1.05).

The findings imply that religious beliefs greatly influence commitment to work because majority of the respondents has the highest mean (M=3.87, S. D = 0.60). Lowest mean of (M=1.87, S. D= 1.05) indicates that employees would choose religion over their jobs.

In the open-ended questions in the questionnaire majority of the respondents upon being asked to suggest their view how can Greater Pioneer Operating Company improve their corporate governance through workplace diversity? Firstly, majority were of the opinion that continuous integration of skills and experience of employees with diverse backgrounds will improve corporate performance at Greater Pioneer Operating Company. Secondly, some respondents suggested that recruitment of qualified employees irrespective of their religious, cultural, ethnic diversities.

The respondents were also requested to describe their experience concerning workplace diversity of Greater Pioneer Operating Company. Majority of the respondents revealed that Greater Pioneer Operating Company has invested in gender diversity in almost every department. However, the respondents suggested that there need to improve on gender diversity since male employees are still more than female employees.

Respondent 001 from the Ministry of Petroleum was asked to give opinion on the ways in which religious beliefs influence corporate governance in Greater Pioneer Operating Company. In response:

> "Religious beliefs are part of every country and affect personal values, relationships, and attitudes to authority. They influence morality, ethical standards, and what business behavior is considered acceptable. Underpinning beliefs are reflected in the way company decisions are

made, corporate entities operate, and corporate governance practices develop in different countries." (Respondent 001)

Respondent 002 from Stock market officials were asked to give opinion on the extent faith contribute to corporate governance in Greater Pioneer Operating Company.

In response:

> "The return to religious morality, meant to control human consciousness, the only one able to make the best decisions for itself, but also for the society in general in the long term, seems to be the determined statistical solution that allows a better application of decisions in terms of corporate governance. In fact, the only thing we are doing is to reconfirm a conclusion that the human society has cyclically reached, namely, the philosophy of goodness can only be promoted by consciousness control. Consciousness control can only be achieved through religion in general and particularly through ethics. Cultivating Divinity's force, generally accepted by religion as being supreme and irremovable, is done differently, its method and means customizing each individual religion." (Respondent 002)

4.3.2 Gender Diversity and Corporate Governance

When showing their agreement to effect of gender diversity on corporate governance, the results are as tabulated in Table 4.3.

Table 4. 3 Gender Diversity and Corporate Governance

Gender Diversity	Mean	Std Dev.
Gender diversity is an asset for our corporate image and brand value.	3.99	1.24
Gender diverse teams achieved targets due to the good relationship and effective communication.	4.24	0.83
Gender diversity programs have increased the number of job applicants of either gender.	3.00	0.86
A career development that includes women is encouraged at the GPOC.	3.31	0.87
I am positive about gender diversity at the GPOC.	3.58	0.72
Employees are not discriminated by the GPOC during hiring and recruitment process on gender basis.	3.65	1.23
Aggregate Mean and Standard deviation (N=133)	*3.62*	*0.95*

Source: Researcher (2021)

Gender diversity has been admitted to be among the factors that influence corporate governance in Greater Pioneer Operating Company (GPOC). The study sought to find out the claim. The respondents were therefore required to rate their responses on a Likert scale of 1-5 where: 5= Strongly Agree; 4= Agree; 3= Neutral; 2= Disagree; 1=Strongly Disagree.

Findings in 4.6 indicate the majority scored the highest mean of 4.24 and a std. deviation of 0.83 agreed that gender diverse teams attained targets due to the good relationship and effective communication. This followed closely by those who concurred too that gender diversity is an asset for our corporate image and brand value mean of (3.99) and a std. deviation of (1.24). Additionally, participants concurred that workers are not discriminated by the GPOC during recruitment process and hiring on gender basis with a mean of (3.65) and a std. deviation of (1.23), they are positive about gender diversity at the GPOC at a mean of (3.01) and a std. deviation of (1.23).

In the open-ended questions in the questionnaire majority of the respondents upon being asked what are some of the workplace diversities practiced by Greater Pioneer Operating Company. Majority of participants were of the opinion that Greater Pioneer Operating Company has continually practiced ethnic diversity, gender diversity and cultural diversity in order to improve corporate governance.

The respondents were also requested to describe how gender diversity by company has improved corporate governance. Majority of the respondents revealed that Greater Pioneer Operating Company has practiced gender diversity that has significantly contributed to harmony in the workplace.

Respondent 001 from the Ministry of Petroleum was asked to give opinion on the ways in what ways has corporate governance improved as a result of gender diversity in Greater Pioneer Operating Company. In response:

> "Gender Diversity has been considered a key issue in the Corporate Governance and the details about how the organizations have worked on improving the women's representation in the Boardroom composition has

also been discussed. Several examples have been given about the board room composition of various companies and the number of female professionals in it. Stakeholders: Level of knowledge of corporate governance, availability and scope of information to be provided to them, unawareness and ignorance towards company practices, and most challenging: aligning the business interests with the interests of the shareholders in the Corporate Governance Framework." (Respondent 001).

Respondent 002 from stock market officials were asked to give opinion on how does energy companies ensure gender diversity in their recruitment processes in Greater Pioneer Operating Company.

In response:

"Defining objectives is a crucial first step to any plan. Having a program-wide commitment to gender equity will help your program support women in all facets of the recruitment and selection processes and as members of your program. If your program is far from reaching a 50-50 gender split it might make sense to set incremental goals along the way." (Respondent 002)

4.3.3 Ethnic Diversity and Corporate Governance

When showing their agreement on effect of ethnic diversity on corporate governance, the results are as tabulated in Table 4.4.

