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The impact of workplace diversity on employee well-being: Evidence from the South African Marketing Field

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Abstract

The post-apartheid government in South Africa has spent a considerable amount of time implementing legislation that is aimed at encouraging a diverse country and involving previously disadvantaged individuals in economic activities. Surprisingly enough there has been limited research done on how diversity impacts the well-being of employees even knowing how diversity is important in South Africa. The fundamental question the research is attempting to answer is with all these changes in the workplace, how are they impacting the well-being of employees. This research shows that progress has been made in making the workplace more diverse in South Africa even at a smaller scale, and more importantly that this change in the workplace has impacted the well-being of employees.

The quantitative research design targeted marketing professionals across all levels located in Johannesburg, South Africa. The electronic data gathering strategy elicited 172 valid responses which were assessed for validity using Exploratory Factor Analysis and reliability using Cronbach's alpha. Hypothesis testing through correlation tests provided empirical evidence that proposes that there is a positive association between workplace diversity and employee well-being. Furthermore, age diversity and gender diversity can be used as variables to strengthen the association between workplace diversity and employee well-being.

Keywords: Workplace diversity, employee well-being, organisational performance, board diversity, employee engagement.

DECLARATION

I declare that this research project is my own work. It is submitted in partial fulfilment of the requirements for the degree of Master of Business Administration at the Gordon Institute of Business Science, University of Pretoria. It has not been submitted before for any degree or examination in any other University. I further declare that I have obtained the necessary authorisation and consent to carry out this research.

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1. INTRODUCTION TO THE RESEARCH PROBLEM

This section outlines the research problem by deliberating the background and origins of workplace diversity and employee well-being problem with a specific focus on understanding the problem more broadly in the South African context. This section discusses the purpose of the research and clearly outlines the contribution the study will make to both academia and the business environment.

1.1 Introduction

South Africa is no stranger to conversations around inequality and lack of diversity in corporate institutions and government organisations. This history is profoundly entrenched in many South Africans even after the dawn of democracy in 1994. Among the many reasons, this reality is an outcome of the legacy of apartheid. This research is designed to assess if there has been progress in making the workplace more diverse and how this change impacts the well-being of employees. This area of research is pertinent in the South African setting since heterogeneity in cultures is a crucial feature (Averweg & Addison, 2015).

Diversity and employee well-being are two important topics that drive employee engagement. Given the history of South Africa, the government introduced legislation, including, but not limited to, the Broad-Based Black Economic Empowerment Act of 53 of 2003 (B-BBEE), Affirmative Action (AA) and the Employment Equity Act of 1998 (EE) to encourage diversity in the workplace and deal with economic inequalities in general.

“Early writers pointed to the fact that even though some progress had been made, there is still room for improvement for marginalized groups such as women, racial and ethnic minorities, persons with disabilities, and people of various “origins” or characteristics. It is important to note that these marginalized identities are country specific and differs from country to country (e.g. “Bumiputras” in Malaysia, “Dalits” and scheduled tribes in India, migrants in Europe, “first nations” and “visible minorities” in Canada, and “designated groups” for affirmative action (AA) in South Africa)”

(Klarsfeld, Ng, Booysen, Christiansen, & Kuvaas, 2016, p. 395)

It is argued in this study that there is little to no focus on understanding how diversity impacts the well-being of individuals within organisations, and that changes in workplace dynamics have the potential to impact the overall engagement of employees and therefore their well-being. Considering the amount of work done to try and improve diversity in the workplace by the South African government, many citizens are disappointed with the pace of transformation in South Africa (Masuku, 2017). Even so, it stands to reason that it is equally critical to acknowledge the impact workplace diversity has on employee well-being. This is essential for leaders to understand as it will help in strategy formulation as well as in the overall organisational planning.

This research explores and investigates these variables in a South African context. There is an opportunity to ascertain if the South African workplace is supportive of diversity in the context of the legacy of apartheid and the impact diversity has on employee well-being. Lastly, this study reasons that a diverse workplace might encourage creativity in organisations, which might also yield positive financial returns. In addition, healthy employees are expected to be more productive, therefore there is a potential connection between the well-being of employees within organisations and the performance of those organisations.

1.2 Background

Globally, there is growth in workplace diversity with regards to gender, religion, race, age, skills and nationality, and this change has implications on organisational productivity (Jackson & Van de Vijver, 2018). Diversity is defined as differences among individuals within the same group with respect to their attributes such as tenure, clan, conscientiousness and attitude; in addition, these differences can include education, individual values, work attitudes and life-style (Unzueta, Knowles, & Ho, 2012).

Diversity refers to multiple differences between individuals within an organisation such as age, nationality and skills (Shemla, Meyer, Greer, & Jehn, 2014), and can be summarised in three dimensions, as shown below in Table 1 (Sundari, 2018). Primary diversity is mostly associated with an individual's identities, while secondary diversity and tertiary aspects are less visible but add substance to primary dimensions (Sundari, 2018). This research focuses on the overall perception of diversity but deep dives into two primary dimensions of diversity,

namely gender and age. However, the Literature Review explores other elements, such as race, to broaden the understanding of diversity in the South African context.

Table 1: Diversity Dimensions

Primary	Secondary	Tertiary
Race	Religion	Beliefs
Ethnicity	Culture	Assumptions
Gender	Sexual Orientation	Perceptions
Employee Age	Thinking Style	Attitudes
Disability	Geographic Origin	Feelings
	Family Status	Values
	Lifestyle	Group Norms
	Economic Status of Employees	
	Political Orientation of Work Groups	
	Work Experience	
	Education	
	Languages Known	
	Nationality	

Source: (Sundari, 2018)

Today, multicultural configurations of nations and organisations are greatly influenced by demographic movements worldwide, and in order to avoid conflicts in society and the workplace, appropriate control measures needs to be in place to monitor diversity (Lozano & Escrich, 2017). Some of these movements are equally influenced by trade development and economic integration (Hémet & Malgouyres, 2017). Organisations are spending a projected amount of \$8 billion annually on initiatives related to diversity as they see the need for the workplace to reflect the reality of a diverse society and the most important question leaders want clarity on is how does diversity impact the organisation’s profitability (Prieto, Phipps, & Osiri, 2009). Researchers and leaders around the world have tried for decades to clarify how diversity influences organisations, teams and employees at an individual level (Prieto, Phipps & Osiri, 2009).

