



**ST. MARY'S UNIVERSITY**  
**SCHOOL OF GRADUATE STUDIES**

**PROSPECTS AND CHALLENGES OF WORKFORCE DIVERSITY:**  
**THE CASE OF MEDECINES SANS FRONTIERS-HOLLAND**  
**ETHIOPIA MISSION**

**BY**  
**KELALI ALENE AREFAINE**

**January, 2018**  
**ADDIS ABABA, ETHIOPIA**

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**ID NO. SGS/0126/2006**

**A THESIS SUBMITTED TO ST. MARY'S UNIVERSITY, SCHOOL  
OF GRADUATE STUDIES IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF  
MASTER OF BUSINESS ADMINISTRATION (GENERAL  
MANAGEMENT**

**Jan, 2018**

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## **Declaration**

I, Kelali Alene hereby declare that this thesis is my original work, prepared under the guidance of Showa Jemal (Asst. Prof). All sources of materials used for the thesis have been duly acknowledged. I further confirm that the thesis has not been submitted either in part or in full to any other learning institution for the purpose of earning any degree.

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Name

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Signature

St. Mary's university school of graduate students, Addis Ababa, Ethiopia

## **ACKNOWLEDGMENTS**

Praise God, the almighty for successful completion of my research. I am particularly profoundly grateful to my advisor Showa Jemal (Asst. Prof) for his useful and constructive comments, without which this work would have not been completed successfully. I am greatly indebted for his constant professional assistances.

This study was also made possible by the assistance obtained from the respondents who have demonstrated their willingness to complete the questionnaires and provide me with the required information valuable for the completion of the study.

Last but not least, I express my gratitude to my family especially my wife Etsegenet Tadesse, who dedicatedly have ensured for the completion of this work.

## **Acronyms**

HIV/AIDS      Human Immune Virus/Accoutered Immunity Deficiency Syndrome

HQ              Head Quarter

INGO          International None Governmental Organization

MSF          Médecins Sans Frontiers

OCA          Operation Center Amsterdam

OCB          Operational Center Brussels

OCP          Operational Center Paris

SPSS         Statistical Package for Social Science



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## **ABSTRACT**

*The subject matter of this paper is Workforce Diversity. The study were conducted to explore how organization manage workforce diversity and its consequences to the organization existence as well as examine how organizations deal with challenges that comes with employees from diverse cultural backgrounds. The research therefore answers the question has Workforce Diversity contributed to organizational success. Because diversity covers a wide range of human attributes and qualities, the research is limited to the required tools for managing workforce diversity and its prospects/advantages and disadvantages of managing a diverse workforce. To gather the required data for this thesis, the writer has mostly used the current material that contains Human Resource Management studies. Qualitative research method supported by Quantitative research has been used to gather and analyze the data on the organization's Workforce Diversity using the social science tool (SPSS). To answer the research question as well as obtain practical and relevant information on the organization, the researcher used self-administered questionnaire and conducted an interview on this organization. The result of this study shows that workforce diversity plays an effective role in this organization. However, inadequate mentoring and guidance could cause a organization low productivity. For this reason there must be regular improvement in ways to effectively manage a diverse workforce as the world keeps advancing. In the conclusion, the findings of the thesis were indicated, which states that workforce diversity has contributed to more productivity but some factors such as lack of knowledge among the managers on the area could hinder its successful implementation and hence organizational success.*

*Key words: Diversity, Workforce Diversity, Diversity Management*

# CHAPTER ONE: INTRODUCTION

This section discusses the background of the study, the statement of the problem, and basic research questions related to the problem. Furthermore, in subsequent sections, the objectives, the significance, limitation, and delimitation of the study with some operational definitions are discussed. Finally, it ends with brief description of the organization of the research.

## 1.1 Background of the Study

People in organizations are viewed as the driving forces for the success of organizations because of their skills, competencies, knowledge and experience (Harrison & Kessels, 2004)

This globalization era requires more interaction among people from different backgrounds than ever before. People are now part of the worldwide economy with competition coming from all over the world. It is because of this reason that profit making, governments and non-profit making organizations need to embrace diversity so as to become more innovative and open to change. In recent years, diversity has come to play a central role in organizational life, due to increased globalization, greater workforce diversity, and the increasing complexity of jobs (Williams and O' Reilly, 1998).

The term diversity has many interpretations. Different scholars have defined it in different ways. Cox (2001) defined diversity as the variation of social and cultural identities among people existing together in a defined employment or marketing setting. While William and O'Reilly (1998), defined diversity as the degree of heterogeneity among team members on specified demographic dimensions. Thomas and Ely (1998) argue that diversity should be understood as the varied perspectives and approaches to work that members of different identity groups brings. Carrell (2006) defines workforce diversity as the ways that people differ which can affect a task or relationship within an organization such as age, gender, race, education, religion, and culture. It can also defined as recognizing, understanding and accepting individual differences irrespective of their race, gender, age, class, ethnicity, physical ability, sexual orientation, religion, and so on.

Diversity can be classified into two dimensions. The primary dimension such as age, gender, sexual orientation and so on, exhibits the main differences between various individuals. This primary differences also have the most impact on initial encounters and can be easily noticed and serve as filters through which people view the world. The secondary dimensions such as religion, education, geographical location, income etc., are those differences that are not noticeable in the first encounter and can even change throughout different encounters. These qualities are only noticed after some interactions occur between individuals. (Ashton 2010). Others classified diversity in to three dimensions. Primary dimension such us race, ethnicity, gender, age, disability. Secondary dimensions such us religion, culture, nationality sexual orientation etc. And tertiary dimensions such as beliefs, assumptions, perceptions, attitudes etc. (Rijamampianina and Carmichael, 2005).

Diversity can be a problem to an organization but could also be a solution, it also comes with its disadvantages but also benefits. The challenge then is to extract the very essence of diversity and manage it for the improvement of the people/staff and the organization. Increasing and improving workplace diversity has become an important issue for management in the recent years due to the recognition of how the workplace is changing.

Fig 1: Logo of MSF



**Spruce:** MSF website

Médecins Sans Frontières (MSF) is an International Non-Governmental Humanitarian Organization (INGO) also known in English as Doctors Without Borders. MSF was founded in 1971 in Paris, France by a group of doctors and journalists in the wake of war and famine in Biafra, Nigeria. Their aim was to establish an independent organization that focuses on delivering emergency medicine aid quickly, effectively and impartially.

Three hundred volunteers made up the organization when it was founded: doctors, nurses and other staff, including the 13 founding doctors and journalists.

Fig 2: Signing of MSF Charter in Paris, France



**Source:**MSF website

MSF delivers emergency aid to people affected by armed conflict, epidemics, natural disasters, and exclusion from healthcare. MSF offers assistance to people based on need, irrespective of race, religion, gender or political affiliation. Its actions are guided by medical ethics and the principles of neutrality and impartiality and work based on humanitarian principles.

Since 1980, MSF has opened offices in 28 countries. They are bound together by MSF International, based in Geneva, Switzerland, which provides coordination, information and support to the MSF Movement. Today, MSF has more than 35,000 employees and volunteers across the world. Since its founding, MSF has treated over one hundred million patients. Thousands of health professionals, logistical and administrative staff most of whom are hired locally are working on programs in 71 countries worldwide.

MSF operates independently. It conducts its own evaluations on the ground to determine people's needs. More than 90 per cent of its overall funding comes from millions of private sources; predominantly for its individual members, not governments.

MSF speaks out case studies openly that have led it to speak out. These include denouncing the forced relocation in Ethiopia in 1985, the inaction of the international community during the Rwandan genocide of 1994 and the Nobel Peace Prize acceptance speech that demanded an end to indiscriminate bombings of civilians in Chechnya.

MSF rejects the idea that poor people deserve third-rate medical care and strives to provide high-quality care to patients. Through the Access Campaign, and in partnership with the Drugs for Neglected Diseases initiative, this work has helped lower the price of HIV/AIDS treatment and stimulated research and development for medicines to treat malaria and neglected diseases like sleeping sickness and kala azar.

Among these offices, five country offices are directly implementing projects and called “Operational Centers”. They are known as “Operational Center Amsterdam (OCA), Operational Center Geneva (OCG), Operational Center Paris (OCP), Operational Center Barcelona and Athens (OCBA), and Operational Center Brussels (OCB)”. The rest of the offices provide human, financial and logistical and other resources for these offices.

MSF-Holland (MSF-OCA) is one of the operational centers called Amsterdam Operational Center (OCA) and has many projects around the globe. Its Head Quarter (HQ) is in Amsterdam, Holland.

MSF-OCA has been operational in Ethiopia since 1998 and is implementing projects registered under the Federal Democratic Republic of Ethiopia Charities and Societies Agency (ChSA) with the registration license number 526. Currently it is undertaking five health care projects in different regional states of Ethiopia; namely, Abdurafi/Midre-Genet/KalAzar and HIV/AIDS project, North Gondar, Amhara Region; Wardher Health Care project, Ethiopia Somali region, Kule Refugee Health Project and Pugnido Refugee Health Projects, Gambella region and Tigray Refugee Health Project, Tigray region. All these projects report directly to the Coordination Office (CO) in Addis Ababa.

As of September 2017, MSF-Holland Ethiopia mission has a total of 22 international staff recruited from different countries around the world and 1435 national staff most of them are recruited from the regions except some key positions.

The INGO sector in Ethiopia is facing with many contemporary challenges such as workforce diversity management due to the rapid expansion inside Ethiopia in terms of geographic coverage, project number, project size and the hiring of international employees from different parts of the world working in Ethiopia. This incites the author to undertake this research so that to bring about possible improvement in the management of diversified work force and create awareness among the employees in regard to diversity and its management so as to enable the organization gain positive results toward achieving its goals.

## 1.2 Operational Definition of Terms

**Diversity:** Diversity is the noticeable heterogeneity referring to identities among people existing in social surroundings.

**Workforce Diversity:** The differences relating to human beings such as ethnicity, race, sexual orientation, mental/physical abilities and characteristics, age and gender, which are existed within a company's staff.

**Diversity Management:** Diversity management is the strategic process to manage a diverse work force including the fight against stereotype, prejudice and all kinds of discriminations. It is a planning and implementing organizational system and practice to manage people. (Cox, 1993)



Figure 3: Idea of a Diverse Workforce.



### **1.3 Statement of the Problem**

Diversity is “the sum total of the differences which make individuals who they are, and their collective ability to contribute to the goals of an organization” and also “diversity management is management of people on the basis of gender, race, age, educational background, sexual orientation or preference, physical abilities or qualities social status, religion and/or economic status, marital status/family status, lifestyle, etc.”

Though workforce diversity is complex to manage, its management has become an important issue for both governments and private organizations. This complexity has created divergence and uncertainty in the workforce, as management is not skilled enough to implement the concept of diversity management and its ethics, and many managers are finding it difficult to effectively practice. This means, it is difficult to managers to know the factors that contribute to effective diversity management or the exact leadership tasks that can be achieved to effectively and efficiently deal with issues related to workforce diversity.

Therefore, managing diversity in the workplace should be the concern of every organization. In order to survive, a company needs to be able to manage and utilize its diverse workforce effectively. Managing diversity in the workplace should be a part of the culture of the organization (Anderson, 2012).Valuing and recognizing diversity is important in order to maintain competitive advantage. Organizations that promote and achieve a diverse workforce will attract and retain quality employees (Cox, 1994). The focus on differences in individual characteristics leading to inequality has posed the challenge of achieving unity in diversity and harnessing that diversity to improve employee performance. Failure to manage diversity in terms of race, gender, level of education, profession, ethnic affiliation, religious affiliation often leads to differences in promotions, pay, training, turnover, mutual acceptance, job satisfaction and other forms of inequality (Tilly, 1998; Reskin, 2003).

Due to the nationally and even internationally employee mix, there has been an increase in the diversity of the employees and managers within organizations. These employees and managers have varied worldviews, perceptions, culture and these can only be successfully tapped to the advantage of the organization, if there is an effective workforce diversity management strategy in place.

Many literatures indicated that much of the work force diversity problems are arising mainly from cultural differences, communication problems, prejudice, opposition to change, perception towards diversity etc. It is obvious that people feel comfortable more with group members who are like themselves. Cox (1993) argued that group cohesion is minimized by a culturally mixed workforce. Low management skill to implement the concept of diversity management and its ethics is also a problem in many organizations. According to Greenberg (2004) the major challenges are communication, resistance to change, and implementation of diversity in the workplace. D'Netto and Sohal (1999) quote challenges from workforce diversity as meeting diversity challenges requires a strategic human resource planning that includes a number of different strategies to enhance diversity and promote the productivity and effectiveness. According to Morrison (1992) managing diversity involves leveraging and using the cultural differences in people's skills, ideas and creativity to contribute to a common goal, and doing it in a way that gives the organization a competitive edge.

MSF-Holland has tried to implement inclusive recruitment policy though there is no clear diversify management policy to manage its diversified staff. It is implementing the equal employment opportunity and merit based recruitment and reward procedures/principles and tried to sustain transparency in managing its diversified staff.

