



An Evaluation of the Diversity Management Training Programmes of eThekweni Municipality

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DECLARATION

I, Nondumiso Lilian Nonhlanhla Mbatha, uphold that this dissertation is a representation of my personal work in its entirety. This work has not been presented in any form for any degree at any university or institute of advanced education. All the material cited from the published and unpublished authors has been recognised accordingly.

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ABSTRACT

In terms of gender, ethnicity, religion and unique sexual orientation, today's workforce is becoming increasingly diversified each day. As a result, there has been a need to formulate and implement diversity management programmes in all organisations to manage diversity effectively. Diversity management concerns itself with practices, programmes and policies directed at incorporating the combinations of multiple social identity groups with the view of ensuring maximum organisational output.

The eThekweni Municipality has formulated programmes to equip managers with the right skills to manage diversity. Such programmes, including workshops and seminars, have improved awareness about diversity management. However, these interventions have still not had the desired impact in significantly contributing to equipping managers with the necessary skills to manage diversity to the maximum advantage of the organisation. There is still the need to provide effective programmes with the relevant content that would provide managers with skills and information to manage a diverse workforce. Managing diversity is an ongoing process that needs collaboration from all departments within an organisation.

The unavailability of a steering committee of employee representatives and management to monitor and evaluate diversity management programmes, contributes to ineffective diversity programme implementation in organisations. If there is a lack of implementation, then there is a lack of employee morale. Therefore, there is a need to assess the effectiveness of the existing programmes in the eThekweni Municipality to ensure continued employee performance for increased organisational productivity and improved service delivery.

The study's overall objective is to identify and analyse the effectiveness of diversity management training programmes at the eThekweni Municipality, with specific reference to disability and sexual orientation. The researcher sees the need to focus on these two categories because she is of the belief they are often not taken into consideration during the formulation and implementation stages of training programmes.

The research methodology used in the study was the qualitative research method. Semi-structured interviews were conducted with 12 participants from the target population of human resource employees from the Department of Human Resources at the eThekweni

Municipality. The position of the participants ranged from management to graduate trainees. After the data was collected, it was then analysed using thematic analysis.

The participants acknowledged that they had knowledge of diversity management, and that the municipality recognises it. They all also stated that the training programmes are a good initiative but that there still exists ample room for improvement, as there are gaps in the implementation. Most of the responses on discrimination gave the researcher the impression that there was minimal discrimination, and that the municipality takes initiative in ensuring that it stays that way.

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“Ubusisiwe othemba kuJehova, nothemba lakhe linguJehova” (Jeremiah 17:7).

I am indeed a true testimony of blessings and all things graceful. For what is impossible for man, it shall remain possible even at the darkest of hours, if his faith prevails.

It has been a journey and I know I would be doing myself a disservice if I did not acknowledge how hard and lonely this journey has been. It was so uncertain and unsure at times that I gave up a few times only to pick myself up the next day. I have God to thank for all this because I am here. After all, he pushed me even on the darkest of days. I realise that without the contributions and the support of those near and dear to me, my dissertation would have remained a cloudy dream. I want to express my deepest gratitude to My Mother, My rock, the reason I still stand today is because of you. Every day you are always my shoulder to cry on and my pillar of strength. I see how God has blessed me in you every single day.

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“For I know all the plans I have for you,” says the Lord. “Plans to prosper you, and not to harm you, plans to give you hope and a future.” (Jeremiah 29:11, NIV).

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LIST OF ABBREVIATIONS

ADA	Americans with Disabilities Act
BWF	Balanced Workforce
EEP	Employment Equity Plan
GLBT	Gay, Lesbian, Bisexual and Transgender
HR	Human Resources
LGBTQI	Lesbians, Gays, Bisexual, Transgender, Queer, and Intersex
NGO	Non-Governmental Organisations
PWD	People with Disabilities

CHAPTER ONE: INTRODUCTION TO THE STUDY

1.1 Background and context of the study

Diversity is a phenomenon that has been increasingly manifesting itself in the globalised society. It can be observed in human activity, work teams and the labour market. Age, ethnicity, sex, nationality, disability, and unique sexual orientation are some of the most popular factors contributing to diversity (Urbancova, Cermakova and Vostrovskva 2016). Diversions occurred during the 1950s to the late 1960s (Jonkoping 2018). Within the South African context, there was a presence of pro-apartheid sociology in Afrikaans universities and oppositional sociology in both Black and White universities. Jonkoping (2018) also highlights that the immediate post-1994 period in South Africa was distinguished by potent self-reflection and self-critical debate amongst sociologists. However, the study by Galvin (2020), highlights the changes that have come to light since the early 1950s. Cultural diversity and inclusion of people with disabilities in the work environment has grown immensely in recent years. He also adds that more and more employers and organisations are beginning to understand the value of such initiatives, and many are exploring more ways to diversify their work environment.

Today's workforce is becoming more diverse in terms of gender, ethnicity, religion and unique sexual orientation. Unique sexual orientation remains the so-called "last acceptable and remaining prejudice" in modern societies and organisations, compared to other dimensions of diversity (Ozeren 2013). Furthermore, to this gay, lesbian, bisexual, and transgender (GLBT) employees face various challenges, from being forced to remain closeted to facing actual job dismissal (Ozeren 2013). In a recent study by Tshisa (2021), he cites how employees of unique sexual orientation confront numerous challenges on a personal and professional level that range from being forced to conceal their sexual identity to being victim of blatant discriminatory acts such as employment dismissal, despite the regulations governing equality and equal opportunity.

According to Dike (2013), diversity management has become increasingly important in recent years, forcing organisations to embrace this concept to increase productivity and ensure increased service delivery. Oftentimes, management teams lack the capacity to manage the notion of diversity management and its ethics, managers find it difficult to

effectively implement diversity management, which has become a millstone for them.

The eThekweni Municipality is the biggest metropolitan municipality in South African province of KwaZulu-Natal and consists of multiple diverse groups that have come together to work in this environment with the purpose of achieving the eThekweni Municipality's vision, which is to become the most liveable and caring city by 2030. Even though the region of eThekweni is known for its turbulent past, one which dates to the early 1820s and the battles between ivory hunters and the local Zulu royals, the eThekweni municipality continues to grow in diverse cultures day-by-day. To achieve the 2030 vision of the municipality, employees need to stay motivated and nurtured in order to be productive. Employee inclusivity plays a vital role in this regard, employee morale may be affected if the individual needs of the employees are not taken care of regardless of which diversity group they may fall into. To address this, this study was conducted to ascertain the role of diversity management in the work environment and how it has an impact on employees.

Within the broad scholarly field of workplace diversity, a minor subdivision of research on diversity management concerns itself solely with the practices, programmes and policies directed at easing the amalgamation of multiple social identity groups, for example, ethnic, racial groups that are disadvantaged within organisations (Davis, Frolova and Callahan 2016). Sharma (2016) stated that, although diversity practices are mainly focused on categories called single identity, they are oblivious to questioning the assortment of these categories. For Sharma (2016), this means that there is a lack of knowledge on the way complications emanating from the different categories, variabilities and their intersections may impact diversity management practices. It is for this reason that the researcher decided to focus on diversity management. This study focuses on the effectiveness of diversity management training programmes at the eThekweni Municipality, with specific reference to disability and sexual orientation. The sole purpose is that of identifying these training programmes and determining the influence of such initiatives on employees and how they impact their morale in the work environment.



Figure 1.1 An idea of a diverse workforce (Source: Dike 2013: 6)

Figure 1.1 illustrates the ideal impression of a diverse workforce. Diverse groups are often classified according to primary and secondary dimensions. Primary dimensions include essential disparities that have the greatest impact on first encounters, as they are clearly noticeable and serve as filters through which people interpret the world. These include age, gender and sexual orientation. Conversely, secondary dimensions represent qualities that are only noticed after some interactions have occurred between individuals. These include but are not limited to education, religion and geographical location (Dike 2013; Ashton 2010).

Problem statement

Although it has been established that eThekweni Municipality is an organisation that prides itself in ensuring diversity and inclusion is one of the drivers of transformation; there is a need to fully understand how effective the mechanisms that are put in place are. It is of the researcher's understanding that these interventions that seek to effectively manage diversity have still not had the desired effect in significantly contributing to equipping managers with the necessary skills to manage diversity to the maximum advantage of the organisation. This is because of how diverse today's workforce has become in terms of gender, ethnicity, religion, disability, and sexual orientation. There is still a need to provide effective programmes with the relevant content that aligns with all diverse groups, thereby

ensuring that they do not adopt a 'one size fits all' approach as is in other organisations. In saying this, the researcher is of the view that although diversity management has become a component of employment equity and transformation, not much attention has been given to the specific reference of disability and sexual orientation respectively; making it seem like such diverse groups are 'not acceptable' in the workplace as is in some society structures.

The researcher firmly believes that allowing employees to form part of the discussions and formulation of diversity training initiatives will allow the management of the Municipality to gain an added advantage in ensuring they cater for all first-hand experiences and employee expectations as far as inclusion is concerned. This will then equip managers with skills and information to manage a diverse workforce effectively and efficiently. Managing diversity is an ongoing process that needs collaboration from all departments within an organisation. If there is a lack in formulation and implementation, then there is a lack in employee morale, this then slowly corrodes the organisation from the inside as employees will become less engaged and unproductive. There is a need to assess the effectiveness of the existing programmes in the eThekweni Municipality to ensure continued employee performance for increased organisational productivity and service delivery.

1.2 Rationale for the study

The eThekweni Municipality's Vision 2030 is to nurture a growing economy and meet people's needs, so that all citizens enjoy a high quality of life with equal opportunities in a city that they are genuinely proud of (Strategic Planning and Integrated Development Plan 2018). The eThekweni Municipality can achieve an increase of knowledge, skills and change in attitude in employees by using diverse human resources (HR) at the training level. Vision 2030 is an ambitious concept that cannot be achieved and sustained without serious reforms in HR policies and practices. Ensuring the management of diversity may have a positive impact on the productivity of employees, as their morale is enhanced. "The interactive element of the office atmosphere has the ultimate outcome on the organisation's output" (Mohr 2013: 81). If a work environment is of a great quality and actively takes care of its employees, then that environment will most likely adopt the widely admired standing of an organisation that inspires diverse groups, increases

employee morale, and enhances job satisfaction and productive work behaviour.

Previous studies have highlighted that many public institutions cling to outdated diversity management practices with little reflection on how modest advancement has been (Nkomo and Hoobler 2014; Veldsman 2013). They also add that from the mid-1990s, studies with a more censorious outlook on organisational diversity management have appeared. There is an increasing need to study whether organisations' policies, strategies, or practices could help produce positive outcomes for managing diversity within a workplace. Furthermore, it is important to examine the perception of these employment policies and practices from the diverse groups that they designed for. This enhances the understanding of managing diversity by including the employee's perspective on its delivery.

The issue of managing diversity is a primary concern for many international organisations. Previous reviews have discussed diversity management in language, race, religion, ethnicity, age and gender (Patrick 2012; Sharma 2016). In their findings, a few authors have pointed out the need to assess inclusiveness in work environment practices and how organisations could benefit from diversity initiatives (Crouch, Uddin and Chowdury 2015; Anjorin, Maro, Wohlrab and Steghfer 2016). Their studies explain further the employee perception of diversity within their work environment, the practice of inclusiveness, policy issues and challenges employee's encounter.

The eThekweni Municipality has designed programmes to equip managers with the necessary skills to manage diversity within the organisation. To some extent, the programmes have improved awareness about diversity management. However, they have still not made significant contributions in terms of equipping managers with the necessary skills to manage diversity effectively. There is a need to provide an effective programme with the relevant content that would provide managers with skills and information to manage a diverse workforce. Managing diversity is an ongoing process that needs collaboration from all departments within the municipality. The unavailability of a steering committee of employee representatives and management to monitor and evaluate diversity management programmes contributes to the weakness of these programmes. This study can potentially assist the eThekweni Municipality by providing them with the experiences of employees, thereby identifying gaps in the diversity

management programmes and policies in place. This is done with specific reference to disability and unique sexual orientation to allow employees to feel encouraged and involved in the work environment. This will therefore allow the Municipality to improve its mechanisms and allow for recommendations that will see to the motivation of all diversity groups, thereby allowing an increase in productivity and improved service delivery.

1.3 Research aim

The study's aim was to explore the diversity management policy that governs diversity in the Municipality as well as the diversity management training programmes of eThekweni Municipality.

1.4 Research objectives

The key objectives of the study were to:

- Ascertain the influence that diversity management has on the productivity of employees at the eThekweni Municipality
- Explore existing diversity management programmes at the eThekweni Municipality, with specific reference to disability and unique sexual orientation.
- Critically evaluate management initiatives to help enhance employee morale

1.5 Research questions

The research questions for this study were:

- In which way does diversity management have an impact on the productivity of employees?
- What role does the employment equity policy of eThekweni Municipality play in managing a diverse workforce?
- Which training programmes can help improve employee productivity?

1.6 Literature review

Many researchers have established that diversity is a positive factor contributing to a competitive economic advantage for a company (Dike 2013; Inegbedion 2020; Karlsson

2021). However, this hypothesis must be further tested. Organisations use diversity management to maintain a positive work environment where employees are valued for their differences.

To become more dynamic and open to change, organisations embrace diversity within their workplace or organisation. Due to the recognition of how the workplace is evolving, increasing and improving workplace diversity has become an essential issue for organisational managers in recent years (Dike 2013).

There is a substantial amount of literature on diversity management within and outside South Africa. However, recent studies have revealed that most diversity approaches focus on the visible aspects of diversity, such as gender, race, and ethnicity, overlooking the fact that unique sexual orientation and disability are also a part of workforce challenges and should be integral parts of any diversity management programme. HR experts and academics have concluded that managing diversity in the workplace is difficult (Akinnusi *et al.* 2017; Dike 2013). The study evaluated international and national policies and actions on distinctive sexual orientation and disability within organisations, and policies that address diversity management and policies. The researcher analysed theoretical frameworks related to the study, and their relevance further enhanced the relevance of the research.

The idea that the effectiveness of an organisation originates from the clear vision, diction and the articulation of organisational strategic goals and objectives has been challenged for years through the inclusion of adversity management. Previous research indicates that diversity management must be directly connected or linked to the strategic management of the institution for it to be effective (Bana, Guyo and Odhiambo 2016). To enhance employee morale in the workplace, it is important to understand the impact that a lack of diversity management may have on employee performance (Mateescu 2018).

1.7 Research methodology

The research adopted a qualitative research approach. In line with the qualitative approach, data was collected using in-depth interviews. Semi-structured in-depth

interviews were conducted with 12 participants. In conducting in-depth interviews, the researcher wanted to obtain detailed information about the existing diversity programmes at the eThekweni Municipality and the participants' personal feelings and experiences when it comes to diversity management and its inclusion in the workplace. The researcher used purposive sampling to select participants. This technique involved the researcher actively selecting an information-rich and productive sample to answer the research questions. This sampling technique helps one to gain more knowledge about the individual experiences of participants regarding the investigated phenomenon. The researcher also observed ethical codes of conduct to protect the participants.

1.8 Scope and limitation of the study

1.8.1 Delimitations

The eThekweni Municipality is one of eight metropolitan municipalities in South Africa. It is the authority responsible for the metropolis of Durban, KwaZulu-Natal. The study focused on the employees at the eThekweni Municipality under the Human Capital Unit. The human capital unit consists of different departments namely, Employment Equity, Skills and Development, Transformation, Corporate and HR, Recruitment, Talent Management, and the HR Services department.

1.8.2 Limitations

The study was conducted in eThekweni Municipality only. It can be assumed that the results will largely represent this municipality and its unique conditions. As the study sample consisted of less than 30 participants, this is also regarded as a limitation as it is harder to generalise the outcomes of the study because it is not a large sample. The smaller sample size, the harder it is to generalise. Some aspects of the study required further planning and insight.

1.9 Structure of the dissertation

In this section, a logical summary of the chapters included in this dissertation are presented.

Chapter One: Introduction to the study

This introductory chapter provides a brief reflection on the background of diversity management. This is followed by the rationale for the study, the research aims and objectives, literature review, as well as the methodology. The aim is to give an overview of the direction of the research.

Chapter Two: Literature review

This chapter explores the literature related to managing different diverse cultures in the workplace, and the programmes and activities used in organisations and their effectiveness. It also explores the theoretical framework, and the influence of diversity management on organisational performance and employee morale.

Chapter Three: Research methodology

Chapter Three focuses on the methodology employed during the data collection stage. It also covers the characteristics of qualitative research, credibility, confirmability, dependability and transferability.

Chapter Four: Findings and discussion

This chapter presents the research finding and shows the results of the analysed data. This is followed by a detailed discussion from multiple perspectives to give a clear picture of the study.

Chapter Five: Summary, conclusions, and recommendations

After the results discussed in Chapter Four, this chapter presents a summary and conclusions. It also makes recommendations, discussing some study limitations, contributions, and avenues for further research.

1.10 Conclusion

Today's workforce is becoming more and more diverse in terms of ethnicity, gender, race, unique sexual orientation, and disability. It is essential to have a plan that involves all diversity groups and is inclusive of the goals and objectives of the organisation. To be more effective and productive, employees should be given the required attention. This makes them feel important and valued. This introductory chapter has discussed the background of the study and its rationale. The objectives and the methodological aspects that guided the study were also discussed. The chapter also gave an overview of how the dissertation is structured and the significance of the research. The following chapter provides a literature review of the research related to the study.

CHAPTER TWO: LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 Introduction

Many scholars have concluded that diversity is a positive factor that potentially leads to a competitive economic advantage for an organisation; however, this assumption requires further testing (Akinnusi *et al.* 2017). The previous chapter introduced the concept of diversity management and briefly outlined the background of the research with emphasis on the research problem, the focus of the study and the objectives. Chapter Two will explore relevant literature and explore different perspectives dealing with various cultures, focusing on unique sexual orientation, disability, and the programmes and activities used in organisations and their effectiveness. The amount of literature regarding diversity management within and outside of South Africa is overwhelming. However, in recent findings, it has come to light that most approaches in diversity are centred on the visible aspects such as gender, race, ethnicity, thus tending to forget that unique sexual orientation and disability also form part of workforce challenges and should be essential components of any diversity management programme. HR professionals and scholars have concluded that managing diversity in an organisation is not easy (Akinnusi *et al.* 2017). The chapter also assesses policies and acts that exist internationally and nationally on unique sexual orientation and disability in organisations, which speak about diversity management in organisations and policies that ensure implementation.

2.2 Conceptualising diversity management

Diversity refers to the variances in employees or individuals due to their backgrounds (including factors such as age, gender, colour, ethnicity and physical ability). Akinnusi *et al.* (2017) described workplace diversity management as an organisation's capacity to look past the complexity of diversity and respect people's uniqueness. The focus of diversity management, as we know it, is on organisational performance, efficiency, productivity, and employee benefits, as opposed to prior approaches to employment equality that are aimed at discrimination, equal opportunities, and affirmative action (Bauer 2017). Before 1994, South Africa was rife with prejudice and inequality due to apartheid policies. When the new government policy of democracy was implemented,

significant efforts were undertaken to guarantee that the country progressed toward being non-racial, with a culture of social justice and human rights.

Bauer (2017) highlights prior studies that looked at diversity management to see the impact that it had on organisational success and how successful it was. From his study, Bauer (2017) concludes that diversity management can improve organisational performance, but depends on planning, execution conditions, corporate culture, and HR practices. He further added that the successful adoption of a HR management system that looks after diversity as an integral part could be the catalyst for improved organisational and individual performance. Using this conclusion by Bauer (2017), the researcher seeks to close the gaps in the planning and implementation phase to determine what hinders the fruitful implementation and execution of such policy practices. They are often planned according to purpose but lack successful implementation.

The interconnection of individuals across a broad cultural spectrum has increased the complexity of organisations, necessitating the formulation of global culture for execution; one that can attract and inspire employees to guarantee that they are appropriate without feeling mismatched (Bauer 2017). A typology from the Carnegie Mellon University (2014) recommended categorising diversity into broad classifications, which are age, gender, race, ethnicity, physical ability, and unique sexual orientation; and secondary classification which are education, religious beliefs, work background, and geographical location. The findings suggested that an organisation's diversity management is most effective on employee perception and cultural diversity management. If an organisation's diversity management is effective, it can reduce any form of conflict, allowing for efficiency in workplace performance.

Recent research shows that diversity management initiatives that enforce inclusion might effectively promote good diversity outcomes such as innovation, decreasing negative consequences, and increasing work satisfaction (Ng and Sears 2020). Increased diversity management initiatives and policies aimed at promoting a more inclusive work environment and boosting the diverse representations of organisations have been the topic of many studies. Diversity management's role in moderating the relationship between organisational outcomes and diversity has been affirmed, as research has found sufficient evidence to suggest a positive relationship between inclusion and

organisational outcomes, ensuring employee commitment and satisfaction, as well as the likelihood of job satisfaction, which means employees will stay in their jobs for long periods of time (Bauer 2017).

Conversely, the authors Kalargyrou and Costen (2017) state that diversity management might be detrimental. They defend this by claiming that combining anti-discrimination measures with laws addressing other groups undermines or dilutes policies. They examine how this strategy benefits diversity management advocates as it broadens the range of appeal regarding equal chances by refocusing policy on including all groups rather than focusing only on racial discrimination. According to Madera (2018), inclusion and justice in the workplace cannot be achieved solely through diversity management practices. Even after establishing diversity management programmes, he states that conflict, harassment, and exclusion can still exist in organisations. Tessema *et al.* (2017) highlights the two dimensions of diversity: primary and secondary. They explain that the primary dimensions of diversity refer to factors that exert influence on early socialisation, which include age, ethnicity, gender, and physical and mental abilities. Secondary diversity dimensions refer to elements that play a pivotal role in helping to define individuals. However, these may change as they are not permanent. Such dimensions include but are not limited to educational background, income status, geographical background, religious beliefs, and work experience.

2.3 The benefits of diversity management

A diverse work environment has proven to be quite advantageous as organisations diversify work environments for several reasons. Organisations diversify the work environment for moral and legal purposes, and economic reasons (Berman *et al.* 2016). As diversity is both an ethical and managerial necessity. It has proven to have a lot of advantages, such as:

- Driving economic growth
- Providing organisations with greater knowledge of the preferences and uncontrollable habits of a diverse market
- Provide solutions to problems in the work environment, sourcing of resources, and the allocation these resources.

