


REPUBLIC OF TURKEY

ANKARA YILDIRIM BEYAZIT UNIVERSITY

INSTITUTE OF SOCIAL SCIENCES

# THE SEARCH FOR BEAUTY IN ORGANISATIONS: EXPLORING WORKPLACE DIVERSITY MANAGEMENT IN THE AFRICAN CONTEXT

DOCTORAL THESIS

**ISSAKA LAWERH TETTEH**

MANAGEMENT & ORGANISATION

ANKARA, 2020

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DOCTORAL THESIS

**ISSAKA LAWERH TETTEH**

MANAGEMENT & ORGANISATION

PROF. DR. KERIM ÖZCAN

(SUPERVISOR)

ANKARA, 2020

## APPROVAL PAGE

This is to confirm that this doctoral thesis entitled "The search for beauty in organisations: Exploring workplace diversity management in the African context" prepared and submitted by Issaka Lawerh TETTEH has been unanimously accepted by the jury at the Institute of Social Sciences, Ankara Yildirim Beyazit University in partial fulfilment of the requirements for the degree of Doctor of Philosophy in Management & Organisation.

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Thesis Defence Date: 14/09/2020

The Institute of Social Sciences at Ankara Yildirim Beyazit University confirm that Issaka Lawerh Tetteh has fulfilled the requirements for a Doctorate degree in the Department of Management.

Director of the Institute of Social Sciences Assoc. Prof. Dr. Seyfullah YILDIRIM

……

## PLAGIARISM STATEMENT

I hereby declare that all information in this thesis has been obtained and presented in accordance with academic rules and ethical conduct. I also declare that I have fully cited and referenced all materials and results that are not original to this work. (14/09/2020)

……

Issaka Lawerh Tetteh

## DEDICATION

I dedicate this work:

To my parents for their unwavering support.

To the loving memory of my twin brother Kakra (alias Atteh) whose young life was suddenly cut short.

To the loving memory of Mr. Anthony Jackson Gyesie, my Accounting teacher and mentor at Adisadel College (Cape Coast).

To all the organisations that work tirelessly to promote peace, unity, justice, fairness, diversity, equality, and inclusion in the world.

## ACKNOWLEDGEMENT

I would like to thank ‘Mawu’ (‘Ataa Naa Nyɔŋmɔ’, ‘Nyame’) first and foremost for giving me the strength, knowledge, and wisdom to complete this work.

I am highly indebted to my parents (Ibrahim Tetteh & Elizabeth Dadzie) for always being there for me. I am also grateful to my partner Sofia Idrissu, my brother Tawiah Tetteh, and sister Dewi Tetteh for their support.

Sincere thanks go to my course advisor, Prof. Dr. Kerim Özcan for his tremendous support, intellectual advice, and guidance. I would like to express my upmost gratitude to Prof. Dr. Şükrü Özen and Assoc. Prof. Dr. Hasan Engin Şener for their insightful comments and thoughtful suggestions which helped me to fine-tune my work. I am also very grateful to Emeritus Prof. Stella M. Nkomo of the University of Pretoria, South Africa and Prof. Michàlle E. Mor Barak of the University of California, Berkeley for their invaluable feedback, expert advice, and recommendations which were immensely helpful.

Special thanks also go to Türkiye Scholarships for funding my studies. I am also thankful to all the organisations and individuals who contributed in one way or another to make this research possible.

## ÖZET

**Örgütlerde güzellik arayışı: Afrika bağlamında işyeri çeşitlilik yönetimi araştırması**

Çeşitlilik yönetimi, küresel işgücü demografisinde meydana gelen değişimler nedeniyle son çeyrek asırda oldukça dikkat çeken bir kavramdır. Bu demografik değişim birçok örgütün farklı çeşitlilik yönetimi yaklaşımlarını benimsemesine etki etmiştir. Çeşitlilik yönetimi araştırmalarının Kuzey Amerika ve Avrupa'da ilerlemiş olmasına rağmen, diğer sosyo-kültürel bağlamlarda bu konuda araştırmaların yapılmasına ihtiyaç vardır. Böylece, bu çalışma ilgili yazına katkı sunmak amacıyla Afrika bağlamında çeşitlilik yönetimi konusunu araştırmaktadır. Afrika'da çeşitlilik yönetimini iki farklı araştırma ile inceleyerek yukarıdaki amacı gerçekleştirmek için yeni kurumsal kuram yaklaşımı benimsenmiştir. Birinci araştırmada iki husus incelenmiştir: a) örgütleri çeşitlilik yönetimi uygulamalarını benimsemeye zorlayan çevresel baskılar, b) çeşitlilik yönetimi uygulamalarının benimsenmesinde insan kaynakları yöneticilerinin oynadığı rol. İkinci araştırmada ise çalışanların çeşitlilik yönetimi uygulamalarına ilişkin algısının örgütsel sonuçlar üzerindeki etkisi incelenmiştir.

Araştırmada karma yöntem yaklaşımı benimsenmiştir. Bu doğrultuda veriler anket ve mülakat teknikleri kullanılarak Gana'da faaliyet gösteren özel sektör örgütlerinden toplanmıştır. Nicel veriler SPSS ve AMOS programları ile ve Hayes'in geliştirdiği PROCESS makro tekniği kullanılarak analiz edilmiştir. Nitel veriler ise anlam örüntülerini veya temaları ortaya çıkaran dönüşlü tematik analiz yoluyla analiz edilmiştir. Bulgulara göre, örgütlerin çeşitlilik yönetimini benimsemesine etki eden en güçlü etmen çevresel zorlayıcı faktörlerdir. Ayrıca örgütlerde çeşitlilik yönetiminin fiili olarak benimsenmesinin, çalışanların çeşitlilik yönetimi uygulamalarına ilişkin algısı üzerinde olumlu etkisi olduğu bulunmuştur. Ek olarak, çalışanların çeşitlilik yönetimi uygulamalarına ilişkin algısı ile örgütten ayrılma isteği arasındaki ilişkide örgütsel bağlılık ve iş tatmininin aracı rol oynamadığı görülmüştür. Ayrıca çalışanların çeşitlilik yönetimi uygulamalarına ilişkin algısı ile örgütten ayrılma isteği arasında pozitif ilişki bulunmuştur. Bulgulara göre, Avrupa'da geliştirilen çeşitlilik yönetimi varsayımlarının Afrika bağlamında doğrudan test edilmesinin yapıcı olmadığı düşünüldüğünde, Afrika'da çeşitlilik yönetimi üzerine daha fazla araştırma yapılması gerektiği anlaşılmıştır.



**Anahtar kelimeler:** Çeşitlilik Yönetimi, Yeni Kurumsal Kuram, Kurumsal Eşbiçimlilik, Dönüşlü Tematik Analiz, Afrika

## ABSTRACT

**The search for beauty in organisations: Exploring workplace diversity management in the African context**

The concept of diversity management has been in vogue for the past few decades due to the exponential changes in global workforce demography which has influenced many progressive organisations to adopt some forms of diversity management practices. Although diversity management research is quite advanced in North America and in Europe, much research is still needed in other socio-cultural settings. Hence, this study was an attempt to contribute to the literature by studying diversity management in the African context. To achieve this, the lens of neo-institutional theory was borrowed to explore the subject through two studies. In Study 1, the environmental pressures that compel organisations to adopt diversity management practices were probed, and the role played by human resource managers in the adoption of diversity management practices was also investigated. However, Study 2 examined the impact of employee perception of diversity management practices on organisational outcomes.

The research followed a mixed methods approach with data collected using questionnaires and semi-structured interviews from private sector organisations in Ghana. The quantitative data collected were analysed using SPSS, AMOS, and Hayes' PROCESS macro, whereas the interviews were manually scrutinised using reflexive thematic analysis. The study revealed that coercive pressures had the most influence on organisations' adoption of diversity management practices. It also discovered that actual or substantive adoption of diversity management in organisations had a positive impact on employee perception of diversity management practices. Moreover, organisational commitment and job satisfaction were found not to mediate the relationship between employee perception of diversity management practices and turnover intention. Furthermore, employee perception of diversity management practices was found to positively relate to turnover intention. The results of the study also suggest that more scholarly research on diversity management in the African context is needed as the blanket application of Euro-centric assumptions of diversity management in Africa may be unconstructive.



**Keywords:** Diversity Management, Neo-Institutional Theory, Institutional Isomorphism, Reflexive Thematic Analysis, Africa.

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## LIST OF ABBREVIATIONS

| ABBREVIATION | MEANING |
|---|---|
| AA: | Affirmative Action |
| EO: | Equal Opportunity |
| EEO: | Equal Employment Opportunity |
| EPDMP: | Employee perception of diversity management practices |
| JSI: | Job Satisfaction Index |
| OCQ: | Organisational Commitment Questionnaire |
| OHCHR: | Office of the United Nations High Commissioner for Human Rights |
| TIS: | Turnover Intention Scale |
| UK: | United Kingdom |
| UN: | United Nations |
| UNDP: | United Nations Development Programme |
| UNECA: | United Nations Economic Commission for Africa |
| UNESCO: | The United Nations Educational, Scientific and Cultural Organization |
| UNHCR: | United Nations High Commission for Refugees |
| USA: | United States of America |
| US GAO: | United States Government Accountability Office |

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# CHAPTER ONE

# INTRODUCTION

The drastic change in the population demographics in many parts of the world over the last few decades (Johnston & Packer, 1990) has resulted in the current workforce becoming more diverse than ever before in the history of mankind (Konrad, Prasad & Pringle, 2006). This has led to an increase in the number of academic works aimed at gaining a better understanding of how to manage workforce diversity. Just as mosaic is a piece of art that is composed of many tiny pieces of glass, tile or other materials, the concept of diversity management is also aimed at bringing together employees from different backgrounds, genders, sexual orientations, cultures, religions, etc. to achieve organisational goals. Hence, workforce diversity has often been likened to creating a mosaic (Kandola & Fullerton, 1998; Austin, 1995). Considering that mosaics are considered beautiful; the word beauty was used to allegorise workplace diversity or workplace mosaic in this study. Instances where beauty has been used in an allegorical sense include "God is beautiful and loves beauty" (Schimmel, 1975, p. 291), and "[b]eauty would save the world" (Dostoyevsky, 1869, p. 382) is also another instance where beauty was used in an allegorical contest. As people of different cultural, social, economic, and religious backgrounds work together for organisational success, employers are also expected to provide workplace environments that enhance the skills of their employees to their full potential. Since there is no organisation that can survive without its workforce, organisational leaders must prioritize the effective and efficient management of their mosaic workforce to continue to offer their services to the success of their organisations and, also ensure that they can attract the best talent available. As stated in one of the classical works of Du Bois (1903/2007, p. 15), "[t]he problem of the twentieth century is the problem of the color line, - the relation of the darker to the lighter races of men in Asia and Africa, in America and the islands of the sea". Unfortunately, the problem highlighted by Du Bois over a century ago persists in the twenty first century and may even linger on into the distant future.

Mor Barak (2005, p. 132) defined diversity as "the division of the workforce into distinction categories that (1) have a perceived commonality within a given cultural or national context, and that (2) impact potentially harmful or beneficial employment outcomes such as job opportunities, treatment in the workplace, and promotion prospects–irrespective of job-related skills and qualifications". Apart from the immense benefits that organisations can gain from a diverse workforce, it is also important that the workforces around the world reflect the diversity of the populations or communities that they serve. Thus, the interest in managing workforce diversity in the modern era of business could be attributed to many factors including demographics, government legislation, efforts to improve the public image of organisations and to gain competitive advantage. Albeit most of the previous studies on diversity management stemmed from the normative view that diversity led to positive outcomes (Wise & Tschirhart, 2000), recent empirical studies have attempted to approach the study of diversity management through the lens of social science (Dobbin, Kim, Kalev, 2011; Yang & Bacouel-Jentjens, 2018; Zanoni, 2010; Zanoni, 2011; Yang & Konrad, 2011; Zanoni & Janssen, 2007; Zanoni, Janssens, Benschop & Nkomo, 2010; Linnehan & Konrad, 1999). Many scholars and international organisations have also called for more diversity at workplaces around the world due to the benefits that organisations stand to gain. Hence, the International Labour Organization (2014) posit that:

> A diverse workforce enables: Gains in worker welfare and efficiency; Reduced turnover costs; Fewer disputes and grievances; Improved accessibility to new and diverse customer markets; Higher productivity and increased revenue; Increased innovation; Development of new products and services; Improved enterprise reputation management; Greater flexibility and adaptability in a globalized world; More efficient risk management (e.g. legal risks due to non-compliance); Prevention of marginalization and exclusion of categories of workers; Improved social cohesion; A more positive public image; At a macro level, poverty reduction and political stability (p. 2).

However, the plethora of studies about diversity management is not an indication of the eradication of workplace discrimination and marginalization because research shows that both overt and covert racism is pervasive in many societies (Ensher, Grant-Vallone, & Donaldson, 2001; Pettigrew, 1998). In the year 1940, the first black Oscar Award winner Hattie McDaniel was segregated from the rest of the cast; whereas in 1973, the renowned actor Marlon Brando refused an Oscar Award for his performance as Vito Corleone in The

Godfather to highlight the discrimination of American Indians in the movie industry (BBC, 2020a). Recently, Joaquin Phoenix whiles receiving an award at the British Academy Film Awards for his role in the movie Joker, also seized the opportunity to highlight systemic or institutional racism in the film industry (BBC, 2020b).

Notwithstanding the numerous benefits of diversity management that have been elucidated in the literature, diversity management remains at the periphery within organizations in the real world (Tatli & Ozbilgin, 2008). A universally accepted definition of the term diversity management has also been a mirage in the academic literature. Thus, the term diversity management as a management concept has a plethora of definitions because of the lack of consensus on what constitutes diversity management among scholars. Some of the attempts at defining diversity management can be found in the works of Gagnon and Cornelius (2002), Ellis and Sonnenfield (1993), and Thomas and Ely (1996). Friday and Friday (2003, p. 863) describe diversity management as "any attribute that happens to be salient to an individual that makes him/her perceive that he/she is different from another individual". However, a popular definition in the academic literature by Cox and Nkomo (1996, p. 339), who "define diversity as a mixture of people with different group identities within the same social system". According to Stockdale and Crosby (2004, p. 12), diversity management encompasses "systematic and planned programs or procedures that are designed a) to improve interaction among diverse people especially of different ethnicities, sexes or cultures and b) to make this diversity a source of creativity, complementarity and greater effectiveness". Kandola and Fullerton (1998, p. 7) have also argued that:

> The basic concept of managing diversity accepts that the workforce consists of a diverse population of people. The diversity consists of visible and nonvisible differences which will include factors such as sex, age, background, race, disability, personality and workstyle. It is founded on the premise that harnessing these differences will create a productive environment in which everyone feels valued, where their talents are being fully utilised and in which organisational goals are met.

As can be seen from the definitions and explanations provided by various scholars, it is evident that "[t]he concept of identity appears to be at the core of understanding diversity in organizations" (Cox & Nkomo, 1996, p. 339).

Diversity Management as an area of research has received significant attention especially in the Western context (mostly in Western Europe & North America) and as result

led to numerous academic publications which include Dobbin, Kim, and Kalev (2011); Yang & Bacouel-Jentjens (2018), Zanoni (2010), Zanoni (2011), Zanoni and Janssen (2007), and Linnehan and Konrad (1999). Yang and Konrad (2011, p. 13) identified many gaps in the literature including "[t]he role of HR managers and diversity specialists" in the adoption of diversity management practices which will be explored in this study. On the other hand, there has been very limited research conducted on diversity management in the African context except for a few studies which include Booysen (2007a, 2007b), Booysen and Nkomo (2010), Cavaleros, Van Vuuren and Visser (2002), Cilliers and Stone (2005), Daya (2014), Littrell and Nkomo (2005), Nyambegera (2002), and Nkomo (2011a). It must be highlighted that most publications in the African context were written from etic perspectives and were mainly centred on South Africa perhaps due to their history of apartheid and the ever-present conspicuous racial differences in the country. However, Africa is a very vast continent with 54 sovereign countries and 2 disputed territories (namely Somaliland and West Sahara). All these countries have their unique national contexts which differentiate them from each other. As noted by various scholars, the differences in cultural, historical and political contexts are very vital in determining how equity and diversity are defined in various geographical settings (Calás, Smircich & Holgersson, 2009; Syed & Özbilgin, 2009; Nishii & Özbilgin, 2007). Moreover, most of the available studies regarding diversity management in the African context were published in bogus or predatory journals leading (Atiso, Kammer & Bossaller, 2019; Waruru, 2018) which makes their findings questionable.

Evidence from the academic literature indicates that people of ethnic minority backgrounds and blacks (or people with African ancestry) often have the perception that their employers do not give them the necessary support and career development opportunities (Greenhaus, Parasuraman, & Wormley, 1990). This perceived glass ceiling ultimately impedes their advancement in their organisations due to their inability to properly fit into the culture and environment within their organisations (Riordan & Shore, 1997). The overwhelming majority of studies in the field of diversity and diversity management have focused on ways in which performance is affected by the adoption and implementation of diversity management practices probably due to the business case argument that claims that organisations can leverage their workforce diversity to gain and sustain competitive advantage. Whereas the integration of minority employees into organisational life appears to be a major concern for organisations in Europe and North America, this may not be the case in other geographical settings where differences between employees may not be easily

distinguishable and managing diversity may not a priority. The USA for instance has people of many ethnicities or races such as Irish, Italian, Germans, French, Scottish, Africa-Americans, Africans, Chinese, Japanese, Vietnamese, Latinos, Latinos, Arabs, etc. Organisations in the USA can simply classify the Irish, Italians, Germans, French, Scottish as Whites, then group African Americans and other Africans as Blacks, etc. Hence, the surface-level diversity such as race of employees (Nishii & Mayer, 2009) can guide organisations with diverse (heterogenous) employees when designing policies to manage workplace diversity. However, this becomes difficult in countries where the surface-level diversity of the workforce appears to be homogeneous but very diverse in other aspects. This is partly the motivation behind this study; to explore workplace diversity within the African context (with data collected from Ghana - a country located in Africa) where the surface level diversity of the workforce is homogeneous, but the inner-level diversity is very heterogeneous. Moreover, "[e]thnic beliefs about work derive from traditional or tribal practices and therefore differ from European work structures introduced through colonialism" (Zoogah, Peng & Woldu, 2015, p. 14). Considering that the African context (cultural diversity, colonial history, etc.) is different from the North American and European contexts, it is important to ascertain how diversity management is practiced and received in Ghana and other parts of the African continent (Nkomo, du Plessis, Haq & du Plessis, 2015; Fourie, van der Merwe, & van der Merwe, 2017; Zoogah & Nkomo, 2013; ).

Findler, Wind and Mor Barak (2007, p. 87) argued that "[i]n today's complex global workplace where a diverse workforce is quickly becoming the norm, managers need to adopt management practices that allow them to retain and effectively utilize their employees". However, the available literature on diversity management especially the relationship between the implementation of diversity management practices on various performance outcomes are rather quite inconclusive. Thus, scholars have reported inconsistent findings in the various empirical papers on the subject. For instance; Cox & Blake (1991), Cox (1993), Carlozzi (1999), O'Reilley, Williams and Barsade (1997) and other scholars reported of many positive outcomes such as organisations receiving lower numbers of lawsuits, better problem solving, enhanced market understanding and marketing ability, and better overall performance. Moreover, Richard, Barnett, Dwyer, and Chadwick, (2004) also reported of diversity helping organisations to become more innovative and gaining competitive advantage. Contrary to the above positive findings, some scholars have reported negative effects of diversity management on lower cohesiveness, difficulties in communication, and

inter-group conflict and tension (Cox, 1993; Richard, McMillan, Dwyer, & Chadwick, 2003), and poor organisational performance (Sacco & Schmitt, 2005). Tsui, Egan, & O'Reilly (1992) also found that minority demographic group members were less committed to their organisations, more likely to be actively searching for other jobs and have higher rate of absenteeism from work. Pelled (1997) reported high levels of emotional conflicts in diverse work teams. Kizilos, Pelled and Cummings (1996) found that diverse groups exhibited less prosocial behaviours than homogeneous groups. Some studies too reported that supervisors often gave less positive performance evaluations to diverse units within organisations (Lefkowitz, 1994; Sackett, Dubois & Noe, 1991). Michielsens, Bingham, and Clarke (2014) also found that many organisations employ the use of flexible work arrangements as a tool to enhance their workforce diversity. From the extant literature, we can say that managing workplace diversity could have negative, positive, or neutral effect on the performance of organisations (Kochan et al., 2003). The discrepancies in the findings by scholars could be because of many factors including differences in the conceptualisation of workplace diversity. Moreover, differences in the scales used to measure workplace diversity by various researchers could also lead to some disparities in the findings. An extensive review of the findings of some of the key studies on the subject is offered in Chapter 2 of this thesis (see. Table 3).

Therefore, a management approach such as diversity management that makes organisational workforce heterogenous and brings creativity, talent and ideas from employees who hitherto would not have been hired is much needed. Diversity management should be a factor in the hiring practices of organisations and must play an important role in the working lives of employees until they retire or leave the organisation. Diversity management has the potential of ensuring that there is genuine equity, diversity, and inclusion at the workplace. However, genuine equity, diversity and inclusion at the workplace can only be found in organisations where sincere love pervades. This can be achieved by ensuring that organisations "avoid reducing ethnic minority employees to mere representatives of a stigmatized social group" (Janssens & Zanoni, 2014, p. 317). It is a fact that diversity management is now ubiquitous to organisations around the globe and has almost attained the status of a world culture. Boli and Thomas (1999, p. 173), explicated a world culture as "the definitions, principles, and purposes [that] are cognitively constructed in similar ways throughout the world". Despite the need for diversity many management practices in all organisations across the globe, some scholars have warned that a "global

implementation of a Western-centric approach to diversity and inclusion is a guarantee of failure" (Goodman, 2013, p. 180). Notwithstanding the proliferation of remedies from scholars and gurus for attaining diversity, "workplace diversity [especially in the African context] remains […] a significantly under-researched and under-theorized phenomenon in the management literature" (Prasad & Mills, 1997, p. 5). This calls for academic studies into how diversity management practices can be implemented in other geographical settings. Hence, this thesis is an attempt to throw more light on diversity management within the African context.

### 1.1. The Diversity of Ghana

Considering that this study is focused on attempting to understand diversity management within the African context with data from the private sector in Ghana, it is only appropriate that the diversity of Ghana is highlighted to enable readers to appreciate the need for such a study. Ghana just like all other African countries is very diverse in all aspects including ethnicity, religion, and gender. Ghana is geographically located in West Africa and shares boundaries with Ivory Coast to the west, Togo to the east, Burkina Faso to the north, and the Gulf of Guinea to the south. Per the most recent national population census which was conducted in the year 2010, Ghana's population was almost 25 million with females slightly outnumbering males and the youth being the largest proportion of the population (Ghana Statistical Service, 2012). Ghana has many ethnic groups and the largest ones are the Akans which make up about 47.5% of the population followed by Mole-Dagbani 16.6%, Ewe 13.9% and the Ga-Dangme 7.4%, Gurma 5.7%, Guan 3.7%, Grusi 2.5%, Mande 1.1% and other ethnic groups making up 1.4% (Ghana Statistical Service, 2012). Ghana also has many religious groups with Christianity making up 71.2% (Pentecostal/Charismatic 28.3%, Protestant 18.4%, Catholic 13.1%, other 11.4%), Islam 17.6%, traditional religion 5.2%, no religion 5.3% and others making up 0.8% (Ghana Statistical Service, 2012). According to the 2010 census in Ghana, 3% of the population were also classified as having a form of disability and 74.1% of the population from the age of 11 years and above were literate (Ghana Statistical Service, 2012). According to the Ghana Statistical Service (2012), the largest industrial sector is Agriculture (including forestry and fishing) making up 41.5% of the economically active population, followed by wholesale and retail trade 18.9% and

manufacturing 10.8%, Education 3.9%, Transportation and storage 3.5%, Accommodation and food services activities 5.5%. With respect to the economically active population; skilled agricultural forestry and fishery workers made up 41.2%, Services and sales workers 21.3%, Craft and related trades workers 15.2%, Elementary occupations 6%, Professionals 5.3%, Plant and machine operators and assemblers 5%, Managers 2.5%, Technicians and associate professionals 1.8%, Clerical and sales workers 1.5%, and other occupations made up 0.2% (Ghana Statistical Service, 2012). According to Gordon and Grimes (2005), 83 languages are spoken in Ghana (which includes English, the official language of the country and two sign languages). However, there are many dialects within the various languages just as there are many tribes within the various ethnic groups. Ghana being a small country covering an area of 92,098 square miles or 238,533 square kilometres (World Atlas, 2019) will need to efficiently and effectively manage its numerous ethnic groups and other diversities within the country in order to maintain a harmonious relationship between its numerous ethnic groups.

### 1.2. The Need for Diversity Management in Ghana

The United States of America and the United Kingdom are recognized in the management literature as the historical and political origins of diversity management. However, there are many countries in the world with diverse populations, and each country has its unique story with respect to how they became multicultural, and their attempts to manage workplace diversity. In the case of Ghana, the growing economy of the country has attracted many multinational organisations some of which send expatriates from other countries or geographic settings to work in the country. Nzelibe (1986, p. 11) posit that "[w]hereas Western management thought advocates Eurocentricism, individualism, and modernity, African management thought emphasizes ethnocentricism, traditionalism, communalism, and cooperative teamwork". In addition to this, some scholars have also argued that “culturally, employees in developing countries hold values completely different from those in developed countries” (Nyambegera, Sparrow & Daniels 2000, p. 640). Besides, Nyambegera, Sparrow and Daniels (2000) posit that:

> It is important for the international manager to know which value orientations are held by a people of a particular country or region and to what extent those value

> orientations influence work preferences. Then the international manager operating in a particular country will know how to realign management policy practice with preference" (p. 658).

Moreover, it is essential that diversity management research in other socio-cultural settings such as Ghana is conducted to add to the literature and help to provide alternative ways of managing diversity. It is important to highlight that although the term diversity management may have originated in North America, the concept of ubuntu which is an underlying social philosophy of African culture has existed for several thousands of years and is potentially a more comprehensive way of managing workforce diversity (Ifejika, 2006). Ubuntu has been described by Nussbaum (2003, p. 2) as "[t]he capacity in African culture to express compassion, reciprocity, dignity, harmony and humanity in the interests of building and maintaining community with justice and mutual caring". However, ancient African concepts such as shemsw, maât, and sebait which predate ubuntu can all contribute to the conversation on workplace diversity management in the modern era (Zoogah, 2020; Armah, 2018; Armah, 2002). Whereas the concept of diversity management has gradually been embraced by many organisations in Ghana and across Africa, unfortunately the concept of ubuntu has failed to make the desired transition into organisations due to scholars, business executives and other management practitioner's overwhelming dependence on knowledge generated from the West (Alatas, 2003). As Rashidi (2015) stated:

> What you do for yourself, in large measure, depends on what you think of yourself. So if you think that you have no worthy history, that you come from nothing, you will tend to act that out. But if you think that you come from greatness, you will aim for the stars (para. 10).

Therefore, African scholars, business executives and other stakeholders must work together to find ways of repackaging and presenting relevant African concepts and philosophies to help organisations and society in general. In addition, African scholars must try to break the cycle of academic dependency on the West by working hand in hand through research collaborations to find indigenous solutions to problems within organisations on the African continent (Mir & Mir, 2013; Frenkel & Shenhav, 2006; Alatas, 2003).

According to the Labour Act of Ghana (2003, pp. 11-12), "[a]n employer shall not in respect of any person seeking employment, or of persons already in his employment […] discriminate against the person on grounds of gender, race, colour, ethnic origin, religion,

creed, social or economic status, disability or politics". Moreover, the constitution of the Republic of Ghana clearly states under article 17 clause 2 and 3 (1992, p. 14) that "[a] person shall not be discriminated against on grounds of gender, race, colour, ethnic origin, religion, creed or social or economic status [and] the word discriminate means to give different treatment to different persons attributable only or mainly to their respective descriptions by race, place of origin, political opinions, colour, gender, occupation, religion or creed, whereby persons of one description are subjected to disabilities or restrictions to which persons of another description are not made subject or are granted privileges or advantages which are not granted to persons of another description". Despite the provision made in the constitution prohibiting discrimination, workplaces in Ghana are yet to fully get rid of the canker as this toxic behaviour has diffused to workplaces. Ethnocentrism, nepotism, and influence of politics have all contributed to cases of biases in the workplaces. People who may be qualified for recruitment, promotion, etc. may be overlooked due to their ethnic or political party affiliations. Hence, "Ghanaian firms and organizations demonstrating tribalistic tendencies and behaviors in employee recruitment and selection" is now becoming a common occurrence (Ayentimi, Burgess & Brown, 2018, p. 16).

Africa Renewal (2018) also highlighted great inequalities across Africa including at workplaces and called on governments and business leaders on the continent to make conscious efforts to adopt measures to bridge the gaps. "[F]or Africa's development, there is little doubt that diversity management is indispensable" (Chigudu, 2018, p. 1). This is supported by the United Nations Economic Commission for Africa (2011, p. 29), which argued that:

> There is little doubt that diversity management is indispensable for socioeconomic transformation. It is a requisite for nation-building, which entails integration of the different identity groups into a community of citizens under a shared system of institutions. It is also both a requisite and an outcome of state-building, which involves building up state institutions so that they are effective in advancing the security and socioeconomic wellbeing of citizens. For obvious reasons, state institutions cannot become effective under conditions of diversity-related divisions and conflicts. Moreover, without effective diversity management, which facilitates nation-building and state-building, neither democratic governance nor economic transformation is likely to succeed. Needless to say, effective diversity management is a critical building bloc in the socioeconomic transformation of African countries.

> As noted, instituting the changes in state structures and governance systems, which are essential for fostering proper management of diversity, is difficult. However, African countries have little choice but to face up to the challenge.

Tsikata and Seini (2004) contend that inequalities in Ghana have led to conflicts in the country and have the potential of creating more conflicts in the future. Moreover, the lack of diversity management practices in Ghana has also been linked to the rise of political vigilantism which is threatening the peace of the country (Office of the United Nations High Commissioner for Human Rights, 2017; Kwarkye, 2018; United States of America Department of State, 2018). Thus, civilians who are in cahoots with politicians or political parties create vigilante groups to accomplish the parochial interests of both the vigilante groups and the political parties in a sort of symbiotic relationship. This hostile and sometimes violent attitude goes contrary to the Akan adage "obi nka obi" (Owusu, 2019, p. 49) which literally means, no one should bite the other. This proverb advocates peace and harmony which unfortunately is increasingly becoming scarce due to the "winner-takes-all" style of governance that is practiced in Ghana today (Institute of Economic Affairs, 2015). Moreover, the winner-takes-all style of governance has exacerbated the "whom you know culture" that exists in the country which is synonymous to what Triandis (1984) describes as 'personalissimo' cultures. Thus, cultures or societies in which one must know someone often in a strategic or high position to get things done. Since the advent of the multiparty democracy, the Ghanaian tradition of "tikro nnko adjina [which means] one head cannot go into council" (United Nations, 2018), has virtually disappeared especially among the elites who hold political power in the country. Hence, political parties in Ghana upon winning elections side-line members of other political parties in terms of political appointments, awarding of contracts, etc. which often leads to acrimony among the followers of the various political parties in the country. This bitterness is often transferred to workplaces across the country (in both the private and public sector) where employees who are deemed to be supporters or sympathizers of certain political parties are dismissed or forced to resign from their positions (Adombila, 2018).

Moreover, Langer (2009, p. 544) posit that "the competition for power between the Ewes and Akans (particularly the Ashantis) is often argued to be a more important influence shaping Ghanaian politics and has at times led to serious political tensions". The United Nations Commissioner for Human Rights warned of a major threat to the world if deliberate effort is not made to reduce the inequality gap (United Nation News, 2019). This is because

inequalities and the lack of diversity management can be linked to many conflicts around the world (Østby, 2008) especially in Africa where civil wars are often caused by the unequal distribution of the national resources and opportunities. Hence, adopting diversity management practices at the workplace could potentially be the elixir needed to eliminate or reduce global conflicts. Thus, in an environment of inequality, tribal and ethnic conflicts (Kpodo, 2006), political violence and vigilantism (Fischer, 2016), diversity management practices could be the antidote needed to bridge the gap or ensure that no one is left behind in the society (United Nations News, 2016). This has led to calls from civil society organisations in Ghana, the United Nations Development Programme (UNDP), the media and other stakeholders for the passage of the Affirmative Action Bill which is aimed at ensuring that women in Ghana are properly represented at all levels of leadership in the country (UNDP, 2018; Myjoyonline.com, 2019). Fortunately, a vigilantism bill has been passed into law by the parliament of Ghana which hopefully will eradicate political vigilantism and the activities of rogues and criminals who hide behind political parties to terrorize people, loot and create instability in the country (Akwa, 2019). Moreover, international organisations and other civil society organisations based in Ghana have intensified their efforts to highlight the importance of diversity management practices especially at workplaces in the country (The United Nations Educational, Scientific and Cultural Organization, 2019). From the available academic literature, it is evident that the adoption of the concept of diversity management is still at its infant stages within organisations in Ghana. Instead of diversity becoming a source of disharmony, conflict and misunderstanding at the workplace, organisations should continue to make efforts to maximise the benefits of the rich diversity of the workforce (Kamoche, 1997).

### 1.3. Research Objectives

Albeit many studies have been conducted on diversity management in the North American and European contexts, the complex and dynamic nature of the environment within which organisations operate in the Africa context (Zoogah, Peng & Woldu, 2015) is quite different. However, diversity management research in the African context is very scarce in the academic literature. Hence, having realised gaps in the diversity management literature with respect to the African context, data collected from employees in private sector

organisations in Ghana were used to gain insight into diversity management in that geographical setting. As argued by Makadok, Burton and Barney (2018, p. 1533), "[o]ne obvious way to make a contribution to theory is to change the research question, either by asking a new question, modifying an existing question in some way, or applying an existing theory to address a different question". Hence, the objectives of this research were examined in two studies which are described below with the aim of contributing to management knowledge.

### 1.3.1. Study 1

The objective of Study 1 was to ascertain the role of human resource managers in the private sector of Ghana viz-à-viz the adoption of diversity management practices in their organisations? Moreover, it aimed at determining the environmental pressures which compelled organisations to adopt diversity management practices.

### 1.3.2. Study 2

The objective of Study 2 is to develop and test a model of the relationship between private sector employees in Ghana and their employers or organisations. Specifically, this study examined job satisfaction and organisational commitment as mediators for the relationship between employee perception of diversity management practices and turnover intention. Moreover, organisational outcomes of employee perception of diversity management practices defined in terms of job satisfaction, organisational commitment and turnover intentions were also examined. Furthermore, the impact of the type of adoption in organisations on employee perception of diversity management practices was also investigated.

In summary, there is empirical evidence to suggest that the study of diversity management in the African context has not received the deserved attention. Moreover, today's global nature of business demands a broader understanding of the transferability or applicability of management concepts to other national cultures or geographical settings such

as those based upon collectivistic values. Therefore, the focus of this study was to address the question: how does the adoption of diversity management influence employee perception of diversity management practices in Ghana, and how does that predict employee job satisfaction, organizational commitment and turnover intention. The study was also an attempt to understand the role played by human resource managers in the adoption of diversity management practices by their organisations.

### 1.4. Contributions of Study to the Academic Literature

One of the greatest impediments to the understanding of diversity management in the African context has been the lack of reliable and credible research on the subject. Hence, focusing on the above research objectives made significant contributions to the literature on diversity management in the African context. It also threw more light on the role of human resource managers in the adoption of diversity management practices by their organisations. In addition, it helped to understand the institutional forces that influenced the adoption of diversity management practices in private sector organisations in Ghana.

This study also revealed whether the adoption of diversity management practices by organisations had any influence on organisational outcomes in the African context. Hence, this study attempted to understand whether employee perception of diversity management practices related to job satisfaction; organisational commitment; and turnover intention. Furthermore, the study examined the moderating influences of gender, level of education, and size of the organisations. Furthermore, examining these moderators provided a deeper understanding of the organisational outcomes.

Finally, by focusing on the individual level, this study provided a unique view into how diversity management practices impacted employees at the workplace. These revelations filled a research gap in the academic literature with respect to diversity management practices in the African context.

### 1.5. Outline of the Thesis

To provide a well written and structured piece of work, the thesis was deliberately structured into six unique chapters with each chapter focusing on specific areas of the research.

Chapter One provided a backdrop of the study, establishing the research problem, underscoring the essence of the study, and deliberating on the theoretical contributions of the work.

Chapter Two provided a discourse on diversity management by highlighting the trajectory of diversity management from its inception to its present form. This chapter also discussed the business case of diversity management, and the diversity of the country Ghana where data was collected for this study. This chapter also discussed how diversity and diversity management has been conceptualised by various scholars and explained the evolution of the concept from its inception to its current state.

Chapter Three presented a review of the germane literature, provided a theoretical framework, and developed testable, and measurable hypotheses for the study.

Chapter Four explained the methodology used to carry out this study. A description of the sample, data collection, measures, and data analysis methods used for both study 1 and study 2 were elucidated.

Chapter Five highlighted the results and measures after analysing the data with the relevant data analysis techniques.

Chapter Six discussed the result of the study and provided a summary of the findings. Moreover, it spelled out the implications of the study on employees, organisations and society as a whole. Furthermore, the chapter presented the limitations of the study and suggested directions for future research.

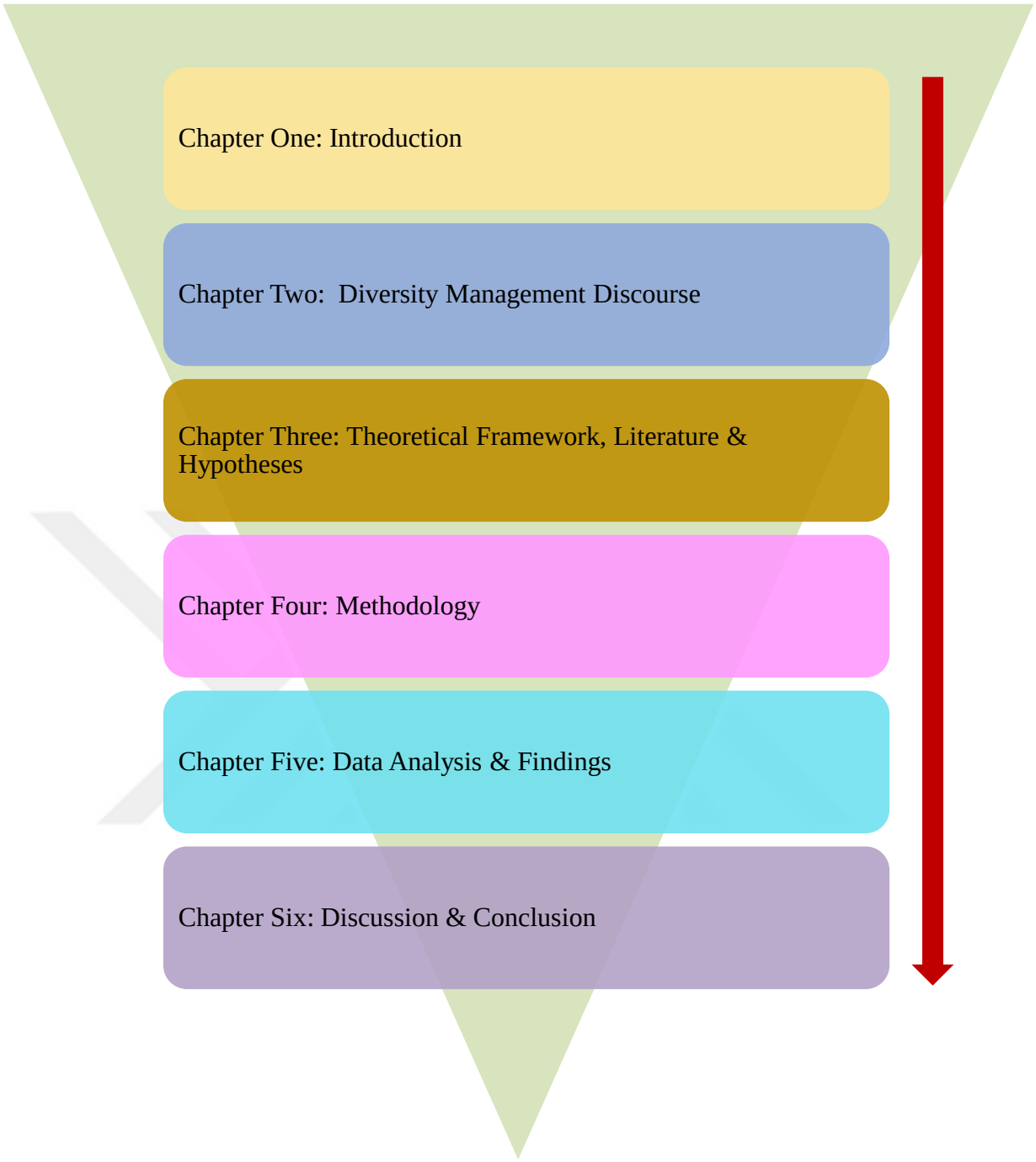



**Figure 1:** Outline of research

# CHAPTER TWO

# DIVERSITY MANAGEMENT DISCOURSE

In the previous chapter (Chapter One), the workplace diversity management literature was reviewed and the gaps which were identified in the literature that inspired the current study were highlighted. There was also a dicucssion regarding the theoretical contribution of this study. In this current chapter (Chapter Two), the metamorphosis of diversity management over the years are discussed, and reasons behind the adoption of diversity management by organisations.

## 2.1. Conceptualisation of Diversity and Diversity Management

Diversity has been defined in a myriad of ways and scholars have often explained diversity from either a narrow perspective or a broad viewpoint. Diversity can be defined to encompass both visible characteristcs such as age, ethnicity, gender and race and invisible demographic dimensions such as physical abilities, educational background, sexual orientation, geographic location, income, marital status, parental status and religious beliefs (Milliken & Martins, 1996). Diversity can broadly be defined as "any attribute that another person may use to detect individual differences" (Williams & O'Reilly, 1998, p. 81). Hence, "if diversity is to be viewed as an ethical issue under which every human deserves fair and ethical treatment, then it would naturally follow that every group should have the right to be represented as diverse" (Jones, King, Nelson, Geller & Bowes-Sperry, 2013, p. 64). From a narrow perspective, diversity can be defined to include "issues of racism, sexism, heterosexism, classism, ableism, and other forms of discrimination at the individual, identity group, and systems levels (Cross, Katz, Miller, & Seashore, 1994)" (as cited in Weaver, Wilborn, McCleary & Lekagul, 2003, p. 238) or just a few demographic dimensions such

as race and sex (Roberson, Kulik, & Pepper, 2003). Albeit scholars have their own preferences in terms of definition of diversity, "from an ethical perspective, a broader definition of diversity will likely increase receptivity of diversity" among employees and other stakeholders of the organisation (Jones, King, Nelson, Geller & Bowes-Sperry, 2013, p. 64). Thus, organisations are cautioned to "stop assuming that diversity relates simply to how a person looks or where he or she comes from" (Thomas & Ely 1996, p. 80).

Diversity Management from the available evidence in the academic literature has its origins from North America although it has now spread to other parts of the world (Mor Barak, 2011). Diversity management just as diversity, has been conceptualised from either a broad perspective or a narrow perspective. From a narrow viewpoint, diversity management has been defined as a "systematic and planned programs or procedures that are designed a) to improve interaction among diverse people especially of different ethnicities, sexes or cultures and b) to make this diversity a source of creativity, complementarity and greater effectiveness" (Stockdale & Crosby, 2004, p. 12). From a broad perspective, diversity management has been defined as "a process intended to create and maintain a positive work environment where the similarities and differences of individuals are valued, so that all can reach their potential and maximise their contributions to an organisation's strategic goals and objectives" (United States Government Accountability Office, 2005, p. 1). Albeit some scholars have called for a separate unit within organisations to handle diversity management, other scholars have insisted that diversity management should be considered as an integral constituent of human resource management (HRM). From a human resource management perspective, diversity management can be considered as harnessing the full potential of all employees irrespective of culture, age, gender, religion, etc. (Mathews, 1998).

The main approaches that have been used to manage diversity from the academic literature included Affirmative Action (AA) and Equal Opportunity or Equal Employment Opportunity (EO/EEO) both of which met some backlash from business leaders and organisations. However, there was another approach known as Diversity Management which made more of a business case for managing diversity hence was welcomed by business leaders and organisations. This approach was more comprehensive and combined aspects of Affirmative Action and Equal Opportunity to ensure that all employees from different demographic groups were well represented at all levels within organisations and were also

given all the needed career development opportunities to enable them to reach their full potential. Considering the benefits that organisations stand to gain with the adoption of diversity management, many business leaders in the modern era now adopt it as a strategic tool.

### 2.2. The Evolution of Diversity Management

The use of the term Diversity Management is quite ubiquitous in the managament literature today. However; its origins can be traced back to another concept which used to be in vogue many decades ago. According to Vaughn (2009), "diversity education basically started as a reaction to the civil rights movement and violent demonstrations by activists determined to send a clear message to Americans of European descent that black people would no longer remain voiceless regarding their treatment as citizens". The concept of race which has been attributed to most of the discrimination and marginalisation faced by black people in the world is believed to have originated in Spain in the 14th century or even earlier (Rawlings, 2019; Mignolo, 2008; Mariscal, 1998; Kamen, 1996; Novinsky, 1992). Although scholars have debunked and designated the concept of race as unscientific and a myth, (Takezawa, Smedly & Wade, 2020; Kolbert, 2018; Kelly, 2017; Sussman, 2014; Mariscal, 1998; Montagu, 1997; Brown, Carnoy, Currie, Duster, Oppenheimer, Shultz, & Wellman, 2003; Hoberman, 1997; Fish, 2002; DeSalle & Tattersall, 2011; Stanfield, 1995; Querbach, 1985), it is still used by some ignorant people, organisations, and countries even in the modern era to justify their enslavement, oppression and discrimination against other human beings just because of the colour of their skins (Villarosa, 2019; Hannah-Jones, 2019; Chalabi, 2017; Alexander, 2010; DuBois, 1896). The callous broad day murder of George Floyd (an African American man) in Minneapolis in the United States of America on 25th May 2020 may have ignited the Black Lives Matter demonstrations around the globe, but activists have argued that their protests go beyond just that but rather they are calling for an end to institutionalised racism, micro aggression, and implicit bias (in areas including criminal justice, education, sport, media, culture, employment) in the USA and around the world (Taylor, 2016; Holroyd, 2015; Sugrue, 2020; Lepore, 2020; Solly, 2020; Obasogie, 2020; Stolberg, 2020). It must be emphasised that the demands of the Black Lives Matter

(BLM) movement and other civil society organisations including the Equal Justice Initiative (EJI), National Association for the Advancement of Colored People (NAACP), and American Civil Liberties Union (ACLU) are not new. However, such demands have repeatedly fallen on deaf ears and activists such as Colin Rand Kaepernick and others have often been slammed as being cynical and disrespectful (Leitch, 2020; Streeter, 2020; Mather, 2019; BBC, 2020c; Woodward & Mindock, 2020; Boren, 2020; Davies, 2020; Black Lives Matter, 2020; Waxman, 2020; Younge, 2020; Russonello, 2020; Sabur, Sawer & Millward, 2020; Parker, Horowitz, & Anderson, 2020; Blake, 2020; Kuichi, 2016; Anderson, 2014; Taylor, 1995). Dominant and powerful groups can always help to create more equal, just, and fair societies by having compassion and empathising with the oppressed, subjugated, and powerless groups (Luttrell, 2019; Kivel, 2017). This section provides an overview of the origins of diversity management.

The evolution or trajectory of diversity management is best explained by Nkomo, Bell, Roberts, Joshi, and Thatcher (2019) in a diagram (see Figure 2 below) they developed which:

> presents a dynamic encapsulation of (a) the interplay among key sociopolitical contextual forces (the outer rim), (b) internal sociopolitical rhetoric and structures for addressing diversity in the Academy of Management (the middle rim), and (c) prominent emergent research themes (the inner circle). While certain pressures, structures, and themes span twenty years or more, prominent, and disruptive shifts are also apparent. We assert that the diversity trajectory has shifted over the past fifty years, from an initial antidiscrimination and equality perspective of the underrepresentation of racial minorities and women in management […] to individualized experiences of belonging to multiplex, fluid categories. (pp. 499-500).

Considering the sociopolitical contexts within which organisations operate, it can be predicted that the field of diversity management will continue to evolve.