Table 4. 4 Ethnic Diversity and Corporate Governance

Ethnic Diversity	Mean	Standard deviation
Ethnic diversity improves good work relationships.	3.75	1.21
My career has developed because of ethnic diversity.	3.01	1.23
Management communicates effectively because there is ethnic diversity in our company.	3.02	1.33
I can consider working for a company like GPOC because they embrace ethnic diversity.	3.51	1.34
Aggregate Mean and Standard deviation (N=133)	*3.32*	*1.27*

Source: Research Data (2021)

Ethnic diversity is admitted to be among the factors that influence corporate governance in Greater Pioneer Operating Company (GPOC). The study sought to find out the claim. The respondents were therefore required to rate their responses on a Likert scale of 1-5 where: 5= Strongly Agree; 4= Agree; 3= Neutral; 2= Disagree; 1=Strongly Disagree.

From table 4.7 the majority scored the highest mean of 3.75 and a std. deviation of 1.21 agreed that ethnic diversity improves good work relationships. This was closely followed by those who too agreed that they can consider working for a company like GPOC because they embrace ethnic diversity mean of (3.51) and a standard deviation of (1.34).Furthermore, respondents agreed that management communicates effectively because there is ethnic diversity in our company with a mean of (3.02) and a std. dev of (1.33), their career has developed as a result of ethnic diversity at a mean of (3.01) and a standard deviation of (1.23).This is an indication that Greater Pioneer Operating Company should align ethnic diversity and career development.

In the open-ended questions in the questionnaire majority of the respondents upon being asked what are some of the workplace diversities practiced by Greater Pioneer Operating Company. Majority opined that Greater Pioneer Operating Company has continually practiced ethnic diversity, gender diversity and cultural diversity in order to improve corporate governance.

The respondents were also requested to describe how ethnic diversity by company has improved corporate governance. Since female workers have distinct perspectives, abilities, and expertise, and also diverse norms, values and understanding, the participation of women on the board may boost the better monitoring management activity, according to the majority of respondents. Women directors possess unique expertise, talents and experience that they bring to workplace.

Gender diversity on the director will help identify new innovative opportunities. Women are more independent. Second, women have a better understanding of consumer needs. Women are less flexible than men. In this regard, when more women are on supervisory board it helps better regulate and monitor the Directors' activities and eventually improve firm performance.

Respondent 001 from the Ministry of Petroleum was asked to give opinion on how ethnic diversity contribute to good corporate governance in Greater Pioneer Operating Company. In response:

> "Besides the fact that ethnic diversity projects a positive impression of a well-run board, a diverse board also gives corporations a competitive advantage. Ethnic diversity has become necessary because of the rapid rate of economic change whereby board directors need to be able to use all available resources at their disposal to enable them to think on their feet." (Respondent 001)

Respondent 002 from stock market officials were asked to give opinion on what are some of the ethnic diversity programs in the energy provision firms in Greater Pioneer Operating Company. In response:

> "Moving forward, boards would be remiss not to consider the diversity of perspectives when considering the diversity of people for board candidates. The best candidates will be people who have a good combination of experiential, demographic and personal attributes. A good first step is for board nominating committees to cast a wide net when pursuing potential candidates." (Respondent 002)

4.3.4 Cultural Diversity and Corporate Governance

When requested to indicate their level of agreement to effect of cultural diversity and corporate governance, the results are as tabulated in Table 4.5.

Table 4. 5 Cultural Diversity and Corporate Governance

Cultural Diversity	Mean	Std dev.
It is of importance to have diversity in training.	4.37	0.70
It is important that my supervisor appreciates who I am	4.11	0.59
If I quite my current job I will join an organization that values generational differences	3.72	0.66
There is established positive professional learning and working environments that value and support diversity as a means to meet individual and collective needs.	3.27	1.10
I am satisfied with my job because of the multicultural nature of the workforce	3.40	1.00
I believe senior management recognizes employee efforts to foster a culture of inclusion for retention purposes	2.75	0.83
Aggregate Mean and Standard deviation (N=133)	*3.60*	*0.81*

Source: Research Data (2021)

Cultural diversity is admitted to be among factors that influence corporate governance in Greater Pioneer Operating Company (GPOC). The study sought to uncover the claim. The respondents were therefore required to rate their responses on a Likert scale of 1-5 where: 5= Strongly Agree; 4= Agree; 3= Neutral; 2= Disagree; 1=Strongly Disagree.

From table 4.8 the majority scored the uppermost mean of 4.37 and a std. deviation of 0.70 concurred that it is of importance to have diversity in training. This was followed closely by the ones who concurred too that it is important that my supervisor appreciates who I am mean of (4.11) and a std. deviation of (0.59). Furthermore, respondents agreed that if I surrender my current employment, I will work in an organization that values generational differences with a mean of (3.72) and a std dev. of (1.10), I am satisfied with my job because of the multicultural nature of the workforce at a mean of (3.40) and a std. deviation of (1.00).

In the open-ended questions in the questionnaire the respondents upon being asked how cultural diversity influence corporate governance in Greater Pioneer Operating Company.

Cultures, according to the majority of respondents, are rich, multi-faceted institutions with long histories. On the one hand, this diversity allows everyone to discover something appealing in a particular culture and make a compelling tale about it. Individual value emphases reflect, among other things, cultural reactions to the fundamental difficulties that organizations encounter. Some countries' cultures may encourage very eccentric approaches for guaranteeing the quality of controlling personnel. Culture imposes informal limits and motivates the development of law that is culturally suitable. In addition, social patterns of compliance with, or divergence from, culturally suitable regulations instill the value emphases that these laws reflect in societal members.

Respondent 001 from the Ministry of Petroleum was asked to give opinion on the ways does cultural inclusivity influence corporate governance in Greater Pioneer Operating Company. In response:

(Respondent 001)

> "At the most senior levels, boards should consider linking some percentage of performance-based compensation to meeting inclusion objectives. For the rest of the workforce, boards may also encourage management to develop ways to hold all employees accountable for inclusive behaviors. Boards should also evaluate their own performance with annual board self-assessments or, if a board decides to form an inclusion-specific board committee, through the inclusion committee members' due diligence." (Respondent 001)

Respondent 002 from stock market officials were asked to give opinion on how multicultural nature of energy provision firms contributes to their corporate governance in Greater Pioneer Operating Company. In response:

> "It is incumbent upon boards to govern and operate with an inclusion lens particularly as they preside over shifts in strategy, advice on major investments and monitor risks. Boards that demonstrate inclusive governance practices integrate inclusive thinking in all board proceedings and understand how their actions and decisions may lead to inclusion-related implications." (Respondent 002)

4.3.5 Response on Dependent Variable-Corporate Governance

The participants were to show their agreement with corporate governance. The results are tabulated in Table 4.6.