- Addressing customer needs more effectively and providing a competitive advantage over an organisation lacking diversity

Tessema *et al.* (2017) concur with the above to say that effective workforce diversity programmes may benefit organisations by providing a larger pool of ideas, promoting better morale, promoting heightened originality and innovation, communicating changeable points of view, improving decision-making and achieving social justice.

Additional benefits of workplace diversity include opportunities to bring together peoples' talents and their workplace experiences to suggest flexible ideas and adapt to shifting markets and customer demands (Heneman *et al.* 2015). However, they caution that although workforce diversity may be advantageous in its efforts, there are additional costs associated with the recruitment, selection and the training programmes that should be considered when planning. Diverse groups can grow an organisation through the sharing of ideas and by enhancing innovation. This assists an organisation's success as the overall performance of employees determines productivity.

2.4 The negative implications of diversity management

Although a diverse workforce has several benefits, it may also possess several challenges. The purpose of organisational diversity initiatives is to assist groups that are at a disadvantage in society to achieve better workplace outcomes in the work environment, however, they do not always work as intended (Leslie 2019). One-size-fits-all policies that ignore diverse individuals in the work environment often create unintended consequences and stubborn motivations (Birdsall 2018). Bozeman (2013) identifies how policies often fail due to the organisation and management's limitations when it comes to planning and implementation of diversity management policies, however, he indicates that policy and management scholars often overlook the organisation's theories and frameworks when explaining the reasons for success or failure. Furthermore, Mauro (2018) agrees that factors such as organisational culture, its capacity and internal forces could strongly influence the implementation and effectiveness of programmes at the organisational level.

Leslie (2019) proposes that diversity initiatives should be grouped into four unintended consequence types. This should be done to better classify challenges and develop

defence mechanisms or risk management components to mitigate these consequences better. The four unintended consequences as proposed by Leslie (2019) are as follows:

- Backfire (negative diversity goal progress)
- Negative spill over (undesirable effects on outcomes other than diversity goal progress)
- Positive spill over (undesirable effects on outcomes other than diversity goal progress).
- False progress (improved diversity metrics without true diversity goal progress).

According to Greenberg (2004), as cited by Tessema (2017), three major challenges hinder an effective diverse workforce. These challenges are:

- Communication challenges (perceptual, language and cultural barriers)
- Resistance to change challenges (employees that do not want to accept the fact that the social and cultural makeup of their work environment is changing)
- Implementation challenges related to policy implementation

Tessema (2017) also identified stigmatisation as a challenge associated closely with the other challenges that hinder a diverse workforce. Stigmatisation is, at its root, an attack on one's humanity. Misconceptions and stereotypes that have emerged from the past have had a negative impact on disabled people, as they allow society to define them as less human.

Understanding the various challenges that diversity management may bring about in an organisation can be manageable if the organisation prides itself in risk management and in putting the needs of employees first. If an employee is comfortable in the working irrespective of their diversity, this will project positively onto their efforts in how they perform their services, therefore, ensuring productivity in the workplace and ensuring the organisation's vision and goals are met.

2.5 The effectiveness of diversity management programmes in government organisations

Managers must lead staff and respond to the requirements of consumers who are more ethnically and culturally varied. Both governmental and business sector leaders are paying increasing attention to the problem of diversity. The success of the eThekweni Municipality's diversity management initiatives may be measured using various criteria or metrics that determine how well the policies affect change in the municipality (Cho *et al.* 2017).

2.5.1 Leadership commitment

Since diversity has been woven into the very fabric of businesses, incorporated into the way these firms conduct business daily, it does not rely on a single leader. This is due to the leadership's recognition of the value of employee participation in the transformation process. They also understand that to be competitive in a global market, all employees' skills and talents must be fully used to serve consumers better, enhance employee happiness, and fulfil the requirements of different communities. According to Bizri (2018), success will only be accomplished by motivating individuals in an atmosphere built on mutual trust, respect, openness, honesty, empowerment, teamwork, creativity, risk-taking, integrity, and promoting and appreciating diversity. Top executives at organisations are all directly involved in educating boards of directors, workers, other stakeholders, and their local communities on how diversity initiatives result in more equitable employment systems and benefits for all. Establishing a shared frame of reference provides a firm basis for discussing diversity and developing action plans to remove prejudices and obstacles. Collaborators point out that there is no one-size-fits-all solution or "magic pill" that will make diversity happen (Graham *et al.* 2017).

Some communication methods that partners have successfully utilised to disseminate the diversity message include policy statements, publications, meetings, speeches, training programmes, websites, and intranets, which are all examples of written materials. Top management should support establishing a dedicated team that promotes and oversees the infusion of diversity into the company's business lines and designs activities that encourage and develop variety across the board (Lloren and Parini 2017). If the top

management supports establishing and promoting diversity management, the chances of failure are minimal. Employees have a desire to feel needed and recognised in an organisation as a means of boosting employee morale, so ensuring there are action plans in place throughout the year to guarantee employee involvement has the potential to bring about comfort to individuals in the workplace.

2.5.2 Strategic planning

Diversity strategic planning focuses on developing measurable methods for diversity to complement the organisation's strategic direction, goals and objectives. Long-term strategic planning for variety is a relatively new concept. Previously, diversity was not considered a necessary component of strategic planning. According to Scott-Baumann *et al.* (2019), diversity efforts are frequently ill-conceived, lacking in detail, and unconnected to strategic corporate goals. Today's executives recognise that good diversity planning must relate to and support strategic business objectives and operational decisions to be effective. Employing a Balanced Workforce Strategy is a comprehensive approach that serves as a guide for the company in various scenarios and applies to all employee groups. It keeps track of employee populations and establishes ten-year and yearly goals. The Balanced Workforce (BWF) holds managers responsible for their employees' upward mobility. When layoffs occur, the BWF ensures that members of one group are not disproportionately affected compared to the members of other groups (Graham *et al.* 2017).

2.5.3 Employee involvement

Employee involvement has been defined by Hussain (2019) as one that aims to improve member input into decisions that have an effect on the organisational performance and employee wellbeing. Arguably, one of the most common methods employed by many organisations to increase employee job satisfaction levels is by allowing them the platform to participate in the decision-making pertaining to their respective jobs (Garcia 2019). There are four elements that promote employee involvement in an organisation, namely power, knowledge and skill, information, and rewards. Garcia (2019) highlights that the oldest most effective strategy for overcoming resistance in organisational change is in planning and implementation of change through employee involvement and engagement.

According to the eThekweni Municipality leadership, employee participation and input are critical components in accomplishing the objectives of effective diversity management. As a result, the city aggressively seeks employee opinions in the form of audits. These audits measure the perceptions of employees and offer frank appraisals of the working environment. The findings serve as the foundation for process changes. Employees can voice their concerns, participate in open dialogues (such as chat rooms), and learn about diversity through the usage of internal websites (Syed and Ozbilgin 2019). Another informal channel that the municipality uses is an employee feedback hotline, which allows employees to contact diversity advisors and provide feedback on various questions pertaining to diversity management programmes. These are the methods used by management to implement the initiatives effectively.

The municipality management team organises workshops and seminars on diversity management for managers and workers from across the organisation. The goal is to analyse the organisation's diversity status by organising constructive dialogue sessions in which participants may speak openly and honestly about differences in a non-attributive environment. These initiatives raise awareness, encourage the exchange of best practices, and facilitate comparable conversations inside organisational units (Akinnusi *et al.* 2017). In the researcher's evaluation of the eThekweni Municipality's policies and practices, there has been an observation that the policies in place are being implemented. However, in their implementation, the municipality looks at diversity in broad terms. They do not focus on a particular group, so when rolling out the training programmes, they seek to bring about knowledge to employees and teach them about diversity and acceptance to eliminate discrimination in the organisation in general terms. The researcher has identified a gap in that aspect - more detail needs to be put into the overall aim of diversity management at the municipality. If they accurately identify what they seek to achieve, they will then be able to identify and narrow down the different methods of training needed for different types of diversity management. This will ensure that the training programmes implemented will serve their purpose to ensure inclusion and enhance performance. This study seeks to provide research will determine whether the municipality diversity training programmes are serving their purpose fruitfully or whether more can be done to ensure the purpose is fulfilled. Furthermore, the study hopes to identify whether management is content with the methods in place and whether they align with what was in the initial

planning stage of the diversity management system at the eThekweni Municipality.

2.6 The different strategies used in managing diversity

2.6.1 A review of diversity management programmes and eThekweni Municipality policies

South Africa has made a rapid transition from apartheid to democracy during the last two decades. Apartheid was designed to oppress black South Africans and ensure that resources were allocated exclusively to the welfare of a small percentage of the population. This system had to be abolished so that those resources could serve all South Africans and allow the country to become a democracy with functioning governance structures in place. Due to the legacy of apartheid, South Africa severe cases of unique sexual discrimination, age, gender, race, ethnicity, and physical ability discrimination. This has prompted the inclusion of diversity management programmes within policies of many local municipalities, such as the eThekweni Municipality. These policies were formulated based on the precepts, understanding and moral basis of diversity management concepts. Below is a review of some of the policies of eThekweni municipality (Coertzen 2019).

The first programme entails the promotion of diversity in Durban business centres that historically generate economic growth and job creation equitably. This primarily includes promoting the inclusion of the disabled community, as they constitute a significant population within the eThekweni area. The municipality recognises the importance of supporting these sectors so that they are adequately equipped to compete in the global market, so it has set out to improve their competitiveness by providing industrial cluster development; skill enhancement to accommodate for the required skills of these industries; and provision of social justice programmes and training (eThekweni Municipality 2010). It is a mandate of the municipality to ensure that social justice prevails as enshrined within their growth strategies. Therefore, diversity management is part of their success factors (Dugard 1997).

2.6.2 The eThekwini Municipality code of conduct policy

Section 217. (1) of the Constitution of the Republic of South Africa reads as follows: “When an organ of state in the national, provincial or local sphere of governments, or any other institution identified in national legislation, contracts for goods or services, it must do so in accordance with a system which is fair, equitable, transparent, competitive and cost-effective”. In addition to the foregoing requirements, it is essential that the procurement of goods and services, including engineering and construction works, by eThekwini Municipality should not be affected, or tainted, by illegal action, or default, at any stage of the process, by any party involved nor is unique sexual discrimination allowed (Klarsfeld 2016).

As a result of apartheid's practices, South Africa was riddled with prejudice and inequality before 1994. When the new government's ushered in democracy, major efforts were made to ensure that the country advanced toward becoming non-racial, with a culture of social justice and human rights (Madera 2018). Many governmental organisations, such as the eThekwini Municipality, have responded by implementing strategic diversity management programmes to establish a productive work environment for employees. Diversity management initiatives are part of a recruiting and selection programme that focuses on achieving numerical placement targets for minority groups such as the disabled and female workers. Every worker is expected to observe the rules and regulations set by the organisation without discriminating against unique sexual orientation or disabilities (Zurn, Basset and Rust 2020).

Diversity management initiatives can occur at both a global and a national scale (Pitts 2016). When it comes to the global dimension, international businesses use three types of global diversity management: universal, localised, and transversal. Local public institutions in South Africa, on the other hand, have a variety of practices in terms of domestic or national dimensions. Various policies are cost-effective techniques to improve corporate goals, cultures, structures, policies, incentives, and social justice systems. Formal training programmes, which contain a series of programmes and activities that highlight differences among workers and offer strategies for handling them, have evolved into assimilation, thus, disability is being regarded as a factor that does not hinder one from gaining the experience needed - differentiation (capitalise on

differences), and integration (appreciate difference and respect). This also concurs with the supply chain code policy of the municipality, where rules pertaining to procurement of materials and contracting out of supplies are addressed without discrimination based on gender or disability. It is stated that every able individual has equal chances of being a supplier of certain services (Klarsfeld 2016).

2.6.3 Training

Many companies provide diversity training to help create and sustain a diverse and inclusive culture (Tamunomiebi and John-Eke 2020). Although the specifics of diversity training programmes might vary greatly, they all have one set of aims in common: to enhance diversity knowledge, improve diversity attitudes, and build diversity skills. Online modules, classroom-based training, films, conversations, role-plays, simulations, and exercises are examples of this type of training (Nalmpantis *et al.* 2019). Organisational awareness trainings for unique sexual harassment amongst men and women as co-workers, are examples of issue-based or prevention training. The eThekweni Municipality has enlisted the help of several social service organisations and non-governmental organisations (NGOs) to train and educate employees on various forms of sexual harassment at work. This was done to establish a workplace free of prejudice. This also includes various trainings on disability and diversity as a means of enhancing the knowledge of employees and creating an awareness thereof.

2.6.3.1 Group process training and team building

South Africa was one of the countries where workplace discrimination remained prevalent, despite the country being a popular destination for international workers of all races and ethnic groupings. The first institutions to use team-building programmes as a method to combat workplace discrimination were local governments. Local governments are key in addressing unique sexual or gender and disability discrimination. Every worker is employed and given the chance to participate in the success of the community. When it comes to these types of training programmes, the eThekweni Municipality could practically identify the types of trainings required as some trainings may be redundant and may not particularly achieve what they are set out for. As per the formulation and implementation plan, trainings should be specific and relevant.

2.6.3.2 Case study example

An employee with a disability is employed into the municipality as part of an in-service training or permanent employment. The position allows for the candidate to be employed at the eThekweni Municipality under the Employment Equity Act, which gives preference to previously disadvantaged groups/ disabled persons or certain diverse individuals. If need be, management of that advertised position may have to motivate why they would like the position to be filled by an employee of a disabled group. It could possibly be that the nature of the position that does not put any strain on that individual and their disability. This individual has a personality disorder, although not actively evident, this type of mental disorder causes an unhealthy pattern of thinking, functioning, and behaviour as they have trouble perceiving and relating to situations and people.

This then highlights the importance of diversity training in that instance, as this new employee will sit and engage with other employees from various backgrounds. Employees in the workplace will have to have the knowledge and understanding of this type of disability to not cause any hostility whether willingly or not towards that individual. Also, training will allow other employees in that environment to become comfortable when engaging with their fellow employee as they will have an awareness of that disability. This works in unique sexually oriented groups as well. Discomfort is not necessarily active in those individuals only, but other employees may also be uncomfortable because they would not know how to handle certain situations whether innocent or not.

The researcher acknowledges the municipality's efforts of engaging all employees collectively in the workplace. In identifying certain gaps, the researcher hopes to understand the nature of those trainings in place and their overall aim whilst understanding whether they serve their purpose according to the diverse groups. Upon planning and implementation of a training initiative, are the end results of that training advantageous or is there a gap that can be filled by changing the planning methods involved? The researcher sees a gap in the training programmes in place and how they serve as an umbrella for all diverse groups and do not serve their purpose justifiably. It can be said that the training received by a person with a disability should not be the same as the training offered to a unique sexually oriented individual, as their experiences are not the same. This should not be a tick box exercise.

2.6.4 Staffing and infrastructure

Executive and municipal diversity councils, and dedicated personnel's diversity management methods are effective because they focus attention on relevant initiatives to accomplish diversity goals and eradicate prejudice. Formal, written rules and policies to enhance diversity are among the most effective strategies, leading to increased diversity in the workforce and management roles (Al-Jenaibi 2017). Regardless of their exact form, diversity management programmes usually focus on recruiting and developing diverse workers through networking and mentorship programmes aimed at hiring and progressing women and ethnic minorities. Many corporations also maintain programmes to source purchases from women- and minority-owned businesses, and most programmes contain executive roles linked to programme administration.

Furthermore, these initiatives usually include diversity education and training for staff. The training and recruitment are governed by social justice theory, which entails that every individual has an equal chance of being trained and being part of the organisation. There is no way in which one can be deprived of an employment opportunity because of one's unique sexual orientation. Harassment based on an individual's particular sexual preference, as stated in the municipality code of conduct policy, is prohibited, and so too is any discrimination based on disabilities.

2.6.5 Staff development

The research refers to three techniques for recruiting and promoting diverse applicants, which are a significant element of diversity management programmes:

- 1) Utilising appropriate communication mediums and messaging, such as minority newspapers that disabled people and websites mainly address.
- 2) Using minority recruiters and advertising materials that include diverse individuals. This will assist the municipality in reaching out to the minority groups of disabled people and diverse sexual orientations.
- 3) Maintaining a good diversity atmosphere among recruits by conveying the relevance and value of diversity to all candidates through training also addresses unique sexual and disability discrimination at the workplace. Training and staff development are one

of the strategies that can be used to teach people the dangers of unique sexual and disability discrimination. There is a need for creating a social justice environment where every worker has the ability and capacity to work in the organisation.

2.6.6 Supplier diversity programmes

Supplier diversity initiatives assist South Africa's estimated 10.4 million women and minority-owned companies, which produce over US\$1.5 trillion in sales and employ 11.7 million people (Colby and Orman 2015). More than 75% of businesses have some supplier diversity effort. However, these initiatives are not always well-articulated or well implemented. Carstens and De Kock (2017) stated that the essential aspects in creating and maintaining a supplier diversity programme are recognised as corporate commitment and company culture. Community service outreach entails engaging with minority groups since communities are the initial source of employees. As a result, addressing issues of diversity is critical. The eThekweni Municipality supply chain policy is directed by the South African constitution.

“When an organ of state in the national, provincial, or local spheres of government, or any other institution identified in national legislation, contracts for goods or services, it must do so in accordance with a system that is fair, equitable, transparent, competitive, and cost-effective,” states Section 217 (1) of the Constitution of the Republic of South Africa. The term equitable, describes a fair situation where sexual and disability justice are observed, and transparency has eradicated corruption and unique sexual injustice at all costs in the organisations. Allocation policies governing trading opportunities and permits to informal traders on council-owned properties are now regulated through the Constitution of South Africa.

2.6.7 Retention, mentoring and networking

The eThekweni Municipality's diversity management initiatives emphasise the importance of mentorship and networking activities for minorities inside and outside the organisation. Many diversity management initiatives place a strong emphasis on mentoring and establishing networks for minority workers. The policies' nature indicates two primary programmes: (1) establishing official programmes where managers mentor minority workers such as the disabled workers and (2) forming affinity groups—informal events,

debates, and gatherings in which employees share information and career guidance. eThekweni has implemented these programmes to boost confidence and work morale for the disabled minority group. However, the municipality should improve the effectiveness of these programmes towards eradicating discrimination and sexual harassment at work place (Strydom and Erwee 2020). Sexual discrimination based on one's unique sexual preference and harassment have been rampant in South Africa. Therefore, authorities have a big role to play in eradicating all social injustice present.

The disabled community at the eThekweni Municipality, together with NGOs, seek to ensure that employees at the Municipality engage in awareness programmes and events that talk to peoples with disabilities with the sole purpose of creating a work environment that is fully cognisant of differently abled individuals and their way of life thus removing any types of stigma usually associated with the community. Generally, work environments include a variety of diverse individuals, there might be different levels of acceptance and understanding of others in that environment. Some individuals might not know or understand how to carry themselves around others, show respect, or even have limited knowledge of engaging with other individuals respectfully, whether disabled or not (Klarsfeld 2016).

Whilst some choose to be ignorant, it is evident that some might just want to learn more to be comfortable with themselves, thus enabling them to focus on their daily duties and tasks to the best of their ability. This therefore enhances productivity in the workplace which is the main goal of the organisation in working towards effective service delivery (Colgan, 2011). One example of the eThekweni Municipality's many initiatives on diversity management includes diversity awareness events, such as the Albinism awareness dialogue, an event that happens annually around spring break. September is Albinism awareness month, so such events are held to create awareness around albinism as one of the disabilities in the municipality.

The goal of the discourse and event is to widen the perspectives of organisations by increasing the knowledge of their personnel. This is accomplished by asking internal and external speakers to discuss the albino community's culture and experiences both in and out of the workplace. Albinism is discussed in its broadest definition, as it is essentially different. Attempting to include individual experiences, because they differ, may teach

others how to handle their work and workplace challenges (Booyesen and Nkomo 2014). This discussion also increases government's role in recognising and enforcing albinism as a condition that requires intervention in the form of disability allowances, UV protection, and assistance with equipment for individuals whose jobs need them to work diligently to create a healthy diverse workforce, therefore, seeking to eliminate workplace challenges associated with diversity particularly disability and unique sexual orientation (Booyesen and Nkomo 2014).

2.6.8 Employee wellness

Employee wellness can include employee resource clubs or affinity clubs, flexible health care, and dependent spending accounts, which are all sponsored by the employer. Programmes and incentives for work-life balance, such as, onsite child care, flexible work schedules, onsite lactation facilities are also seen as a part of employee wellness (Carstens and De Kock, 2017).

The Centre for Human Development implemented the first-ever employee wellness programme with the Chamber of Mines back in 1986. They saw a gap in inclusive employee wellness initiatives that wanted to look after employee needs and personal wellness in the work environment. The Careways Group was then launched in 1998 and purchased by the Life Healthcare Group in 2015. An initiative that aids in work-life balance at the eThekweni Municipality includes an employee wellness programme offered by the Careways Group. Life Occupational Health prides itself in being South Africa's leading primary, occupational, and other healthcare services contractual provider. The municipality has joined a partnership with Careways as a provider of an outcomes-based employee wellness programme (Ebrahim and Malatjie 2020). This company has been widely recognised as a leader in the country's wellness sector regarding innovative wellness practices. Services offered by the Careways Group include but are not limited to:

- Employee wellbeing programmes
- Work-life development programmes
- Executive wellness
- Health and fitness centre initiatives

- Absenteeism
- Incapacity and Disability
- Occupational health care
- Emergency management services

Furthermore, the employee wellness programme provides access to 24-hour counselling and advisory care services for employees and family members of employees. This also includes all traditional facets of the Employee Assistance Programme, therefore including important developments that progress outcomes in terms of health risks for people with disabilities and behaviour change for both unique sexually oriented individuals and disabled groups.

Life Healthcare (2017) the incapacity management component of The Careways Group includes the investigation, assessment, management, and reasonable accommodation of employees who cannot perform the usual duties they are responsible for at the required standard due to a health challenge.