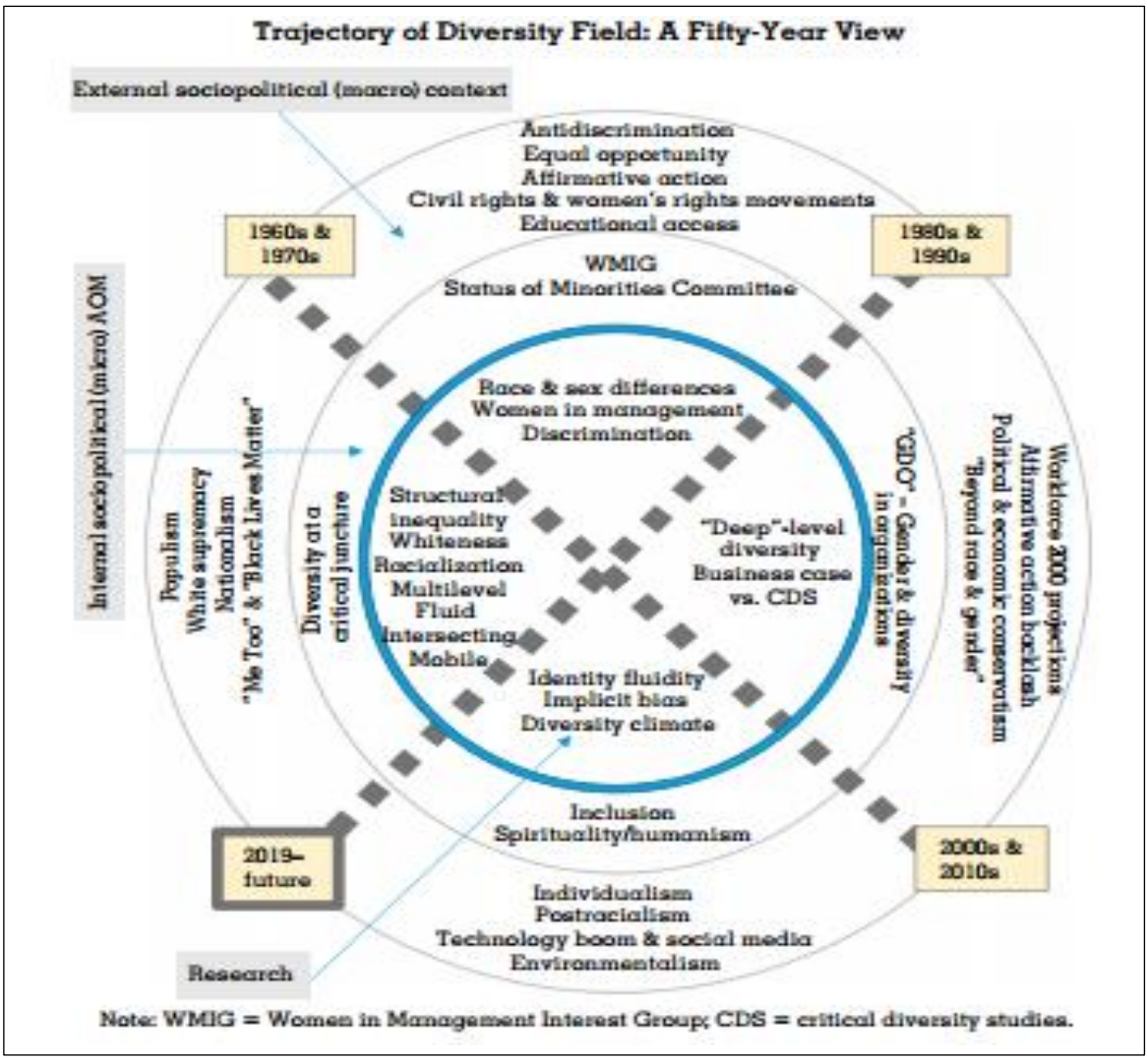



**Figure 2:** Evolution of diversity management

Source: Adapted from Nkomo, Bell, Roberts, Joshi & Thatcher (2019)

### 2.2.1. Affirmative Action

Several decades before there was the concept of diversity management, scholars and civil society groups in the United States of America were calling for the need to correct some of the historical injustices which had led to many groups being marginalized (Noon & Ogbonna, 2001). For instance, the United States of America which had enslaved many people of African heritage and had many years of discriminatory laws (such as the Black Codes and Jim Crow) that denied basic civil and human rights of minority groups became

the centre of protests calling for change from the status quo . This is well documented in The 1619 Project which looked at the legacy of slavery in the USA and how slavery was still very much alive through systemic racism, unjust laws, and policies in the country although slavery was officially abloished many decades ago (Silverstein, 2019). However, these protests which were organised or led at various times in history by different people inluding notable names such as Muhammad Ali (alias Cassius Clay), El-Hajj Malik El-Shabazz (alias Malcom X), Martin Luther King Jr., Cornel West, Paul Robeson, Rosa Parks, W.E.B. DuBois, Marcus Garvey, Kwame Ture (alias Stokely Carmichael), Jesse Jackson, Fredrick Douglas, Booker T. Washington, Ruby Bridges, and Fannie Lou Hamer were often met with resistance by the government and racist groups that wanted to maintain things the way they were. These calls eventually led to the adoption of Affirmative Action at various workplaces which ensured that no demographic group within the population was deliberately marginalized with regards to job opportunities, career progression, pay, etc (Harvey & Allard, 2005). The demands by various civil society organisations led to the signing of Executive Order 11246 by the President of the United States of America, Lyndon B. Johnson in the year 1965 which

> [P]rohibits federal contractors and subcontractors and federally-assisted construction contractors and subcontractors that generally have contracts that exceed $10,000 from discriminating in employment decisions on the basis of race, color, religion, sex, or national origin. It also requires covered contractors to take affirmative action to ensure that equal opportunity is provided in all aspects of their employment (United States Department of Labor, n.d).

However, the executive order was amended to also include gender in the year 1967. It must also be stated that, Affirmative Action has also been called Positive Action in the academic literature by some scholars and even some scholars have tried to draw a distinction between them. From the literature, it appears North American scholars prefer the term Affirmative Action whereas their British and other European counterparts prefer the term Positive Action. Burns & Schapper (2008, p. 369) summarized the focus of Affirmative Action by arguing that “there are strong ethical grounds for those organisations which seek to do well, to reassert affirmative action programmes in the global efforts to eradicate systemic discrimination and disadvantage”. Thus, Affirmative Action is aimed at ending racism and also marginalisation within organisations.

### 2.2.2. Equal Opportunity

Some scholars, management practitioners and stakeholders were of the view that despite the progress made by Affirmative Action, the playing field was still not even for certain segments of the population hence the need for an alternative approach. McNab and Johnston (2002) posit that:

> [I]nitiatives concerning employee diversity and value can be grouped into three major categories: EEO policies emphasise the importance of treating all (potential) employees equally and ignoring non skill-related characteristics (such as sex, ethnicity and religion); affirmative action (AA) policies emphasise the importance of acknowledging group membership and taking into consideration disadvantages (and hence lesser qualifications) that may be suffered by some groups; managing diversity initiatives emphasise recognition and valuing of differences among employees rather than trying to treat all employees equally as in EEO, or giving some employees advantages over others to make up for past discrimination as in affirmative action (p. 106).

Thus, governments introduced equal employment opportunity as a result of their disappointment with Affirmative Action with respect to addressing workplace inequalities (Kandola & Fullerton, 1998). As this concept was promulgated by governments to promote equal employment opportunity (EEO), some organisations and business leaders kicked against it because they saw it as a concept externally initiated by governments through legislation with the sole aim of eliminating discrimination. Hence, some organisations and business leaders were of the view that Equal Employment Opportunity did not bring direct benefits to them but rather governments only wanted to exploit them in order to achieve a level playing field through their compliance with polices and regulations to reduce workplace discrimination. Burstein (1991) argues that:

> The struggle for EEO is of course part of a broader battle for equal opportunity. Yet it is also a struggle in its own right-with its own organizations, influenced by particular laws and administrative and judicial decisions, and affected by the specific nature of interactions in the workplace (p. 1203).

Therefore, although some scholars and practitioners have their reservations about the concept of EEO, it still important in the modern era of business due to its ability to help

bridge the employment gap between various groups and create a level playing field in terms of recruitment of people.

### 2.2.3. Diversity Management

The negative perception that business leaders had about Equal Opportunity made it an ineffective concept in the attempt by governments to address diversity issues at the workplace. In fact some people completely rejected both Affirmative Action and Equal Opportunity because they concluded that "EEO [Equal Employment Opportunities] refers to a company's obligation to provide its employees a discrimination-free work environment. […] AA [Affirmative Action] requires that companies make good faith efforts to recruit, hire, and promote […] people [who are different from the dominant group]" (Brown, Snedeker & Sykes, 1997, p. 6). A concept known as Diversity Management which is deemed to adopt a more comprehensive approach towards workplace diversity issues was embraced by business leaders. Flood and Romm (1996, p. 9) argued that "diversity management is about managing the increasing diversity of issues that confront humankind in contemporary organisational and societal affairs". According to Noon and Ogbonna (2001, pp. 3-4), "a holistic approach to the management of diversity ensures that equality and discrimination are brought into the mainstream of management thinking and business planning, rather than being seen as a separate set of issues to be addressed through specific policies". Thus, Affirmative Action and Equal Opportunity which were considered to be outdated concepts were jettisoned for Diversity Management which is widely believed to make more of a business case and a more practical approach to addressing issues of workplace diversity. As argued by Cox and Beale (1997, p. 16), "EEO [Equal Employment Opportunity] is a goal, AA [Affirmative Action] is a tool or technology, and managing diversity is a process". Being associated with the term Diversity Management is now considered as good publicity so it has now almost become a fad or a cliché as many organisations overtly display on their websites, brochures, and other official documents their effort to manage diversity within their organisations. Moreover, Robinson & Dechant (1997, p. 26) contend that "besides gaining market penetration, companies can benefit from the good will of diverse consumers

who prefer to spend their dollars on products by a diverse workforce or to give patronage to businesses with a diverse salesforce".

It must be stated that despite the overwhelming preference of diversity management over other approaches of managing workplace diversity, a substantial number of scholars have criticized it. Lorbiecki and Jack (2000, p. 17) posit that "diversity management can be seen to perpetuate rather than combat inequalities in the workplace, diminish the legacy of discrimination against historically repressed minorities in the workplace, continue to prescribe essentialist categories of difference and offer problematic dualisms for effecting organisational change". Kalev, Dobbin and Kelly (2006) have even argued that despite the popularity and cost of diversity programmes in organisations, there is very little evidence of its effectiveness or impact. Moreover, Winters (2014, p. 205) posit that affirmative action and equal employment opportunities are enough because "the paradigm from complying with legal mandates to the business case for diversity". Wrench (2005, pp. 82-83), also argued that:

> The specific criticism of diversity management is that its weaknesses as an anti-discrimination measure is, above all, rooted in its lack of components addressing this form of structural, historical discrimination [...]. Diversity management should not be allowed to become a Trojan horse that facilitates the undermining of gains already made in anti-discrimination measures or those still necessary for the future. Equality measures and anti- discrimination strategies can, and must, be central components of diversity management, not replaced by it.

Lorbiecki and Jack (2000) have also argued that:

> diversity management can be seen to: perpetuate rather than combat inequalities in the workplace; diminish the legacy of discrimination against historically repressed minorities in the workplace; continue to prescribe essentialist categories of difference and present problematic dualisms for effecting organizational change (S17).

Similarly, other scholars have raised concerns about the potential negative effects of diversity management. Teicher and Spearitt (1996, p. 110) posit that "[c]ynics claim that, to the extent that the Diversity Agenda becomes a tool for gaining competitive advantage, it jeopardizes the focus on strategies to advance the position of women and minority groups at a time when the achievements remain limited". Moreover, Kirton and Greene (2010, p. 249)

contend "that diversity management as a concept and model has the potential to undermine the gender equality project".

Furthermore, diversity management often comes into existence through legislation by governments whereas inclusion (Affirmative Action & Equal Employment Opportunities) are based on the voluntary actions of organisations and business leaders (Winters, 2014). Scholars have also advised business executives to ensure that fairness and equal opportunity complements the business case for implementing diversity management practices within their organisations (Niishi & Rich, 2014; Gallegos, 2014; Kandola, 2009). This is supported by Sabharwal (2014) who argued that:

> diversity management alone is insufficient for improving workplace performance. What is required instead is an approach that promotes greater inclusion of employees in ways that takes their views into account and promotes self-esteem. […] This requires supportive leadership and empowering employees with information and resources that will help them make important decisions about their jobs (p. 197).

Thus, Diversity Management must be approached in a holistic manner and not just as a form of window dressing.

### 2.3. The Business Case for Diversity Management

In today's very competitive business environment, organisations are always on the look out for ways they can outperform their rivals or gain competitive advantage over them. Whereas many organisations use cost leadership, differention, cost focus and differentiation focus (Porter, 1985), to attempt to gain competitive advantage, other organisations use more sinister approaches such as hacking the databases of their rivals, spying, poaching of talented employees from their competitors and other unethical ways. Amid all the approaches used to gain competitive advantage, one that is often overlooked by many organisations is the adoption of diversity management. Cox and Blake (1991) argued that competitive advantage could be achieved through the efficient use of employees from diverse backgrounds as each unique demography within the population brings some value to the organisation. The business case argument made by Cox and Blake (1991) is presented in Table 1 below:

**Table 1:** Benefits of diversity to organisations

| |
|---|
| 1. Cost Argument: As organizations become more diverse, the cost of a poor job in integrating workers will increase. Those who handle this well, will thus create cost advantages over those who don't. |
| 2. Resource-Acquisition Argument: Companies develop reputations on favorability as prospective employers for women and ethnic minorities. Those with the best reputations for managing diversity will win the competition for the best personnel. As the labor pool shrinks and changes composition, this edge will become increasingly important. |
| 3. Marketing Argument: For multi-national organizations, the insight and cultural sensitivity that members with roots in other countries bring to the marketing effort should improve these efforts in important ways. The same rationale applies to marketing to subpopulations within domestic operations. |
| 4. Creativity Argument: Diversity of perspectives and less emphasis on conformity to norms of the past (which characterize the modern approach to management of diversity) should improve the level of creativity. |
| 5. Problem-solving Argument: Heterogeneity in decision and problem solving groups potentially produces better decisions through a wider range of perspectives and more thorough critical analysis of issues. |
| 6. System Flexibility Argument: An implication of the multicultural model for managing diversity is that the system will become less determinant, less standardized, and therefore more fluid. The increased fluidity should create greater flexibility to react to environmental changes (i.e., reactions should be faster and at less cost). |

Source: Adapted from Cox & Blake (1991, p. 47)

It must be stated that the proponents of diversity managemet do not proclaim that organisations will automatically gain competitive advantage or increase their performance

or profitability by the meer recruitment of people from diverse backgrounds (Williams & O'Reilly, 1998; Millikin & Martins,1996; Jackson, May & Whitney, 1995). However, the advocates for diversity management emphasize that heterogeneity in the workforce could bring enormous benefits to organisations and needs to be explored as a legitimate tool to gain competitive advantage. There is also empirical evidence that suggests that organisation's justification of diversity management solely based on the business case is often met with stiff rejection from employees who deem it as another exploitative capitalistic tool for organisations to make financial gains (Avery & Thomas, 2004; Kaplan, 2006; Kidder, Lankau, Chrobot-Mason, Mollica, & Friedman, 2004).

### 2.4. The Ethical Case for Diversity Management

The ethical case for diversity management argues that even if organisations deem the business case for managing diversity as not convincing enough to adopt diversity management practices within their organisations, they can still adopt diversity management based on ethical or moral grounds. Roberts (2020) argues that the moral case for diversity management is still needed in the 21st century due to the in adequacy of the business case for diversity and the need for more anti-racism initiatives at the workplace. This is backed by Nkomo, Bell, Roberts, Joshi, and Thatcher (2019) who posit that:

> [W]e must face the inconvenient truth that despite decades of antidiscrimination legislation in many countries and despite the adoption of valuing diversity and inclusion perspectives in the field, discrimination, harassment, exclusion, and inequality in organizations persist. The turn from efforts to reduce discrimination to the business case, a more palatable approach, focusing on bottom-line profits and on pacifying the resistance against equality and inclusion has been costly. (p. 511).

The ethical case for diversity management traces its origins from the universal inate desire of human beings for justice and fairness (Rupp & Aquino, 2009). This is supported by the deontic model that posits that the natural instinct of human beings is to react whenever they see any form of injustice or bias treatment (Cropanzano, Goldman & Folger, 2003).

Gilbert, Stead & Ivancevich (1999) have also argued that the golden rule, the disclosure rule and rights approach are the main motivating factors that lead organisations to adopt diversity management. The golden rule enocurages people to treat others just how they would like to be treated. This rule can be found in almost all of the world's religions such as Buddhism, Christianity, Hinduhism, Judaism, Islam, Sikhism, Jainism, Traditional African Religions and others. In Islam for instance, the thirteenth saying (hadith) of the Prophet Muhammad which has been accepted as authentic by renowned Islamic scholars such as Imam Bukhari and Imam Muslim asserts that "none of you [truly] believes until he wishes for his brother what he wishes for himself" (An-Nawawi's Forty Hadiths, Hadith number 13). In the Christian faith, the bible states that "in everything, do to others what you would have them do to you, for this sums up the Law and the Prophets" (Matthew chapter 7:12 New International Version). In the Jewish tradition, Rabbi Hillel once summarised the entire Jewish scriptures (Torah) to a gentile who converted into the religion with the statement which is recorded in the Talmud Shabbat:

> That which is hateful to you do not do to another; that is the entire Torah, and the rest is its interpretation. Go study" (31a).

Hence, the golden role has strong roots in all the three major monotheistic (Abrahamic) religions in the world. It must be state that there has been calls for the golden rule to be replaced with the platinum rule in recent times (McClanahan, 2020; Hall, 2017; Rutgers School of Management and Labor Relations, n.d.). It has been argued that unlike the golden rule which calls for people to treat others the way they would like to be treated, focusing on treating other persons the way they wish to be treated is the aim of the platinum rule (Kerpen, 2016). Thus, the platinum rule goes beyond the golden rule in that it demands that the wishes of other persons are respected when serving or treating them.

The disclosure rule also states that business leaders should always ask themselves whether their decisions will be met with outrage or accepted with open arms by others. Thus, if they will not be worried that they will face a backlash by the public when decisions they have taken become known to the public then it is most likely that the decision is ethical. In other words, when organisations are conscious about how they are perceived by the public and other stakeholders are more likely to embrace diversity management. Moreover, the rights approach argues that human beings have fundamental rights which must be respected by all including organisations and the right to decide one's destiny is a core part of those

rights. Gilbert, Stead and Ivancevich (1999, p. 66) argued that the golden rule, the disclosure rule and rights approach are so important that "management that is uninterested in recognizing these principles will not provide the leadership and support diversity management to succeed". As argued by Sessa (1992, p. 37), "to manage diversity effectively, a corporation must value diversity; it must have diversity, and it must change the organization to acommodate diversity and make it an integral part of the organization".

In conclusion, it must be emphasised that there are multiple perspectives with respect to workplace diversity management and each of them could be appropriate depending on the context; so, there is no single correct perspective. Dass and Parker (1999) posit that:

> In the US, affirmative action and Equal Employment Opportunity regulations have helped to make organizations more diverse. Yet, as several writers have observed, diversity can be viewed through lenses other than legal or ethical, and diversity has been defined, studied, and approached in quite different ways. Researchers examining how organizations manage workforce diversity have identified three different perspective: the discrimination and fairness paradigm, the access and legitimacy paradigm, and the learning and effectiveness paradigm. Since we believe that different perspectives can be effective under some circumstances, we call the third paradigm learning. We also have identified a fourth perspective: resistance (pp. 68-69).

The diversity perspectives and their associated strategic responses as suggested by Dass and Parker (1999) are depicted in Table 2 below:

**Table 2:** Diversity perspectives and associated strategic responses

| DIVERSITY PERSPECTIVES | PROBLEM STATEMENT | INTERNAL DEFINITION | PRESCRIPTION | DESIRED OUTCOME | STRATEGIC RESPONSE |
|---|---|---|---|---|---|
| Resistance perspective | Diversity as non-issue or threat | Not "us" | Sustain homogeneity | Protect the status quo | Reactive |
| Discrimination and fairness perspective | Differences and cause problems | Protected groups | Assimilate individuals | Level the playing field for members of protected groups | Defensive |
| Access and legitimacy perspectives | Differences create opportunities | All differences | Celebrate differences | Access to employees and consumers | Accommodative |
| Learning perspectives | Differences and similarities offer opportunities and bear costs | Important differences and similarities | Acculturate pluralism | Individual and organizational learning for long term effect | Proactive |

Source: Adapted from Dass & Parker (1999, p.70)

### 2.5. Summary of the Evolution of Diversity Management

Attempts to manage workplace diversity has been the focus of many organisations and governments for many decades as the literature revealed. A summary of the evolution of diversity is presented in the Table 3 below:

**Table 3:** Summary of the evolution of diversity

| Ways of Managing Diversity | Reason | Origin of Policy | Focus of Policy | Main Level of Implementation | Proponents |
|---|---|---|---|---|---|
| Affirmative Action | Moral and Ethical Case | Governmental Laws (Legislation) | Aimed at providing employment-based opportunities for groups that may have been historically marginalised or people who may be socio-economically disadvantaged. | Group Level | Civil Rights Groups, Civil Society Organisations, Human Rights Organisations, and Governments. |
| Equal Employment Opportunities | Moral and Ethical Case | Governmental Laws (Legislation) | Attempts to remove all forms of work-related discrimination so that there is fairness in terms of recruitment, promotion, career development opportunities and other workplace practices for all people irrespective of their race, gender, religion, etc. | Group Level | Governments and other Organisations |
| Diversity Management | Business Case | Market-driven (Voluntary) | Focused on the market value of diversity or the benefits that organisations can gain from diversity. | Individual Level | Management scholars and Management Consultants (Gurus). |

## 2.6. Diversity Management Paradigms

Scholars have proposed different paradigms over the last few years for managing diversity as it has become a strategic tool for many organisations in the modern era of business. Thomas and Ely (1996) proposed three different paradigmes which are:

A. Discrimination and fairness paradigm – this is focused on legal demands, fair treatment of employees and the provision of equal opportunity.

B. Access and legitimacy paradigm – this paradigm focuses on celebrating the differences between employees and viewing all employees as the same irrespective of colour, gender, religion, etc.

C. Learning and effectiveness paradigm – this is the ideal paradigm of Thomas and Ely (1996) because all employees are valued and they are able to contribute to the development and success of their organisations without any hinderance. Thus, employees' diversity rather becomes an asset (human capital) for their organisations to enhance their performance.

Albeit the paradigms proposed by Thomas and Ely (1996) were embraced by scholars of organisation studies, it is the two paradigms offered by Mor Barak (2016) that is profoundly cited by scholars in the field because it is considered to be more comprehensive. The two paradigms by Mor Barak (2016) that have gained prominence in the academic literature are the human resource paradigm and the multicultural organisation paradigm which is briefly explained in the proceeding section.

### 2.6.1. The Human Resource Paradigm in Diversity

Conventional HR practices are focused on hiring employees who can easily fit into their existing teams and as a result end up recruiting people who are just similar in terms of appearance, culture, educational background,values and other qualities. Mor Barak (2016, p. 338) has argued that conventional human resource "recruiting practices often emphasize hiring people from sources that historically have been reliable and selecting candidates

whose characteristics are similar to those employees who have been successful in the past". In the era of globalisation where organisations can have branches in several countries and engage the services of people from different cultural backgrounds, the need for understanding diversity is needed now more than ever. However, "HRM in Africa is primarily a procedural, administrative exercise concerned with tasks like manpower planning, employee relations, salary and benefits administration, absenteeism, grievances and so forth" (Kamoche, 1997, p. 538). Therefore, human resource managers must recognise the need to adopt appropriate diversity management practices to maximise the benefits of a diverse workforce in the modern era of business. As Drucker (2011/1989) wrote in his book The New Realities:

> Management is thus what tradition used to call a liberal art: liberal because it deals with the fundamentals of knowledge, self-knowledge, wisdom, and leadership; art because it is practice and application. Managers draw on all the knowledge and insights of the humanities and the social sciences - on psychology and philosophy, on economics and on history, on the physical sciences and on ethics. But they have to focus this knowledge on effectiveness and results - on healing a sick patient, teaching a student, building a bridge, designing and selling a user– friendly software program. For these reasons, management will increasingly be the discipline and the practice through and in which the 'humanities' will again acquire recognition, impact, and relevance (p. 233).

Four approaches within the HR paradigm have been proposed in the literature and they are - diversity enlargement, diversity sensitivity, cultural audit, and strategy for achieving organisational outcomes (Mor Barak, 2016; Kossek & Lobel, 1996a).

A. Diversity Enlargement - assumes that increasing the number of employees from other backgrounds could help to change the organisational culture of the organisation and this approach is often not because organisations need it but rather as a result of political correctness or compliance with laws by the state (Kossek & Lobel, 1996b).

B. Diversity Sensitivity - encourages training to increase and improve communication between all employees irrespective of their backgrounds and that will eventually reduce adversity between employees and increase productivity

(Kossek & Lobel, 1996a). Thus, making employees more aware of other groups within the workforce could help to reduce stereotyping and discrimination whiles improving communication between employees but this approach also has the potential to lead to a backlash if not carefully managed.

C. Cultural Audit - assumes that dominant cultural groups are often the cause of inter-group problems within organisations and being being able to identify the challenges faced by employees from diverse backgrounds and addressing them appropriately could help organisations to create a harmonius and cohesive workforce (Kossek & Lobel, 1996a). Thus, organisations must try to eradicate barriers that prevent employees who are different from the dominant group feel they are being deliberately being prevented from reaching their full potential.

D. Strategy for Achieving Organisational Outcomes - urges organisations to consider diversity management as a core component of their HR strategies to facilitate the achievement of their goals (Kossek & Lobel, 1996a). Thus, as part of the business strategy of the organisation, there must be an alignment between the diversity management objectives of the organisations with the individual and organisational outcomes to enhance organisational success. This is supported by Mor Barak, Lizano, Kim, Duan, Rhee, Hsiao & Brimhall (2016, p. 326) who argued that positive perceptions with respect to how "an organization manages diversity and encourages a climate for inclusion is positively associated with beneficial outcomes and negatively associated with detrimental outcomes".

### 2.6.2. The Multicultural Organisation Paradigm in Diversity Management

The multicultural organisation paradigm in diversity management according to Mor Barak (2016, p. 342) "should strive to create multicultural organizations in which members of all sociocultural backgrounds can contribute and achieve their full potential". Cox (1994; 2001) proposed three approaches within this paradigm namely - the monolithic organization, the plural organization, and the multicultural organization.

A. The Monolithic Organisation - In such organisations, an overwhelming majority of the members of the workforce are from a single demographic group which makes the organisation demographically and culturally homogeneous and leads to the dominant group directly or indirectly influencing members of the other demographic groups to adopt their culture. Considering that "the practices and policies of a monolithic organization are biased in favor of the majority group" in all spheres including recruitment and promotion, this could lead to a backlash from the minority groups within the workforce and potentially have an adverse effect on the organisation (Mor Barak, 2016, p. 342).

B. The Plural Organisation - In such organisations, the workforce is heterogenous but there is still a dominant demographic group that occupies most of the senior management positions with a small representation from minority groups. Albeit organisations attempt to conform to laws and polices regarding equality at the workplace, there is still a form of cultural imperialism because assimilating into the culture of the majority demographic becomes almost obligatory for the members of the minority demographic groups (Mor Barak, 2016). As argued by Miller and Katz (2002, cited in Ferdman, 2014, p. 9), "[i]f an organisation brings in new people but doesn't enable them to contribute, those new people are bound to fail, no matter how talented they are".

C. The Multicultural Organisation - This is an organisation which has "a culture that fosters and values cultural differences-that truly and equally incorporates all members of the organization via pluralism as an acculturation process, rather than as an end resulting in assimilation" (Mor Barak, 2016, p. 343). Albeit this is the ideal type, it is difficult to achieve as it is almost impossible to have an organisation in which partiality and nepotism for or against a demographic group is absent and workplace conflicts are also reduced to a minimum or completed eradicated.

### 2.7. Motivation for the Implementation of Diversity Management Practices

The quest to manage workplace diversity has become a necessity for the internal harmony of the workforce and the public image of organisations in modern times due to the ever growing demographic changes in the workforce diversity. The desire to manage workplace diversity has been around for a long time through the efforts of the proponents of affirmative action (AA) and equal employment opportunites (EEO). However, the origin of the term managing diversity is often accredited to R. Roosevelt Thomas, Jr. (1990, p. 107) who in an article published in the Harvard Business Review entitled "From Affirmative Action to Affirming Diversity" made a strong business case for the adoption of workplace diversity management practices. Thomas (1990) also noted that:

> Many executives believe they have a social and moral responsibility to employ minorities and women. Others want to placate an internal group or pacify an outside organization. None of these are bad reasons, but none of them are business reasons, and given the nature and scope of today's competitive challenges, I believe only business reasons will supply the necessary long-term motivation... In business terms, a diverse workforce is not something your company ought to have; it's something your company does have, or soon will have. Learning to manage that diversity will make you more competitive (p. 113).

In the modern era of globalisation, managing diversity has become a strategic tool which if managed properly could be a potential source of competitive advantage for organisations. In the academic literature, many reasons are offered by various scholars for the reasons some organisations implement diversity mangement practices. Singal (2014, p. 11) posit that diversity offers many benefits to organisations some of which include:

> 1. Diversity enlarges the pool of potential applicants and suppliers that may result in a wider selection, higher quality, and lower costs (Niederle, Segal & Vesterlund, 2013)
>
> 2. Diversity in the workforce often energises individual performance and increases individual-firm identification, increasing productivity and job satisfaction, reducing voluntary turnover and the costs of new recruitment and training (McKay, Avery & Morris, 2009)

3. Higher job satisfaction enhances the quality of interaction between employees and customers (Koys, 2001)

4. A diverse workforce provides access to new networks and increases the sources of information (Williams & O'Reilly, 1998).

5. Fosters creativity and innovation (Bantel & Jackson, 1989)

6. Better cultural similarity between service providers and customers improves consumer experience and satisfaction.

In summary, most of the benefits of diversity highlighted by majority of the empircal works on the subject can be categorised into three namely - change in global workforce diversity, moral and ethical reasons, and diversity makes good business sense. The aforementioned groups are further discussed in the proceeding paragraphs.

A. Change in Global Workforce Diversity - The world's population is changing at a very rapid pace and as a result, organisations must also make some adjustments with respect to recruitment, promotion, etc. as the proportion of certain demographic groupd within the workforce such as older adults, women, etc. are likely to increase (Johnston & Packer, 1987; Judy & D'Amico, 1997).

B. Moral and Ethical Reasons - Some organisations believe that all demographic groups deserve to have equal oppprtunities iresponsive of their characteristics such as race, religion, gender, etc. Some supporters of the moral and ethical reason for implementing diversity management also take inspiration from the compensatory justice principle which posits that organisations must make deliberate effort to help to reverse or overcome the historical marginalisation of certain demographic groups by compensating them (Kellough, 2006; Velasquez, 2011); and the compensation could be in many forms including job offers, training, educational scholarships, career development opportunities, etc.

C. Diversity Makes Good Business Sense - Studies have revealed that companies that implement diversity management have much to gain (Cox, 2001; Kochan et al., 2003; Mor Barak, Lizano, Kim, Duan, Rhee, Hsiao & Brimhall 2016); and generally, outperform their competitors with respect to cost reduction due to lower absenteeism and turnover (Kossek, Lobel, & Brown, 2006); increased

creativity and innovation (Kossek, Lobel & Brown 2006; Leung, Maddux, Galinsky, & Chiu, 2008; Jayne & Dipboye, 2004); and more effective marketing to diverse customer pools (Kossek, Lobel & Brown, 2006) and other benefits. Thus, the available evidence from the academic literature shows that organisations that implement diversity management perform better than organisations that do not.

**Table 4:** Summary of Major Studies on Diversity Management

| STUDY | THEORY / MODEL | FOCUSED COUNTRY/REGION OF STUDY | KEY FINDINGS |
|---|---|---|---|
| Holck (2017) | Critical theory | Denmark | "[O]rganizational micro-inequality is linked to macro-inequality in the surrounding society and its politics, history, and culture..." (Holck 2017, p. 15). |
| Jackson, Joshi & Erhardt (2003) | Social identity theory and Social categorization theory | N/A | "[I]t seems likely that active diversity management will be required in order for organizations to realize the potential benefits locked up within their diverse work forces" (Jackson, Joshi & Erhardt, 2003, p. 824). |
| Richard (2000) | Resource-Based View theory | USA | HR managers would have to broaden their scope of knowledge beyond the narrow field of HR to maximise the benefits of diversity to the organisations. |
| Kalonaityte (2010) | Postcolonial theory | Sweden | The notion of cultural supremacy must be done away with for immigrants and ethnic minorities to embrace assimilation. |
| Tatli (2011) | Bourdieu's theory | United Kingdom | Organisations "need to develop diversity policies and practices which have accurate targets and which are based on well thought out, unambiguous definitions of what is meant by difference and diversity" (Tatli, 2011, p. 250). |
| Özbilgin & Tatli (2011) | Bourdieuan concept of the field | United Kingdom | "[T]he presence of a neo-liberal turn away from regulation- and collectivism-oriented approaches towards voluntarism and individualism" in the diversity field (Özbilgin & Tatli, 2011, p. 1248). |

| | | | |
|---|---|---|---|
| Nyambegera (2002) | N/A | Sub-Saharan Africa | "[I]f organizations in African countries adopted the approaches of equal opportunity and, even better, managing diversity, this might help in dealing with issues embedded in their local context, consequently leading to organizational effectiveness and harmony…The evidence provided in this paper indicates that ethnicity if not well managed can be disastrous for an organization and even for the country as a whole. There is a need to mix the different ethnic groups well by making sure that those who qualify get jobs" (Nyambegera, 2002, p. 1087). |
| Fredette, Bradshaw & Krause, (2016) | Stakeholder theory and Grounded theory | Canada | "[T]he impact of increasing diversity on board performance and viability is largely contingent on the boards' commitment to inclusion (Fredette et al., 2016, p. 45S). |
| Janssens & Zanoni (2014) | Critical theory | Belgium | "[T]o open up new possibilities for understanding diversity management and to challenge (in)equality in organizations we need to interlock ethnicity in the employer-employee relationship, or class" (Janssens & Zanoni 2014, p. 328). |
| Janssens & Zanoni (2005) | N/A | Beligium | Business leaders must explore "the potential of linking diversity to the organization of work in order to explain the variety of diversity (policies) that organizations adopt" (Janssens & Zanoni, 2005, p. 337). |
| Mor Barak, Cherin & | Social identity theory and Intergroup theory | USA | There is "significant gender and racial/ethnic differences in employee perception of the personal as well as the organizational dimensions of diversity" (Mor Barak, Cherin & Berkman, 1998, p. 97). |

| | | | |
|---|---|---|---|
| Berkman (1998) | | | |
| Daya (2014) | - | South Africa (SA) | The study by Daya (2014 p. 302) revealed "that in order to build multicultural, inclusive environments, organisations should continuously focus on achieving diverse representation on all levels. This is a very important point in SA, where organisations are increasingly speaking of inclusion, but are untransformed with respect to racial, gender and disability representation at middle and senior management". |
| Dobbin, Kim & Kalev (2011) | Institutional theory | USA | Firms that lack workforce diversity are no more likely than others to adopt programs, but firms with large contingents of women managers are more likely to do so. Pro-diversity industry and corporate cultures promote diversity programs (Dobbin, Kim & Kalev, 2011, p. 386). |
| Findler, Wind & Mor Barak (2007) | Social Identity Theory and Inclusion-exclusion conceptual framework | Israel | Findler, Wind and Mor Barak (2007, p. 80) discovered that, "employee-diversity characteristics of gender, immigrant status, and age were directly related to various aspects of organizational culture, including inclusion/ exclusion, fairness, stress, and social support". |
| Richard, Murthi & Ismail (2007) | Knowledge-based view and Blau's theory of heterogeneity | USA | The study found "…evidence of a U-shaped relationship between racial diversity and productivity, the relationship is stronger in service-oriented relative to manufacturing-oriented industries and in more stable vs. volatile environments. For longer-term profitability, we propose and find support for more of a positive linear relationship between diversity and performance" (Richard, Murthi & Ismail, 2007, p. 1212). |

| | | | |
|---|---|---|---|
| Magoshi & Chang (2009) | Hierarchical linear model | Japan & South Korea | Diversity management has positive effect on employees' commitment, which is mediated by their perception of procedural justice. |
| Mckay, Avery & Morris (2008) | Social Identity Theory | USA | "Findings indicated Whites exhibited significantly higher sales performance than Hispanics but not Blacks, as moderated by diversity climate" (McKay, Avery & Morris, 2008, p. 359). |
| Pitts (2005) | Representative bureaucracy | USA | Teacher diversity is related to performance whereas manager diversity is unrelated to performance. |
| Pitts (2009) | Representative bureaucracy theory | USA | "The findings indicate that diversity management is strongly linked to both work group performance and job satisfaction, and that people of color see benefits from diversity management above and beyond those experienced by white employees" (Pitts, 2009, p. 328). |
| Richard (2000) | Resource-based view/ Contingency approach | USA | The study "demonstrate that cultural diversity does in fact add value and, within the proper context, contributes to firm competitive advantage" (Richard, 2000, p. 164) |
| Van Knippenberg, De Dreu & Homan (2004) | Categorisation elaboration model (CEM) | Netherlands | "[T]he authors propose that attempts to link the positive and negative effects of diversity to specific types of diversity should be abandoned in favor of the assumption that all dimensions of diversity may have positive as well as negative effects" (Van Knippenberg, De Dreu, & Homan, 2004, p. 1008). |
| Benschop (2001) | Kossek & Lobel model | Netherlands | "The findings indicate that an organization's strategy for managing diversity influences both the process of meaning formation regarding diversity and the perception of performance effects. The availability of an organizational |

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| | | | vocabulary and of instruments to interpret interactions in terms of diversity make a crucial difference" (Benschop, 2001, p. 1166). |
| Dwyer, Richard & Chadwick (2003) | Contingency and configurational theory | USA | "[T]he results suggest that gender diversity's effects at the management level is conditional on, that is, moderated by, the firm's strategic orientation, the organizational culture in which it resides, and/or the multivariate interaction among these variables" Dwyer, Richard and Chadwick (2003, p. 1009). |
| Ogbonna & Harris (2006) | Social identity | United Kingdom | The study found out "that a major factor that contributed to discrimination was linguistic ability… discrimination is best presented as multi-faceted, in that it occurs between and within different groups, with each facet having different (but sometimes cumulative) ramifications for the individuals and groups concerned. " (Ogbonna & Harris 2006, p. 400-402). |
| Richard et al. (2004) | Social identity theory and Blau's theory of heterogeneity | USA | The study revealed that "totally homogeneous groups may not thrive in an environment requiring decision speed and aggressive competitive behavior. As management group diversity approaches a moderate level, however, its positive effects may yield performance advantages in a high-risk strategic context. Notwithstanding, as diversity exceeds moderate levels and continues to increase, cognitive biasing and communication problems may increase, which leads to reduced cooperation and increased conflict" (Richard 2004, p. 264). |
| Roberson & Park (2007) | - | USA | Roberson and Park (2007, p. 548) found a "positive relationship between diversity reputation and book-to-market equity, and a curvilinear U-shaped relationship between leader diversity and revenues, net income and book-to- |

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| | | | market equity. Our analyses suggest that economic benefits generated from diversity reputation may primarily derive from capital rather than product markets". |
| Sacco & Schmitt (2005) | Relational demography theory and Attraction-selection-attrition Theory | USA | "The results supported linkages between demographic misfit and turnover and partially supported a negative association between racial diversity and changes in profitability" (Sacco & Schmitt 2005, p. 2003). |
| Cunningham, (2007) | Information/decisionmaking perspective | USA | Racial diversity is positively linked with objective measures of overall performance. |
| Armstrong, Flood, Guthrie, Liu, Maccurtain & Mkamwa (2010) | AMO theory (Ability-Motivation and Opportunity) | Ireland | The "results demonstrate a strong business case for building management systems that deal effectively with issues related to traditional strategic human resources management, diversity, and equality. Companies that manage these issues more extensively demonstrate higher levels of business performance, and companies that manage these issues using a coherent management system demonstrate even greater effects in terms of business performance" (Armstrong, Flood, Guthrie, Liu, Maccurtain & Mkamwa, 2010, p. 992). |
| Nishii & Mayer (2009) | Social exchange theory | USA | The study "highlight the important role that leaders play in influencing the relationship between diversity and turnover through the patterns of inclusion that they create in their units" (Nishii & Mayer 2009, p. 1412). |
| Parrotta, Pozzoli & | N/A | Denmark | "[E]thnic diversity may facilitate firms' patenting activity in several ways by: (a) increasing the propensity to (apply for a) patent, (b) increasing the overall |

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|---|---|---|---|
| Pytlikova (2014) | | | number of patent applications and (c) by enlarging the breadth of patenting technological fields, conditional on patenting" (Parrotta, Pozzoli & Pytlikova, 2014, p. 1). |
| Avery (2003) | Relational demography | USA | With regard to prospective employees' reaction to diversity in recruitment advertising, it was found that "White viewers exhibited no effect for ad diversity. Black viewers were attracted by ad diversity but only when it extended to supervisory level positions. More importantly, the effect of race on reactions to ad diversity was contingent on the viewer's openness to racial diversity (other-group orientation)" (Avery, 2003, p. 672). |
| Horwitz & Horwitz (2007) | Similarity-attraction paradigm and social identity theory. | N/A | In this study, "[s]upport was found for the positive impact of task-related diversity on team performance although bio-demographic diversity was not significantly related to team performance. Similarly, no discernible effect of team diversity was found on social integration" (Horwitz & Horwitz, 2007, p. 987) |

Key:

N/A = Not Applicable

The summarised findings of some of the major studies on diversity management in Table 4 above shows that the empirical findings from the literature are quite mixed. Whereas Richard, Murthi and Ismail (2007), and Cunningham (2007) found a positive linear relationship between diversity and performance; Sacco and Schmitt (2005) discovered a negative association between racial diversity and changes in profitability. Chua (2013, p. 545) also found reported that culturally diverse teams can lead to "ambient cultural disharmony". However, it is important to state that other studies (see Richard, Murthi, & Ismail, 2007; Cunningham, 2007), Pitts (2005) found that overall, diversity of managers was not related to performance although the same study found some evidence supporting a link between teacher diversity and performance. In the case of India, "[t]he effect of gender diversity on output per worker is statistically significant and positive in enterprises operating in the retail sector" (Joshi, 2017, p. 22).

Albeit considerable research has been conducted on the diversity and diversity management, most of those studies have been limited to the direct effect of diversity or diversity management on organisational outcomes. Therefore; some scholars have called for the development of theories that are more complex, and consideration of moderating and mediating variables to help to provide a more comprehensive explanation of the effects of diversity (Van Knippenberg & Schippers, 2007). In response to the calls for the inclusion of moderating variables, Pitts (2007) explored the moderating effects of some variables and how they influenced the relationship between diversity and firm performance. To follow in the footsteps of Pitts (2007), this study also includes some moderating variables.

From the academic literature and the studies summarised in Table 4, it is obvious that most of the studies on diversity management are done in Europe and North America where due to their booming economies, have attracted many foreign workers who are in search of opportunities or greener pastures. Hence, most of the diversity management studies are often centred around the topics of race or ethnicity and are also conducted in environments where physical distinctions among employees in terms of colour is obvious. This therefore reinforces the objectives of this study and the need to conduct more research on diversity management in African countries where colour is often not a differentiator; however, people are differentiated based on ethnic/tribal groupings, religion, etc. Moreover, exploring diversity management through the lens of new institutional theory is quite rare so this study is a significant contribution to the academic literature.

## 2.8. Beyond the Business Case: Facilitating Peace through Diversity Management

The essence of peace to the survival of ethically oriented organisations cannot be overemphasized. For organisations to thrive, there is the need for peace and stability in the countries or environments within which they operate. Many bloody conflicts in Africa such as the Biafran war in Nigeria (1967-1970), Liberia (1989-1997, 2000-2003), Sierra Leone (1992-2002), La Côte d'Ivoire (2002-2010), Uganda (1979), Somalia (since 1991), Rwanda (1994), and Kenya (2007) (McGowan, 2005) created unsuitable environments for organisations to flourish in those countries. Although Ghana has not experienced any civil war in modern times, the country is inundated with ethnic conflicts some of which have been ongoing for many years such as the Peki and Tsito conflict, and the Nkonya and Alavanyo conflict (Tsikata & Seini, 2004). Moreover, there are also other conflicts across the country such as the Mamprusi vs Kusasi in Bawku; the Konkomba vs Nanumba; the Abudu and Andani in Dagbon, (Mahama, 2002). The United Nations Development Programme (2012) posit that:

> [A]lmost every part of the country has one form of violent conflict erupting from time to time. Fortunately for Ghana as a country, the potential for war has long been recognised and efforts geared at addressing it [...]. In more recent times, a worrying pattern is the way elections are becoming the conduit through which the already-existing simmering tensions explode into armed conflict […]. Many political conflicts end up being ethnic or factional. Furthermore, the subtle formation of political parties along ethnic lines in Ghana has created latent conflicts which normally manifest themselves during campaigning and electioneering periods. For example, it is generally thought that the New Patriotic Party and National Democratic Congress, the two leading parties in Ghana are Akan and Ewe biased respectively. It is important to note that there is an emerging pattern in Africa whereby contested election results have triggered full scale ethno-religious armed conflicts (p. 2).

Albeit organisations are paying the price for conflicts in Ghana and across Africa, most of these conflicts have their historical roots. Regarding conflicts in Africa, the United Nations Development Programme (2012) argued that:

> The colonialists established structures which would create the conditions for deepened mistrust and tensions between ethnic groups. The fact is that colonial incursions exploited and compounded inter-ethnic relations. The divide-and-rule policies of colonial administrators assured the docility of different ethnic groups and thus shielded them from the menace of insurrection. In other words, it was feasible to divide ethnic groups and pit them against each other so that they could focus their energies on fighting one another rather than overthrowing colonial governments. … the colonialists socially engineered African societies and, in the process, compounded the simmering inter-ethnic tensions (p. 9-10).

Considering the harmful impact of conflicts on organisations and societies as a whole, the United Nations Global Compact (2019) made a clarion "call to companies to align strategies and operations with universal principles on human rights, labour, environment and anti-corruption, and take actions that advance societal goals". Organisations are often a microcosm of the society or the environment within which they operate. Hence, if organisations can champion peaceful coexistence and respect for diversity among their employees, this will go a long way to reduce or eradicate conflicts between groups. The World Economic Forum (2019) proposed seven ways that businesses can become agents for peace and the third point stated that organisations:

> [C]an reduce, or exacerbate, tensions through their employment processes. Not only can the creation of local jobs address unemployment, often one of the drivers of conflict, but hiring different groups to work together can build good relations between communities. On the other hand, benefiting one group over another in your hiring processes can build resentment, aggravating existing tensions (number 4).

Organisations are therefore admonished to make the promotion of peace through responsible leadership a priority. One major tool that organisations can exploit to make the facilitation and sustaining of peace a reality in Ghana and in other countries is the adoption of diversity management practices. As Ghana is plagued with ethnic conflicts, adopting diversity management practices in the recruitment of employees could help organisations to contribute to peace building in the country. As argued by Karl Marx in his 11th theses on Feuerbach written in the year 1845, "philosophers have only interpreted the world in various ways; the point, however, is to change it" (as cited in Trucker 1978, p. 145). Bearing in mind the potential benefits of diversity management practices, it is important that this strategic

business tool is studied by scholars to gain a better understanding of how it could be adopted to facilitate peace in places such as Ghana in order to change the existing narrative of ethnic conflicts in the country. Business executives must also ensure that their diversity management practices are also extended to other stakeholders outside the organisation (Mor Barak & Daya, 2014).

### 2.9. Conclusion

This chapter focused on reviewing the diversity management literature. How diversity and diversity management have been conceptualised by the scholars was discussed. The history and evolution of attempts to manage workplace diversity from affirmative action to diversity management was also discussed. The reasons behind why organisations are adopting and implementing diversity management as a strategic tool in the modern era of business and how the adoption of diversity management practices can help to facilitate peace were also explained. In addition, some of the major studies in the field of diversity management and their key findings were presented whiles reinforcing the need for further research to gain better uderstanding of diversity management in the African context. The next chapter focused on the theoretical framework, the theory that underpins this research and developed hypotheses for the study. The relationships between the various variables depicted in the conceptual framework were also disccused.

# CHAPTER THREE

# THEORETICAL FRAMEWORK, PREVIOUS RESEARCH AND HYPOTHESES DEVELOPMENT

The preceeding chapters focus on attempting to identify the reseach problem and building a case to justify the essence of this study. Specifically, Chapter 1 provided an introduction to the topic and decalared the motivation behind this study based on the gaps or unanswered questions in the literature. In Chapter Three, the metamorphosis of affirmative action to diversity management was highlighted. In other words, the evolution of diversity management literature was discussed and some of the studies from the literature that focused on the impact of diversity management on organisational outcomes were also highlighted. In this chapter, the relational model of the study is also depicted and the hypothesised relationships in the model are discussed.