As per the preliminary interview done with the senior management and some experienced staff from the human resource department, it is observed that there is no clarity on the meaning of diversity and its benefits to the organization and employee. There is no written policy in relation to work force diversity and its management. There is lack of proper knowledge of diversity management among the management team. Moreover, there is lack of the understanding of the concept of diversity. On top of this, the researcher has the knowledge about the organization and its policies as he used to work in the HRD (Human Resource Department) and knows that these gaps have been existed since long time.

Thus, the gap existed in the MSF-Holland Ethiopia mission management in relation to workforce diversity management and perception can be taken as an indicator of the need for well-established diversity management improvement strategy for both managers and the administrative staffs. As diversity management is inevitable tool for the success of contemporary organizations, attention should be given throughout the MSF-Holland mission in Ethiopia.

The purpose of this study, therefore, is to assess how diverse the employee of the organization, the practices of work force diversity management, understanding, and perceptions towards diversity in the organization and giving useful recommendations that enables the organization to overcome the challenges that face during management of employee of different background.

## **1.4 Research Question**

1. What are the benefits of workforce diversity to MSF-Holland?
2. What are the workforce diversity challenges in MSF-H, Ethiopia as an organization?
3. To what extent is the organization working towards its work force diversity?
4. What is the perception of the management and employees in MSF-H towards workforce diversity?

## **1.5 Objective of the Research**

### **1.5.1 General Objective**

To assess workforce diversity prospects and challenges and examine the practice of work force diversity management at MSF-Holland Ethiopia mission.

### **1.5.2 Specific Objective:**

The study was designed to more specifically address the following objectives:

1. Assess the benefits of workforce diversity for the organization as well as the employee.
2. Asses the challenges of workforce diversity in the organization under study.
3. Examine the organization's workforce diversity management practice.
4. Asses the perception of employees towards workforce diversity.

## **1.6 Delimitation/Scope of the Study**

As the concept of diversity is too extensive to cover all, this paper focuses on the diversity dimensions (ethnicity, gender and nationality) that are important in social interactions and these bases of diversity do not change through time (Cox 1994). It also focuses on other diversity dimensions like age, year of service, and education.

There are various components of diversity as follows:

- Diversity of ethnicity, nationality and cultures
- Diversity of demography (gender, age, and experiences)
- Diversity of competencies (educational and professional backgrounds)
- Diversity of organizational functions and processes
- Diversity of networks (i.e. relationships and communications channels and/or patterns, etc.)
- Miscellaneous diversity (sexual preferences, occupational disabilities, i.e. handicap or physical mobility, etc.)

Therefore, this paper focuses on diversity of ethnicity, gender, nationality, age, year of service, and education of the workforce.

Furthermore, among the sub offices in the projects and the head office of the organization, due to time and financial constraint the study is restricted only to the head office staff in Addis Ababa because the employees in this office are believed to be the reflection (representative) of all project offices in terms of staff combination of the above mentioned dimensions as the employees are recruited almost from all over the country and worldwide outside of Ethiopia.

In terms of area of the study to be dealt with, this study attempts to address work force diversity management practices, understanding and perception towards work force diversity in the organization, and its opportunities and challenges to both the organization and the employee.

### **1.7 Limitation of the Study:**

In undertaking this study, the researcher faced some constraints. Among these, the major one which was a bottleneck for the research was related literatures and articles done in Ethiopian context. Time constraint was also negatively contributed to some extent.

### **1.8 Significance of the Study**

The rationale of this paper is to assess the different ways of dealing with work force diversity as well as to provide management with the necessary guidelines for effective diversity management in MSF-H and other similar organizations in Ethiopia and in order to show the reader how to

build an effective workforce diversity management by applying different diversity management tools. The other aim is to analyze the composition of the MSF-H Work Force mainly in terms of ethnic, gender and nationality compositions. Again, it aims to make the concept of Diversity and Diversity Management well-known and useful for managerial practices.

Furthermore, the study explains the theoretical framework in detail what is Diversity and Diversity Management as well as its benefits. Moreover, the study might use as a reference for further studies conducted by other researchers in the future on related topic.

## **1.9 Organization of the Study**

The study paper is organized in five chapters. Chapter one discusses introduction of the study. This chapter comprises the statement of the problem, the objectives of the study, the significance of the study, delimitation/limitation of the study, the operational definitions, the significance of the study and the organization of the research. Chapter two provides a comprehensive theoretical and conceptual framework of the workforce study and diversity management. It commences with the concept of diversity, workforce diversity and its management and followed by depiction of the benefits and challenges of work force diversity. Chapter three presents the research design and methods that presenting how the writer collected the data and there by reaches the purpose of the thesis. First, it presents method and sources of data for the study. Then, in subsequent sections, the sample and sampling techniques, the instruments and data collection procedure, and method of data analysis is discussed. Finally, the section ends with discussion on validity and reliability. Chapter four focuses on the data presentation, data analysis and interpretation. Finally, Chapter five deals with the summary, conclusion and recommendations of the study based on the findings of the fourth chapter. Bibliography and appendices are also included at the end of chapter five for easy reference.

## **CHAPTER TWO: LITERATURE REVIEW**

This section of the study deals with different literatures made by different scholars who contributed to the Diversity, Workforce Diversity, and Diversity Management. After a short introduction of its development through history, it continues to the principles of Diversity Management which companies/organizations should consider for implementation is considered. The review was made in such a way that theoretical, conceptual, and imperial findings were included to fully support the study. Reference books, journals and articles were used as major sources to make the review holistic.

### **2.1 Origin of the Development of Diversity Management**

Human diversity has existed throughout the world from the beginning of time. Ethnic, cultural and racial differences could be already found within tribes and other groups of people across the world before recorded history (Arredondo, 1996). Throughout the centuries, all civilizations have included people who are different from one another in age, gender, race, sexual orientation, class and physical ability.

The American society shows a good example of a “melting pot” of different cultures caused by history – expansion, colonization slavery. The Americans attempt to irradiate cultural and linguistic differences though they have not been completely successful in the Americanization (the assimilation in to the American culture) (hyperdictionary, 2013).

### **2.2 Diversity, Workforce Diversity, and Diversity Management**

Due to globalization, it requires more interaction among people from diverse cultures, beliefs and backgrounds than ever before. We no longer work nor live in an island. We are part of the worldwide economy with competition coming from all over the world. It is because of this reason that profit making, governments, and non-profit making organizations need to embrace diversity and open to change so as to become more innovative. Embracing, maximizing, and capitalizing on workforce diversity is becoming an important asset for management today.

Workforce diversity refers to the ways that people differ in many ways that can affect a job/work or relationship in an organization such as age, gender, race, education, religion, and culture. It is the exploration of these differences in a safe, positive, and nurturing environment. It is about understanding each other and moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity contained within each individual within the organization (Carrell, 2006). Today, the workforce is more diverse in terms of gender, race, ethnicity, national origin and comprises people who are different and share different attitudes, needs, desires, values and work behaviors (Rosen and Lovelace, 1991). According to Dessler (2011) diversity refers to the variety or multiplicity of demographic features that characterize a company's workforce, particularly in terms of race, sex, culture, national origin, handicap, age and religion. According to Jones and George (2011), diversity is differences among people in age, gender, race, ethnicity, religion, sexual orientation, socioeconomic background, and capabilities/disabilities. Greenberg (2004) also defines workplace diversity refers to the variety of differences between people in an organization including race, gender, ethnic group, age, personality, cognitive style, tenure, organizational function, education background and more.

Age, race, gender, ethnicity (culture) are the main sources of diversity. There are also other sources of diversity like personal demographics; knowledge, skills, and abilities; values, beliefs, and attitudes; personality and cognitive and behavioral style; and organizational demographics. Graen (2003) cites other sources of diversity as political favoritism, family connections, educational advantage, and friendships.

Thompson and DiTomaso in Ellis and Sonnenfeld, (1994) argue that a multicultural management perspective fosters more innovative and creative decision making, satisfying work environments, and better products because all people who have a contribution to make are encouraged to be involved in a meaningful way this in turn yields more information, more points of view, more ideas and fewer reservations. According to D'Netto and Sohal (1999) organizations which plan for the anticipated workforce and accept cultural diversity management as a progressive technique will benefit from better employee retention, increased productivity, less absenteeism, better morale, an expanded marketplace and improved customer service. A company that discriminates either directly or indirectly curtails the potential of available talent,

underutilizes the employees loses the financial benefits of retaining them (Ellis and Sonnenfield, 1994).

Ellis and Sonnenfield (1994) argue that there is a relationship between a positive diversity climate, job satisfaction, and commitment to the organization. Proper diversity management can increase an employee's self-esteem and feeling of belongingness to the organization especially, if the employee is from a minority group. Although an increasing number of organizations are attempting to enhance inclusiveness of underrepresented individuals through proactive efforts to manage their diversity, they may only gain from diversity through proper management and adjustment. To effectively manage diversity, an organization must value diversity; it must have diversity, and it must change the organization to accommodate diversity and make it an integral part of the organization. Good workforce diversity practices in the area of human resources are believed to enhance employee and organizational performance (Hall and Parker, 1993). Diversity brings the value of different employee perspectives and varied types of contribution especially when organizational members increasingly reflect the diverse custom base of the organization. This provides a way in which organizations can understand, and therefore meet, their customer needs.

Following the same line of argument, Allen and Montgomery (2001), say that for an organization to succeed, its strategies must consist of managing change, establishment of appropriate diversity management policies and procedures and target diversity related competencies.

The desired outcomes include attracting and developing the best employees which should give the organization a competitive edge to generate greater profits that support job security. Due to the fact that employees can understand how these outcomes are desirable, they will support the organization's efforts at managing diversity and embrace a culture that supports diversity (Carrel, 2006).

### **2.3 Advantages and Disadvantages of Workplace Diversity**

As there are advantages there are also disadvantages that come with managing a diverse workforce. Management must be aware of to guide them in the decision making processes in the organization. Below are some of them (David Ingram 2013):



### 2.3.1 Advantages of Workforce Diversity

**High Level of Productivity:** Increasing productivity at the workplace has been one of the major challenges for managers and leaders and to the company in general. Due to the fact that every organization has its own unique company structure and objectives, different strategies may be used to challenge or address the company in order to increase productivity. One of those strategies involves adopting workplace diversity and managing it effectively. When management takes the welfare of its workers at heart by means of offering them proper compensation, health care and employee appraisal, It enables workers to feel they belong to the company irrespective of their cultural background by remaining loyal and hardworking which helps to increase the company's productivity and profit.

**Exchange of varieties of ideas and Team work:** In recent times teamwork is increasingly advocated by businesses and organizations as a means of assuring better outcomes on tasks and also for the delivery of goods and services. A single person taking on multiple tasks cannot perform at the same pace as a team could do. Therefore, each team member brings different ideas to the table and offers a unique perspective during problem solving to effectively arrive at the best solution.

**Learning and growth:** Diversity at the workplace creates an opportunity for employee's personal growth. When workers are being exposed to new cultures, ideas and perspectives, it can help each person to intellectually reach out and have a clearer insight of their place in the global environment and hence their own surroundings.

**Effective Communication:** Workplace diversity can immensely strengthen a company's relationship with some specific group of customers by making communication more effective.

Customer service department is one of the areas where effective communication is crucial. A customer service personnel or representatives can be paired up with customers from their specific area or location, making the customer feel at home with the representative and thus with the company. For example some companies in the south-western part of the United States often prefer to hire customer service personnel's who are bi-lingual to deal with customers who speak Spanish in their native language.

**Diverse Experience:** Employees and their co-workers that come from a diverse background bring to the table some amount of unique perceptions and experience during teamwork or group tasks. Pooling the diverse skills and knowledge of culturally distinct employees together can immensely benefit the company by strengthening the responsiveness and productivity of the team to adapt to the changing conditions. Every diverse culture has its own strengths and weaknesses, therefore in addition to their individuality; every diverse employee possesses a unique strengths and weaknesses that is derived from their culture. When each workers unique trait is managed properly and effectively in the organization, it can leverage the strengths and complement its weaknesses to highly impact the workforce.

### 2.3.2 Disadvantages of Workforce Diversity

**High Cost of Diversity Management:** To increase job satisfaction, workplace diversity management could sometimes be very costly, when an organization strives to effectively manage the diverse workforce, it undergoes diversity training during which supervisors, employees, and managers receive lessons on the best way to interact with employees and clients. In recent times, there are lots of diversity management program available where companies could choose from, taking into account the size of the company and its employees. Some training programs require a high travelling and participation cost.

**Discrimination:** One significant disadvantages of working with a diverse workforce is discrimination in the part of both managers and employees. It can exist but hidden aspect of a poorly managed workplace. When a worker is being discriminated, it affects his ability to perform well and it also affects the perception of equity and raises issues of litigation.