This component includes services such as:

- Disability verification of employees
- Compliance to Employment Equity Act by the employer
- Disability awareness and sensitisation programmes
- Workshops
- Theatre
- Disability week with exhibits and activities

2.7 Implementing effective diversity management

According to Nalmpantis *et al.* (2019) diversity training is defined as a programme designed to facilitate group interaction, reduce discrimination, and foster change in the workplace by allowing individuals to work together effectively, efficiently, and productively, with the understanding that different training programmes may be implemented differently. Organisations hold diversity training sessions for a variety of reasons. Organisations have been implementing the inclusion strategy in response to

legal and societal constraints such as sexual harassment, discrimination, and inaccessible facilities for persons with disabilities. In a qualitative review conducted by Lindsey *et al.* (2017), it was revealed that while training helps increase general attitudes toward diversity, the results appear to be considerably more variable when it comes to views about particular groups that are stigmatised.

Making diversity a significant component of an organisation's vision and mission statement, according to Al-Jenaibi (2017), improves the odds of stakeholders themselves accepting diversity. Although adopting diversity programmes has become popular, organisations must continue to review their current training programmes and determine if they are effectively managing diversity, this must be done before defending themselves in legal systems. Since the early 1950s, when legislation such as the Civil Rights Act of 1964 and the Americans with Disabilities Act (ADA) of 1990 was established in the United States to encourage a diverse work environment, implementing training programmes in organisations has become a popular method.

As a result, it is advised that diversity training programmes are now a beneficial practice for dealing with current difficulties in a diverse workplace. According to studies, adopting diversity training programmes can equip employees with the information, awareness, abilities, and skills needed to manage diversity-related issues, therefore improving group and individual performance in the workplace. Nakano *et al.* (2018) stated that HR practices are still thought to be coordinators of the relationship between diversity and performance in an organisation, presumably because research suggests that if organisational strategies and HR practices support diversity-related activities, then these organisations have a better chance of achieving positive performance outcomes (Robinson *et al.* 2020).

According to Ng and Sears (2020), there are a multitude of factors to consider while developing and delivering effective training programmes. The following are examples of such factors:

- Determining organisational needs
- Setting objectives
- Determining the best schedule

- Selecting appropriate facilities (for example, for persons with disabilities)
- Selecting appropriate instructors
- Selecting and preparing audio-visual aids (for persons with disabilities)
- Coordinating the program
- Evaluating the programme throughout its implementation

The eThekweni Municipality training programme initiatives, such as The Careways Group, sets their objectives as to what a particular training seeks to address to ensure proper implementation to achieve the goals as set out. In terms of the diversity training, much emphasis is made in inviting diverse groups, both internally and externally, to ensure that the activities and talks on that day are both educational and fulfilling. This includes having individual or group discussions on past experiences and health implications for knowledge purposes to familiarise employees with the concepts (unique sexual orientation and disability) and how to manage the diverse workforce therefore ensuring a productive work environment. For example, understanding types of disabilities and types of unique sexual orientations by having talks on those matters including real life experiences and solutions of a better workplace environment in the future.

In a study done by Lindsey *et al.* (2017) , they claim that there is a discrepancy in findings when it comes to diversity. This is because the outcomes assessed following diversity training do not always match the levels indicated by training activity results. Robinson *et al.* (2020) propose “perspective taking” as a strategy to consider when developing diversity training programmes. It actively includes examining the psychological experiences of others and recognising that they may differ from person to person. Lindsey *et al.* (2017) also mention how perspective taking is believed to be beneficial since it helps break through psychological boundaries. They further mention how people classify themselves based on societal distinctions like unique sexual orientation and race. Such categories can boost a group's self-esteem, but they also have the potential to lead to favouritism and bias, resulting in preconceived notions.

The belief that the efficacy of diversity programmes is based on the clear articulation of organisational goals and objectives underpins the necessity of integrating diversity programmes with the organisation's purpose. Goal setting is another proposed technique for diversity training programmes, in which diversity-related goals are created for various

sorts of diverse persons. Bam and Ronnie (2020) believe that goal setting improves performance to the degree that individuals can create precise, challenging, but attainable goals. According to Ohunakin *et al.* (2019) goal setting is the most successful method for enhancing effectiveness of training programmes, even after they have ended.

Madera (2018) states that discrediting stereotypes can allow trainees to actively deny prejudiced views against stigmatised groups. It is also proposed that dismissing stereotypes in training might be an excellent way to reduce prejudices and attitudes against certain groups. In their study, Tamunomiebi and John-Eke (2020) hypothesised that diversity training might not be effective for sensitive people even though it may be effective for individuals who are low in empathy. Pitts (2016) examines the reasons that lead to organisations implementing diversity training. Such elements are seen to be important in ensuring that successful training is implemented and in identifying training, their function, and the goals they seek to achieve. He states that there are three types of motivations: moral imperative, legal and societal pressure, and corporate success and competition.

2.7.1 Moral imperative

Pluralism and acknowledging people and their differences in terms of ethnicity, unique sexual orientation, disability, and culture by avoiding comparisons and finding methods to accept these differences are essential for diversity efforts and training grounded in this area. Brinkley *et al.* (2017) defined moral imperative as a means to emphasise the necessity of recognising and striving to overcome the history of racism, discrimination, and conflict in intergroup relations. Taylor goes on to say that even amongst those who agree that inclusion is a worthy goal, there is still some disagreement about the most effective way to achieve it, as the moral imperative can be implemented in a variety of ways through organisational diversity initiatives, depending on individual differences, social justice, and unique sexual orientation. When it comes to moral imperatives, the objective is to create better human beings.

2.7.2 Legal and social pressures

According to Kalargyrou and Costen (2017), equal employment opportunity legislation, affirmative action, and the ADA are examples of legal and social pressures in the United States to become more inclusive in addressing diversity. Legal pressures ensure that interventions are entirely focused on specific target groups, such as homosexuals and lesbians, thereby emphasising the need for diversity training and how to use it to respond to challenges from both internal and external groups. In terms of legal and societal pressures, inclusion entails reducing barriers such as prejudice and inaccessible facilities for people with disabilities. This method is described as reactive under the ADA because inclusion is restricted to accomplishment when there are no complaints. When grievances and difficulties are raised, actions is taken, and the effectiveness of this strategy is measured in terms of preventing issues and representing target groups. The efficacy of a diversity training programme is determined by steps taken to avoid complaints and litigation.

2.7.3 Business success and competitiveness

Globalisation and a more diversified workforce are two driving forces for this motivational strategy. Diversity training is one of several organisational activities that may be performed to profit from diversity (Cho *et al.* 2017). Inclusion of this method entails ensuring that the organisation takes advantage of its employees' productivity and potential abilities. This approach is based on the notion that if employees can be more effective with the aid of diversity training in guaranteeing the organisation's productivity and success, that should be enough. Cho *et al.* (2017) further state, that this strategy benefits the organisation because it encourages people to contribute to their full capacity rather than forcing them to ignore their individuality and cultural differences. Whether the training component focuses on individual behaviour or attitudes, this motivating strategy's aim is to guarantee that the organisation becomes the best it can be. The effectiveness of this strategy is judged in terms of individual diversity and the achievement of the organisation's goals.

2.8 Experiences of diversity management

In a globalised environment, contextual and transnational approaches are required to take advantage of the benefits of global diversity while addressing the obstacles that organisations may encounter in managing a diverse workforce (Syed and Memoona 2017). As there are different countries with different diverse groups there is need to follow diverse trends whilst ensuring the successful management of diversity which will help organisations to nurture creativity. Different countries may experience different kinds of diversity challenges, in identifying these diverse experiences, one is able to identify gaps that will assist in ensuring the minimisation of such challenges occurring.

2.8.1 Continental standards (Nigeria)

Akinnusi *et al.* (2017) present Nigeria as the giant of Africa as it is the most populated country with an estimated 180 million people that encompass multi-religious, multi-ethnic and multi-cultural diversities. The importance of the differences between these diverse groups differs from country to country and may cause conflict. Whilst gender inequality is the oldest and most widely discussed diversity issue in the world, Akinnusi *et al.* (2017) discuss how religion is the most important in India and the Middle East. Multiculturalism, languages, and religion are the most important in Africa. Racial equality is the most important in the United States and South Africa. The most important diversity issue in Western countries and the United States is the issue of unique sexual orientation.

According to Fajana *et al.* (2011) there is a belief that the socio-cultural diversity of Nigeria has had an impact on their HR practices as a country. According to the authors, “Nigeria is characterised by an over-reliance on culture, language, religion, gender and educational qualifications as a basis for determining who gets employed.” They are also of the belief that even individuals that are promoted, trained, or rewarded are also determined by these socio-cultural factors, also referred to as the “Nigerian factor”. However, such beliefs do not apply in all organisations in Nigeria, as some are governed by strict ethical practices and principles in place. Such situations are worsened by the fact that the country is incumbered with not only an unskilled labour force, but also a critical shortage of scarce skills which then makes talent management a major challenge.

Researchers appear to agree with the views of Ophoff (2019) that if not handled appropriately, workforce diversity can determine the success or failure of a business or a country. Although scholars examined have not studied the non-work-related benefits, a well-managed workforce diversity strategy provides substantial benefits at the organisational, group, and individual levels. As with most organisations in all countries all over the world, Nigeria also prides itself in recognising diversity and managing it in the workforce. However, just like eThekweni Municipality, South Africa; little or no emphasis is made in reference to disability and sexual orientation.

2.8.2 The benefits of managing workforce diversity in Nigeria

Bamgbade *et al.* (2014) highlight that even though diversity in the workplace may bring about innovations, enhance knowledge, and increase teamwork efforts, it may also generate discrimination and cause conflicts and biased behaviour, resulting in both adverse and positive effects on employees in organisations. The management of diversity in the work environment can create a larger variety of solutions to problems as the diverse groups have individual talents and experiences that the organisations can capitalise on (Ike and Eze 2013).

Individual experiences and skills often lead to customer satisfaction through quality services provided by employees as they become more comfortable communicating different views and, therefore, performing productively in the workplace. Furthermore, there is a gap in identifying other means of managing employee conflicts and biased behaviour to ensure all individuals in the workplace are catered for, therefore ensuring discriminatory practices are managed. Ogbo and Ukpere (2014) concur by stating that workforce diversity can channel a positive impact in organisational performance. Edewor and Aluko (cited in Akinnusi *et al.* 2017), conclude that diversity management plays a positive role in ensuring the full use of HR in an organisation. They also add that this reduces interpersonal conflicts as individuals understand one another thereby building positive working relationships that are based on mutual respect. As the organisations vision is shared, this leads to an increase in commitment amongst diverse groups therefore ensuring flexibility, new ideas and improved productivity.

In a paper written by Shore *et al.* (2009), conclusions were made as follows: "At present, the diversity literature is as diverse as the persons, groups, and organisations that are the focus of inquiry." To establish a body of knowledge about diversity in organisations, much study is needed, both theoretically and experimentally. Most importantly, scholars must transcend old paradigms and myopic ways of thinking, to develop integrative and practical diversity theories that assists organisational leaders in creating systems in which diverse human beings can thrive and also thereby improving the organisation.

2.8.3 International standards (United States)

In Canada, regulations exist to protect employees with disabilities, including legislation that protects personal health information and compels employers to make reasonable adjustments for individuals with disabilities who do not have access to diagnostic information. In 2013, the United Nations Human Rights Council passed a resolution, A/HRC/RES/23/13, advocating for the protection of people with albinism against assaults and discrimination. In addition, in response to civil society organisations' calls for the council to recognise people with albinism as a distinct group with unique needs that require special attention, the council established the Independent Expert on the Enjoyment of Human Rights by People with Albinism. Ms Ikponwosa Ero was appointed as the first independent expert on the enjoyment of human rights by people with albinism by the Human Rights Council in June 2015. Amongst the efforts brought by the Employment Equity office at eThekweni's Human Resources Department; a disability committee has been formed that caters to the diversity, transformation and inclusion of people with disabilities. Furthermore, to this the Municipality joins forces with NGO's in hosting yearly workshops centred around educating the community and employee engagement.

In a recent study in the United States, Schur *et al.* (2017) found that persons with physical impairments had poor employment rates all over the world. In 2015, 34 percent of persons with disabilities were employed, compared to 75 percent of people without impairments. The authors claim that the low employment rate is not attributable to a lack of interest among impaired people, as their prior studies suggested. Some employers refuse to hire people with disabilities or offer them low pay because of workplace accommodation perceptions, even though the ADA prohibits employers from doing so because it requires

businesses to absorb such costs. Certain employers refuse to hire disabled applicants, refuse to train them once hired, and refuse to promote them to keep them from interacting with co-workers or customers. This is a type of workplace inequality associated with discrimination in the workplace since people with disabilities have been linked to decreased productivity, hence, due to a lack of information, such views are used while making employment decisions about employees.

Due to this stigma, many people are afraid of disclosing their medical concerns and demanding employment accommodations. Because of the stigma and discrimination connected with employer knowledge and the terrible experiences in the past, some young people are afraid of disclosing their identities. Schur *et al.* (2017) concluded that, despite the stigma and stereotypes associated with disabled people and the inequities they encounter, employees with disabilities have the same levels of commitment and high turnover as employees without disabilities. As a result, the authors state that there is a need to continue lowering obstacles and expanding opportunities for disabled people, based on their results. Targeted recruitment and mentorship, centralised workplace accommodation funds, and diversity training for management and staff are examples of such efforts and opportunities.

2.8.4 Managing workforce diversity in the United States

According to recent studies by Rakowska (2018), diversity management capabilities have evolved beyond clear legal equality compliance to the acceptance of valuing differences and learning from the diversity towards fully utilising capabilities by empowering and ensuring inclusion. Furthermore, Urbaniak (2014) identifies successful approaches relevant to diversity management in organisations:

- The process of change that refers to a purposeful and premeditated procedure that adds value to an organisation
- Staff empowerment programme aimed at increasing employee involvement and reliance on values such as justice, equal opportunity, shape identification, and cooperation, all of which are important predictors of employee engagement
- Competitive advantage as a factor
- Methods of employee development that includes knowledge management

- Method of assessing organisational structures based on process analysis and improvement, behavioural methodologies, and learning methods

Taking these approaches into consideration, it can be assumed that the approach to diversity management has evolved. Rakowska (2018) draws the conclusion that although there are approaches and concepts associated with the management of diversity, it can be said that it remains difficult to assess clearly the benefits of diversity management as researchers seldom share a common view on the results of diversity management. However, there is no doubt in diversity being a valuable asset in organisations as the management of diversity is the reason organisations achieve strategic objectives (Rakowska 2018).

2.9 Diversity management and organisational performance

The extent to which an organisation achieves the aims and promises expressed is referred to as organisational performance (Akobo and Damisah 2018). Akobo (2017) makes reference to a strategy on managing a diverse workforce and how it guarantees that possible impediments (prejudices and bias) are avoided so that a varied work environment can function. de Aquino and Robertson (2018) emphasise how a diverse workforce has an indirect impact on performance in organisations and demonstrates this impact via HR strategies. When it comes to diversity and performance, research has not always reflected a good relationship between the two. It is noted that diversity can either hinder performance or enhance it depending on planning, implementation circumstances, organisational culture, and the HR practices in place. Furthermore, several studies found that diversity can negatively impact an organisation's processes, productivity, and performance. Poorly managed diversity efforts might have a detrimental influence on both procedures and outcomes. Growing demographic indifferences inside organisations did not inevitably enhance organisational performance (April *et al.*, 2012).

According to Kapur and Janakiram (2018) the notion of organisational effectiveness is derived from a clear vision, diction, and articulation of corporate strategic goals and objectives. According to a previous study, diversity management must be closely related or linked to the institution's strategic management to be effective. A year later, Nyikuli (2019) investigated the relationship between diversity and organisational performance

and discovered that when employees believed diversity was managed effectively in their organisation, their performance improved, indicating the importance of diversity management in achieving positive organisational outcomes. Diversified organisations can better deliver services to their customers because they have a deeper understanding of their demands.

Ohunakin *et al.* (2019) suggest helpful strategies for organisations to be effective. Organisations must demonstrate and promote their effectiveness to be successful:

- Leanness
- Flexibility
- Autonomy
- Teamwork
- Leadership
- Entrepreneurship
- Self-development
- A highly carved labour force
- Performance-based rewards

Their reasoning is founded on the belief that organisations today function in hostile and unpredictable environments. According to Hennekam *et al.* (2017) research has shown that the efficient implementation of a HR management system may be the critical impetus for organisational and individual performance. In addition, research has shown that high-performance work systems have a substantial impact on organisational performance. The high-performance work systems are a collection of programmes, processes, procedures, and practices that are established and implemented by the organisation's strategic goals (Hennekam *et al.* 2017). This method improves employees' skills, knowledge, and talents, it empowers them, raises their morale, and stimulates their efforts.

Workforce diversity arose primarily due to increased availability and fair opportunity in the workplace. This equal-opportunity attitude ensures that businesses take advantage of the diversity in a varied workforce rather than losing talent that may help them become more efficient and successful. Productivity, profitability, growth, turnover, stability, and cohesiveness are factors used to assess an organisation's performance. Diversity affects

the impacts of diversity inside an organisation and the amount of receptivity to dissimilarity features among the company's individuals, work groups, and culture (Molefi 2017). Despite the technical marvels of today's communication, international relations demand that we interact with one another on a personal level. According to studies, diversity improves performance by extending a group's viewpoints. There is considerable empirical evidence that good diversity management and subsequent improvements in organisational performance are linked. Mazibuko and Govender (2017) found that strategic diversity management was linked to high organisational commitment, not just among managers of colour but also white male managers. In this dynamic global labour market, it is stated that firms that respect variety will undoubtedly nurture success and have a future. According to studies, businesses with high levels of well-managed diversity are more successful and push corporate cultures toward new viewpoints, pioneering talents, and innovative ideas, all of which are required for survival (Kim and Park 2017). Organisational performance, productivity, effectiveness, and long-term competitiveness are all boosted by workforce diversity management strategies. Workforce diversity management may be utilised to bring employees with various perspectives and ideas together, resulting in improved performance.

When organisational policies are adequately implemented (proper workforce diversity management) to promote diversity at work, superior business performance, higher employee satisfaction and loyalty, increased competitive advantage, and a strengthened relationship with multicultural communities can be achieved. Roberson (2019) discovered that there was a link between workforce diversity management and performance, and that more innovative companies purposefully use heterogeneous teams to solve problems, as evidenced by their employment record of women and people from marginalised groups compared to less innovative companies. In HR management, good workforce diversity strategies are anticipated to increase and augment employee and organisational performance. Because individual employee performance affects organisational performance, the beneficial effects of workforce diversity at the employee level serve as inherent and changeable factors in building employee collaboration. Excellent workforce diversity practices in the HR industry improve individual and organisational performance. Recent studies show a solid, beneficial link between workplace diversity practices and company effectiveness and profitability (Ohunakin *et al.* 2019).

Diversity improves originality, broadens perspectives, and improves issue description and solution. Employee diversity also provides more innovation, a broader range of viewpoints, better issue descriptions, more options, and better solutions. Employee motivation and HR management directly impact an employee's ability to increase their performance. Syed (2020) is of the view that improving employee happiness is the basis of commitment, which has been defined as "the source of any organisation's power and competitiveness," which translates to better performance. Diversity in the workplace may boost creativity, growth, innovation, and critical thinking skills.

2.9.1 Disclosure of unique sexual orientation in the workplace

Today's workforce is growing increasingly diversified in terms of race, gender, religion, and unique sexual orientation. When compared to other dimensions of diversity, unique sexual orientation is the least accepted residual preconception in society and organisations. According to Syed and Ozbilgin (2019), coming out can be considered a watershed moment in the Lesbian, Gay, Bisexual, Transgender, Queer, and Intersex (LGBTQI) community since it often leads to a slew of emotional, financial, and practical consequences. However, studies have shown that there are many illusionists in the success of coming out.

The ratio of the GLBT employees to ratio of the entire workforce is between 3% and 12% in the United States. Approximately 5% to 7% of the total population of the United Kingdom is a part of the GLBT community (Colgan *et al.* 2007). GLBT employees compose one of the most substantial but least studied minority groups in the workforce. Traditional South African laws, colonialism, the lasting impacts of apartheid and the human rights movement have contributed to the legal and social status of between 400 000 to 2 000 000 LGBTQI South Africans (Ozeren 2013). Despite a progressive legal landscape for sexual minorities and the facts that courts that have recognised transgender adults' rights, LGBTQI South Africans face serious economic barriers based on ethnicity, sexual orientation, and gender identity and expression. In South Africa, black Africans constitute the majority (79.2%), followed by Coloured /mixed race heritage (8.9%), White (8.9%), Indian or Asian (2.5%), and other (0.5%) (Nyeck and Shepherd 2019).

Day and Greene (2008) argue why all organisations should include unique sexual orientation in its diversity programmes. They highlight that there has been insightful evidence that individuals that feel comfortable in the workplace have had better performance outcomes as well as an enhanced career progress, team inclusivity, morale as well as creativity and retention as this has improved their personal attitudes. Unique sexual orientation may be unusual in that it can be easily concealed or closeted due to the stigma associated with homosexuality. Disclosure of unique sexual orientation has been linked to increased organisational commitment and job satisfaction, as well as reduced job anxiety, job conflict, and work-home conflict.

However, Stocum (2006) adds that even though disclosing one's unique sexual orientation may have positive advantages towards the employer; there are always risks in choosing to disclose unique sexual orientation in the workplace and that may lead to fear of disclosure by individuals. Such risks may be homophobic co-workers who choose to be hostile by threatening colleagues or acting violently towards them, and discrimination in terms of the conditions of employment. But in essence, the author cites that organisation that have anti-discriminatory policies and programmes including unique sexual orientation therefore may encourage unique sexually oriented individuals to come out because they may feel the organisation has created an environment that is perceived as a safe haven.

Syed and Ozbilgin (2019) identified four areas in which stigmatised people are driven to expose their identity. Akinnusi *et al.* (2017) also mention that it may be easier to be upfront about unique sexuality rather than keeping it hidden, especially in the workplace, where it may allow for acceptance from others, therefore boosting one's self-esteem. In addition, he stated that an individual might choose to reveal their sexuality for the sake of honesty, transparency, and the development or maintenance of connections since being honest is regarded as a healthy basis for developing a relationship. Individuals who identify as gay or lesbian may do so in the hopes of gaining societal acceptance or receiving reciprocal disclosure.