The other paradigm being studied is employee well-being. Mental health can be defined as the existence of well-being as opposed to absenteeism of sickness, this concept is increasingly becoming an important contemplation not only for

practitioners but equally so for researchers (Page & Vella-Brodrick, 2009). Therefore, well-being should be prioritised as an important matter as it is the main contributor to good mental health as opposed to employees being sickness free with the potential of impacting on their performance. The existence and growth of institutions globally is equally reliant on the well-being of employees; this topic is treated as a critical research destination in the organisational behaviour dimension (Zheng, Zhu, Zhao, & Zhang, 2015).

The quality of experience and performance at work felt by the employee in the workplace is what defines employee well-being (Marescaux, De Winne & Forrier, 2018). Both organisational performance and positive turnover can be increased by protecting and ensuring good employee mental health (Page & Vella-Brodrick, 2009). Leaders across the world must be aware of the mental health of their employees as this directly impacts their individual performance, and thus one of the important contributors to organisational performance is the well-being of employees. Employees who have mental health problems may not be in a position to deliver good results and therefore the overall performance of the organisation will be negatively impacted.

There are several themes associated with employee well-being; job fulfilment, efficiency, work-life balance and attentional control in the workplace. These outcomes are critical to understand as they directly affect the physical and mental health of employees, their job-satisfaction and the overall turnover of employees (Slutsky, Chin, Raye, & Creswell, 2019). This study argues that the abovementioned outcomes associated with employee well-being can be impacted by diversity in the workplace and depending on how diversity is managed the impact can either be negative or positive, which will impact organisational performance.

Both workplace diversity and employee well-being are non-financial factors; however, it is reasoned that they might influence the overall financial position of organisations because of their importance and as reasoned in the study, they should equally be important to employers and employees. Hence the need to understand any association between these two constructs.

1.3 Research Problem

A diverse workplace might have an advantage when it comes to solving problems as opposed to individual brainpower (Estélyi & Nisar, 2016). Some of the benefits enjoyed by organisations that encourage workplace diversity include recruitment, employee retention and engagement while at the same time improving their job satisfaction (Evans & Suklun, 2017). It has been reasoned that ethnically diverse workplaces provide favourable situations for employees to start friendships within the organisation and it is assumed that this personal contact may reduce negative out-group attitudes (Kokkonen, Esaiasson, & Gilljam, 2015). In addition, diversity activists maintain that environments that are more diverse are economically beneficial and positively position organisations against their competitors and eventually achieve better organisational performance (Kundu & Mor, 2016).

Furthermore, organisations can show their commitment to supporting employees by putting diversity practices in place; this would also send positive signals to employees that their well-being is a priority by supporting their individuality. The aim should be to view workplace diversity as an opportunity and challenge to win in their respective markets compared to viewing it as a threat (Downey, Van der Werff, Thomas, & Plaut, 2015). The fundamental question that many academics and business leaders are asking is that with all these demographic changes in society, how will organisations monitor and manage these differences, marginalised groups, diversity of skills and expertise (Grissom, 2018)?

There are a number of benefits derived from diversity which might help to drive positive results for organisations. However, other researchers have equally arrived at contradicting conclusions. In some cases and organisations, diversity may cause issues, including, but not limited to, bad communication between employees (Rafat & Salama, 2016). These organisations are at risk of a lack of commitment from employees, which leads to low employee engagement, higher levels of misunderstandings and hence employees do not reach their full potential (Joubert, 2017).

Discrimination is a problem in many countries, and has a negative effect on organisations; businesses around the world should discourage any form of discrimination in the workplace and must aspire to build diverse environments (Dastane & Eshegbe, 2015). South Africa has been equally slow to transform the

workplace even with the changes in legislation to realise social justice (Mazibuko & Govender, 2017). In the case of South Africa, diversity is enforced through multiple laws and initiatives but there is still a need to see how effective these initiatives have been. The above explains why diversity is a problem in the global context and equally in South Africa, and this illuminates the need for the study. Diversity and employee well-being are therefore subjects that need focus both in business and academia.

It was stated in the “Happy Worker-Productive Worker” study that increased employee well-being fosters performance and this is of equal importance for the opposite, and ensuring employee well-being and employee performance can be achieved by promotions at individual, group, leader and organisational level (Nielsen, Nielsen, Ogbonnaya, Känsälä, Saari, & Isaksson 2017). The pleasure and displeasure encountered by employees in the workplace driven by the job itself, and conflicts with the organisation affect their well-being (Nielsen, Nielsen, Ogbonnaya, Känsälä, Saari, & Isaksson 2017). Nevertheless, it is of importance for people to be employed because of the personal responsibilities individuals have to fulfil but these working environments greatly influence the well-being of employees (Zheng, Zhu, Zhao, & Zhang, 2015). The rising level of unemployment makes jobs in South Africa very important, organisations must by all means create working environments that are geared to enhancing the well-being of individuals and their engagement.

There are different conclusions for different markets and sectors which will be outlined in the literature, hence the need to understand diversity particularly the impact it has on the well-being of employees in South Africa. Since current research does not have conclusive results for different markets, it is an opportunity to understand what this means for South Africa. In addition to different conclusions on workplace diversity in other markets, the research extends the body of knowledge by linking workplace diversity to the well-being of employees. Business leaders must also recognise how employee well-being affects productivity in the workplace. The South African government is keen to increase the current diversity status in the workplace and also at management level by introducing legislation that applies to institutions in both the private and public sector. This action is important in correcting the inequalities present as a result of apartheid. The next section will elaborate on why there is a need for this research.

1.4 Research Purpose

Diversity and inclusion contributes to several academic disciplines such as management, psychology and sociology (Farndale, Biron, Briscoe, & Raghuram, 2015). Acknowledging the limits of information at the researcher's disposal, research on diversity and employee well-being has not yet examined the marketing field in South Africa; hence it presents a gap to probe. Mazibuko and Govender (2017) studied diversity in South Africa with emphasis on the fast-moving consumer goods (FMCG) sector and proposed that future research should focus on other sectors and hence the South African marketing field was identified as a gap to explore.

Marketing activities of most organisations are often very dynamic and require extensive interactions with numerous internal and external stakeholders, as a result there is a need to regulate employees' emotions in the marketing field (Fahmi Al-Zyoud, 2016) and hence marketing is an interesting field to consider for this study. Most marketing companies are global organisations with employees being exposed to individuals from different cultures with different perspectives, backgrounds and experiences, and also these employees may have the opportunity to work abroad. Furthermore, most professionals in the marketing sector deal with clients who operate within multinational organisations.