Table 4. 6 Corporate Governance

Corporate Governance	Mean	Std. Deviation
Corporate governance has brought transparency in the organization	3.25	1.09
There is sufficient accountability in our organization	2.87	0.92
Taking responsibility is a determining factor in corporate governance	4.12	0.33
Cultural Values affect an Organization's Earnings per share	3.60	0.87
There is sufficient monitoring of corporate governance initiatives	3.37	1.00
Aggregate Mean and Standard deviation (N=133)	3.44	0.84

Source: Research Data (2021).

From Table 4.6 the majority who recorded the uppermost mean of 4.12 and a std dev. of 0.33 concurred that taking responsibility is a determining factor in corporate governance. This was followed closely by the ones who concurred too that cultural values affect an organization's earnings per share a mean of (3.60) and a standard deviation of (0.87). Moreover, participants agreed there is sufficient monitoring of corporate governance initiatives with a mean of (3.37) and a std dev. of (1.00), corporate governance has brought transparency in the organization at a mean of (3.25) and a std dev. of (1.09), there is sufficient accountability in our organization mean (2.87) and a std. devaiation of (0.92).

The findings imply that there have been minimal security breaches after the security organization outsourced security sevices (M=4.47, S.D.= 0.5), implying private security firms have performed well regarding contractual performance. Lowest mean of (M=4.69, S.D=0.46)

the organization has been able to reduce its costs after outsourcing security services. This is an indication contracting private security is an additional cost to commercial enterprises. However, business performance has significantly improved as a result of outsourcing of security services (M=4.57, S.D=0.49).

4.4 Inferential Statistics

This part presents findings of the study.

4.4.1 Relationship between Dependent and Independent Variables

The section shows link existing among the variables.

Table 4. 7 Relationship between Independent variables correlations

		Corporate Governance	Religious Diversity	Ethnic Diversity	Gender Diversity	Cultural Diversity
Corporate Governance	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	133				
Religious Diversity	Pearson Correlation	.186**	1			
	Sig. (2-tailed)	.032				
	N	133	133			
Ethnic Diversity	Pearson Correlation	.206**	.792**	1		
	Sig. (2-tailed)	.018	.000			
	N	133	133	133		
Gender Diversity	Pearson Correlation	.505**	.154**	.548**	1	
	Sig. (2-tailed)	.000	.000	.000		
	N	133	133	133	133	
Cultural Diversity	Pearson Correlation	.408**	.083**	.355**	.860**	1
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	133	133	133	133	133

Source: Research Data (2021)

From table 4.7 there is a positive correlation existing between religious diversity and corporate governance in Greater Pioneer Operating Company (GPOC), South Sudan at significant 0.05 level, and the strength is average, at 18.6%. The same results show there was a positive correlation between ethnic diversity and corporate governance in Greater Pioneer

Operating Company (GPOC), South Sudan at substantial 0.05 level, and the strength is though strong, at 20.6per cent. The findings signify further that there is a favorable link between gender diversity and corporate governance in Greater Pioneer Operating Company (GPOC), South Sudan at significant 0.05 level, and the strength is strong, at 50.5%. Results further show there is a strong positive link between cultural diversity and corporate governance in Greater Pioneer Operating Company (GPOC), South Sudan at substantial 0.05 level, and the strength is average at 40.8%.

4.4.2 Relationship between Dependent and Independent Variables

This part discusses the strength of the association between variables.

Table 4. 8 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.915[a]	.837	.830	.27936

a. Predictors: (Constant), Religious Diversity, Ethnic Diversity, Gender Diversity, Cultural Diversity
b. Dependent Variable: Corporate Governance.

Source: Research Data (2021)

From table 4.8 the R^2 is 0.837 implying that 83.7%, of Corporate Governance is explained by religious diversity, ethnic diversity, gender diversity, cultural diversity in corporate governance in Greater Pioneer Operating Company (GPOC), South Sudan leaving 16.3% unexplained. This signify that there is strong explanatory power for the whole regression. Thus, future researchers ought to conduct studies to find out other factors (16.3%) influencing corporate governance other than (Religious Diversity, Ethnic Diversity, Gender Diversity, Cultural Diversity) affecting Corporate Governance in Greater Pioneer Operating Company (GPOC), South Sudan.

Table 4. 9 Relationship between Independent Variables

ANOVA[a]

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	38.160	4	9.526	122.065	.000[b]
	Residual	7.414	95	.078		
	Total	45.520	99			

a. Dependent Variable: Corporate Governance
b. Predictors: (Constant) Religious Diversity, Ethnic Diversity, Gender Diversity, Cultural Diversity.
Source: Research Data (2021)

The value of p<0.00 shows that the regression relationship was extremely substantial in envisaging how strategic Religious Diversity, Ethnic Diversity, Gender Diversity and Cultural Diversity influence corporate governance in Greater Pioneer Operating Company (GPOC), South Sudan.

Table 4. 10 Relationship between Dependent and Independent variables

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	4.770	.446		10.698	.000
	Religious Diversity	.338	.128	.132	2.637	.010
	Ethnic Diversity	.766	.054	.847	14.269	.000
	Gender Diversity	-1.791	.147	-1.152	-12.207	.000
	Cultural Diversity	.337	.151	.190	2.222	.029

a. Dependent Variable: Corporate Governance
Source: Research Data (2021)

Ethnic diversity bears the highest favorable influence on corporate governance, followed by religious diversity, cultural diversity and gender diversity; individual significance of the predictor variables was tested by t-test. Results show that religious diversity, ethnic

diversity, gender diversity and cultural diversity were individually statistically substantially linked to corporate governance p-value<0.05.