Akobo and Damisah (2018) have observed the consistency in reported incidents of LGBTQI employee discrimination in the workplace. They distinguish between two forms

of discrimination based on unique sexual orientation: formal and informal discrimination. Akobo (2017) states that formal discrimination is defined as firing or refusing to hire someone solely based on their unique sexual orientation, whereas informal discrimination is defined as a lack of respect and acceptance from peers (for example, failing to invite LGBTQI employees to a Heritage Day event) and verbal harassment, whether direct or indirect (for example, making jokes about LGBTQI employees). The author continues to point out how both forms of unique sexual orientation discrimination may lead to hostile work conditions. As a result of organisational commitment, LGBTQI workers who have encountered discrimination in the workplace have unfavourable job attitudes, fewer career possibilities, and a lack of job satisfaction, resulting in productivity losses in the organisation. Brinkley *et al.* (2017) state that non-discriminatory and supportive work practices could contribute to favourable results for employees, such as job satisfaction and productive attitudes. Individuals have been presented with difficulty as and when they choose to expose their identity or are “outed” unwillingly by others (April *et al.* 2012).

As a result, four techniques have been identified by April *et al.* (2012) as approaches to communicating one’s sexuality:

- Passing: Categorised by falsifying facts to give the impression of a heterosexual orientation
- Covering: Categorised by overlooking certain information to also create the same perception as passing
- Implicitly out: This includes divulging certain parts of personal information about one’s life so colleagues at work suspect that an individual has a unique sexual orientation that is in the minority
- Explicitly out: Considered as actively trying to ensure other employees know and understand one’s unique sexual orientation clearly and openly.

In identifying these communication techniques, it is implied that the communication thereof is solely placed on the uniquely sexually oriented individual. One may then ask what an organisation is doing to ensure they actively play their part in making these techniques easily applicable by the parties involved. This is where the diversity management trainings should come in, to allow such situations to be managed easily. If one is in an environment that collectively appreciates all employees equally and prides

itself in putting into place accommodative mechanisms that cater for individual needs, this will allow employees to feel appreciated in the work environment and that in itself reflects positively on their performance therefore enhances productivity.

Correspondingly, the lack of anti-discrimination legislation in the workplace, (Gates *et al.*, 2019), is one of several variables that can impact employee well-being at work. In a 2002 study by Kapur and Janakiram (2018) it was shown that workplace unique sexual orientation disclosure was linked to better job satisfaction and reduced job anxiety. However, Hennekam *et al.* (2017) view how LGBTQI workers' attempt to raise awareness to be accepted by society may result in higher psychological expenses, which may be harmful to them. This shows how all decisions made may have implications. It is important to evaluate all possible benefits, and challenges in order to create risk management techniques to manage the implications of implementing a diversity management system in an organisation

2.9.2 Disability in the workplace

Less than 1% of all people in employment in South Africa are disabled (Statistics SA 2018). According to the Employment Equity Act of South Africa, people who have recurring or a long-term physical impairment that limits their entry or development in employment are referred to as people with disabilities (PWD). The Employment Equity Act protects people with disabilities from being discriminated against in the workplace, therefore entitling them to affirmative action measures.

Employees that are disabled are discriminated against in several ways, including but not limited to lack of appropriate workplace support. Some workplaces are inaccessible, and there is a form of stigma and bias toward persons with disabilities. Certain organisations also set employment criteria that disallow disabled people to meet their productivity goals. President Jacob Zuma revealed in September 2011 that the Disability Act was being crafted to promote the inclusion of persons with disabilities in the mainstream economy through the Employment Equity Act and the Black Economic Empowerment Act. He also spoke of an Employment Equity Commission report that indicated reprehensible figures for representing persons with disabilities at top and senior management levels in organisations.

Discrimination against individuals with disabilities, particularly in the workplace, is one of the most pervasive stigmas that society has yet to eradicate. Social, cultural, and physical impediments have hindered individuals with disabilities from exercising their constitutional rights to equality, freedom, and human dignity (de Aquino and Robertson 2018). The authors also add how there was an assumption that such challenges towards people with disabilities were natural and unavoidable consequences of their mental or physical impairments for a long time. The number of individuals living with different kinds of disabilities is increasing daily due to several influences, namely, mental health, aging populations, cardiovascular diseases, and a vast range of social and environmental factors (Gignac *et al.* 2021). There has also been an improvement in health treatments and trainings that allows many individuals to return to work and to continue working for longer periods of time than in previous generations.

Joubert (2017) cites that the majority of persons living with disabilities can live independent and productive lives, especially if they can access resources, opportunities, technical aids, and environments that allow them dignity, responsibility as well as independence. South Africa has demonstrated a commitment to eliminating disability discrimination, particularly in the workplace, so that people with disabilities can participate equally in the labour market without facing unfair discrimination. Furthermore, Kundu and Mor (2017) emphasise the necessity of practically admitting that, although having the right to engage in society and the labour market entirely, individuals with disabilities are not adequately provided for by current societal systems.

However, according to Mazibuko and Govender (2017), governments have problems implementing progressive policies that attempt to guarantee individuals with disabilities receive equal treatment, particularly in the labour sector. Challenges include acceptable workplace accommodations, transportation, and disregarding their potential for advancement in the job. The employer will need to make a few adjustments to the workplace to be most accommodating in most situations. Similarly, to the Employment Equity Act, the ADA guarantees that persons with disabilities are treated equally in the workplace.

According to the Commission (2019) the act cites three categories for reasonable accommodations:

- Adjustments to job application processes that aim to provide competent applicants with disabilities the opportunity to be considered, with appropriate changes to the work environment requested by the applicant
- Modifications are made to the circumstances in which the position is typically performed, allowing a disabled qualified individual to execute the fundamental tasks of the position
- Changing employee benefits ensures that employees with disabilities have access to the same rights and benefits as other employees in the workplace

In the workplace there has been an increase of episodic disabilities that commonly arise from chronic conditions therefore limiting individual activity. These are frequent and unpredictable even though they have proven to be quite manageable. Gignac *et al.* (2021) argue that a lot of organisations may also have difficulties in reconciling their duties to offer appropriate assistance and accommodations to individuals with episodic disabilities while still meeting the health and safety requirements and productivity targets. The researcher seeks to analyse the appropriate accommodations placed by the municipality to assist these diverse individuals in assessing whether they serve their purpose by adding to their workplace comfort to eliminate any views of unbiased behaviour.

2.10 Legal provisions for diversity management

Unique sexual orientation (Gender identity) regulations have evolved substantially in recent years. According to Mcgoldrick (2016), numerous legislations that have made same-sex relationships lawful, including the expression of different gender identities, have been repealed in many nations worldwide. Also, an increasing number of countries worldwide are amending their laws to protect LGBTQI people from discrimination. Discrimination of uniquely sexually oriented individuals is prohibited in both work and home situations, according to legislative frameworks at various levels of government. Similarly, in the United Nations, there have been remarkable developments that reflect the globalisation of the rights of many groups, mainly uniquely sexually oriented individuals, and has made combating discrimination of this nature a priority. Since then, the United Nations Human Rights Council has designated itself as the first independent expert on discrimination based on unique sexual orientation and gender identity (Houghton 2017).

However, Mwakagali (2017) points out that the legal norm does not prevent all forms of discrimination. He explains how the law categorises discrimination based on a particular criterion, as well as how not all forms of discrimination are labelled as such by the law. In saying this, the author alluded to the long-standing debate over whether discrimination based on unique sexual orientation or gender identity is a type of sex discrimination. Because of these flaws, people who have been discriminated against because of their unique sexual orientation have been working hard to persuade courts that discrimination of any kind, whether verbal or violent, is illegal.

2.10.1 The Constitution of The Republic of South Africa Act 108 of 1996

The fundamental rights of all South Africans are outlined in Chapter 2 of the South African Constitution, titled "The Bill of Rights." The Bill of Rights is the country's cornerstone of democracy, as it enshrines the rights of all South Africans and attests to human dignity, freedom, and equality. This recognises the dignity and equality of all people. This chapter also explains how these rights may be restricted in other parts of the Bill (South Africa, Western Cape Government 2018). As stated above, everyone is equal before the law, and hence advocates for full and equal enjoyment of all rights by all individuals. A government entity may not discriminate against anyone based on gender, race, sex, religion, pregnancy, marital status, disability, unique sexual orientation, social origin, age, culture, or language, either directly or indirectly. Whether at work or not, everyone has the right to an environment that is not hazardous to their health or well-being in any way.

The core concepts and principles governing public administration are outlined in Chapter 10 of the Constitution. The Constitution asserts that public administration should be guided by democratic norms and principles enshrined in the document, such as how services should be delivered fairly, impartially, equally, and without bias. The need of maximising human potential through strong human resource management and sound career development strategies is also mentioned in this chapter (Muthwa 2016).

2.10.2 The Labour Relations Act 66 of 1995

This act aims to promote labour peace, social justice, and economic development while implementing democratic workplace practices to achieve the goals of the act, which include controlling fundamental rights as outlined in Section 27 of the Constitution.

Individuals have the right to fair labour practices, amongst other things. A dismissal is considered unfair under Chapter 8 of the Labour Relations Act (under unfair dismissal and unfair labour practice) when an employer discriminates against an employee on any arbitrary basis, including but not limited to gender, race, sex, ethnicity, unique sexual orientation, disability, culture, political opinion, or beliefs (Johnson *et al.* 2017).

2.10.3 The Employment Equity Act 55 of 1998

The Employment Equity Act 55 of 1998 aims to promote fair treatment and equal opportunity in the workplace by eradicating unfair discrimination. This also enables the execution of affirmative action measures aimed at redressing prior imbalances and disadvantages faced by specific groups to ensure their fair, equal, and just representation at all levels of the workplace. Chapter 2 of the Employment Equity Act bans discrimination in the workplace. It requires all employers to take steps to promote equal opportunities in the workplace by eradicating prejudice, particularly in employment practices and policies. According to the Employment Equity Act, an employer must design for the execution of an employment equity plan (EEP) that aims to promote progressive behaviour toward employment equity in that business's workforce (Sebolao 2021).

A designated employer must produce a subsequent employment equity strategy before the current term for the plan to be considered a successive plan. Apartheid and other discriminatory practices are recognised and considered in the eThekweni Municipality's EEP. It also pushes for gaps in employment, vocations, and income, recognising that such challenges cannot be alleviated solely by repealing discriminatory legislation (Coe *et al.* 2019).

2.10.4 The Americans with Disabilities Act (ADA)

The ADA went into existence in 1990 during the apartheid era (National Network on Information, Guidance, and Training 2020). The amendment was then enacted into law and went into effect in January 2009, resulting in a few changes to the definition of disability.

It is characterised as a civil rights law to eliminate discrimination against disabled people in all aspects of society. This legislation aims to ensure that people with disabilities have

the same chances and rights as everyone else, ensuring that people with disabilities have equal employment possibilities.

Furthermore, the National Network on Information advises of the changes in the term disability and how the definition in the amendment included three titles of the ADA, namely:

- Equal job opportunities for people with disabilities (employment): This title was created to help people with disabilities access the same employment opportunities and benefits as people without disabilities. This refers to reasonable accommodations in workplace changes and adjustments that allow employees with disabilities to engage in application processes and fulfil job requirements fully
- Non-discrimination based on disability in state and local government services (state and local government)
- The ADA's second title states that the act bans discrimination against qualifying disabled individuals in all public entities' activities and services. It also covers administrative processes, self-evaluation requirements, and policy and procedural improvements to eliminate discrimination
- Non-discrimination based on disability by public accommodations and in commercial facilities (public accommodations)

The third title of the ADA seeks to unquestionably ensure that public and private accommodations do not discriminate against people with disabilities by setting minimum standards for alterations and construction of facilities. This title gives direction to owners of entities in making moderations deemed reasonable to accommodate people with disabilities (Blanck 2019).

2.10.5 The Civil Rights Act

The Civil Rights Act of 1964 is characterised by the Britannica Encyclopaedia (2020) as a United States law abolishing discrimination. The legislation is made up of eight title acts that aim to address all forms of discrimination. One of the eight titles emphasises the prohibition of discrimination by labour unions, schools, and employees, which mostly applies to discrimination based on unique sexual orientation. In addition, the United

States Supreme Court ruled in 2020 that terminating an employee based on unique sexual orientation is unconstitutional under Title VII's ban of unique sexual orientation discrimination.

2.11 Theoretical framework

Theories are developed to explain, predict, and comprehend a phenomenon, as well as to question and extend current knowledge within the confines of crucial assumptions. The theoretical framework is defined as the basis that holds or supports a research study's theory. The theoretical framework explains and introduces the theory that explains why the research problem occurs (Statistics Solutions 2022). The development of a theoretical framework aids in the clarifications of the researcher's implicit theory in a more specified manner. It helps in allowing the researcher to consider other frameworks and reduce biasness that may influence their understanding. As the theoretical framework was developed, the researcher considered alternative theories that challenged their perspective.

2.11.1 The social justice theory

In diversity management, the social justice theory is crucial to explore. According to research, workers are particularly vulnerable to the repercussions of social injustice. Poverty and family dysfunction are risk factors for various setbacks, such as mental, emotional, and behavioural illnesses, delayed cognitive development, and poor physical health. Regardless of race or ethnicity, age, gender, ability status, unique sexual orientation, or religious or spiritual origin, social justice is described as the fair and equal distribution of power, resources, and obligations in society to all people (Watts and Hodgson 2019).

Inclusion, collaboration, cooperation, equitable access, and equal opportunity are among the fundamental principles driving the understanding of social justice. A democratic and equal society is likewise built on such values of social justice. Social justice and total health and well-being are inextricably linked. Individuals often suffer more physically and emotionally due to a lack of justice and being more vulnerable to illness and unique sexual harassment at the workplace (Wang 2018). Furthermore, social justice issues and

resource access are inextricably linked to families, communities, and society. The social justice theory must be one of the theories that can discuss and devise diversity management strategies to create a better workplace environment (Sarkin 2018).

Targeting risk factors and increasing protective variables in young people may be the most effective way to prevent disease. Adolescents are affected by protective and risk factors on both an individual and social level, influencing them across many communities and systems. Protective variables include the capacity of at-risk individuals to acquire strengths despite adverse environmental conditions. Would individual therapy be the primary solution if we were to rethink how to reduce discrimination and unique sexual injustice from a social justice perspective? It is important to remember that psychology, psychiatry, and mental health are not synonymous with individual acts of unique sexual inequity and diversity management (Colton and Holmes 2018).

There are incentives within South African municipal governments to focus on workplace diversity management concerns, which could be seen as paradoxical. In South Africa, community, unique sexual orientation and discrimination concerns are maturing. Engaging with groups or communities of people may be something that management and local authorities are well-positioned to do. It may open the possibility of working more holistically, allowing societal injustices to be challenged and integrated into the job. Although some minor adjustments to the training curriculum may be required, many psychologists already possess the requisite transferrable skills. The social justice theory provides a framework for effectively discussing and addressing diversity management issues (Gross 2004).

The most commonly researched allocation rule in the current social justice theory at the workplace is equity. In reality, Klug (2010) claimed that all allocation criteria are reducible to equity. Most current theorists, however, disagree with this assertion. The equity rule has gotten the greatest attention from researchers in any event. The equity principle states that one's outputs should be proportional to one's inputs. In other words, those who contribute the most to the collective should benefit the most. It entails that social justice should prevail.

2.11.2 The global diversity theory

Several studies on global enterprises have identified global diversity management as a crucial strategic advantage. Syed and Tariq (2017) Identified diversity management as one of the major management issues of our time in their study "Management Challenges in a New Time." They point out that transnational diversity can assist businesses if they can avoid negative consequences such as unique sexual orientation discrimination and other discrimination issues. Because the benefits versus potential drawbacks is a very complex matter, scholars have spent the last decade examining this argument (Syed and Tariq 2017).

When it comes to diversity, the nexus of opposing forces may be a signal that cause and effect are not always straightforward. Rather than direct effects, demographic disparities on performance are caused by intermediate variables. Processes like communication could moderate the impact of diversity on performance, collaboration, and conflict, as well as moderator variables like job complexity, team size, ethnicity and time (Sarkin 2018).

2.11.3 Justification for the social justice theory and the global diversity theory

The social justice theory lays emphasis on the equal treatment of diverse groups (race, sex, disability, unique sexual orientation and religion). Issues of harassment, whether physical, social, or unique sexual orientation, go against the social justice theory as it preaches the word of equality and is against ill-treatment of any form. The global diversity theory serves as an advancement of the social justice theory. Even though all individuals ought not to be discriminated against, whether in their social life or work environment, there is also a need to create an environment where everyone is accepted and feels comfortable. These two theories, in particular, speak to this research as they both talk about how organisations can create a common environment for diverse working groups. The researcher looked at the assumptions of the two theories and their relevance to the proposed subject under the study.

2.12 Empirical review

The topics of diversity and management were explored to demonstrate the importance of diversity in any organisation's management. It also intended to clarify the significance of various management styles and ethics in each given institution and encourage companies to rethink their structures to achieve effective management via diverse ways of thinking and doing. Ng and Sears (2020) elaborate on the many management styles and ethics, and the necessity of diversity in management. Their article suggested that diversity be used in organisational management to guarantee that everyone was brought forward, regardless of cultural background, ethnic group, tribe, race, or colour.

Nalmpantis *et al.* (2019) examined whether workforce diversity had a beneficial impact on customer service concerns and education as a tool for workforce diversity management to improve South Africa's high profitability index. Data was gathered using secondary data, oral interviews, and content analysis. Data was collected using a variety of secondary data, oral interviews, and content analysis. The Spearman's rank correlation coefficient was 0.95. It was discovered that having a diverse team had a beneficial impact on a company's customers. Furthermore, it was discovered that education might be used successfully to manage worker diversity and increase profitability.

Akinnusi *et al.* (2017) investigated diversity management and its implications on employee organisational commitment in Japan and Korea. The study looked at the reality of diversity management techniques in Japanese and Korean businesses and how those strategies affect workers' views at work. The findings revealed that diversity management techniques positively impact employees' organisational commitment, mediated by procedural justice perceptions. Almoghathawi *et al.* (2017) researched the Institute of Finance Management in Dares Salaam Region to examine the influence of the working environment on employee performance. The study employed a descriptive research approach. The participants for the study were chosen using a simple random selection approach.

According to Bauer (2017), the working environment of an organisation influences its members. According to the report, employee performance increases if management addresses the issues highlighted throughout the research. Flexible working

environments, work noise distraction, supervisors' interpersonal relationships with subordinates, job aid, performance feedback, and improving work incentives in the organisation are all issues that need to be addressed to motivate employees to perform their jobs.

Saks (1996) investigated the impact of flexible working options in Delhi-based multinational corporations. Exploratory research was used in this study. Employees from several multinational companies in Delhi make up the universe, and the study's sample strategy was non-probability (convenience) sampling, with 300 participants. Interview methods were used in eliciting information. Descriptive statistics were used in analysing the data collected. Therefore, it was recommended that all the options for flexible working arrangements be implemented. Employees should be properly educated regarding flexible working arrangements and their circumstances.

Madera (2018) studied the influence of workforce diversity on a company's non-financial performance, with leadership style and perceived organisational support acting as moderators (POS). Two variables, charismatic and transformative leadership styles, were used to assess leadership style. Internal and external performance were also used to determine non-financial performance. The study used a quantitative technique to examine three hypotheses with 120 participants from three businesses in Nicosia, Cyprus (a bank, a hospital, and a telecommunications company). Kalargyrou and Costen's (2017) findings supported the critical claim that workforce diversity influences an organisation's non-financial performance both internally and externally. The hypotheses that attempted to determine the influence of perceived organisational support and leadership style (charismatic and transformational leadership) as moderating variables on both elements of non-financial performance metrics were shown to be false. According to the findings, businesses should be encouraged to take workforce diversity seriously because of the potential advantages of good management and improvement in the overall performance of the organisation.

2.13 Chapter summary

Many scholars have concluded that managing diversity in an organisation positively impacts performance and organisational productivity. It plays a role in ensuring employees are well catered for and ensures that their needs are well looked after. Studies that have been conducted have laid emphasis on the lack of research pertaining to certain diverse cultures, particularly unique sexual orientation, and disability, which have been at the forefront of workplace discrimination.

While institutions have created interim ways of managing diversity by implementing procedures and regulations, many academics believe that such implementations are just a tick of the box and are never updated to suit new work contexts. When a new employee with a handicap, for example, enters an organisation, little or no attention is paid to their requirements and the needs of other employees in the same setting. There is some discomfort as workers in terms of understanding when it comes to accommodating persons who are of different or unique sexual orientation and those who are handicapped. Even though policies are developed for execution, strategic plans are seldom implemented, especially when it comes to the necessary training and the target groups for whom they are intended. Working in an open plan office with someone who has a mental illness, for example, necessitates training for other workers on how to deal with that person, especially in a fast-paced setting with deadlines and anxiety-related stress, where colleagues are sure to conflict.

Everyone has the right to be treated equally no matter who they are, and they ought to be granted the same opportunities as everyone else. In addition to this, organisations implement EEPs to cater for all employees and ensure that their needs are well taken care of. This may mean for some organisations that the employer must make minor adjustments in the construction of its facilities to cater for disabled individuals. It also ensures that specific individuals are not discriminated against because of their unique sexual orientation or disability. In conclusion, when employees are under the impression that their organisation has HR practices and strategies that are fair and dedicated to catering to their individual needs, they reciprocate this with a positive attitude and work ethic, which ensures good performance and a productive work environment.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, research methodology used to generate the relevant answers to the key research questions guiding the study is described. Firstly, the concept of research methodology is explored. Furthermore, the various aspects that constitute the building blocks of a methodology chapter such as the research paradigm, research approach, and research design are described in detail. The researcher also explains the criteria used to select the participants. The data collection method and the data collection instruments, which are inclusive of the researcher as the primary instrument in the research and an interview schedule are described. Furthermore, this chapter explores how the participants were selected, determining the sample size, and how the pilot study was conducted, data collection process, data processing, and data analysis. The trustworthiness of the study was also examined. Towards the end of the chapter, the ethical considerations of the study are discussed.

3.2 Unpacking the concept of research methodology

Research methodology refers to how an investigation should be conducted (Bloomfield and Fisher 2019). A research methodology is defined as a procedure or strategy used to uncover, select, process, and analyse information about a topic (Leedy 1974 cited in Wilkinson 2021). The methodology component in a research study allows the reader to examine the study's overall validity and reliability, critically. Sileyew (2019) describes a research methodology as the path on which the researcher conducts their research. It entails how researchers define the research problem and objectives, and how they present their findings based on the data collected during the data collection process. Research methodology addresses two questions; firstly, how the data was gathered or generated, and secondly, which method was used to examine that data.