**Communication Issues:** Workplace diversity can negatively impact communication in the company. It can place an obstacle in the way of effective communication, which can cause a decrease in productivity and dampen the cohesiveness among workers. Even though spending time with employees by getting to know them helps reduce and in some instances eradicate communication barriers during a long-term, co-workers orientation periods and an individual's first impressions can be difficult to control when culture clash.

**Myriad Accommodation:** Although the premise of workplace diversity is mutual respect, making way to accommodate each diverse worker's request can be burdensome of employers, which makes it difficult to manage diversity.

Some employee work constraints such as race, religion, country of origin and gender can sometimes be overwhelming if the diversity in the organization tends to be so much to the extent that the company has to employ a fulltime staff to keep track of accommodating the employee's needs. For example, some Muslim employees may decide not to work on Fridays, as it is a special day for prayers. In such instances employers has to make provision for someone to take their shift when the need arises.

**Incorporation issues:** Social incorporation at the workplace cannot be influenced to the maximum degree. Forming exclusive social groups is often a natural process that cannot be controlled sometimes. Therefore, companies tend to experience some degree of informal divisions amongst their workers thereby creating conditions where diverse employees avoid having contact with each other during leisure times and when work is over. Although this scenario doesn't seem fundamentally wrong, it can reduce the effectiveness of knowledge sharing amongst teams and hence decreasing productivity. (Ruth Mayhew 2013)

The lack of written workforce diversity policy programs in most organizations questions the competence and sensitivity of the Human Resource Managers and organizations to the contemporary changing trends in Human Resource Management. Though few organizations have written workforce diversity management policies in place, there is a disparity between the written policies and actual practice. This leads to continued realization of more negative effects of workforce diversity than positive effects. This research aimed at filling this gap by maximizing the positive outcomes to benefit all the stake holders in this area.

## **2.4 Tools for Managing a Diverse Workforce**

Managing diversity requires that managers should recognize certain skills that are vital for creating an effective and successful diverse workforce. Managers must recognize their own cultural preferences. They must see diversity as the differences among individuals and support the fact that each individual is unique in a special way. Moreover, managers must be ready to

change the organizational culture when the need to do so arises and learn how to effectively manage the diverse workforce in order to be successful in the future. (Kelli A. G, Mayra L, Allen W, and Karl K 2013). Unfortunately there is no single formula that a company could apply to be successful. Therefore it depends on the ability for the manager to figure out what best suits the company based on teamwork and the dynamics of the workplace.

Roosevelt (2001) explains that diversity management involves a complete process needed for creating a working environment that involves everyone. When creating an effective and successful diverse workforce, Managers in the first instance must focus on personal awareness. Both employers and employees need to outline their personal prejudices. A one day session of training is not enough to change people's mind and behavior. Therefore, organizations need to constantly develop, implement, and maintain ongoing training and awareness creation. Managers should realize that change occurs in a slow pace, but yet should continue to encourage change.

Dealing with diversity also requires providing a secure environment for managers and workers to communicate. Such environments include social gatherings and business meetings where every member feels comfortable to be and creates a friendly atmosphere to speak freely as well as listen to others. Mentoring programs should be implemented to guide employees on how to access information. Constructive feedbacks should be given to the employees after they have learnt about their mistakes and when they are successful in implementing the lessons learnt to achieve success.

## **2.5 Cultural Mentoring as a Tool for Managing Workforce Diversity**

Generally, culture can be defined as the way people live and the characteristics they portray such as their behaviors, believe, values, and symbols that they accept generally from generation to generation. In a business sense, every company has its company culture that entails different form of activities for various working positions as well as a general guide to the company. According to Kochan, Bezrukova, Ely, Jackson, Joshi, Jehn, Leonard, Levine, and Thomas (2003),adoption training program expanded the concept of diversity and people begin to realize and recognize demographic differences such as gender are affecting the working relationship between workers

A cultural mentor's task is to help both older staff and new recruits understand the culture in the new context. In particular, it is the duty of the cultural mentor to explain to the mentee how things are done in the company, and how behavior should be interpreted. Some companies usually use the Human Resource Department or Human Resource Manager as a company mentor. Sometimes companies invite or employ individual expert or group of people to serve as mentor to the company from time to time. The ultimate goal of a mentor is to be able to help the participants or employees realize their own potential to enable them to effectively utilize it. Based on the above explanations, a "Cultural Mentor" can be defined as an individual or a group of persons who serves as a role model to formulate an objective.

### **2.5.1 Characteristics of a Good Mentor**

A good mentor portrays certain qualities and uniqueness. Due to the existence of individual differences, some of the qualities that a particular mentor process may differ from other mentors' qualities. However, most mentors have some common similarities. Mentors could as well come in different forms such as a group of people, mentoring conferences, Associations and so on. Some characteristics of a good mentor are listed below: (Lint center for national security studies, Inc. 2013).

**Awareness of the Outside World:**A good mentor is aware of the world outside his or her own environment. As good businessmen are aware of changes that occur outside their own particular line of business, which may influence their decisions making process and actions in the business, a good mentor maintains an awareness of current changes in other career programs, of long term occupational need advancements. Awareness of the outside world helps him to well understand the various workforce and adopt the best tools to use in mentoring each diverse employee to positively understand his position internally and the external perspective as well, in a suitable and efficient manner. Moreover, ability to effectively engage in a potentially long-term relationship with each workforce irrespective of his or her opinions or background is also very important. From a happier staff to an increased organizational productivity rate, the benefits of a workplace cultural mentor actively supports:

**Having Global Vision:**An efficient mentor has a broader view of the company's mission and objective and guides the day-to-day operation of the company. He or she usually looks beyond

the ordinary and consider the company's operations as a whole to know where it is currently, where it is heading and more importantly, where it should be going. A person having such a global vision looks ahead to the necessities of the department with which he/she has been appointed for or the company in general.

**Possessing Positive Attitude:** Possessing positive attitude about the goals and objectives of mentoring is an important attribute of a good mentor. A successful leader may not always be a successful mentor. The mentor is very competent and believes that the mentees or workers can substantially benefit from participation, and willingly shares these beliefs with other multicultural workers. The mentor must also not dispute the fact that one culture is as important as the other and therefore must portray the same attitude towards all workers.

**Having Networking Experience:** Networking entails the ability to make and maintain a wide contact with business partners and leaders and benefit from the partners' offerings and ideas in a variety of career areas, level of management, and organizations over a long period of time. Networking can also help provide relevant information, insightful views and career-enhancing contacts. An effective mentor does not only participate in networking, but also understands how employees in the organization can benefit from networking. A mentor ensures that the mentee learns the importance of networking irrespective of their cultural differences, in order to begin to establish his own networks in his position of work in the company.

**Possessing Professional Characteristics:** A cultural mentor must possess professional characteristics as respect, duty, loyalty, personal courage, integrity, candor, compassion, competence and commitment. These characteristics are of heightened importance and must be strictly observed and applied during the daily routine. In addition to applying these qualities on the job, the mentor guides the new multi-cultural employees by setting a positive example, through encouragement and open communication.

## **2.6 Reasons for Diversity Management in Organizations**

### **2.6.1 Talent Shortage**

One reason to diversify of workforce in a work place is talent shortage. In an era of critical talent shortages, organizations are finding that they must attract, motivate, retain, and utilize their

valuable employees effectively if they are to be competitive. Diversity management can reduce turn over and reduce absenteeism. In order to get the best out of the workforce, companies should not exclude any particular group by gender, race, or religion, the company may exclude someone who is going to contribute in another useful way in marketing, computing or engineering or elsewhere.

### **2.6.2 Range of Consumer Need**

In recent years, organizations have recognized that they can best serve different customer groups in many different markets in more diverse workforce even if the locality or homebase of the organization is located in a culturally indigenous market, there may be substantial customers that are located in other more diverse communities either in its home country or abroad. In communities where other languages dominate, organizations benefit from hiring employees who speak the dominant languages. They could also have diverse workforces design products that attract diverse consumers or customers.

### **2.6.3 Globalization**

Globalization can be defined as a process where organizations or businesses start to operate in an international scale. Companies are more open to internationalize their operations; they choose an efficient location to operate. Prices of inputs vary all over the world, which attracts companies to shift some of their production to countries with cheaper inputs such as labor in developing countries but are usually limited to save countries. Workforce diversity is a critical measure to companies who seek to establish themselves. Nowadays, in the increasing diverse level market, the companies employ workforce with international skills and global knowledge background (Cox, 1993)

## **2.7 Barriers to Effective Diversity Management**

Managing a diverse workforce comes with potential challenges that mentors and leaders must overcome. As per Kreitner (2001) some common barriers to implementing diversity management are:

**The difficulty in balancing career and Family:** Women are most likely to be presented with this challenge. In modern culture, women are still expected to take care of young children and to manage the household. Although attitudes are shifting, women still take the greatest household responsibilities.

**An unsupportive and hostile working environment for diverse employees:** Diverse employees are excluded from social activities and are thus prevented from forming networks among other employees.

**Fears of discrimination:** People fear of being discriminated upon and therefore are reluctant to apply for jobs where there are different nationalities than theirs.

**Diversity is not seen as an organizational priority:** Employees may not view diversity efforts as work contributing to the success of the organization.

**Resistance to change:** People resist change for reasons such as fear of failure, mistrust and peer pressure.

It is up to leadership to overcome these challenges by properly informing and managing changes and the perceptions when they feel threatened.

## **2.8 Change Management**

Due to the implication of a change in people's perception to change, leadership may need to adhere to change management principles (Kreitner, 2003:668). Kreitner advises that management should implement change management by taking into account to:

**Establish a sense of urgency:** Management must provide a convincing reason to accept diversity management principles. When the workforce becomes comfortable with the ideology of diversity management, it will motivate them to follow it.

**Create a guiding coalition:** People with influence and power need to lead this change. Chief Executive Officers, head of departments, business mentors and other prominent and respectable



persons in the company or the society are usually the right persons to lead the change, due to the fact that they are more experienced and are often trusted to know the right and wrong.

**Develop a vision and strategy:** A strategic plan with the goal of effective integration of diversity into everyday business needs to be formulated. This will help the company track its activities to ensure that it is followed and successfully implemented.

**Effectively communicate the change vision:** This goal and vision must be consistently communicated in clear terms to all affected in order for them to have the clear idea of the change and come to terms with it.

**Empower broad-based action and generate short-term wins:** The barriers to diversity management must be addressed and eliminated. Also small achievable goals should be set to ensure its successful implementation.

## **2.9 Theoretical Perspective**

Equal Opportunity approach, Diversity Management approach, and Strategic Diversity Management approach theories are among the theories of managing workforce diversity. Among the various theories that explain the effect of workforce diversity on employee performance are the social identity/ categorization theory, group contact theory, similarity-attraction theory and group competition theory.

The management theory is based on social psychology and focuses on compositional issues at the various work group levels such as top management team. From the management perspective, they have developed a theory of organizational demography. Sachdev and Bourhis (1991) has also attempted to integrate social psychological work on social identity with socio structural work on group relations, in arguing that to understand how inequality gets generated and reproduced, one must understand the structural characteristics of power, status, and numbers. Ross and Schneider (1992) advocate a strategic approach to managing diversity that is based on their conception of the difference between seeking equal opportunity approach and managing diversity approach.

The strategic diversity management approach seems better as it deals with the loopholes in the Equal Opportunities approach and the Managing Diversity approach. It consists of effective leadership, empowerment, balanced/diverse recruitment and selection, employee support and diversity training, internal equity and all-inclusive organization culture, staff collegiality/teamwork, internal supervision and staff motivation/get together parties/ outings as ways of effectively managing workforce diversity. The Strategic Diversity management approach is an integration of the social theory, management theory and psychology which all converge on both the positive and negative effects of workforce diversity. Although these theories have continuously attempted to come up with viable workforce diversity management strategies, they call for more research due to the complexity of the human person and the varying environments.

Schneider and Northcraft (1999) argue that functional and social category diversities enhance creativity, adaptation and innovativeness. Schneider and Northcraft (1999) also see the value of the social theory in understanding and solving dilemmas. Graen (2003) points out those readily visible characteristics identify people of varying genders, age, ethnicity and religions which demand prescriptions based on solid theories and research. Graen rightly notes that diversity may be an asset or liability depending on how it is integrated into the organization.

The strategic diversity management approach is developed as a solution to cater for the gaps in the Equal Opportunities approach and the Managing Diversity approach.

The difference, as Ross and Schneider (1992) is that diversity approaches are internally driven, not externally imposed; focused on individuals rather than groups; focused on the total culture of the organization rather than just the systems used; the responsibility of all in the organization and not just the HR function.

This approach also shares some elements in common with Rosevelt Thomas's model (Thomas, 1996) regarding the factors that Human Resource Managers should consider in their response to diversity. These consist of a variety number of minorities and women; deny that differences exist; assimilate minorities and women into the dominant culture; suppress differences for the sake of organizational goals; isolate people who are different into special functional units, projects or geographical operations; tolerate coexistence of people with differences; build

relationships among people with differences; and foster mutual adaptation such as change of the organizational structure and policies.