## 3.1. Theoretical Framework and Previous Research

Neo-Institutional Theory also known as New Institutional Theory and Neo-Institutionalism in the academic literature is a theory or framework that explicates and highlights a "startling homogeneity of organizational forms and practices" (DiMaggio & Powell 1983, p. 148). Moreover, "[t]he underlying rationale behind institutional theory is that our understanding of organizations can be increased by examining the normative context in which organizations exist" (Martinez & Dacin, 1999, p. 78). Over the last years, Neo-Institutionalism has become the dominant theory adopted by scholars in the field of organisation studies (Mizruchi & Fein, 1999; Gmür, 2003) to enable researchers to gain a better understanding of organisational behaviour especially with respect to how organisations are influenced by other organisations and also by visible and invisible forces within the wider society. Suddaby, Seidl and Lê (2013), argued that:

> NIT [Neo-Institutional theory] emerged in the late 1970s, as a reaction against views of organizations as rational, responding exclusively to economic pressures for resources. Instead, NIT suggests that much organizational behavior occurs in response to social pressures arising from the symbolic environment created by other organizations. NIT, thus, gained popularity because of its ability to explain organizational behaviors that defy rational economic explanations (p. 330).

Albeit Neo-Institutionalism has been applied in organisation studies since the 1970's (Suddaby, Seidl & Lê, 2013), it is still claimed to be a relatively new theory compared to other classical and neo-classical theories. Some scholars posit that the roots of Neo-Institutionalism can be traced to the works of classical social theorists such as "Marx and Weber, Cooley and Mead, to Veblen and Commons" (Scott, 2005, p. 460). Additionally, "the work of Berger and Luckmann's The Social Construction of Reality" have also linked to the origins of Neo-Institutionalism (Palmer, Biggart, & Dick, 2008, p. 748). Neo-Institutionalism "emerged to some extent as a reaction against the idea that organizations can be adequately explained through economic and technological variables" (Swedberg, 2003, p. 383). Miles (2012, p. 147) also posit that:

> [C]lassical institutional theorists examined such issues as coalitions, competing values, influence, power, and informal structures (Greenwood & Hinings, 1996). Selznick (1957) is often cited as a source of the "old" approach. The new (neo) institutional theorists examine organizations at the field level amid both competitive and cooperative exchanges with other organizations, and focus on legitimate and "taken for granted" structures and processes.

From the literature; individual level of analysis, environmental level of analysis, organisational field, the societal sector, the global or world system have all been some of the different levels of analysis that Neo-Institutional theorists have adopted for their analysis of organisational phenomena (Palmer, Biggart & Dick, 2008, p. 748). Neo-Institutionalism, "has been used as a library from which researchers can borrow social mechanisms to explain organizational phenomena" (Palmer, Biggart & Dick, 2008, p. 760) and it focuses on "a multiplicity of societal institutional influences on organizations that had been left unattended in the literature" (Senge, 2003, p. 84). Moreover, the Neo-Institutionalist research tradition is "interested in examining those organizational structures and practices that have no obvious economic or technical purpose" (Fields, 2012, p. 146). Hence, many studies have been

conducted through the lens of Neo-Institutionalism which includes Mair & Martib (2009), Kostova, Roth & Dacin (2008), Durand & McGuire (2005), Laurila, & Lilja, (2002), Washington (2004), Wicks (2007), Hardy & Phillips (1999), Maguire & Hardy (2006), Munir & Phillips (2005), and Zilber, (2007). Specifically, Neo-Institutional theory has been adopted to gain deeper understanding into different subjects, settings, issues or contexts such as organizational project benefits management governance (Bedewi & Shehab, 2015), Japanese housewives (Leung, Zietsma, & Peredo, 2014), the holocaust (Martí & Fernandez, 2013), TQM (Pipan, Gomiéscek & Mayer, 2012), multinational corporations (Kostova, Roth & Dacin, 2008), organized professions (Scott, 2008a), the Dutch concrete industry (Vermeulen, Büch, & Greenwood, 2007), European cross-border regions (Perkmann & Spicer, 2007), climate change policy regimes (Wijen & Ansari, 2007), labour regimes in the manufacture of soccer balls (Khan, Munir, & Willmott, 2007), competitive advantage (Bresser & Millonig (2003), emerging markets (Khanna & Palepu, 1997), hospitals (Scott, Ruef, Mendel & Caronna, 2000), national-level sports organizations (Slack & Hinings, 1994), art museums (DiMaggio, 1991), governmental organizations (Meyer and Scott, 1983), and educational organizations (Meyer, 1977). Palmer, Biggart and Dick (2008) posit that:

> It is now hard to think of a substantive topic within organization studies where the new institutionalism has not left its mark; from the hiring of workers (Dobbin & Sutton 1998), the choice of accounting systems (Mezias, 1990), the adoption of innovations (Westphal, Gulati & Shortell, 1997), the implementation of innovations (Zbaracki, 1998), to the promotion of top managers (Ocasio, 1999), the pursuit of particular strategies and structures (Fligstein, 1990), the adoption of particular growth tactics (Palmer, Barber, Zhou, & Soysal, 1995); and the understanding of temporal and spatial variation in all of the above (p. 753).

Albeit diversity management may have its roots in North America and Europe, it is now adopted by organisations all over the world. As argued by Palmer, Biggart and Dick (2008, p. 748), "ideas, imageries, and functions may emerge in one setting but migrate globally, being incorporated in regulative, normative, and cognitive systems operating at the world system level". The adherents of neo-institutionalism will argue that for a concept such as Diversity Management that originated in North America to diffuse to other geographical locations such as Ghana which has a different institutional environment from North Africa,

this is an indication of institutional forces at work. The adoption of diversity management practices has now become a prerequisite for organisations that seek acceptance or approval from certain governments, customers from certain demographic groups and other stakeholders. International organisations such as the United Nations (UN), International Labour Organization (ILO), International Monetary Fund (IMF), World Trade Organization (WTO), African Union, Amnesty International, Red Cross, Freedom House, Greenpeace; and standardization organizations such as Global Reporting Initiative (GRI), International Organization for Standardization (ISO), European Committee for Standardization (CEN) and others all play significant roles in exerting pressure on organisations to adopt certain practices. Thus, for organisations to gain legitimacy in certain parts of the world, they are expected to prioritise diversity management. Suchman (1995, p. 574) defined legitimacy as a "generalized perception or assumption that the actions of an entity are desirable, proper, or appropriate, within some socially constructed system of norms, values, beliefs, and definitions". Moreover, "[t]he more legitimate a structure or practice is considered by actors in general and powerful actors more specifically, the more reasonably the structure or practice can be called an institution" (Palmer, Biggart & Dick, 2008, p. 742). Additionally, "[a]ll institutions appear in the same way, as given, unalterable and self-evident" (Berger & Luckmann, 1979, p. 77). It is important to note that the various schools of institutional theorists have disagreed on the institutional elements (regulative, normative, cognitive) or pillars which make up or support institutions (Scott, 1995) as all the scholars have their own preferences. Table 5 below depicts the institutional elements from the perspective of Scott (1995).

**Table 5:** Institutional Elements

| Theory Element | Regulative | Normative | Cognitive |
|---|---|---|---|
| Basis of compliance | Expedience | Social Obligation | Taken for granted |
| Mechanisms | Coercive | Normative | Mimetic |
| Logic | Instrumentality | Appropriateness | Orthodoxy |
| Indicators | Rules, laws, sanctions | Certification, accreditation | Prevalence, isomorphism |
| Basis of legitimacy | Legally sanctioned | Morally governed | Culturally supported, conceptually correct |

Source: Three Pillars of Institutions (Scott, 1995)

Organizations operating in the same institutional field tend to become homogenous over a period and this process is referred to as isomorphism (Paauwe & Boselie, 2003). However Scott (1995, p. 161) posit that "all organizations within a given institutional field or sector are subject to the effects of institutional processes within the context, all do not experience them in the same way or respond in the same manner." According to Palmer, Biggart, & Dick (2008), Neo-Institutionalism:

> [H]elped to explain why organizations often looked alike, even if they were engaged in quite different activities in varied contexts, and why managers would adopt administrative practices [such as diversity management] developed in dissimilar industries. It recognized that organizing is not only about reaching for technical efficiency in getting the job done, but also about presenting one's organization and management as 'informed,' 'up-to-date,' and 'compliant' (p. 752).

The organizational field which is considered as the principal construct in neo-institutional theory (Scott, 1991) refers to "those organizations that, in the aggregate, constitute a recognized area of institutional life" (DiMaggio & Powell, 1983, p. 148). In the seminal work of DiMaggio and Powell (1983, p. 149), isomorphism was defined as "a constraining

process that forces one unit in a population to resemble other units that face the same set of institutional conditions". Thus, competitive, and institutional pressures from the environment compel organizations to become isomorphic (DiMaggio & Powell, 1983). Isomorphism has been employed to explain diverse range of phenomena in many disciplines including project management (Gemünden & Aubry, 2017); performance information (George, Baekgaard, Decramer, Audenaert & Goeminne, 2020), non-profit organizations (Verbruggen, Christiaens & Milis, 2011); corruption (Venard, 2009; Venard & Hanafi, 2007); culture (Nelson & Gopalan, 2003); professional sports (Joo, Larkin & Walker, 2017); food fraud (Liu, 2016); and policing innovation (Barruss & Giblin, 2014). Organizational scholars have argued that there are two types of isomorphism which are competitive and institutional isomorphism (Thornton, Ocasio & Lounsbury, 2012; DiMaggio & Powell, 1983). Competitive isomorphism refers to "competition among organizations in an organizational field for resources and customers-the economic fit [… and institutional isomorphism] refers to the quest for political power and legitimacy-the social fit" (Thornton, Ocasio, & Lounsbury, 2012, p. 25). Albeit competitive isomorphism is equally important, this study focuses on institutional isomorphism. DiMaggio and Powell (1983) identified three mechanisms of institutional isomorphism or pressure which are coercive isomorphism, mimetic isomorphism, and normative isomorphism. These three mechanisms for institutional isomorphism are summarised in the table 6 below.

**Table 6:** Mechanisms for Institutional Isomorphism

| | Mimetic | Coercive | Normative |
|---|---|---|---|
| Reasons to become similar | Uncertainty | Legal obligation | Responsibility |
| Events | Innovation | Law | Certification, MBA, similar education |
| Social basis | Culturally supported | Legal | Moral |
| Example | Rating, benchmarking | Occupational safety and health controls | Accredited services, corporate social responsibility |

Source: Three mechanisms for institutional adaptation (Previtali, 2015)

Boxenbaum and Jonsson (2008, p. 79) argued that "coercive pressures result from power relationships and politics; prototypically these are demands of the state or other large actors to adopt specific structures or practices, or else face sanctions". Mimetic isomorphism however emanates from uncertainty in the business environment. Thus, in times of uncertainty, organizations tend to mimic or imitate other organizations that they consider to be successful (DiMaggio & Powell, 1983). Normative isomorphism on the other hand pertains to what is regarded as a norm or a moral responsibility. This study also explored the role played by human resource managers in the adoption of diversity management practices within their organisations. Hence, the environmental pressures behind the adoption of diversity management practices was also explored. As argued by Boxenbaum and Jonsson (2008, p. 80), organizations are pressured to change or adopt certain practices because "the adoption of a particular practice or structure is [believed to be] a correct moral choice". However, it must be noted that "organizational change(s) occur as the result of processes that make organizations more similar without necessarily making them more efficient" (DiMaggio & Powell, 1983, p. 147). Thus; "[i]n essence, institutional theorists have explained the homogeneity of organizational forms and actions as residing in the isomorphic tendency of organizations seeking conformity to institutional pressures to increase legitimacy, reduce uncertainty, and increase standardization" (Martinez & Dacin, 1999, p. 79). However, although "[i]nstitutional theorists have long documented the manner in which field-level pressures shape organizational action" (Gondo & Amis, 2013, p. 229), almost all those studies have been based on North America and Europe. With the African context still under-examined, very little is known about how those pressures shape organisational action in the part of the world. Zoogah, Peng and Woldu (2015, p. 7) posit that "[w]hile management research has made significant progress in globalizing its reach, African organizations have remained a missing link". Hence, more studies such this thesis which used data collect from private sector organisations in Ghana (an African country) are needed.

### 3.2. Neo Institutional Theory and Diversity Management Practices

The use of Neo Institutional theory to explore diversity management is very rare in the academic literature. However it is even more scarce with respect to diversity management

research in the African context which has led some scholars to remark "that institutional theories will be especially insightful for Africa research" (Zoogah, Peng & Woldu, 2015, p. 12). Yang and Konrad (2011, p. 7) have defined diversity management practices as "any formalized organizational system, process, or practice developed and implemented for the purpose of effective diversity management" and Neo-Institutional theory offers scholars a very good lens through which the concept can be viewed and studied. The academic literature on Neo-Institutionalism posits that although it is important to understand organisational structures and actions, it is equally important to understand the social environment within which organisations exist since they do also influence the choice of decisions taken my organisations (Martinez & Dacin, 1999). Institutions which Scott (1995, p. 33) defined as "regulative, normative, and cognitive structures and activities that provide stability and meaning for social behavior" are one of the important components of the social environment that have tremendous influence on the structure of organisations. As argued by Scott (1995), organizational homogeneity is the result of the impact of institutional pressures on organisations. "By adopting structures that conform to institutional requirements, organizations demonstrate their conformity to social norms and thereby garner legitimacy for their operations" (Konrad & Yang, 2011, pp. 12-13). Legitimacy in the context of the field of management and organisation studies refers to whether the internal and external stakeholders of the organisation accept their choices of organisational actions (Kostova, Roth, & Dacin, 2008).

Neo-Institutional theory offers explanations of the antecedents of the adoption of diversity management practices by organisations. From the literature, the antecedents could be because of Regulative forces (laws, regulations, rules), Normative forces (social and professional norms), and Cognitive forces (culture and ethics). A study by Edelman (1992) showed that coercive pressures from government through regulation and legislation boost the adoption of diversity management practices by organisations. Other studies have also shown that affirmative action and employment equity programs by government also enhanced workplace diversity by urging organisations to employ staffing systems that leads to the eradication or reduction of discrimination with regards to compensation, promotions, and career advancement (Dobbin, Sutton, Meyer, & Scott, 1993; Konrad & Linnehan, 1995). In addition, government affirmative and employment equity programs also help, to widen the employment base by hiring employees from other backgrounds (Benimadhu & Wright,

1991; Holzer & Neumark, 2000), and the provision of accommodations to physically challenged employees (Woodhams & Corby, 2007).

Albeit some scholars have attempted to examine the influence of institutional forces on the adoption of diversity management practices, most of these studies have been conducted mainly in Western settings so this study provides insight into the antecedents of the adoption of diversity management practices in the African context which has a socio-cultural setting which is different from that of the West. Neo Institutional theory also suggests that the educational background of managers contributes to some similarities in business practices between organisations (DiMaggio & Powell, 1983). This is because "[t]o the extent managers and key staff are drawn from the same universities and filtered on a common set of attributes, they will tend to view problems in a similar fashion, see the same policies, procedures, and structures as normatively sanctioned and legitimated, and approach decisions in much the same way" (DiMaggio & Powell, 1991, p. 72) which is referred to as institutional isomorphism by Neo-Institutionalists. Therefore, examining the characteristics of human resource managers (and or diversity managers) can enhance the understanding of how normative pressures influence the adoption of diversity management practices in organisations. In addition to identifying the antecedents of the adoption of diversity management practices, the lens of Neo Institutional theory could also be borrowed to understand the implementation of diversity management practices. How does diversity management practices become taken-for-granted within the organisation? Thus, Neo-Institutional theory can help to understand the institutionalisation process of diversity management practices within the organisation.

Martinez and Dacin (1999, p. 78) defined institutionalisation as "[t]he processes by which societal expectations of appropriate organizational form and behavior come to take on a rule-like status in social thought and action". Hence, institutionalisation could be one of the reasons why management practices such as diversity management once instituted in organisations stay in place for a long time because it becomes part of the culture of the organisation. Neo-Institutional theory makes a distinction between ceremonial or superficial adoption and actual substantive adoption (Kostova, Roth, & Dacin, 2008). Whereas compliance with organisational pressures are the main reason for ceremonial adoption, substantive adoption is often because of technical reasons or the desire of organisations to get better (Fiss & Zajac, 2004; Steensma, Harrison & Cochran, 2005; Westphal & Zajac,

1994). Moreover, early adoption is associated with technical reasons whiles late adoption relates to institutional pressures (Tolbert & Zucker, 1983). Emulating Edelman (1992), Kennedy and Fiss (2009) and other studies, the discoveries made in Study 1 draw a distinction between ceremonial adoption or superficial adoption of diversity management practices and actual or substantive adoption. Moreover, Ansari, Fiss and Zajac, (2010) posit that:

> In conceptualizing adaptation processes, one can conceive of four scenarios of adaptation: (1) little or no change in practice or in organization, leading to essentially "as is" adoption; (2) change in practice but not in organization, leading to adaptation of the practice; (3) change in organization but not in practice, leading to adaptation of the organization; and (4) change in both organization and practice, leading to coevolution or mutual adaptation (p. 69).

Based on the conceptualisation above, it is evident that there is a distinction between adaptation and adoption (Ansari, Fiss & Zajac, 2010). It is important to clarify that addressing all the four scenarios of adaptation processes described by Ansari, Fiss and Zajac (2010) is beyond the scope of this paper. However, the focus is on the first adaptation process known as adoption (Ansari, Fiss & Zajac, 2010) which is interested in understanding the efforts made by organisations to make diversity management practices part and parcel of them although these efforts may lead to little or no change in practice or in the organisation. Moreover, for the other adaptation processes, longitudinal or panel data are best which unfortunately is not feasible for this thesis research due to time constraints. In addition, the study also attempted to understand whether public claims of the adoption of diversity management practices by organisations on their websites is backed with real or substantive efforts to make the concept a reality within those organisations. As argued by Singh and Point (2009), diversity management statements displayed on websites could be used by organisations to leverage organisational legitimacy. Consequently, organisations were expected to provide supplementary evidence such as diversity management policy documents, brochures, leaflets, etc. to back the diversity or inclusion statements on their websites to demonstrate their attempts, commitment or effort towards the institutionalisation of diversity management practices within their organisations. Furthermore, as argued by Yang and Konrad (2011, p. 16), "[q]ualitative research has been the most useful for identifying whether an organization's diversity management practices have been superficial

or substantive". Following in the tradition of using qualitative research for this type of research like Rangarajan and Black (2007), this study also adopts a qualitative approach in Study 1 to ascertain whether organisations in the African context adopt diversity management practices for ceremonial reasons or for actual substantive change.

### 3.3. Employee Perception of Diversity Management Practices (EPDMP)

The adoption of diversity management practices is an indication of the positive intention of the organisation to harness the full potential of all employees irrespective of their gender, ethnicity, religion, etc. The perceptions that employees have regarding the existing diversity management practices within their organisations does not only signal employee perceptions of organisational diversity efforts but could also predict how employees perceive other organisational outcomes. Thus, the adoption of diversity management practices has far reaching consequences on both the organisation, its employees, and other stakeholders. It is standard management practice to review implemented policies to ascertain their impact on both the employees and the organisation. It is therefore essential that organisations that claim to have implemented diversity management within their organisations collect feedback from the intended beneficiaries especially the employees to tweak the policy for the utmost benefit of all stakeholders. Hence; employee perception of diversity management practices have been studied in different contexts and in different countries including in Morroco (Hassi, Foutouh & Ramid, 2015), Australia (Soldan & Nankervis, 2014), India (Jaiswal & Dyaram, 2018), South Africa (Mazibuko & Govender, 2017; Harris, Rousseau & Venter, 2007) and Czech Republic (Eger & Indruchová, 2014). Understanding employees' perception of the diversity management practices of their organisations can give researchers insight into the state or success of the diversity management practices within the organisation. In other words, employee perception of the diversity management practices of their organisations offers a window through which researchers can view the performance of the diversity management policies, practices, or strategies of organisations. Mor Barak, Lizano, Kim, Duan, Rhee, Hsiao & Brimhall (2016) have also argued that:

> researchers must continue to examine the effect of employee perceptions of organisational diversity efforts on worker and organisational outcomes. Understanding [...] may inform and facilitate the design of workplace interventions that improve the functioning of diverse workforces. Evidence-based diversity management practices will serve as powerful tools for managers […] to improve organisational performance and the workplace experiences of employees. [...] Future studies would benefit the field by examining the mechanisms for fostering climate for inclusion through qualitative analysis in order to give voice and gain insight from all members of the workforce. By adding first-person insight from both nonmainstream and mainstream workers, qualitative findings will provide a more comprehensive description of these mechanisms. Additionally, future research could explore other potential factors and antecedents that may be relevant to our understanding of how to channel diversity into beneficial organisational outcomes (p. 327).

The outcomes of studies conducted on employee perception of the diversity management practices of their organisations are quite inconclusive. For instance; Eger, and Indruchová (2014, p. 81) reported "no difference in the perception of diversity from the point of view of the level of their education, their positions in the organization, the organization size and the length of their work experience". Soldan and Nankervis (2014, p. 543) found out that a "significant gap exists between the rhetoric of what the [diversity management] policy seeks to achieve, and the reality experienced by employees in the areas of targeted recruitment, employee retention, and employee development". Hassi, Foutouh & Ramid (2015) also discovered that the higher an employee ranked on the educational ladder, the better the employee's perception of diversity. Therefore, based on the theoretical arguments and empirical evidence outlined above, and with the assumption that control variables are held constant, it is posited:

- *Hypothesis 1: Employee perception of diversity management practices positively relates to employee job satisfaction.*
- *Hypothesis 2: Employee perception of diversity management practices is predicted by the type of adoption that exists in the organisation.*

### 3.4. Job Satisfaction

As organizations compete for the best talents around the globe, employers are compelled to implement policies Diversity Management that will attract the best potential employees to their organizations. However, one of the major challenges that is faced by organizations is the ability to keep their talented employees. Job satisfaction which is defined as ‘‘a pleasurable or positive emotional state resulting from the appraisal of one’s job and job experience’’ (Locke, 1976, p. 1304) is considered as key if maintaining talented employees is a priority to organizations. According to Hartman and Yrle (1996), employees are more likely to stay with their organizations if they are satisfied with the working conditions of their jobs. Labour Unions sometimes even use strike actions, demonstrations, and other forms of protest to demand for appropriate working conditions from their employers when they are not satisfied with their working conditions.

Considering the importance of employees’ job satisfaction to organizations, identifying the antecedents of job satisfaction continues to be very important to organizational studies researchers. Thus, organizational studies researchers are curious about the antecedents of employees’ job satisfaction. Employers must therefore value their employees with respect to their welfare which may include both tangible and intangible support (Eisenberger, Stinglhamber, Vandenberghe, Sucharski & Rhoades, 2002; Ford, Heinen & Langkamer, 2007). Many studies have been conducted into how job satisfaction is influenced by the demography of the population such as age, gender, education and tenure (Clark, 1993; Clark & Oswald, 1995; Hickson & Oshagbemi, 1999; Oshagbemi, 1998, 2000a, b). Moreover, studies have also been conducted to ascertain how job satisfaction impacts organizational commitment (Testa, 2001; Fletcher & Williams, 1996), job performance (Babin & Boles, 1996), turnover intentions (Van Dick et al., 2004) and customer satisfaction (Schlesinger & Zornitsky, 1991). Emotional intelligence was also found to enhance employees’ perception of job satisfaction (Brunetto, Teo, Shacklock & Farr-Wharton, 2012). Vanderschuere & Birdsall (2018) found diversity management to positively affect employees’ perception of job satisfaction. Furthermore, Popoola (2005) found that job satisfaction predicts organizational commitment and influences the interaction between job satisfaction and employee turnover intention.

The research literature on job satisfaction is scattered with different findings due to the lack of a universally accepted definition for workplace social support as a construct and the

fact that it has many facets. Thus, different researchers conduct their researchers from different angles or perspectives. Organizations that expect optimum performance from their employees are therefore encouraged to prioritize implementing policies that have the potential of providing job satisfaction for their employees. To this end, this study attempted to ascertain whether employees' perception of diversity management practices could predict employees' job satisfaction (hypothesis 1). Considering that there has not been much research with respect to the relationship between Diversity Management practices and job satisfaction of employees especially within an African context, this study is an attempt to fill the gap in the literature. Given the empirical links between employee perception of diversity management practices, job satisfaction, organisational commitment, and turnover intentions, and assuming that control variables are held constant, the following were hypothesized:

- *Hypothesis 3: Employee job satisfaction predicts employee turnover intentions.*
- *Hypothesis 4: Employee job satisfaction mediates the relationship between employee perception of diversity management practices and turnover intentions.*

### 3.5. Turnover Intention

The challenge of managing human assets is a problem that is confronted by all managers and organizations. In the organisational studies literature, scholars posit that employees must be considered as capital because they are "the most critical resource in most firms" and they are also more valuable to organizations than mere inputs and resources (Zakaria & Yusoff, 2011, p. 53). This is supported by Barney (1991) who argued that the knowledge, skill sets, and the motivation of employees have economic value which could also be a source of competitive advantage for the organization. In the modern era of business, organisations do not only compete with their rivals over market share but they are also in competition with other organisations with attracting and keeping the best talent available. "[M]anaging the flow of people in, through, and out of the organization" which is known as the human resource flows is extremely important for the survival and success of all organisations (Beer, Spector, Lawrence, Mills, & Walton, 1984, p. 66). In other words, the human resource cycle is extremely important for any organization to flourish (Devanna, Fombrun, & Tichy, 1984).

The importance of employees to organisations cannot be overemphasized and considering the negative effect of employee turnover intentions it is extremely important for business executives to understand the circumstances that compel employees to leave the organisation. Research aimed at understanding employee turnover intention has increased in the academic literature over the last few decades (Parasuraman, 1982). Thus, understanding employee turnover is extremely important for managers and organisations. As argued by Fishbein and Ajzen (1975, p. 369) "[t]he best single predictor of an individual's behavior will be a measure of his intention to perform that behavior" (p. 369). In the management literature, turnover intention is defined as "a conscious and deliberate willfulness to leave the organization" (Tett & Meyer, 1993, p. 262). Thus, employee turnover intentions can be described as employee's intent to willingly change jobs or transfer to another organisation. It is also important to highlight that "at the organizational level, turnover intention and actual turnover are distinct concepts, predicted by different sets of variables" (Cohen, Blake & Goodman, 2016, p. 240). Therefore, understanding employee turnover intention could be a very good predictor of employee turnover as confirmed by Bedeian, Kemery & Pizzolatto (1991, p. 331) who found in their research that "turnover intentions had a direct effect on turnover". Other researchers found turnover intentions to be predicted by organisational commitment (Perryer, Jordan, Firn & Travaglione, 2010; Naidoo, 2017; Jenkins, 1993), employee development perceptions (Rahman & Nas, 2012), perception of organisational support (Dawley, Houghton & Bucklew, 2010; Perryer, Jordan, Firn & Travaglione, 2010), burnout and work alienation (Du Plooy & Roodt, 2010), authoritarian organizational culture (Kim, Tam, Kim & Rhee, 2017), work exhaustion, participatory management and opportunities for advancement (Kim, 2005), employee development perceptions" (Rahman & Nas, 2012), job satisfaction (Skelton, Nattress & Dwyer, 2019; Liu, Zhu, Wu & Mao, 2019; Helm, 2013; Saari & Judge, 2004; Naidoo, 2017); physical and mental burnout (Wesiberg, 1994) and job embeddedness (Skelton, Nattress & Dwyer, 2019). In other studies, it was found that job characteristics (Chang, Wang & Huang, 2013), organizational justice and organization-employee relationship quality (Kim, Tam, Kim & Rhee, 2017), social support and job autonomy (Kim & Stoner, 2008), emotional burnout (Weisberg, 1994) were all negatively related to turnover intentions. Groeneveld (2010, p. 594) also found a "modest negative effect of diversity management on turnover intention" analysing data collected from the Dutch public sector.

Further research into the antecedents of employee turnover intention, which is one of the aims of this thesis will not only contribute to the body of knowledge in organisation studies but will also be of immense benefit to organisations. Therefore, scholars must continue to channel their efforts into identifying the predictors of job turnover intentions to help reduce employee turnover within organisations. Based on the evidence from the literature and assuming that control variables are held constant, it is posited that:

- *Hypothesis 5: Employee turnover intentions is predicted by employee perception of diversity management practices.*

### 3.6. Organisational Commitment

Albeit there is a formal contract that binds employers to their employees, it is the psychological contract between both parties that really demands of the employee to be absolutely committed to their organisations. Chang (1999, p. 1258; Meyer, Becker & Vandenberghe, 2004, p. 991) posit that "[c]ommitted employees have been found more likely to stay in their chosen organisation, and thus will reduce turnover statistics". So, the challenge for organisations is how to motive their employees to become committed. The importance of organisational commitment to the success of organisations cannot be stressed enough because "[c]ommitment is what makes us like what we do and continue doing it, even when the payoffs are not obvious" (Salancik, 1977, p. 62). Organizational commitment has been defined as "a psychological state that (a) characterizes the employee's relationship with the organization, and (b) has implications for the decision to continue or discontinue membership in the organization" (Meyer & Allen, 1991, p. 67). On the other hand; Porter, Steers, Mowday and Boulian (1974, p. 604) defined organizational commitment as "the relative strength of an individual's identification with and involvement in a particular organization". It has also been argued that "commitment is a force that binds an individual to a course of action of relevance to one or more targets" (Meyer & Herscovitch, 2001, p. 301). However, it is important to highlight that the policy selections made by managers and organisations have repercussions on the commitment of employees (Beer, Spector, Lawrence, Mills, & Walton, 1984; Strauss, Griffin & Rafferty, 2009). This is supported by

a research conducted by Magoshi & Chang (2009, p. 31) that confirmed that "diversity management practices trigger positive effects on employees' organizational commitment".

The academic literature has a plethora of studies by scholars from many parts of the world attempting to understand organisational commitment. Research has shown that employee training (Hanaysha, 2016); nonmonetary recognition and competency development (Paré & Tremblay, 2007); procedural and distributive justice (Loi, Hang-yue & Foley, 2006), personal characteristics; job-related characteristics, job involvement characteristics (Joiner & Bakalis, 2006); commitment to top management, satisfaction with fringe benefits, peer relations, and career factors (Arnolds & Boshoff, 2004, p. 1); and corporate culture (Rashid, Sambasivan & Johari, 2003) have positive effects on organisational commitment of employees. In another study, Cuskelly and Boag (2001) found organisational commitment to be a very strong predictor of turnover. Moreover, "[o]rganisational commitment was found to partially mediate the causal relationship between employee engagement and turnover intentions" (Brunetto, Teo, Shacklock & Farr-Wharton, 2012, p. 428). Furthermore, organisational commitment was found to negatively predict turnover, reduced job performance and absenteeism from work (Lease, 1998; Randall, Cropanzano, Bormann, & Birjulin, 1999; Riordan, & Griffeth, 1995; Rosin & Korabik, 1995; Somers, 1995). Furthermore, (Siu, 2002) also found organisational commitment to have a positive impact on the well-being of employees. In addition, a study by Farkas and Tetrick (1989) suggested that there is a reciprocal relationship between job satisfaction and organisational commitment which is deliberately not tested in this study because it is considered to be beyond the scope of the research objectives of this doctoral thesis.

The academic literature shows that there are different variations of organisational commitment among employees based on the sector within which the organisation operates and other factors. Therefore, it is important that more studies are conducted in different geographical settings, organisational sectors, etc. to gain a deeper understanding of the antecedents and effects of organisational commitment. Therefore, based on the empirical evidence outlined above and with the assumption that control variables are held constant, the following are posited:

- *Hypothesis 6: Employee organisational commitment is predicted by employee perception of diversity management practices.*

- *Hypothesis 7: Employee organisational commitment positively relates to turnover intentions.*
- *Hypothesis 8: Organisational commitment mediates the relationship between employee perception of diversity management practices and turnover intentions.*

According to Findler, Wind and Mor Barak (2007, p. 67), "[h]ow an organization relates to the diversity characteristics of its employees depends on its organizational culture". From the academic literature, some studies have found that diversity characteristics negatively correlates with job satisfaction (Wesolowski & Mossholder, 1997; Long, 1998) and it was for this reason that gender, level of education, and size of organisation were included in the study as control variables (or covariates) to ascertain their effects on organisational outcomes.

As shown in Figure 3 below; in Study 2, the employee perception of diversity management is posited to relate differently with different organisational outcomes. Specifically, employee perception of diversity management practices (EPDMP) is hypothesised to relate to job satisfaction, organisational commitment, and turnover intention. In Study 1, the role played by human resource managers in the adoption of diversity management practices is also explored. In accordance with Klarmann and Feurer (2018, p. 38) who advised researchers to "[i]nclude control variables in the conceptual framework (both text and figures)" when feasible, which is also supported by (Becker, Atinc, Breaugh, Carlson, Edwards, & Spector, 2016), a schematic depiction of the model for this thesis (both Study 1 & Study 2) which includes the control variables is described in Figure 3 below:

*Note: *Some conceptual paths are not depicted for clarity of presentation*

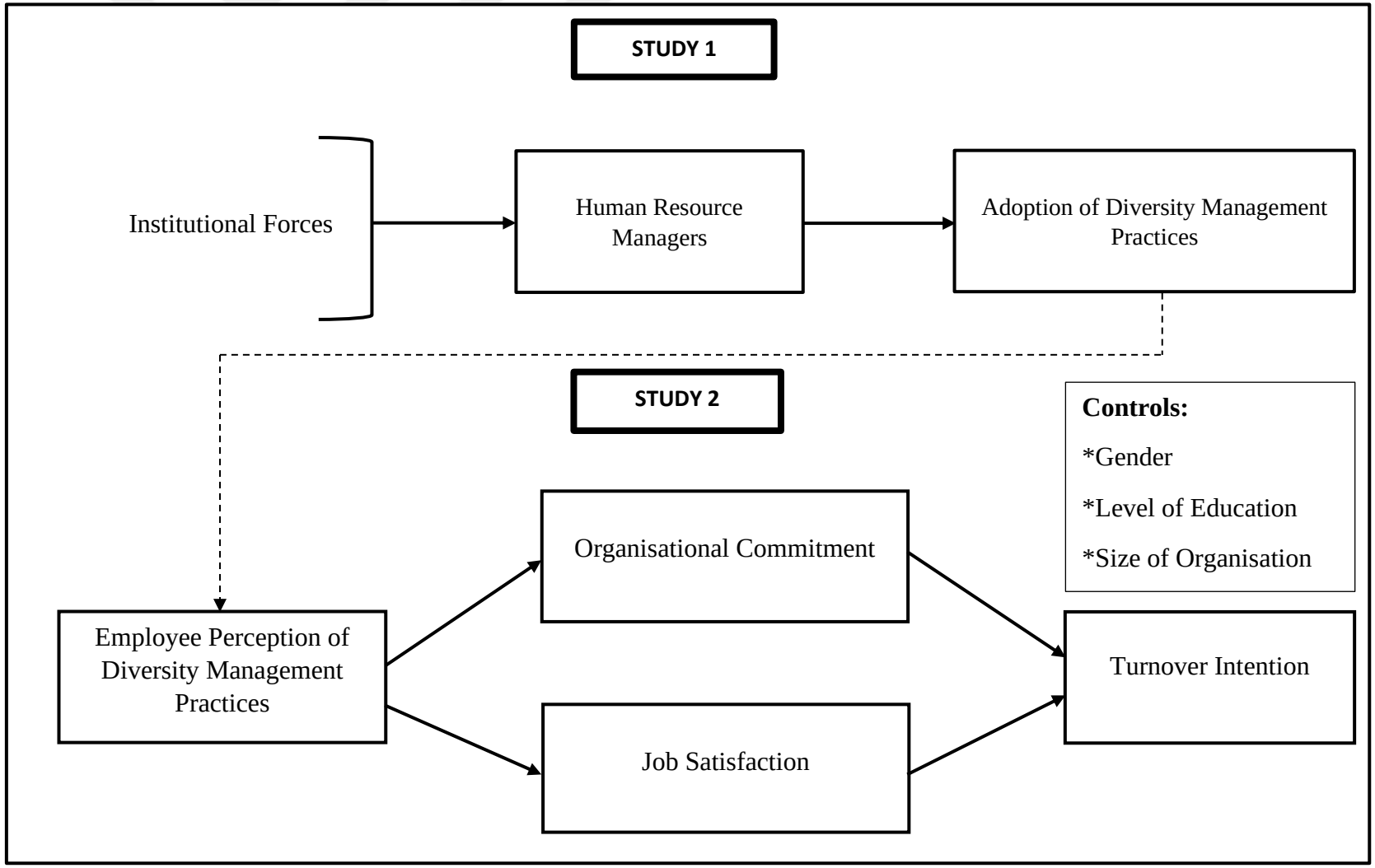



**Figure 3:** Conceptual Model (Source: Author, 2020)

### 3.7. The Proposed Model and Hypotheses

In Study 1 which adopts a qualitative approach, it was proposed that human resource managers played a vital role in the adoption of diversity management practices by their organisations. Hence, this study attempted to gain insight into the role played by human resource managers with respect to the adoption of diversity management practices in their organisations. In addition, the study also attempted to ascertain the antecedents of the adoption of diversity management practices, and the efforts made to institutionalise diversity management practices in organisations.

For Study 2, it was proposed that employee perception of diversity management practices predicted job satisfaction, organisational commitment, and turnover intentions. It was also proposed that job satisfaction and organisational commitment mediated the relation between employee perception of diversity management practices and turnover intentions. For the sake of clarity, some of the paths tested in the model were not presented in the schematic theoretical model displayed above in Figure 3. Therefore, it is important to indicate that the theoretical model is only a simplified illustration of reality. Hence, some of the more complex interactions between the variables were deliberately not tested with the single aim of testing a more direct model.

### 3.7. Conclusion

In this chapter, the theoretical model depicted in Figure 3 was discussed. The model suggested in this study explained the role of human resource managers in the adoption of diversity management practices by their organisations (Study 1), and the impact of the employee perception of diversity management practices on organisational outcomes (Study 2). The theoretical perspective underpinning the thesis was explained and the relationships between the variables in the model were also discussed highlighting their relevance for this study. Moreover, hypotheses were also formulated based on the empirical evidence in the academic literature to serve as a starting point for further investigation. Specifically, it was hypothesised that employee perception of diversity management practices positively relates to employee turnover intentions. Moreover, it was hypothesised that job satisfaction and organisational commitment mediated the relationship between employee perception of

diversity management practices and turnover intention. In Study 1, institutional forces that underpinned the adoption of diversity management practices by organisations were identified through interviews with human resource managers. Furthermore, the attempts made by organisations to institutionalise diversity management practices within their organisations were also ascertained. In the following chapter (Chapter Four), the methodology used in conducting Study 1 and Study 2 were explained.

# CHAPTER FOUR

# METHODOLOGY

Chapter Four of this thesis explicates the research methodology including the philosophical underpinnings and the epistemological approach of the study. The study utilizes mixed methods research consisting of document analysis, surveys and interviews to emprically investigate diversity management practices in the private sector in Ghana. It is also important to emphasise that there is a difference between the research methodology and the research method. It is noted that "methodology is the overall approach to research linked to the paradigm or theoretical framework while the method refers to systematic modes, procedures or tools used for collection and analysis of data" (Mackenzie & Knipe, 2006, p. 6*)*. The study contributes to the academic literature on diversity management in the African context by analysing empirical data (both qualitative and quantitative), and reporting the findings.

## 4.1. Research Philosophy

The research philosophy is the paradigm underpinning the methods used to carry out this study. As noted by Bryman (2004, p. 4), a paradigm is "a cluster of beliefs and dictates which for scientists in a particular discipline influence what should be studied, how research should be done, how results should be interpreted, and so on". Kuhn (1970, p. 103) also posit that paradigms "are the source of the methods, problem-field, and standards of solution accepted by any mature scientific field at any given time". In support of Kuhn, Patton (1975) also argued that:

> A paradigm is a world view, a general perspective, a way of breaking down the complexity of the real world. As such, paradigms are deeply embedded in the socialization of adherents and practitioners telling them what is important, what is legitimate, what is reasonable. Paradigms are normative; they tell the practitioner what to do without the necessity of long existential or epistemological consideration. But it is this aspect of a paradigm that constitutes both its strength and its weakness- its strength in that it makes action possible, its weakness in that the very reason for action is hidden in the unquestioned assumptions of the paradigm (p. 9).

In the academic literature, various scholars have proposed their own views on the types of paradigms that could be used in research. In Bryman (2004), the author noted that:

> Cuba and Lincoln (1982) propose a contrast between rationalistic (i.e. quantitative) and naturalistic (i.e. qualitative) paradigms, while Evered and Louis (1981) use a contrast between 'inquiry from the outside' and 'inquiry from the inside'. Magoon (1977) and J. K. Smith (1983) refer to 'constructivist' and 'interpretive' approaches respectively in place of 'qualitative'. However, such alternative terms have not achieved a wide currency and the quantitative/qualitative divide tends to be the main focus (p. 3).

Whereas some scholars have "attempted to integrate the quantitative and qualitative approaches qua paradigms, [others have opposed it on the grounds of] the incommensurability of paradigms" (Bryman, 1989, p. 208). The "paradigm wars" (Tashakkori & Teddlie, 1998, p. 3) over the suitability of mixed methods research has now subsided as majority of scholars in the field of Organisational Studies have accepted its efficacy. Thus, using "quantitative, qualitative, and mixed research are all superior under different circumstances and it is the researcher's task to make the decision about which research approach […] should be used in a specific study" (Johnson & Onwuegbuzie 2004, p. 22-23). However, Weber (2004) argued that:

> [I]t is time to assign the rhetoric of positivism versus interpretivism to the scrap heap. It no longer serves a useful purpose. On the contrary, it promotes unhelpful schisms among scholars. It also leads to analyses that in my view are fundamentally flawed and vacuous. Moreover, it promotes prejudice instead of alleviating it when we engage in an evaluation of a piece of research (p. 11).

Therefore, "to assume that qualitative, interpretative research is necessarily anti-positivistic is flawed" (Johnson & Duberley, 2000, p. 58).

In undertaking this study, the positivist paradigm guided the entire process which according to Giddens (2006, p. 195) "is not a methodological movement, but a pragmatic research approach that fits most comfortably within a postpositivist epistemology". Lee (1991) contends that:

> This approach has been explicitly recognized, and advocated, as the natural-science model of social-science research, and has found widespread application in social science in general, and in organizational research in particular […]. Only by applying the methods of natural science, according to the positivist school of thought, will social science (including organizational research) ever be able to match the achievements of natural science in explanation, prediction, and control (p. 343).

In other words, science should be based only on objective and observable facts. This is supported by Donaldson (1997, p. 90) who also asserted that "a more fruitful approach for organization studies is through pursuing the positivist approach". This is because "Positivists pursue fiercely the truth of (scientific) knowledge, hence attempting to make that knowledge a perfect mirror or accurate representation of the world" (Sousa, 2010, p. 466). Johnson & Duberley (2000) argued that:

> [Although] positivism has achieved some dominance, it is important to remember that management is not in any sense a unified field […]. The practice of management is eclectic and pragmatic, with managers drawing on knowledge from a variety of different fields ranging from sociology and anthropology to statistics and mathematics […]. Mirroring this, the study of management has been approached from a variety of different disciplines, each having their own traditions and approaches. The use of an increasingly standardized, positivist approach towards conducting management research has been suggested as one way of overcoming this fragmentation (p. 38).

Furthermore, Giddens (2006) contend that:

> Ideologically, mixed methods covers for the continuing hegemony of positivism, albeit in its more moderate, postpositivist form. If naively interpreted, mixed

> methods could become the preferred approach in the teaching and doing of research (p. 195).

Considering the overwhelming acceptance and dominance of this approach in the field of Organisational Studies, many scholars have ignored the philosophical debates have adopted the positivist paradigm to complete their studies (Grobler & Joubert, 2020; Whyman, Baimbridge, Buraimo & Petrescu, 2015; Subramani & Venkatraman, 2003; McNamara & Bromiley, 1997; Gersick, 1989).

### 4.2. Research Design

Based on the objectives of this study, a non-experimental approach design was adopted to complete the study. Specifically, the research approach was exploratory with a combination of quantitative and qualitative research methods which is recommended by scholars of Organisational Studies (Bryman, 1988). As argued by Blaxter, Hughes and Tight (2010),

> Quantitative research tends to involve relatively large-scale and representative sets of data, and is often, falsely in our view, presented or perceived as being about the gathering of facts. Qualitative research, on the other hand, is concerned with collecting and analysing information in as many forms, chiefly non-numeric, as possible. It tends to focus on exploring, in as much detail as possible, smaller numbers of instances or examples which are seen as being interesting or illuminating and aims to achieve 'depth' rather than breadth (p. 65).

Employees in the private sector in Ghana were given questionnaires to complete which provided data on their perception of diversity management practices, job satisfaction, organisational commitment, and turnover intention. To gain a better understanding of the workforce diversity within the private sector and the various forces that influence the adoption and implementation of diversity management practices, semi-structured interviews were used to collect qualitative data from human resource managers.

This study strived to ascertain the relationship between employee perception of diversity management practices and organisational outcomes using surveys and interviews

due to the constraints of the research topic. Since this was a non-experiment, there was no random assignment and there was no influence on the respondents unlike in a true experimental research where the researcher could manipulate the variables. The completion of the questionnaires and interviews were all conducted at the work premises of the research participants under the direct supervision of the researcher. The research followed a deductive trajectory because it started with concepts, theories, research questions then the empirical components (Kalof, Dan & Dietz, 2008). The survey questionnaires were distributed to the research participants just once. Before the interviews were conducted, and prior to the distribution of the questionnaires to the respondents, there was a brief introduction to explain the objectives of the study to the research participants. All the research participants were assured that even though the researcher had received authorization from their employers to carry out the survey and interviews, they were only to assist a student who needed the data to complete a research which is a requirement for the completion of the author's doctoral program at Ankara Yildirim Beyazit University in order to reduce the number of non-responses. This introduction was deemed necessary to allay the fears of participants. Moreover, there was no compulsion on employees to participate in the study and employers were advised not to coerce their staff into taking part in the research against their wishes as that could influence the responses that would be selected by respondents. Therefore, only those who were willing to take part in the study were issued with the survey questionnaires or were interviewed. The human resource managers were interviewed for Study 1; whereas in study 2, employees were required to provide answers to each of the statements in questionnaires based on the options available on Likert scales.

### 4.3. Mixed Methods Research

This study adopted both data triangulation and methodological triangulation (Rogelberg, 2004) by using quantitative and qualitative research method; and included empirical data gathered from multiple sources. This is because triangulation is highly recommended in Organizational Studies research (Denzin, 2012; Mantere & Vaara, 2008; Vaara, 2002; Denzin, 1978). Using triangulation enhances the validity and reliability of studies (Mathison, 1988). Moreover, it helps to increase the quality of the study especially when it involves qualitative data (Golafshani, 2003). Thus, the thesis project employed both quantitative and qualitative techniques to undertake the research which is broadly classified

under the umbrella of mixed research approach. In studies that adopt the mixed research approach, "the researcher mixes or combines quantitative and qualitative research techniques, methods, approaches, concepts or language into a single study" (Johnson & Onwuegbuzie, 2004, p. 17). Furthermore, Rist (1977) contend that:

> When we speak of quantitative or qualitative methodologies, we are, in the final analysis, speaking of an interrelated set of assumptions about the social world which are philosophical, ideological, and epistemological. They encompass more than simply data gathering techniques (p. 43).

Bryman (1989, p. 211) posit that "each design and method should be taken on its merits as a means of facilitating (or obscuring) the understanding of particular research problems, and that a fetishistic espousal of favoured designs or methods and an excessive preoccupation with their epistemological underpinnings can only stand in the way of developing such an understanding". Employing both quantitative and qualitative techniques enables scholars to provide a "more complete and full portraits of our social world through the use of multiple perspectives and lenses" (Somekh & Lewin, 2005, p. 275). Moreover, the nature of this study makes the use of mixed methods approach suitable as noted by Wisdom, Cavaleri, Onwuegbuzie and Green (2012) who supported its adoption under circumstances such as:

> (1) when researchers would like to converge different methods or use one method to corroborate the findings from another about a single phenomenon (triangulation); (2) when researchers would like to use one method to elaborate, illustrate, enhance, or clarify the results from another method (complementarity); (3) when researchers would like to use results from one method to inform another method, such as in creating a measure (development); (4) when researchers would like to use one method to discover paradoxes and contradictions in findings from another method that can suggest reframing research questions (initiation); and (5) when researchers seek to expand the breadth and depth of the study by using different methods for different research components (p. 723).

