

CHAPTER 6 CONCLUSIONS AND RECOMMENDATIONS.

6.2 RESEARCH QUESTION 1

6.1 INTRODUCTION

The research questions are answered in the conclusions that follow. The conclusions are reported in the order of the research questions as follows:

Conclusions on the diversity-related organization form. The conclusions answer research question 1.

Conclusions on the factors of workforce diversity. This is achieved by drawing conclusions the results of the structural equations model (197-200). The conclusions answer research question 2.

Conclusions on a Culture-specific or *emic*-model of workforce diversity in South Africa (fig.6.6), and how it differs from the universal or *etic*-model (fig. 3.3:150). The conclusions answer research question 3.

The recommendations include the operationalization of the determined factors to become change-factors of workforce diversity that can be translated to a workforce diversity scale for South Africa. Recommendations on strategies and interventions are brief and directional only, since the scope of this study is the determination of the factors of workforce diversity.

6.2 RESEARCH QUESTION 1

6.2.1 The diversity-related organization form of organizations in South Africa

The results reveal that managers in South Africa view organizations as having a mono-cultural organization form.

This means that the organisations act as though all the employees are the same. There is an expectation to conform to a standard. (for example a white, male model) and success is achieved by following the expectations and norms of this model. Others are expected to assimilate and adopt the dominant style of the organisation [Jackson and Holvino (in Gardenswartz & Rowe, 1993:274)].

The main contributing factor to the organization form in South Africa is the dimension of how diversity is managed in the organization. In the literature study it was assumed to be the status quo regarding the management of diversity (section D), Although section D has the highest factor loading, it is the path in which G is the independent latent variable that provides the most acceptable statistical model under the conditions of the convenience sample.

The extent of diversity-related problems (section B) is on the low end (.565). The status quo of the management of diversity in South Africa is perceived the same by all observers in the population sample, except within the reference group. There is a significant difference between observers with varying age. The reference group was drawn from the University of Pretoria.

In the results of the study of diversity at the University of Pretoria it was seen that 48% of higher-level management (HLM), thought that the university was in the non-discriminatory phase. It may be the case that in this study, older members of the

reference group share the same historical background as the higher-level management group in the pilot-study, contributing to the mean of 18.34, which is higher than the criterion group mean of 17.07. It may be that older members of the reference group view the progress made in the management of diversity more positive than others.

The contextual factors of this dimension contribute to the organization form identified, and can be viewed as transformational and transactional factors that can be identified as follows:

The factors of workforce diversity are those that are found after the combination of the results of the factor and item analysis with the results of the Structural equations analysis.

6.2.2 The extent of change in organizations

The organisations in South Africa understand that change is a reality; and are open to change, but has not fully embraced it, nor is it harnessing changes to make it work for the organisation.

The partial correlation coefficient of the correlation between the extent of change and the status quo regarding the management of workforce diversity in South Africa is 0.605. This can be viewed as a strong correlation, especially in the light of a sizeable variance in the mean of section C (extent of change). It can thus be concluded that the fact that change is not embraced, and not made to work for organizations, contribute to the mono-cultural organization form.

There are significant differences between observers varying in age in the reference group on change. As in section D, it is likely that the older observers view current adaptations to change more positively, because of their historical background. If this assumption is true, then they may also represent higher management levels in their organizations. Their organization's culture will then be more permeable to change (Gardenswartz and Rowe: 232).

There are significant differences within and between the two groups belonging to Corporate Commercial and Parastatal organisations on change. Parastatal organizations are situated mainly in Pretoria, and it is assumed that this population consists mainly of older observers. As with varying age, one can then expect these differences. The differences in the corporate section may be explained by migration of older people from parastatal organizations to corporate organizations as a result of affirmative action and assisted retirements.

There is a significant difference within the criterion group between corporate and small and medium enterprises on change. Small and medium-sized companies adapt quicker to change. This fact, together with the presence of more older people in corporate organizations, can explain the differences.

There are significant differences within and between groups, between private, public and other organisations on change. These differences can be explained in the same way as was done for corporate and parastatal organizations.

