

**STRATEGIC CULTURAL DIVERSITY MANAGEMENT PRACTICES AND
EMPLOYEE PERFORMANCE AT OPEN ARMS INTERNATIONAL, ELDORET**

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ABSTRACT

In most organizations, workforce diversity has proved to be problematic as it has an effect on their performance. Employees get demoralized due to their cultural diversity as it demoralizes them. This in-turn has an effect on their performance. The aim of this study was to determine Strategic Cultural diversity management practices and employee performance at Open Arms International in Eldoret. The specific objectives were to analyze how employee gender mainstreaming practices affects employee performance at Open Arms International. The study adopted a descriptive research design. Target population was 136 employees while the sample size was 41 employees. The respondents were selected using stratified random sampling technique. The main data collection instrument was questionnaires. Cronbach's alpha was adopted to test reliability of the research instrument. The data collected was analyzed using both descriptive statistics and inferential statistics. The descriptive statistics that were adopted include; frequencies, percentages, mean and standard deviation. The inferential statistics include; correlation and regression. The regression coefficients results were as follows; employee gender mainstreaming had a positive and significant effect on employee performance ($\beta = -1.217, p < 0.05$), value systems has a positive and significant effect on employee performance of ($\beta = .938, p < 0.05$). The study concluded that gender mainstreaming improves employee performance. The study recommended that the management of at Open Arms International should continue adopting work ethics that do not allow for any form of gender discrimination.

Keyword: Strategic Cultural Diversity Management Practices, Employee Performance, Gender Mainstreaming.

1. INTRODUCTION

Business concerns will only withstand competition if its workforce comprises of people who relate to the existing specific culture (Jehn & Bezrukova, 2004). The workforce should be the one who have the requisite knowledge about the existing culture and they must demonstrate knowhow. Besides, knowledge the work force should comprise of people of certain ethnicity who happen to know what the culture requires. Part of the staffs of a certain corporate entity should be of a certain denomination who will be helpful in providing insights in regards to what is considered right or wrong in the business concern. Worman (2006), posits that for a corporate entity to be successful, then there is need to know the impact culture has on the behaviour of the workforce. According to Farrer (2006), workforce diversity in terms of culture is a precursor for an increase in both market share and performance. Globalization has been causing movement in the international labour markets for decades. It is more than just a question of a great many people claiming that nowadays

the world is their workplace.

This evolution has also infused corporate workforces with great cultural diversity; they are made up of people from different countries, cultures, religions, age groups and genders, and the resulting heterogeneous composition of the workplace demands new types of cooperation, including the area of conflict management. According to Hofstede (2003), staffs as well as corporate entity's exist in the society which comprises of a certain socio-cultural environment. In order for a business to be successful, it should employ staffs from different cultural settings (Farrer, 2006). Organizations that are able to handle well employees from different cultural settings as well as put in place good diversity plans usually are successful (Stahl, Maznevski, Voigt & Jonsen, 2010). Cultural diversity refers to people from different cultural settings and happen for example to work at the same work place (Ang, Van, Koh, Templer, Tay & Chandrasekar, 2007). Culture is wide in scope and cannot be exhausted in a single study. Culture can either be material or immaterial (Daft, 2003). The material one relates to the one that amongst others can be seen or touched (Aluko, 2003).

Immaterial is the one that relates to amongst others abstract ideas and values that exists in the society. Pluralism relates to accepting the different sub-cultures that exist in a certain corporate entity. Its opposite is ethno-relativity which relates to appreciating the fact that those that belong to a certain sub-culture are treated the same as those that belong to the one considered to be dominant. Ely and Thomas (2001), opine that in the event that a person (s) are likely to feel that they are discriminated on the basis of cultural differences in certain organization then they should be actively engaged in the business concern. According to Seymen (2006), cultural diversity is needed in an organization because it helps an entity to attain its goals and objectives. But, Peppas (2001), posits that it has both merits and demerits which should not be taken for granted in any corporate entity.