Taking in consideration the legacy of apartheid, this topic is even more important in South Africa. Previously, the overall labour force was subjected to discriminatory laws that were aimed at overlooking some individuals based on race, particularly blacks, coloureds and Indians (Joubert, 2017). However, corrective measures were taken in an attempt to benefit the majority of the population who were previously disadvantaged and discriminated against in the workplace with the introduction of the EE Act of 1998 (Fernandez & Lee, 2016). Hence there is a need to investigate if the South African marketing field has supported a diversity climate and what impact it has had on employee well-being.

This research study argues that a potential link between a supportive diversity climate and employee well-being may exist. There have been positive links between well-being and concepts such as hope and resilience among individuals within an organisation (Page & Vella-Brodrick, 2009). Furthermore, the higher the level of employee well-being, the higher the chances of the same employee

performing well (Nielsen, Nielsen, Ogbonnaya, Känsälä, Saari & Isaksson, 2017). There is also evidence pointing to employee well-being and innovation in the workplace as a solid basis for improved organisational performance (Choi, Tran, & Kang, 2017).

However, there has been a shortage of research that explored the impact workplace diversity has on employee well-being. Hence, there is a gap in knowledge, for the most part in the South African context. Therefore, it is suggested that in organisations that support diversity, individual employee performance as a result of their enhanced well-being will foster team effectiveness and ultimately improved organisational performance.

An important academic contribution for the South African environment this study makes is to provide insights on how diversity impacts employee well-being. The study contributes to the framework suggested by Prieto, Phipps, and Osiri (2009) named Conceptual Framework Linking Diversity to Performance (See: **Figure 1** below) which already suggest that there is a relationship between a supportive diverse climate and the financial performance of organisations, and the study will expand on the knowledge of workplace diversity by including employee well-being.

This conceptual framework suggests that an understanding of the current diversity climate can be achieved through a needs assessment that analyses the current status of diversity within the organisation (Prieto, Phipps, & Osiri, 2009). A supportive diversity climate in the form of heterogeneous teams and diverse management teams will drive positive organisational performance (revenue growth, diversity reputation and high profit margins) (Prieto, Phipps, & Osiri, 2009). On the other hand, a less supportive diversity climate needs diversity training and initiatives to create heterogeneous teams and therefore will only impact organisational performance positively at a later stage (Prieto, Phipps, & Osiri, 2009).

The other question business leaders should be considering is how diversity in the workplace impacts employee well-being as this important question has not been given enough attention; this research aims to examine this important question. Hence, there is an urgent need to understand this as a business need in the South African context, as it will assist business leaders in making informed decisions on

how to manage these variables and differences in the workplace in order to create long-term and sustainable competitive advantages.

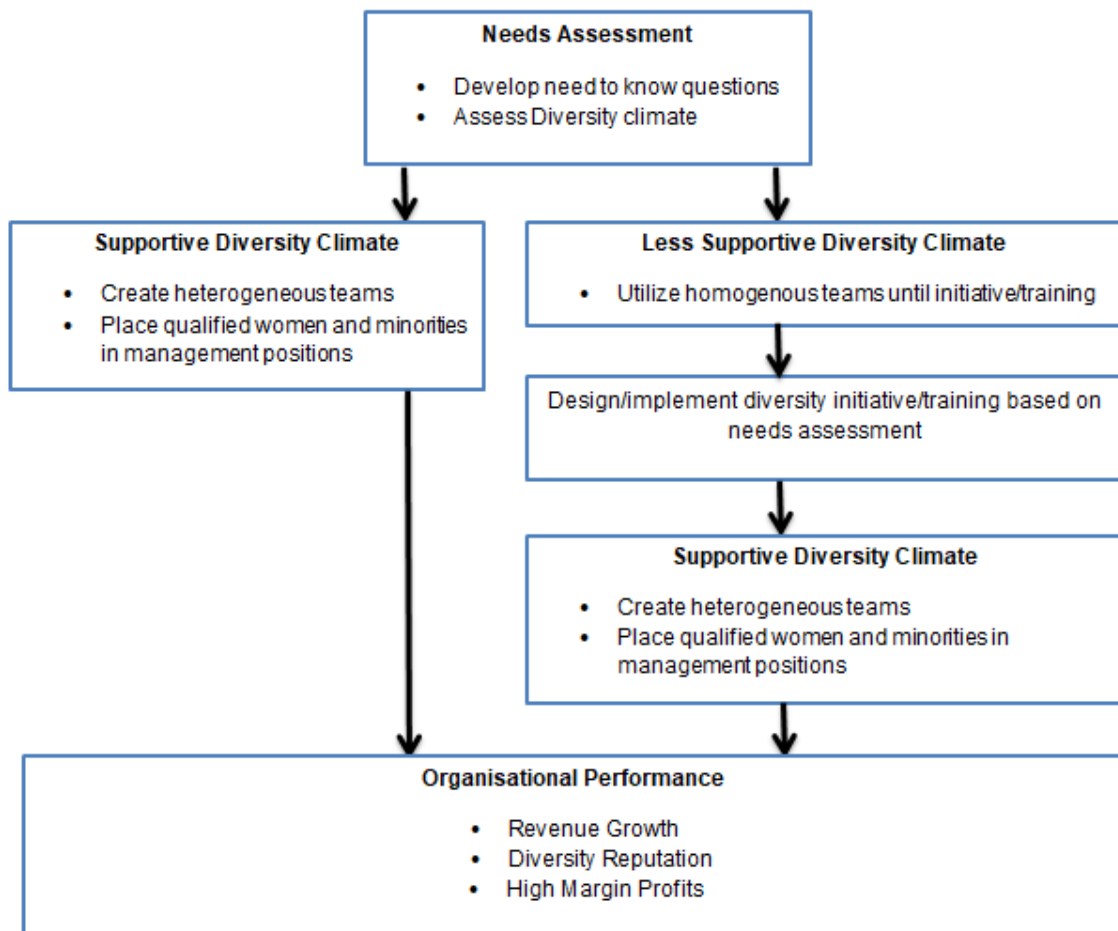


Figure 1: Conceptual Framework Linking Diversity to Performance. (Prieto, Phipps, & Osiri, 2009)

1.5 Marketing Field

Since the research scope is focused on marketing professionals, it is vital to understand what marketing is and some of the responsibilities of marketing professionals. Marketing is “the process by which organisations create value for customers in the form of ideas, and goods and services to facilitate satisfying exchange relationships and to capture value from customers” (Du Plessis, Strydom, & Jooste, 2017, p. 5). Marketing is one of the fundamental functions within an organisation, it assists with understanding customer needs and demands with the aim of ensuring that the organisation delivers on what is required from it and on what it promised (Patel, 2018). This key function of every business needs to create

an environment that is innovative, and this can be inspired by diverse thinking. In addition, the well-being of these professionals needs to be monitored in order to have a well-functioning marketing department.