It would seem that the variances in age and membership of private and public organizations are the sources of differences in the means. The stereotypes developed by older people tend to be hardest to change. One of the hardest gaps to bridge is not one of culture or race, but one of age (Gardenswartz and Rowe, 1993:387).

There are no significant differences between males and females in both groups, as well as between groups. There are no significant differences within and between groups in Human Resource or Quantitative functions on change. The contextual factors of this dimension can be identified as transformational as well as transactional change factors that contribute to diversity-climate [refer to figure 2.3(a)]

The first key areas of the change-model [in figure 2.3(a)], to study in the context of the results, are the external environment and types of workforce diversity in South Africa (refer to table 2.1), (and the organizational culture of South African organizations (refer to table 2.2).

The second key area of the change model to study in the context of the results, is the impact of the types of workforce diversity and the organization culture on individual and organization performance. In the context of the change-framework (refer to figure 3.3:154), this impact is the resulting diversity climate and the possible consequences its has in interacting workgroups. This leads to the third key area, i.e., leadership.

Leadership in the context of workforce diversity, embraces change and promote the valuing of workforce diversity. These inclinations are evident in the fifth and final key areas, being mission and strategy in terms of institutionalizing openness to change and the valuing of workforce diversity, to the extent that the negative factors of the diversity-climate does not cause diversity-related problems in workgroups.

6.2.3 The valuing of workforce diversity

The results show that managers in South Africa have monocultural views. (resistance to diversity). The aggregate score of the dimension represents the mono-cultural view (value of - 15).

To gain a broader perspective on the valuing of diversity, one should study the correlation coefficients with other latent factors:

The resistance to diversity is prevalent in the specific workgroup areas (area of transactional change) managers are supposed to practice adaptive structuration.

Very little valuing of diversity takes place in the area of transformational change. The results show that the valuing of diversity is not reciprocal, but that resistance is. It can thus be concluded that the resistance by managers to diversity on a daily basis feed into the transformational area to sustain a mono-cultural diversity climate.

Contextual factors of this dimension can be identified as transactional change factors (resistance to diversity) that contribute to diversity-climate [refer to figure 2.3(a):45], whereas it should have been transformational factors (valuing diversity) that determined the climate.

6.2.4 How diversity is managed in the organization

The structural equations (fig. 5.3.2:206) model shows that this dimension primarily determines the mono-cultural organization form in South Africa, and that it leads to diversity related problems that feeds into the area of second order change. The very disturbing observation is that it inhibits the valuing of diversity and openness to change through the organizational culture that it creates.

The organizational culture is pervasively maintained by organizational values and norms, and management practices and procedures. Individual attitudes and behaviour is not recognised, confirming management's resistance to diversity. Assimilation and acculturation is present in organizations. In South Africa it is called the *oreo-effect*, named after the oreo biscuit that is black on the outside and white on the inside.

There is a strong correlation with how diversity is managed in South Africa and its status quo ($G:D = .672$). Thus, how diversity is managed has a strong correlation with the mono-cultural organization form.

The contextual factors identified in this section can be identified as transactional change factors that contribute directly to individual career outcomes and organizational outcomes due to its influence on diversity-related problems [refer to 2.3(b): 46].

The first key areas of study in the context of the results, is the work-unit-climate (diversity-climate), which impacts on task requirements and individual skills and abilities.

This is the first-order impact of workforce diversity at work. The second key area is the structure of workgroups in terms of the complexity of its workforce diversity and individual needs and values. Factors of diversity-climate complete the process of diverse attribute accentuations, so that individuals may now have “modified” knowledge, skills and abilities (new perceptions resulting from in-group/outgroup processes). Workgroups can now be split by individuals within a group having different social identities.

The third key area, consist of management practices, systems, policies and procedures. Managers use these for changing the structures of diversity components through appropriate measures of socialization, deculturation, pluralism and training. By doing this, they can change the cultural fit of the organization culture to what is required by multicultural organizations. This process of adaptive structuration should lead to the development of task and relationship competencies as well as motivation.

6.2.5 The extent of diversity-related problems

Diversity-related problems emerge mainly from how adaptive structuration is done in South African organizations. It has strong correlations with all latent variables, but none with F1 (Valuing diversity).