## 2.10 Concepts in Workforce Diversity Management

“Diversity Management can be defined as the process of planning, directing, organizing and applying all the comprehensive managerial aspects for developing an organizational environment, in which all diverse employees irrespective of their similarities and differences, can actively and effectively contribute to the competitive advantage of a company or an organization. Diversity stands for the various differences in individuals as well as similarities that exist among them (Kreitner, 2001:37).

Kreitner’s definition emphasizes on three crucial issues about diversity management: Diversity applies to all employees and do not only encompass certain range of differences but the entire type of individual differences that makes people unique. The concept of diversity defines differences among people and also their similarities. The act of managing diversity requires that these two aspects be dealt with and managed at the same time. Managers are therefore expected to integrate the collective mixture of similarities and differences between workers into the organization. As such, diversity can be described as having four layers (Kreitner, 2001:38):

**Personality:** This describes the stable set of characteristics that establishes a person’s identity. There are many different types of personality traits that an individual can portray. These types of traits could be a person’s action, the behavior they process and their attitude. Moreover, the personality traits could be classified into two types, namely positive personality trait and negative trait. Some of these traits could be classified in the below table:

Table 1: Personality Traits of a Diverse Workforce

<b>Positive Traits</b>	<b>Negative Traits</b>
Patience	Laziness
Honesty	Unfriendly
Reliable	Self-centered
Intelligent	Rude
Trusting	Obnoxious

**Source:** Yourdictionary.com

**Internal dimensions:** These dimensions are characteristics that have a strong influence on people's perceptions, expectations and attitudes towards other people. These include factors such as gender, sexual orientation, ethnicity, age, physical ability and race

**External dimensions:** These dimensions are personal traits that we have a certain amount of control or influence over. They are factors such as income, personal and recreational habits, religion, education, work experience, appearance, marital status, and geographic location.

**Organizational dimensions:** These dimensions are relevant or significant to the organization itself. They include factors such as management status, unit or division, work field, seniority, union affiliation and management status.

Currently affirmative action is used as a method of attaining a diversified and integrated workforce. Affirmative action is an artificial intervention aimed at giving management a chance to correct an imbalance, an injustice, a mistake or outright discrimination. Kreitner (2001:40) is of the view that it does not foster a need to change leadership's thinking about diversity management.

A higher level of "diversity awareness" from affirmative action is known as valuing diversity. Valuing diversity emphasizes the awareness, recognition, understanding and appreciation of human differences. By valuing diversity, employees feel valued and accepted, and are recognized as a valuable resource that contributes directly to an organization's overall success (Kreitner, 2001). Grobler (2003) states that for an organization to value diversity it must first understand the differences between valuing diversity and employment equity. The fundamental difference is that employment equity is enforced by legislation. The management values diversity due to its desire to gain competitive advantage by using the talents of a diverse workforce.

The highest level of "diversity awareness" is the discipline of diversity management. It is the deliberate and focused creation of organizational changes that enable all employees to perform up to their maximum potential (Kreitner, 2001). Achieving competitive advantage through the management of diversity has become an important managerial and leadership consideration (Thomas & Ely, 1996). It is therefore obvious that management discipline needs effective leadership in order for it to be successfully implemented. According to Kreitner (2001) leadership

is defined as a social influence process in which the leader seeks the voluntary participation of subordinates in an effort to reach organizational goals. Changing existing attitudes toward diversity in the workplace clearly involves more than just decisive leadership but also the cooperation of all employees as it affects their inter-personal relationships with each other. Therefore managers must exhibit leadership traits and move beyond the normal tasks of planning, organizing and control. Managing diversity is a business imperative, strategic priority and a competitive necessity (McEnrue, 1993). Daniel (1994) agrees with this viewpoint and adds that if diversity is not utilized as a tool it might become businesses' downfall.

## **2.11 Empirical Review on Workforce Diversity and its Management**

On the findings of the research study by Adler (2005) on the effects of diverse recruitment policies on employee performance, discovered that diversity can improve performance and recruiting from a wider range of age and ethnicity gives the firm a larger talent pool. Again Adler (2005) found out that increasing diversity expands the breadth of perspectives and ideas available to organizations in making decisions and that cultural diversity, educational, individual personalities and professional background can influence the range and depth of information use.

Different studies like a 12-year comparison of diversity policies and programs by Carrell (2006) in her longitudinal study on 'Defining Workforce Diversity Programs And Practices In Organizations' and a Longitudinal Study by Spring (2006), showed that 53 percent of respondents did not have a written policy or program that includes the concept of employee diversity in their organization while only 7 percent of the respondents in the study indicated that their organizations were discussing adding such a policy or program. This shows that there is still a big need in the development of workforce diversity programs. An Empirical Longitudinal study by Carrell (2006) on 'Defining Workforce Diversity Programs and Practices in Organizations; A Longitudinal Study registered more positive effects of workforce diversity than the negative effects. The positive effects of workforce diversity include organizational culture, creativity, customer relations, decision making, and goal achievement while the negative effects include training costs, factionalism, productivity and turnover. In another empirical study by the Runnymede Trust (2000) titled 'Survey on racial equality', it was discovered that managers explained their equal opportunities policy differently from employee views about what happened in practice.

## **CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY**

In this section of the study, the general methodology used in the study, the sources of data for the study, the sampling techniques applied in the study, the instruments used to gather data, the procedures of data collection and the methods of data analysis are thoroughly discussed.

To answer the basic research questions listed in chapter one, it is important to develop a standard research techniques. This chapter discussed the necessary procedures and tools of the strategy and techniques. It is the research goal and the subsequent questions of empirical investigation/study that influence the choice of methodology. Choosing the right methodology is helpful for answering the research questions and achieving the research purpose. First, the method of the study is presented followed by the sources of data for the study. Then, in the subsequent sections, the sample and sampling techniques to be applied in the study; the instruments and data collection procedures; and methods of data analysis are discussed in order to scientifically reach to the intended goal.

### **3.1 Research Design**

The study used mixed approach whereby both qualitative and quantitative methods are used. Using the qualitative research, the researcher enabled to take an active role in interacting with the participants he studied. Zechmeister (2003) realized qualitative research, as a method which produces verbal summaries of research findings with no statistical summaries or analysis. Questions like what is the perception of the employees including management on the concept of Diversity and Diversity Management are among the questions answered by qualitative study using open ended questions. Quantitative methods, on the other hand, rely heavily on tests, rating scales and questionnaires (Stone-Romero, 2002). It addresses research objectives through empirical assessments. It involves numerical measurement and analysis approaches (Zikmund, 2010).

The main research studied the current workforce diversity status, perception of employees towards diversity and its management. Questions like does the organization have diversity management policy? How the organization's workforce is diversified? To what extent are these

workforce diversified (in terms of ethnicity, gender, age, education, service year and nationality)?” are answered with the use of questionnaire. Accordingly, the researcher employed both methods to gain comprehensive information so as to reach at concrete findings.

The major purpose of this study is to assess the prospects and challenges of work force diversity in MSF-H Ethiopia. Thus, this study employed descriptive survey research design as data is collected in order to describe the current status of work force diversity and its management in the organization. According to Ogula(1995), this design is used to obtain information that describes the characteristics of the population, explains the current practices, conditions or needs and provides information for generating research questions.

The design therefore, enabled the researcher to obtain information about employees’ perception and attitude towards workforce diversity and its management in the organization; the existing practices and conditions of workforce diversity and how this affects employees. Finally, it provided information on what needs to be done to create better work climate in order to harness workforce diversity management and improve employees’ contribution.

In order to support the research, among the many methods of data collection, the researcher used interview and questionnaire. The interview allows the respondents (HR Coordinator and department heads) to give much richer information and gives valuable insights which are not mentioned in the questionnaire and information is obtained through questionnaire from the all of staff.

### **3.2 Sources of Data**

Primary and secondary sources of data are used in this research. The use of these two sources helps the researcher to get pertinent data related to the study. The staff, including the management team, is used as a primary source of the study. Relevant documents of the organization, policy, guideline documents, books, journals, other countries’ experiences, reports, research articles related to the workforce diversity are used to enrich the data gathered from the primary sources.

### **3.2.1 Primary Data**

The primary data is defined as the information gathered through interaction with other people through meetings, one-to-one interview, focus groups, and surveys. Primary data are the data gathered and assembled specifically for research projects at hand (Zikmund, 2003). The purpose of the primary data is to improve the understanding and perform a direct assessment of the research topic by obtaining firsthand information. In this research, the primary data are collected using questionnaire survey. A questionnaire, also known as self-administered survey, is handed out to the targets or segments of people to gather data and information desired. For the purpose of this research questionnaire were distributed to 110 study participants. The reason of using questionnaire is to ensure completeness and consistency of information gathered as it is the only feasible way to reach a large number of respondents. The result is used as an input for statistical analysis. It is done in a structured manner, where all of the respondents provided their opinion through the questionnaires distributed to them.

Questionnaire used for this research was constructed by adopting and then modifying the questionnaire of several related research journals. Compared to constructing own questionnaire, adopting questions from other researches could ensure higher validity of the questions used to ask the targeted respondents. “The higher the validity the more accurate the measure can represent a concept”.

### **3.2.2 Secondary Data**

Secondary data is the information gathered from sources already existed (Sekaran, 2003). The secondary data usually historical, already assembled, and do not require access to respondents. This type of data is easier to be obtained in a faster way, and less expensive than acquiring primary data. However, it may be outdated and may not exactly meet the researcher’s needs because they were initially collected for other purposes. Nevertheless, it often proves to be of great value in exploratory research. In this study, secondary data were collected from books, online journals and articles through online databases. Different journals offer review of different views, comments, and arguments made by different authors and academicians. A detailed secondary research was carried out on this topic through books, online newspapers, and dissertations done by other researchers.



### **3.2.3 Procedures of Data Collection**

To gather the required data from the respondents, the researcher got prior permission from the organization. Then, questionnaires were distributed to the employees in the head office. Finally, the researcher collected the papers from the office. The interview questions were given to the head of departments and management staff ahead of time so that to give ample time to think over it.

## **3.3 Instruments of Data Collection**

This section presented the different instruments that were used in the study to collect data and its procedure.

Data was collected using self-administered questionnaires and interview. A close-ended questionnaire is prepared and used to gather information from employees selected to respond.

Semi-structured interview question is prepared in order to address information that cannot be addressed by the questionnaire.

Self-administered questionnaire requires respondents to take the responsibility to read and answer the questions. Questionnaires from several journals are used to ensure higher validity.

The instruments prepared were then given to Human Resource Coordinator and for her comments on the content. Based on the comments given by this expert, the instruments were refined and made ready for pilot testing.

### **3.3.1 Questionnaire Design**

It is necessary that the layout of the questionnaire is made simple so that the respondents can easily understand and answer them without taking much of their time. The reason is because the form of questions asked, the language used, and the length of the questionnaire will affect the response rate.

The research is separated into 2 – Part I and Part II. Part I collects the respondents' demographic data which consists of elements such as gender, age, nationality, ethnicity, education level, and working experience/length of service in the organization. Part II consists of 8 variables which enable us to determine the main effects of workforce diversity towards employees and the

organization. Six of the variables were consisted of four constructs and two of them were consisted of five questions to be answered by respondents.

### **3.3.2 Pilot Test**

After designing the questionnaire, reliability analysis was done to ensure measurements are reliable for our research. Pilot test is a survey which is done on a small group of respondents to make sure the questions being asked in the questionnaire are reliable. 20 sets of questionnaires have been distributed to employees of another similar organization. Respondents were asked to comment and suggest changes to the questionnaire. Most of the feedbacks were directed to the comprehensibility of items. Therefore, some of the items were amended accordingly. Pilot test minimizes the mistakes made in the questionnaire as well as the difficulties before making progress to distribute it out to the whole population of the sample. It was also tested as well using reliability test with the help of Statistical Package for Social Science (SPSS) software version 16.02. The aggregate Cronbach alpha value was 0.743.

After the pilot testing was finished and proven the reliability of the questionnaire, it was distributed directly to the employees

### **3.4 Sample and Sampling Techniques**

According to Sekaran (2003), sample is defined as subgroup or subset of the population. Besides, it also can be defined as a set of respondents selected from a larger population for the purpose of a survey. Population refers to the entire group of people, events, or things that the researcher wishes to investigate (Sekaran, 2003). The main objective of this research is to study the prospects/benefits and challenges of workforce diversity in an organization. Therefore, the target population for this study was the employees of the MSF-Holland Ethiopia based in the head office in Addis Ababa.

There are two major categories of sampling technique: probability and nonprobability sampling. Probability sampling is used when every element of the population has a known, non-zero probability of selection (Zikmund, 2003). On the other hand, non-probability sampling is adopted when elements of the population do not have a known or predetermined chance of being selected as subject for the purpose of survey (Sekaran, 2003).