Marketing professionals are exposed to varying sources of stress due to the expected deliverables and their interaction with different external and internal stakeholders, hence the capability of dealing with emotions is considered of utmost importance for their success in the business environment (Fahmi Al-Zyoud, 2016). It is equally true in the South African context, marketing professionals interact with different stakeholders from different countries, which increases the diversity of their ecosystem and as a result it is critical to understand how these diverse environments impact their well-being and performance.

1.6 Structure of the Research

Chapter one outlined the research problem and the background of the problem. Furthermore, centred on the research problem the research purpose was acknowledged and articulated to clarify the contribution of the research in both academia and the business world. Chapter two examined the literature related to workplace diversity, employee well-being and organisational performance. The aim of chapter two was to acknowledge different points of view on the topic by different academics around the world, understand these constructs better, and to recognise their contribution to the body of work. Then based on the literature review and the research problem discussed in chapter one, research questions are outlined in chapter three, followed by the research hypotheses.

Chapter four presents the research methodology and design employed for this research. The chapter discusses how the research was undertaken and the research instrument used for data collection. In addition, the population and sample are outlined in chapter four. Analysis of the data collected is presented in chapter five. Chapter six is aimed at discussing the results obtained in chapter five but also links the discussion points to chapter three by answering the research questions. Lastly, chapter seven is aimed at making recommendations more especially to business leaders and summarising the results of the research. In addition, the research limitations and recommendations for future studies are presented in chapter seven.

2. LITERATURE REVIEW

The previous chapter explained the background on why it is essential to study diversity in the workplace and employee well-being, particularly in the South African context. The aim of this section is to critically evaluate in detail academic research previously undertaken to clearly comprehend workplace diversity and employee well-being globally and develop the research hypotheses.

2.1 Introduction

Globalisation is currently more evident and the movement of the workforce across the globe, which has caused an escalation in the amount of global organisations hence the importance of diversity (Buengeler, Hartog & Den, 2015). “New global realities are testing the leadership of organisations on issues as diverse as inequality, globalised trade, social tensions, climate change, population growth, ecological overshoot, geopolitical tensions, radical transparency and rapid technological and scientific advancement” (King IV, 2016, p. 3). Diversity is an issue that many world leaders are seeking solutions for in order to better manage and navigate the workplace.

There has been a fundamental evolution on the meaning of diversity over the years from an initial single-mindedness on racial differences and more recently adding gender, political association, culture and sexual orientation, but even with the level of information on diversity at disposal, effectively managing diversity is still a challenge for many organisations (Evans & Suklun, 2017). In addition to globalisation, increased diversity in the business environment is also heavily influenced by migration and changes in women’s rights (Boehm, Dwertmann, Kunze, Michaelis, Parks & McDonald, 2014). Gender is therefore a crucial attribute of diversity and this research further deep dive into gender diversity in the case of the marketing field in South Africa.

To remain competitive in today’s world, organisations need to be more innovative, global organisations commonly comprise multicultural groups, and there is an expectation for them to be more innovative as a result of their diverse backgrounds, experiences and knowledge (Lisak, Erez, Sui, & Lee, 2016). Aligned with the above; global organisations combine individuals from diverse backgrounds to allow the exchange of unique information to create superior advantage in the industry

(Hajro & Gibson, 2017). In a simpler view, Malcolm Forbes is quoted saying that “Diversity is the Art of Thinking Independently Together” (Sundari, 2018). This approach to thinking ‘independently together’ acts as a catalyst in the process of building an innovative organisation, which should be the aim of business leaders.

Academics around the world have investigated the idea of workplace diversity and the impact it has on organisational performance and that has resulted in contradicting conclusions, which state that there is a positive relationship between these variables. While other researchers provided opposing conclusions by reporting a negative association and the meta-analysis found no consistent evidence between diversity and performance (Stahl, Maznevski, Voigt, & Jonsen, 2010). Similarly, in support of the above statement that the concept of workplace diversity is distributed into twofold ideas. The first school of thought confirms that diversity can eradicate single foundations of knowledge and expertise while the other school argues that while diversity improves other aspects of the organisation, it equally creates challenges in the workplace (Estélyi & Nisar, 2016). Considering these different findings on diversity, it is argued that this matter is imperative to understand and clarify in the South African context by undergoing an empirical examination that will bring more insights to light.

It is to an organisation’s disadvantage not to drive a supportive diversity climate as diversity is not only about compliance but a fundamental action of recognising the importance of individuals within the organisation (Mazibuko & Govender, 2017). It is of equal importance to note that researchers have studied diversity extensively and the effect it has on groups, but it remains unclear how diversity impacts group performance and in turn organisational performance (Akinola, Page-Gould, Mehta, & Liu, 2018). Depending on the strategy an organisation decides on, the association between organisational diversity and organisational performance can either be positive or negative. In a case where an organisation employs a growth or innovative strategy, a positive association between diversity within organisations and organisational performance can be expected, and a negative association can be expected if the organisation decides on a downsizing or low innovation strategy (Guillaume, Dawson, Otaye-ebede, Woods, & West, 2017).

However, because of the benefits of diversity demonstrated by other researchers, private sector organisations are cautiously advocating and implementing diversity management strategies as part of their corporate governance in an effort to secure

the benefits of a diverse workplace (Steuer, Sharma, Bleck, & Leicht-Scholten, 2017). Leaders anticipate that diversity in the workplace will produce higher employee engagement and thus improved financial performance can be expected to follow (Kulik, 2014). When diversity is successfully managed within organisations, these differences in the workplace create competitive advantage and hence an improved level of employee well-being can be expected (Joubert, 2017).