A research methodology is a systematic way of solving a research problem (Gounder 2012). Fundamentally, these are procedures that researchers use when describing, explaining, and making predictions of phenomena. Research methodology is the collective term for the structures and procedures of conducting research. Many different

methods are used in different research methods, although the definition is commonly used to refer to research design, data collection, and data analysis (Hentschel 1999 cited in Gounder 2012). In the current study, the researcher chose to use the qualitative method solely based on the arguments advanced by Greener and Martelli (2015), that this method can identify various factors and expectations and that are in line with what the researcher seeks to explore. In choosing this methodology, it is assumed that the study's objectives will be achieved, and the phenomenon of interest will be explored, adequately.

Research methodology entails the process of examining the assumptions, concepts, and processes behind a particular method of investigation. According to Kho *et al.* (2020), methodologies clarify and define the types of problems that are worth investigating; what constitutes a researchable problem; testable hypotheses; how to define a problem so that it can be analysed using specific designs and procedures; and how to choose and develop appropriate data collection methods. In its most basic form, research methodology refers to the procedures used to gather and analyse data during the research process. Through the research method, the researcher aims to present the criteria used to gather data in a logical way. Among the various aspects of the research methodology that are considered are the population and sample to be utilised, the data collecting tools used, data collection processes, data presentation, and analysis. In this study, the researcher used a descriptive research design.

Bricki and Green (2017) acknowledge that qualitative research is distinguished by its aims, which often relate to understanding certain aspects of social life. Further, in terms of data analysis, it generates words instead of numbers. They further assume that such methods aim to understand the attitudes and experiences of individuals, therefore answering questions about the 'what', 'why' and the 'how' of a phenomenon. Examples of qualitative methodology topics that can be addressed include people's experiences, perspectives, and attitudes towards life's circumstances (Adams 2016).

3.3 Research paradigm

A research paradigm is a set of underlying assumptions and beliefs about how the world is perceived that serves as a cognitive framework for the researchers' actions (Wayne 2012). In some instances, a paradigm may be considered as a standard way of living

based on it being verified and being practiced for a long period of time. In a study by Gephart (1999), he classifies research paradigms into three dissimilar categories, as reflected in the illustration below, namely positivism, interpretivism, and critical postmodernism. In today's social, organisational, and management research, these three philosophical perspectives are the most common paradigms. The various ways in which knowledge is produced and appraised, including the worldview and the nature of the knowledge sought within each paradigm, are all important aspects of these philosophical views. The three philosophical perspectives are illustrated below.

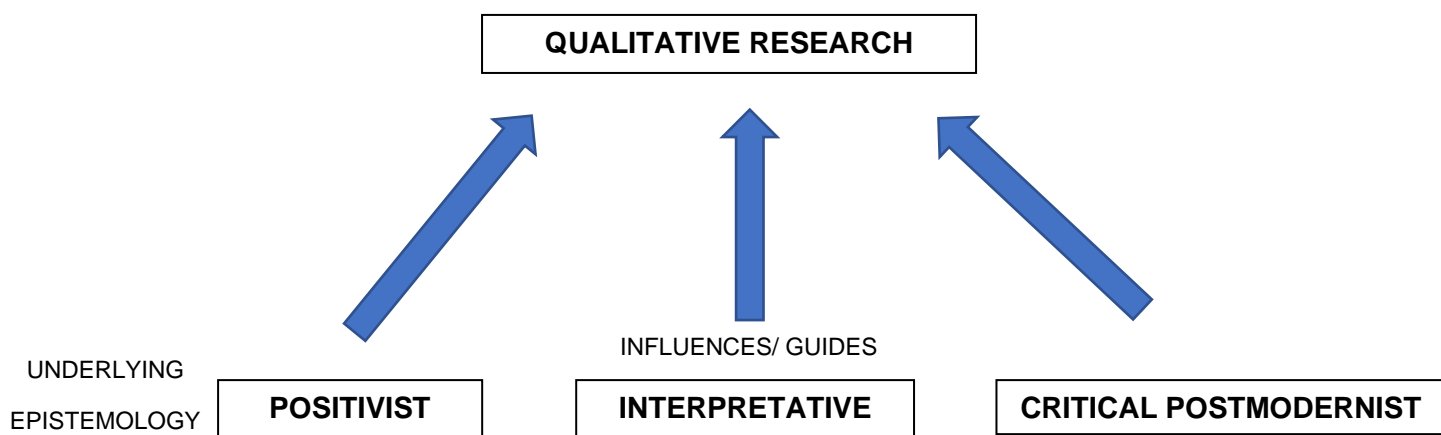


Figure 3.1 Underlying philosophical assumptions (Source: Gephart 1999)

All scientific research is conducted within the boundaries of a certain paradigm, which is a common characteristic of importance in social research. For this study, the interpretive research paradigm was used, as the key concepts of the interpretivist paradigm are relevant to this research study. The interpretive paradigm is shaped by human experiences and social contexts. Furthermore, it demands thoroughness, precision, systematicity and paying careful attention to detail. In an interpretive paradigm, there are no correct or incorrect theories as it requires that social phenomena be understood through the eyes of the participants rather than those of the researcher (Cohen 2007). The views and the opinions of the participants are very important when answering the research questions. Interpretivists recognise that through social contact, individuals with diverse origins, attitudes, and experiences contribute to the ongoing construction of reality in their broader social environment (Hennink, Hutter and Bailey 2011 cited in Wahyuni 2012).

3.4 Research design

The research design is a broad strategy for how the researcher will approach the process of addressing the research questions and objectives (Saunders and Sim 2018). According to Leão *et al.* (2017: 291), research design is the "glue that binds the project together" and is critical in framing the study. Further, it underpins the types of questions that may be addressed, and the nature of the evidence generated. Saunders *et al.* (2018) describes a research design as the blueprint used to guide a research study towards achieving its set objectives. Similarly, Leiva and Leão (2017) describe the research design as a blueprint that lays out the techniques and procedures for gathering and evaluating data.

Saunders *et al.* (2018) define the research design as a detailed strategy used to conduct research, thus tackling research questions by collecting, interpreting, analysing, and discussing data. The techniques used in the design of a research study are influenced by the researcher's perspective on the nature of knowledge and reality, which is typically moulded by the academic fields to which the researcher belongs (Rotchford *et al.* 2002).

A research design is critical to consider because it provides the empirical evidence needed to answer the research questions as precisely and unambiguously as possible. In this study, descriptive and case study research designs were used. Greener and Martelli (2015) argue that qualitative methods assist with the provision of value in exploring and identifying different factors such as cultural expectations and gender roles, amongst others. Whereas Saunders *et al.* (2016) claim that those qualitative methods refer more broadly to research that produces data that is descriptive and one that analyses people's behaviours, and their written or their spoken words.

3.5 Research approach

The study adopted a qualitative approach. A qualitative research approach aids in exploring and identifying many aspects such as cultural expectations and gender roles, amongst others (Greener and Martelli 2015; Saunders and Sim 2018). According to Saunders, Lewis, and Thornhill (2016), qualitative techniques relate more generally to research that provides descriptive data, such as data on people's behaviours, written or

spoken language. In this study, the researcher chose the qualitative approach based on the nature of the responses needed to generate answers to the key research questions. Qualitative research generates nuanced responses that are subjective and context specific.

3.5.1 Justification for using the qualitative research approach

Qualitative approaches are more adaptable than quantitative methods, allowing for more spontaneity and adaptability of the researcher-student relationship. The qualitative approach was the most suitable approach as the participants were asked open-ended questions, and their responses were often more nuanced than a simple “yes” or “no” synonymous with quantitative research. Furthermore, quantitative research allows a less formal interaction between the researcher and the participant than quantitative research. In contrast to quantitative approaches, participants have the option to answer more elaborately and more in-depth. As a result, the researcher could respond to the participants with follow-up questions driven by the information that they had supplied.

Qualitative research is suitable in acquiring insight into the nature of reality as it is experienced, organised, and understood by the participants in their daily lives. The qualitative data researchers need to achieve the essential insights is gathered through narratives in which the individuals being researched convey their perspectives of the world. Narratives most obviously involve speaking or writing, but they can also be based on other forms of communication in qualitative research, such as diaries, literary or journalistic works, audio or video tapes, or artworks, or even close and systematic observation of people going about their daily lives. Interviews are frequently used in qualitative research narratives; however, this is not always the case. For this study, the interviews were conducted face-to-face. One-on-one interactions increase the understanding of the experiences of each participant.

3.6 Data collection method

When data is collected, it is gathered in the form of either primary or secondary data. Primary data is usually collected using semi-structured interviews (Wahyuni 2012). Conversely, secondary data is the information that is gathered from a source that has

previously been published. Any review of literature is dependent on secondary data. The data is gathered by someone else for a different purpose (Kabir 2016). In this study, a single data collection method was used, which is in-depth interviews. The main aim of an interview is to provide a platform for the participants to share their opinions, experiences and perspectives regarding a particular phenomenon that is observed by the researcher. It is for this reason that the researcher chose the interview method of data collection as it allows conversations and personal expressions of feelings and experiences, which is important in this research study.

This research study seeks to understand the opinions and the diversity management programme experiences of the participants within the selected municipality. Interviews were chosen as the data collection method as they assist in understanding and exploring the opinions, experiences, and behaviour of the participants (Qu and Dumay 2011). As interview questions are usually open-ended, this allows in-depth information to be collected.

The use of the semi-structured interviews in this study helped to provide the researcher with detailed and rich information from multiple perspectives on what it is like to work in a diverse environment with the existing diversity management programmes in place. Even though the researcher prepares a list of questions, these kinds of interviews unfold in a comfortable, conversational manner, allowing the participants to explore issues they feel are significant (Clifford *et al.* 2016). Furthermore, there is a similarity between focus groups and this type of interview, in that they are conversational and informal in their tone, particularly because they both allow for open responses and are opposed to close-ended answers.

The researcher's primary goal in this study was to assess the effectiveness of diversity management training programmes implemented at the eThekweni Municipality (with specific reference to disability and unique sexual orientation). Through semi-structured interviews, the researcher learnt about the strategies used by participants to manage diversity, and their perceptions of the training programmes and how they have affected them in the organisation in terms of adapting to the work environment. The participants were interviewed on a one-on-one basis, and this was done face-to-face to promote privacy and confidentiality to share their perceptions and experiences of the phenomenon

under study, purposely considering victims of discrimination based on both unique sexual orientation and disability.

3.7 Data collection instruments

Two data collection instruments were used in this study. These were the researcher as the key instrument and the interview guide. In this section, the two research instruments are described in detail.

3.7.1 The researcher as the key instrument

When conducting qualitative research, there is a measure of importance related to noting the researcher as the research instrument. The ability to observe "mundane" things, conduct in-depth interviews, and reflect on the significance of observation and interview data are all critical to the success of qualitative research when the researcher is regarded a research instrument (Xo and Storr 2012). According to Given (2008), the characteristics of the researcher have the potential to influence the collection of empirical data as they play a role in data collection, analysis, and interpretation of the data. Furthermore, the researcher is submerged into the personal background as well as the theoretical background and in doing this, builds a relationship with the research participants.

The researcher believed that the quality of the data collected in the research study was entirely dependent on her capacity and capabilities. Enough time and resources were allocated to training and preparation to collect rich data. This included reading relevant literature on methodology, especially on qualitative interviews, and understanding the possible backgrounds of the participants to build relationships with the participants.

3.7.2 Interview schedule

Choosing semi-structured interviews to collect data allowed for the exploration of valuable subjective points brought forward by the participants and therefore allowed the researcher to gather in-depth knowledge of participants' experiences, whilst allowing an open mind with a degree of flexibility (Choak 2012). Conducting an interview is made simpler using an interview schedule. It is easy to conduct an interview because the questions have already been prepared by the researcher based on the aim(s) of the study and the

research questions guiding the study. It improves the chances of gathering reliable data or information. The questions, which were prepared beforehand are meant to be well-thought-out and focused, aiming to get to the heart of the topic, ensuring that the responses obtained are correct or accurate. Using an interview schedule enabled the researcher to address the topic whilst allowing the participants to answer in their own way by discussing issues that related to their experiences. This relates to considering the participants, understanding their experiences and realities, and identifying how they might be informed by assumptions and ideas in society (Braun and Clarke 2006; Evans 2018).

The researcher's goal was to collect as many relevant samples as possible to discover the expected trend. Purposive sampling was employed since the sample was available and there was an expected tendency in the sample. Limiting sampling through quota and convenience approaches would have hampered comprehension of the phenomenon under investigation. The interview schedule was tailored to the specific study topic and research objectives.

3.8 Pilot study

A pilot study is often conducted to detect and rectify problems before a standardised set of procedures is finalised (Willis 2016). The main purpose is to establish if the questions on the data collection instrument align with the focus of the investigation and to detect what might need to be added or removed from the interview questions. This is often done to see if the interviews will yield a favourable outcome. A pilot study was conducted on a sample that was similar to the study sample to determine the feasibility of the study and to see whether the research instrument would be effective. This was aligned with specific reference to disability and unique sexual orientation.

In conducting the pilot study, the researcher was able to remove some of the questions which were not relevant, according to relevance and in so doing was also able to group the questions according to staff levels as some of the questions required management information, so ideally a staff at junior level would not be able to answer them. Five (n=5) employees were selected to be part of the pre-test; two junior staff employees, one member of the management and two general officers to cover the target population in its entirety by sampling from each employee category. The participants who participated in

the pilot study did not take part in the main study as they had already been exposed to the topic and questions.

The pilot study helped to improve the researcher's skills in conducting interviews. This was important given that the researcher was the key instrument in qualitative research (Pezalla, Pettigrew and Miller-Day 2012).

3.9 Selection of participants

Sampling is described as selecting a specific number of persons from a defined population representative of that group (Afolayan and Oniyinde 2019). The phrase selection of participants is used, as it is argued that using the term "sampling" in qualitative research often creates confusion as it is borrowed from the quantitative paradigm (Polkinghorne 2005). Even though its use is not disapproved, scholars have highlighted that this term has been used mostly in quantitative designs as it creates connotations of representativeness (Shumba 2018).

The selection of participants for this study consisted of employees at the junior staff level aged between 20- 35 years, as well as middle aged employees aged between 40 - 60 that are employed and working under the management of HR at the eThekweni Municipality. The reason why the researcher chose this sample purposively is mainly because these are the main custodians of the formulation and implementation of all policies that govern employees in an organisation. These policies seek to cater for the equal needs of all employees in the work environment and further encompass the various diversity and inclusion initiatives which include but are not limited to the diversity training programmes, diversity workshops and seminars hosted by the Municipality on a yearly basis. A total of 12 participants were interviewed for the study, and all of them worked under the Human Capital Unit at the eThekweni Municipality. The targeted population sample was all employees working in the different departments under the Human Capital Unit, which are Employment Equity, Skills and Development, Transformation, Corporate and HR, Recruitment, Talent Management, and HR Services department at the eThekweni Municipality.

For the purpose of this study, managers and victims of discrimination based on both disability and unique sexual orientation were considered part of the sample. This was owing to the study's nature and the approach to thoroughly comprehend the subject. The researcher used the purposive sampling technique to select the research sample for the study because of its long developmental history, simplicity, and straightforwardness. According to Emmel (2013), purposive sampling is a deliberate selection of participants with certain traits that seek to meet the needs of the analysis and emerging theory in qualitative research. Purposive sampling is a non-probability sampling method that occurs when the researcher chooses the components for the sample based on evaluation (Dudovskiy 2018). Researchers commonly presume that they can produce a representative sample and save time and money by exercising sound judgment. It is for this reason that the researcher believed that purposive sampling enriched the study as it considers sampling as a set of strategic objectives about who you work with, where you work, and how you do your study. Purposive sampling improves the thoroughness of the study and the reliability of the data and outcomes by better matching the sample to the research goals and objectives (Dudovskiy 2018).

Dudovskiy (2018) presents the following illustration as an example of a purposive sampling method.

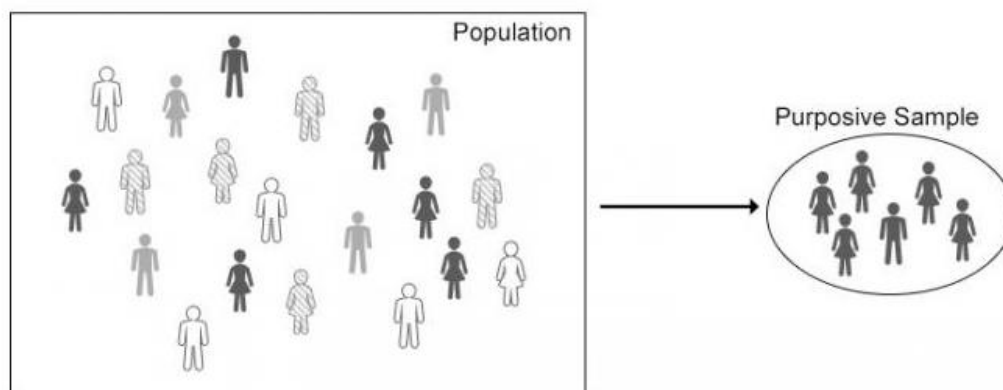


Figure 3.2 Purposive sampling method (Source: Dudovskiy 2018)

3.9.1 Justification for using purposive sampling

For this study, the topic of the study played a pivotal role in assisting the researcher to choose the relevant participants. To limit bias in selecting participants, purposive

sampling was used as illustrated in Figure 3.2 above. Using this illustration, the researcher used a criterion of specific characteristics when selecting the participants to collect rich data. Purposive sampling selects samples according to knowledge about the study. Hence, the researcher selected participants based on the purpose, hence the name, purposive sampling.

Purposive sampling is a non-random approach that does not require any underlying ideas or a predetermined quantity of participants. The researcher determined the information required and then searched for persons who could offer such knowledge and opinions based on either their expertise or experience. Purposive sampling is mostly used in qualitative research to identify the most information-rich instances to make the most out of the available resources (Greener and Martelli 2018). This entails identifying and selecting individuals or groups of knowledgeable and skilled persons about a topic of interest. Besides knowledge and experience, availability, and desire to engage and the capacity to convey experiences and ideas in a clear, expressive, and thoughtful manner are also important. There are studies that aim to include a broad range of ages, backgrounds, and cultures. However, the goal of purposive selection is to focus on persons with certain qualities who would be better equipped to help with the research (Campbell *et al.* 2020).

There are several types of purposive sampling, which include homogeneous purposive sampling, heterogeneous purposive sampling, expert sampling, and deviant case sampling. However, the researcher used the homogenous purposive sampling method. This type of sampling concentrates on candidates with comparable qualities or characteristics. Participants selected using homogenous sampling, for example, might be comparable in terms of age, culture, occupation, or life experiences. The goal is to concentrate on this specific resemblance and its relation to the study subject. For example, if someone was investigating the long-term consequences of working with asbestos, only persons who had worked with asbestos for 20 years or more would be included in a homogenous sampling (Kumara *et al.* 2017). A purposive sample is where a researcher selects the sample based on their individual and collective knowledge about the study and population. For this study, this meant identifying and selecting individuals that were knowledgeable about diversity management programmes in the organisation and identifying their experiences and exposure to training programmes.

3.10 Determining the sample size

The researcher used the concept of data saturation to determine the sample size. Data saturation is a key concept used in qualitative research in this regard. It is often utilised to determine when a study's data is sufficient to produce a robust and valid understanding of the phenomenon under study (Hennink and Kaiser 2019). Interviews are an approach for reaching data saturation in a study. Bernard (2012) noted that it is difficult to quantify the number of interviews required for a qualitative study to reach data saturation, but that the researcher accepts what he can gather until he is satisfied that the data he has collected is enough. Data saturation was achieved at the 7th participant, being mindful to not collect repetitive data. However, the researcher continued collecting data until she reached the 12th participant just to ensure that there was no data that was left out from the study. Coincidentally, the number 12 is stipulated by Guest, Bounce and Johnson (2006) as the point when data saturation is achieved when using a homogenous sample.

3.11 Data collection process

The interviews conducted by the researcher were professionally arranged with official booking arrangements for the interviews. The interviews were scheduled according to the availability of the participants at their earliest convenience. The interviews ranged from 35 - 45 minutes and were conducted privately at the eThekweni Municipality Human Capital building, in the offices and booked boardrooms of the participants to allow flexibility and relaxation, but at the same time taking caution to avoid disturbances.

Observing ethics has a bearing on the quality of data that is collected by the researcher. The participants were asked to voluntarily participate in the study, and they were informed that they would be able to withdraw participation should they wish to do so at any given time; this is an ethical consideration. The details of the research were outlined to them, including the aims and objectives as well as the confidentiality and anonymity clause. The researcher sought the participants' consent to participate in the study and permission to audio record the interviews for the purposes of data analysis. In ensuring an established comfortable relationship, the researcher used time to build relationships of trust with the participants, which was necessary for getting detailed information. Before conducting

each interview session, the researcher ensured that participants were comfortable and that they fully understood their ethical rights.

3.12 Data processing and analysis

Data analysis is a method for reducing and arranging data to create conclusions that the researcher must interpret (Arifin 2018). It is a process in which acquired data is examined, cleaned, and altered to uncover more valuable information before making conclusions (Askarzai and Unhelkar 2017).

The raw data generated during interview sessions must be transformed into valuable and relevant information that can be used to make decisions and draw conclusions. This is known as transcribing. Transcribing can be understood as the initial step in data analysis as the researcher must decide what should be included and excluded in the transcription and become familiar with the content of the interview (Wahyuni 2012). For the purposes of this study the researcher used thematic analysis to analyse the data obtained from the interviews.

3.12.1 Thematic analysis

Thematic analysis is defined as an analytical approach and synthesising strategy utilised as a part of the meaning-making process of several methods, including case study research. Boyatzis (1998), cited in Mills (2012), describes the five important uses of thematic analysis, namely:

- A means of seeing
- A technique of finding relationships
- A process of analysing
- A method of systematically observing a case
- A means of quantifying qualitative data.

As the study required an analysis of employee experiences and feelings, this analytical approach proved to align with the outcomes of the study that were required by the researcher. The semi- structured interviews allowed the researcher to systematically observe relationships and analyse them according to their similarities in experiences and

beliefs, which was the main research aim of this study.

Thematic analysis can ensure that data makes sense, hence, it is described as a technique for summarising and managing huge amounts of data without losing context, getting close to, or immersing oneself in the material, organising and summarising, and emphasising the interpretation. During the interviews, the researcher used an audio recording to gather all the data to be able to transcribe it precisely.