According to Stahl, Maznevsk, Voigt and Jonsen (2010), cultural diversity is a prerequisite for competitive advantage which is attributed to amongst others, vastness in knowledge base. All corporate entity (s) operate in a certain culture and when organization performance is being assessed, culture diversity is a factor that cannot be left out (Blunt & Jones (1992); George & Jones (1996). It is therefore of paramount importance to any organization that necessitates those charged with the responsibility of running the organization should consider it as one of the determinant(s) of its success. As noted by Stahl et al. (2010), cultural diversity is managed well if a good plan is put in place, systems in an organization should be functioning well and the workforce should be managed well in order to benefit from it while mitigating on its weaknesses.

The main intent of managing cultural diversity is to ensure that the workforce is able to exercise their potential to the fullest irrespective of the differences in cultural settings (Jehn & Bezrukova, 2004). In an Australian context, cultural diversity is an important characteristic that has had a significant impact on the economy. The country has a large percentage of people who are born from other countries than other countries that surrounds it (DIMA, 2016). This implies that multi-culture is a common norm in various organizations in the country. In Australia, approximately more than fifteen percent of the workforce in organizations are drawn from other countries besides the home country itself (DIMA, 2016). Davis, Frolova and Callahan (2020), opine that work place diversity management is yet to be understood and accepted in most of the organizations in the country. The work place diversity management practices have not been prioritized in the organizations in the country and hence employee performance has been adversely affected to some

extent.

In Nigeria, work force diversity is part and parcel of the recruitment process. Most human resource practitioners are yet to embrace it fully due to challenges that are associated with it. But in a bid to create an inclusive workforce corporate entities have begun to embrace the concept fully. In most leading corporate entities, diversity management is being practiced as it is considered to be an important blue print that enhances talent management (Adeleye, AjaNwachukwu & Fawehinmi, 2012). Adeleye et al. (2012), posit that there exist multiple diversities in Nigerian corporate entities, but the major challenge that they are facing relates to non-strong or absolutely absence of institutional arrangements that should be used to handle workforce diversity in the work place.

In Kenya, Oluoch (2006), postulates that strategic cultural diversity management practices have been adopted across almost all medium and large enterprises. Competition and corporate image has made most of the organizations to adopt the practices with a bid to gain a competitive advantage. Munjuri and Maina (2013), enunciate that employee performance has improved in most organizations in Kenya due to adoption of strategic cultural diversity management practices. Non-governmental organizations have not been left behind as most of the NGO's have embraced various blue prints meant to enhance employee performance as well as improve the organizations corporate image on both a national and international platform (Kyalo & Gachunga, 2015). Open Arms International is among the NGO's that exist in Kenya. Its success is to some extent influenced by the strategic cultural diversity management practices that are adopted. Kinyanjui (2013), posits that in the current business arena, NGO's should embrace workforce diversity to benefit from diverse skills amongst others. Failure to do that is a recipe for non-efficiency or business failure. Few studies exist that have been done on strategic cultural diversity management practices in a Kenyan context, the current study will be carried out at Open Arms International in a bid to address this knowledge gap.

1.1 Statement of the Problem

Open Arms International has been experiencing challenges on employee performance. The management attributes this challenges to the Cultural Diversity issues. This provided an opportunity of this research study to be carried out in order to establish if Cultural Diversity Management Practices is the cause of poor performance in the company. 6 Corporate entity (s) that record better performance are the one's which have embraced cultural diversity (Ang et al., 2007). Irrespective of the fact that there exist many studies that have been done on diversity, incongruence exists in terms of its findings (Canella et al., 2008). This has led to curiosity as to whether it is beneficial to corporate entities. Ang et al. (2007), opine that it has merits as well as demerits which relies on the type as well as climate but not entirely on diversity. Management as well as technical know-how becomes not easy to exploit it when culture differs (Stahl et al., 2010). A study was done by Awino (2013), on top management team diversity and corporate performance while Sifa (2009), on top management team characteristics and performance. Both the studies revealed that performance is affected by challenges related to the top management teams. According to Ahiauzu (2000), most of literature on culture and organization performance comprises of imaginary narratives and suggestions that comprises of experience from the western world. In a Kenyan set up, scarce information exists on the subject matter which the current study seeks to incorporate. The studies that exist on cultural diversity has not considered multi-cultural diversity in NGO's which the current study seeks to focus on as it will be conducted at an NGO.