However, census sampling is used due to the size of the target population. A non-probability sampling technique was used in the study to select the head of departments. From non-probability sampling techniques, purposive sampling was employed. In this regard, the Human Resource Coordinator and the head of departments including the Head of Mission were included in the interview. The choice of these individuals was based on the assumption that they were the most appropriate people to give pertinent information on the practices of workforce diversity and its management in the MSF-Holland Ethiopia.

Out of all the 6 offices of MSF-H in different regions of the country, the Addis Ababa office (head office of the organization) is selected purposively. This is due to two main reasons. One is the head office staff are more diversified than the field office and it is believed that they were more representative than the field offices employee. The second thing is geographic limitation

### **3.5 Methods of Data Analysis**

In this study, the researcher used descriptive statistical technique to analyze demographic information to get the mean and percentages. This was after the data was corrected in case of wrong spellings and irrelevant responses, coded, and entered into the Statistical Package for Social Sciences (SPSS) program. To analyze the quantitative data, SPSS Version 16.02 was used to process the responses from the questionnaire using descriptive statistics such as frequencies and percentages and data was presented using pie charts, frequency tables, and bar graphs. Qualitative data generated from open-ended interview questions was organized into various themes and patterns after which the researcher evaluated and analyzed the data. According to Yin (2003) quoted in Eriksson (2007) data analysis consists of examining, categorizing, tabulating, testing or otherwise recombining qualitative and quantitative evidence to address the initial proposition of a study. Data collected from different sources are coded, tallied, counted and organized using tables and charts. The qualitative and quantitative data obtained from various respondents were integrated in the analysis of the responses.

#### **3.5.1 Descriptive Analysis**

Descriptive analysis is where raw data are transformed into a form that will make researchers easier to understand and interpret, rearranging, ordering and manipulating data to provide

descriptive information. It is used to determine the main tendencies of the variables. Certain measures like mean, mode, standard deviation and range are forms of descriptive analysis used to describe the sample data matrix in such a way as to portray the typical respondent and to reveal the general patterns of responses (Burns and Bush, 2006).

This is where all the information will be presented in tables and charts to ease the researcher to understand the content of the data collected. In this research, the descriptive analysis was conducted to gather the details about the six personal particulars of the respondents such as gender, age, ethnicity, education level, working experience in MSF, and nationality.

In general descriptive research describes characteristics of objects, people, groups, organizations, or environments. It addresses the who, what, where, why, and how questions. Descriptive studies are conducted with a considerable understanding of the situation being studied(Zikmund, 2003).

The data collected from the respondents using the questionnaire was interpreted analyzed and summarized using the Statistical Package for Social Science (SPSS) software. The interview responses were also incorporated in the analysis part of the paper so that information those cannot be collected by the questionnaire were taped.

## CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

This chapter focused on the data presentation, data analysis, discussions and interpretations. It started with brief overview. Results of application of method and nature of samples were discussed. Interpretations of the findings will be presented. Discussion of results of application of method and implications, discussion of descriptive analysis and implications will be discussed. The respondent's demographic profile and frequency analysis, and scale measurement were discussed. Statistical packages, Statistical Package for Social Sciences (SPSS) software was used to get the outputs summarized in tables. To this effect, statistical techniques such as counts, percentages, means, standard deviation and chi-square were used to analyze the data.

### 4.1 Respondent Demographic Profile

In the questionnaire survey, each respondent was asked six questions regarding their demographic profile, including gender, age, ethnicity, nationality, working experience (in years) in the organization and education level. This part provides an analysis of the demographic characteristics of the respondents based on frequency analysis.

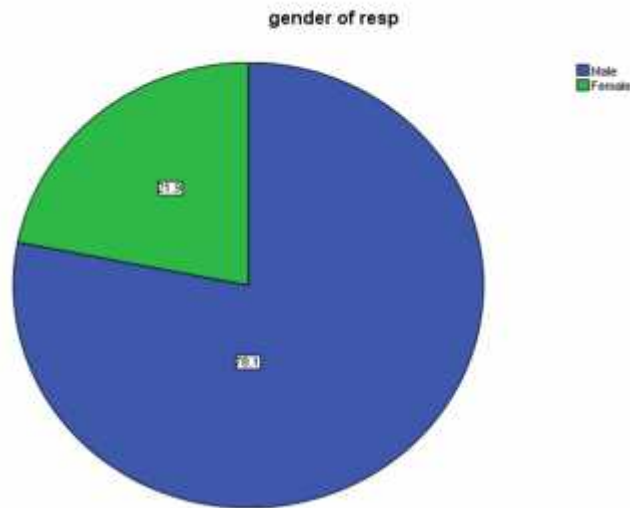
110 questionnaires were distributed to the respondents but 105 were returned which is about 94%.

**Gender Diversity:** Jehn and Werner (1993) measures that diversity had a significant effect on group processes. But the nature of the effect depended on whether the diversity was in gender. Specifically, gender diversity increased constructive group processes. Last but not least, diversity- focused HR practices enhanced the positive effects of gender diversity on constructive group processes (Kochan et. al. 2002).

Table 2: Gender Diversity of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	82	78.1	78.1	78.1
	Female	23	21.9	21.9	100.0
	Total	105	100.0	100.0	

Figure 4: Gender Diversity of the Respondents



Both table 2 and figure 4 showed imbalanced percentages of respondents whereby male (78.1%) and the remaining (21.9%) are females. In other words, from the 105 respondents, 82 of them were male while the remaining 23 were female.

**Age Diversity:** According to Winnie (2008), youngsters who are their learning stage are more willing to learn new things and accept new ideas. Older people who have more life experiences are more mature and possess better problem solving skills. It is also suggested that the older and younger employees must come together to form coherent and viable corporate culture

Table 3: Age Diversity of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-30	18	17.1	17.1	17.1
	31-45	68	64.8	64.8	81.9
	46-60	19	18.1	18.1	100.0
	Total	105	100.0	100.0	

Figure 5: Age of the Respondents

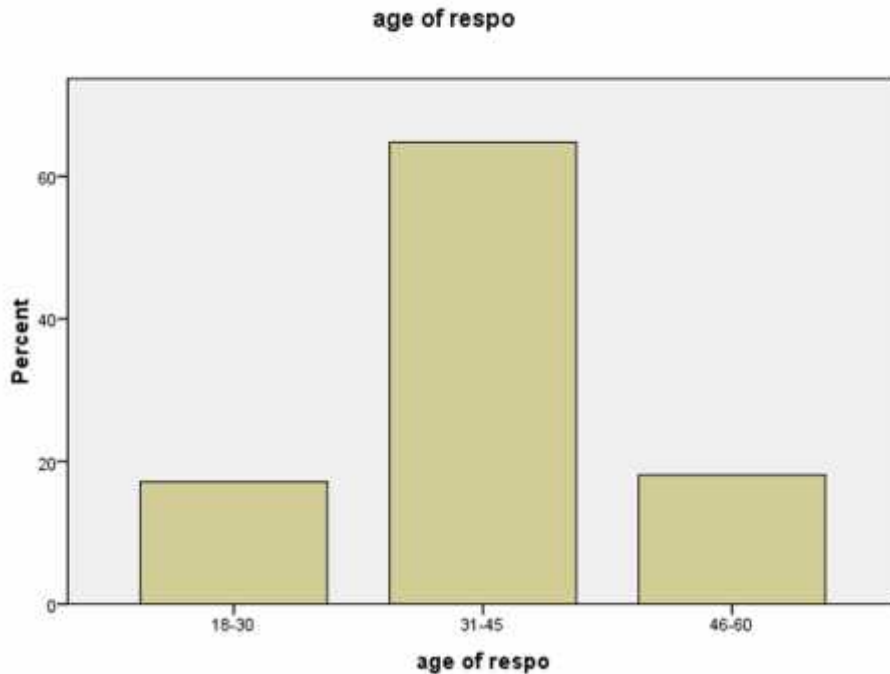


Table 3 shows age group of the respondents. The majority of the respondents fall under the age group category of 31 - 45 years old (64.8% or 68 respondents); followed by the age group of 46 - 60 years old (18.1% or 19 respondents), and 18 - 30 years old (17.1% or 18 respondents).

**Nationality Diversity:** Timmermans, Ostergaard, and Kristinsson (2011) found that innovation is an interactive process that often involves communication and interaction among employees in a firm and draws on their different qualities from all levels of the organization. Diversity in ascribed characteristics, such as ethnic background, nationality, gender, and age can have negative affective consequences for the firm. Members of the minority group can experience less job satisfaction, lack of commitment, problems with identity, perceived discrimination, etc.

Table 4: Nationality Diversity of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ethiopian	99	94.3	94.3	94.3
	Non Ethiopian	6	5.7	5.7	100.0
	Total	105	100.0	100.0	

Table 4 shows nationality of the respondents. The majority of the respondents fall under the national/Ethiopian staff category (94.3% or 94 respondents) and followed by the non-Ethiopian employees from far distance (5.7%).

**Ethnicity Diversity:** The growth of a multicultural workforce was the focus of the 90's and is gaining more momentum into the new era Zgourides, Johnson and Watson (2002). Along with the increase in diversity has been an increase in the use of work teams in general, with intention of utilizing greater participation and synergy to improve and increase both employee satisfactions.

Ethnicity can be used as a proxy for cultural background and diversity and ethnicity can be expected to be positive for innovative performance, since it broadens the viewpoints and perspectives in the firm (Richard, 2000)

Table 5: Ethnicity Diversity of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Amhara	66	62.9	62.9	62.9
	Oromo	9	8.6	8.6	71.4
	Tigray	6	5.7	5.7	77.1
	Others	24	22.9	22.9	100.0
	Total	105	100.0	100.0	



Figure 6: Ethnicity of the Respondents

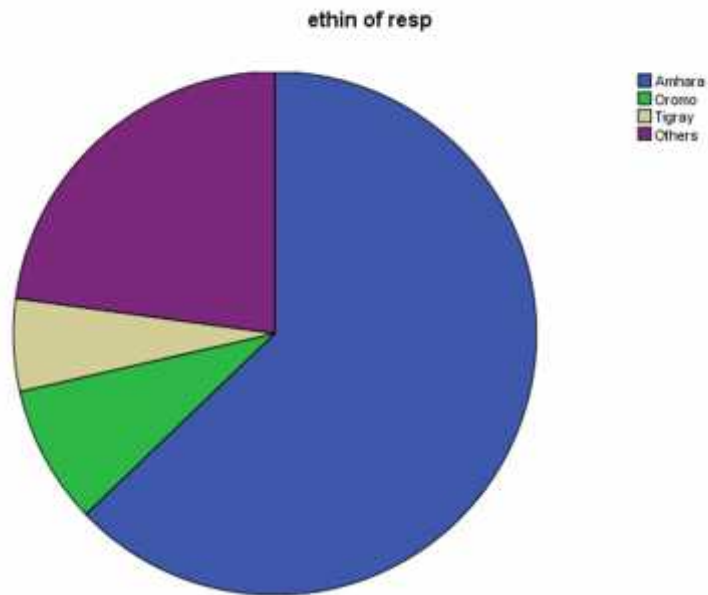


Table 5 shows that the highest proportion of the respondents are Amhara (62.9% or 66 respondents), followed by others (22.9% or 24 respondents), Oromo (8.9% or 9 respondents, and Tigray (5.7% or 6 respondents)

**Years of Service Diversity:** A research also stand on the point that teams consisting of members that differ with respect to their tenure know different set of people, have different technical skills and have a different perspective on the organization’s culture and history. Baer, Niessen and Ruenzi, (2007) indicated that educational diverse well as tenure diverse teams outperform teams that are less diverse

Table 6: Year of Service of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	less than one year	15	14.3	14.3	14.3
	1-5 years	47	44.8	44.8	59.0
	6-10 years	16	15.2	15.2	74.3
	above 10 years	27	25.7	25.7	100.0
	Total	105	100.0	100.0	

Figure 7: Year of Service in MSE of the Respondents

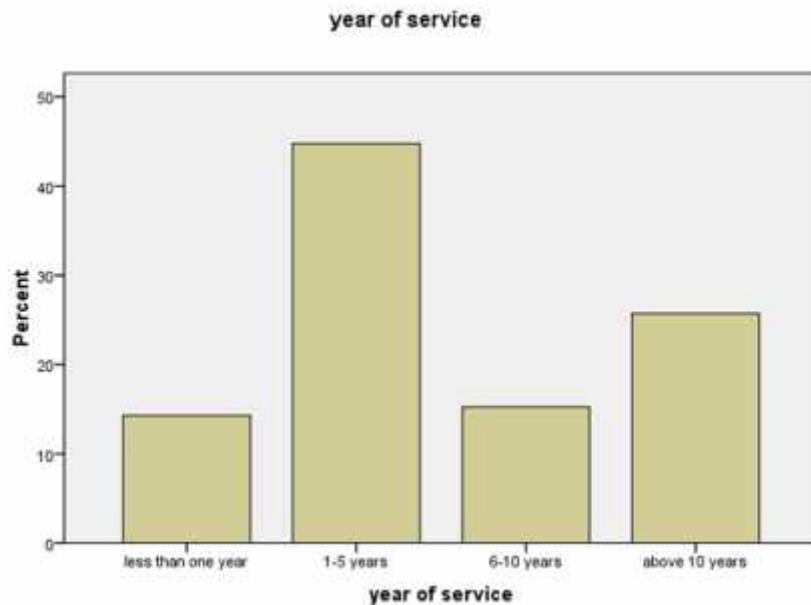


Table 6 shows that the highest proportion of respondents with 1 – 5 years of working experience (44.8% or 47 respondents), followed by above 10 years (25.7% or 27 respondents), 6 - 10 years (15.2% or 16 respondents), and less than 5 years (14.3% or 15 respondents).