6.3 RESEARCH QUESTION 2

The determined factors of workforce diversity that have been reported in 5.3.3 can now be expressed as *second-order* (transformational), or *first-order* (transactional) change factors of workforce diversity.

The original number of factors was 114. The number extracted for this exercise is 64

Transformational and Transactional change factors

Let TR = transformational and TA = transactional.

The classification of factors as second or first order is done in the context of whether the factor relates more to leadership issues or more to management issues. Whether its impact is long-term (transformational), or whether it is short-term (transactional). *This is achieved by comparing figures 3.3 (p150) and 5.3.2 (p197).*

Table 6.1 Status quo regarding the management of diversity

V43	Newcomers are expected to adapt to existing norms, or There is some flexibility to accommodate the needs of diverse staff, or Norms are flexible enough to accommodate everyone.
TR	
V44	Diversity is an issue that stirs irritation and resentment, or Attention is paid to meeting equal employment opportunity guidelines, or Working towards a diverse staff is seen as a strategic advantage.
TR	
V45	Dealing with diversity is not a top priority, or Dealing with diversity is the responsibility of the personnel department, or Dealing with diversity is considered part of every manager's job.
TR	
V46	People downplay or ignore differences among employees, or People tolerate differences and the needs they imply, or
TA	People value differences and want to see diversity cultivated.
V50	Managers are held accountable for Maintaining a stable staff and maintaining existing norms, or Meeting affirmative action goals and identifying promotable talent, or
TA	Building productive work-teams with a diverse staff.
V51	In our company it is an advantage To be a white male, or Learning to be the old guard, or
TR	To be unique and find new ways of doing things

V47	There is diversity in staff at lower levels, or There is diversity among staff at lower and middle management levels, or There is diversity among staff at all levels.
TR	
V42	Family and parenting problems like day-care and care of aged relatives are treated as women's problems, or There are flexible systems to accommodate the needs of diverse staff, or Many options are available to support staff with children and dependants.
TA	

Table 6.2 Extent of openness to change

VV27	Change is viewed as a challenge and opportunity
VV28	Policies are reviewed annually
TA	
VV29	Rewards are handed out to suit the preference of the person rewarded
TA	
VV30	There is an openness to suggestions from all people in the company
TR	
VV31	Our strategic plan is revised as needed
TR	
VV32	"We have always done it this way", is a reflection of how our company responds to new ideas
TR	
VV33	When problems emerge, there is a willingness to fix them
TA	
VV34	Our training and services reflect awareness of a diverse customer base
TA	
VV35	My supervisor values new ideas and implements them quickly
TA	
VV36	Performance evaluation here measures staffs adaptation to change
TA	
VV37	Our top managers are visionary and approachable
TR	
VV38	We can bring about changes very easily
TA	
VV40	People at all levels can build or refine structures
TA	

Table 6.3 How much is diversity valued in your organization

V63 TA	Diversity brings creativity and energy to a workgroup
V65 TA	Multicultural teams can be stimulating and productive
V68 TA	Diversity only brings unnecessary conflict and problems in a workgroup.
V67 TA	Showing flexibility to people's individual needs increases commitment and motivation of employees.
V71 TR-TA	People are motivated and productive when they feel they are accepted for whom they are.
V74 TA	Minority groups tend to stick together.
VV73 TR	Stereotypes exist about minority groups.
VV75 TR	Differences often make people feel uncomfortable
V80 TR	People are reluctant to disagree with minority group employees for fear of being called prejudiced.
V72 TR	Women and minorities are over-sensitive to prejudice and discrimination.
VV64 TA	Minority group members should be expected to forsake their own cultures and adapt to our ways.
V77 TA	There should be no double standards – the rules should be the same for everyone.