Consequently, it is reasoned that healthy and happy employees will yield positive results in the workplace, which is supported by the statement, “good health equals good business”. However, there is still more to be understood about the relation between employee well-being and productivity, particularly because of scales being used to measure well-being and various factors that impact an individual’s ability to do their work (Miller, 2016). Prior studies examined employee well-being and the factors that might explain it in an attempt to understand how it can positively influence workplace results for both employees and employers (Chughtai, Byrne, & Flood, 2015).

There are several definitions of well-being in the literature. Nielsen, Nielsen, Ogbonnaya, Känslä, Saari and Isaksson (2017) defined well-being as the psychological, physical, and overall health of individuals, and in addition their personal fulfilment within their working environment and social life.

Employee health and well-being can be impacted to some degree by the leaders in organisations. The first academic article to discuss how transformational leaders contribute to employee well-being was published in 1989 (Arnold, 2017). Studies proved that there is a positive relationship between transformational leadership and employee well-being even though there is more to be learned in this area (Arnold, 2017). Therefore, leaders have a huge responsibility in contributing to the well-being of their employees. It is argued that diversity in the workplace impacts how individuals work together and hence there is an expected link between diversity in the workplace and employee well-being. The following section will dive deeper into both workplace diversity and employee well-being literature.

This research aims to answer the following questions (research objectives).

- Does workplace diversity affect employee well-being in the South African marketing field?

- How does gender diversity strengthen the association between workplace diversity and employee well-being in the South African marketing field?
- How does age diversity strengthen the association between workplace diversity and employee well-being in the South African marketing field?

2.2 The Importance of Diversity in Driving Organisational Effectiveness

Previously, diversity was regarded as a governmental or legal obligation that organisations had to fulfil, and most organisations only implemented diversity practices as a tick-box exercise. More recently, diversity has become a strategic priority for many organisations (Kundu & Mor, 2016). There is an increase in diversity of nations across the world because of huge population shifts, this has resulted in an improvement in organisational effectiveness since teams have become more creative, innovative and have improved their problem-solving capabilities. In addition, if organisations with a diverse workplace take advantage of these benefits, increased market share can be expected (Dastane & Eshegbe, 2015).

The responsibility lies with organisations to encourage an environment that is conducive to reaping sustained benefits from diversity (Lambert, 2016). Whether an organisation is a multinational or not, it will be impacted by global diversity either indirectly or directly (Kundu & Mor, 2016). This is why many organisations have embraced diversity. Nonetheless, diversity is a concept that is still unclear and not understood by many organisations and individuals. In addition, given the unclear definition of diversity, many interpret it to suit their perceptions and make assumptions on other vital social characteristics such as race and gender (Unzueta, Knowles, & Ho, 2012).

In 2013, Twitter introduced its board of directors when it made its initial public offering and it resulted in the company receiving negative feedback as it had no female representation on its board of directors, with many advocating that lack of gender diversity is not good for the organisation (Chang, Milkman, Chugh, & Akinola, 2019). It is evident from the above that diversity is a concept that cannot be circumvented and when an organisation lacks diversity it might experience pushbacks and negative feedback from the global community. Furthermore, leaders in organisations need to be aware of the components that build a diversity management system. Table 2, below, suggests that a diversity management

system comprises of five components: diversity paradigms, policies, programmes, practices and climate (Kulik, 2014).

The first component (diversity paradigms) recognises that there are values, beliefs and norms for how diversity should be managed (Kulik, 2014). Diversity policies focus on aligning diversity to the overall business goals and objectives by correctly managing resources (Kulik, 2014). Then diversity programmes are organisational activities that are put in place in an attempt to support diversity policies. The fourth component (diversity practices) focuses on the implementation of diversity programmes by lower level managers and employees (Kulik, 2014). Last, but not least, diversity climate is viewed as employees' perceptions of the meaning of workplace diversity (Kulik, 2014).

Table 2: Diversity Management System Components

Diversity paradigms	Values, beliefs and norms about how diversity should be managed
Diversity policies	Organisational goals or objectives for managing human resources
Diversity programmes	The set of formal diversity activities used in the organisation
Diversity practices	The implementation and experience of an organisation's diversity programmes by lower level managers and employees
Diversity climate	Shared employee perceptions and interpretations of the meaning of diversity paradigms, policies and programmes in the organisation

Source: (Kulik, 2014)

In support of Kulik (2014), research recognises three types of diversity and equality management with positive effects: (1) positive diversity climate and mind-set; (2) structures that promote inclusiveness in decision-making within the organisation; and (3) strategies that encourage an innovative environment (Konrad, Yang, & Maurer, 2016). This research focuses on diversity climate as the aim is to understand the diversity perception of marketing professionals in Johannesburg, South Africa, within their working environments and how it impacts on their well-being.

As this study is positioned in the South African context it is pertinent to understand how the past has shaped today's workplace. There were social and political discrimination and racial inequalities socially in South Africa, which was similarly evident within organisations; the South African higher education system is one example where the workforce had recruited individuals based on gender and race, which resulted in the workplace being dominated by white males (Zhuwao, Ngirande, Ndlovu, & Setati, 2016). As noted, the South African higher education system is one example; hence the same scenario could be true in the South African marketing field. In the United States, federal laws were put in place with the aim of protecting marginalised and minority groups from being discriminated against on the basis of their sex, religion, nationality and race by implementing the Civil Rights Act of 1964 (Grissom, 2018).

Table 3: South African Population by Gender

Year	Population	% Male	% Female
2019	58,558,270	49.28%	50.72%
2018	57,792,518	49.31%	50.69%
2017	57,009,756	49.33%	50.67%
2016	56,207,646	49.35%	50.65%
2015	55,386,367	49.36%	50.64%

Source: (World Population Review, 2019)

Table 3 above, shows a five-year trend of the South African population by gender. It is clear that there were marginally more females, 50.67%, with males accounting for the remaining 49.33% of the population in 2017 which is similar in other years. However, Table 4 below shows that from the national economically active population in 2017, females accounted for only 45.3% compared to 54.7% of males. The aim of these two tables is to show that there is diversity in the South African population in terms of gender; with that said, there is still a lot of work to be done in terms of including females in economic activities. For more detailed insights see Appendix 4, this shows a table of economically active population for each province/region in South Africa by race and gender.