**Education Diversity:** Tracy and David (2011) found that employers commonly reject employing employees whose training, experience, or education is judged to be inadequate. On the other hand, this meant that education background is important to employees. Employees cannot find a job and perform well without adequate education background. Besides that, Daniel (2009) also found that various levels and types of education might expect different mobility rates.

According to Daniel (2009) study, an individual will be more productive depending on the level of their education. The more education the individual worker received, the more productive the worker will be.

Table 7 Education Level of the Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Grade 12 and below	26	24.8	24.8	24.8
	Certificate	7	6.7	6.7	31.4
	Diploma	24	22.9	22.9	54.3
	Degree	30	28.6	28.6	82.9
	Master	18	17.1	17.1	100.0
	Total	105	100.0	100.0	

Figure8:Education Level of the Respondents

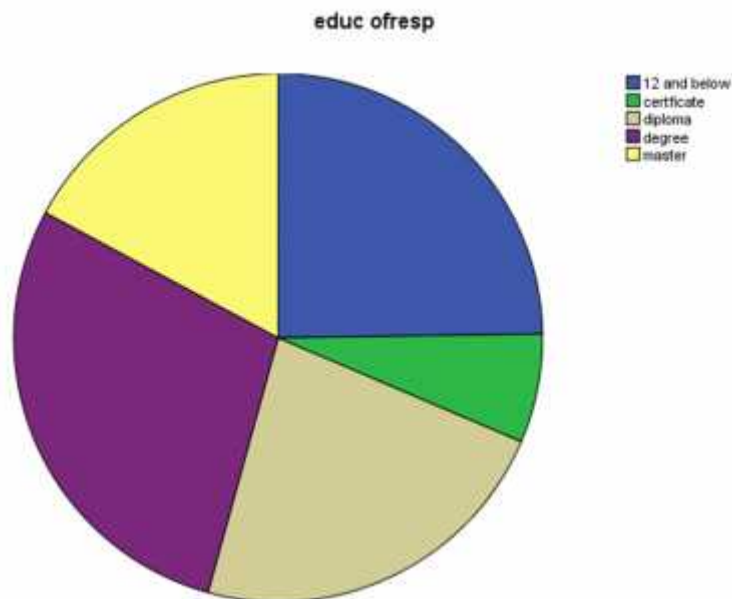


Table 7 shows the education level of the respondents. The majority of the respondents were degree holders (28.6% or 30 respondents), followed by less than Grade 12 (24.8% or 26 respondents), Diploma (22.9% or 24 respondents), Master(17.1% or 18 respondents), and

Certificate (6.7% or 7 respondents). Most respondents are degree holders and the least number is employees with Certificate

## 4.2 Data Analysis Pertaining to the Study

Table 8: Central Tendencies Measurement of Constructs of Gender

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
The employees have not been discriminated by employer while hiring and recruitment process on the gender basis.	6.7%	5.7%	18.1%	46.7%	22.9%	3.73	1.085
Fair treatment is given to all employees, whether they are male or female.	5.7%	7.6%	18.1%	41.9%	26.7%	3.76	1.105
Female employees are encouraged within MSF	3.8%	24.8%	43.8%	18.1%	9.5%	3.50	0.984
The working environment is conducive for female employee	4.8%	21.0%	36.2%	15.2%	22.9%	3.30	1.178

Majority of the respondents (46.7%) agreed and 22.9 of them strongly agreed that they have not been discriminated by the employer while hiring and recruitment process, while 18.1% of them neither agreed nor disagreed with that statement. 41.9% and 22.9% of the respondents agreed and strongly agreed respectively that they feel the organization does a good job of attracting and hiring regardless of their sex, while 18.1% of them neither agreed nor disagreed with that statement. Meanwhile, 43.8% of the respondents are neutral (neither agreed nor disagreed) and 24.8% of them disagreed that women employees are encouraged in MSF. 36.2% and 21.0% of

they are neutral and disagreed respectively while 22.9% of them are agreed that the working environment is conducive for female employees

“Fair treatment is given to all employees, whether they are male or female” is the item with highest mean (3.76), followed by “The employees have not been discriminated by employer while hiring and recruitment process on the gender basis.” with mean 3.73. “The working environment is conducive for female employees has the lowest mean among the others (3.30).

The item “The working environment is conducive for female employee” has the highest standard deviation, which is 1.178. “Female employees are encouraged within MSF.” Has the lowest standard deviation which is 0.984.

Table 9: Central Tendencies Measurement of Constructs of Age

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
My team leaders include all members in problem solving and decision making regardless of age difference.	3.8%	11.4%	29.5%	35.2%	20.0%	3.56	1.055
The age differences in work group might not cause conflict.	4.8%	6.7%	23.8%	49.5%	15.2%	3.64	0.982
At work, I don't experience lack of bonding with people of different age group.	-	17.1%	12.4%	56.2%	14.3%	3.68	0.925
I am positive about age diversity in this workplace.	2.9%	-	21.0%	37.1%	39.0%	4.10	0.925

35.2% and 29.5% of the respondents for the item “My team leaders include all members in problem solving and decision making regardless of age difference” were agreed and strongly agreed electively. While 29.5% of them neither agreed nor disagreed with that statement. And

11.4% of the respondents were disagreed on the item. Again 49.5% of them agreed that the age difference in work group might not cause conflict whereas 23% of them were neutral on this idea. 56.2% of the respondents agreed whereas 23.8% were neutral towards the “At work, I don’t experience lack of bonding with people of different age group.” 37.1% and 39.0% agreed and strongly agreed on the item “I am positive about age diversity in this workplace.”

“I am positive about age diversity in this workplace” is the item with highest mean (4.10). The items with the lowest mean is “My team leaders include all members in problem solving and decision making regardless of age difference” and (3.56).

The “My team leaders include all members in problem solving and decision making regardless of age difference” have the highest standard deviation, which is 1.055. And both the items “At work, I don’t experience lack of bonding with people of different age group” and “I am positive about age diversity in this workplace” has the lowest standard deviation, which is 0.925.

Table 10: Central Tendencies Measurement of Constructs on Ethnicity

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
MSF does a good job on attracting and hiring different ethnic groups.	6.7%	15.2%	27.6%	26.7%	23.8%	3.46	1.201
The MSF concerns about the employee’s customs, cultures, and values.	1.9%	21.9%	28.6%	28.6%	19.0%	3.41	1.089
Different languages that are used to communicate do not create problem among employees.	-	12.4%	29.5%	34.3%	23.8%	3.67	0.972
At work, I developed low self-esteem due to my ethnicity.	29.5%	37.1%	13.3%	17.1%	2.9%	2.27	1.146

As per depicted in the above table, 27.6% respondents were neutral, 26.7% and 28.8% of the responders agreed and strongly agreed with the construct “MSF does a good job on attracting and hiring different ethnic groups” however 15.2 were disagreed. 28.6 % of the respondents agreed and the same percentage were neutral and 21.9% of them disagreed whereas 19.0% were agreed with the construct “The MSF concerns about the employee’s customs, cultures, and values. Again 34.3%of the respondents were agreed and 23.8% of them were strongly agreed with the construct “Different languages that are used to communicate do not create problem among employees”.And 29.5 were neither agreed nor disagreed on this contract. Finally, big percentage (29.5%) were strongly disagree, 37.1% were disagree, and 13.3% were neutral with the construct “At work, I developed low self-esteem due to my ethnicity”

“Different languages that are used to communicate do not create problem among employees” is the item with highest mean (3.67), followed by “MSF does a good job on attracting and hiring different ethnic groups” (3.46). The item with the lowest mean is “At work, I developed low self-esteem due to my ethnicity” (2.27).

The item that has the highest standard deviation (1.201) is “MSF does a good job on attracting and hiring different ethnic groups”. And the item with the least standard deviation (0.972) is “Different languages that are used to communicate do not create problem among employees”.

**Table 11: Central Tendencies Measurement of Constructs on composition of Education**

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
The recruitment plan of the MSF is based on the education background of the employees.	6.7%	8.6%	23.8%	39.0%	21.9%	3.61	1.122
MSF provides free study leave to employees in different level of education.	33.3%	20.0%	20.0%	19.0%	7.6%	2.48	1.331

MSF provides tuition fee for study to its employee	3.8%	14.3%	26.7%	41.9%	13.3%	3.47	1.020
At work, I experience lack of confidence due to level of my education background.	21.9%	21.9%	28.6%	18.1%	9.5%	2.71	1.261

There were as much as 39.0% of the respondents agreed, 21.9% strongly agreed whereas 23.8% were neutral with the statement of “The recruitment plan of the MSF is based on the education background of the employees”. The 33.3% and 20.0% of the respondents were strongly disagreed and disagree on the item “MSF provides free study leave to employees in different level of education”. 41.9% of the respondents agreed with the construct “MSF provides tuition fee for study to its employee” and 26.7% of the respondents neither agreed nor disagreed on this construct. 28.6% of the respondents neither agree nor disagree with the last construct (“At work, I experience lack of confidence due to level of my education background”). Same 21.9% respondents were strongly disagreed and disagreed with the item “At work, I experience lack of confidence due to level of my education background”. And 18.1% of them agreed with this construct.

3.61 is the highest mean of the construct “The recruitment plan of the MSF is based on the education background of the employees”. And the least mean (2.71) result belongs to the statement of “At work, I experience lack of confidence due to level of my education background.”The item that has the highest standard deviation (1.331) is “MSF provides free study leave to employees in different level of education”. The item with the smallest standard deviation of 1.020 is “MSF provides tuition fee for study to its employee”.



Table 12: Central Tendencies Measurement of Constructs on Nationality

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
The employees have not been discriminated by employer by their nationality.	1.9%	9.5%	17.1%	49.5%	21.9%	3.80	0.955
Fair treatment is given by the MSF to all employees regardless of their nationality.	6.7%	19.0%	21.9%	35.2%	17.1%	3.37	1.171
Nationality background influence decision making.	15.2%	23.8%	18.1%	25.7%	17.1%	3.60	1.343
Everybody is respected equally in the work place regardless of their nationalities (citizenship).	5.7%	14.3%	15.2%	41.9%	22.9%	3.62	1.155

As shown above, 49.5% and 21.9% of the respondents agreed and strongly agreed respectively with the construct “The employees have not been discriminated by employer by their nationality” 35% of respondents were agreed with the construct “Fair treatment is given by the MSF to all employees regardless of their nationality” whereas 21.9% and 19.0% were neutral and disagreed respectively with this statement. 25.7% of the respondents agreed, 15.2% strongly disagreed, 23.8% disagreed, and 18.1% were neutral with this construct. 41.9% and 22.9% were agreed and strongly agreed with the construct “Everybody is respected equally in the work place regardless of their nationalities (citizenship)”.

The construct “The employees have not been discriminated by employer by their nationality” has the highest mean (3.80) followed by mean 3.60%. The lowest mean (3.37) belongs to the construct “Fair treatment is given by the MSF to all employees regardless of their nationality”

The highest standard division (1.343) refers to the construct “Nationality background influence decision making” whereas the lowest standard deviation (0.955) refers to the construct “The employees have not been discriminated by employer by their nationality”

Table 13: Central Tendencies Measurement of Constructs on Advantages of Workforce

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
MSF implements inclusive policy to make sure employee satisfaction is achieved	12.4%	29.5%	38.1%	16.2%	3.8%	2.70	1.011
Effective Management of diversity increased efficiency.	-	14.3%	21.9%	39.0%	24.8%	3.74	0.991
Managing of diversity increased creativity.	-	10.5%	20.0%	37.1%	32.4%	3.91	0.972
Managing of diversity increased productivity.	1.9%	8.6%	21.9%	34.3%	33.3%	3.89	1.031
Management of Diversity increased employees' motivation	-	12.4%	26.7%	30.5%	30.5%	3.80	1.016

Referring the above table, 38.1% of the respondents neither agreed nor disagreed with the first construct “MSF implements inclusive policy to make sure employee satisfaction is achieved” whereas 29.5% disagreed. 39.0% agreed on the construct “Effective management of diversity increased efficiency” and 24.8% strongly agreed whereas 21.9% of the respondents were neutral. 37.1% and 32.4% respondents were agreed and strongly agreed respectively whereas 20.0% of the respondents neither agreed nor disagreed. 34.3% and 33.3% of the respondents agreed and strongly agreed with the construct “Managing of diversity increased productivity” whereas 21.9% were neither agreed nor disagreed. 30.5% and 30.5% were agreed and strongly agreed with the item “Management of Diversity increased employees’ motivation” whereas 26.7% of the respondents were neutral.