Table 6.4 How is diversity managed in your organization

VV113 TR	Top management backs up its value of diversity with action. (Organization values and norms)
VV114 TA	Managers have effective strategies to use when one group refuses to work with another. (Management practices and procedures)
VV104 TA	Policies are flexible enough to accommodate everyone. (Organizational values and norms)
VV91 TA	Managers are flexible with structure benefits and rules that work for everyone. (Management practices and procedures)
VV111 TA	Managers effectively use problem-solving skills to deal with language differences and other cultural clashes. (Management practices and procedures)
VV108 TA	Multicultural work teams exist and are working harmoniously. (Management practices and procedures)
VV110 TR	Resources are spent on diversity development (Organizational values and norms)
VV84 TA	Managers have a track record of firing and promoting diverse staff. (Management practices and procedures)
VV87 TA	Managers hold all people equally accountable. (Management practices and procedures)
VV105 TA	Managers get active participation from all staff in meetings. (Management practices and procedures)
VV102 TA	Managers give feedback and evaluate performance so staff do not lose face. (Management practices and procedures)
VV97 TA	Members of minority groups feel that they belong. (Organizational values and norms)
VV94 TA	There is a mentoring programme that identifies and prepares people of diverse backgrounds for promotion. (Organizational values and norms)
VV93 TA	There is a mentoring programme that identifies and prepares women for promotion. (Organizational values and norms)
VV83 TR	There is diverse staff at all levels. (Organizational values and norms)
VV95	Appreciation of differences can be seen in the rewards managers give.

TA	(Organizational values and norms)
VV98	One criterion of a manager's performance is developing the diversity of his/her staff.
TA	(Management processes and procedures)

Table 6.5 **Extent of diversity-related problems**

V19 TA	Lack of social interaction between members of diverse groups
V17 TR	Ethnic, racial or gender slurs or jokes
V13 TR	Complaints about staff speaking other languages at work
V23 TA	Mistakes and productivity problems due to staff not understanding directions
V21 TA	Difficulty in recruiting and retaining members of different groups
V16 TR	Difficulty in communicating due to limited or heavily accented English

The results as outlined in chapter 5 reflect the multi-dimensionality of workforce diversity in South African organizations implied in the topic of this study. The partial correlation coefficients in appendix 7 and the goodness of fit indices (table 5.3.1:207), provide the evidence of the extent of overlapping or association of the relevant dimensions (latent variables) of the diversity, and by implication the multi-dimensionality.

The structural portion of the model demonstrate moderate levels of parsimony and fit, as evidenced by the relative normed index (RHOI = 0.7014) of Bollen (1986) in table 5.3.1. The moderate levels can be ascribed to the high number of latent variables entered in the PROC CALIS structural equation analysis.

It is assumed that systematic reduction of the latent variables based on the decision-tree method of Anderson and Gerbing (page 194), and information from a Wald step-

wise multivariate test and LaGrange multiplier test can improve the levels of relative parsimony and fit. The data for these tests are attached in Appendix 8.

It is not within the scope of this study to produce a model with fewer latent variables than the ones used. The purpose is to establish the manifest factors in these latent variables, as all of them really matter at the time of this research. The time period within this research was done, can be viewed as a period of political transition characterised by high levels of affirmative action, increasing the complexity of adaptive structuration in organizations. It is therefore not known how the relevance of any of the latent variables will change over the next ten to twenty years.

The next wave of research will hopefully be based on the findings and conclusions of this study, which, in the context of the unpredictability of the direction of adaptive structuration, limits the scope of this study. Recommendations for the next wave of research is included in 6.6.

6.4 RESEARCH QUESTION 3

The nature of the change model of workforce diversity in South Africa

The Structural equations model shows that a change model for South Africa is driven by transactional change factors. This is evidenced by the ratio of 21:43 of the frequencies of transformational to transactional factors (see table 6.6 below).

Table 6.6 Frequencies of transformational and transactional change factors in South factors

Dimensions or latent factors	Transform. factors	Transact. Factors
Status quo re management of diversity	5	3
Extent of openness to change	5	8
How much diversity is valued	5	8
How diversity is managed	3	14
Extent of diversity-related problems	3	10
TOTAL	21	43

Figure 6.1 shows the change model (figure 3.3:150) that has been revised in the context of the structural equations model. Figure 3.3 has been adapted on the basis of table 6.6, to figure 6.1.

Figure 6.1 A Cultural-specific change-model of workforce diversity in South Africa.