Considering that the aim of this study was "to expand the breadth and depth of the study by using different methods for different research components", mixed methods was considered appropriate (Cavaleri, Onwuegbuzie & Green, 2012, p. 723). However, the mixed methods

procedure adopted for this study is also known as concurrent embedded strategy or model (Creswell, 2009). When using the concurrent embedded strategy, Creswell (2009) posit that:

> [T]he data may also not be compared but reside side by side as two different pictures that provide an overall composite assessment of the problem. This would be the case when the researcher uses this approach to assess different research questions or different levels in an organization.[…] Often, this model is used so that a researcher can gain broader perspectives as a result of using the different methods as opposed to using the predominant method alone.[…] In addition, a concurrent embedded model may be employed when a researcher chooses to utilize different methods to study different groups or levels. For example, if an organization is being studied, employees could be studied quantitatively, managers could be interviewed qualitatively, entire divisions could be analyzed with quantitative data, and so forth. […] In addition, by using the two different methods in this fashion, a researcher can gain perspectives from the different types of data or from different levels within the study (pp. 214-215).

In the case of this research, human resource managers were studied qualitatively whiles other employees were studied quantitively. In conclusion, the benefits of adopting the mixed methods research makes it an excellent tool for diversity management research as it grants the researcher some flexibility with respect of data collection in order to gain a more holistic understanding of the phenomenon under study.

### 4.4. Qualitative Analysis

As part of the triangulation approach for this study which is also known as the bricolage approach (Kincheloe, 2004), this research included analysing documents which is an unobtrusive organizational research method known as qualitative document analysis. Thus, qualitatively analysing official documents of organisations was a core part of this study which falls under the broad umbrella of qualitative research. As argued by Mason (2002):

> Qualitative researching is exciting and important. It is a highly rewarding activity because it engages us with things that matter, in ways that matter. Through qualitative research we can explore a wide array of dimensions of the social world, including the texture and weave of everyday life, the understandings, experiences and imaginings of our research participants, the ways that social processes, institutions, discourses or relationships work, and the significance of the meanings they generate. We can do all of this qualitatively by using methodologies that celebrate richness, depth, nuance, context, multidimensionality and complexity rather than being embarrassed or inconvenienced by them. Instead of editing these elements out in search of the general picture or the average, qualitative research factors them directly into its analyses and explanations. This means that it has an unrivalled capacity to constitute compelling arguments about how things work in particular contexts (p. 1).

Scholars encourage the use of document analysis due to its numerous advantages which includes the fact that it predominantly uses nonreactive data (Bowen, 2009; Bryman, 2012). According to Forster (1994, p. 148), documents "cast light on many aspects of organisational life" hence their importance in organisational studies research. Considering the importance of documents to research, numerous studies have used documents in their research which include Payne (2004), Tight (2000), Mason (1999), Arber and Ginn (1995). As argued by Blaxter, Hughes & Tight (2010):

> All, or virtually all, research projects involve, to a greater or lesser extent, the use and analysis of documents. Researchers are expected to read, understand and critically analyse the writings of others, whether fellow researchers, practitioners or policy-makers (p. 186).

Atkinson and Coffey (1997, p. 47) defined documents as "social facts which are produced, shared, and used in socially organised ways". Bowen (2009) even broadened the definition by arguing that:

> [D]ocuments may include advertisements; agendas, attendance registers, and minutes of meetings; manuals; background papers; books and brochures; diaries and journals; event programs (i.e., printed outlines); letters and memoranda; maps and charts; newspapers (clippings/articles); press releases; program proposals, application forms, and summaries; radio and television program scripts;

> organisational or institutional reports; survey data; and various public records. Scrapbooks and photo albums can also furnish documentary material for research purposes. These types of documents are found in libraries, newspaper archives, historical society offices, and organisational or institutional files (pp. 27-28).

Hence, Caulley (1983, pp. 19-20) posit that document analysis is aimed at the "the analysis of documents in order to gather facts".

Qualitative data analysis according to Wach (2013, p. 1) can be described as a "research method for rigorously and systematically analysing the contents of written documents". Similarly, Bowen (2009, p. 27) defined it as a "systematic procedure for reviewing or evaluating documents-both printed and electronic (computer-based and internet-transmitted) material". For this study, only documents related to diversity management were considered, since "[d]ocuments of all types can help the researcher uncover meaning, develop understanding, and discover insights relevant to the research problem" (Merriam, 1988, p. 118). Hence, official websites, diversity management policy documents, brochures and leaflets related to diversity management of organisations were "examined and interpreted in order to elicit meaning, gain understanding, and develop empirical knowledge" (Bowen, 2009, p. 27). Thus, documents collected for this study were analysed and conclusions were drawn (Duffy, 2010; Fitzgerald, 2012). The process of document analysis which was used for this study were adapted from the approach of Altheide (1996, pp. 23-43) which include "(a) setting inclusion criteria for documents; (b) collecting documents; (c) articulating key areas of analysis; (d) document coding; (e) verification; and (f) analysis".

### 4.5. Survey Research

Survey which is a type of non-experimental research design was preferred because of the constraints of the research topic. Since this study was a non-experiment, there was no random assignment and there was no influence on the respondents unlike in a true experimental research where the researcher could manipulate the variables. Albeit the researcher would have preferred to send surveys to research participants via the post (mail), prospective respondents for this study were rather asked to fill their questionnaires at their

respective places of work under the supervision of the researcher or a trained research assistant since the postal system in Ghana is not very reliable. Moreover, Ghana is still a developing country and yet to implement a proper nationwide address system which could facilitate deliveries of mails to addresses across the country. Therefore, sending surveys via the post was risky since they may never reach the respondents. Even though courier services were available, they were very expensive and beyond the financial budget of this study.

It is important to highlight that the unit under consideration in this research was the individual and the level of analysis is micro. The research followed a deductive trajectory because it started with concepts, theories, research questions then the empirical components (Kalof, Dan & Dietz, 2008). The survey of employees' perception of diversity management practices (EPDMP) scale, organisational commitment questionnaire, job satisfaction index, and turnover intention scale were distributed to the employees just once.

Before the questionnaires were distributed to the employees, a brief introduction was provided to explain the objectives of the study to the prospective respondents. Although the researcher received authorization from the various organisations to carry out the survey, the respondents were re-assured that the data was only going to be used to complete a research work which was a partial requirement for the completion of the author's doctoral studies at Ankara Yildirim Beyazit University. This was done to reduce the number of non-responses as some employees could erroneously think that the data could be used by their employers to victimise them. In other words, the introduction was deemed necessary because prospective respondents often feel that their employers use results of surveys against them through the introduction of new policies that could negatively affect them. Therefore, there was no compulsion on employees to participate in the study and employers were advised not to coerce their staff into taking part in the research against their wishes as that could potentially influence the responses that were selected by respondents. Therefore, only employees who were willing to take part in the study were offered the survey questionnaires. They were required to provide answers to each of the statements in the questionnaires based on the options available on the Likert scales.

### 4.6. Semi-Structured Interviews

In addition to the scales which were used to collect data, interviews were also conducted. Specifically, semi-structured interviews were used to gain insight into the role played by human managers in the adoption of diversity management practices by their respective organisations. As noted by Robson (2002, p. 270), semi-structured interviews consist of:

> [P]redetermined questions, but the order can be modified based upon the interviewer's perception of what seems most appropriate. Question wording can be changed and explanations given; particular questions which seem inappropriate with a particular interviewee can be omitted, or additional ones included.

The questions in the semi-structured interview protocol were pre-determined and the order of the questions were also determined beforehand. The semi-structured approach of interviewing can also be referred to as the storytelling approach since the main idea was to get individuals to tell their own stories or speak out as freely as possible without any coercion or pressure regarding the role they played in the adoption of diversity management practices within their organisations. Thus, semi-structured interviews were selected for Study 1 because it enables "rapport to be developed; allows participants to think, speak and be heard; and [is] well suited to in-depth and personal discussion" (Reid, Flowers & Larkin, 2005, p. 22).

### 4.7. Rationale for the Chosen Research Methodology

Considering the complexities of this study; and the scope and purpose of this research, a combination of quantitative and qualitative research strategies were deemed appropriate for this thesis project. Specifically, the following techniques were adopted:

- Survey of private sector employees.
- Semi-structured interviews with human resource managers.
- Qualitative document analysis.

### 4.8. Study Area

This study covered private sector organisations in Ghana but focused specifically on organisations with diversity management practices. Since this study was aimed at gaining insight into diversity management in the African context, it was inappropriate to include all private sector organisations because that would have defeated the purpose of this research. Hence, only organisations that claimed to have diversity management practices within their organisations were selected for this study.

### 4.9. Access to Participants

It was quite difficult to get research participants for this study. However, some organisations and respondents were approached and fortunately some of them eventually volunteered to participate in the study. The organisations were approached to seek the participation of their human resource managers and other employees in the study. Official letters were then sent to the human resource managers of the organisations asking for their involvement in the study. Subsequently, arrangements were made for the interviews and distribution of questionnaires.

### 4.10. Target Population/Universe

The target population was private sector employees in Ghana. Thus, organisations duly registered as private sector companies by the Registrar General's Department of the Republic of Ghana served as the universe from which the sample for this study was selected. Forty (40) private sector organisations were selected after the initial survey to identify organisations with diversity management practices. However, only 24 organisations consented to participate in the final study.

### 4.11. Sample Frame, Sample Selection Scheme and Sample Size

To execute this study, non-random or non-probabilistic sampling was used since this study is not a true experiment. As the research topic was exploratory in nature, the researcher used ethically appropriate methods to select all possible cases which were deemed appropriate for this study. Specifically, purposive sampling which is also known in the literature as judgmental, selective, or subjective sampling was used. Purposive sampling was used due to the sensitivity of the research topic as many organizations and employees shied aware from participating in a study of this nature. Hence; based on the concepts and propositions of the conceptual model of this study, a purposive sampling framework was designed (Miles & Huberman, 1994; Patton, 2002). Thus, the aim was to "sample cases/interviews in a strategic way" to collect the best empirical data as much as possible (Bryman & Bell, 2011, p. 442). However, it must be noted that purposive sampling is distinct from convenience sampling (ie. available without logic) because in the purposive sampling, there is a well-defined criterion for the inclusion and exclusion of cases (Bryman & Bell, 2011; Patton, 2002). Thus, the selected cases had to meet a certain criterion before they could be selected. The population was all private-sector organizations in Ghana. The sampling frame was all private sector organisations in Ghana that suggested either tacitly or explicitly on their official websites to be implementing diversity management practices in one way or the other.

Employees of 24 private sector organizations located in Ghana were purposively selected. The scales used for the study were not translated into any other language which is good for ensuring high content validity since the original meanings of the scales were retained. Considering the sensitive nature of the research topic, only organizations which were willing to allow their employees to take part in the research were purposively selected. Initially, many organisations were sceptical about participarting in the study but after many days of exhausting negotiations, a cross-section of private sector organisations from diverse industries including finance, retail, health, education, manufacturing, construction, hotels and restaurants, media, and others, accepted to take part in the study. Hence, the data for this research was collected from employees of organisations from different sectors and were of different sizes. Appropriate legal channels were used to gain access to employees by seeking official permission from organizations to use their employees for the study. Letters were sent to the identified organizations requesting to use their employees for the study; the anonymity

and confidentiality of the responses of the research participants were clearly stated. Only employees who were willing to take part in the research were used as subjects or respondents for the research. Albeit the questionnaires were in basic English, self-explanatory and easy to understand; for the avoidance of any doubt, responses on the questionnaires were thoroughly explained to the prospective research participants to ensure that they answered them as accurately as possible. Survey packages containing questionnaires and a self-addressed envelope for returning completed questionnaires were sent to each of the research participants. The respondents were given one hour to complete the questionnaires after which they were collected by the researcher. Out of a total number of 700 survey packages which were distributed, 442 were returned. All of them were filled out completely so they were used for further analysis, representing a response rate of 63%. Of the 442 respondents, 56.6% (250) were male and 43.4% (192) were female. Moreover; 47.1% (208) of the respondents representing the majority were university graduates with an undergraduate (or bachelor's) degree followed by 18.3% (81) that had a master's degree. Furthermore, respondents were from organisations which were either Micro Enterprises (under 10 employees), Small Enterprises (10-49 Employees), Medium-Sized Enterprise (50-259 employees), or Large Enterprises (250 or more employees). Out of the 442 respondents who participated in Study 2, 13.3% (n = 59) worked with Micro Enterprises, 50.2% (n = 222) were employed by Small Enterprises, 18.8% (n = 83) were with Medium-Sized Enterprises, and 17.6% (n = 78) were employed by Large Enterprises. The latter two categories of organisations could be considered as large organisations due to the huge size of their workforce, assets, and coverage. A summary of the sampled population is also presented in Table 7 below.

**Table 7:** Sampled Population

| Research | Organisations / People approached to participate in study (n) | Final participants in the study. Response rate (n) | Response rate (%) |
|---|---|---|---|
| Study 1 | 40 | 24 | 60% |
| Study 2 | 700 | 442 | 63% |

### 4.12. Data Collection Methods

For this study, both primary and secondary data were collected. Questionnaires and semi-structured interviews were used to collect the primary data whereas, secondary data was collected from company websites, brochures, and other official documents. A detailed explanation of the research instruments is presented below.

### 4.13. Measures for Study 1

In order to collect data from human resource managers to ascertain the institutional dynamics of their organisations, an interview protocol was designed (see Appendix 5). Some of the questions in the interview protocol included:

1. What does diversity management mean to you?

2. Do you have a diversity management policy in your organization?

3. What is the main reason for your organisation's implementation/non-implementation of diversity management practices, and why? E.g. moral reasons, legal reasons, business imperatives (competitive advantage), etc. Please explain.

4. How is diversity management practiced within your organisation?

5. What are the specific initiatives and practices available within your organisation with respect to diversity management? E.g. career development programmes, training & development, work-family practices, etc. Please explain.

6. In your view, what are the barriers to effective diversity management within your organization?

7. What role did you play either directly or indirectly to adopt diversity management practices within your organization?

8. How do you intend to ensure that diversity management does not become just a buzz word in your organization but a reality for all employees?

Moreover, demographic data of human resource managers was also collected which included respondents' sex, level of education, and focused sector of the organization. In

addition to the questions above, secondary data such as diversity messages publicly available on the websites of organisations, diversity management policy documents, official brochures and any other documents related to the subject matter of this study were collected and scrutinised using qualitative document analysis. Consequently, the questions posed to research participants in Study 1 were aimed at identifying the antecedents of adoption of diversity management practices, understanding the measures put in place to institutionalise diversity management practices, and also deciphering the type of adoption present in organisations. That is, whether superficial adoption or actual substantive adoption of diversity management practices existed in those organisations.

### 4.14. Measures for Study 2

For Study 2, four validated scales in the field of organisation studies were used with the kind permission of the developers of those scales to collect empirical data on employee perception of diversity management practices, job satisfaction, job commitment and turnover intentions. A more detailed explanation of each of the scales used is explained underneath.

#### 4.14.1. Employee Perception of Diversity Management Practices

Employee perception of diversity managemet practices was measured with a 9-item validated existing scale was used (Otaye-Ebede, 2018). The EPDMP scale (Appendix 1) includes items such "(2) In this organization, role models from minority ethnic backgrounds are nurtured and coached to be mentors; (3) This organization has formal procedures for obtaining feedback on diversity management practices; (5) This organization evaluates the effectiveness of diversity training provided to employees; (6) Employees of this organization normally go through training in diversity-related issues; and (8) The management of this organization puts a lot of emphasis on having a diverse workforce" (Otaye-Ebede, 2018, p. 9). The items were also measured on a 5-point Likert scale where 1 = not at all, 2 = to a small extent, 3 = to a moderate extent, 4 = to a large extent, and 5 = to a great extent. Statistical analysis of the scale proved that it was good enough to be adopted for other empirical studies.

As argued by Otaye-Ebede (2018, p. 8), "[t]he Cronbach alpha for the adjusted EPDMP scale score with 9 items was α = .93, indicating good scale reliability (internal consistency) as it was above the 0.70 threshold (alpha estimates of between .60 and .70 are considered acceptable; Hair, Black, Babin, Anderson, & Tatham, 2006; Nunnally & Bernstein, 1994)".

### 4.14.2. Job Satisfaction

According to Fields (2002), there are many existing scales which are approved by scholars of Organizational Studies as valid scales to measure job satisfaction but for this study, the Job Satisfaction Index developed by Schriesheim and Tsui (1980) as cited in Tsui, Egan and O'Reilly (1992) was used. The scale (Appendix 2) uses six (6) items to measure employee job satisfaction. The items were measured on a five-point (5-point) Likert scale where 1 = strongly disagree, 2 = disagree, 3 = neither agree nor disagree, 4 = agree, and 5 = strongly agree. Items on the scale are: "(1) How satisfied are you with the nature of the work you perform?, (2) How satisfied are you with the person who supervises you - your organizational superior?, (3) How satisfied are you with your relations with others in the organization with whom you work-your co-workers or peers?, (4) How satisfied are you with the pay you receive for your job?, (5) How satisfied are you with the opportunities which exist in this organization for advancement or promotion?, and (6) Considering everything, how satisfied are you with your current job situation?". Tsui, Egan, & O'Reilly (1992) found the coefficient alpha of the scale to be .78 which meets the minimum threshold required by scholars.

### 4.14.3. Organisational Commitment

Organisational Commitment was measured with a 9-item validated existing scale developed by Mowday, Steers and Porter (1979) known as the Organisational Commitment Questionnaire (OCQ) which measures attitudinal or affective commitment. However, it must be stated that Mowday, Steers and Porter (1979) had two versions of the scale but for the purpose of this study, the abridged version (9-item) was preferred instead of the longer

version which had 15-items. The 9-item Organisational Commitment Questionnaire (Appendix 3) included "(1) I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful, (2) I talk up this organization to my friends as a great organization to work for, (4), I find that my values and the organization's values are very similar, (5) I am proud to tell others that I am part of this organization, (6) This organization really inspires the very best in me in the way of job performance, (8) I really care about the fate of this organization, and (9) For me, this is the best of all possible organizations for which to work." Like the original scale, responses were obtained on a 7-point Likert-type scale where 1 = strongly disagree, 2 = moderately disagree, 3 = slightly disagree, 4 = neither disagree nor agree, 5 = slightly agree, 6 = moderately agree, and 7 = strongly agree. It must be noted that various studies that used the scale reported coefficient alpha values ranging from .74 to .92 (Fields, 2002) which is considered acceptable (Hair, Black, Babin, Anderson, & Tatham, 2006; Nunnally & Bernstein, 1994) for Organisation Studies research. However, it is must be highlighted that even though the organisational commitment scale developed by Alan and Meyer (1990) is quite popular in recent times, it was deliberately not used due to its lengthy nature. Morever, research participants in Ghana are often reluctant to take part in studies if they think the questionnaires will take too much of their time. Hence; in order not to overburden the research participants, the scale developed by Mowday, Steers and Porter (1979) was used due to the fact that it is much more concise yet valid in terms of its ability to measure organisational commitment. Furthermore, the measurement scale developed by Mowday, Steers and Porter (1979) continues to be adopted by respected organisational studies researchers including Dale and Fox (2008), Wright and Bonett (2002), and Bozeman and Perrewe (2001) due to its reliability and accuracy.

#### 4.14.4. Turnover Intention

Turnover intention was also measured with a 6-item validated existing scale developed by Roodt (2004) as cited in the article by Bothma and Roodt (2013). Instead of the original 15-item scale, the abridged version (version four) of the scale which had 6 items and known as Roodt's Turnover Intention Scale (TIS-6) was used (Bothma & Roodt, 2013).

The Turnover Intention Scale (Appendix 4) has the following items - "(1) How often have you considered leaving your job?, (2) How satisfying is your job in fulfilling your personal needs? (3) How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals?, (4) How often do you dream about getting another job that will better suit your personal needs?, (5) How likely are you to accept another job at the same compensation level should it be offered to you?, and (6) How often do you look forward to another day at work?". Items 1, 3, and 4 were measure on a 5-point Likert scale where 1 = never and 5 = always. Item 2 was also measured on a 5-point Likert scale where 1 = very satisfying and 5 = totally dissatisfying. However, item 5 which was also measured on 5-point Likert scale where 1 = highly unlikely and 5 = highly likely. Item 6 which is the last item on the TIS-6 was also measured on a 5-point Likert scale as well but unlike the other items, the scale for this item ranged from 1 = always to 5 = never. The Cronbach alpha for the Turnover Intentions Scale (TIS-6) scale score was $\alpha = .80$ (Bothma & Roodt, 2013) indicating good scale reliability (internal consistency) as it was above the 0.70 threshold which is considered acceptable by Organisation Studies scholars (Hair, Black, Babin, Anderson, & Tatham, 2006; Nunnally & Bernstein, 1994).

### 4.15. Demographics

For study 1, interviewees' gender, level of education, type of education, sector of the organisation, type of documents analysed were collected and coded (see Appendix 6) to ascertain whether they could potentially reveal certain patterns in the results which could also inspire further research. Gender was coded 1 = male, 2 = female; level of education was coded 1 = master's degree, 2 = bachelor's degree, 3 = postgraduate certificate, and = postgraduate diploma; role of Human Resource Manager were coded 1 = active role, 2 = supportive role, 3 = no role; type of adoption were coded 1 = actual / substantive change and 2 = ceremonial / superficial adoption; sector were coded 1 = website only, 2 = diversity policy document only, 3 = brochures, leaflets only, 4 = website and diversity management policy document only, 5 = website, diversity management policy document, brochures and leaflets, 6 = website, brochures and leaflets, 7 = diversity management policy document, brochures and leaflets; sector in which the interview was employed were coded 1 = banking,

2 = waste management, 3 = health, 4 = education, 5 = insurance, 6 = real estate/construction, 7 = media, 8 = hospitality, 9 = agribusiness, 10 = telecommunications, and 10 = consultancy.

### 4.16. Controls (Covariates)

For study 2; respondents' gender, level of education and size of organisation of respondents were all controlled as previous studies showed them to be related to various organisational outcomes (Lančarič, Chebeň & Savov, 2015; Hassi, Foutouh & Ramid, 2015; Mor Barak, Cherin & Berkman, 1998). Gender was coded 1 = male, 2 = female; level of education was coded 1 = primary school or below, 2 = junior high school, 3 = senior high school, 4 = higher national diploma, 5 = bachelor's degree, 6 = postgraduate diploma, 7 = master's degree, 8 = doctorate degree, and 9 = professional qualification; size of organisation was also coded 1 = under 10 employees, 2 = 11-99 employees, 3 = 100-249 employees, 4 = 250-999 employees, and 6 = over 1000 employees. Since this study is not an experimental research, the variables are only statistically controlled to rule out alternative explanations for their findings as it is the practice in organisational studies research (Bernerth & Aguinis, 2016; Becker, 2005).

Albeit control variables are usually not included in the hypothesis statement, the inclusion or exclusion of hypothesis statements for control variables in organisational studies research has been quite controversial. For instance, Bernerth, Cole, Taylor and Walker (2018, p. 135) argued that "[w]hen one or more control variables are incorporated into a study's design, analyses, and results, the authors urge researchers to include control variables in their formal hypotheses". Other scholars have also suggested that "[w]hen feasible, include CVs [control variables] in hypotheses and models [however], [w]hen in doubt, leave them out!" (Becker, Atinc, Breaugh, Carlson, Edwards & Spector 2016, p. 158). On the other hand, Klarmann and Feurer (2018, p. 35), "suggest that authors refrain from including control variables in their hypotheses". Accordingly, this study deliberately avoided including hypothesis statements for the control variables due to the controversies surrounding such practice.

### 4.17. Conclusion

In this chapter, the research philosophy that inspired the researcher's approach to this study was discussed. A detailed explanation of the research methodology that guided this study was also provided. Specifically, a strong case was made for the decision to adopt a mixed research approach for this study. Moreover, the interview protocol for the qualitative study and the validated measurement scales (employee perception of diversity management practices, organisational commitment, job satisfaction, and turnover intention) for the quantitative study were all explained. In the following chapter (Chapter Five), the data analysis and findings are explained.

# CHAPTER FIVE

# DATA ANALYSIS AND FINDINGS

This section of the thesis explains how the raw data collected for this study were analysed and the outcomes of the data analysis were also reported for easy interpretation. By so doing, the findings of this study will be more meaningful especially to readers who may not be statistically inclined. Albeit there are many softwares which could have been used to analyse the raw data for Study 1 such as NVivo, ATLAS.ti, Provalis Research Analystics Software, Quirkos, Maxqda, etc., a deliberate decision was taken to manually analyse the data as using softwares according to Creswell (2007) have the potential of placing:

> [A] machine between the researcher and the actual data. This causes an uncomfortable distance between the researcher and his or her data (p. 165).

Thus, manually analsying the raw data offers a richer output. However; for study 2, IBM SPSS (version 22) and IBM SPSS AMOS (version 22) softwares were employed to anlyse the raw data. Although this study was self funded, adequate steps were taken to ensure that the lack of funds did not affect the quality of the research.

## 5.1. Data Analysis of Study 1 (Qualitative Part)

The first step of the data analyis of Study 1 was the transcription of the 24 interviews which were conducted with human resource managers of organisations in the private sector of Ghana. It is also important to highlight that no part of the data analysis for Study 1 was outsourced. Thus, all the 24 interviews were personally transcribed by the researcher to ensure that no part of the data was lost through the process of transcription by external transcribers. Hence, the researcher had aboslute control over the data throughout the transcription phase of the interviews.

Considering the nature of the data collected for Study 1, thematic analysis was deemed the most appropriate data analysis tool. Thematic analysis is defined by Braun and Clarke (2006, p. 79) as a "method for identifying, analysing, and reporting patterns (themes) within data." Moreover, thematic analysis is known to have numerous advantages compared to other ways of qualitative data analysis as highlighted by Braun and Clarke (2006, p. 97) which include:

1. Flexibility.

2. Relatively easy and quick method to learn, and do.

3. Accessible to researchers with little or no experience of qualitative research.

4. Results are generally accessible to educated general public.

5. Useful method for working within participatory research paradigm, with participants as collaborators.

6. Can usefully summarise key features of a large body of data, and/or offer a „thick description" of the data set.

7. Can highlight similarities and differences across the data set.

8. Can generate unanticipated insights.

9. Allows for social as well as psychological interpretations of data.

10. Can be useful for producing qualitative analyses suited to informing policy development.

To achieve results that meet the highest academic standards, all efforts were made to adhere to the strict processes of thematic analysis (Cresswell, 2009; Braun & Clarke, 2006). Thematic analysis has been used in many studies including Pickens and Braun (2018), Braun, Terry, Gavey and Fenaughty (2009), Douglas, Hamilton and Grubs (2009), Wong and Ussher (2009), Kitzinger and Willmott (2002), to mention but a few. Hence, the steps for thematic analysis recommended by Braun and Clarke (2006) in Table 8 below were used as a guide to analyse the data. According to Braun and Clarke (2006):

Thematic analysis is a method for identifying, analysing, and reporting patterns (themes) within data. It minimally organises and describes your data in (rich) detail.

> However, frequently it goes further than this, and interprets various aspects of the research topic (p. 79).

However, it must be emphasised that thematic analysis is only an umbrella term with different approaches including "coding reliability, codebook, and reflexive" (Clarke, Braun, Terry & Hayfield, 2019, p. 847), and each approach is distinctive from the other. For this study, reflexive thematic analysis was used because its central processes which are "transcription, analytic effort and theme identification" (Howitt & Cramer, 2014, p. 165), are not too complicated and very suitable for the nature of the interviews conducted for this study. Regarding reflexive thematic analysis, Hess-Biber (2007) contend that:

> Reflexivity begins with an understanding of the importance of one's own values and attitudes within the research process and this begins prior to entering the field. Reflexivity means taking a critical look inward-a reflection on one's own lived reality and experiences, a self-reflection or journey. How does your own biography impact the research process? What shapes the questions you chose to study and your approach to studying them? How does the specific social, economic, and political context in which you reside impact the research process at all levels? (p. 129).

Moreover, Clarke, Braun, Terry, and Hayfield (2019) posit that:

> In reflexive TA [Thematic Analysis], themes are conceptualized as meaning-based patterns, evident in explicit (semantic) or conceptual (latent) ways, and as the output of coding – themes result from considerable analytic work on the part of the researcher to explore and develop an understanding of patterned meaning across the dataset. Coding is an organic and open iterative process; it is not "fixed" at the start of the process (e.g., through the use of a codebook or coding frame). Codes – the product of coding – can evolve throughout the coding process. An initial code might be "split" into two or more different codes, renamed, or combined with other codes. The aim of such changes during coding is to better capture the researcher's developing conceptualization of the data. It is relatively easy to determine themes as domain summaries at the start of the analytic process; it is difficult to determine themes as conceptually founded patterns at the start, because it requires depth of (close and critical) engagement to move beyond the surface or obvious content of the data and to identify implicitly or unexpected unifying patterns of meaning (p. 848).

Once all the interviews were transcribed, they were printed, and read through several times. With the help of a highlighter, the common words and phrases in the interviews were underlined. The highlighted words and phrases were further trimmed down by scrutinizing them to identify the main themes which were then coded. After the code generation, they were checked for accuracy before finally interpreting the themes (Langdridge, 2004). As argued by Clarke, Braun, Terry, and Hayfield (2019):

> The aim of coding and theme development in reflexive TA is not to accurately summarize the data, nor to minimize the influence of researcher subjectivity on the analytic process, because neither is seen as possible nor indeed desirable. The aim is to provide a coherent and compelling interpretation of the data, grounded in the data. The researcher is a storyteller, actively engaged in interpreting data through the lens of their own cultural membership and social positionings, their theoretical assumptions and ideological commitments, as well as their scholarly knowledge (pp. 848-849).

Additionally, Clarke, Braun, Terry, and Hayfield (2019) posit that:

> The coding phase […] is about focused attention, to systematically, and rigorously make sense of data. […] Data are organized around similar meanings and the content reduced into collated chunks of text. As a process, coding involves attaching pithy, clear labels (codes) to chunks of data, to help you organize the data around meaning-patterns (developed in later phases) (p. 853).

Furthermore, with regards to materials used for the qualitative document analysis section of Study 1, only official sources (documents) of the participating organisations were consulted. Thus, official sources of the organisations such as their websites, diversity management policy documents, brochures, leaflets, etc. were carefully scrutinized to identify keywords or phrases such as diversity, diversity management, inclusion, equal opportunity, etc. because many organisations use those words and phrases interchangeably to refer to diversity management albeit there are slight differences between them (Roberson, 2006; Burnett, 2005). Table 9 displays the diversity and inclusion statements on the websites of some prominent organisations in Ghana albeit it must be stated those organisations did not participate in this study.

**Table 8:** Phases of Thematic Analysis

| | Phase | Description of the process |
|---|---|---|
| 1 | Familiarizing yourself with your data: | Transcribing data (if necessary), reading and re-reading the data, noting down initial ideas. |
| 2 | Generating initial codes: | Coding interesting features of the data in a systematic fashion across the entire data set, collating data relevant to each code. |
| 3 | Searching for themes: | Collating codes into potential themes, gathering all data relevant to each potential theme. |
| 4 | Reviewing themes: | Checking if the themes work in relation to the coded extracts (Level 1) and the entire data set (Level 2), generating a thematic 'map' of the analysis. |
| 5 | Defining and naming themes: | Ongoing analysis to refine the specifics of each theme, and the overall story the analysis tells, generating clear definitions and names for each theme. |
| 6 | Producing the report: | The final opportunity for analysis. Selection of vivid, compelling extract examples, final analysis of selected extracts, relating back of the analysis to the research question and literature, producing a scholarly report of the analysis. |

Source: Braun and Clarke (2006, p. 87)

**Table 9:** Diversity/Inclusion Statements from the website of some organisations in Ghana

| No. | Organisation | Diversity Statement | Source |
|---|---|---|---|
| 1 | Scancom (MTN Ghana) | harnessing the talent of our people. | https://www.mtn.com/who-we-are/about-us/values/ |
| 2 | Kosmos Energy | "All qualified applicants will receive consideration for employment without regard to race, color, sex, sexual orientation, gender identity, religion, national origin, disability, veteran status, or other legally protected status. | https://www.kosmosenergy.com/join-the-team/ |
| 7 | Total Ghana | One of our core values is mutual respect. At TOTAL Ghana, we strive to create an egalitarian work environment where everyone can develop their true potential and have equal opportunity to succeed regardless of age, gender, origin or religious affiliation. We pride ourselves on being an equal opportunity employer and actively promote diversity at within TPGL as it is the key determinant of a company's success. | https://www.total-ghana.com/our-profile/human-resources |
| 8 | Anglogold Ashanti Aduapriem | We value diversity. | https://www.anglogoldashanti.com/company/overview/ |
| 9 | Newmont Goldenrich Ghana Ltd. | We understand that collaboration among different cultures, ideas and perspectives brings forth many benefits including greater creativity, innovation, improved decision making and employee engagement. | https://www.newmont.com/why-newmont/ |

| | | | |
|---|---|---|---|
| 10 | Barclays Bank Ghana Ltd. (currently known as ABSA) | What makes us different is our diversity – the people and cultures. Our talented people are the foundation of our success, whatever their style, interest, background and beliefs. We base our recruitment on merit and we are committed to promoting diversity throughout our organisation. We use this to offer the best customer experience for different markets. | https://www.absa.africa/absaafrica/careers/diversity-and-our-people/ |
| 11 | Ecobank Ghana Ltd. | Diversity and inclusion are an integral part of the bank's culture and strategy. Ecobank, by virtue of its geographical spread, is one of the most diversified groups in Africa in terms of its people. Ecobank also has a policy of ensuring diversity in its employee talent pool without compromising the quality of its staff. Regular reports are presented and monitored to ensure adherence to policy.<br><br>Ecobank employees come from different nationalities of which 29 nationalities are from Africa. We communicate in English, French, Spanish and Portuguese as well as local languages. The workforce is 44% female and the management team is 31% female.<br><br>This multicultural workforce provides Ecobank an edge in responding to the varied needs of its customers and makes Ecobank an interesting company to work for and pursue a career with. | https://ecobank.com/group/careers |

| | | | |
|---|---|---|---|
| 12 | Nexans Cable Metals Ltd. | We recognize people as the source of our success. We are reliable, open, honest, trustworthy and respectful of our colleagues and their diversity. | https://www.nexans.com.gh/eservice/Ghana-en/navigate_294454/Nexans_Values.html |
| 13 | Stanbic Bank Ghana Ltd. | We have the highest regard for the dignity of all people. We respect each other and what Standard Bank stands for. We recognize that there are corresponding obligations associated with our individual rights. | https://www.standardbank.com/pages/StandardBankGroup/web/Values.html |
| 14 | Standard Chartered Bank Ghana Ltd. | We view diversity, inclusion and respect for all colleagues as critical to our future success. | https://www.sc.com/en/about/diversity-and-inclusion/ |
| 15 | Fidelity Bank Ghana Ltd. | A Fidelity Bank diversity and inclusion represent our culture and identity as a Bank. We believe Innovation and creativity thrive in an environment where diversity and inclusion are nurtured as a way of life. We value the fact that our differences remain the source of our strength and uniqueness, which sets us apart from the competition.<br><br>We have diverse demography based on age, gender, nationality, religious background, mental or physical ability and race. It is the policy of Fidelity Bank to encourage equal opportunities for the growth and development of our staff. | https://www.fidelitybank.com.gh/careers/diversity-and-inclusion |

| | | | |
|---|---|---|---|
| 16 | Glico General Insurance Company Ltd | Here at GLICO, We pride ourselves on creating a diverse and inclusive working environment for our people and for our customers. We are proud to offer equal opportunities regardless of race, cultural background, gender, age, marital status, disability, religious or political belief. We leverage this diversity by building an inclusive culture where everyone is respected, can be themselves and strive to be their best. That way, we can build a better future for our employees, our partners and our customers. | http://glicogen.com/career/ |
| 17 | Acacia Health Insurance | AHI respects the individual as well as diversity in culture, background, and experience. We are an equal opportunity employer maintaining the highest principles of fairness and equitable treatment of all employees. | https://ahighana.com/about-us.php |

*NB: The organisations above did not participate in this study.

### 5.2. Gender of Interviewees

For Study 1, efforts were made to have substantial representation of human resources managers from both genders. Male human resource managers was coded 1 and female human resource managers was coded 2. Out of the 24 human resource managers who participated in the study, males made up 62.5% (n = 15) whereas females accounted for 37.5% (n = 9) of the total number.

### 5.3. Level of Education of Interviewees (HR Managers)

Moreover, data on the level of education of the participants of Study 1 were also compiled to ascertain whether there was any difference between human resource manager's level of education and the probability of them adopting diversity management practices within their organisations. Out of the 24 participants who were interviewed, 75% (n = 18) had a master's degree qualification, 16.7% (n = 4) had an undergraduate degree, 4.17% (n = 1) had a postgraduate certificate, and another 4.17% (n = 1) also had postgraduate diploma. This indicates that the overwhelming majority of the interviewees were university graduates and were able to clearly express their ideas and thoughts during the interview sessions in plain English without any difficulty. Figure 4 below summarises the educational levels of all the interviewees in Study 1.

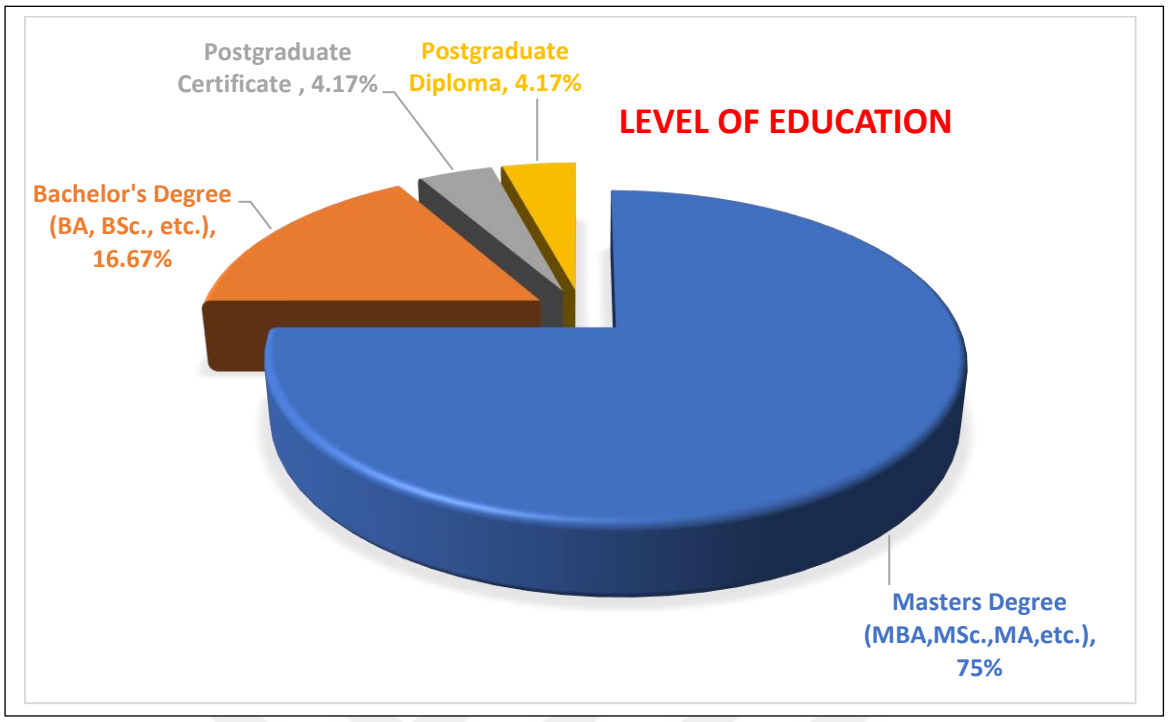



**Figure 4:** Level of education of interviewees

### 5.4. Sectors of Organisations Involved in the Study

Furthermore, a genuine attempt was made to have participants from as many organisations, sectors and industries as possible to gain some insight into the roles played by HR Managers with respect to the adoption of diversity management practices. However, many organisations approached declined to participate in the study. Among all the interviewees who participated in this study, the vast majority were from the banking sector making up 25% (n = 6) of all the interviewees. The second largest group of interviewees were from the media making up 16.7% (n = 4). Human resource managers from the educational sector made up the third largest group of participants in the study making up 12.5% (n = 3) of the total number of interviewees in Study 1. Figure 5 below encapsulates the composition of the interviewees and the sectors within which their organisations operate.

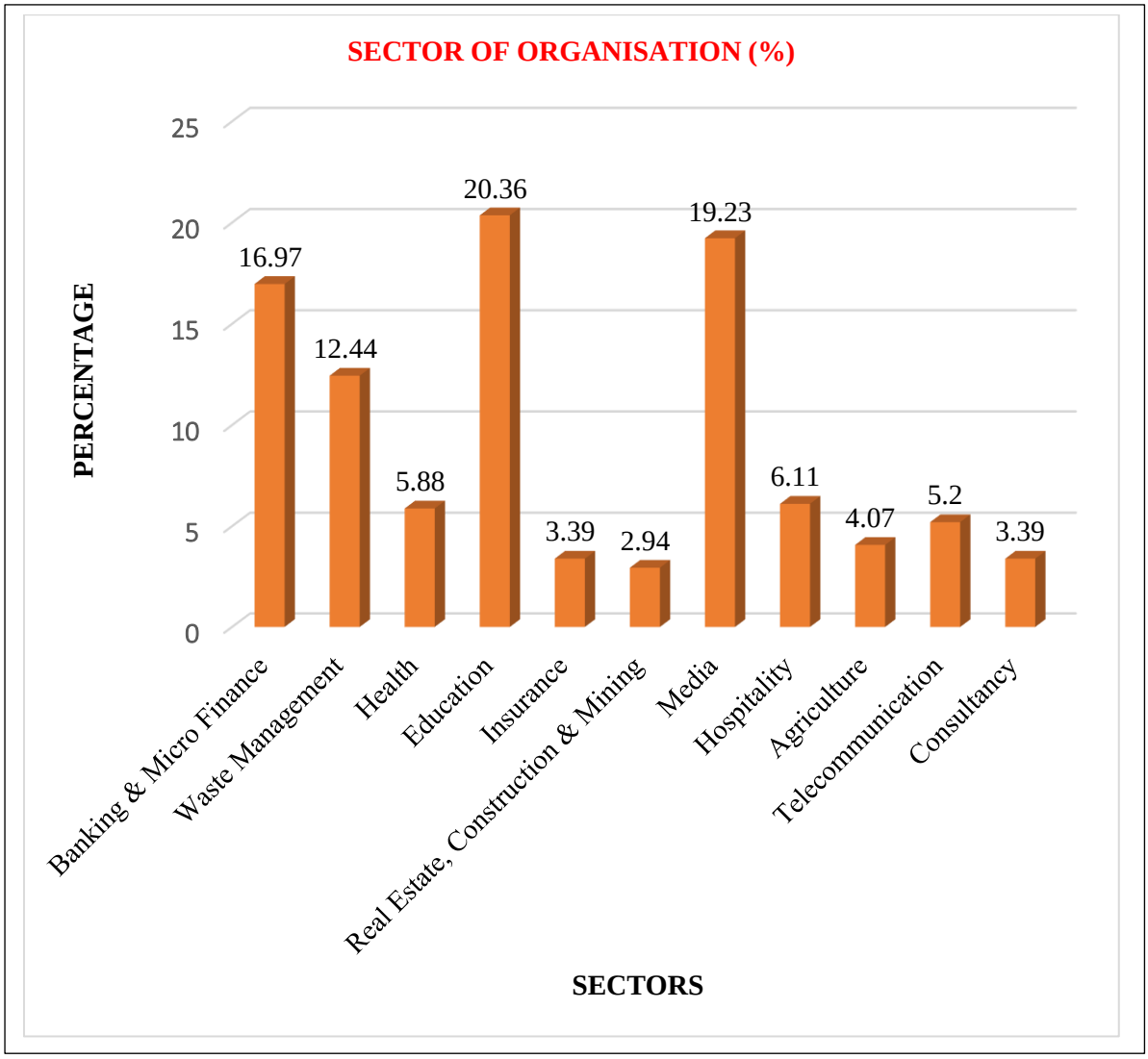



**Figure 5:** Sectors within which human resource managers are employed

### 5.5. Size of Organisations and Research Participants Contributed

The organisations from which participants were selected to take part in this study were classified based on the number of people employed. Organisations with less than 10 employees were classified as Micro Enterprises and coded 1. Those with employees numbering from 10 to 49 were labelled as Small Enterprises and coded 2. Organisations that had 50 to 249 employees were classified as Medium-Sized Enterprises; and Organisations with 250 or more employees were labelled as Large Enterprises and coded 4. The 24 organisations that

participated in the study were made up of 4 Micro Enterprises, 10 Small Enterprises, 4 Medium-Sized Enterprises, and 6 Large Enterprises. Figure 6 below illustrates the sizes of the organisations involved in the study and the percentage of research participants from those organisations. Employees from Micro Enterprises made up of 13.35% (n = 59), Small Enterprises 50.23% (n = 222), Medium-Sized Enterprises 18.78% (n = 83), and Large Enterprises 17.65% (n = 78).

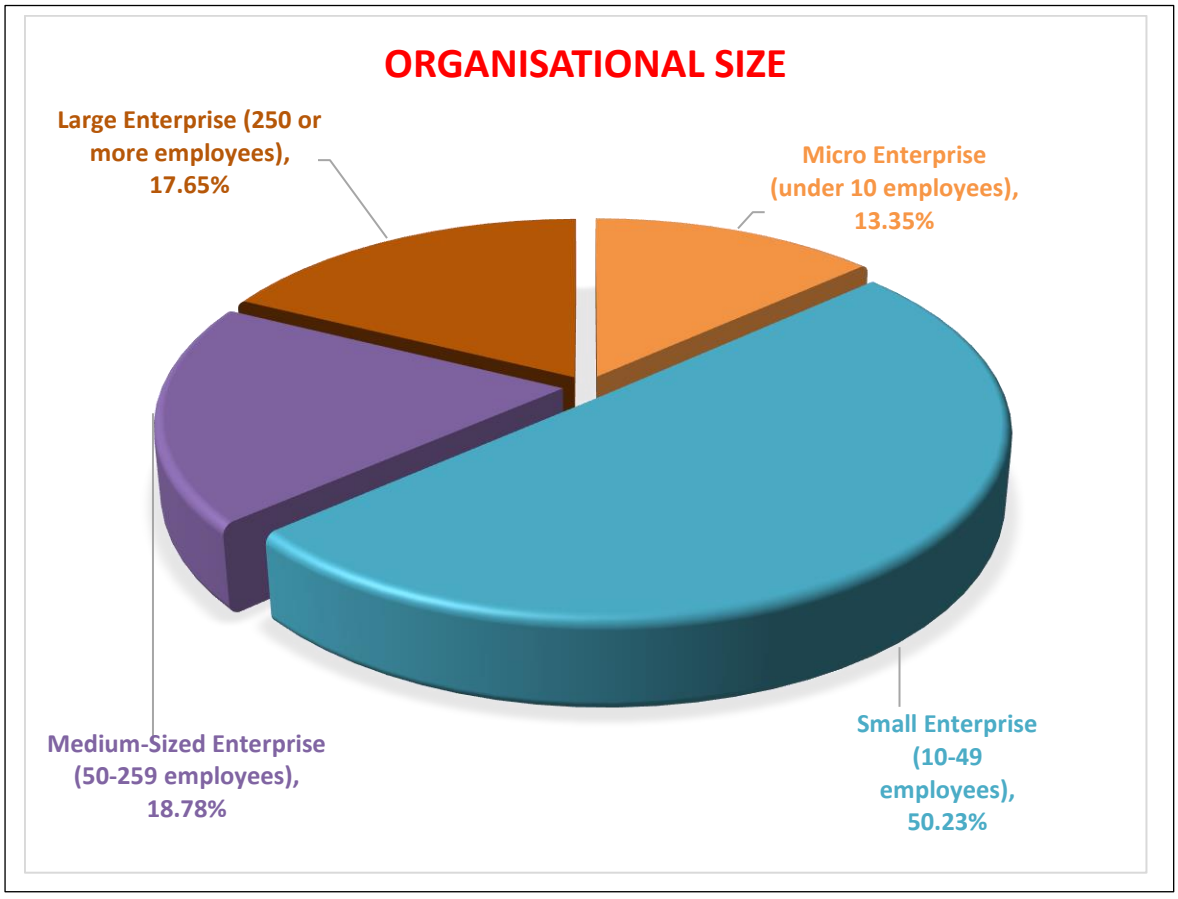



**Figure 6:** Size of Organisations

### 5.6. Documents Analysed

Documents from the organisations with which the human resource managers were employed were also analyzed. Specifically, official websites, diversity management policy documents, brochures, and leaflets related to diversity management of organisations were analysed. Organisations that only had statements related to diversity management on their

websites were coded 1; those that had statements on their websites and had diversity policy documents were coded 2; those that had statements on their website and had either brochures or leaflets related to diversity management were coded 3; and finally those that had websites and had diversity management policy documents, brochures and or leaflets were coded 4. All the organisations involved in this study had words or phrases on their official websites suggesting that they had diversity management practices. However, upon further investigations and scrutiny, it was discovered that only 50% of those organisations had other documents related to diversity management practices in addition to the statements on their websites. It was also detected that 20.83% (n = 4) of the organisations involved in the study had a diversity management policy document in addition to their websites. Another 16.67% (n = 4) of the organisations involved also had brochures and leaflets related to diversity management practices in addition to their website. Finally, 12.50% (n = 3) had a diversity management policy, brochures and leaflets related to diversity management in addition to their websites. Figure 7 below displays the types of documents scrutinized and the total number of documents made available by each of the participating human resource managers from their respective organisations.