This study therefore sought to fill this knowledge gap as it sought to determine the effect of strategic cultural diversity management practices on employee performance at organization at Open Arms International. The specific objective adopted in this study was to determine the influence of employee gender mainstreaming practices on employee performance at Open Arms International. The remaining sections are as follows; section 2 covers literature review, section 3 covers materials & methods, section 4 covers results & discussion and section 5 covers conclusion & recommendations.

2. LITERATURE REVIEW

2.1 Gender Mainstreaming Practices and Employee Performance

Alicia and Thomas (2016), researched on the effect of gender diversity on the research quality of higher education institutions in the United Kingdom. The study adopted a descriptive research design. The target population was 215 respondents while the sample size was 117. The study adopted both stratified and simple random sampling techniques. Primary data was the main source of data which was collected using questionnaires. Data collected was analyzed using both descriptive and inferential statistics. Multiple panel regressions was performed and found out that when not controlling for other factors, gender diversity seems to have a negative impact on research quality. Abdel (2012), researched on the effect of gender, age, and education background on employee performance in the Egyptian Pharmaceutical industry. Target population was 850 respondents while the sample size was 300 middle level managers. The respondents were selected using simple random sampling techniques. Primary data was collected using questionnaires. The data collected was analyzed using both descriptive and inferential statistics. It was established that both gender and educational background have a non- significant effect on employee performance. Age did not have a significant effect on employee performance.

Ngao and Mwangi (2013), examined the impact of management of gender diversity on organizational performance at Kenya Ports Authority (KPA). The study adopted a descriptive research design. Target population was 225 respondents while the sample size was 60 respondents. The respondents were selected using both stratified and simple random sampling techniques. The data was collected using questionnaires. It was then analyzed using both descriptive and inferential statistics. The study results revealed that gender diversity has a significant impact on organization performance. Kwang and Shery (2017), researched on the effect of gender diversity on performance of the organizations in the pharmaceutical industry in Korea. The study adopted a cross sectional research design. Target population was 211 respondents while the sample size was 83. The study adopted both stratified and simple random sampling techniques. Primary data was collected using questionnaires. It was then analyzed using descriptive and inferential statistics. The results revealed that gender diversity has a positive effect on organization performance.

Yukiko and Yuichi (2022), research presents empirical evidence testing whether increasing gender diversity is associated with improved firm performance for Japanese listed companies, which have different cultural backgrounds from Western companies, after controlling for size and firm age. The growing importance of the Japanese female workforce under global competition requires a better understanding of gender-related issues in organizational management which is undergoing a transformation from their rooted traditional managerial habits, such as seniority-based promotion, lifetime employment, paternalism, or prioritizing corporate harmony, which favor men. The study found statistically significant positive relationships between managerial gender

diversity and one measure of firm performance.

Similar to Siegel and Kodama (2011), researched on gender diversity and organization performance on United Kingdom. The study adopted an explanatory research design. Target population was 317 respondents while the sample size was 112 respondents. Both stratified and simple random sampling techniques were adopted. Primary data was collected using questionnaires. It was then analyzed using both descriptive and inferential statistics. The study found out that manufacturing firms benefit significantly and sensitively from increasing managerial gender diversity as compared to those in the service industries, and moreover the curvature of this relationship is significantly greater for manufacturers. Furthermore, firms that demand fewer hours of overtime by their employees also experience this performance boost with increases in management of gender diversity. Literature reviewed led to the development of the following hypothesis statement.

H0₁: Gender mainstreaming has no significant effect on employee performance at Open Arms International

3. MATERIALS & METHODS

The study adopted a descriptive research design. It was adopted because it allows for assessment of the subject matter at hand without orchestrating those that are supposed to provide the information needed in the study (Mugenda & Mugenda, 2003). The target population was 136 employees from the organization occupying position of managers, expatriates, male and female. A census technique was adopted in this study. The technique was adopted since the population under study included 136 participants which is relatively small. The study adopted a questionnaire that was used to collect primary data. Pilot testing was in Nairobi and its results was used to test both the validity and reliability of the research instruments. The data was analyzed using both descriptive and inferential statistics. The descriptive statistics adopted include; frequencies, percentages, means and standard deviation. Inferential statistics comprised of both correlation and regression analysis. The statistical software that aided or facilitated data analysis was statistical package for social sciences (SPSS) version 25.0. The output was presented using frequency tables.