Second-order transformational factors of change <u>DIMENSIONS:</u> <i>Status quo regarding the management of diversity</i> <i>Openness to change.</i> <i>How much diversity is valued</i>			First-order transactional factors of change <u>DIMENSIONS:</u> <i>Openness to change; How much diversity is valued</i> <i>How diversity is managed; Diversity-related problems</i>		
1 Environmental factors	2 Social categorization	3 Diversity-climate	4 Adaptive structuration	5 Organizational outcomes	6 Organization form
<p>Individual level <i>Workforce composition</i> <i>Types of diversity</i> Demographic diversity. Knowledge, skills, abilities Values, beliefs, attitudes Personality, cognition</p>	<p>IDENTITY STRUCTURES</p>	<p>Diversity-related individual attitudes and perceptions, e.g., <i>prejudice, stereotypes.</i></p>	<p>Tasks Technology <i>Job-structuring</i> Activity mode issues <i>Social category</i> BOUNDARIES.</p>	<p><i>First-level factors.</i> Individual career outcomes Attendance Turnover Productivity Work Quality Recruiting success</p>	<p>MONO – CULTURAL</p>
<p>Group level <i>Organizational culture</i> <i>Organizational types of diversity in tasks and relationships.</i> Status in embedded org.</p>	<p>IN-GROUP / OUTGROUP PROCESSES <i>Power relationships</i></p>	<p>Diversity-related inter-personal attitudes and perceptions, e.g., <i>discrimination, ethnocentricity, cultural differences</i> <i>Inter-group conflict</i> <i>Assimilation</i></p>	<p>Informal integration through informal networks Activity mode issues Social category differentiation.</p>	<p>Creativity/innovation Problem solving Workgroup-cohesiveness and communication.</p>	<p>NON – DISCRIMINATORY</p>
<p>Organizational level <i>Organizational diversity</i></p>	<p><i>Social identities</i></p>	<p><i>Acculturation</i> <i>Bias in Human resource systems</i></p>	<p><i>Structural integration through division of labour</i> Activity mode issues Social category differentiation.</p>	<p><i>Second level factors</i> Market share Profitability Achievement of formal organization goals</p>	<p>MULTICULTURAL – TURAL</p>

6.5 FINAL CONCLUSIONS

The inter-relatedness of the sections (factors of workforce diversity-climate), reveals that workforce diversity in South Africa is multi-dimensional (refer to 3.2.3.3). This multidimensionality has consequences for empirical research.

The easiest research is probably research on unit-dimensional concepts. Statistical methods cope well with these. It becomes more difficult with multi-dimensional concepts, and very difficult if the concept is diversity.

The first major problem is not with methods, but with the multicultural cognitive and opinion diversity of respondents to a questionnaire. In the case of this study, questions and scale are designed to predict one of three dimensions of organization form.

The reality of the matter is that questions on multi-dimensional concepts must predict a multi-dimensional organization form. Such a reality can create a dilemma for a researcher.

The correlation of the dimension “How much is diversity valued in your organization” with other dimensions in this study is very low. The correlation of “The extent of diversity-related problems” with other dimensions is much higher, but still on the low side.

(i) *The very low correlation of section F with other sections*

An observation in this study is that dimensions in which there is very little variance between the mean and the aggregate score, has high correlations for a study like this. For the dimension of the valuing of diversity, the aggregate score differs greatly from the mean, which is caused mainly by the multicultural view.

It is reasonable to look at probable reasons in the area of the concept of valuing diversity, and not in statistical error. Section F has the smallest variance around the

mean, and good construct validity, and there is practically no correlation between mono-cultural and multicultural views.

(a) *Characteristics of the respondents*

All sections have questions that can be restated for the different diversity-climate positions on its scale. A relevant question is whether questions stated for other sections in the mono-cultural and multicultural positions have congruence with valuing diversity questions in the sense of resisting diversity and valuing diversity.

It is reasonable to assume that responses to a question in section F (valuing diversity) could be different to responses in another section that is related (in its meaning) to the valuing of diversity. Even if people do resist diversity, they admit to it less readily in a culture where resistance is strongly discouraged (e.g., South Africa). Resistance can be detected more successfully in projections of it.