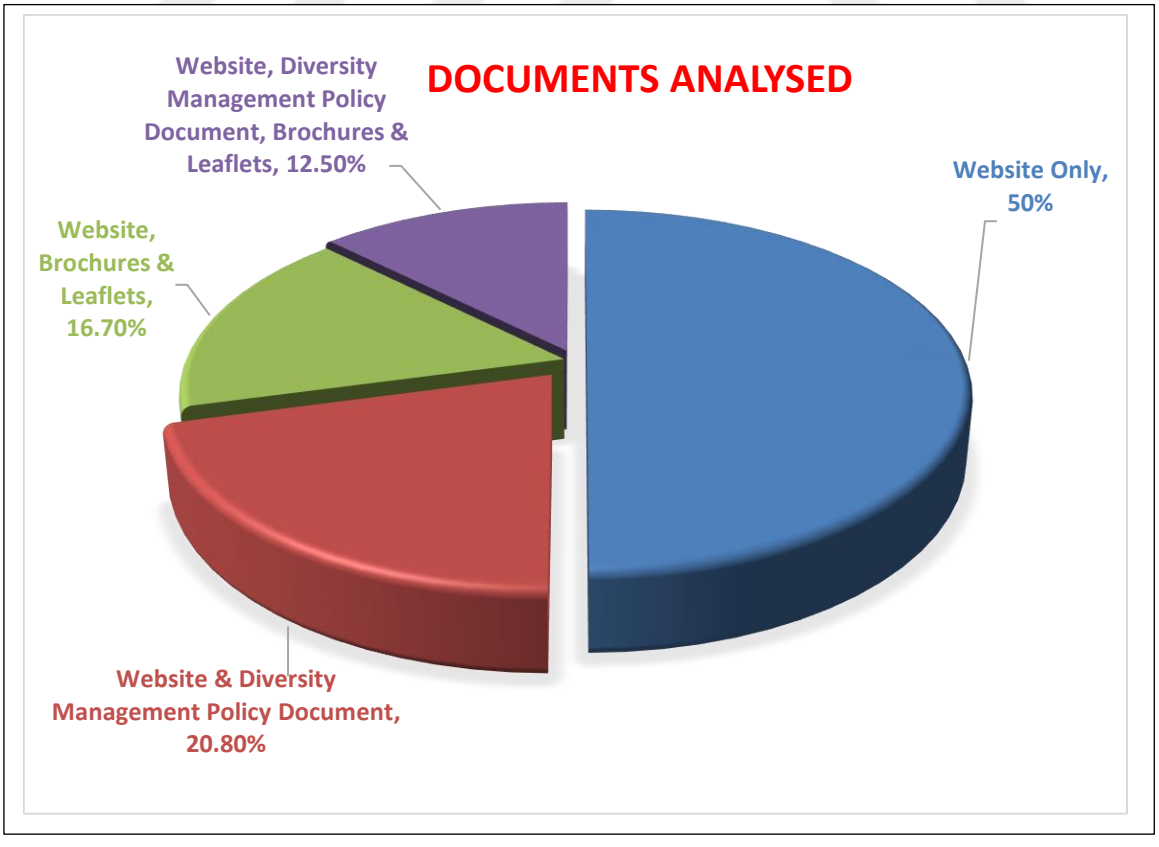



**Figure 7:** Documents Analysed

### 5.7. Coding for Environmental Pressures

Based on the data collected through the semi-structured interviews, the environmental pressures which compelled organisations to adopt diversity management practices were categorised. Accordingly, coercive forces only were coded 1, mimetic forces only were coded 2, and normative forces were coded 3. There were instances where adoption was attributed to more than one single environmental force. Hence, for instances where coercive and normative forces led to adoption, they were coded 4; mimetic and normative forces were coded 5; and a combination of coercive, mimetic, and normative forces were coded 6. Finally, there were situations where organisations did not have diversity management practices and therefore could not be attributed to any institutional force. Hence, such instances were coded as 7 (none).

### 5.8. Findings of Study 1 (Qualitative Study)

Analysing the qualitative data gathered through the semi-structured interviewees and documents from the organisations led to some interesting revelations and patterns. Although the main objective of Study 1 was to understand the role played by human resource managers in the adoption of diversity management practices, the semi-structured interviews uncovered some other important findings which are worthy of reporting. As argued by Howitt and Cramer (2014), it must be emphasised that:

> [I]t is likely that different researchers looking at the same data will end up with rather more or rather less sophisticated findings from their analyses […]. Of course, in qualitative research it is accepted that different researchers will have different readings of the same data (p. 166).

Thus, it is possible that another researcher using the data used for this study could arrive at different findings.

### 5.9. Theme Maps and Overview

This study was completed in line with the established procedures of conducting academic research in Organisational Studies. Howitt and Cramer (2014, p. 170) posit that "[i]nitial codings are not usually reported by researchers using thematic analysis". Based on the suggestion of Braun and Clarke (2006), the themes found in the interviews were schematically mapped displaying the saliency (Buetow, 2010) and frequency of the themes. According to Braun & Clarke (2006, p. 82), "[a] theme captures something important about the data in relation to the research question and represents some level of patterned response or meaning within the data set". However, this study adopts the explanation of theme as provided by DeSantis and Ugarriza (2000) who described a theme as:

> [A]n abstract entity that brings meaning and identity to a recurrent experience and its variant manifestations. As such, a theme captures and unifies the nature or basis of the experience in a meaningful whole (p. 362).

The developed thematic maps, showing the themes and their sub themes are displayed in Figure 8, Figure 9, and Figure 10. Moreover, Table 10 below gives an overview of themes, brief description of first-level sub-themes, data extracts (direct quotes), frequency of themes, and saliency from the subjective perspective of the researcher.

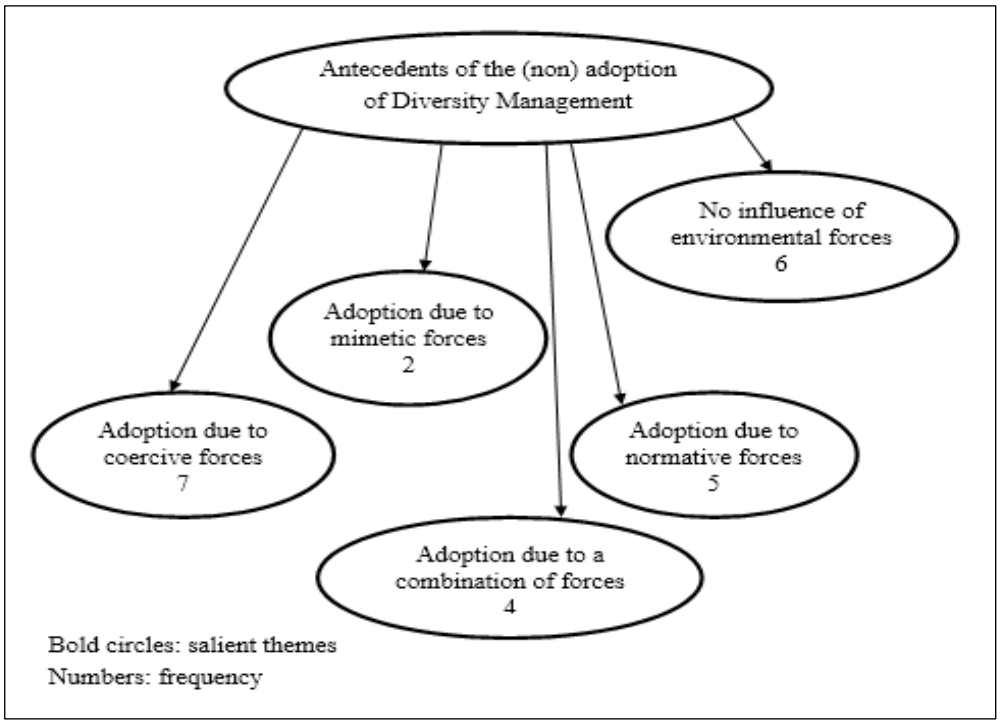



**Figure 8:** Antecedents for the (non) adoption of Diversity Management Practices theme map

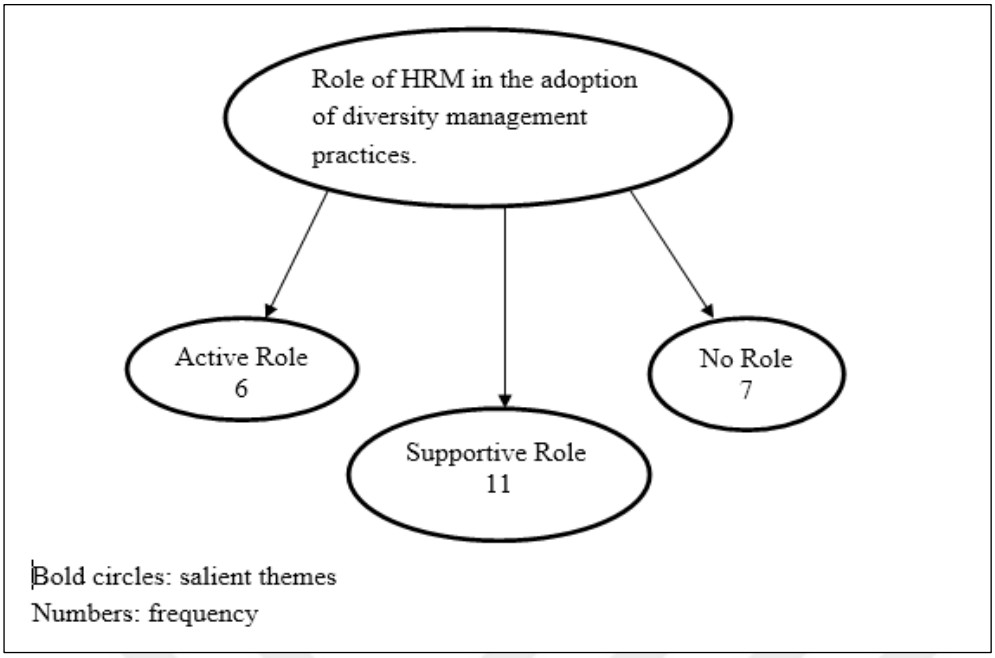



**Figure 9:** Role of HRM in the adoption of diversity management practices theme map.

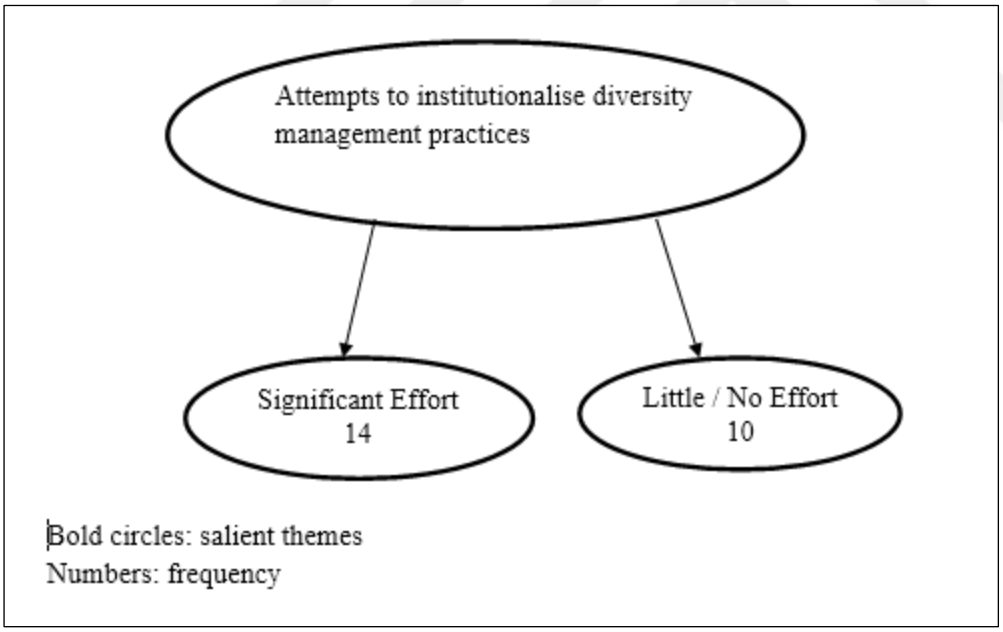



**Figure 10:** Attempts to institutionalise diversity management practices theme map

**Table 10:** Themes overview

| Theme | Sub theme | Description | Typical Quote | Frequency | Saliency |
|---|---|---|---|---|---|
| Antecedents for the (non) adoption for diversity management practices | Adoption due to coercive forces. | Adoption because of power relationships and politics ie. legal obligation. | "It's mainly for legal reasons. In addition, we believe it can help us to gain competitive advantage and will also enhance the public image of the organisation" (HRM 5). | 7 | High |
| | Adoption due to mimetic forces. | Adoption due to uncertainty. | "Policy changes from the organisation's Director. A lot of his friends who are CEOs of organisations have diversity management practices within their organisations so I can say maybe he was influenced by them [peer pressure]". (HRM 2). | 2 | High |
| | Adoption due to normative forces. | Adoption because it is seen as a moral responsibility or the right thing to do. | "We have employees from all over Ghana and even a few foreigners who are working with us. Therefore, it is appropriate that accept and respect our difference". (HRM 1). | 5 | High |
| | Adoption due to a combination of forces. | Adoption can be attributed to more than one environmental pressure. | "For moral and legal reasons. We feel it is the right thing to do. Moreover, the labour laws also expect that our management practices are free of discrimination" (HRM 13). | 4 | High |
| | No influence of environmental forces (non adoption). | There is no adoption hence no environmental pressure could be identified. | "The owners of the organisation do not think diversity management is urgently needed within the organisation" (HRM 8). | 6 | High |

| | | | | | |
|---|---|---|---|---|---|
| Attempts to institutionalise diversity management practices | Significant effort | Perpetuating DM practices through training, workshops, seminars, enforcement of the policies on DM, sensitisation, etc. | "I have instituted a quarterly activity related to diversity management within the organisation including video presentations, lectures, etc." (HRM 9). | 14 | High |
| | Little / No effort. | Lack of formal structures to sustain DM practices within the organisation. | "It's quite difficult but I just try to lead by example. Hopefully, my professionalism and respect for all employees will lead to a snow-balling effect among all the employees" (HRM 7). | 10 | High |
| Role of HRM in the adoption of diversity management practices | Active role. | Directly responsible for introducing DM practices into the organisations. | "I contributed to the writing of the current diversity policy of the organisation with other colleagues in the HR department. As at the time that the organisation decided to adopt diversity management practices, I was the Deputy HR Manager of the organisation" HRM 17. | 6 | High |
| | Supportive role. | Enhanced the existing DM practices through either introduction a DM activity which hitherto did not exist, revising the diversity policy, updating the existing DM training kit, etc. | "As the Human Resource Manager, I educate, advise, and coach staff for effective implementation of the diversity management practices" (HRM 15). | 11 | High |

| | | | | | |
|---|---|---|---|---|---|
| | No role. | Did not play any role as DM practices do not exist in the organisation. | "My experience with this organisation over the years tells me that the organisation does not take suggestions which does not bring money and/or optimize profit. To me, the organisation focuses more on employees' output than what it can give to the employee to get the desired output and therefore making any suggestions on diversity management which the top management have never heard before would not be taken. So I didn't play any role" (HRM 23). | 7 | High |

### 5.10. Role of Human Resource Managers in the Adoption of Diversity Management Practices

The interviews conducted revealed three different trends with respect to the roles played by human resource managers in the adoption of diversity management practices by their organisations (see Figure 11 below). The first trend was human resource managers who played active roles or influenced their organisations to adopt diversity management practices. Thus, they initiated the process or used their influence or power to convince the management of the organisations to adopt diversity management practices. In addition, they may also have authored the diversity management policy document used by their organisations and designed the diversity training kit. The second pattern in the data categorized as supportive role was human resource managers who may not have been the ones to introduce diversity management practices in their organisations however, they were either part of the team that designed the diversity management training kit or even authored the policy document for their organisations. Likewise, an organisation may have diversity management practices in existence prior to the human manager joining them however, the human resource manager may have introduced some new approaches to managing diversity within the organisation or may have even fine-tuned the existing diversity policy document, etc. Such roles played by human resource managers were classified as supportive roles as those activities entrenched and enhanced the practice of diversity management within those organisations. There was a third trend which was discovered through the interviews and was classified as no role. These were human resource managers whose organisations may have indicated on their websites to have diversity management practices but on the contrary had none. In such organisations, the human resource managers may not have played any direct or indirect role since their organisations did not have diversity management practices.

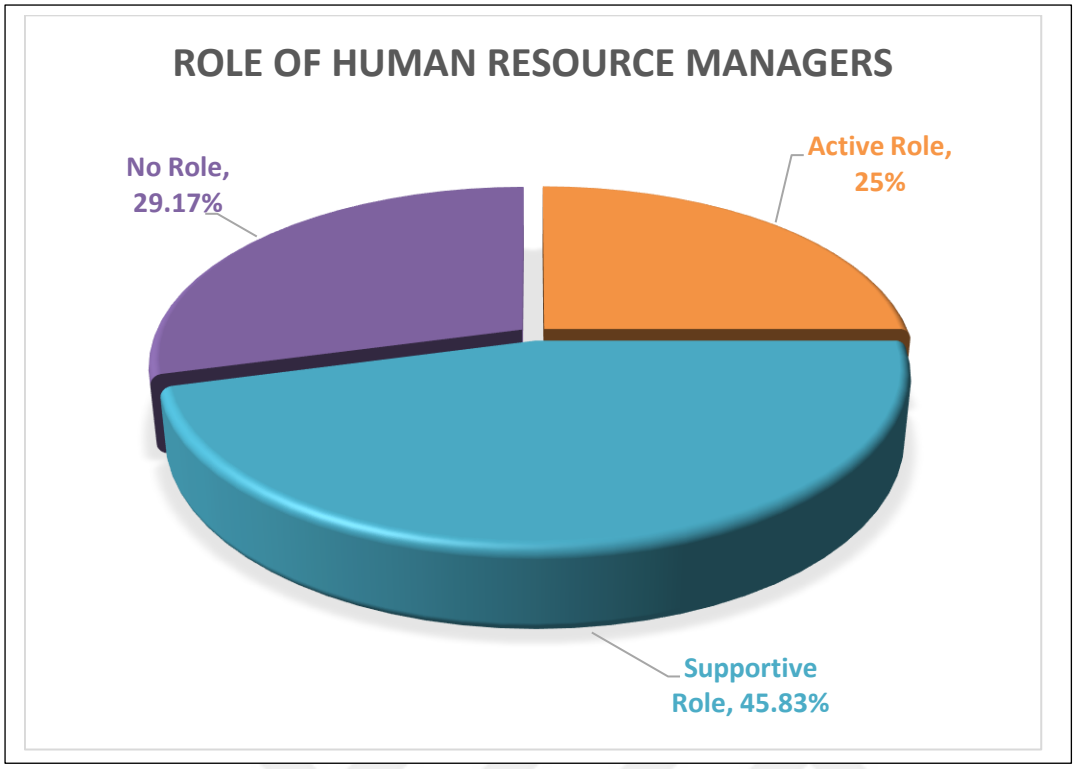



**Figure 11:** Role of Human Resource Managers

From the analysis of the data collected through the semi-structured interviews, it revealed that 45.83% (n = 11) of the participants in this study played supportive roles in the adoption of diversity management practices within their organisations. For instance, one of the interviewees (HRM 19) stated that "I was responsible for fine-tuning of the diversity policy submitted by the head office of the organisation to meet the laws of Ghana". One interviewee posited that "[a]s the Human Resource Manager, I educate, advise and coach staff for effective implementation of the diversity management practices" (HRM 15). Likewise, there were other statements by HR Managers that indicated their supportive roles in the adoption of diversity management practices by their organisations. For instance, HRM 6 stated that "I updated the diversity policy of the company by introducing some new training programs and designed some activities to achieve a better diversity environment in the organisation. I have also designed a diversity handbook for employees to guide the organisation and other employees about respect for diversity". HRM 9 voiced that "[t]here existed a diversity policy within the organisation before I joined. However, I have introduced more modern diversity programmes and activities within the organisation". HRM 10 cited that:

> The company had a functioning diversity policy before I joined them. However, I ensured that in terms of recruitment, the organisation also looked beyond just Ghana. Hence, we now have highly skilled employees from other African countries who are helping the organisation immensely.

Moreover, HRM 12 mentioned that "I am currently leading the HR department to lobby the board of the institution to devote more resources to the development and implementation of an official diversity management policy". Also, HRM 16 mentioned that:

> The organisation was practicing diversity management before I joined. However, I instituted a policy where fresh university graduates from different backgrounds are given internship opportunities within the organisation.

Furthermore, HRM 17 stated that:

> I contributed to the writing of the current diversity policy of the organisation with other colleagues in the HR department. As at the time that the organisation decided to adopt diversity management practices, I was the Deputy HR Manager of the organisation.

Similarly, another interviewee claimed that:

> In addition to my role as the HR manager, I am also the social media manager of the organisation. Hence, I try to post messages on our social media platforms (such as Facebook, Instagram, Twitter, etc.) that encourage respect for diversity and highlight the importance of diversity to the organisation and even the employees (HRM 13).

Thus, some HR Managers may not be the ones to have introduced diversity management practices within their organisations but may have played significant supportive roles in entrenching the practice of diversity management within their organisations.

Additionally, the semi-structured interviewees revealed that 25% (n = 6) of the Human Resource Managers played active roles in the adoption of diversity management practices by the organisations. For instance, HRM 2 argued stated that:

> After joining the organisation, I realised that there were many disputes between employees, and they were all related to misunderstandings between the employees especially with respect to gender, culture, and religion. I decided to convince the Director of the organisation to approve funds to acquire materials and organise training events to help employees to understand diversity a bit more".

Likewise, another interviewee (HRM 5) reiterated playing an active role in the adoption of diversity management practices by their organisation as could be deduced in the statement below:

> I wrote the diversity policy of the organisation and personally initiated a recruitment process that ensured that the organisation wasn't dominated by people from just a single specific group. Hence, we have almost an equal number of male and female employees. I have ensured that the organisation has employees from different ethnic and religious backgrounds. In addition, employees' who excel at the diversity training courses are given special awards by the organisation.

Thus, those HR Managers may have directly influenced their organisations to adopt diversity management practices in their organisations. Furthermore, 29.2% (n = 7) of the interviewees revealed that they did not play any role with respect to the adoption of diversity management practices as their organisations were yet to adopt diversity management practices despite contrary claims on their websites. This was confirmed by some of the interviewees including HRM 23 who argued that:

> My experience with this organisation over the years tells me that the organisation does not take suggestions which does not bring money and/or optimize profit. To me, the organisation focuses more on employees' output than what it can give to the employee to get the desired output and therefore making any suggestions on diversity management which the top management have never heard before would not be taken.

Thus, some organisations can be accused of deception, misinformation or even fraud since the ideas, concepts, or information publicly displayed on their websites aren't truthful but rather aimed at attaining some of the potential benefits associated with the adoption of diversity management practices.

### 5.11. Adoption of Diversity Management Practices

It appeared from the analysis of the data collected (see Figure 12 below) that there was evidence of actual or substantive adoption in 62.5% (n = 15) of diversity management practices in the organisations involved in this study. Thus, those organisations had some form of training

events, workshops, or educational activities to enlighten their employees about diversity management practices. In addition to their public display of their support for diversity management practices within their organisations through their websites, brochures, leaflets, etc., they also had budget allocations for their human resource departments to fund diversity management training activities.

The results also revealed that ceremonial or superficial adoption existed in 37.5% (n = 9) of the organisations involved in the study. Thus, although those organisations overtly displayed their support for the adoption of diversity management practices, often those organisations did not provide the requisite environment or support needed for diversity management practices to thrive. In such organisations, the human resource department is often not provided with the necessary funds needed to acquire diversity management training materials or to organise training events or workshops on the subject matter. Hence, these organisations often just want to be associated with the concept of diversity management because of the presumed benefits they stand to gain.

For instance, one of the human resource managers interviewed in the study stated that "[t]he budget [or funding] for diversity training is quite small so we are always restricted in terms of activities and events we can organise" (HRM 1). This is also mentioned by another HR Manager (HRM5) who posited that:

> In my opinion, lack of adequate funds for diversity programmes is the biggest barrier to diversity management in the organisation. I think although the organisation has a diversity policy, there is more room for improvement with respect to the diversity training that the organisation currently provides to its employees.

Therefore, albeit some organisations claimed that they had diversity management practices within their organisations, it was only ceremonial adoption since the organisations did not put in the necessary investment or funding needed for diversity management practices to thrive. Thus, this could be considered as a form of deception as the public is made to believe that the organisation takes diversity management practices seriously whereas the opposite is what exists within the organisation.

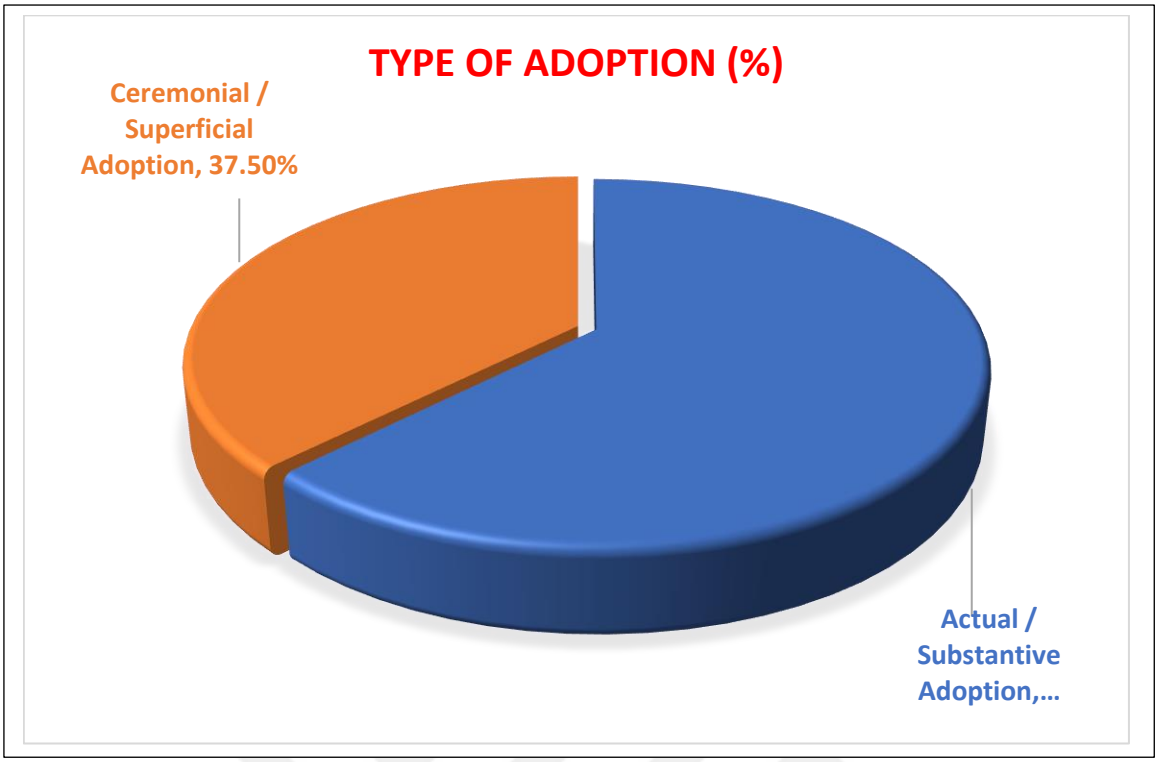



**Figure 12:** Type of Adoption

### 5.12. Antecedents of Adoption of Diversity Management Practices

The interviews with human resource managers also revealed that the motivation behind organisations' adoption of diversity management practices were very diverse (see Figure 13). The responses gathered from the interviews from human resource managers were then analysed to ascertain their organisations' reason for adopting diversity management practices. From the interviews an attempt was made to identify the mechanism for institutional isomorphism (DiMaggio & Powell, 1983) that heralded the organisations' adoption of diversity management practices. Thus, reasons based on uncertainty were classified under mimetic isomorphism, reasons based on law was categorised under coercive isomorphism, and those based on morality were grouped under normative isomorphism.

From the interviews, 29.2% (n = 7) of the human resource managers suggested that coercive pressures were the cause of the adoption of diversity management practices in their organisations. For instance, one of the interviewees (HRM 16) said that "the organisation is regulated by the Labour Law Act of Ghana and we are aware that the labour laws of the country

encourage diversity management". Another human resource manager claimed that diversity practices were adopted because it led to "[i]mproved competition and improved creativity" (HRM 10) signalling the influence of coercive pressures. Moreover, HRM 6 cited that "[c]ompetitive advantage, harnessing diverse resources, competences, and skills for the achievement of organisational targets". Similarly, HRM 5 hinted that the influence of coercive pressures played a major role through the statement that the adoption of diversity management practices was:

> [M]ainly for legal reasons. In addition, we believe it can help us to gain competitive advantage and will also enhance the public image of the organisation (HRM 5).

Likewise, other statements from the interviews that suggested that coercive pressures were the cause of their organisations' adoption of diversity management practices included HRM 9 who mentioned that:

> We believe implementing diversity management practices within the organisation will help us to gain competitive advantage and in effect make us more profitable. Moreover, we believe implementing diversity practices within the organisation is good for the wellbeing of all employees (HRM 9).

Moreover, another research participant hinted that coercive pressures were the main influence for the adoption of diversity management practices through the remarks:

> Although we don't have an official diversity policy, as an educational institution, we are expected by government to comply with all the employment laws of Ghana which includes giving equal opportunities to all qualified citizens of the country irrespective of their backgrounds. Hence, our recruitment processes are purely based on applicants' merits (HRM 12).

Furthermore, HRM 14 emphasised that coercive pressures were the main reason for the adoption of diversity management practices due to the statement that:

> Business imperative. We practice diversity management because when there is diversity in the workplace, it manifests itself in building a great reputation for the company leading to increased profitability. It also helps understand customers from different backgrounds (HRM 14).

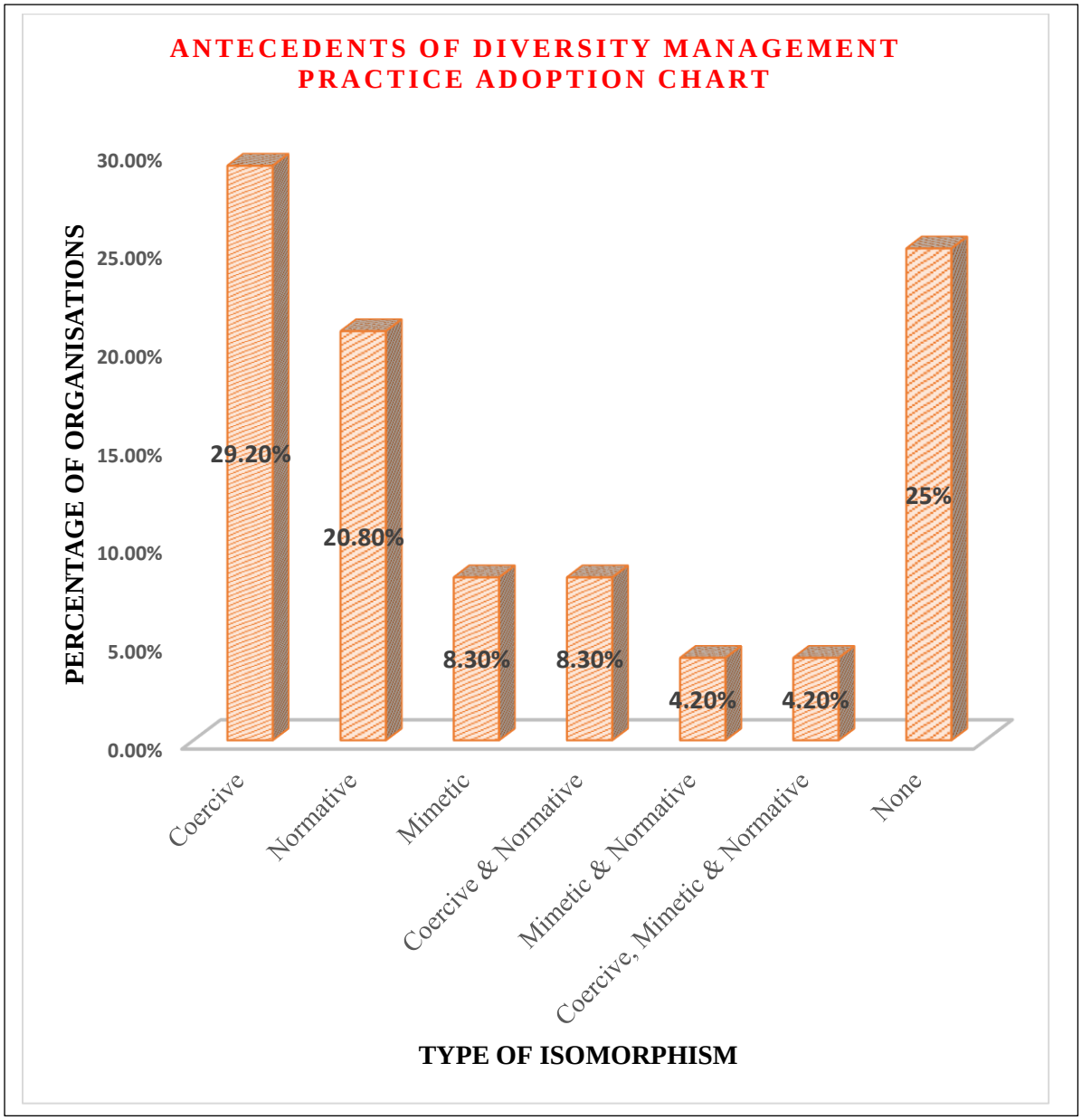



**Figure 13:** Antecedents of Diversity Management Practice Adoption

Normative pressures accounted for 20.8% (n = 5). This could be deduced from comments made by some of the interviewees such as "[b]ecause it is the moral thing to do" (HRM 3), and "We believe that it is only fair that people are employed purely based on their competence and credentials" (HRM 11). Another interviewee, HRM 1 stated "[w]e have employees from all over Ghana and even a few foreigners who are working with us. Therefore, it is appropriate that accept and respect our difference (HRM 1). Statements by some of the HR Managers that also suggested that normative forces were the main reasons for their

organisation's adoption of diversity management practices included HRM 4 who mentioned that:

> We implemented diversity management because we have some expatriates from Nigerian, Ivory Coast and other countries working with our organisation. Since they are coming from countries where the cultures are a bit different from Ghana, the organisation felt that it was important that an official diversity policy was put in place to avoid and prevent challenges the arise in multicultural organisations.

Likewise, a comment by another interviewee that hints at the influence of normative pressures is that of HRM 24 who argued that:

> It is to foster team building and ensure all staff members have the sense of inclusiveness despite background, preferences, and dislike. It is also to create an office environment where people feel welcomed and are simply happy to give off their best (HRM 24).

Mimetic pressures also contributed to 8.3% (n = 2) of the adoption of diversity management practices by the organisations involved in this study. For instance, the reason for the adoption of diversity management practices was attributed to:

> Policy changes from the organisation's Director. A lot of his friends who are CEOs of organisations have diversity management practices within their organisations so I can say maybe he was influenced by them [peer pressure] (HRM 2).

Moreover, interviewee (HRM 19), voiced that:

> Being a local branch of an international organization, the head office [in Europe] suggested that we implement as many of their practices as possible. Hence, we realised that their approach to managing diversity was very comprehensive, so we decided to copy them.

Both comments by the Human Resource Managers above (HRM 2 & HRM 19) suggest that their organisations adopted diversity management practices because they were trying to mimic other organisations. However, some of the HR Managers suggested through the interviews that their organisations' adoption of diversity management practices could be attributed to more than one antecedent. According to DiMaggio and Powell (1983):

> This typology is an analytic one: the types are not always empirically distinct. For example, external actors may induce an organization to conform to its peers by

> requiring it to perform a particular task and specifying the profession responsible for its performance. Or mimetic change may reflect environmentally constructed uncertainties. Yet while the three types intermingle in empirical settings, they tend to derive from different conditions and may lead to different outcomes (p. 150).

Hence, it was deduced from the interviews that 8.3% (n = 2) of the participants attributed their organisations' adoption of diversity management practices to both coercive and normative forces. For instance, one of the interviewees (HRM 13) posit that:

> For moral and legal reasons [we adopted diversity management practices]. We feel it is the right thing to do. Moreover, the labour laws also expect that our management practices are free of discrimination.

Another interviewee implied from the interview that both coercive and normative pressures influenced the decision to adopt diversity management practices through the statements:

> Even though my company does not have a clearly defined diversity management policy written down, somehow, we practice it. This is because my company's recruitment policy is free from discrimination. We employ people from diverse backgrounds - ethnic, religion, etc. For us, experience and knowledge are what we look out for in potential employees. Moreover, the labour laws of Ghana require that we treat all employees with fairness irrespective their backgrounds (HRM 23).

Analysis of the qualitative data also revealed that 4.2 (n = 1) attributed their organisation's adoption to both mimetic and normative forces as cited by HRM 17 who posit that "[w]e implement diversity management within our organisation because it helps to build a strong brand and gives equal opportunity to all employees". However, 4.2% (n = 1) of the interviewees attributed their organisation's adoption of diversity management practices to all three forms of institutional pressures ie. coercive, mimetic, and normative forces. HRM 15 voiced that:

> The reason for implementation of diversity management policy is to fulfil legal requirements, moral reasons, socio cultural reasons as well as business imperatives. The policies are in place to ensure that the operations of the organisation do not contradict the laws of the land. For example, gender equality, age discriminations as well as racism are key issues that the Labour Act and the Constitution of Ghana, etc. prohibit. Implementation of the diversity management policy management policy also ensures

> that companies involve all and sundry in their decision-making and by so doing people contribute their quota towards achievement of the organisation's goals.

One of the interviewees representing 4.2% suggested that all the three institutional forces (coercive, mimetic, and normative) played a role in the decision to adopt diversity management practices. This could be deduced from the statement:

> The reason for implementation of diversity management policy is to fulfil legal requirements, moral reasons, socio cultural reasons as well as business imperatives. The policies are in place to ensure that the operations of the organisation do not contradict the laws of the land. For example, gender equality, age discriminations as well as racism are key issues that the Labour Act and the Constitution of Ghana, etc. prohibit (HRM 15).

On the other hand, 25% (n = 6) of the organisations did not have any form of diversity management practices. When the researcher enquired from the interviewees the reasons for their organisation's lack of diversity management practices despite the contrary misinformation on their websites, one of the participants (HRM 8) claimed that "[t]he owners of the organisation do not think diversity management is urgently needed within the organisation". Another interviewee HRM 18 also voiced that "I don't know why but I guess it's not considered important by the owners of the organisation". Moreover, HRM 20 also stated that "I don't know but I have a feeling that the owner of the organisation does not think it is important". One of the interviewees explained that:

> The owners of the organisation do not think diversity management is a priority at this stage in the life of the organisation. For them, the most important thing is to ensure that the organisation continues to make profit (HRM 7).

Furthermore, another Human Resource Manager voiced during the interview that:

> We in the HR department know the importance of diversity management to organisation. Hence, we try to provide all employees equal opportunities and ensure that minority groups in the organisation are given extra help so that they can grow within the organisation (HRM 21).

### 5.13. Plans for Entrenching Diversity Management Practices

Analysing the interview data also revealed another interesting trend (see Figure 14 below). Out of the 24 organisations that participated in the study, 58.33% (n = 14) were making significant efforts to institutionalise diversity management practices within their organisations through training, workshops, seminars, enforcement of the policies on diversity management, sensitisation, etc. Some of the statements that suggested that organisations were making efforts to institutionalise diversity management practices included; "[w]e have made diversity training a core part of the orientation for new employees and have also created programs to fortify the respect for diversity in the organisation" (HRM 6), "I have instituted a quarterly activity related to diversity management within the organisation including video presentations, lectures, etc." (HRM 9), and "[w]e must continue to implement the existing policy on diversity management and must ensure that it is updated when the need arises to meet modern trends" (HRM 10).

Similarly, another interviewee narrated efforts being made to strengthen diversity management practices in her organisation which can be deduced from her statement that:

> The company has decided that by the year 2025, there will be a balance between male and female employees in the organisation. Currently, male employees make up about 70% but we want to ensure that the percentage of females increase to at least 40% within the next 5 years then eventually to 50% by the year 2030 (HRM 1).

Other statements affirming efforts being made by some organisations to reinforce diversity management practices include HRM 2 who voiced that:

> We have currently contracted a Diversity Specialist to help us develop a diversity management policy document for the organisation. In addition to our regular inhouse diversity training events, we also intend to invite an expert from outside the organisation to organise annual workshops for all Team Leaders, Supervisors and Managers of the organisation. The Team Leaders and Supervisors will then have to also share the knowledge with the other members within their departments.

Another Human Resource Manager signalled some effort being made to entrench diversity management practices within the organisation through the statement that:

> We walk the talk [we do not just talk about diversity, but we take real steps to make it a reality in the organisation]. We ensure that employees are constantly reminded of the diversity management policy of the organisation, and the professionalism that must be

> displayed by all employees of the organisations. Moreover, we take cases of breach of our diversity policy seriously and there are sanctions for employees found to have breached it (HRM 4).

Moreover, another Human Resource Manager who participated in this research signalled some effort was being put in place to strengthen diversity management practices within the organisation through the statement that:

> Employees are taking through diversity training programmes three times each year. Moreover, there are a lot of activities throughout the year to enhance the respect for diversity within the organisation (HRM 5).

In addition, HRM 13 who was interviewed for this study cited that:

> To continue to practice diversity management daily through my actions and relations with other employees. Also, to continue to educate other employees through our regular training programmes and through the various social media handles of the organisation.

Like HRM 13, other participants interviewed in the study made similar comments affirming efforts being made by their organisations to strengthen diversity management practices. For instance, one Human Resource Managers recounted that:

> As the HRM, I intend to continue organising diversity management training sessions for all employees of the organisation. Hopefully, this tradition will continue many years after I have retired from the organisation (HRM 17).

Furthermore, another interviewee indicated that supported for the institutionalisation of diversity management practices within the organisation through the comment remark that:

> The organisation has sanctions in place to deter all forms of discrimination or victimization as well as to ensure the protection of all victims of discrimination and victimization at the workplace. In addition, training on diversity management will continue to be compulsory for stakeholders of the organisation (HRM 19).

Through the interviews, a very positive trend was observed. Some organisations were making real effort to institutionlise diversity management practices within their organisations and hopefully that will be emulated by other organisations.

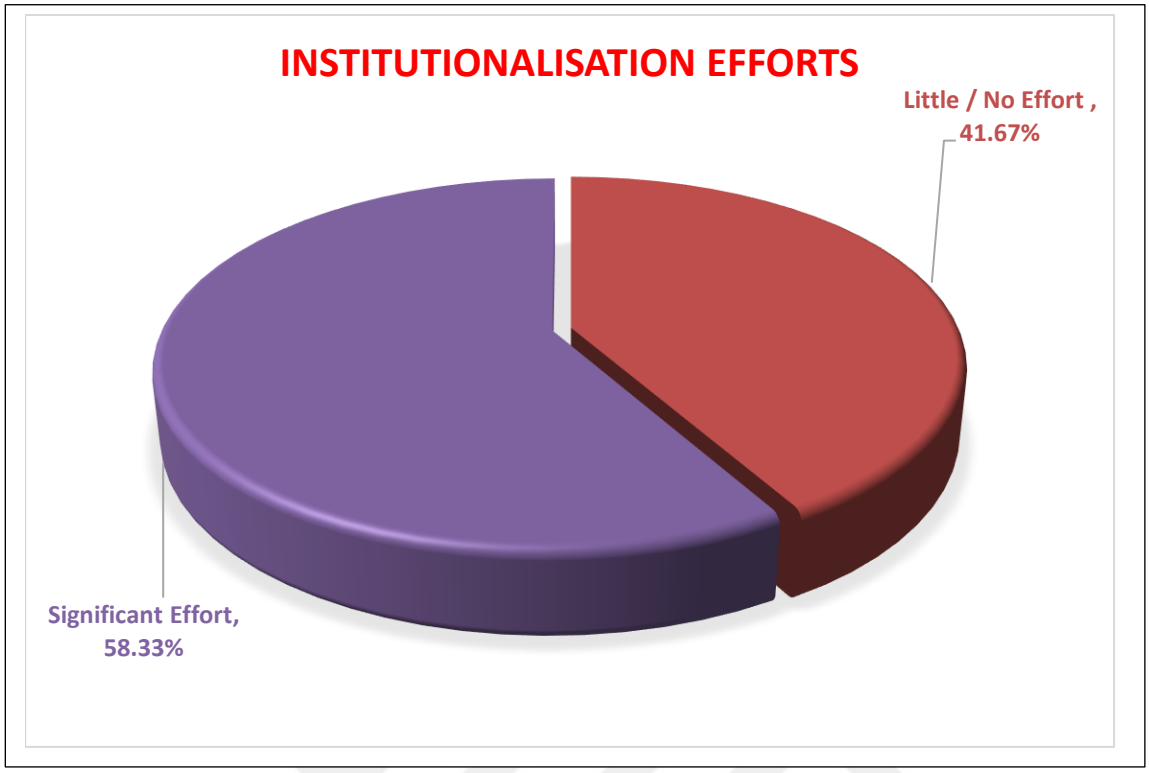



**Figure 14:** Institutionalisation efforts by organisations

Albeit some organisations were making significant efforts to entrench diversity management practices within their organisations, 41.67% (n = 10) of them were making little or no effort to institutionalise diversity management practices within their organisations. One of the Human Resource Managers voiced that:

> I am urging the organisation to put in place a full diversity management policy. This will ensure that structures and mechanisms are put in place to support minority groups within the organisation (HRM 11).

Similarly, another HR Manager said that:

> [W]e currently do not have a diversity policy. However, I hope in future we will have one in place. In the meantime, I will continue to try to convince my boss to support the HR department to draft a diversity policy for the organisation (HRM 20).

Another HR Manager stated that:

> Since we don't have a diversity policy, I can only continue to enforce the code of ethics of the organisation and urge all employees to respect their colleagues. Hopefully, in

> future when we have a diversity policy, I will try my best to implement it and support it to the best of my ability (HRM 21).

When HRM 22 was asked about institutionalisation efforts being made to entrench diversity management practices within his organisation, the answer was "I don't know". Similar responses were provided by other HR Managers including HRM 18 who also stated that:

> I have no idea. But may be in future when we have a diversity policy, I will try my best to ensure that all employees comply with it.

Finally, another human resource manager when asked about the efforts being made by her organisation to ensure that diversity management practices become institutionalised, the response was that:

> There is nothing I can do to preserve management practices in my organisation. This is because there is no policy or guideline to follow and the owners of the company are not interested (HRM 23).

### 5.14. Data Analysis of Study 2 (Quantitative Part)

After a thorough review of the literature, the most suitable scales where selected to measure the organisational outcomes in the study. In line with academic research guidelines regarding intellectual property, the authors of the various scales were contacted via e-mail for permission to use their scales to avoid plagiarism. Confirmatory Factor Analysis (CFA) was performed for each of the instruments after which structural equation modeling (SEM) and regression analysis was also performed (Levine, Hullett, Turner, & Lapinski, 2006). Bollen and Pearl (2013) argued that:

> [T]he claim that a structural equation and a regression equation are the same thing is a misunderstanding that was present nearly a century ago and has lingered to the current day, primarily because many critics are either unaware of the difference or find it extremely hard to accept the fact that scientifically meaningful assumptions can be made explicit in a mathematical language that is not part of standard statistics (p. 312).

As argued by In'nami & Koizumi 2013, p. 23), "SEM is a flexible and powerful technique for examining various hypothesized relationships". Moreover, In'nami and Koizumi (2013, p. 24) posit that:

> SEM can be used in a model exploring, data-driven manner, which could often be the case with regression or factor analysis, it is largely a confirmatory method. [Additionally,] SEM can include both unobserved (i.e., latent) and observed variables. This is in contrast with regression analysis, which can only model observed variables".

Furthermore, mediation analysis was performed using Haye's PROCESS macro (Hayes, 2019).