Table 4.10 established that when all factors are taken into account (religious diversity, ethnic diversity, gender diversity and cultural diversity) constant factor was 4.770 resulting from variation. Similarly, a unit change in religious diversity while setting the coefficient of other independent variables zero would leads to an increase in corporate governance in Greater Pioneer Operating Company (GPOC), South Sudan by a factor of .338; a unit change in ethnic diversity while setting the coefficient of other independent variables zero would lead to an increase in corporate governance in Greater Pioneer Operating Company (GPOC), South Sudan by a factor of .766; a unit change in gender diversity while setting the coefficient of other independent variables zero would leads to an decrease in corporate governance in Greater Pioneer Operating Company (GPOC), South Sudan by a factor of -1.79; a unit change in cultural diversity while coefficient of other independent variables are at zero would lead to increase in corporate governance in Greater Pioneer Operating Company (GPOC), South Sudan by a factor of .337.

CHAPTER FIVE

SUMMARY, DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter covers the findings based on aims of the research. The following topics were covered: demographic data findings; religious diversity and corporate governance; gender diversity and corporate governance; ethnic diversity and corporate governance; and cultural diversity and corporate governance. In addition to, the chapter presents recommendations, conclusion and suggestion for further studies.

5.2 Discussion

One hundred and ninety-one (191) questionnaires were administered to president of the company, board of directors, managing directors, management committee members, regional managers, functional managers and other category of employees. A sum of 133 questionnaires were returned, yielding 69.6 % (191) response rate. Two officials from the Ministry of Petroleum and Stock market officials were interviewed. The overall response rate was therefore 70.68% (135). Nachmias and Nachmias (2004) suggests that a return rate of 50% and above is acceptable and signifies a good basis for data analysis.

Male respondents recorded 75.2 % of the total, whereas the female recorded 24.8 %. This means that, despite the fact that male personnel still dominate the Greater Pioneer Operating Company (GPOC), South Sudan considers gender equality. The majority of the respondents (50.4 percent, or 67%) are between the ages of 31 and 34, according to the findings. These data suggest that the majority of employees are young adults, and that physical activity in their engineering roles should be prioritized among this group.

From table 4.3, 26.3% of the participants have worked between 6 and 10 years, 24.8%have worked between 11-15 years while 48.9% have between less than 5 years. The repercussions of these results show that participants have worked a long duration and were

conversant with effect of religious diversity, gender diversity, and ethnic diversity cultural diversity on corporate governance; thus, they gave in valuable information for the research.

Results show that 50.4% of the participants have university degree, 24.8% have Master's degree, and 12% have a diploma while 12.8% of the respondents have doctorate degree. This signifies that the participants were literate enough to correctly grasp and respond to the study's aims.

5.3 Discussions of Findings

The discussions of findings were made as per research objectives as follows: -

5.3.1 Religious Diversity and Corporate Governance

The study's first research question was: To what extent does religious diversity influence corporate governance with focus of Greater Pioneer Operating Company (GPOC), in Juba City, South Sudan? The study findings indicate that religious diversity influence corporate governance in Greater Pioneer Operating Company (GPOC). Specifically, the respondents believed majority who scored the highest (M=3.87, S.D.= 0.60) agreed that their religious practices and beliefs enable them to cop well with others. According to a study by Farook and Farooq (2011), observed that Islamic finance industry have been adequately governed by Shariah governance principles, this has been scrutinized and analyzed by stakeholders in the industry. The Accounting and Auditing Organization for Islamic Financial Institutions (AAOIFI) have provided the Islamic companies with principles that guide them.

Secondly, respondents agreed that their religious beliefs greatly influence their commitment to work (M=3.47, S.D.= 1.15).Moreover, respondents agreed that the company gives me time to practice my religion with a mean of (M=3.36, S.D.= 1.42). A Kenyan study by Karanja (2017) recommended that companies should allocate time and space for prayer rooms, through this, the workers will be able to conduct various religious practices.

Kutcher, et al., (2010) argued that research has revealed that employee's value system is influenced by religion. It also shapes an organizational culture. Abdel-Khalek, (2010) adds that religion influences the way employees behave. Jones and George (2011) claimed that diversity differs among individuals based on their religion, age, sex, race, ethnicity sexual introduction, financial foundation and abilities/inabilities.

Patrick and Kumar (2012) postulated that diversity management is the process of creating and maintaining positive work environment employees are able to respect each other despite where they are coming from, appreciate each other and respecting their individual differences. This can be done based on religion, race, age, ethnicity, gender, sexual orientation, physical abilities, socioeconomic status and political beliefs.

Penceliah (2009) suggested that organizations are able to resolve religious differences by developing a culture of respect between employees from different religious background promotes religious independence, encourage religious expressions and good practices that accommodate all religions. Messarra (2014) studied diversity of religions at work: the study sought to establish how employee commitment and engagement is influenced by religious discrimination. It was recommended that managers should develop strategies to deal with religious discrimination at work.

Ahmeda (2018) examined how employee performance is influenced by religious diversity in Telecom and FMCG industry in Gujarat. Exploratory and descriptive research was used. Data was collected from 600 employees. Finding uncovered that employee performance is not influenced by religious diversity.

Nakpodia, Shrives and Sorour (2019) findings revealed that despite the fact that in Nigeria there is high religiosity, corporate governance in Nigeria has not been stimulated by religion. This finding was explained by the fact that religion is understood and practiced by

organization stakeholders, who prefer rational ordering rather than religious preference, however, this is not a tandem with good practices in corporate governance.

5.3.2 Gender Diversity and Corporate Governance

The study's second research question was: How does gender diversity influence corporate governance with focus of Greater Pioneer Operating Company (GPOC), in Juba City, South Sudan? The study findings established that gender diverse teams attain targets as a result of good relationship and effective communication (M=4.24, S.D.= 0.83). However, gender diversity programs have not significantly increased the number of job applicants of either gender lowest mean of (M=3.00, S.D.= 0.86).