4. RESULTS & DISCUSSION

The demographic information of the study respondents relate to gender, highest level of education, age group and country of origin. The study sought to examine the distribution of the respondents by gender. The results were as shown in Table 4.1.

Table 4.1: Demographic information

		Frequency	Percent
Gender	Male	7	25.9
	Female	20	74.1
Highest Level of Education	Certificate	6	22.2
	Diploma	2	7.4
	Undergraduate degree	15	55.6
	Masters	4	14.8
Age group	Below 25	4	14.8
	25-34	4	14.8
	35-44	7	25.9
	45-54	8	29.6
	Above 54	4	14.8
Country of origin	Kenya	21	77.8
	USA	3	11.1
	UK	2	7.4
	Canada	1	3.7

Out of the total respondents, 7 were male while 20 were female. This was ascertained by 25.9% and 74.1% respectively. This implies that majority of the respondent were of female gender. The respondents were asked to state their highest level of education. One’s highest level of education is important as it influences a person’s level of understanding of certain aspects of research. Out of the total respondents, 6(22.2%) had certificate level of education, 2(7.4%) diploma, 15(55.6%) undergraduate degree and 4(14.8%) had masters’ degree. This implies that majority of the respondents had undergraduate degrees. The respondents were asked to state their age group. The respondents willingly disclosed their ages without problems. The results shows that 14.8% were below 25 years, 14.8% aged between 25 and 34 years, 25.9% were aged between 35 and 44 years, 29.6% aged between 45 and 54 years while those above 54 years accounted for 14.8%. Respondents’ age is related to experience and how the respondents understand given issues of interest. Individuals of different age groups usually have different opinions of a given topic of study and this provides comprehensive data on the topic from all dimensions. The respondents were asked to state their country of origin. The study findings revealed that 77.8% of the respondents were from Kenya, 11.1% were from USA, 7.4% from United Kingdom and 1(3.7%) from Canada. This implies that majority of the respondents were from Kenya.

Descriptive Statistics

The findings of descriptive statistics for gender mainstreaming and employee performance at Open Arms International in Eldoret were as shown in Table 4.2. The respondents were requested to indicate their views on a 5-point likert scale, where SA represents Strongly Agree, A represents Agree, N represents Neutral, D represents Disagree and SD represents Strongly Disagree. To establish the responses opinion on independent and dependent variables, the responses were tabulated descriptively using percentages, frequencies, mean and standard deviations.

Table 4.2: Descriptive Statistics for Gender Mainstreaming

n=27		S.A	A	N	D	S.D	Std. dev	Mean
Work ethics does not allow for any form of gender discrimination at the organization.	F	10	4	4	5	4	2.4815	1.52846
	%	37.0	14.8	14.8	18.5	14.8		
All employees attend to social roles at the organization.	F	5	10	4	4	4	3.2593	1.31829
	%	18.5	37.0	14.8	14.8	14.8		
Sexual orientation does not affect how I work at the organization.	F	8	8	4	4	3	3.0741	1.46566
	%	29.6	29.6	14.8	14.8	11.1		
We are accorded gender respect at the organization.	F	10	3	4	4	6	2.4815	1.52846
	%	37.0	11.1	14.8	14.8	22.2		

On whether work ethics does not allow for any form of gender discrimination at the organization, 10 (37.0%) strongly agreed, 4 (14.8%) agreed, 4(14.8%) neutral, 5(18.5%) disagreed while 4(14.8%) strongly disagreed. It was further established that work ethics does not allow for any form of gender discrimination at the organization with a mean of (mean= 2.4815, std. Dev. = 1.52846). The study results were in-tandem with the findings of Kwang and Shery (2017) that work ethics does not allow for any form of gender discrimination. The study findings revealed that 5(18.5%) strongly agreed that all employees attend to social roles at the organization, 10(37.0%) agreed, 4(14.8%) neutral, 4(14.8%) disagreed while 4(14.8%) strongly disagreed. The study further revealed that all employees attend to social roles at the organization (mean=3.2593, std. Dev. = 31829). The study findings resembles that of Yukiko (2015) that all employees attend to social roles.