### 5.15. Confirmatory Factor Analysis (CFA)

After collecting data from employees, Confirmatory Factory Analysis (CFA) which is also known as measurement model in Structural Equation Modeling (SEM) was performed to ensure that the unidimensionality and other fit indices of the scales met the minimum requirements as recommended by scholars (Byrne, 2010). Moreover, as a standard practice in organisational studies and some other academic disciplines, CFA must be performed whenever a researcher adopts an existing validated scale for another piece of research (Levine, Hullett, Turner, & Lapinski, 2006). Structural Equation modeling (SEM) is described by Byrne (2010) as a:

> [S]tatistical methodology that takes a confirmatory (ie., hypothesis-testing) approach to the analysis of a structural theory bearing on some phenomenon […]. The hypothesized model can then be tested statistically in a simultaneous analysis of the entire system of variables to determine the extent to which it is consistent with the data (p. 3).

IBM SPSS AMOS Graphics was used to conduct the confirmatory factor analysis (CFA) of all the scales used in study 2 although other equally good statistical software packages could have been used.

### 5.15.1. Employee Perception of Diversity Management Practices (EPDMP) Scale

With regards to the employee perception of diversity management practices (EPDMP) scale, the CFA output indicated good factor loadings of all the items in the scale with the minimum factor loading being .54 and the highest being .79 as can be seen in Figure 15 below. Moreover, CFI = .98, TLI = .97, RMSEA = .04, CMIN/DF = 2.07. Considering that all the model fit indices met the minimum threshold, it could be assumed that the data collected to measure employee perception of diversity management practices was good.

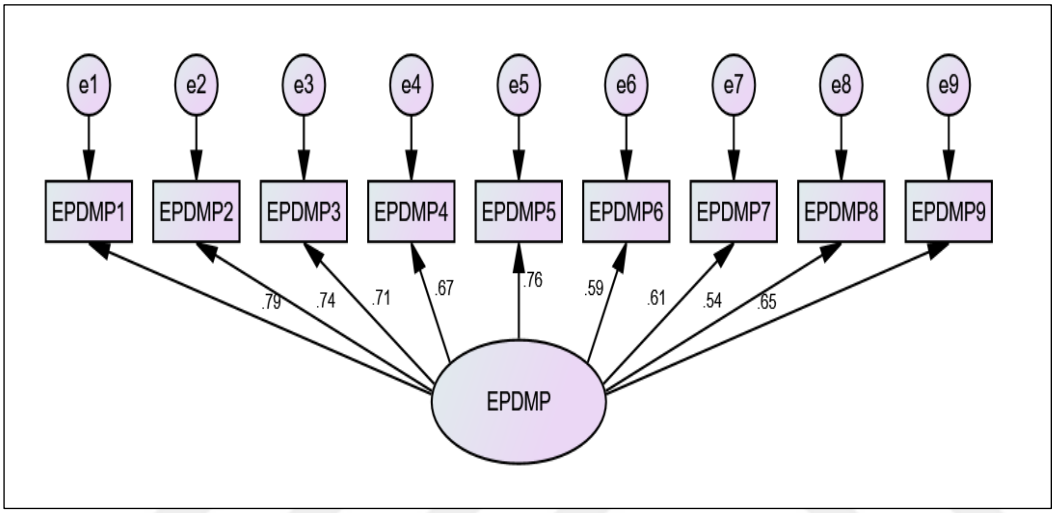



**Figure 15:** CFA for Employee Perception of Diversity Management Practices Scale

### 5.15.2. Organisational Commitment Questionnaire (OCQ)

All the items in the organisational commitment questionnaire (OCQ) recorded very high factor loadings (see Figure 16 below). The lowest factor loading was .88 and the highest was .94. Based on the recommended modifications by IBM SPSS AMOS software, two of the residual error terms had to be covaried to achieve the minimum fit indices. The diagram below shows the factor loadings of all the items in the scale. In addition, the model fit indices also met the minimum threshold including CFI = .99, TLI = .99, RMSEA = .05, and CMIN/DF = 2.51. However, two error covariances (e5 and e8) were added which "resulted in a significant improvement in fit, and the final model fit the data well" (Harrington, 2009, p. 14). As argued by Harrington (2009, p. 105), error covariances are permissible in SEM analysis as they help

in “demonstrating that the indicators are related because of something other than the shared influence of the latent factor”.

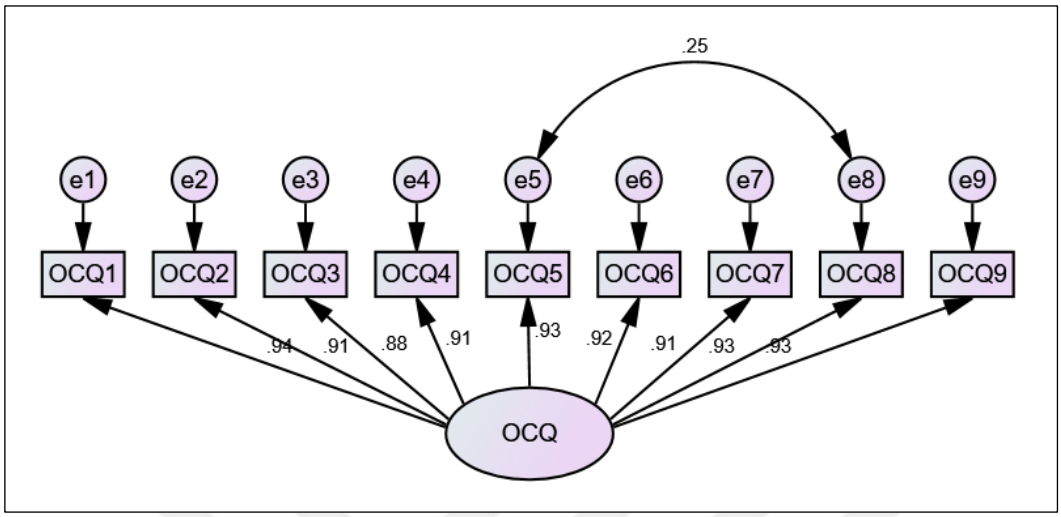



**Figure 16:** CFA for Organisational Commitment Questionnaire

### 5.15.3. Job Satisfaction Index (JSI)

The CFA for the Job Satisfaction Index produced high factor loadings (see Figure 17 below). As can be seen in the structural equation modeling diagram below, the lowest factor loading was .65 and the highest was .76 which were all standardized estimates. Also, all the fit indices such as CFI = .98, TLI = .97, RMSEA = .06, and CMIN/DF = 2.74 met the minimum threshold for acceptance in statistical analysis.

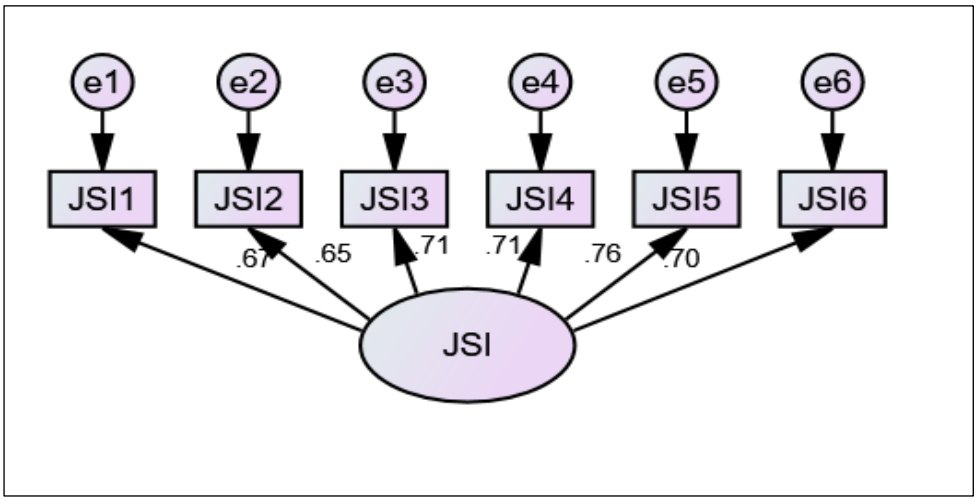



**Figure 17:** CFA for Job Satisfaction Index

### 5.15.4. Turnover Intentions Scale (TIS)

CFA was also performed on the Turnover Intentions Scale and the factor loadings as depicted below were also good enough to use for this study. The lowest factor loading was .62 whiles the highest was .87 which were all standardized estimates (see Figure 18 below). Also, the CFI = .98, TLI = .98, RMSEA = .67, and CMIN/DF = 2.96. These standardized factor loadings indicate that all the model fit indices were extremely good. In addition, two error covariances (e2 and e3) were added which "resulted in a significant improvement in fit, and the final model fit the data well" (Harrington, 2009, p. 14). As argued by Harrington (2009, p. 105), error covariances are permissible in SEM analysis as they help in "demonstrating that the indicators are related because of something other than the shared influence of the latent factor". It must also be stated that the negative residual correlation as seen from the Figure 18 below just means that the items correlate less than the model would expect but does not indicate that it is better or worse than a positive residual correlation.

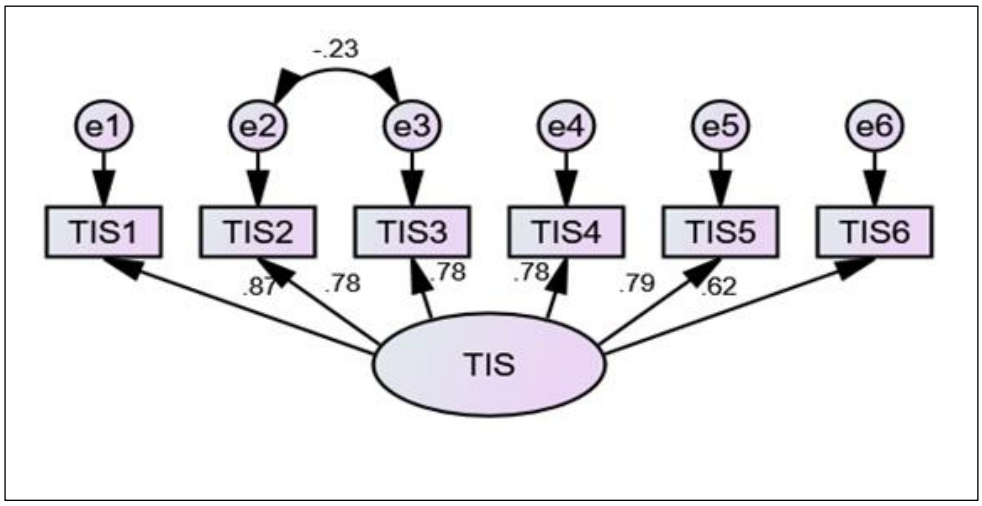



**Figure 18:** CFA for Turnover IntentionScale

### 5.16. Reliability and Validity of Measurement Instruments

In organisational studies research, the reliability, consistency and validity of the scales or instruments used in research are extemely important as they enhance the statistical acceptability of the findings. Albeit the goodness of fit indices obtained for all the instuments in the study through confirmatory factor analysis (CFA) using SPSS AMOS were very good, other tests were conducted to confirm those findings. Hence, reliability and validity tests were performed to ascertain the Cronbach's alpha (α) or Coefficient alpha (α), Construct Reliability or Compositie Reliability, and Average Variance Extracted (AVE) respectively). The Cronbach's alpha for the instuments were as follows: Job Satisfaction Index = .89; Employee Perception of Diversity Management Practices Scale = .88; Turnover Intention Scale = .85; and Organisational Commitment Questionnaire = .98. Considering that the Cronbach's alpha values recorded for the intruments are greater than .7, it can be concluded that all the scales meet the reliability standards in statistical analysis (Hair, 2014). The Constuct Reliability values registered are as follows: Job Satisfaction Index = .83; Employee Perception of Diversity Management Practices Scale = .88; Organisational Commitment Questionnaire = .98; and Turnover Intention Scale = .89. For the Composite or Construct Reliability of all the instrument being greater than .7, this suggests good reliability. Moreover, "[h]igh construct reliability indicates that internal consistency exists, meaning that the measures all consistently represent the same latent construct" (Hair, Black, Babin, Anderson, 2014, p. 619). Furthermore,

for the Average Variance Extracted (AVE), the valued recorded are as follows: Job Satisfaction Index = .5; Turnover Intention Scale = 0.6; Employee Perception of Diversity Management Practices Scale = .5; and Organisational Commitment Questionnaire = 0.8. A rule of thumb in statistical analysis is that an AVE of 0.5 or higher indicates adequate convergence (Malhotra & Dash, 2016; Hair, Black, Babin & Anderson, 2014). Since the values recorded for all the instruments were 0.5 or higher, we can conclude that the convergent validity of the constructs are adequate.

**Table 11:** Reliability and Validity of Measurement Instruments

| Instrument | Coefficient/Cronbach's Alpha (α) | Construct/Composite Reliability | Average Variance Extracted (AVE) |
|---|---|---|---|
| EPDMP Scale | .88 | .88 | 0.5 |
| JSI | .89 | .83 | 0.5 |
| OCQ | .98 | .98 | 0.8 |
| TIS | .85 | .89 | 0.6 |

In light of the values recorded for Cronbach's alpha, Construct Reliability, and Average Variance Extracted (see Table 11 above), coupled with the other goodness of fit indices of the confirmatory factor analysis gathered through the use of AMOS software, they indicate that the reliability, consistency and validity of the instruments used in this study are satisfactory (Hair, Black, Babin, Anderson, 2014).

### 5.17. Latent Variable Structural Model

In order to test the hypotheses in Study 2, a latent variable structural model was drawn after the completion of the CFA tests of the variables involved in the study. As recommended in statistical analysis, bootstrapping was also performed due to the fact that the structrual model had mediating variables. Moreover, maximum likehold estimation was used. The structural model shown below (see Figure 19) met the minimum threshold as required for statistical analysis. However; as argued by Hayes (2018, p. 147), it must be noted that:

> all models are wrong to some extent, and no model will completely and accurately account for all influences on some variable of interest (cf. MacCallum, 2003). But some models are more wrong than others. If you have reason to believe that an antecedent variable's effect on a consequent may or does operate through multiple mechanisms, a better approach is to estimate a model that allows for multiple processes at work simultaneously.

The model fit indices recorded for the model included CFI = .92, TLI = .92, RMSEA = .06, and the $\chi 2$/ df = 3.00 (also known as CMIN/DF in IBM SPSS AMOS). The model fit indices were all good (Byrne, 2010; Hair, Black, Babin, & Anderson, 2014) which signifies that the variance in the variance-covariance matrix is well represented by the structural model. The critical ratio (C.R) for each of the hypothesis, level of significance, and regression weights or beta coefficients (β) based on maximum likelihood estimation using IBM SPSS AMOS software are presented in Table 12 below. Moreover, it is also important to emphasise that the critical ration (C.R) in AMOS statistical software is the same as the t-value in other statistical packages (Byrne, 2010). Byrne (2010) argues that:

> The test statistic here is the critical ratio (C.R), which represents the parameter estimate divided by its standard error; as such, it operates as the z-statistic in testing that the estimate is statistically different from zero. Based on a probability level of .05, then, the test statistic needs to be > ±1.96 before the hypothesis (that the estimate equals 0.0) can be rejected (p. 68).

Furthermore, all the regression weights and all the standardised regression weights output from the AMOS analysis are presented in Appendix 11 and Appendix 12 respectively.

**Table 12:** Standardised Regression for Structural Model and Hypothesised Decision

| Path | Standardized Regression Weights (β) | Critical Ratio (C.R) | Level of Significance (*p* - value) | Remark |
|---|---|---|---|---|
| EPDMP → TIS | .94 | 17.167 | $p < 0.001$ | Significant |
| EPDMP → OCQ | .05 | .981 | $p = .327$ | Not Significant |
| EPDMP → JSI | .00 | -.081 | $p = .935$ | Not Significant |
| JSI → TIS | .03 | .955 | $p = .340$ | Not Significant |
| OCQ → TIS | .06 | 2.097 | $p = .036$ | Marginal |

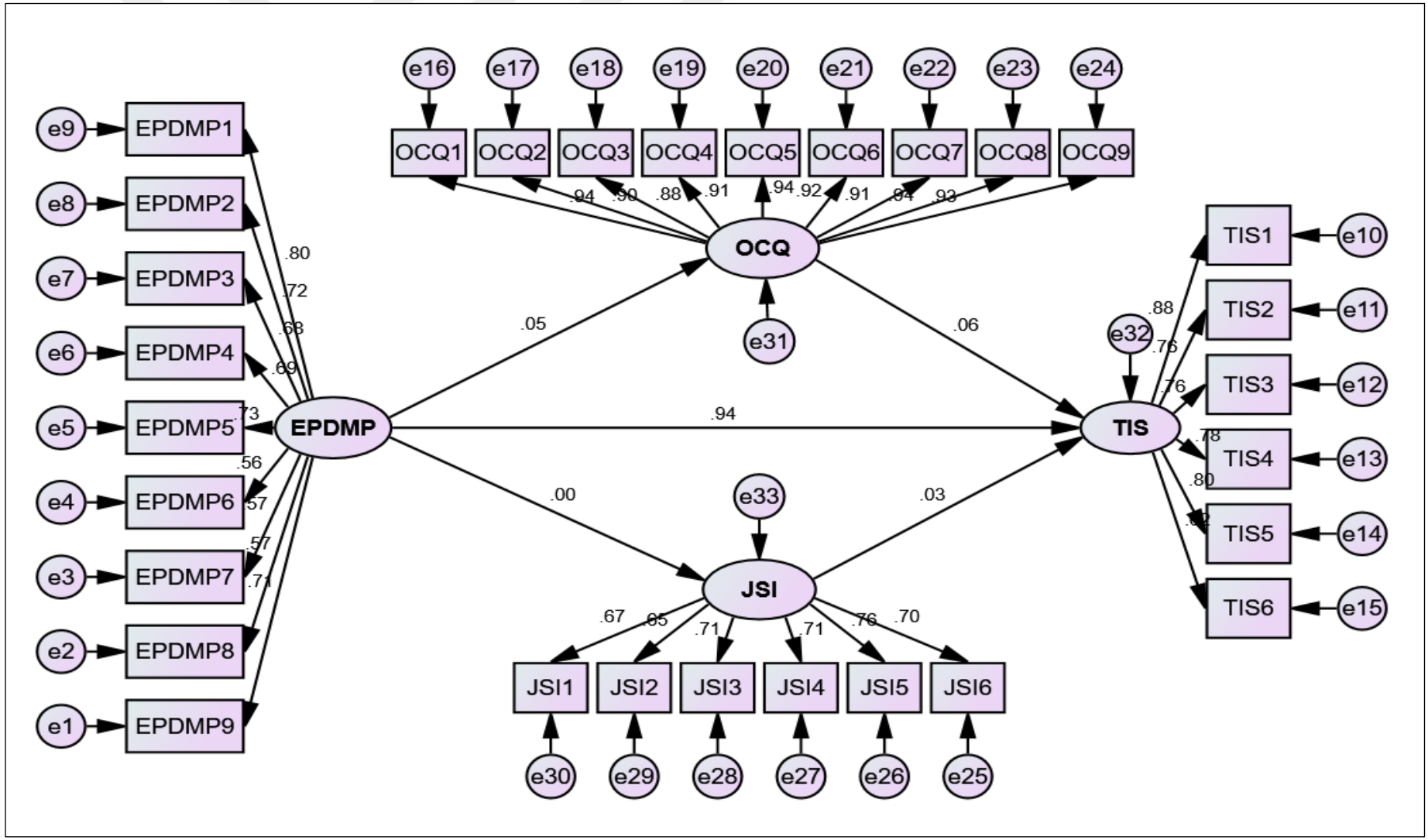



**Figure 19:** Structural Model

Albeit the direct effect of the variables in the model could be seen through the beta coefficients above (see Table 12 above), to understand the indirect effect required that mediation analysis was conducted.

### 5.18. Mediation Analysis

The essence of mediation analysis in the academic field of management cannot be overemphasised. According to Mathieu, DeShon and Bergh (2008, p. 203), "developing an understanding of the underlying mechanisms, or mediators (i.e., M), through which X predicts Y, or X → M → Y relationships, is what moves organizational research beyond dust-bowl empiricism and toward a true science". Moreover, Field (2018, pp. 664-665) posit that:

> Mediation is when the strength of the relationship between a predictor variable and outcome variable is reduced by including another variable as a predictor. Essentially, mediation equates to the relationship between two variables being 'explained' by a third […]. Mediation is tested by assessing the size of the indirect effect and its confidence interval [when using the PROCESS macro]. If the confidence interval contains zero then we tend to assume that a genuine mediation effect doesn't exist. If the confidence interval doesn't contain zero, then we tend to conclude that mediation has occurred.

The indirect effect of the mediating variables in this study (ie. job satisfaction and organisational commitment) can best be measured through mediation analysis. However, the structual model is a typical example of a parallel multiple mediation model which is also quite complicated when using the conventional ways of measuring mediation. Thus, "in a parallel multiple mediator model, we have more than one mediator between independent and dependent variable, but those mediators are not connected to each other causally" (Darlington & Hayes, 2017, p. 464). Albeit the causal steps approach to mediation analysis (otherwise known as the Baron & Kenny approach) has been used by scholars in the field of organisation studies for many decades, "[t]he days of the criteria to establish mediation described in Baron and Kenny (1986) are gone and will not be returning" (Hayes 2018, p. 520). This is due to the fact that the "[s]trict adherence to the Baron & Kenny causal steps standard could lead to the exclusion of relevant mediators simply due to various extraneous causes (e.g, measurement error)"

(Figueredo, Garcia, de Baca, Gable, & Weise 2013, p. 9). Moreover, Hayes (2018, p. 144) posits that:

> Historically, the vast majority of published mediation analyses are based on the logic of the causal steps approach, and it is still used by some today. However, its popularity is fading. I do not recommend this method".

Hayes (2009) also contend that:

> Unbeknownst to many, the causal steps approach [the Baron and Kenny approach] has been criticized heavily on multiple grounds. Most notably, simulation studies have shown that among the methods for testing intervening variable effects, the causal steps approach is among the lowest in power (p. 410).

Furthermore, Figueredo, Garcia, de Baca, Gable, & Weise (2013) also argue that:

> [B]oth the Baron and Kenny (1986) causal steps strategy and Sobel test (Sobel, 1982) suffer from one major limitation: the conservative nature of their estimates of mediation (p. 9).

Other scholars have even warned that it will be disadvantageous for researchers to solely rely on the Baron and Kenny method of doing mediation analysis (Spencer, Zanna & Fong, 2005). Therefore, researchers are discouraged from using the Baron and Kenny approach of measuring mediation because the literature is unequivocally clear that it has many limitations and has the potential of producing misleading results (Aguinis, Edwards & Bradley, 2016; Green, Tonidandel & Cortina, 2016; Guide & Ketokivi, 2015; Hayes, 2009, 2018; Rucker, Preacher, Tormala & Petty, 2011).

Therefore; "[m]ost researchers who write and publish about mediation analysis don't recommend the use of the causal steps approach" (Darlington & Hayes 2017, p. 472). Considering the several limitations of conducting mediation analysis with the Baron and Kenny method, scholars posit that "[t]he best way to tackle moderation and mediation is with the PROCESS tool" (Field 2018, p. 635) especially if the structural model involves parallel mediators such as the model used in this study. This is because:

> Using the PROCESS tool has several advantages over using the normal regression menu in SPSS Statistics: (1) it centres predictors for us; (2) it computes the interaction term automatically; and (3) it produces simple slopes analysis." Field (2018, p. 643).

It is evident from the academic literature that "[t]he days of the criteria to establish mediation described in Baron and Kenny (1986) are gone and will not be returning" (Hayes 2018, p. 520). Hence for this thesis, the PROCESS tool (version 3) which is a macro or an extension in SPSS developed by Professor Andrew F. Hayes (Hayes, 2019) was adopted to analyse the mediation in the model in order to ascertain the indirect effect of the mediating variables. Moreover, to conduct the mediation analysis, model 4 was selected from the options in the PROCESS macro. This is based on the instructions of the developer of the PROCESS tool who posits that "the inclusion of an additional mediator does not require a different model number; model = 4 is used for both simple mediation models and parallel multiple mediator models" (Hayes 2018, p. 156).

### 5.19. Results of Regression and Mediation Analysis

In line with the argument that structural equation is different from regression equation (Bollen & Pearl, 2013), regression analysis was performed with the aid of SPSS Hayes' PROCESS macro. A summary of the regression output is depicted in Table 13 below but the full regression output can be seen in Appendix 9.

**Table 13:** SPSS PROCESS Macro Regression Output

| Regression | *b* - value | 95% BCa CI | *t* - value | *p* - value |
|---|---|---|---|---|
| EPDMP → OCQ | .10 | [-.05, .25] | 1.32 | .18 |
| EPDMP → JSI | -.01 | [-.11, .10] | -.12 | .91 |
| EPDMP → TIS | .90 | [.84, .95] | 31.98 | <.001 |
| OCQ → TIS | .03 | [-.00, .06] | 1.70 | .09 |
| JSI → TIS | .03 | [-.02, .08] | 1.20 | .23 |

It can be seen from Table 13 above that employee perception of diversity management practices does not predict organisational commitment, $b$ = .10, 95% BCa CI [-.05, .25], $t$ = 1.32, $p$ = .18. The $R^2$ value tells us that the model explains 2.2% of the variance in organisational commitment. However, employee perception of diversity management practices does not predict job satisfaction, $b$ = -.01, 95% BCa CI [-.11, .10], $t$ = -.12, $p$ = .91. The $R^2$

value tells us that the model explains 0.41% of the variance in job satisfaction. Additionally, it can be seen from the Table 11 above that organisational commitment does not predict turnover intentions, $b$ = .03, 95% BCa CI [-.00, .06], $t$ = 1.70, $p$ = .09. Furthermore, job satisfaction does not predict turnover intentions, $b$ = .03, 95% BCa CI [-.02, .08], $t$ = 1.20, $p$ = .23. On the other hand, employee perception of diversity management practices significantly predicts turnover intentions even with organisational commitment and job satisfaction in the model, $b$ = .90, 95% BCa CI [.84, .95], $t$ = 31.98, $p$ < .001. Moreover, the $R^2$ value tells us that the model explains 70.82% of the variance in turnover in intentions. The complete output from the Hayes Process macro can be found in Appendix 9.

Considering that conducting mediation analysis with Hayes' PROCESS macro is different from other ways of measuring mediation such as the Baron and Kenny approach, the results are also reported differently. In the mediation analysis results provided in this thesis, $b$ refers to the effect size and BCa CI refers to the bias-corrected and accelerated (BCa) bootstrapped confidence interval. Through the PROCESS macro for SPSS, 95% bootstrap confidence intervals for the indirect effect with 5,000 bootstrap samples were generated and found no evidence of mediation by organisational commitment $b$ = .0028, 95% BCa CI [-.0018, .0110]. Again, using the same PROCESS macro for SPSS, 95% bootstrap confidence intervals for the indirect effect using 5,000 bootstrap samples was generated and found no evidence of mediation by job satisfaction $b$ = -.0002, 95% BCa CI [-.0041, .0041]. Based on the output from the SPSS PROCESS macro, we can confidently conclude that there was no significant effect of employee perception of diversity management practices on turnover intentions through organisational commitment. Likewise, and we can also conclude that there is no significant effect of employee perception of diversity management practices on turnover intentions via job satisfaction. Thus, since the confidence intervals of the indirect effect contain zero, we can assume that there is no mediation (Hayes, 2018).

It is important to note statistical softwares often use different algorithms (or estimators) for their analysis. For instance, whereas the estimator used in SPSS is the Generalized Least Square (GLS), the algorithm used in AMOS is the Maximum Likelihood Estimator (MLE) which is much more efficient. Hence, for any difference in regression output from the two statistical softwares, the result from AMOS is much more accurate. This is supported by Myung (2003) who argued that:

> MLE [maximum-likelihood estimation] has many optimal properties in estimation: sufficiency (complete information about the parameter of interest contained in its MLE estimator); consistency (true parameter value that generated the data recovered asymptotically, i.e. for data of sufficiently large samples); efficiency (lowest-possible variance of parameter estimates achieved asymptotically); and parameterization invariance (same MLE solution obtained independent of the parametrization used). In contrast, no such things can be said about LSE [least square estimation]. As such, most statisticians would not view LSE as a general method for parameter estimation, but rather as an approach that is primarily used with linear regression models (p. 90).

On the other hand, Hayes (2018, p. 582) posits that,

> [r]egression coefficients for all model equations are estimated using OLS regression. PROCESS has no options for maximum-likelihood based estimation of discrete, ordinal, or count outcomes".

Furthermore, Field (2018, p. 664) suggests that "it can be quite useful to present a diagram of the mediation model, and indicate on it the regression coefficients, the indirect effect and its bootstrapped confidence intervals". Based on that advice, Figure 20 below displays all the direct and indirect effects in this study's model

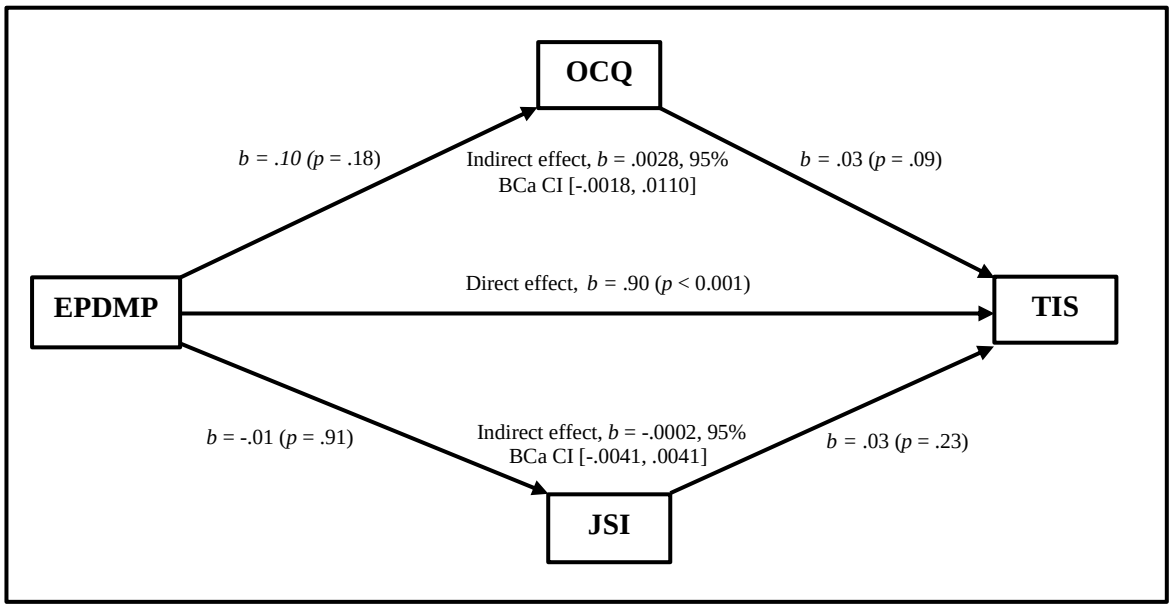



**Figure 20:** Model of employee perception of diversity management practices as a predictor of turnover intentions, mediated by organisational commitment and job satisfaction. The confidence interval for the indirect effect is a BCa bootstrapped CI based on 5000 samples.

### 5.20. Results of Simple Linear Regression Analysis: EPDMP on Adoption Type

Linear regression was used to study the relationship between a continuous dependent variable (employee perception of diversity management practices) and type of adoption in organisations, which is a categorical independent variable with two categories. Thus, for hypothesis 2, a simple linear regression was conducted to ascertain whether the type of adoption in an organisation (actual / substantive adoption or ceremonial / superficial adoption) could predict employee perception of diversity management practices within that organisation. Following the rules of statistical analysis, adoption which was a categorical (dichotomous) variable, was recoded into a binary numeric variable. Thus, adoption was dummy coded into 0 = male and 1 = female so that SPSS could statistically analysis the data appropriately.

A simple linear regression was carried out to test if adoption predicted employee perception of diversity management practices. The coefficients of the simple linear regression can be seen in Table 14 below. The $R^2$ value was .171. Thus, the results of the regression indicated that the model explained 17.1% of the variance and that the model was significant, $F$ (1, 440) = 90.995, $p$<.001. It was found that adoption type in organisations significantly predicted employee perception of diversity management practices (β1= -.710, p<.001). Using the simple linear equation Y = β0+ β1X; where Y represents the outcome variable and X represents the predictor variable. Employee perception of diversity management practices = β0+ β1adoption. The final predictive model was:

Employee perception of diversity management practices = 3.649 + (-.710×adoption). Inserting the values of the dummy variables into the regression equation above, the results will be as follows:

Actual / Substantive Adoption: EPDMP = 3.649 + (-.710×0). EPDMP = 3.649.

Ceremonial / Superficial Adoption: EPDMP = 3.649 + (-.710×1). EPDMP = 2.939

**Table 14:** Coefficients of Simple Linear Regression (EPDMP on Adoption Type)

**Coefficients[a]**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | | |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | t | Sig. |
| 1 | (Constant) | 3.649 | .052 | | 70.421 | .000 |
| | ADOPTION_DUMMY | -.710 | .074 | -.414 | -9.539 | .000 |

a. Dependent Variable: EPDMP

The findings from the simple linear regression were also confirmed using the Compare Means function in SPSS. As can be seen in Table 15 below, the mean scores are identical to the findings of the simple linear regression. Thus, employees from organisations where there is actual or substantive adoption of diversity management practices reported a perception of diversity management practices which is 0.71 higher than employees from organisations where is ceremonial or superficial adoption of diversity management practices.

**Table 15:** Compare Means (EPDMP on Adoption Type)

**Case Processing Summary**

| | Cases | | | | | |
|---|---|---|---|---|---|---|
| | Included | | Excluded | | Total | |
| | N | Percent | N | Percent | N | Percent |
| EPDMP * ADOPTION_DUMMY | 442 | 100.0% | 0 | 0.0% | 442 | 100.0% |

**Report**

EPDMP

| ADOPTION_DUMMY | Mean | N | Std. Deviation |
|---|---|---|---|
| .00 | 3.6491 | 228 | .66488 |
| 1.00 | 2.9387 | 214 | .89081 |
| Total | 3.3052 | 442 | .85857 |

### 5.21. Control Variables (Covariates)

In adherence with the reporting standards for empirical research in organisational studies research, the control variables were also reported. Becker (2005) posit that:

> Control variable reporting should not be confined to the method section of an article alone. [Moreover], it is necessary that researchers address control variables in their hypotheses, results, and discussion (p. 59).

Other scholars have also encouraged scholars to explicitly "[r]eport standard descriptive statistics for control variables and include control variables in correlation table" (Klarmann & Feurer, 2018, p. 38). Thus, "although CVs [control variables] may not be the focus of a given study, they deserve the same analytical attention as do the variables of interest" (Becker et al. 2016, p. 163). It must be highlighted that the SPSS PROCESS macro (Hayes, 2018; Field, 2018) permits for control variables to be analysed by adding them as covariates. Hence, the control variables (gender, organisational size, level of education) were used as covariates during the data analysis and the output indicated that there was no statistical difference between the various categories in the control variables. Specifically, the output of the various control variables especially looking at both 95% BCa CI and the *p*-values in Table 16 below indicate that they were not statistically significant because the 95% BCa CI included zero and the *p* - values were also not statistically significant.

**Table 16:** Covariates from SPSS Hayes' PROCESS macro

| Control Variable (Covariate) | *b* - value | 95% BCa CI | *t* - value | *p* - value |
|---|---|---|---|---|
| Gender | -.0408 | [-.1356, .0540] | -.8456 | .3982 |
| Level of education | -.0078 | [-.0358, .0202] | -.5494 | .5830 |
| Size of organisation | .0063 | [-.0447, .0572] | .2422 | .8087 |

### 5.22. Average Scores of Employee Perception of Diversity Management Practices

Official websites of organisations were the first documents which were analysed to determine whether an organisation was worth being approached to participate in this study or

not. This is because the official websites of organisations are often the most accessible public document that gives insight into the organisations' position on diversity and or inclusion. Consequently, since all the organisations involved in this study had statements on their websites suggesting that they had diversity management practices, their employees perception of their organisations diversity management practices was analysed using the employee perception of diversity management scale. Cohen, Cohen, Aiken and West (1999) posit that:

> [O]ne of the most common methods of scoring collections of questions for a scale is to simply sum items. [Additionally], scales may be represented by an average item score, especially when all items use the same Likert or dichotomous response format. These scores are potentially more informative than item sums because the respondent's location on the Likert scale can add substantive knowledge (pp. 320 - 321).

In order to avoid the polarization of scores, the value of 2.5 was treated as the neutral point (Linstone & Turoff, 1975). Additionally; in line with the recommendations of Morrow-Howell, Burnette & Chen (2005), the mean perception ratings were grouped as very poor (1.0 - 1.49), poor (1.5 - 2.49), fair (2.5 - 3.49), good (3.5 - 4.49), or very good (4.5 - 5.0), and a summary of the average scores of research participants in the employee perception of diversity management practices is represented in the pie chart in Table 17 below.

**Table 17:** Employee Perception of Diversity Management Practices

**CATEGORISATION OF MEAN PERCENTAGE RATINGS OF EMPLOYEE PERCEPTION OF DIVERSITY MANAGEMENT PRACTICES SCALE**

| | | Frequency | Percent | Valid Percent | Cumulative Percent |
|---|---|---|---|---|---|
| Valid | Very Poor | 10 | 2.3 | 2.3 | 2.3 |
| | Poor | 88 | 19.9 | 19.9 | 22.2 |
| | Fair | 128 | 29.0 | 29.0 | 51.1 |
| | Good | 205 | 46.4 | 46.4 | 97.5 |
| | Very Good | 11 | 2.5 | 2.5 | 100.0 |
| | Total | 442 | 100.0 | 100.0 | |

From the Figure 21 below, it 46.4% (n = 205) of the research participants had a good perception of the diversity management practices of their organisations. Moroevoer, 29% (n =

128) had a fair or average perception. Additionally, 2.5% (n = 11) had very good perception. However, 19.9% (n = 88) had a poor perception, and 2.3 (n = 10) had a very poor perception of diversity management practices of their organisations.

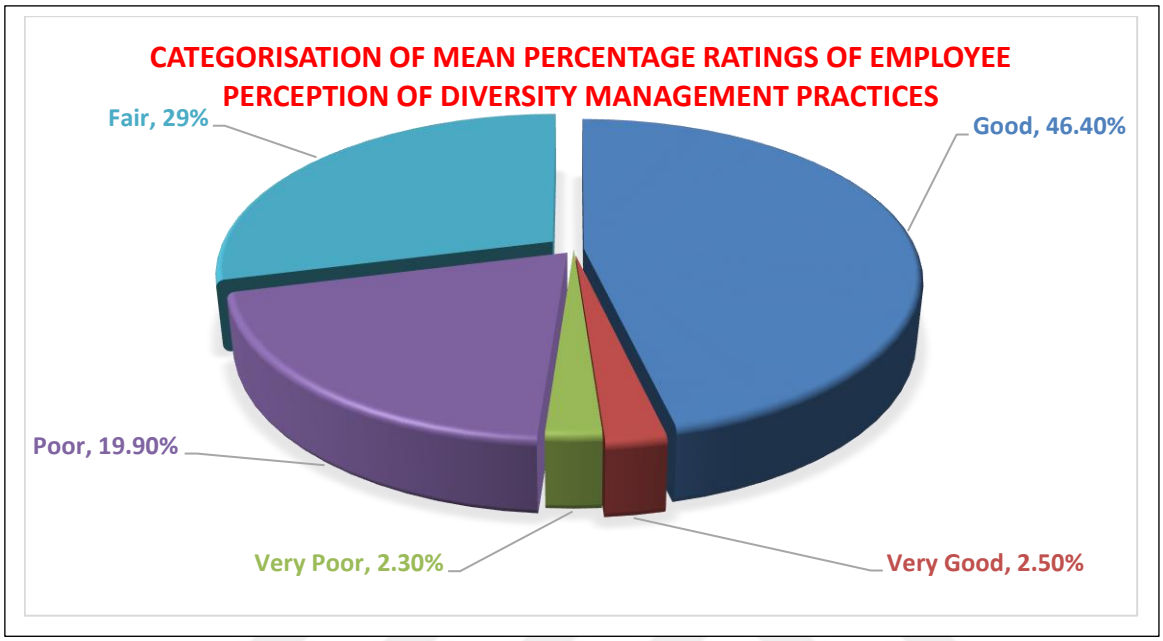



**Figure 21:** Categorisation of Employee Perception of Diversity Management Practices Scale

### 5.23. Conclusion

In this chapter, the various steps followed for the data analysis and statistical softwares used were explained. After the data anlysis, the results of both Study 1 and Study 2 were also presented. From the data analysed, it could be concluded that 37.5% of the organisations involved in the study had actual or substantive adoption. However, 62.7% of the organisations in the study had ceremonial or superficial adoption. The results also revealed that coercive force was the major reason for the adoption of diversity management practices by organisations accounting for 29.2% (n = 7) of all the participating organisations. Additionlly, 20.8% (n=5) attributed their adoption of diversity management practices to normative forces, whereas 25% (n = 6) of the organisations were not influenced by any of the institutional forces since they did not have diversity management practices although they had statements on their websites suggesting otherwise. In Study 2, it was found that employee perception neither predicted

organisational commitment nor job satisfaction. Moreover, organisational commitmment also didn't significantly predict turnover intentions, and job satisfaction also did not predict turnover intention. However, employee perception of diversity management practices significantly predicted turnover intentions. In conclusion, through the lens of neo-institutionalism, this study was able to identify the antecedents of adoption of diversity management practices. Additionally, it has also helped to gain some insights into the measures put in place to weave diversity management practices into the fabric of organisations and decipher the type of adoption existing in organisations (ie. ceremonial or superficial adoption and actual substantive adoption of diversity management practices). Furthermore, this study has helped to ascertain the impact of employee perception of diversity management practices on organisational outcomes. In the next chapter (Chapter Six), the findings of this study are discussed in detail.

# CHAPTER SX

# DISCUSSION

Scholars have noted that there is a global increase in workforce diversity research. However, most of the exisiting studies have focused mainly on the impact of diversity management on organisational outcomes using data collected from the United States of America and to a lesser extent Europe with very few studies conducted in other regions of the world such as Africa, Asia, and South America (Findler, Wind & Mor Barak, 2007). The proponents of diversity management have argued that employees could be a source of competitive advantage but for this to be achieved, organisations must manage their workforce diversity by leveraging their skills and competencies to gain and sustain competitive advantage. In this regard, this study attempted to examine the relationship between diversity management practices and organisational outcomes in the context of the continent of Africa to contribute to the existing literature. Considering the numerous benefits that workforce diversity can bring to organisations if properly managed, this study was aimed at contributing to the literature on diversity management in the African context. Hence, effort was made to study the roles played by human resource managers in the adoption of diversity management practices within their organisations. Additionally, the study attempted to ascertain the relationship between employee perception of diversity management practices within organisations and how that influences organisational outcomes such as organisational commitment, job satisfaction and turnover intention. Furthermore, the study attempted to determine whether the type of adoption in organisations had any impact on employee perception of diversity management practices. Therefore, this chapter attempts to summarise the key findings of the study and spell out whether the discoveries reject or accept the formulated hypotheses stated at the onset of the study. The chapter also discusses the theoretical and practical implications. Finally, the limitations of the study are highlighted, and some future research directions are proposed.

### 6.1. Study 1 (Qualitative Part)

The findings of the study revealed that among the three institutional forces (DiMaggio & Powell, 1983), coercive pressures singularly had the most influence on organisations with regards to the adoption of diversity management practices. This is similar to the findings of studies conducted in other parts of the world (Verbruggen, Christiaens & Milis, 2011; Guler, Guillen & Macpherson, 2002; Thomas and Ely, 1996; Edelman, 1992). This trend was also observed by some scholars including Bromley and Powell (2012, p. 484) who "argued that external influences-both directly in the form of legislation, public policy, and the professionalization of management, and more diffusely through public opinion and social activism-led organizations to be more attentive and responsive to their external environments" (p. 484). With Ghana hosting many foreign multinational organisations, some scholars have argued that those organisations could also be responsible for coercive isomorphism as they influence the local organisations (Guler, Guillen & Macpherson, 2002). Thus, organisations in the private sector in Ghana were found to attribute their adoption of diversity management practices to government legislation. Considering that the constitution and labour laws of Ghana make it an offence to discriminate against employees, the fear of prosecution compels business leaders to adopt diversity management practices within their organisations. Governments have a major role to play in the adoption of diversity management practices in the sense that they can exert some coercive pressures on organisations. Countries that wish to see more diversity at their workplaces could also achieve that by legislating to make the adoption of diversity management practices compulsory and punitive measures must also be put in place to penalise organisations that fail to comply with the laws.

Normative forces were the second most influential institutional force in terms of the adoption of diversity management practices. This suggests that some organisations considered the adoption of diversity management practices as a morally appropriate thing to do as was found in other studies (AbouAssi & Biesb, 2018; Vasudeva, 2013). According to the Pew Research Center (2018), 80% - 100% of the people of Ghana consider themselves to be religious and very committed to their religions. Thus, the overwhelming of Ghanaians consider themselves to be religious. Considering that the golden rule requires people to threat others the way they would like to be treated, business leaders who adhere to the golden rule principle are driven by normative forces to adopt diversity management practices in their

organisations. Thus, some organisations adopt diversity management practices because they believe it is the morally appropriate thing as inscribed in all the major religions of the world and known as the golden rule. Additionally, some scholars have also suggested that "[i]ncreasingly, all organizations, regardless of their core goals, must also conform at some level to […] normative pressures" (Bromley & Powell, 2012, p. 508). Other scholars have also argued that as local private sector organisations interact, trade, or do business with foreign multination organisations, there could be some "normative effects" (Guler, Guillen & Macpherson, 2002, p. 207). As more private sector organisations in Ghana increasingly interact with foreign multinational organisations who often have diversity management practices, normative isomorphism influences the local organisations to develop positive perception of such practices and they eventually adopt some of form of diversity management practices within their organisations.

Mimetic forces were also found to be the third most influential environmental pressure that led organisations to adopt diversity management practices. With Ghana being a developing country, there are many uncertainties in the business environment due to both internal and external forces (International Monetary Fund, 2018; Adjasi, 2009; Tsamenyi & Mills, 2003; Chalfin, 2000; International Monetary Fund Research Department, 1998; Aryeetey, 1994). Consequently, business leaders try to take measures to insulate their organisations from some of these uncertainties. Hence, organisations that have adopted diversity management practices and are doing well in terms of performance are likely to be mimicked by organisations that are deemed to be less successful.

The constitution of Ghana clearly prohibits all forms of discrimination at the workplace and human resource managers practicing in Ghana are expected to be aware of this legislation. As a result, majority of human resource managers who participated in this study played supportive roles in the adoption of diversity management practices within their organisations to avoid breaching the laws of the country. Overall, 70.83% of all the human resource managers either played active roles or supportive roles in the adoption of diversity management practices within their organisations which is quite impressive.

Another noteworthy revelation is the preponderance of organisations that showed traits of actual adoption of diversity management practices. For a country that is based at the periphery of management knowledge production (Alatas, 2003) to have 62.50% of private sector organisations adopting a management concept that has its roots in the global north,

this can be attributed to isomorphism (Palmer, Biggart & Dick, 2008). Thus, with business leaders in Ghana recognising how organisations in other parts of the world have benefitted from the adoption of diversity management practices, they are also enticed to mimic or copy such successful organisations around the world so that they can also reap some of the rewards. If professional bodies, state agencies, civil society organisations and other stakeholders that have adopted diversity management practices report successes, this could help to spread the concept to other parts of Africa through isomorphism.

More than half of organisations that participated in the study (58.33 %) demonstrated that they were making significant efforts to sustain diversity management practices which was quite a fascinating revelation. This is quite an exciting discovery because it signifies that there is hope for the dispersion of diversity management practices across the globe, especially in Ghana and to the other countries on the African continent. However, business leaders must continue to invest more resources into their human resource departments to ensure that after adopting diversity management policies, they are able to institute activities and programmes to enhance the longevity of those practices within their organisations.

There were instances where organisations adopted diversity management practices due to the influence of two or more institutional forces. A combination of coercive and normative forces had the most prominence among them. That is, the adoption of diversity management practices due to the influence of a combination of laws and morality. Some organisations also adopted diversity management practices based on mimetic and normative pressures. Thus, some organisations adopted diversity management practices due to mimetic forces and normative forces. Finally, some organisations also adopted diversity management practices due to the influence of all the three institutional forces. Hence, those organisations attributed their adoption of diversity management practices to a combination of coercive, mimetic, and normative forces. These findings agree with the views of DiMaggio and Powell (1983) who argued that all the three institutional forces could intermingle in the same environment. In other words, all the three institutional forces could influence organisations at the same time.