Table 4: National Economically Active Population (EAP) by Race and Gender

Male		Female		Total
African Male (AM)	42.7%	African Female (AF)	35.8%	78.5%
Coloured Male (CM)	5.2%	Coloured Female (CF)	4.4%	9.6%
Indian Male (IM)	1.7%	Indian Female (IF)	1.1%	2.8%
White Male (WM)	5.1%	White Female (WF)	4.0%	9.1%
	54.7%		45.3%	100.0%

Source: (Department of Labour, 2018)

A number of studies that contemplated team diversity from a social position, discussed that individuals within these teams typically favour members from their own groups (Lisak, Erez, Sui, & Lee, 2016). Conversely, the other point states that team diversity from a competing interpretation anticipates that this level of diversity within groups enables good performance as opposed to homogeneous groups (Lisak, Erez, Sui, & Lee, 2016).

Diversity can be advantageous as individuals from different backgrounds are expected to contribute differently on matters confronted by the group as they are informed by their life experiences, and decision-making is equally informed by past experiences. As a result of these different views, creativity can be inspired and thus bias in decision-making can be reduced (Estélyi & Nisar, 2016). It is key to highlight that diversity may cause communication breakdowns within the same group, which leads to a lack of integration of the members (Estélyi & Nisar, 2016), causing low morale, poor job satisfaction and increased conflict (Guillaume, Dawson, Otaye-ebede, Woods, & West, 2017).

Lambert (2016) investigated Cultural Diversity as a Mechanism for Innovation in the workplace, one of the findings was that inclusiveness of employees in the work environment and use of their broader knowledge from successfully managing diversity allows multi-level creativity, which is later transformed into firm-level innovation. This research will examine the literature on inclusiveness, especially at leadership level. This type of diversity management does not only unlock creativity but improves productivity, amplifies market share and improves corporate image among potential employees and customers. Furthermore, the inability to achieve organisational goals might be as a result of unmanaged diversity (Sundari, 2018) but it is also important to note that the ecosystem of the environment plays a part in managing diversity successfully (Joubert, 2017).

The study conducted by Sundari (2018), which examined workplace diversity and its impact on the performance of employees, took into consideration 15 diversity variables and 22 workplace performance variables, with the use of factor analysis and cluster analysis these variables were reduced to five and were used to group participants into three groups. The investigation discovered that diversity variables such as age, annual income, education and experience have a positive impact on workplace performance variables (Sundari, 2018).

More evidence from Joubert (2017), who studied workplace diversity in South Africa, shows that there were three diversity themes the participants agreed on:

- **Experience of diversity in the organisation:** aligned with other researchers, the results disclosed that without proper diversity management practices, diversity in the workplace would not only impact the employees but the organisation through the negative consequences of stereotyping, discrimination, misunderstanding, lack of respect and bad communication (Joubert, 2017).
- **Benefits of diversity management interventions for employees:** it was apparent from the outcomes that employees had the perception that with suitable diversity management practices, more learning could be drawn from each other, there would be better communication, and enhanced trust and respect between employees (Joubert, 2017).
- **Benefits of diversity management interventions for organisations:** there are benefits that the organisation realises when diversity is managed correctly. These benefits include improved efficiency and innovation, client-focused benefits and employees are more engaged (Joubert, 2017).

In addition, there were negative results evident from the study, which included the cost of managing diversity, employees are forced to take part in diversity initiatives, which results in lack of buy-in, and these initiatives are time consuming (Joubert, 2017). With all the benefits and problems that are evident in a diverse workplace, human resource professionals are looking for answers on how these problems can be resolved. This research studies how employees view diversity and if they associate it with any positive and negative outputs. Numerous policies can be implemented to minimise these problems and these policies include; encouraging

the use of a common language in the workplace, introducing motivational and mentorship initiatives, building a safe-zone environment with open communication lines between employees and employers (Saxena, 2014). The researcher argues that in a country like South Africa with its history, implementing diversity policies would not only be the correct decision for organisations, but it will encourage more social interactions between different groups, which will contribute tremendously to the healing of the nation.

In contrast, organisations in Singapore show that for all three diversity variables (age, gender and ethnicity), there is no extensive impact on employee performance (Darwin & Palanisamy, 2015). It is clear that the association between diversity and performance cannot be assumed based on the experiences of other countries, hence this research aims to empirically investigate the association between these variables within South Africa, particularly in the marketing field in Johannesburg.

2.2.1 Gender Diversity as a Mechanism to Improve Decision-Making

The association between gender diversity and organisational performance can be found in psychology literature, influenced by the differences in natural cognitive behaviour of men and women and how both men and women make decisions (Gyapong, Monem, & Hu, 2016). For example, unlike men, women are more likely to be comfortable making decisions that have low risks and they are naturally more inquisitive, which contributes positively to their monitoring skills as opposed to men, these differences in attributes could be beneficial for an organisation's decision-making if it appreciates diversity (Gyapong, Monem, & Hu, 2016). In South Africa, there is increased levels of various workforce initiatives to improve diversity, women are now able to occupy any position in any kind of organisation, but in reality women are still considered unskilled and not competent for many jobs (Zhuwao, Ngirande, Ndlovu, & Setati, 2016).

Post-apartheid, the African National Congress (ANC) government had a clear mandate aimed at economically empowering the black population in South Africa by recognising the effect a diverse board has on organisation value (Gyapong, Monem, & Hu, 2016). But it could be said that even with the progress made, there are areas of improvement in terms of integrating women and the black community into economic activities. Women in the workplace are judged negatively, which undervalues their work and contributions (Jackson & Van de Vijver, 2018). Aligned

with many emerging and developed countries, the Australian Securities Exchange (ASX) Corporate Governance Council is embarking on a journey to drive gender balance within corporations (Vafaei, Ahmed, & Mather, 2015).