According to Dufrene (2014), cultural and national diversity of a team bolsters the likelihood of cross-cultural communication and interpersonal conflict (Cos, 2015). However, competitive advantage may be brought by nation of origin, this includes, avoidance of management entrenchment, creation of international frameworks and commitment to shareholders' rights (Oxelheim & Randoy, 2013). Mixed results have also been achieved through nation of origin diversity.

Boards' diversity in terms of gender is a factor that contributes to quality of corporate governance. In many of developing countries emphasis has been put on gender diversity in order to mitigate problem that arise from probability that a larger number of board members who are female could result to over monitoring in such organizations. The United Kingdom corporate governance code (2016) avers that group thinking problems have been exposed by financial crisis. One of the approaches that have been encouraged is having a board that is diverse.

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German corporate governance code (2014) states that women should be considered when appointing supervisory and managerial jobs with a principal focus of considering women. In Australia, corporate governance Principles (2014) guides that managerial boards have to consider diversity, a relevant board committee to create measurable gender diversity goals and evaluate the entity's progress toward those goals on an annual basis. However, in less developed countries (such as Jordan), the topic of board gender diversity has received less attention.

5.3.3 Ethnic Diversity and Corporate Governance

The study's third research question was: In what ways does ethnic diversity influence corporate governance with focus of Greater Pioneer Operating Company (GPOC), in Juba City, South Sudan? Gender diversity has been noted to be a critical issue in corporate governance, with specifics on how firms have fought to bolster women's participation on boards of directors being highlighted. Several instances of the composition of board rooms and the number of female professionals in them have been offered.

Majority of the respondents upon being asked what some of the workplace diversities are practiced in Greater Pioneer Operating Company? Majority of the respondents believed Greater Pioneer Operating Company has continually practiced ethnic diversity, gender diversity and cultural diversity in order to improve corporate governance. The respondents

were also requested to describe how ethnic diversity by company has improved corporate governance. The findings imply that ethnic diversity improves good work relationships highest mean (M=4.60, S.D.= 0.56), implying that ethnic diversity is a central virtue in improving good work relationships.

Dastane and Eshegbe (2015), argue that organizations that are highly ethnically diverse are better when it comes to innovation and creativity (Dastane & Ishegbe, 2015). However, Marx, Pons and Suri (2016) argue that for an institution to succeed as a result of ethnic diversity, it is a requirement that the management must have adequate skills in ethnic diversity management, because it has negative effects if it is not adequately managed. Based on self-categorization and social identity theory, an ethnically diverse workforce might result in a group favoritism, in-group liking and in-group attraction which are psychological processes (Tajfel & Turner, 1986).

The outcome of this may result to employee's behavioral change such as favoritism among group members as well as their managers belonging to the same ethnic background. This might result to undesired outcomes, for instance less cohesiveness, less corporation and poor communication (Ekot, 2017). Moreover, in a broader context this may result to conflicts, minimal job satisfaction, high labor turnover as well as minimal organizational performance outcomes.

Study by Borghesi, Chang and Mehran (2016) found that board diversity in terms of ethnicity increase firm value, particularly for consumer related industries (as these have a larger percentage of diverse board directors). However, the results suggest that ethnic differences between the CEO and board members account for a major part of the value associated with board diversity. Tariah (2019) concluded that firm performance is influenced by CEO diversity, moreover the study establishes a positive relationship between firm performance and gender

diversity of the board. However, firm performance and diverse ethnic board members was inconclusive.

5.3.4 Cultural Diversity and Corporate Governance

The study's fourth research question was: In what ways does cultural diversity influence corporate governance with focus of Greater Pioneer Operating Company (GPOC), in Juba City, South Sudan? Majority of the respondents scored the highest mean of 4.37 and a standard deviation of 0.70 agreed that it is of importance to have diversity in training. Majority of the respondents believed Cultures are complex, multidimensional institutions with long histories. On the one hand, this diversity allows everyone to choose something they appreciate in a certain culture and write a tale about it. Individual value emphases reflect, among other things, cultural reactions to the fundamental difficulties that organizations encounter.

According to Cheung & Chan (2007), comprehension of cultural variation in various countries is important, because it positively impacts. When it comes to problem solving, they are highly interactive and their businesses are run differently. Corporate governance quality is dependent on effective negotiation and interaction among parties concerned. Culture plays a central role in the establishment of a negotiation that is productive among people.

According to Goldini (2014), behavior prediction, prejudicing, difficulty in communicating, and predicting behavior are some of the problems that a multicultural organization can suffer from. However, merits of a culturally diverse organization supersede its demerits. According to Borman and Motowidho (2014) these kinds of organizations have the affinity to benefit from, for example enhanced effectiveness, capacity to solve problems, efficiency, enhanced capacity to solve problems increased profits and client satisfaction.

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According to Hartmann (2012) a workforce that is culturally heterogeneous is a source of competitive advantage. Cultural diversity practiced by the top management is able to solve cultural diversity problems. Employee awareness and consciousness is improved by organizations that are culturally diverse, through raising awareness of subgroups and cultures, by investing in training in order to address stereotypical attitudes. According to Sartorius (2015), managers who are culturally oriented focus on programs such as group affinity, site care facilities, career opportunities, and flexible work schedules, and creation of all-inclusive environments.

The factors that motivate people from societies that are individualistic are more self-centered as compared to collectivist societies as the focus is on self-improvement, with self-actualization at the apex (Engerman, 2014). In contrast, the needs of acceptance and community are stronger than the collectivist society's needs (Sarinc, 2013). Numerous organizations have spent a lot of time to recruit diverse workforce however they do not have sufficient retention strategies to safeguard the culturally diverse workforce (Dameron, 2014). According to Kezar and Eckel (2015), they recommended that the diversity retention rate should not exceed 10%. Cultural diversity is not only good for business but also a good reflection in the society (Robson & Nayak, 2014).