In a bid to establish whether sexual orientation does not affect how I work at the organization, 8(29.6%) strongly agreed, 8(29.6%) agreed, 4(14.8%) neutral, 4(14.8%) disagreed while 3(11.1%) strongly disagreed. The study results further revealed that sexual orientation does not affect how the employees work at the organization (mean=3.0741, std. Dev. = 1.46566). The study results resembles that of Siegel and Kodama (2011) that sexual orientation does not affect how the employees work. On whether the employees are accorded gender respect at the organization, 10(37.0%) strongly agreed, 3(11.1%) agreed, 4(14.8%) neutral, 4(14.8%) agreed while 6(22.2%)

strongly disagreed. It was also established that the employees are accorded gender respect at the organization (mean= 2.4815, std. Dev. = 1.52846). The study results are similar to that of Abdel (2012) that the employees are accorded gender respect at the organization. The descriptive statistics for employee performance at Open Arms International as shown in Table 4.3. The indicators for the construct were; whether employee efficiency has improved at the organization, the quality of work that we offer has improved in the last five years, productivity per employee has improved in the last five years and whether employee competence has improved in the recent past.

Table 4.3: Descriptive Statistics for Employee Performance

n=27		S.A	A	N	D	S.D	Std. dev	Mean
Employee efficiency has improved at the organization.	F	7	5	5	6	4	3.2593	1.31829
	%	25.9	18.5	18.5	22.2	14.8		
The quality of work that we offer has improved in the last five years.	F	9	6	4	2	6	2.4815	1.52846
	%	33.3	22.2	14.8	7.4	22.2		
Productivity per employee has improved in the last five years.	F	4	10	4	1	8	2.7407	1.31829
	%	14.8	37.0	14.8	3.7	29.6		
Employee competence has improved in the recent past.	F	13	4	4	2	4	3.5185	1.52846
	%	48.1	14.8	14.8	7.4	14.8		

The study sought to determine whether employee efficiency has improved at the organization, 7(25.9%) strongly agreed, 5(18.5%) agreed, 5(18.5%) neutral, 6(22.2%) disagreed while 4(14.8%) strongly disagreed. The study results revealed that employee efficiency has improved at the organization (mean= 3.2593, std. Dev. = 1.31829). The results resembles that of Gellner and Veen (2019) that employee efficiency has improved at the organization. In regards to whether the quality of work that the employees offer has improved in the last five years, 9(33.3%) strongly agreed, 6(22.2%) agreed, 4(14.8%) neutral, 2(7.4%) disagreed while 6(22.2%) strongly disagreed. The study results revealed that the quality of work that the employees offer has improved in the last five years (mean= 2.4815, std. Dev. = 1.52846). The study results agrees with that of Jehn and Bezrukova (2004) that the quality of work that the employees offer has improved.

In regards to whether productivity per employee has improved in the last five years, 4(14.8%) strongly agreed, 10(37.0%) agreed, 4(14.8%) neutral, 1(3.7%) disagreed while 8(29.6%) strongly disagreed. The study results revealed that productivity per employee has improved in the last five years (mean= 2.7407, std. Dev. = 1. 31829). The study findings resembles that of Kyalo (2015)

that productivity per employee has improved. Lastly, on whether employee competence has improved in the recent past, 13(48.1%) strongly agreed, 4(14.8%) agreed, 4 (14.8%) neutral, 2(7.4%) disagreed while 4(14.8%) strongly disagreed. The study results revealed that highly educated staff are more competent (mean= 3.5185, std. Dev. = 1.52846). The study results resembles that of Makudza et al. (2020) that employee competence has improved.

Inferential Statistics

The study adopted Pearson’s product moment correlation coefficient and regression analysis. Correlation analysis was conducted to determine the nature of the relationship between dependent and independent variables. It tries to establish whether there is positive or negative relationship between the dependent and independent variables. The statistical correlation coefficient was used to determine the strength of the relationship between the study variables. This was then tested for significance at 5%. Correlation coefficient ranges from -1.000 to + 1.000. Orodho (2013), opines that the correlation coefficient value of -1.000 implies a perfect negative correlation, + 1.000 implies a perfect positive correlation and a correlation coefficient value of 0.000 implies there is no relationship between the study variables. The results of the analysis were as shown in Table 4.4.

Table 4.4: Correlation Analysis Results

n=27		Employee Performance	Gender Mainstream
Employee Performance	Pearson Correlation	1	
	Sig. (2-tailed)		
Gender Mainstream	Pearson Correlation	.512**	1
	Sig. (2-tailed)	.006	

*. Correlation is significant at the 0.05 level (2-tailed).