The highest mean (3.91) went to the construct “Managing of diversity increased creativity”. And the lowest mean (2.70) registered to the construct “MSF implements inclusive policy to make sure employee satisfaction is achieved”

The highest standard deviation (1.031) registered for the construct “Managing of diversity increased productivity”. However, the lowest standard deviation (0.972) went to the construct “Managing of diversity increased creativity”

Table 14: Central Tendencies Measurement of Constructs on Challenges of Workforce Diversity

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
Workforce Diversity negatively affected communication	3.8%	31.4%	40.0%	20.0%	4.8%	2.90	0.925
Managing of Work Force Diversity increased organization costs	3.8%	32.4%	28.6%	32.4%	2.9%	2.98	0.961
Managers in our organization don't have enough knowledge on how to manage workforce diversity.	5.7%	38.1%	22.9%	22.9%	10.5%	2.94	1.125
Poor handling of diversity in the organization lead to employee turnover	4.8%	15.2%	23.8%	46.7%	9.5%	3.41	1.016

Many of the respondents (40.0%) agreed and 20.0% of them strongly agreed with the construct “Workforce Diversity negatively affected communication” whereas 31.4% of the respondents were neutral (nether neither agreed nor disagreed) with construct. 32.4% of the respondents agreed with the item “Managing of Work Force Diversity increased organization costs” while 32.4% and 28.6% of the respondents disagreed and neutral with this construct. 31.8% of the respondents disagreed with the construct “Managers in our organization don't have enough knowledge on how to manage workforce diversity” while 22.9% neutral and 22,9% were agreed with it. Lastly 46.7% respondents agreed with the construct “Poor handling of diversity in the organization lead to employee turnover” while significant respondents (23.8% and 15.2% were neutral and disagreed respectively.

Table 14, the construct “Poor handling of diversity in the organization lead to employee turnover” has the highest mean value (3.41) while with the lowest mean (2.90) item is “Workforce Diversity negatively affected communication” and the other constructs shoed lower mean closer to this one.

The construct with the highest standard deviation of 1.125 was “Managers in our organization don’t have enough knowledge on how to manage workforce diversity” while the lowest standard deviation (0.925) went to the construct “Workforce Diversity negatively affected communication”

To determine the extent of the challenges of workforce diversity in the organization, statistical tool, which is chi-square, was used. Chi-square was used to see the degree of agreement between the demographic variables on the given constructs. Again it was used to check if there is statistically significant difference among the responses of the respondents.

Table 14.1 Extent of Workforce Challenge (construct 1 of table 14)

Variable	Workforce Diversity negatively affected communication			Chi-square ( $X^2$ ) test	
	No	Yes	Total	Value	P
Ethnicity					
Amhara	46 (58.2%)	20 (76.9%)	66 (62.9%)	14.67	0.002
Oromo	7 (8.9%)	2 (7.7%)	9 (8.6%)		
Tigray	2 (2.5%)	4 (15.4%)	6 (5.7%)		
Others	24 (30.4%)	0 (0%)	26 (22.9%)		

Table 14.1 revealed that ethnicity diversity has statistically significant ( $X^2 = 14.67$  and Sig = 0.002) on the challenges of work force diversity. The chi-square statistics test confirmed that there was no statistically significant difference in the rest of the demographic variables regarding the construct workforce diversity negatively affected communication.

Table14.2 Extent of Workforce Challenge (construct 2 of table 14)

Variable	Managing of Work Force Diversity increased organization costs			Chi-square ( $X^2$ ) test	
	No	Yes	Total	Value	P
Educational level				13.47	0.009
G 12 and bellow	30.9%	13.5%	24.8%		
Certificate	1.5%	16.2%	6.7%		
Diploma	22.1%	24.3%	22.9%		
Degree	32.4%	21.6%	28.6%		
Masters	13.2%	24.3%	17.1%		

As per table 14.2, one can confidently say that educational level has statistically significant ( $X^2 = 13.47$  and Sig = 0.009) on the challenges of work force diversity. But the chi-square test confirmed that there was no statistically significant difference in the rest of the demographic variables regarding this construct managing of workforce diversity increased organization costs.

Table14.3 Extent of Workforce Challenge (construct 4 of table 14)

Variable	Poor handling of diversity in the organization lead to employee turnover			Chi-square ( $X^2$ ) test	
	No	Yes	Total	Value	P
Years of service				22.43	0.000
Less than one year	2 (4.3%)	13 (22.0%)	15 (14.3%)		
1-5 years	20 (43.5%)	27 (45.8%)	47 (44.8%)		
6-10 years	3 (6.5%)	13 (22.0%)	16 (15.2%)		
Above 10 years	21 (45.7%)	6 (10.2%)	27 (25.7%)		

As per table 14.2, it is clear that year of service has statistically significant ( $X^2 = 22.43$  and Sig = 0.000) difference on the challenges of work force diversity. But the chi-square test confirmed that there was no statistically significant difference in the rest of the demographic variables regarding this construct of poor handling of diversity in the organization lead to employee turnover.

Moreover, the chi-square test on the 3<sup>rd</sup> construct, which is, managers in their organization doesn't have enough knowledge on how to manage workforce diversity showed that there were no statistically

significant differences among all demographic variables. This implies that they reflect similar perception towards the lack of knowledge of their managers toward diversity and diversity management in their organization.

Table 15: Central Tendencies Measurement of Constructs onMSF policy towards Workforce Diversity and Inclusion

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Mean	Standard Deviation
MSF policies promote fair treatment of employees regardless of their different diversity characteristics	1.9%	6.7%	24.8%	44.8%	21.9%	3.78	0.930
MSF uses diversity and inclusion effectively to increase workforce and customer satisfaction	-	24.8%	30.5%	36.2%	8.6%	3.29	0.938
MSF promotes diversity and inclusiveness in its recruitment and selection process	-	22.9%	37.1%	33.3%	6.7%	3.24	0.883
Employee participation in diversity and inclusion training is encouraged at MSF	-	22.9%	35.2%	23.8%	18.1%	3.37	1.031
MSF values employees with varied backgrounds and experiences	4.8%	-	24.8%	52.4%	18.1%	3.79	0.906

As per the above table, 44.8% of the respondents agreed with the construct “MSF policies promote fair treatment of employees regardless of their different diversity characteristics” while 24.8% and 21.9% were neutral and strongly agreed respectively. 36.2% of respondents agreed with the construct “MSF uses diversity and inclusion effectively to increase workforce and

customer satisfaction”. 24.8% and 30.5% disagreed and neutral respectively with this construct. 37.1% neutral with the construct “MSF promotes diversity and inclusiveness in its recruitment and selection” while 33.3% and 22.9% agreed and disagreed with this construct. Again 35.2% neither agree nor disagree (neutral) for the contract “Employee participation in diversity and inclusion training is encouraged at MSF” while 23.8% and 22.9% of the respondents agreed and disagreed respectively. Again 52.4% of the respondents agreed with the construct “MSF values employees with varied backgrounds and experiences” while 24.8% were neutral.

The constructs “MSF uses diversity and inclusion effectively to increase workforce and customer satisfaction” and “MSF values employees with varied backgrounds and experiences” are with the highest mean (3.79) followed by 3.37 for the construct “Employee participation in diversity and inclusion training is encouraged at MSF” while the construct “MSF promotes diversity and inclusiveness in its recruitment and selection” is with the list mean value of 3.24.

1.031 is the highest standard deviation for the construct “Employee participation in diversity and inclusion training is encouraged at MSF” and 0.883 is the smallest standard deviation of the construct “MSF promotes diversity and inclusiveness in its recruitment and selection process”

### **4.3 Descriptive analysis**

Table 2 shows that gender imbalance of respondents, whereby male (78.1%), while female (21.9%). In other words, from the 105 respondents, 82 of them were male while the remaining 23 were female. Table 3 shows age group of the respondents. The majority of the respondents fall under the age group category of 31 - 45 years old (64.8% or 68 respondents); followed by the age group of 46 - 60 years old (18.1% or 19 respondents), and 18 - 30 years old (17.1% or 18 respondents). This implies that the majority of the employees will fall in this category. Again table 4 shows nationality of the respondents. The majority of the respondents fall under the national/Ethiopian staff category (94.3% or 94 respondents are Ethiopian) and followed by the non-Ethiopian employees (5.7%). Table 5 shows that the highest proportion of the respondents were from the Amhara ethnic (62.9% or 66 respondents), followed by others (22.9% or 24 respondents), Oromo (8.9% or 9 respondents, and Tigray (5.7% or 6 respondents). Other refers to all the other languages in Ethiopia and foreign languages or ethnicity. Table 6 shows that the highest proportion of respondents with 1-5 years of working experience (44.8% or 47

respondents), followed by above 10 years (25.7% or 27 respondents), 6 - 10 years (15.2% or 16 respondents), and less than 5 years (14.3% or 15 respondents). This means that the majority of the employees of the organization fall in the 1-5 service years followed by above 10 years of service. This implies the majority of the organization's employee is the mix of these two categories

Table 16: Interpretation of Mean range on the Likert Scale

Response	Scale	Interpretation
Strongly disagree	1	Very Low
Disagree	2	Low
Not sure	3	Moderate
Agree	4	High
Strongly agree	5	Very High

**Source:** Adapted from Mugenda (2003) and Amin (2005)

According to Mugenda (2003) and Amin (2005), the Likert scale is able to measure perceptions, attitudes, values and behaviors of individuals towards a given phenomenon. Therefore, the opinions of the respondents were discussed and interpreted based on the mean value.

The construct in table 8 “Fair treatment is given to all employees, whether they are male or female” is the item with highest mean which is 3.76, followed by “The employees have not been discriminated by employer while hiring and recruitment process on the gender basis.” with mean 3.73. “The working environment is conducive for female employee has the lowest mean among the others (3.30). According to Mugenda (2003) and Amin (2005) mean level 3.76, 3.73 and for the two constructs is between the moderate and the high level of the scale. This result is similar with the finding stated by Mugunda (2003).

In table 9 “I am positive about age diversity in this workplace” is the item with highest mean (4.10). The items with the lowest mean is “My team leaders include all members in problem solving and decision making regardless of age difference” and (3.56). This indicates that the respondents agreed with the first construct highly which is an indicator that the organization is doing towards its workforce diversity to some extent.



Table 10 “Different languages that are used to communicate do not create problem among employees” is the item with highest mean (3.67), followed by “MSF does a good job on attracting and hiring different ethnic groups” (3.46). The item with the lowest mean is “At work, I developed low self-esteem due to my ethnicity” (2.27). There is still positive opinion on some of the constructs in this regard as per the literature indication. However, the mean for the construct “At work, I developed low self-esteem due to my ethnicity” with the mean of 2.27 indicates that there is negative opinion of respondents.

Table 11 indicates the 3.61 is the highest mean of the construct “The recruitment plan of the MSF is based on the education background of the employees”. And the least mean (2.71) result belongs to the statement of “At work, I experience lack of confidence due to level of my education background.” Here the highest mean level falls close to the high and the lowest mean close to the low. This indicates that the respondents are tending to the moderate opinion of the scale.

In table 12, the construct “The employees have not been discriminated by employer by their nationality” has the highest mean (3.80) followed by mean 3.60%. The lowest mean (3.37) belongs to the construct “Fair treatment is given by the MSF to all employees regardless of their nationality” Again here it indicated that almost all the opinions of the respondents fall in the moderate category of the scale. There is still need to do something in these areas of the mentioned constructs in the scale.

In table 13, the construct “The employees have not been discriminated by employer by their nationality” has the highest mean (3.80) followed by mean 3.60. The lowest mean (3.37) belongs to the construct “Fair treatment is given by the MSF to all employees regardless of their nationality” All most all the respondents showed a moderate opinion towards the constructs with some limitations.

In table 14 the construct “Poor handling of diversity in the organization lead to employee turnover” has the highest mean value (3.41) while with the lowest mean (2.90) item is “Workforce Diversity negatively affected communication” and the other constructs shoed lower mean closer to this one. Here almost all the level of the men indicates that there are little positive opinion towards the constructs.

In table 15, the constructs “MSF uses diversity and inclusion effectively to increase workforce and customer satisfaction” and “MSF values employees with varied backgrounds and experiences” are with the highest mean (3.79) followed by 3.37 for the construct “Employee participation in diversity and inclusion training is encouraged at MSF” while the construct “MSF promotes diversity and inclusiveness in its recruitment and selection” is with the list mean value of 3.24. These construct got positive opinion from the respondents in the moderate level. There is still a need to work hard to reach to the higher level of the scale.

In general the opinion of the respondents for all the constructs of the questionnaire falls within the moderate level except one construct with the mean 4.10.