(b) *The non-statistical construct validity of valuing diversity in South Africa. Valuing diversity and respect for diversity.*

The variables of F4 (valuing diversity) and F6 (resisting diversity) have the least variance of all sections, yet its correlations are the lowest. It may be possible that *respect/disrespect* for diversity can have greater association with other sections.

6.6 RECOMMENDATIONS

6.6.1 Introduction

The recommendations are directed at a South African workforce that is homogeneous in some socio-economic and political contexts, non-discriminatory in other contexts, and heterogeneous in yet other contexts. Thus, it is a workforce with *relative diversity*.

The African South workforce diversity is diversity in transition, and reflects a society in search of an identity of differences, which may or may not be found. The status quo of such diversity is temporal, as reflected in the coefficients of covariance of the dimension of the status quo of the management of diversity.

6.6.2 Recommendations

6.6.2.1 Further research

It is recommended that further work on workforce diversity in South Africa be done in three phases:

Phase 1

(a) An interim workforce-diversity scale for South African organizations can be used as a diagnostic instrument for further research and consultation purposes. The scale is presented in 6.6.2.2 below.

Organization development interventions that are appropriate in bringing about first and second-order change can be adapted for application in diversity-related organizational behaviour problem areas. Three probable interventions are briefly discussed in 6.6.2.3

(ii) Phase 2

This research must be repeated with unrestricted probability samples, using systematic or stratified sampling techniques. The unrestricted non-probability convenience sample of this study does not provide estimates of precision.

This phase can run concurrently with phase 1.

(iii) Phase 3

Results from phases 1 and 2 can be used to revise the interim- workforce-diversity scale and organization development interventions.

6.6.2.2 An Interim Workforce-diversity scale for South African organizations

The following are the factors that were extracted from the theoretical model (figure 5.3.1). The factors are now presented as factors of the diversity-related team processes of South African organizations, i.e.; they are presented as transformational or transactional factors. The factors retain their dimension-identity.

(i) Transformational factors of workforce diversity

Status quo regarding the management of diversity

V43

New comers are expected to adapt to existing norms, or
There is some flexibility to accommodate the needs of diverse staff, or
Norms are flexible enough to accommodate everyone.

V44

Diversity is an issue that stirs irritation and resentment, or attention is paid to meeting equal employment opportunity guidelines, working towards a diverse staff is seen as a strategic advantage.

V45

Dealing with diversity is not a top priority, or dealing with diversity is the responsibility of the personnel department, or dealing with diversity is considered part of every manager job.

V51

In our company it is an advantage to be a white male, or learning to be the old guard, or to be unique and find new ways of doing things.

V47

There is diversity in staff at lower levels, or there is diversity among staff at lower and middle management levels, or there is diversity among staff at all levels.

Extent of openness to change

VV27

Change is viewed as a challenge and opportunity.

VV30

There is openness to suggestions from all people in the company.

VV31

Our strategic plan is revised as needed

VV32

“We have always done it this way”, is a reflection of how our company responds to new ideas.

VV37

Our top managers are visionary and approachable.

How much is diversity valued in your organization

V71

People are motivated and productive when they feel they are accepted for who they are.

VV73

Stereotypes exist about minority groups.

VV75

Differences often make people feel uncomfortable

V80

People are reluctant to disagree with minority group employees for fear of being called prejudiced.

V72

Women and minorities are over-sensitive to prejudice and discrimination.

How is diversity managed in your organization?

VV113

Top management backs up its value of diversity with action.

VV110

Resources are spent on diversity development.

VV83

There is diverse staff at all levels.

Extent of diversity-related problems

V17

Ethnic, racial or gender slurs or jokes

V13

Complaints about staff speaking other languages at work.

V16

Difficulty in communicating due to limited or heavily accented English

(ii) Transactional factors of workforce diversity

Status quo regarding the management of diversity

V46

People downplay or ignore differences among employees, or people tolerate differences and the needs they imply, or people value differences and want to see diversity cultivated.

V50

Managers are held accountable for maintaining a stable staff and maintaining existing norms, or meeting affirmative action goals and identifying promotable talent or, building productive work-teams with diverse staff.

V42

Family and parenting problems like day-care and care of aged relatives are treated as women's problems, or there are flexible systems to accommodate the needs of diverse staff, or many options are available to support staff with children and dependants. Managers are held accountable for motivating staff to increase productivity, or avoiding equal opportunity and discrimination grievances, or working effectively with a diverse staff.