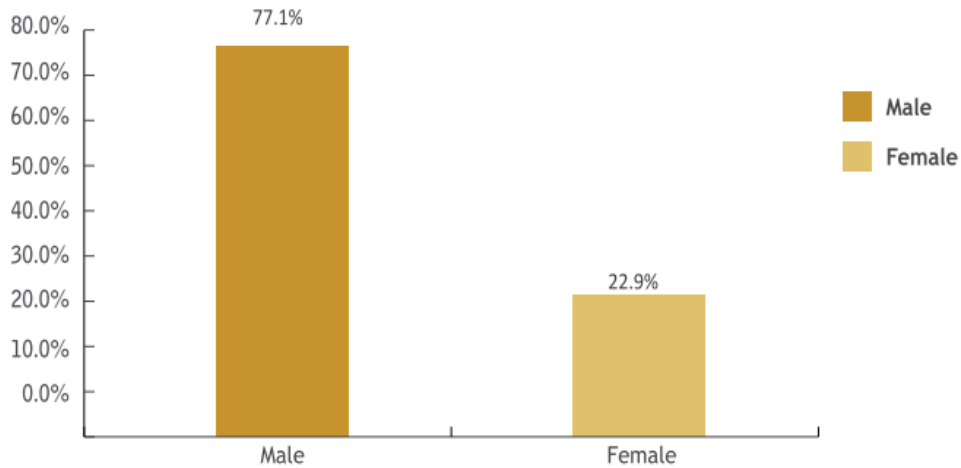


Figure 2: Top Management by Gender (Department of Labour, 2018)

Figure 2 above shows top management roles in South Africa by gender. Table 3 above showed that females account for more than 50% of the South African population, but in Figure 2, the 2017 top management results show that only 22.9% of these roles are occupied by females and 77.1% by males. The truth is that even after years of diversity knowledge and initiatives, not enough progress has been made in terms of females in leadership positions.

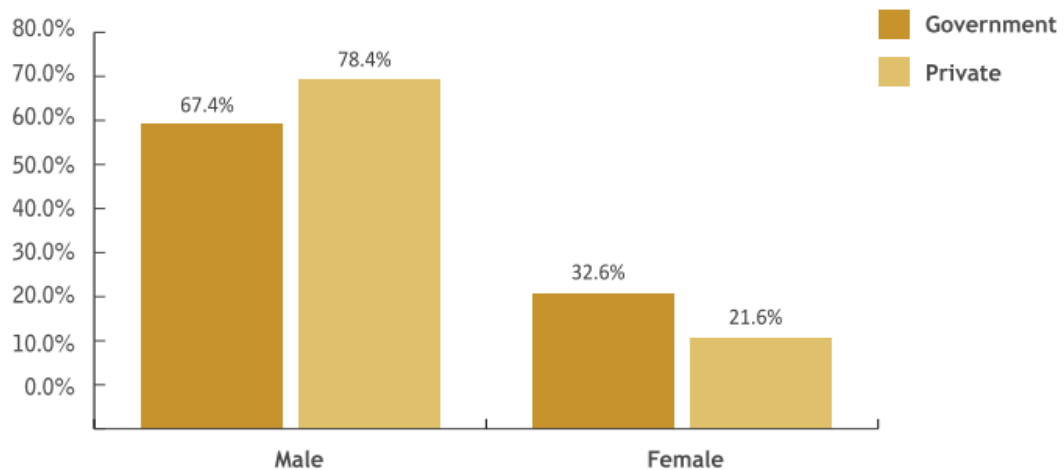


Figure 3: Top Management – Government and Private Sector by Gender (Department of Labour, 2018)

This scenario is evident in both the public and the private sector in South Africa (See: **Figure 3** above). Males comfortably occupy more than 67% of top management positions in both the public and private sector. The situation for females is a little better in the public sector with females in top management accounting for 32.6% as opposed to 21.6% in the private sector. However, the matter still needs to be given more attention for organisations to enjoy the benefits of diversity.

Table 5: Occupational Level by Race and Gender

Occupational Level	Period	White	African	Coloured	Indian	Male	Female
Top Management	2001	87.0%	6.0%	3.0%	4.0%	87.0%	13.0%
	2017	67.0%	14.3%	5.1%	9.4%	77.1%	22.9%
Senior Management	2001	81.0%	9.0%	5.0%	5.0%	80.0%	20.0%
	2017	56.1%	22.1%	7.7%	10.9%	66.2%	38.8%
Professionally Qualified	2001	56.0%	33.0%	6.0%	5.0%	62.0%	38.0%
	2017	36.5%	42.2%	9.6%	8.8%	53.4%	46.6%
Technical Skilled	2001	18.0%	58.0%	18.0%	6.0%	60.0%	40.0%
	2017	19.6%	61.7%	11.3%	5.6%	52.9%	47.1%

Source: (Department of Labour, 2018)

Males account for more positions in all occupational levels (Top Management, Senior Management, Professionally Qualified and Technical Skilled) compared to females (See: **Table 5**). It could be concluded that as much as there is a lot of progress to be made, diversity initiatives are slowly beginning to steer South Africa onto the correct path. Table 5 above shows that for all occupational levels, there was an increase in female participation from 2001 to 2017. For example, for top management in 2001, females occupied only 13% of the roles compared to 22.9% in 2017, which is a 9.9% increase. This is even more evident in Figure 4 below, where there is a slight year-on-year increase in female representation.

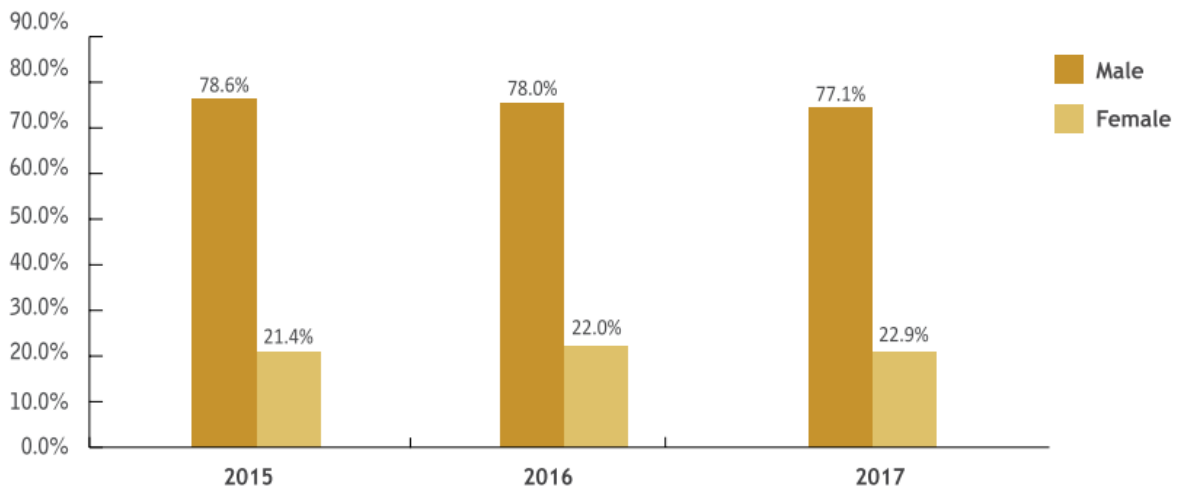


Figure 4: Top management trends by gender (Department of Labour, 2018)