5.4 Summary of Main Findings:

The first objective analyzed the effect of religious diversity on corporate governance in Greater Pioneer Operating Company (GPOC). The findings indicated that religious diversity influence corporate governance in Greater Pioneer Operating Company (GPOC). The finding is also supported by Kutcher, et al., (2010) research revealed that employee's value system is influenced by religion. It also shapes an organizational culture. Abdel-Khalek, (2010) adds that religion influences the way employees behave. Jones and George (2011) claimed that diversity differs among individuals based on their religion, age, sex, race, ethnicity sexual introduction, financial foundation and abilities/inabilities. The present study has established that religious diversity influence corporate governance in Greater Pioneer Operating Company (GPOC).

The study's second objective was to evaluate effect of gender diversity on corporate governance in Greater Pioneer Operating Company (GPOC). The findings indicated that religious diversity influenced corporate governance in Greater Pioneer Operating Company (GPOC). This is in line with boards' diversity in terms of gender as a factor that contributes to quality of corporate governance. In many of developing countries emphasis has been put on gender diversity in order to mitigate problem that arises from probability that a larger number of board members who are female could result to over monitoring in such organizations (United Kingdom corporate governance code, 2016). The present study has established that gender diversity influences corporate governance in Greater Pioneer Operating Company (GPOC).

The study's third objective was to assess effect of ethnic diversity on corporate governance in Greater Pioneer Operating Company (GPOC). The findings indicated that ethnic diversity influenced corporate governance in Greater Pioneer Operating Company (GPOC). The finding is in tandem with Borghesi, Chang and Mehran (2016) found that board diversity in terms of ethnicity increase firm value, particularly for consumer related industries (as these have a larger percentage of diverse board directors). However, the results suggest that ethnic

differences between the CEO and board members account for a major part of the value associated with board diversity. The present study has established that ethnic diversity influence corporate governance in Greater Pioneer Operating Company (GPOC).

The study's fourth objective was to evaluate effect of cultural diversity on corporate governance in Greater Pioneer Operating Company (GPOC). The findings indicated that cultural diversity influenced corporate governance in Greater Pioneer Operating Company (GPOC). The findings disagree with Frijnsa, Dodda and Cimerova (2016) firm performance which is affected negatively by national culturally diverse boards. Moreover, the results showed that firm performance is controlled by other measures of culture that includes alternative cultural framework, the firm's "forgiveness", firm's characteristics and a wider range of the board. The study established that complexity of foreign operation and sales mitigates the impact of cultural diversity.

5.5 Conclusions

Firstly, the study concludes that religious diversity influences corporate governance in Greater Pioneer Operating Company (GPOC). Religion promotes good corporate governance. The essence of religion is to preach (principles) such as neighborly love, decent behavior, and human respect, among others. When (stakeholders) adopt these values, corporate governance benefits (principles).

Secondly, the study concludes that gender diversity influences corporate governance in Greater Pioneer Operating Company (GPOC). However, the evidence for a direct link between female board representation and corporate governance has grown in recent years, yet any such link remains equivocal. As noted above, some research implies that female presence on corporate boards is related to certain indirect indices of firm valuation and performance, such as dedication to ethical standards and CSR practices. Women who advance to these higher levels of management are also more diversely skilled than their male colleagues, which

contributes to the commonly recognized beneficial association between female board representation and firm performance. The report goes on to say that gender diversity has an impact on more than just innovativeness performance. It has the potential to improve the quality of high-level executive decisions that promote the growth of organizational skills.

Thirdly, the study concludes that the study concludes that ethnic diversity influences corporate governance in Greater Pioneer Operating Company (GPOC). It makes logical sense that increasing ethnic diversity on a board can boost board performance, mainly when the board has been in charge of an organization that had failed for several years. Varied personal experiences, like living or working overseas, have been attributed to higher creativity and diverse cities are alleged to be more productive and successful, as well as diverse teams are said to be more innovative and process facts more thoroughly and precisely than homogeneous teams.

Fourthly, the study concludes that cultural diversity influences corporate governance in Greater Pioneer Operating Company (GPOC). The study also concludes that the type of the impact that cultural variety has is mostly determined by the diversity climate rather than the presence of diversity.

5.6 Recommendations

Firstly, the study's findings highlight the significance of distinguishing religion from spirituality. Spirituality refers to the long-term integration of religious beliefs among stakeholders. Spirituality, according to Harrison (2006), can only be linked to religion when followers experience religious emotions (affective religion), resulting in a positive change in human conduct.

Secondly, the study recommends that irrespective of whether a so-called business case for the impact of women in leadership on corporate performance can be demonstrated, gender equality is a fundamental right, and the environment that appears to be impeding women's

advancement into positions of organizational leadership can be addressed. As previously stated, the report advises for changing organizational practices, including developing a culture in which employees are treated with respect and feel free to speak up.

Thirdly, the study recommends that rather than focusing solely on surface-level diversity characteristics, the study suggests that boards select demographically diverse candidates who improve cognitive differences in the boardroom by recognizing candidates with unique perspectives and opinions, and also professional backgrounds, skills and experiences in areas that are required to attain company's strategic and operational needs.

Fourthly, the study recommends that government entities should aim to improve their employees' skill diversity, placing a strong emphasis on employee diversity in terms of education and experience, which results in a varied collection of knowledge and competence. This will significantly increase their company's success. State corporations can also harness the diversity of their employees in cultural values in terms of personality and attitudes in order to improve their teams' performance which in turn would have a positive impact on organization performance.

5.7 Areas of Further Research.

It is recommended that another research be done to establish other study variables other than (religious diversity, ethnic diversity, gender diversity and cultural diversity) not explained by the present study.

The current study was a case of Greater Pioneer Operating Company (GPOC) in Juba City; further studies need to be carried out on the entire South Sudan to enable generalization of findings.

Another research topic of interest is how to integrate employees' diversity in a way that allows for effective talent management. This would ensure that, while firms pursue diversity

to comply with rules, they can also include staff diversity into talent management strategies to increase competitiveness.