Extent of openness to change

VV28

Policies are reviewed annually.

VV29

Rewards are handed out to suit the preference of the person rewarded.

VV33

When problems emerge, there is a willingness to fix them.

VV34

Our training and services reflect awareness of a diverse customer base.

VV35

My supervisor values new ideas and implements them quickly.

VV36

Performance evaluation here measures staff's adaptation to change.

VV38

We can bring about changes very easily.

VV40

People at all levels can build or refine structures.

How much is diversity valued in your organization

V63

Diversity brings creativity and energy to a workgroup.

V65

Multicultural teams can be stimulating and productive.

V67

Showing flexibility to people's individual needs increases commitment and motivation of employees.

V71

People are motivated and productive when they feel they are accepted for who they are.

V68

Diversity only brings unnecessary conflict and problems in a workgroup.

V74

Minority groups tend to stick together.

VV64

Minority group members should be expected to forsake their own cultures and adapt to our ways.

V77

There should be no double standards – the rules should be the same for everyone.

How is diversity managed in your organization?

VV114

Managers have effective strategies to use when one group refuses to work with another.

VV104

Policies are flexible enough to accommodate everyone.

VV91

Managers are flexible with structure benefits and rules that work for everyone.

VV111

Managers effectively use problem-solving skills to deal with language differences and other cultural clashes.

VV108

Multicultural work teams exist and are working harmoniously.

VV84

Managers have a track record of firing and promoting diverse staff.

VV87

Managers hold all people equally accountable.

VV105

Managers get active participation from all staff in meetings.

VV102

Managers give feedback and evaluate performance so staff do not lose face.

VV97

Members of minority groups feel that they belong.

VV94

There is a mentoring programme that identifies and prepares people of diverse backgrounds for promotion.

VV93

There is a mentoring programme that identifies and prepares women for promotion.

VV95

Appreciation of differences can be seen in the rewards managers give.

VV98

One criterion of a manager's performance is developing the diversity of his/her staff.

Extent of diversity-related problems

V26

Frustrations resulting from cultural differences.

V24

Exclusion of people who are different from others.

V20

Increase in grievances by members of minority groups

V25

Barriers in promotions for diverse employees

V18

Complaints about discrimination in promotions, pay and performance reviews.

V14

Resistance to working with other groups (ethnic, gender, and physical ability).

V22

Open conflict between groups or individuals from different groups.

V19

Lack of social interaction between members of diverse groups.

V23

Mistakes and productivity problems due to staff not understanding directions.

V21

Difficulty in recruiting and retaining members of different groups.

Workforce-diversity interventions

It is also recommended that organizational development interventions are used or developed that are directed at achieving second-order (transformational), and first-order (transactional changes).

Three major “families” of organizational development interventions can be relevant (French and Bell, 1999:151-153):

- (i) Interventions aimed at understanding and managing individual and group boundaries. (Management processes).

(a) Process Consultation Activities

In this approach an organization gains insight into the human processes in organizations and learns skills in diagnosing and managing them. Primary emphasis is on processes such as communications, leader and member roles in groups, problem solving and decision making, group norms and group growth, leadership and authority, and inter-group co-operation and competition.

(b) *Techno structural or structural activities*

These are activities designed to improve the effectiveness of organizational structures and job-designs. It is the broad class of interventions or change efforts aimed at improving organizational effectiveness through changes in task, structural, and technological subsystems. Included in these activities are job-enrichment, management by objectives, socio-technical systems, collateral organizations, and physical settings interventions.

- (ii) Interventions aimed at transforming the organization (Leadership processes).

Organizational Transformational activities

These are activities that involve large-scale system change - activities designed to fundamentally change the nature of the organization. Almost everything about the organization is changed – structure, management philosophy, reward systems, the design of work, mission, values, and culture. Total quality programmes are transformational; so are programmes to create high performance organizations or high performance work systems.

Systems theory and open systems planning provide the basis for such activities.

The intervention chosen must be adapted to the requirements of the leadership and management processes in figure 2.9:69