Employee gender mainstreaming was found to have a significantly fairly strong positive relationship with employee performance with (r = 0.512, p-value < 0.05). This implies that employee gender mainstreaming improves employee performance at Open Arms International. The correlation results are in tandem with the findings of Abdel (2012), who researched on the effect of gender, age, and education background on employee performance in the Egyptian Pharmaceutical industry. The researcher found that gender mainstreaming has a significant effect on employee performance in the Egyptian Pharmaceutical industry.

Simple linear Regression Analysis was used to predict employee performance from employee gender mainstreaming. The results for the regression model summary are presented in Table 4.5.

Model Summary

The results for the regression model summary are presented in Table 4.5.

Table 4.5: Regression Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.872 ^a	.760	.716	1.47800

a. Predictors: (Constant), Gender mainstreaming

From the table above, the value of adjusted R-square is 0.716 which indicates that the model explains 71.6% of employee performance from the predictor variable (i.e. gender mainstreaming).

Analysis of Variance

Analysis of variance (ANOVA) was employed to measure the differences in means between employee performance and its predictor variables. The results are shown in Table 4.6.

Table 4.6: ANOVA

Model		Sum Squares	df	Mean Square	F	Sig.
1	Regression	151.941	1	37.985	17.389	.000 ^b
	Residual	48.059	25	2.184		
	Total	200.000	26			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Gender mainstreaming

The F-ratio was 17.389 at 1 degree of freedom which is the variable factor. This represented the effect size of the regression model and the model is significant at 95% confidence level (p=0.000) implying that gender mainstreaming can be used to predict employee performance.

Coefficient Analysis

Regression coefficient analysis was done in a bid to establish the beta that is used to show the extent to which each independent variable affects dependent variable. The regression coefficient analysis are as shown in Table 4.7.

Table 4.7: Co-efficient Analysis Results

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		β	Std. Error	Beta		
1	(Constant)	.920	2.085		.441	.000
	Gender mainstream	1.217	.213	.999	5.723	.000

a. Dependent Variable: Employee Performance

Table 4.7 shows the regression coefficients results where by employee gender mainstream had a positive and significant effect on employee performance of ($\beta=1.217$, $p < 0.05$). Hypothesis 1(H0₁) predicted that there is no significant effect of gender mainstreaming on employee

performance at Open Arms International. The results in Table 4.7 indicate that there is a significant influence of gender mainstreaming on employee performance at Open Arms International ($p < 0.05$) implying that the null hypothesis is rejected and the alternative hypothesis that there is a significant effect of gender mainstreaming on employee performance at Open Arms International is accepted. It was therefore noted that, gender mainstreaming has a significant positive effect on employee performance. This study is in tandem with the findings of Alicia and Thomas (2016); Kwang and Shery (2017) that gender mainstreaming has a significant positive effect on employee performance. Abdel (2012), researched on the effect of gender, age, and education background on employee performance in the Egyptian Pharmaceutical industry and found contrary study results from the current study that gender mainstreaming has a non-significant positive effect on employee performance. Gender and respect and gender treatment were not incorporated in his study and hence the differences in the study results.

5. CONCLUSION & RECOMMENDATIONS

The study concluded that strategic cultural diversity management practices such as gender mainstreaming improves employee performance. This is attributed to the work ethics not allowing for any form of gender discrimination at the organization. All employees attending to social roles at the organization. Sexual orientation not affecting how the employees work at the organization and the employees not accorded gender respect at the organization. The study recommended that gender mainstreaming has exhibited a significant effect on employee performance. It is therefore recommended that the management of at Open Arms International should continue adopting work ethics that do not allow for any form of gender discrimination. This study focused on the effect of strategic cultural diversity management practices on employee performance at Open Arms International. The study was conducted in Eldoret. The researcher recommends that a further study on the same research topic should be carried out in other charitable children's institutions in other towns in Kenya. It would be interesting to know whether the observed findings hold for other charitable children's institution in Kenya. More research is needed in this subject area to fully establish the effect of strategic cultural diversity management practices on employee performance using constructs of strategic cultural diversity management practices other than gender mainstreaming.

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