Finally, the study also discovered that some organisations did not have diversity management practices within their organisations despite the contrary information they provided on their websites. As argued by Bromley and Powell (2012, p. 484), sometimes "organizations adopted policies to conform to external expectations […] but in practice did

not markedly change their behavior". This could be interpreted as an attempt by some organisations to mislead or deceive the public to gain some form of legitimacy. Considering the numerous benefits that organisations that are deemed to be implementing diversity management practices can gain (Mor Barak, Lizano, Kim, Duan, Rhee, Hsiao & Brimhall, 2016; Leung, Maddux, Galinsky & Chiu, 2008; Kossek, Lobel & Brown, 2006; Jayne & Dipboye, 2004; Kochan et al., 2003; Cox, 2001), some organisations attempt to associate themselves with the concept though in reality, diversity management practices may not exist or may have been superficially adopted in those organisations. As argued by Singh and Point (2009), organisations can use diversity statements on their websites for leveraging organizational legitimacy. Moreover, Sanders and Tuschke (2007, p. 33) have argued that the adoption of diversity management practices "aids in the further legitimization of the organization". However, this is not an excuse for organisations to use illegitimate actions such as falsely claiming on their websites to have diversity management practices to deceive the public to gain organisational legitimacy (Elsbach & Sutton, 1992).

It must be emphasised that coercive pressure can also lead to decoupling in the sense that since "organizations seek to secure legitimacy, […] organizations adopt formal policies in order to avoid legal sanctions and the glare of public opinion" and not because they genuinely want to implement those policies (Bromley & Powell, 2012, p. 487). Moreover, Bromley and Powell (2012) argue that:

> A gap between policy and practice has become virtually synonymous with decoupling, although it is just one form of the phenomenon. This type includes policies adopted purely as ceremonial window dressing or implemented, evaluated, and monitored so weakly that they do little to alter daily work routines (p. 489).

Therefore, when legitimacy becomes the main motivation for the adoption of diversity management practices by organisations and not for technical reasons, that could lead to a situation in which the adopted policy is decoupled from practice. Thus, a policy such as diversity management may exist on paper but not have any reflection on the organisation and its stakeholders. However, it must be stated that "[th]ere are, of course, instances when decoupling will not be the response to institutional pressures" but other factors such as the lack of technical expertise or resources (Bromley & Powell, 2012, p. 509). In other words, "not every instance of decoupling should be understood in purely institutional terms" (Bromley & Powell 2012, p. 516).

### 6.2. Study 2 (Quantitative Part)

The regression results support the hypothesis that employee perception of diversity management practices is predicted by the type of adoption that exist in the organisation (hypothesis 2). Thus, employee perception of diversity management practices within organisations indicated the amount of effort and resources invested by organisations into their diversity management practices. Therefore, employee perception of diversity management practices is the direct reflection of the amount of effort that organisations invested into promoting diversity management practices within their organisations. In organisations where there was actual adoption of diversity management practices, it reflected in employees' perception of diversity management practices within those organisations and the vice versa was also found to be true. This goes to demonstrate that if organisations genuinely adopt diversity management practices within their organisations (ie. actual or substantive adoption), it is likely to have positive influence on their employees. Therefore, actual, or substantive adoption is likely to lead to positive employee perception of diversity management practices whereas ceremonial or superficial adoption is also likely to lead to negative employee perception of diversity management practices. As the type of diversity management adoption in organisations have a lot of influence on employee perception of diversity management practices, this is a wake-up call to organisations to invest more resources into their diversity management programmes.

The regression results also showed that employee perception of diversity management practices was not related to employee job satisfaction (hypothesis 1). Thus, how employees perceived the diversity management practices within their organisations did not relate to job satisfaction. To the best knowledge of the author, this is the first study that has measured employee perception of diversity management practices and job satisfaction. Hence, there are no existing studies in the literature that could be compared with the current research. However, previous studies have reported a plethora of antecedents of job satisfaction including teamwork, employee work-family balance, supervisor support, and others (Alegre, Mas-Machuca & Berbegal-Mirabent, 2016; Giauque, Resenterra, & Siggen, 2014; Hytti, Kautonen, & Akola, 2013; Kirkman & Shapiro, 2001). Therefore, organisations that are interested in predicting the job satisfaction of their employees in the African context may have to explore other variables.

The regression results did not support hypothesis 3 which stated that employee job satisfaction predicts turnover intention. This finding resonates with other studies that found job satisfaction to negatively correlate with turnover intention (Park & Johnson, 2019; Chen, Ran, Zhang, Yang, Yao, Zhu & Tan, 2019; De Simone, Planta & Cicotto, 2018; Jong-Seon & Boc-Nam (2008); and Cai & Zhou (2009). On the contrary, other studies concluded that job satisfaction predicts turnover intentions (Van Dick et al., 2004; Hartman & Yrle, 1996). Further studies are needed to gain a better understanding of the correlation between job satisfaction and turnover intentions not only in Africa but in other parts of the world as well. As the axiom goes, the grass is always greener on the other side of the fence meaning that employees may always have the perception that other organisations may have better working conditions than their current places of work. Hence, the rejection of hypothesis 3 could be related to the fact that human beings often seek better opportunities than the existing conditions at their current places of work. Organisational acculturation, financial considerations, family responsibilities, scarcity of opportunities outside the organisation, lack of opportunities for growth, poor management, and even age could all be potential reasons for a dissatisfied employee to stay in an organisation. Moreover, Mitchell, Holtom and Lee (2001) have also argued that:

> People often leave [their organisations] for reasons unrelated to their jobs. In many cases, unexpected events or shocks are the cause. Employees also often stay because of attachments and their sense of fit, both on the job and in their community" (p. 96).

Hence, albeit employees may be satisfied with their current jobs, their turnover intentions may still be very high due to many factors.

According to Tarallo (2018), companies in the United States of America alone are expected to incur about $680 billion to pay cost of turnover by the year 2020. This signifies that there is a tremendous cost of staff turnover to organisations around the world (Hall, 2019; Davidson, Timo & Wang, 2010; Hinkin & Tracey, 2000). Since turnover is predicted by turnover intentions (Vandenberg & Nelson, 1999), organisations will save trillions of dollars or more if they could effectively predict the turnover intentions of their employees. Thus, organisations could put in place measures to increase retention rate or weaken employees' intent to leave. Therefore, for organisations to understand turnover intentions, they would have to measure employee perception of diversity management practices within their organisations. It must be emphasised that evidence from the literature shows that

diversity itself does not increase turnover (Leonard & Levine, 2006). However, Ghana being a country with people who are often emotionally attached to their ethnicities (Faanu & Graham, 2017), how workforce diversity is managed by employers plays a major role in employees' decision to stay or leave an organisation.

Additionally, organisational commitment of employees was found not to be predicted by employee perception of diversity management practices (hypothesis 6). Thus, although an employee may have high perception of the diversity management practices, they may still not be committed to their organisations. For employees to be committed to their organisations require more than just valuing their diversity. Previous academic studies found organisational commitment to have a broad range of antecedents including leadership style and total quality management (Chih & Lin, 2009); perceived organisational subculture (Lok, Westwood & Crawford, 2005); personal characteristics, job characteristics, and work experiences (Steers, 1977). There is currently no known credible research that has measured employee perception of diversity management practices and organisational commitment to the best knowledge of the author, so it is impossible to juxtapose the results of this study with other works. Albeit this hypothesis was rejected based on the regression results, there may be other variables that could potentially predict organisational commitment of employees though in this study, employee perception of diversity management practices was found not to be an antecedent for organisational commitment.

Contrary to studies which found turnover intentions to be predicted by organisational commitment (Naidoo, 2017; Mathieu, Fabi, Lacoursière & Raymond, 2016; Perryer, Jordan, Firn & Travaglione, 2010; Rego & Pina e Cunha, 2008; Jenkins, 1993), this study discovered that organisational commitment did not predict turnover intentions (hypothesis 7) in the African context. Thus, organisational commitment may not be able to predict employees' "conscious and deliberate willfulness to leave the organization" otherwise known as turnover intention (Tett & Meyer, 1993, p. 262) at least in the African context. However, this study found organizational commitment to relate negatively to employee turnover intentions which resonates with Flint, Haley, and McNally (2013); Luna-Arocas and Camps (2008), Chang, Chi and Miao (2007); Meyer, Stanley, Herscovitch and Topolnytsky (2002) and other studies which arrived at similar findings. However, it is important to state that even boredom, employee desire for change in working environment, employee quest for new experiences, marriage, childbirth, and many other factors could all potentially influence the turnover

intentions of employees. Hence, all the above stated factors could be the potential predictors of turnover intention in the African context and not organisational commitment as it was hypothesised in this study.

The regression results provide evidence in support of the hypothesis that turnover intention is predicted by employee perception of diversity management practices (hypothesis 5). Some scholars may find the positive coefficient of .90 ( $p < 0.001$ ) recorded in the regression analysis conducted for hypothesis 5 quite surprising but it is important to understand that the African context is quite different from the settings in other parts of the world. Low average earnings, persecution, conflicts, and a host of other problems compel many Africans to leave their countries to seek greener pastures in the West through both legal and illegal means (International Labour Organisation, 2019; Stanwix, 2015) which has led to a huge brain drain in many African countries including Ghana (Kalipeni, Semu, & Mbilizi, 2012; Bhargava & Docquier, 2008; Hagopian, Thompson, Fordyce, Johnson & Hart, 2004; Johnson, 2005). Several thousands of Africans quit their jobs and risk their lives to reach Europe and North America every year (UNHCR, 2020; The migrant project, 2020; DW, 2019). Empirical studies by scholars and prominent organisations such as the United Nations have reported that a chunk of African migrants who risk their lives to get to the West are often highly educated, and a large proportion of these migrants were even found to have been gainfully employed in their respective home countries before they decided to migrate to find better opportunities which unfortunately often end in disappointment (UNDP, 2019; United Nations, 2019; Anderson & Connor, 2018). Considering all the problems in many African countries, good employee perception of diversity management practices (EPDMP) may not be enough to retain employees who wish to earn better wages for their skills, talent, and labour. Aside that, most employees wish to live in dignity and in peaceful and democratic settings where their rights are respected as human beings. Hence, employees having high perception of diversity management practices is not likely to prevent them from trying to find better opportunities in other places. In other words, good employee perception of diversity management practices could also be an indication of employees' awareness of possible opportunities outside the organisation which will eventually lead to high turnover intentions. Thus, even if employees have high perception of diversity management practices, they could still have high turnover intentions if factors including low wages, lack of career development opportunities, and other elements which may sometimes be beyond the control of their employers such as conflicts, persecution (ethnic, political, religious, etc.), human

rights abuses, to name but a few, are not addressed. Therefore, the illusive hopes of finding better jobs and living conditions both in and outside the continent of Africa, may continue to lead to high turnover intentions even if they have high employee perception of diversity management practices (EPDMP). As the world is now a global village, employees in African countries are aware of the salaries and relatively better working conditions of their peers in other parts of the world. Hence, a medical doctor for instance who may have high perception of diversity management practices may still have high turnover intentions because of the wide wage gap between doctors based in Africa and that of doctors based in the West. This research finding is important for management and organisation researchers who for the past few decades have been trying to successfully predict turnover intention, especially in the African context. Additionally, it is also important for management practitioners as this could help organisations to reduce or eliminate the high cost of staff turnover by being able to successfully predict turnover intention and instituting measures to retain employees. Considering that this is the first research of its kind using data collected from an African country to establish the relationship between EPDMP and turnover intention, further research is needed before definitive conclusions can be made regarding the two variables. That is to say, since there is no known research that has examined the relationship between employee perception of diversity management and turnover intention in the African contest, this study makes a valuable contribution to the literature but it must be interpreted with caution until it is replicated in other African countries to ascertain its generalisability.

Albeit turnover intention was found to be predicted by employee perception of diversity management practices (EPDMP), the mediation analysis which were conducted indicated that the mediating variables used in this study did not explain the relationship between the predictor and outcome variables. Specifically, the study found that job satisfaction did not mediate the relationship between employee perception of diversity management practices and turnover intention (hypothesis 4). In other words, job satisfaction was found not to transmit the effect of employee perception of diversity management practices on turnover intention. Hence, for organisations to really understand the factors or elements that influence or affect turnover intention, they may have to measure other variables. Similarly, hypothesis 8 of the study found that organisational commitment (mediator variable) did not transmit the effect of employee perception of diversity management practices (antecedent variable) on turnover intention (outcome variable). Therefore, further studies are needed to understand why hypothesis 4 and hypothesis 8 were

rejected. In other words, more studies are needed to be able to identify the variables that mediate the relationship between employee perception of diversity management practices and turnover intention.

It is important to highlight that since all the covariates (controls) were not statistically significant. This indicates that there was no difference between men and women regarding their responses. Moreover, there was no statistically significant difference between respondents irrespective of their level of education. Furthermore, the size of the organisation that a research participant is engaged with did not have a significant statistical impact on their responses. Hence, the hypotheses tested in this study were not affected by the three covariates since they were all statistically insignificant.

### 6.3. Summary of Key Findings

Among the key findings of this study, it was revealed that coercive force was the most influential element with regards to the adoption of diversity management practices by organisations. Thus, legislation (law) was identified as the single most important factor that compelled organisations to adopt diversity management practices. Moreover, the study found that employee perception of diversity management practices was greatly enhanced in organisations that exhibited traits of actual adoption of diversity management practices. Furthermore, other key findings pertaining to the studies are summarised in Table 18 below.

**Table 18:** Summary of the Key Findings

| No. | Hypothesis Statement | Remark |
|---|---|---|
| Hypothesis 1 | Employee perception of diversity management practices positively relates to employee job satisfaction. | Rejected |
| Hypothesis 2 | Employee perception of diversity management practices is predicted by the type of adoption that exists in the organisation. | Accepted |
| Hypothesis 3 | Job satisfaction predicts turnover intentions. | Rejected |
| Hypothesis 4 | Job satisfaction mediates the relationship between employee perception of diversity management practices and turnover intentions. | Rejected |
| Hypothesis 5 | Turnover intentions is predicted by employee perception of diversity management practices. | Accepted |
| Hypothesis 6 | Organisational commitment is predicted by employee perception of diversity management practices. | Rejected |
| Hypothesis 7 | Organisational commitment positively relates to turnover intentions. | Rejected |
| Hypothesis 8 | Organisational commitment mediates the relationship between employee perception of diversity management practices and turnover intentions. | Rejected |

Although many of the hypotheses tested in this study were rejected because their significant values (*p* values) were found to be non-significant, Lykken (1968) contend that:

> The value of any research can be determined, not from the statistical results, but only by skilled, subjective evaluation of the coherence and reasonableness of the theory, the degree of experimental control employed, the sophistication of the measuring techniques, the scientific or practical importance of the phenomena studied, and so on. Editors [and other scholars] must be bold enough to take responsibility for deciding which studies are good and which are not, without resorting to letting the p value of the significance tests determine this decision (pp. 158-159).

This is supported by the highly esteemed Strategic Management Journal (SMJ) which has revised its guidelines regarding empirical research. Bettis, Ethiraj, Gambardella, Helfat, and Mitchell (2016) stated that:

> SMJ will publish and welcomes submissions of studies with nonresults. […]. SMJ will no longer accept papers for publication that report or refer to cut-off levels of statistical significance (*p*-values) (p. 261).

Similarly, Levine (2013) also argued that:

> [A] lack of statistically significant findings does not automatically justify rejecting a scientific article for publication or mean that the findings are necessarily uninformative. Systematically declining publication for nonsignificant results leads to negative consequences that include distorting scientific literatures, making hypotheses and theories less falsifiable, depriving meta-analyses of an accurate sample of prior findings, and encouraging questionable research practices. […]. [Moreover], the mere fact that a finding is statistically significant or not is not a key determinant of scientific contribution. Further, systematically excluding ns [non-significant] findings from the scientific record have a number of detrimental consequences that impede scientific understanding and progress (pp. 270-274).

Therefore, "[g]iven that answers [of research questions or hypotheses] are not known in advance leads to the conclusion that either statistically significant or not statistically significant results provides important knowledge to the literature." (Lederman & Lederman, 2016, p. 349). Therefore, as argued by Petitti (2000, p. 58), thesis committees, editors, reviewers of academic journals, and other scholars should not allow "publication bias" to affect their judgment of academic works or manuscripts but rather, they should be looking at the bigger picture and focus on evaluating the contribution of the works of researchers to the academic literature.

### 6.4. Theoretical Contribution

This study has made substantial theoretical contribution by using neo-institutional theory to gain insight into diversity management in the African context which has not been

explored in-depth in the existing literature. As argued by Makadok, Burton & Barney (2018, p. 1530), "[r]ather than introducing radical new grand theory paradigms, most theory contributions in […] management extend, clarify, or apply received theories in new and interesting ways". Moreover, Whetten (1989) posit that:

> Not all bona fide theoretical contributions require propositions […]. Most organizational scholars are not going to generate a new theory from scratch. Instead, they generally work on improving what already exists" (p. 492).

This study has provided some insights into the relationships between employee perception of diversity management practices, job satisfaction, organisational commitment, and turnover intention in the African context which was unknown prior to this study. It has also added to the knowledge on cross-cultural studies in the context of diversity management as the findings in this study will be helpful in comparative studies across different countries or continents. Although studies on diversity management in various geographic settings and sectors have revealed inconclusive findings or contradictory results due to the ambiguous nature of the construct (Mor Barak, Lizano, Kim, Duan, Rhee, Hsiao & Brimhall, 2016; Kemper, Bader & Froese, 2016; Joshi & Roh, 2009; Homberg & Bui, 2013; Kochan et al., 2003; Wise & Tschirhart, 2000), the findings of this study could help facilitate more rigorous research in the field, especially in the context of Africa.

Moreover, the study has also revealed that in the African context, both organisational commitment and job satisfaction did not mediate the relationship between employee perception of diversity management practices and turnover intention. The religiosity of Africans could be one of the reasons for this outcome (Marshall, 2017; Oduah, 2010). With Christianity and Islam (the two most popular religions in Africa) beseeching their followers to show gratitude to God or Allah at all times, measuring organisational commitment and job satisfaction could be tricky as research participants may not always provide accurate answers due to their religious beliefs which encourage them to be grateful at all times. Additionally, substantive adoption of diversity management practices within organisations positively related to employee perception of diversity management practices which is consistent with the findings of numerous studies in both North America and Europe which concluded that when business leaders genuinely adopted diversity management practices within their organisations, it enhanced their employees' perception of diversity management practices (Madera, Dawson & Neal, 2018; Jayne & Dipboye, 2004; Hunt, Layton & Prince,

2015). Additionally, employee perception of diversity management practices was found to positively relate to turnover intention which can be attributed to the complex and dynamic political, historical, and cultural context of Ghana (Nkomo, du Plessis, Haq & du Plessis, 2015). As argued by Boer, Holweg, Kilduff, Pagell, Schemenner & Voss (2015, p. 1231), "discovery and observation are equally important and often neglected avenues to contributing to theory". However, it must be emphasised that the relationships between employee perception of diversity management practices and the other organisational outcomes in this study are all correlational and not causal links.

Furthermore, the findings of this study help to throw more light on how diversity management in the African context shares similarities with diversity management in other geographic settings but also highlights how it is also different from other parts of the world. As argued by Zoogah, Peng and Woldu (2015, p. 17), "[t]he African context is complex, uncertain, and ambiguous" (p. 17). Hence, applying Euro-centric assumptions of diversity management in the African may not yield the needed results due to complex and dynamic nature of the African environment which is different from other environments. This study adds to the limited research on diversity management in the African context and expands previous studies which were almost exclusively been based on North America and Europe. Indeed, the discrimination and fairness paradigm by Thomas and Ely (1996) focuses on legal demands, fair treatment of employees and the provision of equal opportunity as being vital to managing workforce diversity. However, this study extends the literature by identifying normative force as an extremely influential element in the African context with regards to the adoption of diversity management practices in organisations. In conclusion, it can be said that this research has made substantial theoretical contributions by challenging and extending existing management knowledge (Crane, Henriques, Husted & Matten, 2016; Whetten, 1989).

### 6.5. Implications for Practices and Policy

This study implies that for organisations to adopt diversity management practices, stakeholders such as governments and professional bodies must play active roles. The qualitative interviews conducted for this study revealed that compliance with laws was the

main rationale for the adoption of diversity management practices by organisations. Hence, to make diversity management practices more prevalent in organisations, governments and professional bodies are very essential. The state can legislate to make it obligatory for all organisations to adopt diversity management practices. Similarly, professional bodies can make it mandatory for all their members to adopt diversity management practices.

Organisations must also support their human resource departments with funds and other resources to enable them to have the requisite materials to train employees because the study has revealed that paying lip service to diversity management does not yield positive results. However, in organisations where resources were invested to equip the human resource departments to manage workforce diversity efficiently and effectively, there was significant improvement in employees' perception of the diversity management practices within those organisations. Accordingly, organisations that wish to maximise the benefits of their workforce diversity, must endeavour to invest resources to equip their HR departments with the necessary skills and materials to provide the needed training to all their employees and other stakeholders. In the 21st century, turnover intention is very vital for strategic decision making of organisations. The Work Institute (2019) posit that:

> The State of the Workforce reveals one certainty. Employees are in control of the employer/employee relationship. Employees have choices and they are increasingly using their control to leave their organizations to work somewhere else. Organizations must accept this reality and start to listen to the preferences, expectations and intents of their workers. Without understanding and acting on what employees require and what they will and will not tolerate, organizations will be left to operate with too few and less talented workers (p. 11).

Moreover, this study found job satisfaction and organisational commitment to be weak predictors of turnover intention. However, employee perception of diversity management practices was identified as a magnificent predictor of turnover intentions. Hence, this discovery should be a wake-up call to organisations especially those operating in the African context and potential future investors or multinational organisations that may choose to establish businesses in Africa because although different variables may be better predictors of turnover intentions in other geographical settings, organisations, business leaders, and policy makers may need to pay a closer attention to how they manage their workforce diversity if they really want to be able to predict turnover intentions of their

employees in Africa (Xing, Liu, Tarba, & Cooper, 2014). This is because the study has shown that employee perception of diversity management practices of employers directly relates to the turnover intentions of employees. Consequently, a high employee perception of diversity management practices is associated with low turnover intentions, whereas low employee perception of diversity management practices corresponds with high turnover intentions. In addition, the findings of this research demonstrate that actual adoption of diversity management practices benefit organisations and positively impact employees. In addition to having a positive bearing on employee perception of diversity management practices, it could also help organisations to positively predict the turnover intentions of their employees.

### 6.6. Limitations and Future Research Directions

This study has made significant contributions to the extant literature of diversity management within the African context. However, the findings of this study must be interpreted against a backdrop of its limitations which could shed some light on possible future research directions. Thus, although the findings of this study provide some insights into diversity management in the African context, the results must be interpreted conservatively due to some limitations which are discussed in the subsequent paragraphs.

First, organisations and employees that participated in this study were all from the private sector in Ghana. This study provides a window into diversity management within the African context considering that most of the studies published on diversity management have been centred on North America and Europe. However, to deepen the current understanding of the concept of diversity management within the African context, researchers must also look at exploring how employees in the public sector perceive diversity management practices within their organisations since this study used only participants from the private sector.

Restricting the sampling framework for this study to only the private sector employees in Ghana may have helped to gain some insight into diversity management within the African context. However, it also limits the generalisability of the findings of the study to other geographic settings since the data used was collected from a single country.

Considering that employees and organisations on the African continent are not a monolith, future studies could collect data from several countries within Africa to help gain a better understanding of diversity management within the African context.

Additionally, the use of cross-sectional data as was the case in this study limits the ability of the researcher to explore the type of adoption existing in organisations in depth. To better understand whether actual adoption or ceremonial adoption of diversity management practices exist in organisations, panel data (or longitudinal data) is preferred as in the study by Fiss and Zajac (2004). Furthermore, even after the adoption of diversity management practices within organisations, it could take some time (or even years) for its impact to be felt by employees. Therefore, collecting data on employee perception of diversity management practices at just a single point in time and measuring its impacts on organisational outcomes may not give a true picture.

### 6.7. Conclusion

The study has demonstrated that the decision to adopt diversity management practices within organisations is influenced by environmental pressures. Specifically, coercive forces were found to have the most influence on organisations in this regard. Hence, governments and other professional bodies can ensure that workplaces do not just become more diverse but also, they must create enabling environments where the skills of all employees can be harnessed to their full potential. This can be done through legislation to make it compulsory for all business leaders to adopt diversity management practices within their organisations.

Moreover, as the workforce demographics continue to change around the globe, more research on diversity management is needed to help organisations maximise the benefits of their workforce diversity. With many of the existing studies on diversity management having been conducted in the North American and European settings, the findings from those studies may not necessarily apply to other settings. Considering that Africa is the most diverse continent in the world (Kolbert, 2018), scholars and practitioners must eschew the indiscriminate application of Eurocentric assumptions of diversity management to the continent (Kan, Apitsa & Adegbite 2015; Acquaah, Zoogah & Kwesiga, 2013; Mir & Mir,

2012; Karsten & Illa, 2005). The blanket application of Euro-centric assumptions of diversity management practices in African settings may only perpetuate the neo-colonial domination of management knowledge (Alatas, 2000). Thus, scholars and practitioners must find African-oriented approaches to managing workforce diversity in Africa (Nkomo, 2011b) which could be of immense significance to the struggle to decolonise management knowledge and practice (Jaya, 2001; Alatas, 2000).

Additionally, this study has identified employee perception of diversity management practices as a good predictor of employee turnover intentions. If organisations can accurately measure the turnover intentions of their employees, that could help them to adopt appropriate staff retention policies to retain their best talents and other human capital (human resources). Furthermore, the study also demonstrates that even minor efforts to enhance diversity management within organisations can have butterfly effects on employee perception of diversity management practices, and their turnover intentions.

Furthermore, this study has contributed to the existing literature on diversity management in the African context in the sense that, it is the first known study to the best knowledge of the author to have measured employee perception of diversity management practices on turnover intention using data collected from Africa. Similarly, it is also the only known research that has attempted to study the roles played by human resource managers in the adoption of diversity management practices using data collected from organisations in Africa. In the quest by scholars to find Africa-specific approaches to organisational problems (Fourie, van der Merwe & van der Merwe, 2017; Nkomo, 2011b), this study has made significant contributions to the diversity management literature, especially in the African context.

In summary, there are benefits to be reaped if business leaders "create and maintain a positive work environment where the similarities and differences of individuals are valued, so that all can reach their [full] potential and maximise their contributions to an organisation's strategic goals and objectives" (U.S. Government Accountability Office, 2005, p. 1). To achieve this, changes are needed both within organisational, societal and the global contexts which are needed now more than ever in the increasingly polarised world. Unless challenges in the society are also addressed, adopting diversity management practices within organisations will have minimal impact on both employees and organisations in certain geographical settings. Since collaboration across differences of culture, discipline

and perspective are critical for the success of organisations, leaders of organisations must ensure that formalised human resource management structures developed in response to diversity management policies are not just mere symbolic gestures to attain organisational legitimacy. Rather, they must be genuine attempts aimed at ensuring that the diversity of employees do not hinder their ability to reach their full potential within the organisation. It must also be emphasised that the term formalised human resource structures as used above refers to the "formal rules, programs, positions, and procedures influencing personnel decision making in an organization" (Konrad & Linnehan, 1995, p. 788). Besides, if organisations are able to create harmonious working environments through the adoption of diversity management practices, that could potentially help to reduce or eliminate all forms of bigotry, prejudice and discrimination such as racism, implicit bias, micro aggression, classism, homophobia, sexism, xenophobia, islamophobia, anti-Semitism, ethnocentrism, tribalism, etc. in the wider society. Despite the findings presented in this study, it is evident that more research is needed on diversity management especially within the African context. In view of this, some future research directions have been proposed. Hopefully, other researchers will be inspired by this study to investigate the field of diversity management even further and contribute towards the deepening of management knowledge in the complex and dynamic African context in general.

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# APPENDICES

**Appendix 1:** Employee Perception of Diversity Management Scale

The following section aims to ascertain the extent to which you intend to stay at the organisation. Please read each question and tick ☑ your response using the scale provided below:

1 = Not at all 2 = To a small extent 3 = To a moderate extent

4 = To a large extent 5 = To a very large extent

| | ITEMS | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|
| 1 | This organization communicates diversity training objectives to employees | ○ | ○ | ○ | ○ | ○ |
| 2 | In this organization, role models from minority ethnic backgrounds are nurtured and coached to be mentors | ○ | ○ | ○ | ○ | ○ |
| 3 | This organization has formal procedures for obtaining feedback on diversity management practices | ○ | ○ | ○ | ○ | ○ |
| 4 | This organization spends money and time on diversity awareness and related training | ○ | ○ | ○ | ○ | ○ |
| 5 | This organization evaluates the effectiveness of diversity training provided to employees | ○ | ○ | ○ | ○ | ○ |
| 6 | Employees of this organization normally go through training in diversity-related issues | ○ | ○ | ○ | ○ | ○ |
| 7 | This organization shares diversity management-related issues/memos with employees | ○ | ○ | ○ | ○ | ○ |
| 8 | The management of this organization puts a lot of emphasis on having a diverse workforce | ○ | ○ | ○ | ○ | ○ |
| 9 | Employees have access to diversity materials used in this organization | ○ | ○ | ○ | ○ | ○ |

Source: Otaye-Ebede, L. (2018). Employees' perception of diversity management practices: Scale development and validation. *European Journal of Work and Organizational Psychology, 27*(4), 462-476.

**Appendix 2:** Organisational Commitment Questionnaire

The following section aims to ascertain the extent to which you are committed to your organisation current employer (organisation). Kindly read each question and choose from the following answers:

1 = Strongly disagree 2 = Moderately disagree 3 = Slightly disagree

4 = Neither disagree nor agree 5 = Slightly agree 6 = Moderately agree

7 = Strongly agree

| ITEMS | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|---|---|
| 1 | I am willing to put in a great deal of effort beyond that normally expected in order to help this organization be successful. | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| 2 | I talk up this organization to my friends as a great organization to work for. | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| 3 | I would accept almost any type of job assignment in order to keep working for this organization. | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| 4 | I find that my values and the organization's values are very similar. | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| 5 | I am proud to tell others that I am part of this organization. | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| 6 | This organization really inspires the very best in me in the way of job performance. | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| 7 | I am extremely glad that I chose this organization to work for over others I was considering at the time I joined. | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| 8 | I really care about the fate of this organization. | ○ | ○ | ○ | ○ | ○ | ○ | ○ |
| 9 | For me this is the best of all possible organizations for which to work. | ○ | ○ | ○ | ○ | ○ | ○ | ○ |

Source: Mowday, R. T, Steers, R. M., & Porter, L. W. (1979). The measurement of organizational commitment. *Journal of Vocational Behavior, 14*, 224-247.

Items were taken from Table 1, p. 228.

**Appendix 3:** Job Satisfaction Index

The following section aims to ascertain the extent to which you are satisfied with your current employer (organisation). Kindly read each question and choose from the following answers:

1 = Strongly Disagree 2 = Disagree 3 = Neither Agree nor Disagree

4 = Agree 5 = Strongly agree.

| ITEMS | | 1 | 2 | 3 | 4 | 5 |
|---|---|---|---|---|---|---|
| 1 | How satisfied are you with the nature of the work you perform? | ○ | ○ | ○ | ○ | ○ |
| 2 | How satisfied are you with the person who supervises you - your organizational superior? | ○ | ○ | ○ | ○ | ○ |
| 3 | How satisfied are you with your relations with others in the organization with whom you work—your co-workers or peers? | ○ | ○ | ○ | ○ | ○ |
| 4 | How satisfied are you with the pay you receive for your job? | ○ | ○ | ○ | ○ | ○ |
| 5 | How satisfied are you with the opportunities which exist in this organization for advancement or promotion? | ○ | ○ | ○ | ○ | ○ |
| 6 | Considering everything, how satisfied are you with your current job situation? | ○ | ○ | ○ | ○ | ○ |

Source: Tsui, A. S., Egan, T. D., & O'Reilly, C. A., III. (1992). Being different: Relational demography and organizational attachment. *Administrative Science Quarterly, 37(4),* 549-580.

Items were taken from the appendix, p. 588.

**Appendix 4:** Turnover Intention Scale (TIS-6)

The following section aims to ascertain the extent to which you intend to stay at the organisation. Please read each question and indicate your response using the scale provided for each question:

DURING THE PAST 9 MONTHS…..

| | | | | |
|---|---|---|---|---|
| 1 | How often have you considered leaving your job? | Never | 1-------2-------3-------4-------5 | Always |
| 2 | How satisfying is your job in fulfilling your personal needs? | Very satisfying | 1-------2-------3-------4-------5 | Totally dissatisfying |
| 3 | How often are you frustrated when not given the opportunity at work to achieve your personal work-related goals? | Never | 1-------2-------3-------4-------5 | Always |
| 4 | How often do you dream about getting another job that will better suit your personal needs? | Never | 1-------2-------3-------4-------5 | Always |
| 5 | How likely are you to accept another job at the same compensation level should it be offered to you? | Highly unlikely | 1-------2-------3-------4-------5 | Highly likely |
| 6 | How often do you look forward to another day at work? | Always | 1-------2-------3-------4-------5 | Never |

Source: Bothma, C. F. C., & Roodt, G. (2013). The validation of the turnover intention scale. *SA Journal of Human Resource Management*, *11*(1), 1-12.

**Appendix 5:** Interview Protocol for Study 1

1. What does diversity management mean to you?

2. Do you have a diversity management policy in your organization?

3. What is the main reason for your organisation's implementation/non-implementation of diversity management practices, and why? E.g. moral reasons, legal reasons, business imperatives (competitive advantage), etc. Please explain.

4. How is diversity management practiced within your organisation?

5. What are the specific initiatives and practices available within your organisation with respect to diversity management? E.g. career development programmes, training & development, work-family practices, etc. Please explain.

6. In your view, what are the barriers to effective diversity management within your organization?

7. What role did you play either directly or indirectly to adopt diversity management practices within your organization?

8. How do you intend to ensure that diversity management doesn't become just a buzz word in your organization but a reality for all employees?

**Appendix 6:** Coding for Study 1 (Qualitative Part)

| INTERVIEWEE / ORGANISATION | GENDER | EDUCATION LEVEL OF HRM | SECTOR OF ORGANISATION | ADOPTION TYPE | ROLE OF HRM | DOCUMENTS ANALYSED |
|---|---|---|---|---|---|---|
| HRM 1 | 2 | 1 | 1 | 1 | 3 | 3 |
| HRM 2 | 2 | 1 | 1 | 1 | 1 | 2 |
| HRM 3 | 2 | 1 | 2 | 1 | 1 | 3 |
| HRM 4 | 2 | 1 | 3 | 1 | 2 | 3 |
| HRM 5 | 2 | 1 | 4 | 1 | 1 | 2 |
| HRM 6 | 1 | 1 | 1 | 1 | 2 | 1 |
| HRM 7 | 2 | 1 | 4 | 2 | 3 | 1 |
| HRM 8 | 1 | 1 | 5 | 2 | 3 | 1 |
| HRM 9 | 2 | 2 | 2 | 2 | 2 | 1 |
| HRM 10 | 1 | 1 | 6 | 1 | 2 | 3 |
| HRM 11 | 1 | 1 | 7 | 2 | 2 | 1 |
| HRM 12 | 1 | 1 | 4 | 2 | 2 | 1 |
| HRM 13 | 1 | 1 | 7 | 1 | 2 | 4 |
| HRM 14 | 1 | 1 | 1 | 1 | 2 | 2 |
| HRM 15 | 1 | 1 | 1 | 1 | 2 | 4 |
| HRM 16 | 1 | 2 | 3 | 1 | 1 | 2 |

| | | | | | | |
|---|---|---|---|---|---|---|
| HRM 17 | 2 | 2 | 1 | 1 | 1 | 2 |
| HRM 18 | 1 | 3 | 7 | 2 | 3 | 1 |
| HRM 19 | 1 | 1 | 8 | 1 | 1 | 4 |
| HRM 20 | 1 | 2 | 9 | 2 | 3 | 1 |
| HRM 21 | 1 | 1 | 7 | 2 | 2 | 1 |
| HRM 22 | 1 | 1 | 8 | 1 | 3 | 1 |
| HRM 23 | 1 | 4 | 10 | 2 | 3 | 1 |
| HRM 24 | 2 | 1 | 11 | 1 | 2 | 1 |

**Coding for gender:**

1 = Male

2 = Female

**Coding for educational level of human resource manager:**

1 = MBA / MSc. / MA (Master's degree in Human Resource Management)

2 = Bachelor's Degree (Undergraduate Degree)

3 = Postgraduate Certificate

4 = Postgraduate Diploma

**Coding for organisational sectors:**

1 = Banking / Micro Finance

2 = Waste Management

3 = Health

4 = Education

5 = Insurance

6 = Real Estate / Construction

7 = Media

8 = Hospitality

9 = Agriculture

10 = Telecommunications

11 = Consultancy

**Coding for adoption type:**

1 = Actual / Substantive Adoption

2 = Ceremonial / Superficial Adoption

**Coding for the role of HRM:**

1 = Active Role

2 = Supportive Role

3 = No Role

**Coding for documents analysed:**

1 = Website only

2 = Website and Diversity Management Policy Document

3 = Website, Brochures, and Leaflets.

4 = Website, Diversity Management Policy Document, Brochures, and Leaflets.

**Appendix 7: Initial proposal letter to organisations**

August 10, 2019

Dear Respondent,

**REQUEST FOR PARTICIPATION IN AN ACADEMIC RESEARCH**

I am a PhD student and currently collecting data for an academic and non-commercial study on workplace diversity management. I kindly request your participation in the above survey by completing the attached questionnaire.

The objective of this study is to examine employees' perception of their organisations' diversity management practices and the role of HRM in the adoption of diversity management practices within their organisations. Specifically, it is aimed at examining:

1. How employees perceive the diversity management practices of their organisations to be able to suggest best practices that could enhance individual and organisational performance. Your participation is very important as it will contribute to a better understanding of diversity management practices within organisations in Ghana.
2. Why organisations adopt diversity management practices and the role played by Human Resource Managers in that regard.

There are no RIGHT or WRONG answers. However, it is important that you complete ALL the questions in this survey for the study to be meaningful. Individual responses will be completely CONFIDENTIAL in accordance with the ethics of scientific research. In addition, ANONYMITY is also guaranteed.

Thank you for your time and patience in completing this survey.

Yours faithfully,

Issaka L. Tetteh

For more information, or if you have any questions or enquiries, please feel free to contact me at 155203411@ybu.edu.tr or iltetteh.edu@gmail.com

## Appendix 8: Certificate of Informed Consent

### Informed Consent Form (ICF) for Qualitative Studies

Informed Consent Form for ……

This informed consent form is for HR Managers who have been invited to participate in a research titled Diversity Management in the African Context.

Name of Principle Investigator: Issaka L. Tetteh

Name of Organization: Ankara Yildirim Beyazit University

Name of Supervisor: Prof. Dr. Kerim Özcan

This Informed Consent Form has two parts:

- Information Sheet (to share information about the study with you)
- Certificate of Consent (for signatures if you choose to participate)

You will be given a copy of the full Informed Consent Form

### Part I: Information Sheet

#### Introduction

I am Issaka L. Tetteh, a PhD student at Ankara Yildirim Beyazit University. I am doing research on diversity management in the African context. I am going to give you information and invite you to be part of this research. You do not have to decide today whether or not you will participate in the research. Before you decide, you can talk to anyone you feel comfortable with about the research. This consent form may contain words that you do not understand. Please ask me to stop as we go through the information and I will take time to explain. If you have questions later, you can ask them of me.

**Purpose of the research**

The workforce demography across the world is changing at a very rapid pace. Hence the concept of diversity management has been adopted by some organisations to help them to benefit from the workforce diversity. However, diversity management in the African context remains largely unknown due to the lack of research in that area. Therefore, this study is aimed at understanding the motivation behind the adoption of workplace diversity management practices by organisations in the private sector of Ghana, a country located in Africa. This will help us to understand why organisations adopt diversity management practices in the African context and the role played by Human Resource Managers.

**Type of Research Intervention**

This research will involve your participation in a one-hour interview.

**Participant Selection**

You have been invited to take part in this research because I believe that your experience as a Human Resource Manager can contribute much to the understanding of diversity management practices in the African context.

**Voluntary Participation**

The choice that you make will have no bearing on your job or on any work-related evaluations or reports. You may change your mind later and stop participating even if you agreed earlier.

**Procedures**

If you accept to participate in the study, the information that will be needed from you is as follows:

**Interview**

This interview will be conducted by myself.

During the interview, I will sit down with you in a comfortable place of your choice. If you do not wish to answer any of the questions during the interview, you may say so and the interviewer will move on to the next question. No one else but the interviewer will be present unless you would like someone else to be there. I will not ask you to share personal beliefs, practices, or stories, and you do not have to share any knowledge that you are not comfortable sharing. The information recorded is confidential, and no one else will access to the information documented during your interview. The entire interview will be tape-recorded, but no-one will be identified by name on the tape. The information recorded is confidential, and no one else. The tapes will be destroyed within 6 months by which time they should have been transcribed.

**Duration**

The research takes place over three months in total. However, I will visit you just once for interviewing which will last for a maximum of one hour. The group discussion will be held once and will take about one and a half hour.

**Risks**

You do not have to answer any question or take part in the interview if you don't wish to do so, and that is also fine. You do not have to give us any reason for not responding to any question, or for refusing to take part in the interview.

**Benefits**

There will be no direct benefit to you, but your participation is likely to help me find out more about diversity management practices in the African context.

**Reimbursements**

You will not be provided any incentive to take part in the research.

**Confidentiality**

I will not be sharing information about you to anyone. The information that we I from this research project will be kept private. Any information about you will have a number on it instead of your name. Only the researcher will know what your number is and we will lock that information up with a lock and key. It will not be shared with or given to anyone.

**Sharing the Results**

Nothing that you tell me today will be shared with anybody and nothing will be attributed to you by name. The knowledge that I get from this research will be shared with you and your community before it is made widely available to the public. Each participant will receive a summary of the results and after the results will be published so that other interested people may learn from the research.

**Right to Refuse or Withdraw**

You do not have to take part in this research if you do not wish to do so, and choosing to participate will not affect your job or job-related evaluations in any way. You may stop participating in the interview at any time that you wish without your job being affected. I will give you an opportunity at the end of the interview to review your remarks, and you can ask to modify or remove portions of those, if you do not agree with my notes, or if I did not understand you correctly.

**Who to Contact**

If you have any questions, you can ask them now or later. If you wish to ask questions later, you may contact me via email - 155203411@ybu.edu.tr

This proposal has been reviewed and approved by the School's Research Ethics Committee (SREC), which is a committee at Ankara Yildirim Beyazit University Aston whose task it is to make sure that research participants are protected from harm

**Part II: Certificate of Consent**

I have been invited to participate in research about diversity management in the African context.

I have read the foregoing information, or it has been read to me. I have had the opportunity to ask questions about it and any questions I have been asked have been answered to my satisfaction. I consent voluntarily to be a participant in this study and for the interview to be recorded.

Name of Participant: …….

Signature of Participant ……..

Date: ……

Day/Month/Year

**Statement by the researcher**

I have given the potential research participant sufficient time to read and understand the purpose of the study. I have also made sure that the participant understands the research, the type of information to be collection and how it will be used to the best of my ability.

I confirm that the participant was given an opportunity to ask questions about the study, and all the questions asked by the participant have been answered correctly and to the best of my ability. I confirm that the individual has not been coerced into giving consent, and the consent has been given freely and voluntarily.

A copy of this ICF has been provided to the participant.

Print Name of Researcher: ……..

Signature of Researcher: …….

Date: ……

Day/Month/Year

The above informed consent form was adapted from the World Health Organization (WHO).

**Source:**

World Health Organization (n.d.). *Templates for informed consent forms: Notes to researchers.* Retrieved July 15, 2019, from https://www.who.int/ethics/review-committee/informed_consent/en/

## Appendix 9: Hayes' PROCESS macro output

```
Run MATRIX procedure:

***************** PROCESS Procedure for SPSS Version 3.4.1
*****************

          Written by Andrew F. Hayes, Ph.D.       www.afhayes.com
    Documentation available in Hayes (2018). www.guilford.com/p/hayes3

**************************************************************************
*
Model  : 4
    Y  : TISA
    X  : EPDMPA
   M1  : OCQA
   M2  : JSIA

Covariates:
 SIZE     GENDER   EDU

Sample
Size:  442

**************************************************************************
*
OUTCOME VARIABLE:
 OCQA

Model Summary
          R       R-sq        MSE          F        df1        df2
p
      .1483      .0220     1.8773     2.4551     4.0000   437.0000
.0452

Model
             coeff         se          t          p       LLCI
ULCI
constant     5.5680      .3996    13.9350      .0000     4.7827
6.3533
EPDMPA        .1020      .0767     1.3299      .1842     -.0487
.2527
SIZE         -.2020      .0707    -2.8592      .0045     -.3409     -
.0632
GENDER       -.1012      .1315     -.7691      .4423     -.3597
.1574
EDU          -.0179      .0388     -.4599      .6458     -.0942
.0585

Standardized coefficients
           coeff
EPDMPA      .0635
SIZE       -.1361
GENDER     -.0364
EDU        -.0218

**************************************************************************
*
```

```
OUTCOME VARIABLE:
 JSIA

Model Summary
          R       R-sq        MSE          F        df1        df2
p
      .0640      .0041      .8756      .4491     4.0000   437.0000
.7731

Model
              coeff         se          t          p       LLCI
ULCI
constant     3.2398      .2729    11.8724      .0000     2.7035
3.7761
EPDMPA       -.0060      .0524     -.1155      .9081     -.1090
.0969
SIZE         -.0532      .0483    -1.1027      .2708     -.1481
.0416
GENDER        .0311      .0898      .3457      .7297     -.1455
.2076
EDU           .0157      .0265      .5912      .5547     -.0364
.0678

Standardized coefficients
            coeff
EPDMPA     -.0056
SIZE       -.0530
GENDER      .0165
EDU         .0283

**************************************************************************
*
OUTCOME VARIABLE:
 TISA

Model Summary
          R       R-sq        MSE          F        df1        df2
p
      .8415      .7082      .2513   175.9321     6.0000   435.0000
.0000

Model
              coeff         se          t          p       LLCI
ULCI
constant      .3801      .1969     1.9301      .0542     -.0070
.7671
EPDMPA        .8988      .0281    31.9758      .0000      .8435
.9540
OCQA          .0298      .0175     1.6990      .0900     -.0047
.0642
JSIA          .0308      .0257     1.2015      .2302     -.0196
.0813
SIZE          .0139      .0261      .5331      .5942     -.0374
.0653
GENDER       -.0387      .0482     -.8043      .4217     -.1334
.0559
EDU          -.0078      .0142     -.5470      .5847     -.0357
.0202
```

```
Standardized coefficients
           coeff
EPDMPA      .8373
OCQA        .0446
JSIA        .0312
SIZE        .0140
GENDER     -.0209
EDU        -.0142

************************** TOTAL EFFECT MODEL
****************************
OUTCOME VARIABLE:
 TISA

Model Summary
          R       R-sq        MSE          F        df1        df2
p
      .8399      .7054      .2525   261.6128     4.0000   437.0000
.0000

Model
             coeff         se          t          p       LLCI
ULCI
constant      .6458      .1465     4.4073      .0000      .3578
.9339
EPDMPA        .9016      .0281    32.0651      .0000      .8464
.9569
SIZE          .0063      .0259      .2422      .8087     -.0447
.0572
GENDER       -.0408      .0482     -.8456      .3982     -.1356
.0540
EDU          -.0078      .0142     -.5494      .5830     -.0358
.0202

Standardized coefficients
           coeff
EPDMPA      .8400
SIZE        .0063
GENDER     -.0220
EDU        -.0143

************** TOTAL, DIRECT, AND INDIRECT EFFECTS OF X ON Y
**************

Total effect of X on Y
     Effect         se          t          p       LLCI       ULCI
c_ps       c_cs
      .9016      .0281    32.0651      .0000      .8464      .9569
.9783      .8400

Direct effect of X on Y
     Effect         se          t          p       LLCI       ULCI
c'_ps      c'_cs
      .8988      .0281    31.9758      .0000      .8435      .9540
.9752      .8373

Indirect effect(s) of X on Y:
          Effect     BootSE   BootLLCI   BootULCI
TOTAL      .0029      .0040     -.0035      .0121
OCQA       .0030      .0035     -.0019      .0118
```

```
JSIA      -.0002      .0020     -.0044      .0043

Partially standardized indirect effect(s) of X on Y:
          Effect     BootSE   BootLLCI   BootULCI
TOTAL      .0031      .0043     -.0038      .0131
OCQA       .0033      .0038     -.0021      .0128
JSIA      -.0002      .0022     -.0047      .0048

Completely standardized indirect effect(s) of X on Y:
          Effect     BootSE   BootLLCI   BootULCI
TOTAL      .0027      .0037     -.0033      .0112
OCQA       .0028      .0033     -.0018      .0110
JSIA      -.0002      .0019     -.0041      .0041

************************ ANALYSIS NOTES AND ERRORS
************************

Level of confidence for all confidence intervals in output:
  95.0000

Number of bootstrap samples for percentile bootstrap confidence
intervals:
  5000

------ END MATRIX -----
```

**Appendix 10: Transcription of Interviews**

- It must be noted that the original interviews were transcribed into this formal, written style excluding pauses, repetitions, padding and emotional expressions such as laughter, sighing, etc. Even though these are edited versions, they faithfully represent what the interviewees said.
- The square brackets […] indicate the interpolation of a few words into a sentence to make grammatical sense.