There are different data sources that may be used in a thematic analysis. Interview transcripts, field notes, information written by participants (for example, diaries or journals), research memoranda, historical or site documents, pictures, drawings, maps, digital audio files, and video files. Traditionally, thematic analysis has been used exclusively on textual material, with audio or video recordings converted to text through transcription before being analysed for themes. Some computer-assisted qualitative data analysis software, on the other hand, now allow users to code themes directly inside digital audio and video recordings (Mills 2012).

The basic analytic approach utilised in thematic analysis is the process of attentively inspecting text for recurrent themes, topics, or relations, and marking related passages with a code or label to categorise them for subsequent retrieval and theory-building. Researchers can use their research questions, interview questions, or theory-derived categories as a starting point for categorising data documents, which can assist with cross-case comparisons.

3.13 Trustworthiness

Positivists often question the trustworthiness of qualitative research because the terms of validity and reliability are not addressed in the same way in realistic work. There have been ongoing debates about whether validity and reliability are appropriate terms to associate with qualitative research (Noble 2015). However, Shenton (2004) argues that validity and reliability are equivalent to trustworthiness. Lincoln and Guba (1985) use the trustworthiness of a study as the internal, external validation, reliability, and objectivity of a study. When data cannot be trusted, an informed decision cannot be made.

The degree of confidence in the data techniques employed and the interpretation of data to guarantee the study is of high quality is referred to as the study's trustworthiness or diligence (Johnson 2020). In qualitative research, the integrity and usefulness of the findings are dependent on the research's transparency and trustworthiness. The researcher sought to ensure that the four principles of trustworthiness were applied throughout the research to ensure transparency between the researcher and the participants. There is a criterion that has been accepted by reputable qualitative researchers to date (Polit and Beck 2014). This criterion includes four principles, namely, credibility, dependability, confirmability as well as transferability. The principle of authenticity was added on later as part of the components. They acknowledge the credibility of a study as the most important criterion in a study.

3.13.1 Credibility

The researcher's belief in the accuracy of the research study findings is referred to as credibility. A reader might wonder if the study followed the same procedures as the indicative qualitative research or justify the differences (Statistics Solutions 2014). The researcher ensured credibility by implementing a process of extended engagement, therefore ensuring a long-lasting engagement with participants. This assisted in building trust, testing for misinformation, and investing enough time to become familiar with the setting and context. Furthermore, participants were given access to the data interpretation, and results and findings to allow them to clarify certain points, correct errors and contribute additional information if required.

3.13.2 Dependability

Dependability is the durability of data over a period of time and over the conditions of the study. Statistics Solutions (2014) describe dependability as the extent to which a study could be frequently repeated by other researchers and whilst producing consistent findings. A qualitative researcher may use an inquiry audit to establish dependability, which requires an independent individual to review and assess the research process and data analysis methods to ensure that the findings are consistent. The research study procedure was described in detail, and the participants were given such information

through explanation as well as a letter of information (Appendix B), outlining the purpose of the study.

3.13.3 Confirmability

Confirmability refers to ensuring that study findings are as neutral as possible, because the findings are based on the responses of participants of the study and not the researcher's personal motivations (Connelly 2016). To give a justification, qualitative researchers produce audit trails that illustrate the procedures used in data analysis. The researcher ensures dependability and confirmability by using an audit trail as a strategy. This includes being transparent in describing research steps taken from the beginning of the research project to the development and reporting of findings. The researcher enhanced confirmability in this study by ensuring that the responses of the participants were used as they were, as the most important part of the research is the experiences and opinions of the participants as opposed to the researcher's personal thoughts.

3.13.4 Transferability

A qualitative researcher may use transferability to determine whether findings are applicable to other contexts. Qualitative researchers contribute to transferability by collecting data richly and thoroughly and being honest about their findings (Amankwaa 2016). The researcher ensures transferability by describing the behaviour and experiences of the diverse groups and their context. In that way, the behaviour and experiences become meaningful to an outsider (Korstjens and Moser 2017). In this study, the researcher provided a vigorous and comprehensive account of the perspectives and experiences of the participants during the process of collecting data. Their opinions and behaviours were described in honesty, and this is reflected in the findings.

3.13.5 Authenticity

Authenticity refers to the extent to which researchers show a range of realities, fairly and faithfully (Lincoln and Guba 1985). It refers to the fair conduct and evaluation of research that is genuine, credible, and worthwhile, hence, ensuring it contributes to the field of study (Polit and Beck 2014). In this study, the researcher ensured that the participants

raised their views, experiences, and perspectives. Most importantly, there was representation of these views throughout the research findings.

3.14 Reflexivity

Reflexivity is defined as a researcher's conscious and deliberate effort to be attuned to their own reactions to participants and to the way in which the research account is constructed. It helps to identify and explain potential or actual effect of personal, contextual, and circumstantial aspects on the process and findings of the study and maintain their awareness of themselves as part of the world they study (Berger 2015; Dogson 2019). Reflexivity has been recognised as the gold standard for determining trustworthiness, and it has been established as one of the many ways qualitative researchers are able to ensure rigor and quality in their work. According to Berger (2015), there is a need to pay more attention to self-awareness and sensitivity; better grasping the role of self-knowledge generation; carefully self-monitor the impact of one's own biases, beliefs, and personal experiences on the study. This must be done to strike a balance between the personal and the universal.

To alleviate the impact of some of the factors capable of impacting the reliability of the study, the researcher shared valuable information with the participants regarding their employee assistance programmes and its uses. The experiences, observations, feelings, and knowledge from the conceptualisation of this research up to the conclusion enhanced the researcher's reflexivity. The researcher was involved in the study process and questioned her own preconceptions, as well as being conscious of how her actions and thoughts could influence the findings.

3.15 Ethical considerations

Ethical considerations refer to the issues, concerns and dilemmas that may arise over the proper way of research execution, more specifically when one seeks not to create harmful conditions for humans in the process of research (Walliman 2015). The study aimed to identify existing programmes of diversity in the municipality and establish whether these programmes were beneficial to employees and, if not, identify where they are lacking in

performance. The researcher was aware of the responsibility the respect and sensitivity that needed to be afforded to the participants.

The researcher obtained gatekeeper's permission from the eThekweni Municipality to conduct the research study (Appendix D). Ethical clearance to conduct the study was also obtained from the Institutional Research Ethics Committee of the Durban University of Technology. This project followed high standards of ethics, as well as ethical guidelines, and was conducted in compliance with research ethics principles.

Academics are supposed to be open-minded and openly share their knowledge and views without fear or intimidation whilst respecting intellectual property rights (Rahi 2017). As a result, ethical considerations in research are critical. The term "ethics" refers to the set of rules and guidelines that distinguish between good and bad behaviour (Surbhi 2022). Ethics aid in the definition of what is acceptable and inappropriate behaviour. As a result, participants' involvement in this study was entirely optional; no one was forced to reply or participate.

Research is a fact-finding procedure whose goal is to identify solutions to the problem that has been discovered. National laws in South Africa allow participants to answer questions that do not violate their core democratic rights (Arifin 2018). There is a need to be cautious and consider whether the research questions, including procedures, are likely to cause harm or be considered unfriendly. Furthermore, there is a need for ethical consideration and to structure questions in a straightforward but respectful manner (Nouri *et al.* 2018).

The researcher was obligated to consider cultural values. Moral standards are essential because they describe what the researcher is expected to do or not do. The primary goal of ethics is to ensure that none of the individuals involved are injured or experience any negative consequences because of participating in the study. As a result, the researcher did not inquire about or record any information that the participants or the public considered as confidential. The researcher was aware of respecting the participants' cultures, traditions, moral values, and religious views.

3.15.1 Autonomy

The researcher advised all participants that their participation was completely voluntary, and that they were allowed to withdraw their participation at any given time should they see it fit. Participants were able to participate willingly and were not forced in any way or made to feel attacked for deciding not to participate. A letter of information (Appendix B) was used to brief the participants on their participation in the research, and relevant communication was followed by an informed consent process including a consent form (Appendix C) provided to the participant.

3.15.2 Informed consent

Informed consent is a process in which volunteers agree to participate in a study after receiving accurate information about the study's methods, risks, and benefits (Satizábal *et al.* 2021).

Before the data collection could take place, the researcher had to ensure that consent was granted from the participants. In ensuring this, participants were given a letter of information and a consent form prior to the data collection. All the details of the research were outlined in the information letter and consent forms. The background and purpose of the study, the study procedures that had to be followed, the voluntary nature of participation, the confidentiality, the risks associated with participating in the study, the benefits of participating. Furthermore, the documents had the contact details of the researcher should anyone have questions or concerns regarding the study. The onus was on the researcher to reach out to the potential participants, and it was only after consent forms had been signed and submitted to the researcher that the interviews were conducted.

3.15.3 Anonymity

Anonymity is important as it seeks to protect participants from harm that may arise from the disclosure of their identities. The anonymity of participants can be full or partial. Some participants might fear disclosing their feelings or expressions when it comes to the interview and the questions posed. Hence, it was important for the researcher to advise them of their anonymity before the sessions commenced. Upon realising the importance

of anonymity for this study, the researcher advised the participants that they were not required to expose their names or anything that might be used to identify them during the interviews to ensure they were comfortable speaking the truth during the interview sessions. Before commencement of the semi-structured interviews, participants were individually advised that they were entitled to confidentiality and anonymity.

3.15.4 Confidentiality

The information that was obtained from the participants was used only for the study aim. When it comes to confidentiality, it is important to protect the identity of the participants from whom the information is gathered. The data that was obtained during the study is kept confidential in a locked storage facility. To ensure confidentiality, the researcher has ensured limited access to the information and has maintained secure storage of the information within locked cabinets and computer systems. The recordings taken during interviews concealed the identities of the participants and were stored away on the researcher's computer, secured with a password.

Audio recordings and data collected will be stored away for a period of five years and then disposed of. The researcher was also transparent with the participants regarding the safeguarding of the records of the study to assure the participants of their confidentiality and anonymity.

3.15.5 Non-maleficence

The study was undertaken in a manner that ensured risks were minimised. This was done by ensuring adherence to the COVID-19 regulations set in place. Furthermore, the researcher was aware of the possible discomfort the participants would experience especially because the topic was in relation to their professional work mixed with their personal experiences. As a result, the researcher strictly adhered to *primum non nocere*, a Latin phrase that means "first do no harm" (Shumba 2018).

3.16 Conclusion

In this chapter, the research method was described, including the various other study building blocks such as study design, data sources, and data collection procedures. The researcher also assessed the method utilised by highlighting its benefits and drawbacks and then suggesting possible solutions to mitigate the method's flaws. The sampling process, data presentation, analytic procedures, and concerns about the interviews and their trustworthiness were all explored extensively in this chapter. The research instrument was described and justified. The findings are discussed in the next chapter in connection to the study's objectives and how they link to the findings of other researchers who have conducted similar research.

CHAPTER FOUR: PRESENTATION AND DISCUSSION OF FINDINGS

4.1 Introduction

In this chapter, the findings are presented and discussed. It also reviews the compilation of the interviews and results of the study's findings. These findings are also discussed, considering previous research findings and available literature to identify different gaps and similarities between this study and previous studies. Some of the biographical information displayed here will not be used for the means of recommendations, it is simply to show the characteristics of the study participants.

4.2 Analysis of the qualitative data

Section A: Biographical Information

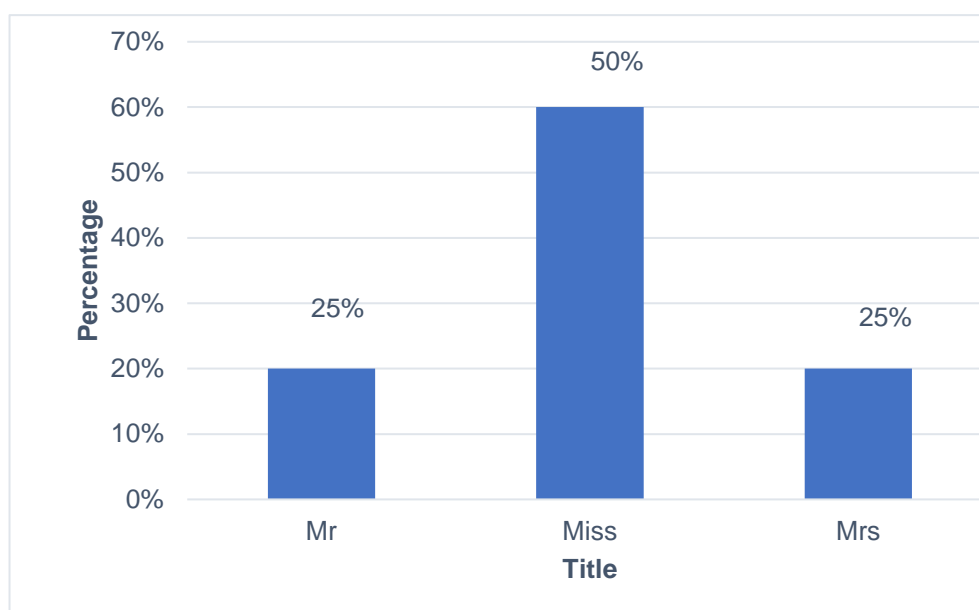


Figure 4.1 Title of participants

The above figure shows the participants as per their titles. The study reviewed that 50% participation was Miss, 25%, Mrs and another 25% being Men.

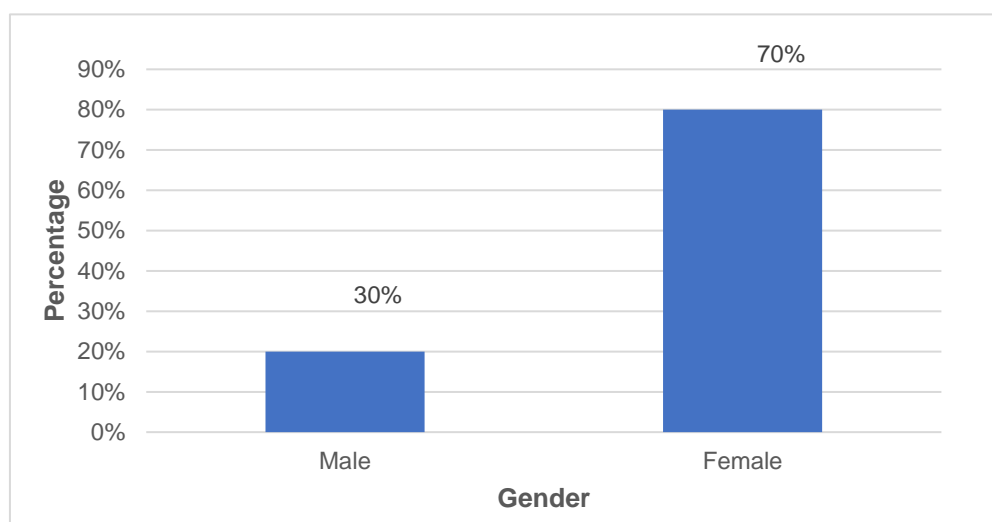


Figure 4.2 Gender of participants

The figure above represents the gender of participants. From the study, most respondents were Female at 70% and males at 30%.

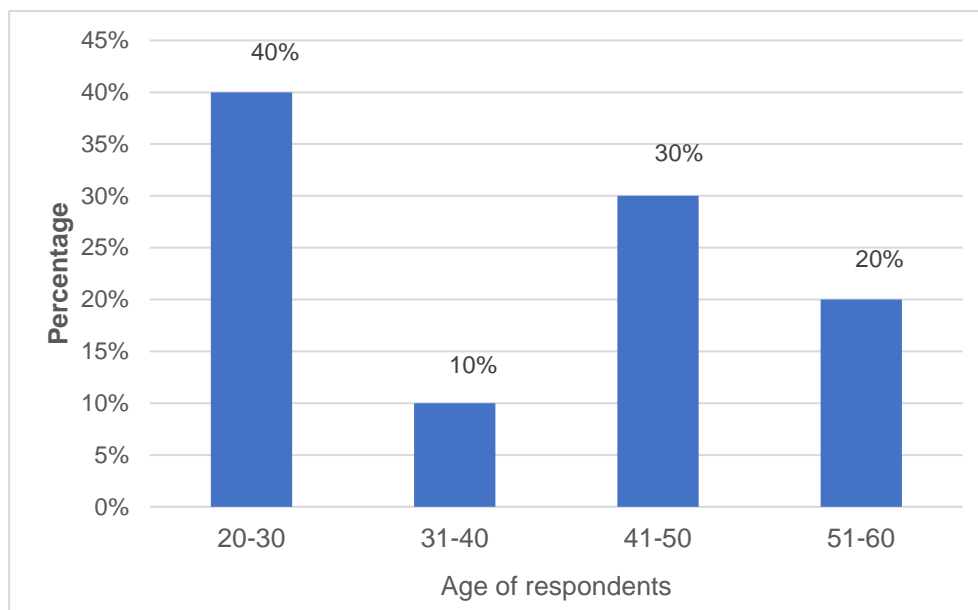


Figure 4.3 Age group of participants

The above figure reflects the age of the participants. With the highest age group being 20-30 years at 40%, 41-50 years at 30%, 51-60 years at 20% and 10% participation from the age group of 31-40 years.

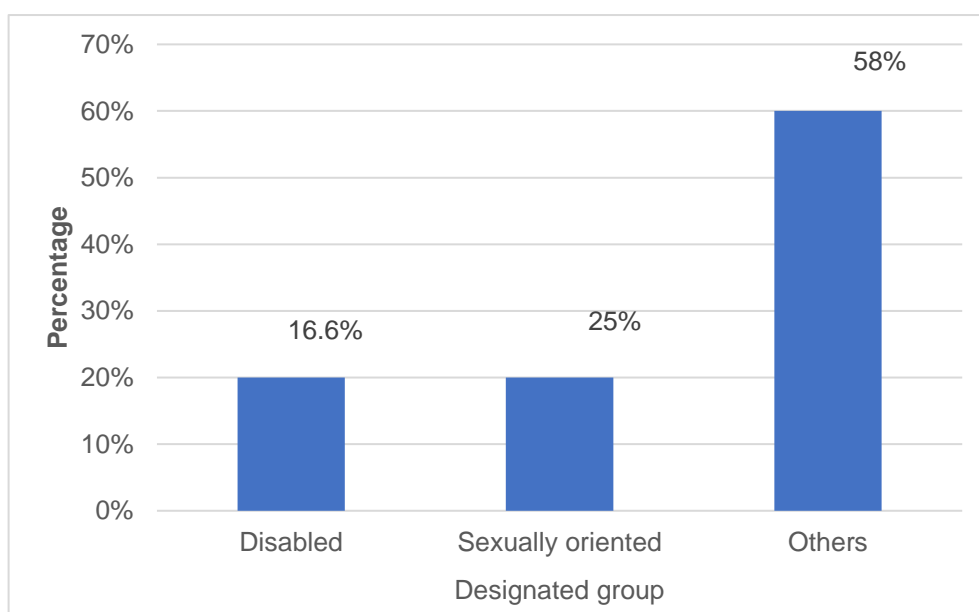


Figure 4.4 Designated group of participants

The above figure shows the participants as per their designation. The study had 16.6%

participation from disabled group, 25% participation from the sexually oriented group, and an overall 50% of all other participants.

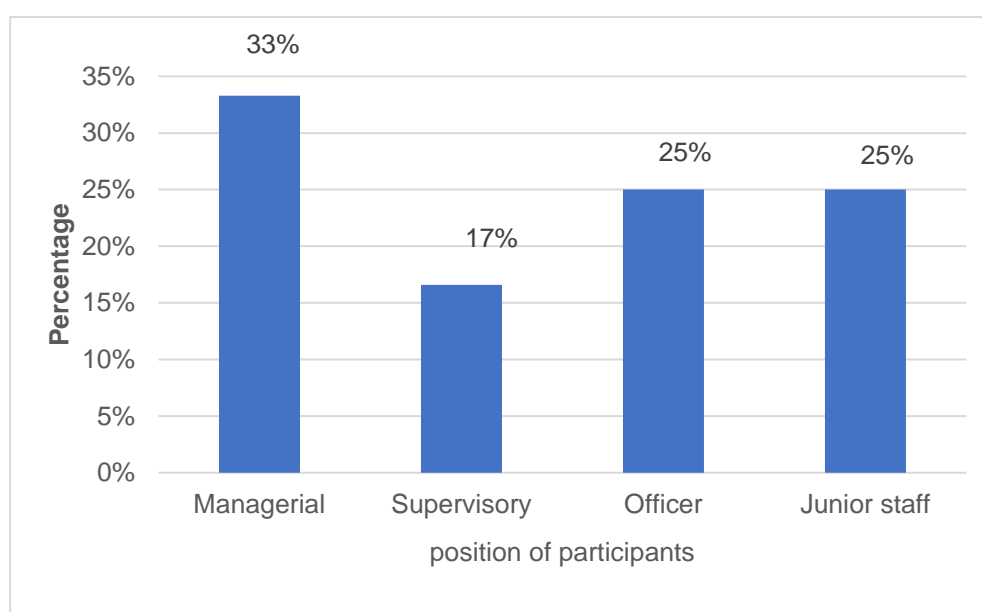


Figure 4.5 Present position of participants

The figure above illustrates the present position of the participants in the study. With managerial participation at 33%, junior/officer staff both at 25% and supervisor level at 17%.

Participant description

Table 4.1: Participant job description

Participant Occupation	Job description
Managerial	Human resources management are inclusive of Senior management human resources, human resource managers
Supervisory	Senior Human resources officers
Officer	Human resources officer, human resource clerks
Junior staff	Human resource administrative clerks

Section B: Thematic analysis

A thematic analysis of the semi-structured interviews conducted by the researcher yielded several themes. Thematic analysis is a form of qualitative data analysis that involves the researcher reading over the data collected and identifying patterns in meaning across the data.

The themes are illustrated below in Figure 4.7 and thereafter supported in detail with the relevant quotes from the data collected from all participants.



Figure 4.6 Analysing according to themes

Theme 1: The acknowledgement of diversity in the organisation

When discussing the acknowledgement of diversity at the eThekweni Municipality, participants explained how they felt that the organisation was acknowledging diversity. They also indicated that more and more improvements were noted. However, they noted that there was still room for improvement. The first aspect to be noted in this discussion is how the local authority respects and abides by the national constitution of the country of South Africa. Every organisation is expected to value and implement the EEP, which

acts as a framework for achieving a diversified work environment free of all types of discrimination.