#### **4.4 Interview Discussion**

MSF has been successfully operating with diverse workers since its start from both locally and internationally recruited employees. The organization continues to grow in customer satisfaction and emergency response capability. The organization believes immensely in workforce diversity and has had numerous experiences in adopting and managing it. It ensures that equal treatment is given to workers irrespective of their backgrounds (MSF Internal Regulation 2012).

Seven interview was conducted with the heads of departments including the Head of Mission and Deputy Head of Missions (a total of 7 people were interviewed). Interview question is prepared in order to address information that cannot be addressed by the questionnaire.

Below are the summarized interview responses that were given with regards to the interview questions that were used in the research work.

- Based on the question (Q1) “*Does your organization has a diverse workforce and promotes its implementation?*” The managers stated that “Yes, MSF strives to have a diverse workforce and we strongly believe in having workforce diversity due to the nature of MSF culture, and it has gone a long way to contribute to the organizational success”.

- Based on the question (Q2) “*Does your organization have diversity management policy? If not, how can you insure proper diversity management and inclusion in the work place? How do you*

*value differences*” The managers explained that there “We do not have such a policy process is underway to do so. But inclusion is part of our policy as we work in multiple countries and regions within those countries. And we believe that diversity is one of the key competent considered in MSF team composition to encourage diversity, bring different knowledge, skill and ability to achieve the org. objective.”

- Based on the question (Q3) “*What kinds of experiences have you had working with others with different backgrounds than your own? What do you see as the advantages of working with employees from a different cultural background?*” The managers further reply “Yes, have the experience and enjoy working with people from different backgrounds. They come with different perspective on issues that help give a broader perspective. Moreover, new way of doing things, different ways of communication and how to approach people for negotiation and decision making etc. are contributed. Learn also how different professional works and can be integrated to achieve same goal”.

- Based on the question (Q4) “*How do you ensure inclusiveness in your recruitment and selection in your organization?*” The Managers further explain that always check the minimum requirements fulfilled as per the job need as well as go thought different background the candidates as instead of judging them with single component. We have a system of continues follow-up in the projects to see the recruitment is fair.

- Based on the question (Q5) “*How do you ensure customer and staff satisfaction?*” The managers replied “Have informal chat to get information as well as formal face to face discussion, interview, debriefing, meeting. See also feedback gathered form projects via reports”

- Based on the question (Q6) “*What do you see as the most challenging aspect of a diverse workforce?*” The managers further explained that the language barrier is one of the challenging aspects. Lack of understanding of each other’s background is one of them. And it is sometimes what is good in one country might be interpreted as bad in another country, respective culture and diversity might take time.

- Based of the question (a) “*What steps have you taken to meet these challenges?*” “Provide different trainings and including diversity in different training packages. Formal discussion via

meetings and awareness rising. Workers handbook that states the code of conduct of the organization also serves as a guide for each worker.

- Based on the question (b) *“Has there ever been a situation where an employee was not accepting other employee’s diversity? (Yes/No).”* The response was that the workers bring to the table different ideas.

- Based on the question (Q7) *“What strategies have you used to address diversity challenges? What were the positives and negatives?”* They responded all the diverse workers always seem to have their own different significant opinions on a given task, so it helps in the decision making process of a particular task, as the best idea is considered and improved upon for a successful outcome. The MSF work nature by itself encourages appreciating diversity. In some areas conflict may arise outside work place but negatively affects the work environment and sometimes create frustration on workers in those areas.

It can be inferred from the interview responses that workforce diversity has contributed to the success of the organization. The following were the summary of the results obtained from the responses.

- Workforce diversity has contributed to high productivity in the organization
- Workers bring to the table different ideas.
- There is no clear strategy to deal with diversity management problems.
- Language barrier is one of the challenging aspects.

The overall outcome of the interview response regarding the company’s diversity management and the impact it has on the organization was positive. However, the organization lacks clear diversity policy to successfully manage diversity.

## **CHAPTER FIVE: FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1. Summary of Major Findings**

The outcome of the study discusses the findings of this research work, reflecting on the research question “Prospects and Challenges of Workforce Diversity”. The author is of the opinion that the rationale behind an organization decision to diversify or not to diversify their workforce completely lies on the company’s organizational culture and its business strategies since workforce diversity could have a positive and negative impact on an organization.

The outcome compares and discusses the extent to which the organizations view diversity at the workplace and its management and the employee awareness towards diversity.

The demographic diversity study revealed that male employees are dominant in number(78.1%) which is very big number that showed a very big gap in balancing it. And ethnically the Amhara ethnic has the biggest number which is 62.9%. This still indicates there is a big gap in balancing its employees in this regard at the head office as it is the representative office of the project offices. In regard to the nationality combination Ethiopianstaffs arevery highly dominant in number regardless of the position they occupied. This differencemay affect the employee’s perception towards diversity. Age and education wise, it seems that there is a fair combination in the organization.

As per the research revealed, moderate mean value of respondents is relatively positive opinion towards the constructs in the questionnaire. According to the respondents, there are some areas like conduciveenvironment for women, develop low self-esteem, diversity management in MSF are among other that get high rate of disagreement. There are many respondents fall in the neutralin the men value in the questions/constructs. This might indicate that this could be due to lake of knowledge /understanding of diversity and its management. This was also reflected in the interview session. Again in the interview, it revealed that there is no formulated policy to manage diversity of workforce properly. From this study finding 22.9% of respondents are agreed that managers in their organization don’t have enough knowledge on how to manage

workforce diversity. This indicates that there would be some gap in managing workforce diversity properly in the organization.

## **5.2 Conclusion**

Diversity Management refers to the interplay with human beings. Diversity means that every individual is different not only in terms of gender, age, color, ethnicity, but also in terms of appearance and personality.

One and for most conclusion of the analysis was that,“Diversity Management” was a very complex phenomenon that cannot fully analyzed. However,the analysis has opened up the cover of this concept to some extent. It was found out that the labor force is getting diversified in terms of its central characteristics and that diversity management is needed in order to reach the desired level of satisfaction of employee. Secondly, going through a stage of demographic change and more organization is in need of cultural diversity management. Thirdly, the benefits of diversity management are realized by the organization and emphasis is given to the workforce diversity management though there is a limitation in giving due attention to diversity management and its implementation. Finally the researcher revealed that there is a knowledge gap among the managers towards diversity concept and its management

## **5.3 Recommendation**

As per the result of the research, in order the organization to be more successful in its programs, the following recommendations are given:

- As the employees of the organization are highly diversified, it should have a policy or guideline to manage its staff and to handle differences in a professional and consistent manner so that the organization to benefit through employees where their differences are valued.
- Managers of the organization need to communicate more to employees to give the workers the room to reveal what they feel about the management of their different back grounds. Like how they feel about the way they are handled in the organization due to their cultural or other backgrounds. It can be done through general meeting, individual discussion etc.

- Managers should be prepared to change some part of their organization's techniques, when the diversity management techniques adopted are not working effectively. But before doing so, the vision for the change must be communicated effectively. It can be done through introducing diversity management policy.
- Managers and Head of Departments should get adequate training on diversity concept and its management so that they can easily interact with matters related to difference among employees. It can be done either with internal experts on this matter or external training institutions.
- It would be better the organization to work towards employee motivation through different approaches like on the job training, cultural training to bring harmony between the employees and create awareness on cultural diversity and its benefits both for them and the organization.

#### **5.4 Weakness of the study**

There was a shortage of time and budget constraint. The second one is the study does not represent the general population. The third one is due this study is cross sectional (self-administered approach, it doesn't concern the causality of cause and effect).

#### **5.5 Strength of the study:**

Good responding rate of respondents (105 out of 110) and good support or willingness to participate on the study. At the same time the willingness of the organization (MSF-Holland) was very collaborative from the beginning I started my study up to the end.

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## APPENDIX

### The Questionnaire

#### St. Mary's University

#### School of Business

#### MBA Research on Work Force Diversity

#### A. Questionnaire to be Completed By Respondents

##### Dear Respondents!

The main purpose of this questionnaire is to collect data on Prospects and Challenges of Workforce Diversity in the case MSF-Holland Ethiopia mission for the partial fulfilment of my Master's degree in the field of Business Administration (MBA) program at St. Mary's University. The questionnaire is developed for academic purpose only.

The information you provide will help to determine how your organization manages diversity and recommends way forward to improve the management of diversity in your organization. Your genuine response is appreciated as it is vital for the study. No need of giving your name and I would like to assure you that your responses will be kept confidential.

Please keep the following definitions in mind when completing this survey:

**Diversity** is anything that makes us unique and in general it is the similarities and differences in the individual and organizational characteristics that shape our workplace.

**Inclusion** is the means by which we optimize the benefits that is inherent in our diversity.

Thank you so much in advance for participating.

Kelali Alene

#### Part I: Demographic Variables of Respondents

Instruction: Please specify your answer by placing a ( ) on the relevant option provided.

1. Gender Diversity: Male ( ), Female ( )
2. Age Diversity in years: 18 – 30 ( ), 31 – 45 ( ), 46 – 60 ( )
3. Nationality Diversity: Ethiopian ( ), Expat/Non Ethiopian ( )
4. Mother Tang (Ethnicity) (for Ethiopian only) \_\_\_\_\_

5. Year of service in MSF-H Ethiopia: Below 1 year ( ), 1 – 5 years ( ),  
6 – 10 years ( ), above 10 years ( )
6. Educational level: Grade 12 and below ( ), Certificate ( ),  
Diploma ( ), Degree ( ), Masters ( ), PHD/MD ( ),

**Part II. Opinion Survey on Workforce Diversity**

Based on your dispositions, please indicate the most appropriate opinion/response with the scale below by placing a ( ).

Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5

<b>Gender Diversity</b>	1	2	3	4	5
1. The employees have not been discriminated by employer while hiring and recruitment process on the gender basis.					
2. Fair treatment is given to all employees, whether they are male or female.					
3. Female employees are encouraged within MSF					
4. The working environment is conducive for female employee					
<b>Age Diversity</b>					
1. My team leaders include all members in problem solving and decision making regardless of age difference.					
2. The age differences in work group might not cause conflict.					
3. At work, I don't experience lack of bonding with people of different age group.					
4. I am positive about age diversity in this workplace.					

<b>Ethnicity Diversity</b>					
1. MSF does a good job of attracting and hiring different ethnic group.					
2. The MSF concerns about the employee's customs, cultures, and values.					
3. Different languages that are used to communicate do not create problem among employees.					
4. At work, I developed low self-esteem due to my ethnicity.					
<b>Education Diversity</b>					
1. The recruitment plan of the MSF is based on the education background of the employees.					
2. MSF provides free study leave to employees in different level of education.					
3. MSF provides tuition fee for study to its employee					
4. At work, I experience lack of confidence due to level of my education background.					
<b>Nationality Diversity</b>					
1. The employees have not been discriminated by employer by their nationality.					
2. Fair treatment is given by the MSF to all employees regardless of their nationality.					
3. Nationality background influence decision making.					
4. Everybody is respected equally in the work place regardless of their nationalities (citizenship).					

<b>Opportunities/Advantages of Workforce Diversity</b>					
1. MSF implements inclusive policy to make sure employee satisfaction is achieved					
2. Effective Management of diversity increased efficiency.					
3. Managing of diversity increased creativity.					
4. Managing of diversity increased productivity.					
5. Management of Diversity increased employees' motivation					
<b>Challenges of Workforce Diversity</b>					
1. Workforce Diversity negatively affected communication					
2. Managing of Work Force Diversity increased organization costs					
3. Managers in our organization don't have enough knowledge on how to manage workforce diversity.					
4. Poor handling of diversity in the organization lead to employee turnover					
<b>MSF Policy Towards Workforce Diversity and Inclusion</b>					
1. MSF policies promote fair treatment of employees regardless of their different diversity characteristics					
2. MSF uses diversity and inclusion effectively to increase workforce and customer satisfaction					
3. MSF promotes diversity and inclusiveness in its recruitment and selection process					

4. Employee participation in diversity and inclusion training is encouraged at MSF					
5. MSF values employees with varied backgrounds and experiences					

The Interview (for the head of departments)

**Interview questions on Workforce Diversity Management in MSF-Holland, Ethiopia:**

1. Does your organization has a diverse workforce and promotes its implementation?
2. Does your organization have diversity management policy? If not, how can you insure proper diversity management and inclusion in the work place? How do you value differences
3. What kinds of experiences have you had working with others with different backgrounds than your own? What do you see as the advantages of working with employees from a different cultural background
4. How do you insure inclusiveness in your recruitment and selection in your organization
5. How do you ensure customer and staff satisfaction
6. What do you see as the most challenging aspect of a diverse workforce?
  - a. What steps have you taken to meet these challenges?
  - b. Has there ever been a situation where an employee was not accepting other employee's diversity? (Yes / No).

c. If yes, how have you handled a situation when a colleague was not accepting of others' diversity?

7. What strategies have you used to address diversity challenges? What were the positives and negatives?