KEY:

- *Italics - interviewer's main questions, prompts and probes.*
- Normal fonts - interviewees' responses.
- HRM - Human Resource Manager

**HRM 1:**

Role: Human Resource Manager

Sex: Female

Highest Level of Education: MBA

Sector: Banking

Researcher: *What does diversity management mean to you?*

HRM 1: Diversity management means embracing all employees at the workplace.

Researcher: *Do you have a diversity management policy in your organisation?*

HRM 1: We don't have any official written policy document. However, we have leaflets and brochures that we use for training.

Researcher: *What is the main reason for your organisation's implementation of diversity management practices, and why?*

HRM 1: We have employees from all over Ghana and even a few foreigners who are working with us. Therefore, it is appropriate that accept and respect our difference.

*Researcher: How is diversity management practiced within your organisation?*

HRM 1: Employees are given time off for the religious and cultural events once they notify management in advance.

*Researcher: What are the specific initiatives and practices available within your organisation with respect to diversity management?*

HRM1: We regularly organise training and workshops for all our employees reiterating our organisation's position on how employees must relate with their co-workers.

Researcher: *In your view, what are the barriers to effective diversity management within your organisation?*

HRM1: I think the lack of willingness on the part of management to make funds available for diversity training is a problem. The budget for diversity training is quite small so we are always restricted in terms of activities and events we can organise.

*Researcher: What role did you play either directly or indirectly to adopt diversity management practices within your organisation?*

HRM1: Unfortunately, I didn't play any direct role. The board of directors of the company took a decision regarding including some diversity training for all workers so my job was to find appropriate training materials to use for the training.

*Researcher: How do you intend to ensure that diversity management doesn't become just a buzz word in your organisation but a reality for all employees?*

HRM1: The company has decided that by the year 2025, there will be a balance between male and female employees in the organisation. Currently, male employees make up about 70% but we want to ensure that the percentage of females increase to at least 40% within the next 5 years then eventually to 50% by the year 2030.

**HRM 2:**

Role: Human Resource Manager

Sex: Female

Highest Level of Education: MBA

Sector: Banking

*Researcher: What does diversity management mean to you?*

HRM 2: Managing people from different backgrounds.

*Researcher: Do you have a diversity management policy in your organisation?*

HRM 2: No […]. We make effort to manage the diversity within the workforce but there is no official policy. The HR department comes up with ideas to help manage the workforce.

*What is the main reason for your organisation's implementation of diversity management practices, and why?*

HRM 2: Policy changes from the organisation's Director. A lot of his friends who are CEOs of organisations have diversity management practices within their organisations so I can say maybe he was influenced by them [peer pressure].

*Researcher: How is diversity management practiced within your organisation?*

We remind all staff members regularly through emails, messages on the staff notice board, etc. to respect individual differences at the workplace. We do also have diversity training programmes twice a year in which employees are taken through a range of exercises and activities to enable them to get

*Researcher: In your view, what are the barriers to effective diversity management within your organisation?*

HRM 2: The major barrier must be senior management. Most of them come from a different generation and don't really see the need for the prioritisation of diversity management within the organisation. They often bring their relatives and family members to fill vacancies within the organisation making it almost impossible for extremely qualified people to join the organisation without the help of an existing senior employee. This will have to change.

*Researcher: What role did you play either directly or indirectly to adopt diversity management practices within your organisation?*

Interviewee: After joining the organisation, I realised that there were many disputes between employees, and they were all related to misunderstandings between the employees especially with respect to gender, culture, and religion. I decided to convince the Director of the organisation to approve funds to acquire materials and organise training events to help employees to understand diversity a bit more.

*Researcher: How do you intend to ensure that diversity management doesn't become just a buzz word in your organisation but a reality for all employees?*

HRM 2: We have currently contracted a Diversity Specialist to help us develop a diversity management policy document for the organisation. In addition to our regular inhouse diversity training events, we also intend to invite an expert from outside the organisation to organise annual workshops for all Team Leaders, Supervisors and Managers of the organisation. The Team Leaders and Supervisors will then have to also share the knowledge with the other members within their departments.

**HRM 3:**

Role: Human Resource Manager

Sex: Female

Highest Level of Education: MBA

Sector: Waste Management

*Researcher: What does diversity management mean to you?*

Interviewee: An understanding that everyone is unique and different, and finding ways to strengthen unity and harmony among all workers at the workplace.

*Researcher: Do you have a diversity management policy in your organisation?*

HRM 3: No

*Researcher: What is the main reason for your organisation's implementation of diversity management practices, and why?*

HRM 3: Because it is the moral thing to do.

*Researcher: How is diversity management practiced within your organisation?*

HRM 3: Understanding each other's uniqueness and leveraging on it

*Researcher: What are the specific initiatives and practices available within your organisation with respect to diversity management?*

HRM 3: Openness and connection to staff at all levels

*Researcher: In your view, what are the barriers to effective diversity management within your organisation?*

HRM 3: The lack of an official company policy on diversity management is a major barrier. The organisation has clearly written out responsibilities for me as the HR Manager and unfortunately managing [workforce] diversity isn't mentioned. Hence, I divert some of the resource for other projects into printing leaflets about diversity management to use for my training programmes.

*Researcher: What role did you play either directly or indirectly to adopt diversity management practices within your organisation?*

HRM 3: Despite the lack of support from the hierarchy of the organisation, I continue to train and sensitize workers on the subject matter.

*Researcher: How do you intend to ensure that diversity management doesn't become just a buzz word in your organisation but a reality for all employees?*

HRM 3: I lived and worked in the USA for 5 years and over there, organisations have official policy documents on workplace diversity management. Therefore, I am also currently lobbying senior management to allocate resources to put together a formal diversity policy for the organisation and allocate resources to the HR department to enhance diversity training within the organisation.

**HRM 4:**

Role: Human Resource Manager

Sex: Female

Highest Level of Education: Master's in HR Management

Sector: Health

Researcher: What does diversity management mean to you?

HRM 4: Ability to hire and manage people with value to the organisation who are from different ethno-geographic-orientation background differ from what we have and are used to

*Researcher: Do you have a diversity management policy in your organisation?*

HRM 4: Yes, but not as comprehensive as the diversity policy of my previous employer.

*Researcher: What is the main reason for your organisation's implementation of diversity management practices, and why?*

HRM 4: We implemented diversity management because we have some expatriates from Nigerian, Ivory Coast and other countries working with our organisation. Since they are coming from countries where the cultures are a bit different from Ghana, the organisation felt that it was important that an official diversity policy was put in place to avoid and prevent challenges the arise in multicultural organisations.

*Researcher: How is diversity management practiced within your organisation?*

HRM 4: Rules and acceptable practises are clearly spelt out in the diversity management policy and people are sensitized and made conscious of the need to make everyone feel at home. Moreover, all employees must respect their colleagues irrespective of their beliefs, race, religion, etc. and jokes that could stir up emotions must always be avoided.

Furthermore, the discussion of sensitive topics such as politics, religion, sexual life, etc. are completely forbidden at the workplace.

*Researcher: What are the specific initiatives and practices available within your organisation with respect to diversity management?*

HRM 4:

1. Orientation - we start with a very good acculturation process into the country where people of diversity are settled.

2. Career development - open policy of allowing them to be active and participate in equal opportunities ensuring no discrimination is entertained.

3. Implementing policy of everyday admin practises such as no speaking of dialects which cannot be understood by people who fall into the group, no offensive language… etc.

4. Implement policies across diverse group.

*Researcher: In your view, what are the barriers to effective diversity management within your organisation?*

HRM 4: Culture, prejudices, tribalism, nepotism, etc.

*Researcher: What role did you play either directly or indirectly to adopt diversity management practices within your organisation?*

HRM 4: The company already had a diversity policy in place before I joined it. However, I revised the existing policy by introducing some vital details which were absent in the previous policy document. Moreover, I have been able to gain the support of senior management to make diversity training compulsory for all employees and also to organise activities to enhance the relationship between employees and also to improve the environment at the workplace.

*Researcher: How do you intend to ensure that diversity management doesn't become just a buzz word in your organisation but a reality for all employees?*

HRM 4: We walk the talk [we don't just talk about diversity, but we take real steps to make it a reality in the organisation]. We ensure that employees are constantly reminded of the diversity management policy of the organisation, and the professionalism that must be displayed by all employees of the organisations. Moreover, we take cases of breach of our diversity policy seriously and there are sanctions for employees found to have breached it

**HRM 5:**

Role: Human Resource Manager

Sex: Female

Highest Level of Education: MA. HR Management

Sector: Education

*Researcher: What does diversity management mean to you?*

HRM 5: Inclusion of employees from different backgrounds into the organisation

Researcher: Do you have a diversity management policy in your organisation?

HRM 5: Yes

*Researcher: What is the main reason for your organisation's implementation of diversity management practices, and why?*

HRM 5: It's mainly for legal reasons. In addition, we believe it can help us to gain competitive advantage and will also enhance the public image of the organisation.

*Researcher: How is diversity management practiced within your organisation?*

HRM 5: By ensuring that people from minority ethnic groups are given equal employment opportunities.

*Researcher: What are the specific initiatives and practices available within your organisation with respect to diversity management?*

HRM 5: We initiate diversity training for all employees and ensure the development for minority groups in the organisation.

*Researcher: In your view, what are the barriers to effective diversity management within your organisation?*

HRM 5: In my opinion, lack of adequate funds for diversity programmes is the biggest barrier to diversity management in the organisation. I think although the organisation has a diversity policy, there is more room for improvement with respect to the diversity training that the organisation currently provides to its employees.

*Researcher: What role did you play either directly or indirectly to adopt diversity management practices within your organisation?*

HRM 5: I wrote the diversity policy of the organisation and personally initiated a recruitment process that ensured that the organisation wasn't dominated by people from just a single specific group. Hence, we have almost an equal number of male and female employees. I have ensured that the organisation has employees from different ethnic and religious backgrounds. In addition, employees' who excel at the diversity training courses are given special awards by the organisation.

*Researcher: How do you intend to ensure that diversity management doesn't become just a buzz word in your organisation but a reality for all employees?*

HRM 5: Employees are taking through diversity training programmes three times each year. Moreover, there are a lot of activities throughout the year to enhance the respect for diversity within the organisation.

**HRM 6:**

Role: Human Resource Manager

Sex: Male

Highest Level of Education: MA. in HR Management

Sector: Banking

*Researcher: What does diversity management mean to you?*

HRM 6: Having different people of diverse backgrounds, race, colour, religion, education, sex, etc. working together within the organisation

*Researcher: Do you have a diversity management policy in your organisation?*

HRM 6: Not explicitly but the labour act of Ghana encourages diversity so the organisation tries to ensure balance in terms of diversity within the organisation.

*Researcher: What is the main reason for your organisation's implementation of diversity management practices, and why?*

HRM 6: Competitive advantage, harnessing diverse resources, competences and skills for the achievement of organisational targets.

*Researcher: How is diversity management practiced within your organisation?*

HRM 6: Recruitment in the organisation is non-discriminatory, equal opportunity is given to all employees. Our international partners also encourage diversity so in order to maintain our business deals with our international affiliations, we are compelled to respect diversity.

*Researcher: What are the specific initiatives and practices available within your organisation with respect to diversity management?*

HRM 6: We have an open-door policy in the organisation which allows staff to freely express their opinions. We do also have team building programs via training for staff to appreciate strength in diversity. Furthermore, we have periodic branch meetings to harness team skills, resources and competencies.

*Researcher: In your view, what are the barriers to effective diversity management within your organisation?*

HRM 6: I think the management styles and hierarchy within the organisation are the major barriers within the organisation.

*Researcher: What role did you play either directly or indirectly to adopt diversity management practices within your organisation?*

HRM 6: I updated the diversity policy of the company by introducing some new training programs and designed some activities to achieve a better diversity environment in the organisation. I have also designed a diversity handbook for employees to guide the organisation and other employees about respect for diversity.

*Researcher: How do you intend to ensure that diversity management doesn't become just a buzz word in your organisation but a reality for all employees?*

HRM 6: We have made diversity training a core part of the orientation for new employees and have also created programs to fortify the respect for diversity in the organisation.

**HRM 7:**

Role: Human Resource Manager

Sex: Female

Highest Level of Education: MBA

Sector: Education

*Researcher: What does diversity management mean to you?*

HRM 7: Being able to deal with employees from different backgrounds.

Researcher: Do you have a diversity management policy in your organisation?

HRM 7: No, not yet.

*3. What is the main reason for your organisation's non-implementation of diversity management practices, and why?*

HRM 7: The owners of the organisation do not think diversity management is a priority at this stage in the life of the organisation. For them, the most important thing is to ensure that the organisation continues to make profit.

*Researcher: How is diversity management practiced within your organisation?*

HRM 7: We don't have a specific diversity training programme. However; as the HRM manager, I ensure that employees respect individual difference and opinions. There is also a feedback system to ensure that employees can report abuses so that the organisation can address them appropriately.

*Researcher: What are the specific initiatives and practices available within your organisation with respect to diversity management?*

HRM 7: We don't have specific initiatives and practices with respect to diversity management.

*Researcher: In your view, what are the barriers to effective diversity management within your organisation?*

HRM 7: I think nepotism and ego are the major barriers to effective diversity management within the organisation.

*Researcher: What role did you play either directly or indirectly to adopt diversity management practices within your organisation?*

Interviewee: I try my best to advice management to implement diversity training and hoping that management will soon have a diversity management policy.

*Researcher: How do you intend to ensure that diversity management doesn't become just a buzz word in your organisation but a reality for all employees?*

Interviewee: It's quite difficult but I just try to lead by example. Hopefully my professionalism and respect for all employees will lead to a snowballing effect among all the employees.

**HRM 8:**

Role: Human Resource Manager

Sex: Male

Highest Level of Education: MBA

Sector: Insurance

*Researcher: What does diversity management mean to you?*

HRM 8: It means policies that policies that positively impacts employees from all backgrounds.

*Researcher: Do you have a diversity management policy in your organisation?*

HRM 8: No

Researcher: What is the main reason for your organisation's non-implementation of diversity management practices, and why?

HRM 8: The owners of the organisation do not think diversity management is urgently needed within the organisation.

*Researcher: How is diversity management practiced within your organisation?*

HRM 8: We expect all employees to demonstrate a positive attitude towards their colleagues and other stakeholders of the organisation.

*Researcher: What are the specific initiatives and practices available within your organisation with respect to diversity management?*

HRM 8: Officially there are no specific initiatives. However, I do encourage the HR team members to demonstrate empathy when dealing with other employees.

*Researcher: In your view, what are the barriers to effective diversity management within your organisation?*

HRM 8: I think the lack of will from the owners is the major barrier to effective diversity management within the organisation.

*Researcher: What role did you play either directly or indirectly to adopt diversity management practices within your organisation?*

HRM 8: I have submitted numerous proposals to the owners of the organisation on the importance of have a diversity policy so I am hoping that the situation will change soon.

*Researcher: How do you intend to ensure that diversity management doesn't become just a buzz word in your organisation but a reality for all employees?*

HRM: First, we don't have a diversity management policy in place. However, the organisation requires of all employees to respect their colleagues irrespective of their backgrounds. And report of disrespect is investigated, and appropriate actions are taken.

HRM 9:

Role: Human Resource Manager

Sex: Female

Highest Level of Education: BSc. degree

Sector: Waste Management

*Researcher: What does diversity management mean to you?*

HRM 9: It is a type of organisational structure in which people of different backgrounds within the organisation are given all the needed the support to excel.

Researcher: Do you have a diversity management policy in your organisation?

HRM 9: Yes.

*Researcher: What is the main reason for your organisation's implementation/non-implementation of diversity management practices, and why?*

HRM 9: We believe implementing diversity management practices within the organisation will help us to gain competitive advantage and in effect make us more profitable. Moreover, we believe implementing diversity practices within the organisation is good for the wellbeing of all employees

*Researcher: How is diversity management practiced within your organisation?*

HRM 9: We have mentorship programmes where senior staff are obliged to mentor a junior employee from a different background. Also, we ensure that all teams within the organisation are mixed in terms of the background of the group members.

*Researcher: What are the specific initiatives and practices available within your organisation with respect to diversity management?*

HRM 9: Regular training and workshops are organised for all employees.

*Researcher: In your view, what are the barriers to effective diversity management within your organisation?*

HRM 9: I think there are no barriers.

*Researcher: What role did you play either directly or indirectly to adopt diversity management practices within your organisation?*

HRM 9: There existed a diversity policy within the organisation before I joined. However, I have introduced more modern diversity programmes and activities within the organisation.

*Researcher: How do you intend to ensure that diversity management doesn't become just a buzz word in your organisation but a reality for all employees?*

HRM 9: I have instituted a quarterly activity related to diversity management within the organisation including video presentations, lectures, etc.

**HRM 10:**

Role: Human Resource Manager

Sex: Male

Highest Level of Education: MBA

Sector: Building Construction

*Researcher: What does diversity management mean to you?*

HRM 10: It means taking actions that are aimed at promoting the inclusion of employees from different backgrounds.

*Researcher: Do you have a diversity management policy in your organisation?*

HRM 10: Yes

*Researcher: What is the main reason for your organisation's implementation of diversity management practices, and why?*

HRM 10: Improved competition and improved creativity.

*Researcher: How is diversity management practiced within your organisation?*

HRM 10: We ensure that career development opportunities are available to all employees. We also ensure that there is a fair representation of minority groups at all levels within the organisation.

*Researcher: What are the specific initiatives and practices available within your organisation with respect to diversity management?*

HRM 10: Training is the main initiative we have.

*Researcher: In your view, what are the barriers to effective diversity management within your organisation?*

HRM 10: There is resistance from some senior officials within the organisation who are against the promotion of employees from certain backgrounds.

*Researcher: What role did you play either directly or indirectly to adopt diversity management practices within your organisation?*

HRM 10: The company had a functioning diversity policy before I joined them. However, I ensured that in terms of recruitment, the organisation also looked beyond just Ghana. Hence, we now have highly skilled employees from other African countries who are helping the organisation immensely.

*Researcher: How do you intend to ensure that diversity management doesn't become just a buzz word in your organisation but a reality for all employees?*

HRM 10: We must continue to implement the existing policy on diversity management and must ensure that it is updated when the need arises to meet modern trends.

**HRM 11:**

Role: Human Resource Manager

Sex: Male

Highest Level of Education: MBA

Sector: Media

*Researcher: What does diversity management mean to you?*

HRM 11: It means the deliberate representation and inclusion of diverse populations, groups of people, and individuals from different backgrounds within the organisation.

*Researcher: Do you have a diversity management policy in your organisation?*

HRM 11: Not explicitly but implicitly we do have a diversity management policy.

*Researcher: What is the main reason for your organisation's implementation of diversity management practices, and why?*

HRM 11: We believe that it is only fair that people are employed purely based on their competence and credentials.

*Researcher: How is diversity management practiced within your organisation?*

HRM 11: We ensure that minority groups are factored into decisions regarding recruitment and promotion.

*Researcher: What are the specific initiatives and practices available within your organisation with respect to diversity management?*

HRM 11: There are no concrete initiatives and practices.

*Researcher: In your view, what are the barriers to effective diversity management within your organisation?*

HRM 11: Majority of the work within the organisation are related to fieldwork. Moreover; it requires a lot of strength, agility, ruggedness, and long hours of work outside the office. Hence; women, nursing mothers and people with physical disabilities have little chance of getting employed by my organisation. Hence, the nature of the work done by the organisation may be hindering potential employees from certain backgrounds from being recruited.

*Researcher: What role did you play either directly or indirectly to adopt diversity management practices within your organisation?*

HRM 11: As the person in charge of recruitment, I always ensure that jobs that are not physically demanding are given to qualified people with physical abilities.

*Researcher: How do you intend to ensure that diversity management doesn't become just a buzz word in your organisation but a reality for all employees?*

HRM: I am urging the organisation to put in place a full diversity management policy. This will ensure that structures and mechanisms are put in place to support minority groups within the organisation.

**HRM 12:**

Role: Human Resource Manager

Sex: Male

Highest Level of Education: MBA

Sector: Education (University)

*Researcher: What does diversity management mean to you?*

HRM 12: It means managing employees from diverse backgrounds within the organisation.

*Researcher: Do you have a diversity management policy in your organisation?*

HRM 12: No, we don't have an official diversity policy.

*Researcher: What is the main reason for your organisation's implementation of diversity management practices, and why?*

HRM 12: Although we don't have an official diversity policy, as an educational institution, we are expected by government to comply with all the employment laws of Ghana which includes giving equal opportunities to all qualified citizens of the country irrespective of their backgrounds. Hence, our recruitment processes are purely based on applicants' merits.

*Researcher: How is diversity management practiced within your organisation?*

HRM 12: The organisation takes cases of abuse and disrespect seriously. Hence, employees are expected to respect their colleagues irrespective of their backgrounds. In addition, the organisation makes effort to have a very transparent recruitment process and also tries to have ethnic minorities represented within the organisation.

*Researcher: What are the specific initiatives and practices available within your organisation with respect to diversity management?*

HRM 12: As I said, we don't have an official diversity policy but we try to include a bit of diversity training for our employees during our annual training programmes.

*Researcher: In your view, what are the barriers to effective diversity management within your organisation?*

HRM 12: I think lack of finance is the biggest barrier for effective diversity management within the organisation. In addition, the non-existence of an official diversity policy is also a barrier.

*Researcher: What role did you play either directly or indirectly to adopt diversity management practices within your organisation?*

HRM 12: I am currently leading the HR department to lobby the board of the institution to devote more resources to the development and implementation of an official diversity management policy.

*Researcher: How do you intend to ensure that diversity management doesn't become just a buzz word in your organisation but a reality for all employees?*

HRM 12: In the absence of a diversity policy, enforcing the code of ethics of the organisation which has some elements of diversity management practices is the only thing I can do as the HR Manager. But I am hoping that the organisation will have an official policy on diversity management just as other modern academic institutions around the world.

**HRM 13:**

Role: Human Resource Manager

Sex: Male

Highest Level of Education: MA HR Management

Sector: Media

*Researcher: What does diversity management mean to you?*

HRM 13: To me, diversity management means bringing equality and justice to the workplace.

*Researcher: Do you have a diversity management policy in your organisation?*

HRM 13: Yes, we do.

*Researcher: What is the main reason for your organisation's implementation of diversity management practices, and why?*

HRM 13: For moral and legal reasons. We feel it is the right thing to do. Moreover, the labour laws also expect that our management practices are free of discrimination.

*Researcher: How is diversity management practiced within your organisation?*

HRM 13: We focus on enhancing the skills and strengths of all employees regardless of their gender, religion or ethnicity.

*Researcher: What are the specific initiatives and practices available within your organisation with respect to diversity management?*

HRM 13: We organise workshops about diversity management within the organisation twice every year.

*Researcher: In your view, what are the barriers to effective diversity management within your organisation?*

HRM 13: I think self-centeredness among some employees is one of the major barriers to the effective implementation of diversity management within the organisation. Moreover, the Director's lack of trust in employees from certain background is quite problematic. Furthermore, the unsociable attitude of some employees is a barrier.

*Researcher: What role did you play either directly or indirectly to adopt diversity management practices within your organisation?*

HRM 13: In addition to my role as the HR manager, I am also the social media manager of the organisation. Hence, I try to post messages on our social media platforms (such as Facebook, Instagram, Twitter, etc.) that encourage respect for diversity and highlight the importance of diversity to the organisation and even the employees.

*Researcher: How do you intend to ensure that diversity management doesn't become just a buzz word in your organisation but a reality for all employees?*

HRM 13: To continue to practice diversity management daily through my actions and relations with other employees. Also, to continue to educate other employees through our regular training programmes and through the various social media handles of the organisation.

**HRM 14:**

Role: Human Resource Manager

Sex: Male

Highest Level of Education: MBA

Sector: Banking

*Researcher: What does diversity management mean to you?*

HRM 14: Diversity management refers to actions undertaken by organisations that help promote the inclusion of employees into the organisational structure.

*Researcher: Do you have a diversity management policy in your organisation?*

HRM 14: Yes

*Researcher: What is the main reason for your organisation's implementation of diversity management practices, and why?*

HRM 14: Business imperative. We practice diversity management because when there is diversity in the workplace, it manifests itself in building a great reputation for the company leading to increased profitability. It also helps understand customers from different backgrounds.

*Researcher: How is diversity management practiced within your organisation?*

HRM 14: It is built into the fabric of the organisation. We make sure that all the departments and teams within the organisation are made of people from different backgrounds.

Researcher: What are the specific initiatives and practices available within your organisation with respect to diversity management?

HRM 14: Diversity training sessions are normally organised for all employees and we ensure that all employees have equal access to career development opportunities.

*Researcher: In your view, what are the barriers to effective diversity management within your organisation?*

HRM 14: None that I am aware of.

*Researcher: What role did you play either directly or indirectly to adopt diversity management practices within your organisation?*

HRM 14: I did not play any direct role in the adoption of diversity management practices within the organisation. However, my predecessor (ie. the previous HR Manager) who introduced the diversity policy that is being used now. My only contribution is to ensure that all employees participate in the necessary training programmes on diversity. In addition, I try to comply to all the rules, regulations and policies of the organisation especially those related to diversity and encourage my colleagues to equally do so.

*Researcher: How do you intend to ensure that diversity management doesn't become just a buzz word in your organisation but a reality for all employees?*

HRM 14: We intend to continue to enforce diversity management practices in the organisation through our regular training and workshops.

**HRM 15:**

Role: Human Resource Manager

Sex: Male

Highest Level of Education: MBA HR Management

Sector: Banking

*Researcher: What does diversity management mean to you?*

HRM 15: It is a process intended to create and maintain a positive work environment where the similarities and differences if individuals are valued, so that all can reach their potential and maximize their contributions to an organization's strategic goals and objectives.

*Researcher: Do you have a diversity management policy in your organisation?*

HRM 15: Yes, we have a diversity management policy available.

*Researcher: What is the main reason for your organisation's implementation of diversity management practices, and why?*

HRM 15: The reason for implementation of diversity management policy is to fulfil legal requirements, moral reasons, socio cultural reasons as well as business imperatives. The policies are in place to ensure that the operations of the organisation do not contradict the laws of the land. For example, gender equality, age discriminations as well as racism are key issues that the Labour Act and the Constitution of Ghana, etc. prohibit. Implementation of the diversity management policy management policy also ensures that companies involve all and sundry in their decision-making and by so doing people contribute their quota towards achievement of the organisation's goals.

*Researcher: How is diversity management practiced within your organisation?*

HRM 15: It has been incorporated into the company's strategy and the organization's culture, so every employee lives by it.

*Researcher: What are the specific initiatives and practices available within your organisation with respect to diversity management?*

HRM 15: Recruitment, career development programmes, training and development, placement, performance management and rewards strategies. In all these, every employee is included in the process. Individual differences are valued. For example, training is tailored towards an individual or a group and they are involved in identifying their learning needs. In performance management strategies, individual targets are agreed on but we all work towards the achievement of common goal.

*Researcher: In your view, what are the barriers to effective diversity management within your organisation?*

HRM 15: Cultural challenges – diversity management is a change initiative. Sometimes cultural challenges make it difficult for effective implementation. There is also the challenge of resistance to change from the perspectives of employees. Lack of support and commitment from the top management.

*Researcher: What role did you play either directly or indirectly to adopt diversity management practices within your organisation?*

HRM 15: As the Human Resource Manager, I educate, advise and coach staff for effective implementation of the diversity management practices.

*Researcher: How do you intend to ensure that diversity management doesn't become just a buzz word in your organisation but a reality for all employees?*

HRM 15: Diversity management is a cultural issue so change management strategies need to be adopted. I intend to make diversity management part of the strategy of the organisation. In addition, I also intend to provide reward for compliance and sanctions for non-compliance of the diversity management policy of the organisation.

**HRM 16:**

Role: Human Resource Manager

Sex: Male

Highest Level of Education: BBA HRM

Sector: Health

*Researcher: What does diversity management mean to you?*

HRM 16: Diversity management is a process intended to create and maintain a positive work environment where the similarities and differences of individuals are valued.

*Researcher: Do you have a diversity management policy in your organisation?*

HRM 16: Yes, but it is not as detailed as the policy in other organisations.

*Researcher: What is the main reason for your organisation's implementation of diversity management practices, and why?*

HRM 16: The organisation is regulated by the Labour Law Act of Ghana and we are aware that the labour laws of the country encourage diversity management.

*Researcher: How is diversity management practiced within your organisation?*

HRM 16: We make sure that the views of the dominant group in the organisation is not imposed on the minority groups.

*Researcher: What are the specific initiatives and practices available within your organisation with respect to diversity management?*

HRM 16: Jobs within the organisation are done by teams which promotes the co-existence of employees from different backgrounds.

*Researcher: In your view, what are the barriers to effective diversity management within your organisation?*

HRM 16: I personally do not think there are any barriers.

*Researcher: What role did you play either directly or indirectly to adopt diversity management practices within your organisation?*

HRM 16: The organisation was practicing diversity management before I joined. However, I instituted a policy where fresh university graduates from different backgrounds are given internship opportunities within the organisation.

*Researcher: How do you intend to ensure that diversity management doesn't become just a buzz word in your organisation but a reality for all employees?*

HRM 16: Personally, I maintain a good working relationship with all colleagues regardless of their backgrounds and hopefully other employees will emulate me. In addition, I will continue to ensure that internship opportunities are created for people from diverse backgrounds which will also promote diversity within the organisation.

**HRM 17:**

Role: Human Resource Manager

Sex: Female

Highest Level of Education: BBA HRM

Sector: Microfinance

*Researcher: What does diversity management mean to you?*

HRM 17: Diversity management is a process intended to create and maintain a positive work environment where the similarities and differences of individuals are valued so that all employees can reach their full potential and maximize their contributions to an organisation strategic goals and objectives.

*Researcher: Do you have a diversity management policy in your organisation?*

HRM 17: Yes

*Researcher: What is the main reason for your organisation's implementation/non-implementation of diversity management practices, and why?*

HRM 17: We implement diversity management within our organisation because it helps to build a strong brand and gives equal opportunity to all employees.

*Researcher: How is diversity management practiced within your organisation?*

HRM 17: We are not gender specific. We give everyone the opportunity to show what they are capable of [doing] provided they are qualified for the job. There is no discrimination when it comes to religion, ethnicity, nationality, gender, age, etc.

*Researcher: What are the specific initiatives and practices available within your organisation with respect to diversity management?*

HRM 17: Diversity training programmes are often organised for all staff members at least once a year.

*Researcher: In your view, what are the barriers to effective diversity management within your organisation?*

HRM 17: I think discrimination based on ethnicity and political party affiliation are the major barrier to diversity management within the organisation. Often, promotion of staff are not purely based on merit but rather senior management members endorse or approval employees for promotion based on ethnicity and political party ties.

*Researcher: What role did you play either directly or indirectly to adopt diversity management practices within your organisation?*

HRM 17: I contributed to the writing of the current diversity policy of the organisation with other colleagues in the HR department. As at the time that the organisation decided to adopt diversity management practices, I was the Deputy HR Manager of the organisation.

*Researcher: How do you intend to ensure that diversity management doesn't become just a buzz word in your organisation but a reality for all employees?*

HRM 17: As the HRM, I intend to continue organising diversity management training sessions for all employees of the organisation. Hopefully, this tradition will continue many years after I have retired from the organisation.

**HRM 18:**

Role: Human Resource Manager

Sex: Male

Highest Level of Education: Post graduate Certificate

Sector: Media

*Researcher: What does diversity management mean to you?*

HRM 18: Honestly, I have heard about it but I don't really know what it means.

*Researcher: Do you have a diversity management policy in your organisation?*

HRM 18: No, I am not aware of anything like that.

*Researcher: What is the main reason for your organisation's non-implementation of diversity management practices, and why?*

HRM 18: I don't know why but I guess it's not considered important by the owners of the organisation.

*Researcher: How is diversity management practiced within your organisation?*

HRM 18: It is difficult to say because as I said earlier, I am not aware of the existence of any diversity policy within the organisation.

*Researcher: What are the specific initiatives and practices available within your organisation with respect to diversity management?*

HRM 18: None that I am aware of.

*Researcher: In your view, what are the barriers to effective diversity management within your organisation?*

HRM 18: I think the lack of political will from the owners is the only barrier. I take orders or instructions from the owners of the company so if they give me the go ahead, I can do some research about what it means and how to implement it within the organisation.

*Researcher: What role did you play either directly or indirectly to adopt diversity management practices within your organisation?*

HRM 18: None because we don't have a diversity policy.

*Researcher: How do you intend to ensure that diversity management doesn't become just a buzz word in your organisation but a reality for all employees?*

HRM: I have no idea. But may be in future when we have a diversity policy, I will try my best to ensure that all employees comply with it.

**HRM 19:**

Role: Human Resource Manager

Sex: Male

Highest Level of Education: MBA

Sector: Hospitality

*Researcher: What does diversity management mean to you?*

HRM 19: It is a way of managing employee differences at the workplace so that there is tolerance within among all of them.

*Researcher: Do you have a diversity management policy in your organisation?*

HRM 19: Yes, we do.

*Researcher: What is the main reason for your organisation's implementation/non-implementation of diversity management practices, and why?*

HRM 19: HRM 19: Being a local branch of an international organization, the head office [in Europe] suggested that we implement as many of their practices as possible. Hence, we realised that their approach to managing diversity was very comprehensive, so we decided to copy them.

*Researcher: How is diversity management practiced within your organisation?*

HRM 19: Employees are expected to be tolerant toward their colleagues.

*Researcher: What are the specific initiatives and practices available within your organisation with respect to diversity management?*

HRM 19: Training and development of employees to understand and appreciate the diversity management.

*Researcher: In your view, what are the barriers to effective diversity management within your organisation?*

HRM 19: In adequate training and development.

*Researcher: What role did you play either directly or indirectly to adopt diversity management practices within your organisation?*

HRM 19: I was responsible for fine-tuning the diversity policy submitted by the head office of the organisation to meet the laws of Ghana.

*Researcher: How do you intend to ensure that diversity management doesn't become just a buzz word in your organisation but a reality for all employees?*

HRM 19: The organisation has sanctions in place to deter all forms of discrimination or victimization as well as to ensure the protection of all victims of discrimination and victimization at the workplace. In addition, training on diversity management will continue to be compulsory for stakeholders of the organisation.

**HRM 20:**

Role: Human Resource Manager

Sex: Male

Highest Level of Education: BBA HRM

Sector: Agriculture

*Researcher: What does diversity management mean to you?*

HRM 20: It is when management manages the different groups within the organisation to ensure peace and harmony so that the organisation's goals can be achieved.

*Researcher: Do you have a diversity management policy in your organisation?*

HRM 20: No, we don't have an official policy but we do try to management diversity within the organisation.

*Researcher: What is the main reason for your organisation's implementation/non-implementation of diversity management practices, and why?*

HRM 20: I don't know but I have a feeling that the owner of the organisation does not think it is important.

*Researcher: How is diversity management practiced within your organisation?*

HRM 20: Since we do not have an official diversity policy, we only make it obligatory for all employees to respect their colleagues.

*Researcher: What are the specific initiatives and practices available within your organisation with respect to diversity management?*

HRM 20: There are no specific initiatives. However; as the HR Manager, I ensure that employees abide by the code of ethics of the organisations which demands that employees respect their colleagues irrespective of their background or rank within the organisation. Also, employees cannot put the laws into their own hands to attack another employee either verbally or physically. Thus, they are obliged to send their complaints to me for investigation after which an action will be taken if needed.

*Researcher: In your view, what are the barriers to effective diversity management within your organisation?*

HRM 20: I think the only barrier is the lack of willingness from the owner of the organisation.

*Researcher: What role did you play either directly or indirectly to adopt diversity management practices within your organisation?*

HRM 20: None.

*Researcher: How do you intend to ensure that diversity management doesn't become just a buzz word in your organisation but a reality for all employees?*

HRM 20: As I said earlier, we currently do not have a diversity policy. However, I hope in future we will have one in place. In the meantime, I will continue to try to convince my boss to support the HR department to draft a diversity policy for the organisation.

**HRM 21:**

Role: Human Resource Manager

Sex: Male

Highest Level of Education: MBA

Sector: Hospitality

*Researcher: What does diversity management mean to you?*

HRM 21: It means managing employees from different backgrounds successfully so that they can perform to their best ability to the benefit of the organisation.

*Researcher: Do you have a diversity management policy in your organisation?*

HRM 21: No, we don't even though we do try to manage diversity.

*Researcher: What is the main reason for your organisation's implementation of diversity management practices, and why?*

HRM 21: We in the HR department know the importance of diversity management to organisation. Hence, we try to provide all employees equal opportunities and ensure that minority groups in the organisation are given extra help so that they can grow within the organisation.

*Researcher: How is diversity management practiced within your organisation?*

HRM 21: As I said earlier, even though we don't have an official policy. Diversity management is built into the culture and code of ethics of the organisation, so all employees are expected to behave in a certain manner which respects diversity.

*Researcher: What are the specific initiatives and practices available within your organisation with respect to diversity management?*

HRM 21: Employees are expected to show respect to all their colleagues irrespective of their background.

*Researcher: In your view, what are the barriers to effective diversity management within your organisation?*

HRM 21: Personally, I think the main barrier is with the mindset of the owner of the organisation. He simply doesn't see the need to have a diversity policy in the organisation.

*Researcher: What role did you play either directly or indirectly to adopt diversity management practices within your organisation?*

HRM 21: I have not played any role since we currently do not have a diversity policy in the organisation.

*Researcher: How do you intend to ensure that diversity management doesn't become just a buzz word in your organisation but a reality for all employees?*

HRM 21: Since we don't have a diversity policy, I can only continue to enforce the code of ethics of the organisation and urge all employees to respect their colleagues. Hopefully; in future when we have a diversity policy, I will try my best to implement it and support it to the best of my ability.

**HRM 22:**

Role: Human Resource Manager

Sex: Male

Highest Level of Education: Postgraduate Certificate

Sector: Waste Management

*Researcher: What does diversity management mean to you?*

HRM 22: Diversity management is a term used to describe a management mix comprising a team selected from varied backgrounds such as education, profession, ethnicity, religion and gender with objective of achieving pragmatic solutions in a timely manner.

*Researcher: Do you have a diversity management policy in your organisation?*

HRM 22: No

*Researcher: What is the main reason for your organisation's non-implementation of diversity management practices, and why?*

HRM 22: Has not yet been considered.

*Researcher: How is diversity management practiced within your organisation?*

HRM 22: It is not practiced.

*Researcher: What are the specific initiatives and practices available within your organisation with respect to diversity management?*

HRM 22: None

*Researcher: In your view, what are the barriers to effective diversity management within your organisation?*

HRM 22: None

*Researcher: What role did you play either directly or indirectly to adopt diversity management practices within your organisation?*

HRM 22: None

*Researcher: How do you intend to ensure that diversity management doesn't become just a buzz word in your organisation but a reality for all employees?*

HRM 22: I don't know.

**HRM 23:**

Role: Human Resource Manager

Sex: Male

Highest Level of Education: Postgraduate Diploma

Sector: Hospitality

Researcher 23*: What does diversity management mean to you?*

HRM 23: Diversity management means harmonizing all workforce from different backgrounds and talents together and carrying them along in unison. In other words, bringing everyone on board to play his/her roles effectively for the progress of the company without any discrimination. The ability to blend people of diverse ethnicities, religion, race, educational background, etc. into one workforce to advance the objective of the organisation.

*Researcher: Do you have a diversity management policy in your organisation?*

HRM 23: No. We don't have a clearly defined diversity management policy in place.

*Researcher: What is the main reason for your organisation's implementation of diversity management practices, and why?*

HRM 23: Even though my company does not have a clearly defined diversity management policy written down, somehow, we practice it. This is because my company's recruitment policy is free from discrimination. We employ people from diverse backgrounds - ethnic, religion, etc. For us; experience and knowledge are what we look out for in potential employees. Moreover, the labour laws of Ghana require that we treat all employees with fairness irrespective their backgrounds.

*Researcher: How is diversity management practiced within your organisation?*

HRM 23: Because there is no defined and written down policy, I would say that diversity management is implemented unconsciously.

*Researcher: What are the specific initiatives and practices available within your organisation with respect to diversity management?*

HRM 23: Due to the unconscious implementation of diversity management in the company, most of the opportunities that come for training and development are shifted towards family members [since this is a family-owned business] rather than the ordinary workers who may benefit of such training or opportunity and use it for the company's growth and advancement.

The organisation hardly considers staff members' family in its planning programmes. For instance, when the company wants to transfer an employee to a different location or project site other than the [employee's] permanent workplace.

*Researcher: In your view, what are the barriers to effective diversity management within your organisation?*

HRM 23: Since there is nothing written down on this policy, it seems this would sound different to the top management of my organisation even if I raise it. The phrase, diversity management alone would sound very heavy in their ears; [thus, top management which is made of members of the same family will not be comfortable discussing this topic].

*Researcher: What role did you play either directly or indirectly to adopt diversity management practices within your organisation?*

HRM 23: My experience with this organisation over the years tells me that the organisation does not take suggestions which does not bring money and/or optimize profit. To me, the organisation focuses more on employees' output than what it can give to the employee to get the desired output and therefore making any suggestions on diversity management which the top management have never heard before would not be taken.

*Researcher: How do you intend to ensure that diversity management doesn't become just a buzz word in your organisation but a reality for all employees?*

HRM 23: I haven't done anything to preserve management practices in my organisation. This is because there is no policy or guideline to follow.

**HRM 24:**

Role: Human Resource Manager

Sex: Female

Highest Level of Education: MBA HRM

Sector: Consultancy Firm

*Researcher: What does diversity management mean to you?*

HRM 24: It is established guidelines of harnessing the potential of staff members from different backgrounds in the pursuit of achieving the organisation's set goals.

*Researcher: Do you have a diversity management policy in your organisation?*

HRM 24: Yes

*Researcher: What is the main reason for your organisation's implementation of diversity management practices, and why?*

HRM 24: It is to foster team building and ensure all staff members have the sense of inclusiveness despite background, preferences and dislike. It is also to create an office environment where people feel welcomed and are simply happy to give off their best.

*Researcher: How is diversity management practiced within your organisation?*

HRM 24: Through specific assigned task and periodic team building events.

*Researcher: What are the specific initiatives and practices available within your organisation with respect to diversity management?*

HRM 24: Getting a group of staff with mix expertise to champion projects.

*Researcher: In your view, what are the barriers to effective diversity management within your organisation?*

HRM 24: Unwillingness [from some employees] to participate [in activities to enhance] diversity [within the organisation] and stereotypes.

*Researcher: What role did you play either directly or indirectly to adopt diversity management practices within your organisation?*

HRM 24: I persistently deploy and practice the [diversity management] policies in place.

*Researcher: How do you intend to ensure that diversity management doesn't become just a buzz word in your organisation but a reality for all employees?*

HRM 24: By encouraging staff members to participate in group events and ensuring the structures in place to foster diverse cooperation.

**Appendix 11: Regression Weights from AMOS software**

| | | | Estimate | S.E. | C.R. | P | Label |
|---|---|---|---|---|---|---|---|
| OCQ | <--- | EPDMP | .088 | .089 | .981 | .327 | par_27 |
| JSI | <--- | EPDMP | -.005 | .058 | -.081 | .935 | par_29 |
| TIS | <--- | EPDMP | 1.202 | .070 | 17.167 | *** | par_28 |
| TIS | <--- | OCQ | .041 | .019 | 2.097 | .036 | par_30 |
| TIS | <--- | JSI | .033 | .035 | .955 | .340 | par_31 |
| EPDMP9 | <--- | EPDMP | 1.000 | | | | |
| EPDMP8 | <--- | EPDMP | .809 | .071 | 11.472 | *** | par_1 |
| EPDMP7 | <--- | EPDMP | .853 | .074 | 11.507 | *** | par_2 |
| EPDMP6 | <--- | EPDMP | .830 | .074 | 11.201 | *** | par_3 |
| EPDMP5 | <--- | EPDMP | 1.035 | .071 | 14.484 | *** | par_4 |
| EPDMP4 | <--- | EPDMP | .926 | .067 | 13.929 | *** | par_5 |
| EPDMP3 | <--- | EPDMP | .955 | .071 | 13.543 | *** | par_6 |
| EPDMP2 | <--- | EPDMP | 1.013 | .070 | 14.406 | *** | par_7 |
| EPDMP1 | <--- | EPDMP | 1.246 | .078 | 15.999 | *** | par_8 |
| TIS1 | <--- | TIS | 1.000 | | | | |
| TIS2 | <--- | TIS | .831 | .042 | 19.868 | *** | par_9 |
| TIS3 | <--- | TIS | .789 | .039 | 20.061 | *** | par_10 |
| TIS4 | <--- | TIS | .776 | .038 | 20.653 | *** | par_11 |
| TIS5 | <--- | TIS | .828 | .039 | 21.427 | *** | par_12 |
| TIS6 | <--- | TIS | .696 | .048 | 14.548 | *** | par_13 |
| OCQ1 | <--- | OCQ | 1.000 | | | | |
| OCQ2 | <--- | OCQ | .858 | .024 | 35.141 | *** | par_14 |
| OCQ3 | <--- | OCQ | .852 | .027 | 31.762 | *** | par_15 |
| OCQ4 | <--- | OCQ | .903 | .025 | 35.702 | *** | par_16 |
| OCQ5 | <--- | OCQ | 1.010 | .025 | 40.782 | *** | par_17 |
| OCQ6 | <--- | OCQ | .905 | .024 | 37.447 | *** | par_18 |
| OCQ7 | <--- | OCQ | .940 | .026 | 36.458 | *** | par_19 |
| OCQ8 | <--- | OCQ | .987 | .024 | 40.536 | *** | par_20 |
| OCQ9 | <--- | OCQ | .931 | .024 | 38.259 | *** | par_21 |
| JSI6 | <--- | JSI | 1.000 | | | | |
| JSI5 | <--- | JSI | 1.083 | .076 | 14.209 | *** | par_22 |
| JSI4 | <--- | JSI | .994 | .076 | 13.066 | *** | par_23 |
| JSI3 | <--- | JSI | .983 | .075 | 13.110 | *** | par_24 |
| JSI2 | <--- | JSI | .910 | .075 | 12.065 | *** | par_25 |
| JSI1 | <--- | JSI | .893 | .071 | 12.576 | *** | par_26 |

**Appendix 12: Standardised Regression Weights from AMOS software**

| | | | Estimate |
|---|---|---|---|
| OCQ | <--- | EPDMP | .050 |
| JSI | <--- | EPDMP | -.004 |
| TIS | <--- | EPDMP | .943 |
| TIS | <--- | OCQ | .056 |
| TIS | <--- | JSI | .027 |
| EPDMP9 | <--- | EPDMP | .712 |
| EPDMP8 | <--- | EPDMP | .567 |
| EPDMP7 | <--- | EPDMP | .574 |
| EPDMP6 | <--- | EPDMP | .559 |
| EPDMP5 | <--- | EPDMP | .729 |
| EPDMP4 | <--- | EPDMP | .692 |
| EPDMP3 | <--- | EPDMP | .676 |
| EPDMP2 | <--- | EPDMP | .724 |
| EPDMP1 | <--- | EPDMP | .805 |
| TIS1 | <--- | TIS | .885 |
| TIS2 | <--- | TIS | .760 |
| TIS3 | <--- | TIS | .763 |
| TIS4 | <--- | TIS | .776 |
| TIS5 | <--- | TIS | .795 |
| TIS6 | <--- | TIS | .619 |
| OCQ1 | <--- | OCQ | .943 |
| OCQ2 | <--- | OCQ | .903 |
| OCQ3 | <--- | OCQ | .876 |
| OCQ4 | <--- | OCQ | .908 |
| OCQ5 | <--- | OCQ | .939 |
| OCQ6 | <--- | OCQ | .920 |
| OCQ7 | <--- | OCQ | .913 |
| OCQ8 | <--- | OCQ | .938 |
| OCQ9 | <--- | OCQ | .925 |
| JSI6 | <--- | JSI | .701 |
| JSI5 | <--- | JSI | .761 |
| JSI4 | <--- | JSI | .709 |
| JSI3 | <--- | JSI | .708 |
| JSI2 | <--- | JSI | .651 |
| JSI1 | <--- | JSI | .672 |