Most of the participants fell into the view that there is a form of acknowledgement of diversity in eThekweni Municipality, with one of the participants at junior level staff member being quoted saying the following:

“The municipality successfully invented the EEP, which is set to bring about diversity. The municipality is diverse in culture, language, religion, economic and social backgrounds, and the employees are united behind a common aspiration for the city. The implementation of the EEP has ensured that there is no over-representation nor under-representation of certain racial groups at the occupational levels.” (Junior Manager 1)

The above reflects that the local authority abides by and values the EEP, which is a stride ahead in implementing diversity management programmes. More so, the finding concurs with various researchers such as Nalmpantis' *et al.* (2019) study, which found that the local authorities were implementing diversity management programmes through training. The goal was to create an environment free of sexual harassment amongst men and women as co-workers, which constituted a form of issue-based or prevention training. The authors also noted that local governments are key in addressing sexual harassment and diversity issues. Below are some of the views of the participants on the value and importance of diversity management in the organisation.

One participant at the managerial level shared their view as follows:

“The purpose of diversity management is to ensure that employees of the municipality, who are diverse in terms of race, gender, age, religion, and other grounds, tolerate each other and promote unity in diversity. Diversity management also helps accelerate the acceptance of changes brought about by the implementation of EEPs.” (Manager 1).

The above statement shows a positive understanding of what diversity management entails in the organisation, which is of paramount importance in implementing diversity management programmes. The findings also concur with the empirical studies done at the organisation, which show the presence of various employees with disabilities being employed by the municipality because of policies that are crafted to promote diversity. Al-Jenaibi (2017) noted that policies, codes of conduct and written rules are perfect strides towards creating an effective diversity management system. Hence, such policies are being implemented by the eThekweni Municipality managers and directors, a sign that the organisation is correctly implementing the city's diversity management programmes.

Other participants expressed similar views, that include the following:

"I am aware of the Employment Equity Act that mostly speak the inclusion of designated groups and committing certain positions to disabled persons if that post does not require physical strength. Further, it ensures that women and persons living with disability are given preference when it comes to positions in the municipality." (Officer 1)

The below respondent highlighted their knowledge of diversity in the municipality, however they indicated that they felt there was still room for improvement.

"I think the municipality acknowledges diversity. I also think that there is room for improvement, but the effort is there. It would be pleasant to see more ideas of inclusion taking place." (Junior 2).

The following respondent had knowledge of the department that deals particularly with diversity and inclusion. They also added their knowledge on the policies in place and the new strategies in place.

"There is a department that deals with such policies. I am aware of the Employment Equity Act of eThekweni municipality that talks about promoting diversity and

inclusion. The new strategy has provided a unit that deals with transformation, diversity, and inclusion and that is where diversity is fully explored.” (Supervisor 1).

Strydom and Erwee (2020) deduced that the policies implemented by local authorities must prioritise mentorship and training programmes for the employees to create a sexual harassment and discrimination free work environment. There is a connection between the employees' responses and the implementation of policies and work diversity programmes, which the employees acknowledged.

“As an employee, it gives me great pleasure that the municipality does not discriminate employees based on unique sexual orientation and/or disability and it offers equal opportunities to all citizens of eThekweni as well as development opportunities for their employees irrespective of their circumstances.” (Manager 2).

The below participant expressed their views on the diverse cultures that he/she had been exposed to and how they are no different to others and should not be treated as such.

“I am very open to working with people from different racial and social groups, and it does not change because of unique sexual orientation and disability. People are employed to work based on their skills and experience not sexual orientation or disability.” (Manager 1).

The responses above demonstrated that the organisation has good diversity management and training systems. In the recruitment section they use the employment equity policy that makes it easy to implement diversity management. Having the right employees and employing diversified employees creates an environment that utilises and values diversity management programmes (Al-Jenaibi, 2017).

As highlighted by Carstens and De Kock (2017), as much as the local authorities are implementing diversity management programmes or systems, there is still a need to improve and create more policies to foster a firm commitment to implementing diversity

management policies. Despite the eThekweni Municipality's adherence to the national EEP, employees also felt that some loopholes still existed in its diversity management programmes. As shown below, one of the participants highlighted how the municipality acknowledges diversity but laid emphasis on the many loopholes visible when implementing its diversity plans. The following was said:

"When it comes to diversity in the municipality, I feel like the municipality acknowledges it very well. However, I think there are a lot of loopholes in the way they implement the diversity plans, hence I believe there is room for improvement."
(Officer 2)

In agreement with the above statement, four other participants felt that they also want to be involved in formulating training programmes to give ideas as to where the gaps are. These participants were quoted below:

"I think they can ask us for ideas on training activities, especially as designated groups because we know the angles we would like to cover. We know the dialogues we want to have, and how we want to involve ourselves more." (Officer 3).

The next participant also felt that employees should be given the same platform for ideas but furthermore to that the reason given, was that diverse groups carry diverse knowledge and expertise. This participant stated:

"We should also be allowed as employees to give ideas on the training programmes because sometimes they are the same programmes and they do not impact all of us in the same way. Different designated groups should be able to give ideas on the different ways to enhance the knowledge of others." (Junior 3).

The below participant felt that certain areas like sexual orientation have not been considered as much as they should. This participant was quoted on the following.

“I feel that the municipality is doing its utmost best in acknowledging diversity within the workplace as there are people of different backgrounds, age, disability. However, I feel that there are some areas that need consideration such as sexual orientation.” (Supervisor 1).

When it comes to sexual orientation, this participant felt that the way employees are treated is very important especially when it comes to respecting one another as fellow employees, despite the diversity.

“Training programmes and workshops should be established to educate fellow employees on transgender people, and these workshops will assist employees to value opinions from transgender people who may be treated with the respect they deserve. Employees should be made aware that inappropriate behaviour will not be tolerated, and measures will be taken for any reported incidents; employees who harass others should be dealt with in the workplace. It will be important that each department has representatives to report matters that we face as transgender people.” (Junior 1)

It is important to note that employee involvement is critical to the implementation of diversity management programmes. Several authors acknowledge the importance of employee involvement and emphasise that it is the job of the employees to foster and uphold the code of conduct; hence their involvement is critical (Madera 2018; Lindsay *et al.* 2017; Nakano *et al.* 2018). There tends to be a one-line communication of policies and codes of conduct. The municipality must implement effective diversity management that involves employees in the planning process down to the implementation stage.

Theme 2: Measurement of the effectiveness of diversity management

When discussing the effectiveness of diversity management, participants highlighted their knowledge of programmes they had attended and how the programmes were beneficial to them as diverse individuals. Most of the participants indicated that they have been to a training programme and felt such use improvements. When it comes to existing programmes, a few participants concurred that the programmes that existed met the strategic goals as set out in the implementation plan.

The participants had diverse views regarding exposure to training programmes.

“I am aware of the Employment Equity Act, and that includes persons with disabilities (PWDs- as we call ourselves). According to this policy, preference must be given to us, and we should not be shut out of positions because of our disabilities.” (Junior 1)

As quoted below, the participant indicated their knowledge of existing policies in the municipality that seek to accommodate people with disabilities.

“The municipality takes the initiative in policies that seek to accommodate friendly environments. They also have programmes that help to commemorate the national disability rights awareness month.” (Supervisor 2)

The below participant has attended one of the programmes that cater to diversity in relation to culture and disabilities.

“Most programmes that I have attended teach about diversity in terms of culture as well as disability, that PWD should be given equal opportunities.” (Junior 3)

The participants acknowledged the presence of various diversity management programmes that include training and mentorships. The current findings concur with

Colgan (2011) that many local authorities have mentorships and training programmes embedded in their diversity management policies. The eThekweni Municipality also acknowledged national days for specific racial groups giving precedence to their presence in the organisation such as National Albinism Day (Booyesen and Nkomo 2014). This coherence between the employee and managerial responses gives the organisation credit in their quest to implement effective diversity management programmes. One participant said the following:

“I have been to the albinism awareness dialogue every year as I take part in the committee that ensures such programmes take financial preference. I have also been to team workshops for HR where all the human capital departments come together and take part in team-building exercise and learning.” (Supervisor 1)

The above participant indicated being part of the committee that ensures diversity programmes take priority. As a result, the below participant indicated being one of the participants that have been to one of those training programme sessions to gain more knowledge of the diversity of the municipality. This participant was quoted on the following:

“I have been to awareness dialogues and events on disability awareness. Further, we have training sessions where we go for team building and other events to learn more about other cultures like our Heritage Day event.” (Officer 2)

It is important to note that eThekweni municipality is implementing one of the most important aspects of diversity management, which is training since it directs a peer to peer nature of communication, which fosters the implementation of diversity management. Tamunomiebi and John-Eke (2020) acknowledge that, although diversity programmes vary in terms of implementation, their main goal is to improve diverse attitudes and a diversity skill. Current findings concur with Nalmpantis *et al.* (2019) that some of the training programmes that are implemented include unique sexual harassment programmes.

In terms of meeting strategic goals as set out in the implementation plan; the participants at the managerial level expressed their views as follows:

“The Human Capital Unit has developed its strategy and identified eight priority strategic streams. I am tasked with the Transformation and Inclusion strategic stream and its core objective is to ensure that all employees are included in all decision-making structures, and that their needs are addressed. Therefore, my role in promoting Diversity Management extends beyond ensuring that employment equity targets are met and creating transformation platforms where all employees participate. This includes the implementation of PWD helpdesk, appointment of a gender-based violence and femicide) champion, Women in Leadership Forum, and I am currently working on the establishment of LGBTQI+ forum.” (Manager 3)

The below participant indicated their role in ensuring diversity in the municipality. The participant is part of the diversity and inclusion committee, this means they are at the forefront of the diversity awareness initiatives. This participant was quoted on the following:

“I am part of a diversity committee where programmes that promote inclusion in a diverse environment are planned and actioned. I am also involved in diversity awareness programmes that were initiated by our Employment Equity Office. These include creating awareness in terms of catering for PWD as well as Men’s Seminars that seek to alleviate fears from men who are threatened by the implementation of the Employment Equity Strategy, which is mainly focused on females.” (Manager 4)

Although some of the employees acknowledged that there is still a need to involve employees in diversity management, some of the employees acknowledged that they were part of diversity management programmes as coordinators and steering the programmes. This also concurs with Carstens and De Kock’s (2017) conclusions that the EEP encourages the involvement of employees in diversity management implementation.

In accordance with the above statements, some participants emphasised that the influence of these programmes was evidently successful.

“These programmes have a huge impact on the strategic goals of the municipality as they are embedded in Plan 5 of the City’s Integrated Development Plan and being monitored quarterly on the Strategic Development Business Improvement Plan. These two critical documents measure the performance of the municipality in ensuring improved service delivery. These programmes have also seen the municipality scooping various awards in the private and public sectors.” (Manager1)

The below participant highlighted how reluctant staff were in embracing diversity. This has since changed because of the EEP and the initiatives around diversity.

“The EEP has shown a huge impact in the mindset of employees towards diversity brought into the workplace. Previously, staff were reluctant to embrace others from different groups but that has since changed because more diversity programmes have been implemented.” (Manager 2)

The above responses concur with findings from other researchers on the impact of diversity management programmes at the workplace. This has been noted from the responses that employees have changed their attitudes and developed skills to fight discrimination and peer to peer interactions have improved, significantly. Below is a clear response of employees on the impact of diversity management on organisational and employee performance.

Theme 3: The impact of diversity management on employees in the workplace.

As programmes are implemented, it is essential to understand their impact on the organisation by establishing whether they are indeed impacting positively as intended. This helps the organisation to establish whether diversity management has an impact on

employee performance and how the different diverse cultures affect all the employees. One participant shared the following:

“When a person does not feel welcome in the workplace, then they are hesitant to come to work or to even participate in work activities. If you are not emotionally okay, your morale goes down, and you cannot perform well.” (Supervisor 1)

The below participant highlighted the impact of a diversified environment on employees and how it enables them to excel. This was quoted as follows:

“When the workplace achieves diversity, it enables employees to feel undiscriminated against and it brings out the best in each of them, and they perform at their level best.” (Supervisor 2)

The below participant highlights one of the initiatives by the municipality and how they helped them to cope with work-life stresses.

“Judging from my experience, my time here was tough in the beginning because I felt out of place, and I felt like I was being pitied. But thankfully, my manager is a remarkable woman and she introduced me to the Careways group, which helped to build me as an individual. I had to accept myself, and my journey has been easy and I’m excelling in the execution of my duties.” (Junior 2)

The response shows that the employees' performance has a significant impact on how the organisation performs. The diversity management programmes have effected positive changes and developed excellent employee diversity management attitudes. When employees are happy and acknowledged, they tend to work and increase productivity. Syed (2020) also concurs with this assertion, arguing that diversity management programmes can change employee performance and influence the organisation's overall

performance, significantly. Ohunakin *et al.* (2019) also concluded that diversity management programmes create a sense of belonging since all employees are treated equally and fairly. A discrimination free environment creates a better working environment, which is conducive for employees to be productive.

A few participants also had views on how they felt the diverse cultures impacted them daily. They acknowledged that the organisation is indeed diverse, but they added that it is in that diverse environment where they grow and learn daily. The following is an example of what a participant said:

“I learn every day. As a person with a disability, it was a bit difficult at first, especially that you cannot instantly spot my disability as it is hearing impairment. However, I have a device that assists me, so I can hear better.” (Officer 1)

The below participant indicates their experiences in working with diverse groups and the impact it has on them. This is quoted below:

“We are all different, its challenging meeting new people but to me it is exciting because I get to learn more and grow as an individual while educating others through dialogue.” (Officer 2)

The responses from this research on the relationship between diversity management, the innovativeness of organisations and employee performance are like those from Syed's (2020) study. He concluded that diversity management fosters innovativeness as it brings employees from various ethnic groups, thus providing a potential pool of strategic thinkers. This brings new ideas and innovations, henceforth affecting change in the organisation's overall competitiveness. One participant said:

“The municipality has a lot of different people from different cultural backgrounds, and you learn something new every day. Some days will not be the same, but the environment is very welcoming, especially in the open plan.” (Officer 3)

When it comes to 21st century programmes, most of the participants agreed that these seek to improve cultural awareness and allow for increased creativity as new minds come together for innovative ideas. This is important as many other scholars concur with this statement. According to Brinkley *et al.* (2017), an effective employee involvement diversity management programme should be enhanced to create a world-class discrimination-free work environment. Continuous improvement on policies and strategies should be put in place to ensure that every employee conforms to the new set standards of employee engagement through diversity management policies or programmes, since there are some employees who still do not conform to the new systems. A participant had a different view on how existing employees were acknowledging these programmes. This response is quoted below:

“I think it is mostly employees that have been with the municipality for a very long time that find it hard to conform to new standards and the new ways of life. They find it hard to accept certain modern ways of doing things and they often hate change. Slowly, they are getting into the momentum of involving themselves in new fresh ideas and understanding that times are different and that helps smoothen things very well.” (Officer 2)

Theme 4: Diversity management challenges

When discussing the different challenges faced by different individuals in the work environment, the participants highlighted their different challenges as people who are disabled or of a unique sexual orientation as everyone had their own story to tell. An individual with a unique sexual orientation will most likely not have the same challenges as an individual who is disabled. Furthermore, there are challenges that management faces when it comes to formulating and implementing diversity management. Most of the

participants in managerial positions highlighted that there were no challenges that would cause alarm. They felt that they were on the right track.

One participant said the following:

“As a person living with a disability, I think it took time for people, especially my agetmates to warm up to me as I noticed they walked on eggshells. Apart from that, it has become easier with new inclusion ideas.” (Officer 1)

The below participant highlighted that it may also be necessary to fight one's own internal battles. This may also impact one's performance as they will not excel as much as they would like to.

“I could not excel as much as I wanted to as I measured my performance against people that are not disabled, so I do not feel like I am getting special treatment, but I have been meeting my targets and excelling, so for me really it was more of a psychological battle and wanting to fit in.” (Junior 2)

There has been a noticeable challenge in dealing with diversity at the workplace by employees and how they handle the situation. Employees acknowledged the challenge of dealing with different disabled peers at work and their perception of how they are graded. Equity is part of the EEP, as alluded by Hennekam *et al.* (2017). This equal treatment of all employees at work provides the best results for the employees and the organisation at large. However, dealing with the situation is not as easy as it sounds. April *et al.* (2012) noted that as much as it is hard for other employees to fit in and accept the disadvantaged groups as equal, the organisation must take a leading role in training and mentoring employees to prevent discrimination at work. One participant said:

“It is only when I go to other units where my situation needs to be explained that they realise I cannot hear properly. Otherwise, it became a lot better as time went by, and I am treated the same.” (Officer 1)

This participant highlighted how awareness programmes have assisted in ensuring the work environment is more comfortable for him and for the other employees around him.

“It was a bit embarrassing at first having to ask people to repeat what they were saying, so I was reluctant to engage with people, but awareness and being around me has gotten them into the swing of things. Now they know at which angles I am most productive.” (Junior 2)

The below participant was quoted on the following in terms of treating people equally:

“The only thing I can say is that we have persons with disability at work and people of unique sexual orientation and we do not make them feel different. We engage with them, and we learn from them.” (Manager 1).

Diversity is also faced with new trends as the environment is becoming more diverse, with new groups of people being introduced. Rakowska (2018) alluded to the point that as much as diversity management has many benefits, it is also becoming difficult for employees to accept other groups coming into the workplace; cultural differences come into play, and there are societal beliefs that are hard to deal with in African society. There is no doubt it has many advantages but is difficult mostly for employees to accept certain social groups such as transgender people. A participant that was transgender highlighted how she found it challenging to engage and be comfortable in the place of work because of the attitudes of other employees. She uttered the following:

“There are several challenges that I am facing as a transgender. For example, some of my male colleagues are still biased, they are not welcoming even when I try to

engage with them, I can feel that I am not welcome as they do not consider the points I raise or even interact with me. I feel excluded and stressed even to come to work. I sometimes miss on important meetings since I am not accepted. My morale is low, and I do not perform well in the tasks I am being given because I know the department will not praise my performance.” (Officer 2)

When management was asked for their views on challenges associated with the formulation and implementation of diversity management policies and programmes in the municipality, the responses did not differ. A few participants at the managerial level were quoted as follows:

“The biggest challenge is the disclosure of the disability status by employees due to unwarranted fear of victimisation. There is also the wrong perception about the LGBTQI+ community, leading to the slow pace of integrating and accepting this group by some employees in the workplace. Lastly, the inability to attract PWD employees to the executive level of the municipality”. (Manager 2)

The below participant at managerial level indicated one of the challenges around diversity management in the municipality and the impact it has in on participation of employees.

“There is not much of a challenge with formulation; the biggest challenge is implementation where some do not see value in the diversity management and such their attendance or participation is minimal.” (Manager 3).

The participant that follows below, highlighted more challenges that hinder fruitful diversity management implementation.

“There are several challenges that come with the formulation and implementation of diversity management, which include communication, barriers, stereotypes, mistrust, hostility and many other issues that leave people with too many opinions that impact on talent retention.” (Manager 4)

The participants indicated that it is easier to come up with policies and programmes than to implement them. This finding emerged in Issa’s (2018) study. The biggest challenge is implementation, especially in a work environment with many diverse groups. The eThekweni Municipality’s management is also faced with the same challenge, creating a wide gap between employees and the management. Fajana *et al.* (2011) also alluded to the same point, elucidating that Africa is a continent with many diverse conservative social groups that make it hard to bring the issue of diversity and equal treatment without facing criticism in your work. It is a real challenge that the management is facing, as acknowledged by other participants in the current study and other (Patrick 2012 and Inegbedion 2020).

A response that stood out was from a manager who felt that the programmes implemented at the municipality were not as visible as they ought to be:

“The biggest challenge is that these programmes are not visible enough within the municipality. Before something like this can be implemented, its needs to be understood by all, especially at the ground or roots level. This is because everyone needs to participate in these programmes and their success is mostly based on the understanding and buy in from all stakeholders. If you implement something that is only understood by management then there is a high chance that the programme may not succeed.” (Manager 4)

4.3 Chapter summary

The researcher analysed the data that was collected using semi-structured interviews. The participants were able to answer the questions asked by the researcher thoroughly and to the best of their ability, which assisted the researcher in gaining an in-depth view

of their opinions and experiences in the work environment. The data was analysed using thematic analysis, which allowed the researcher to get a feel of their opinions and real-life expressions thereby ensuring that the aim of the study is achieved.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

The previous chapter examined all the data that had been gathered from the participants of the study, which highlighted the effectiveness of the diversity management training programmes that are implemented in the municipality and how they have an impact on employee morale and the productivity of the organisation when it comes to the performance of employees. The outcomes were offered in the form of themes as well as graphs. In this chapter the researcher presents the summary of findings, key findings from the research, and key findings related to literature. Furthermore, the researcher draws conclusions and makes recommendations on the strategies or methods that might help their management when it comes to enhancing employee morale by ensuring inclusivity to ensure productivity in the workplace.

As the previous chapters had outlined the aims and objectives of the study, this chapter discusses them whilst concentrating on focusing on their effectiveness and how to ensure it is enhanced. This chapter seeks to conclude the assessment of this study, the outcomes gained and make recommendations.

5.2 Summary of findings

To maintain a productive workforce, management should ensure that all employees, whether contractual or management, feel included and valued. Previous studies have shown that employee productivity is enhanced immensely if their morale is improved, and this is done in various ways depending on the goals and objectives of an organisation. If a work environment has high morale, employees put more effort into their work. When there is more creativity, employees take extra initiative and go the extra mile in performing

their duties. This study was pursued to determine the effectiveness of diversity management training programmes of the eThekweni Municipality.

The study used a qualitative approach for the research design, and semi-structured interviews were used to gather the information, following Choak (2012), who stated that they allow the researcher the liberty of gathering in-depth knowledge of the participants' experiences. The target population was inclusive of all employees from the five departments of the Human Capital Unit, namely, Transformation diversity and inclusion (employment equity), Skills and Development, Recruitment, Talent management, and HR Services.