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APPENDICES

Appendix 1: Introduction Letter

Dear Respondent,

RE: QUESTIONNAIRE FILLING

My name is Nhial Chagai Matet. Currently a student in Africa Nazarene University. Nairobi Kenya. I am conducting research on **"EFFECT OF WORKPLACE DIVERSITY ON CORPORATE GOVERNANCE: A CASE STUDY OF GREATER PIONEER OPERATING COMPANY (GPOC), SOUTH SUDAN"**. This research will be utilized solely for academic purposes and as part of a postgraduate degree program. Please be aware that any replies you provide will be kept private and used solely for the purposes of this study. Please answer these questions as truthfully and precisely as possible.

Thank you.

Nhial Chagai Matet

Appendix 2: Questionnaire

The information supplied will only be used for academic purposes. Read the questions carefully and respond appropriately by checking or filling in the blanks. The information will be held in strict confidence.

SECTION A: DEMOGRAPHIC INFORMATION

1. Indicate your gender (Tick one)   Male [ ]   Female [ ]

2. By use of a tick ( ), please indicate the age category that applies for you.

   a) 27- 30 years   [ ]

   b) 31 – 34 years   [ ]

    35 – 38 years   [ ]

    39 – 42 years   [ ]

3. Working experience

        5 years and below   [ ]

        6- 10 years   [ ]

        11-15 years   [ ]

        16- 20 years   [ ]

        21 years and over   [ ]

4. Highest level of education

        Diploma   [ ]

        Undergraduate   [ ]

        Masters   [ ]

        PHD   [ ]

SECTION B: RELIGIOUS DIVERSITY

5. Kindly rate to extent that you agree with the statements influence of religious diversity on corporate governance (in a scale of 1 to 5).

Whereby: 5 strongly agrees, 4 agree, 3 undecided, 2 disagree, 1 strongly disagree (please put an X as appropriate).

Religious Diversity	1	2	3	4	5
I prefer working with people with similar religious beliefs as mine					
My religious beliefs greatly influence my commitment to work					
The company gives me time to practice my religion					
My religious practices and beliefs enable me to cop well with others					
I would choose my religion over my job.					
My religious beliefs influence the way I work					

6.In your view how can Greater Pioneer Operating Company improve their corporate governance through workplace diversity?

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7. Describe your experience concerning workplace diversity of Greater Pioneer Operating Company.

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SECTION C: ETHNIC DIVERSITY

8. Kindly rate to what extent do you agree with the following statements influence of influence of ethnic diversity on corporate governance (in a scale of 1 to 5).

Whereby: 5 strongly agrees, 4 agree, 3 undecided, 2 disagree, 1 strongly disagree (please put an X as appropriate).

Ethnic Diversity	1	2	3	4	5
Ethnic diversity improves good work relationships					
My career has developed as a result of ethnic diversity					
Management communicates effectively because there is ethnic diversity in our company.					
I can consider working for a company like GPOC because they embrace ethnic diversity					

9. What are some of the workplace diversities practiced by Greater Pioneer Operating Company?

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10. How has ethnic diversity by company improved corporate governance?

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SECTION D: GENDER DIVERSITY

11. Kindly rate to what extent do you agree with the following statements influence of influence of gender diversity on corporate governance (in a scale of 1 to 5).

Whereby: 5 strongly agrees, 4 agree, 3 undecided, 2 disagree, 1 strongly disagree (please put an X as appropriate).

Gender Diversity	1	2	3	4	5
Gender diversity is an asset for our corporate image and brand value					
Gender diverse teams achieved targets due to the good relationship and effective communication					
Gender diversity programs has increased the number of job applicants of either gender					
A career development that includes women is encouraged at the GPOC					
I am positive about gender diversity at the GPOC					
Employees are not discriminated by the GPOC during hiring and recruitment process on gender basis					

12. What makes your satisfied with the gender diversity policy?

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13. Suggest ways that can enhance gender diversity

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SECTION E: CULTURAL DIVERSITY

14. Kindly rate the extent you agree with the influence of cultural diversity on corporate governance (in a scale of 1 to 5).

Whereby: 5 strongly agrees, 4 agree, 3 undecided, 2 disagree, 1 strongly disagree (please put an X as appropriate).

Cultural Diversity	1	2	3	4	5
It is of importance to have diversity in training.					
It is important that my supervisor appreciates who I am					
If I quite my current job I will join an organization that values generational differences					
There is established positive professional learning and working environments that value and support diversity as a means to meet individual and collective needs.					
I am satisfied with my job because of the multicultural nature of the workforce					
I believe senior management recognizes employee efforts to foster a culture of inclusion for retention purposes					

15. How does cultural diversity influence corporate governance of GPOC?

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SECTION F: CORPORATE GOVERNANCE

16. Kindly rate to what extent you agree with the workplace diversity on corporate governance in GPOC (in a scale of 1 to 5).

Whereby: 5 strongly agrees, 4 agree, 3 undecided, 2 disagree, 1 strongly disagree (please put an X as appropriate).

Corporate Governance	1	2	3	4	5
Corporate governance has brought transparency in the organization					
There is sufficient accountability in our organization					
Taking responsibility is a determining factor in corporate governance					
Cultural Values affect an Organization's Earnings per share					
There is sufficient monitoring of corporate governance initiatives					

17. What are the other factors that influence corporate governance?

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Thank you for your participation

Appendix 3: Key Informant Interview Guide

a) Religious diversity

  i.   In what ways do religious beliefs influence corporate governance?

  ii.   In order to improve corporate governance what are some of the religious practices that should be adopted.

  iii. How does faith contribute to corporate governance?

  iv.   What other ways can religious diversity promote good corporate governance?

  v.   In your view, how do companies give employees time to practice their religion?

ii) Gender diversity

  i.   In what ways has corporate governance improved as a result of gender diversity?

  ii.   In what was does gender diverse teams support good corporate governance?

  iii. How do energy companies ensure gender diversity in their recruitment processes?

  iv.   In what ways does gender diversity influence corporate governance?

  v.   In what was do teams ensure achievement of corporate governance objectives?