The method of purposive sampling allowed the researcher to select samples according to the knowledge of the study to convey experiences and ideas in a lively, communicative, and thoughtful manner. The sample size for this study consisted of 12 people selected from all five departments within the Human Capital Unit in eThekweni Municipality, inclusive of a person with a disability and unique sexually oriented individuals. The researcher made interview arrangements by setting up appointments according to the participants' availability to allow for sufficient time and flexibility for both the respondent and the researcher. The thematic analysis method was used to analyse and draw conclusions from the respondent's data.

5.3 Key findings from the research

- Most of the participants were women. This shows that the organisation is a gender-sensitive entity that does not discriminate and employs fair recruitment systems that promote women.
- Most of the participants were aged between 20 to 40 years of age. This is the active population and can render the right amount of data required. It shows the organisation has put a balanced recruitment strategy across all ages.
- Most of the participants were Black, and the second highest number were Indians. The organisation is not dominated by race, but having other races is a good sign of diversity management programmes existing in the organisation.
- Most of the participants were from the HR services department under the Human Capital unit; the second highest was from the Transformation Diversity and

Inclusion Department.

- Most of the participants acknowledged that they do, in fact, know diversity management in the municipality and that the city acknowledges it. This shows the existence of diversity management programmes and the willingness of employees to accept the policies.
- Most of the participants have been to a diversity training programme since they joined the council, and they say it is a good initiative even though some are of the belief that there is still room for improvement as there are identifiable gaps that do not cover all diverse groups and that does not sit well with them.
- Both junior level staff and managerial added that they are not discriminating against disabled groups and those of unique sexual orientation as people are measured according to skills and not how they look.
- Some unique sexual-oriented individuals felt a need for more workshops to educate the elderly. Albeit the diversity management programmes are there, the organisation is still facing this challenge from some employees who are still inclined to follow old belief systems.
- Some management-level employees are in the committee that formulates and implements diversity training programmes, so they know its implementation.
- Management revealed that there is room for improvement as there is more, they would like to achieve. Some raised that diversity management is not entirely visible for everyone in the municipality.

5.4 Findings related to literature

In a study by Shen *et al.* (2009), they cite that the willingness of the human resources workforce, dedication, strength, and organisational culture should all be factored in any diversity strategy. Measuring diversity and diversity management practices is the first step in Human Resource (HR) diversity management. Furthermore, he adds that management ought to understand their organisation's culture first before implementing strategies that are compatible with that culture and aligned with the organisation.

The diagram below suggests how diversity should be managed in human resources.

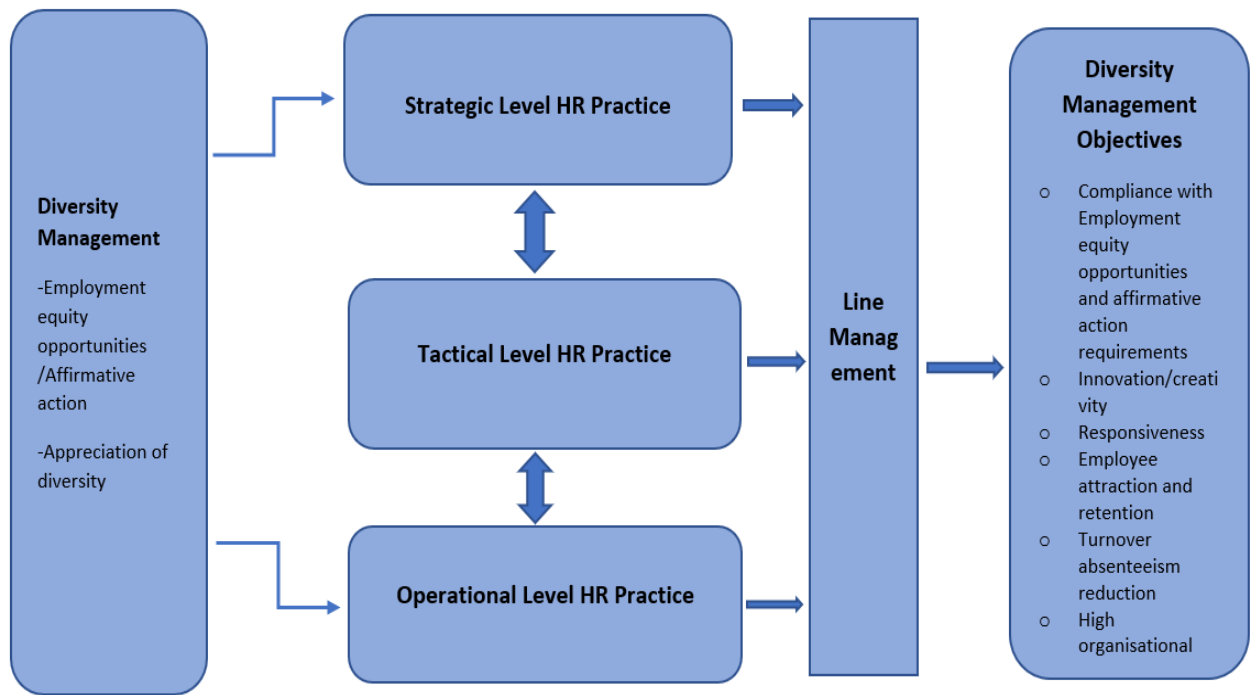


Figure 5.4 Diversity Human Resources (HR) Management Model (Source: Shen *et al.* 2009)

According to this model, diversity management should encompass employment equity opportunities and affirmative action in areas where diversity is valued. It says that this process should take place at all levels of management, beginning with the strategic level, where organisational culture should value diversity through vision, mission, and HR strategies. At this level, diversity should be measured and audited regularly.

Training, development, appraisal, personnel, and remuneration will all be dealt with at the tactical level. The operational level is responsible for educating employees about flexible employment, network communication, and support for achieving work-life balance. All of this should happen simultaneously, with line management involved, to fulfil the goal of diversity.

5.5 Recommendations

The researcher made recommendations taking into consideration the gaps identified during the semi-structured interviews at eThekweni Municipality and the gaps identified during the literature review on existing literature. The recommendations are aligned with the organisation, management employees, supervisory staff as well as junior staff.

Organisations

- Different departments and organisations need to learn each other's workplace cultures to adopt management styles that might assist them in growing their own workplace environment into becoming one that is acknowledging of diversity.
- The municipality should continue working hand-in-hand with other public and private organisations in policy, programme formulation and diversity management programmes.
- The inclusion of gender-based activists, unique sexual harassment advocates, human rights activists, NGOs, and other local government boards can assist in creating a better work diversity environment. It also allows employees to gain better knowledge and change their perspective or resistance towards diversity programmes implementation.
- Participate in dialogues planned by the city, to engage in talks that might benefit different organisations and departments.

Management

- The increased and consistent inclusion of all employees in the workplace when formulating different types of training programmes to allow different diverse cultures to voice their ideas to approach; therefore, they will feel included. This will limit the "umbrella approach" mentality that does not target all diverse individuals in the workplace.
- More disability awareness, (not just for the albinism community) as well as unique sexual oriented awareness dialogues so to enhance the knowledge of employees. This will enable employees to understand one another and increase working relationships, thus creating a productive workplace.
- Continuously work on new and improved working mechanisms or methods of attracting PWDs to the municipality's executive-level positions.
- More awareness programmes on sexual discrimination and gender-based violence to educate employees. As a municipality, there appears to be a limited focus on these aspects, and therefore, employees are not fully knowledgeable in these areas, and it is essential that they are made aware.
- An active suggestion box: The suggestion box is not up and running especially in

the Human capital unit, and this box plays a vital role in obtaining refreshed ideas. It also allows employees to voice out their opinions and express their knowledge. This can help the Municipality grow as diverse cultures most likely have diverse minds.

Junior/ Officer/ Supervisory

- Increased active participation of employees in the programmes that are planned for them. Employees are reluctant to attend these extracurricular activities planned for them, and this then defeats the purpose of the initiative.
- Inclusion of participation from all levels of employment. Management to participate as much as other employees participate as this is an initiative that aims to involve all levels.
- Employees to bring in fresh ideas and include themselves when asked for input or when ideas for growth arise by use of the open-door policy or the suggestion box.

5.6 Conclusion

Women, minorities, senior citizens, and people of various nationalities are increasingly active in the workforce in organisations across Africa; they are also increasingly appearing at the management level. As a result, in modern practice, diversity management is delicate and crucial for businesses. According to this research conducted at the eThekweni Municipality, all participants and employees see diversity management initiatives as a positive step towards a non-discriminatory work environment. For the time being, not all their diversity activities are being carried out efficiently. Despite this, most of these groups want to address the issue in the future. Changes in demographic development in South African policy through the EEP, the employment rate, new trends in structuring working hours, and so forth, all contribute to the importance of the EEP. The findings revealed that the use of diversity management is contingent on the participation of most of the stakeholders. The findings indicated that diversity management is a global issue that involves a migratory workforce, workplace inequity, and a lack of manpower in most organisations. The research suggests the following areas for further research: The influence of employee's involvement in the effectiveness of diversity management

implementation; the challenges of implementing diversity management programmes; and the impact of diversity management on the competitiveness of firms.

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APPENDICIES

Appendix A: Interview guide

INTERVIEW SCHEDULE

PROVISIONAL TITLE OF DISSERTATION/THESIS

An Evaluation of The Diversity Management Training Programmes of eThekweni Municipality.

Section A (CEWE, Permanent Employees)

1. What is your comment on the Municipality's acknowledgment of diversity?

2. Are you aware of policies in the municipality that talk to diversity, especially when it comes to persons with disability?

3. What form of diversity management programme training have you been exposed to since your employment at the Municipality?

4. In your opinion, how do you think diversity has an impact on employee performance and productivity?

5. How are you finding your work environment when it comes to diverse cultures and a diverse work environment?

6. How are you handling diverse cultures and opinions as a diverse individual of the council?

7. What challenges are you facing in your work environment as a person with a disability/ of sexual orientation?

8. How do these challenges affect you and hinder your performance?

9. In your opinion, what impact do 21st century programmes and activities have on employees and their productivity?

10. As a sexually oriented individual/ persons with disability, what do you think something could be done to help you as an employee to become more comfortable in the workplace?

SECTION B (MANAGEMENT)

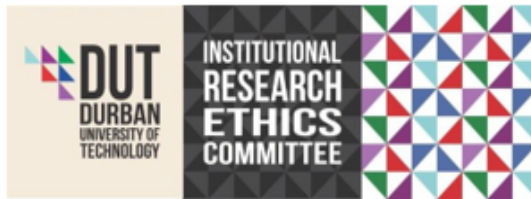
1. In your opinion, what is the purpose of the diversity management programs in the Municipality?

2. What role have you played towards diversity management in the organisation?

3. What impact do the programs that exist have on the strategic goals of the Municipality?

|

Appendix B: Letter of information



LETTER OF INFORMATION

Title of the Research Study: An Evaluation of the diversity management training programmes of eThekweni Municipality

Principal Investigator/s/researcher: Nondumiso Mbatha - ND: Public Management & BTech: Public Management

Co-Investigator/s/supervisor/s: Dr S Govender - MPA, D. Admin

Brief Introduction and Purpose of the Study:

Greeting

Greetings, my name is Nondumiso Lilian Mbatha,

Introduce yourself to the participant

I am a 3rd year student registered for the Master of Management Sciences: Human Resources Degree under the Human Resources Department.

Invitation to the potential participant (I would like to invite you to participate in the research)

I am hereby inviting you to participate in my research and seek your consent. My topic of research involves "An Evaluation of the diversity management training programmes of eThekweni Municipality.

What is Research

Research is defined as a creative system undertaken to enhance one's general knowledge, therefore involving the collection and analysing of information to increase understanding about a particular topic or issue. As eThekweni Municipality is entirely dependent on the employees for productivity purposes, what talks to their happiness, being taken care of and employee morale is of outmost importance. This study will focus on diversity management training programmes, with specific reference to disability and sexual orientation.

During the participation you may ask as many questions as you wish in order to gain more insight and clarity so to fully understand the study. You may also discuss the study with family and friends if you wish and you are not at any point forced to commit if you are uncomfortable.

Outline of the Procedures: |

This study will be focusing on evaluating the existing activities and programmes in eThekweni Municipality (Corporate & Human resources Unit). This will be done to identify whether there is a gap between the diversity management policy formulation and policy implementation, and then to identify possible recommendations that speak to address those gaps. The study also seeks to determine the

impact of diversity in the workplace and how the programmes implemented in the organization impact employee performance as well as employee morale.

The overall objective of the study is to identify and analyse the diversity management policy and training programmes of eThekweni Municipality. The study aims and objectives are as follows:

Study objectives

1. To evaluate and analyse the diversity management policy of eThekweni Municipality
2. To identify and analyse the existing diversity management training programmes & activities in the eThekweni Municipality.
3. To determine whether there is a difference between policy formulation and policy implementation.
4. To identify reasons why the ~~organisation~~ sticks to the same diversity management practices without reflecting on the progress made.

You will be interviewed using semi structured interviews and questionnaires. These will be employees both permanent and graduate trainees as well as employees from management from the Human Resources Unit in the Municipality inclusive of disabled persons as well as sexually oriented individuals. Data will be analysed using content analysis during and after the interviews are conducted. Interviews will be conducted at your comfort and the researcher will come to you. Upon request the researcher will record interviews so she can collect data that will be sufficient for the study. Interviews will be scheduled according to your availability and will take 15 – 20 minutes at the most. The sample size for this study will consist of 25 people selected from all five departments within the HR unit, in eThekweni Municipality preferably inclusive of a person with disability or persons of a sexually oriented nature

Risks or Discomforts to the Participant:

Participation is voluntary and participants have a right to withdraw or stop participating if they wish to do so. There are no indirect adverse consequences that may be suffered by participants by withdrawing their participation.

Explain to the participant the reasons he/she may be withdraw from the Study:

You are entitled to withdraw from the study at any point in time should you feel uncomfortable or due to other circumstances you wish to not mention. You are not under any obligation to commit if you feel ill or uncomfortable, the researcher will not be offended. If we start the interviews and you realize you are not in a state to continue you may indicate this and terminate as you wish. I also may decide to withdraw you from the study as well under certain circumstances. If one wishes to terminate, this will be done in an orderly manner confidentially.

Benefits:

Recommendations that might be inclusive of employee needs thus improving employee morale. As well as identifying gaps that can be closed to improve productivity in the organization.

Remuneration: Your consent to participate is completely voluntary with no incentive attached to it for participating because of budgetary constraints and the nature of the study. You are free to pull out if you do not want to be part of the study anymore on the basis that you sign a form to say you no longer want to participate in the study.

Costs of the Study: Costs of the study will include travelling costs of the researcher and the researcher will be responsible for that. For convenience purposes the researcher will travel to where the participant is based.

Confidentiality:

No names will be required from the you to avoid identification and collected data and information will be stored in a safe environment (locked cabinets) and security protected computer. Anonymity and confidentiality are also assured to the participant during and after the study as the study seeks to aid and not bring to shame. Limits to confidentiality will include my supervisor when I am done analysing data.

Results:

The data obtained from this study will be published in SAPSE accredited journals and will also be available for presentations at relevant conferences.

Research-related Injury:

Covid-19

As we are on alert level 1 of the Covid 19 pandemic, 100% office occupancy is allowable on the basis that the Covid-19 precautionary measures are still in place. This includes the researcher ensuring she is screened, vaccinated and hands are sanitized before entering the premises. The interviewer and the participant are both requested to wear a mask throughout the interview for safety purposes as both parties are exposed to external factors, i.e., commuting to/from work.

Storage of all electronic and hard copies including tape recordings.

When it comes to confidentiality, the storage of all electronic and hard copies including tape recordings, copies and tapes of recordings of interviews will be kept in a safe and locked environment where only I the researcher will have access.

Persons to contact in the Event of Any Problems or Queries:

Please contact the Researcher: Mbatha NL (084)382 5316 / n.lillianmbatha45@gmail.com

Supervisor: Dr. S Govender (082) 375 7722 / dr1govender@telkomsa.net

The Institutional Research Ethics Administrator on 031 373 2375.

Complaints can be reported to the Director: Research and Postgraduate Support Dr L Langaniso on 031 373 2577 or researchdirector@dut.ac.za.

Appendix C: Consent letter



CONSENT

Full Title of the Study: An Evaluation of the diversity management training programmes of eThekweni Municipality

Names of Researcher/s: Nondumiso Mbatha

Statement of Agreement to Participate in the Research Study:

- I hereby confirm that I have been informed by the researcher, _____ (name of researcher), about the nature, conduct, benefits and risks of this study - Research Ethics Clearance Number: _____,
- I have also received, read and understood the above written information (Participant Letter of Information) regarding the study.
- I am aware that the results of the study, including personal details regarding my sex, age, date of birth, initials and diagnosis will be anonymously processed into a study report.
- In view of the requirements of research, I agree that the data collected during this study can be processed in a computerised system by the researcher.
- I may, at any stage, without prejudice, withdraw my consent and participation in the study.
- I have had sufficient opportunity to ask questions and (of my own free will) declare myself prepared to participate in the study.
- I understand that significant new findings developed during the course of this research which may relate to my participation will be made available to me.

_____	_____	_____	_____
Full Name of Participant	Date	Time	Signature / Right
Thumbprint			

I, _____ (name of researcher) herewith confirm that the above participant has been fully informed about the nature, conduct and risks of the above study.

_____	_____	_____
Full Name of Researcher	Date	Signature

_____	_____	_____
Full Name of Witness (If applicable)	Date	Signature

_____	_____	_____
Full Name of Legal Guardian (If applicable)	Date	Signature

Please note the following:

Research details must be provided in a clear, simple and culturally appropriate manner and prospective participants should be helped to arrive at an informed decision by use of appropriate language (grade 10 level- use Flesch Reading Ease Scores on Microsoft Word), selecting of a non-threatening environment for interaction and the availability of peer counselling (Department of Health, 2004).

If the potential participant is unable to read/illiterate, then a right thumb print is required and an impartial witness, who is literate and knows the participant e.g. parent, sibling, friend, pastor, etc. should verify in writing, duly signed that informed verbal consent was obtained (Department of Health, 2004).

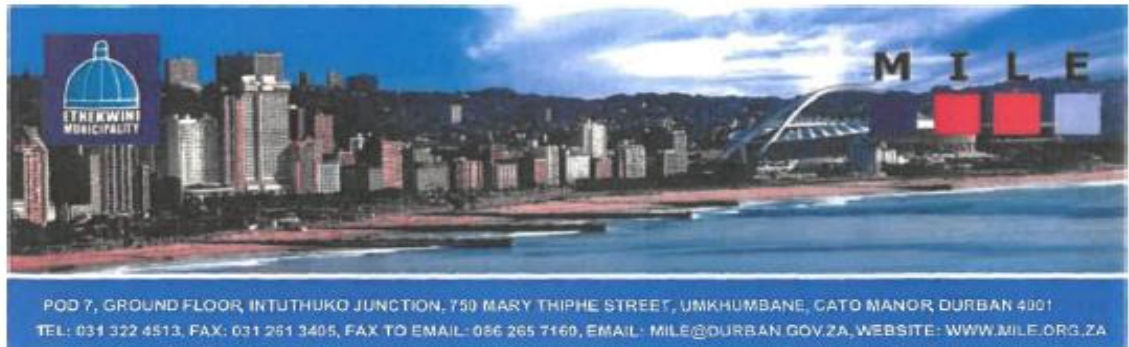
If anyone makes a mistake completing this document e.g. a wrong date or spelling mistake, a new document has to be completed. The incomplete original document has to be kept in the participant's file and not thrown away, and copies thereof must be issued to the participant.

References:

Department of Health: 2004. *Ethics in Health Research: Principles, Structures and Processes* <http://www.doh.gov.za/docs/factsheets/guidelines/ethnics/>

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Appendix D: Gatekeeper permission



For attention:
Chair of Research Ethics Committee
Faculty of Management Sciences
Durban University of Technology
Durban
4001

26 April 2022

**RE: LETTER OF SUPPORT TO N.L MBATHA, STUDENT NUMBER 21407009 - GRANTING PERMISSION TO USE
ETHEKWINI MUNICIPALITY AS A STUDY SITE**

The Corporate and Human Resources Unit and the Municipal Institute of Learning (MILE) in eThekweni Municipality, have considered a request from Nondumiso Lilian Mbatha to use eThekweni Municipality as a research study site for the purposes of undertaking a study - leading in fulfillment of a Master of Management Science degree entitled: "An evaluation of the diversity management training programmes of eThekweni Municipality"

We wish to Inform you of the acceptance of this request and hereby assure the student of our utmost cooperation towards achieving her academic goals: the outcome which we believe will help the municipality improve 'as services. The student is always reminded of the ethical considerations when conducting the research. In return, we stipulate as conditional that the student, accompanied by her supervisor, presents the results and recommendations of this study to the related unit/s on completion.

Wishing the student all the best in her studies.

Mr R. Mkhize
Deputy Head: Corporate and HR
eThekweni Municipality

Mr. G. M. Mkhize
Program Manager, MILE
eThekweni Municipality

I hereby accept as conditional that I will comply fully as per the conditions stipulated above.

Signed: Date:

Appendix E: Ethics Approval



22 June 2022

Ms N L N Mbatha
P.O Box 313
Hluhluwe
3960

Dear Ms Mbatha

An Evaluation of the diversity management training programmes of eThekweni Municipality
Ethical Clearance number IREC 260/21

The Institutional Research Ethics Committee acknowledges receipt of your notification regarding the piloting of your data collection tool.


Kindly ensure that participants used for the pilot study are not part of the main study.

Please note that **FULL APPROVAL** is granted to your research proposal. You may proceed with data collection.

Any adverse events [serious or minor] which occur in connection with this study and/or which may alter its ethical consideration must be reported to the IREC according to the IREC SOP's.

Please note that any deviations from the approved proposal require the approval of the IREC as outlined in the IREC SOP's.

Yours Sincerely


Professor J K Adam
Chairperson: IREC

Appendix F: Turnitin Report

2023:04:13

An evaluation of the diversity training programmes of eThekwin Municipality

ORIGINALITY REPORT

16%	9%	3%	13%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	Submitted to University of KwaZulu-Natal Student Paper	1%
2	Submitted to Mancosa Student Paper	1%
3	Submitted to Midlands State University Student Paper	1%
4	www.iosrjournals.org Internet Source	1%
5	govinfo.library.unt.edu Internet Source	1%
6	www.diva-portal.org Internet Source	1%
7	Submitted to University of the Free State Student Paper	<1%
8	repository.up.ac.za Internet Source	<1%
9	econjournals.com Internet Source	<1%