iii) Ethnic diversity

  i.   Suggest ways that effective communication can be utilized to ensure good corporate governance.

  ii.   How does ethnic diversity contribute to good corporate governance?

  iii. How can career development strategy be adopted in an ethnic diverse organization?

  iv.   How has ethnic diversity improved corporate governance?

  v.   What are some of the gender diversity programs in the energy provision firms?

iv) Cultural diversity

  i)   How does multicultural nature of energy provision firms contribute to their corporate governance?

  ii)   In what ways does cultural inclusivity influence corporate governance?

iii)   In what ways does training on cultural integration contribute to corporate governance?

iv)   What are the other factors that influence corporate governance?

v)   How does cultural diversity influence corporate governance?
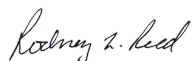
Appendix 4: Introduction Letter

15th February, 2021

RE: TO WHOM IT MAY CONCERN

Matet Nhial Chagai (**18S03DMGP021**) is a bonafide student at Africa Nazarene University. He has finished his course work and has defended his thesis proposal entitled: - *"Effect of Work Place Diversity on Corporate Governance: A Case Study of Greater Pioneer Operating Company (GPOC, South Sudan".*

Any assistance accorded to him to facilitate data collection and finish his thesis is highly welcomed.

Rodney R. Reed

Prof. Rodney Reed.
DVC, Academic & Student Affairs

Appendix 5: Ministry of Petroleum Letter of Approval to Collect Data from GPOC

Republic of South Sudan - RSS

Ministry of Petroleum

P.O. Box 376 Juba.

Undersecretary's Office

Date:......................

Ref:..............**23ʳᵈ November 2021**

RSS/MOP/J/U/O/11/21/025

To: President, GPOC

Cc: Vice President, GPOC

SUBJECT: RECOMMENDATION FOR ACADEMIC RESEARCH IN GPOC

Mr. President,

Reference to the subject, **Mr. Nhail Chagai Matet** is a student of African Nazarene University –Nairobi Kenya, pursuing MSc. in Governance, Peace and Security Studies. He is in final Semester of the program and is required to do research project in his field of study before graduation.

The Research topic of Mr. Nhail is, **"Effect of Work Place Diversity on Corporate Governance"** with GPOC as case study.

In view of the fact that, the study is purely academic, the Ministry of Petroleum hereby recommends that, GPOC Management grants him access and facilitates his study.

Please, accept the assurance of my highest regard and considerations.

23/11/21

DG/ Arkangelo Okwang Oler,
Acting Undersecretary
Ministry of Petroleum.

Cc   : Hon. Minister of Petroleum
               : DG, Petroleum Authority
               : Director of Petroleum Security Coordination
               : File.

Telephones:Petroleum: +211 915 177 772 Gen Headquarters +211 915 177 770 Website: www.mop.gov.ss

Appendix 6: Map of the Study Area
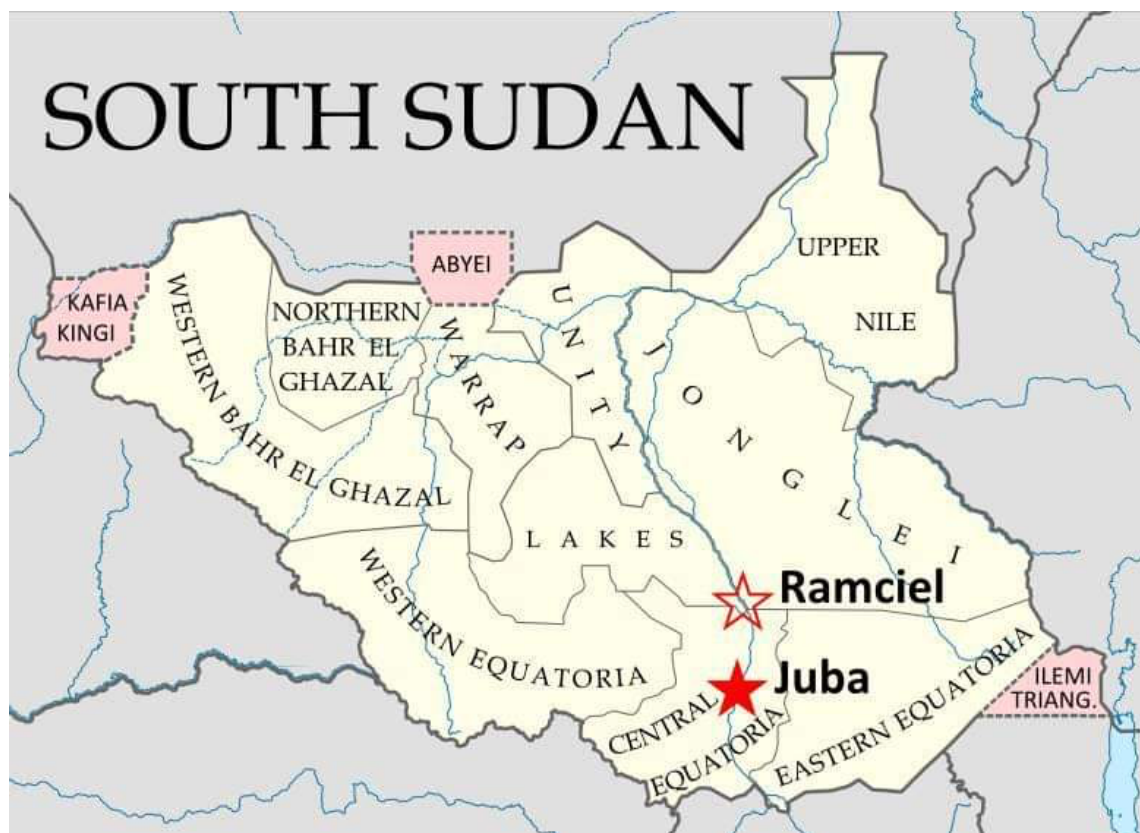
Source: South Sudan Chamber of commerce (2018).