The inclusion of women and ethnic minorities in leadership roles has become a pressing corporate governance issue. Countries such as Belgium, Iceland, Spain, Netherlands, Brazil, Italy, Norway and Malaysia have intensified their efforts by implementing gender quotas on corporate boards, while Australia, Sweden and the United Kingdom are threatening to deal with organisations that do not appoint more women onto their boards of directors legally (Gyaopong, Monem, & Hu, 2016). It is clear that the lack of gender diversity is not only a South African issue but could be seen as a global issue that needs more attention from world leaders. There are a lot of positive results that can be expected from how females naturally view issues as these issues cannot all be solved by males, hence an urgent need to recognise how important gender diversity is.

Creativity within groups can be improved with a more gender diverse workforce. In addition, gender diversity can reduce the tendency of decisions being taken by a group without a deeper evaluation of other options (Dastane & Eshegbe, 2015), females would instil a culture of critically challenging decisions (Conyon & He, 2017). Research shows that productive processes in teams can be influenced by diversity and equality management through increased gender diversity (Konrad, Yang & Maurer, 2016). It is worth noting that sexual harassment and discrimination in general can result in negative associations between gender diversity and employee performance (Zhuwao, Ngirande, Ndlovu, & Setati, 2016). These types of incidents are negative for gender diversity and make it difficult for organisations to fully implement and exploit the benefits linked to gender diversity.

Other scholars explored the effects of gender diversity on group performance and revealed that the relationship between the two variables was negative when the group was dominated by males and had no influence when dominated by females, greater level of diversity within teams reduces organisational performance while a reasonable level of diversity is beneficial to group performance (Darwin & Palanisamy, 2015). Therefore, the right balance of gender diversity needs to be determined and achieved for superior group performance. The question then becomes what level of diversity can be considered the right balance? Future research might look into this important question, examining organisations that have been successful in implementing diversity policies to gauge the ideal mix.

Greater levels of gender diversity and organisational performance will have a more positive relationship in the service industry compared to the manufacturing industry (Darwin & Palanisamy, 2015). The researcher believes this could be evident in the marketing field since it is considered a service industry, and hence a positive relationship between gender diversity and organisational returns is anticipated.

The results of a study conducted on diversity at the University of Venda in South Africa by Zhuwao, Ngirande, Ndlovu and Setati (2016) provide evidence that there is a substantial positive connection between gender diversity and employee performance. Individuals who took part in the study reached consensus that the University of Venda does not discriminate between males and females, which could mean that the leadership team at the University of Venda sees creating a diverse workplace as important and understands its benefits (Zhuwao, Ngirande, Ndlovu & Setati, 2016).

2.2.2 Age Diversity as a Mechanism to Improve Innovation

Workplaces are becoming diverse in more than one way, this is evident from the population surveys across the world and age is one of the dimensions that is being impacted (Rabl & Triana, 2014). These fluctuations in demographics within the workplace result in very young individuals working and collaborating with older colleagues; therefore, there is a need for organisations to start managing age diversity effectively (Rabl & Triana, 2014). Experts have equally identified age as an important issue since many countries have introduced legislation to do away with age discrimination or, more simply articulated, to promote age diversity (Davies, Mete, & Whelan, 2018).

The experience held by the older generation is not used fully by organisations due to assumptions that these individuals are costly to businesses, higher risk due to health problems, have outdated skills and cannot adopt new ways of working and technologies (Darwin & Palanisamy, 2015). The younger generation, which is being introduced to the working environment, is more enthusiastic about learning and exploring new ideas compared to their older counterparts, who have experience in the working environment which has given them the requisite problem-solving skills (Dastane & Eshegbe, 2015). There is an opportunity to blend the two sides of thinking and knowledge of these individuals to solve the problems faced by organisations and eventually improve the level of innovation within organisations.

Expressions such as “demographic time bomb” have been used to define the extent to which countries are facing an ageing workforce influenced mainly by a decrease in the number of births and increased life expectancy (Rabl & Triana, 2014). Numerous studies have validated that employee values, abilities and motivations can be influenced by age and thus age has a positive association with performance results (Farndale, Biron, Briscoe, & Raghuram, 2015). Some organisations take advantage of age diversity by positioning older employees as mentors to the younger generation since they hold a wealth of experience and knowledge; however, this may be counter-productive since these two generations have different beliefs and values (Darwin & Palanisamy, 2015). Researchers generally recommend that older and younger employees work together as this will foster a positive rational corporate culture (Dastane & Eshegbe, 2015).

A study conducted by Bal and Dorenbosch (2015) on age-related differences in relations between individualised human resource management (HRM) and organisational performance concluded that employee age is a moderator in the relationship between individualised HRM and performance. Thus organisations must be mindful that individualised treatment could result in different outcomes depending on age, for example, whereas the older generation prefers flexibility mostly because of personal responsibilities, the younger generation leans towards economic value and personal development (Bal & Dorenbosch, 2015).

Dastane and Eshegbe (2015) examined the effect of diversity elements in the workplace and learned that there is not a significant connection between age diversity and employee satisfaction. The effects of workforce diversity on employee performance found that age diversity does not have a significant influence on

employee performance (Darwin & Palanisamy, 2015). The literature provides different conclusions on age in the workplace. The South African workplace is equally experiencing age diversity and this research sought to uncover how this kind of diversity is viewed in the workplace and how it impacts on the association between the overall diversity in the workplace and employee well-being.

2.2.3 Inclusion and Leadership Diversity

While diversity in the workplace refers to the representation of wide-ranging society by employees, inclusion encourages that these individual differences should be acknowledged and fully engaged in the workplace, however, diversity and inclusion literature present a challenge of definition as it diverges among researchers (Daya, 2014). Inclusion is defined “as the degree to which employees feel part of essential organizational processes, including influence over the decision-making process, involvement in critical work groups, and access to information and resources” (Downey, van der Werff, Thomas, & Plaut, 2015, p 37).

Efforts to have a diverse workplace can fail, resulting in increased tension in the workplace and declines in performance. Inclusion is recognised as a way to measure the extent to which organisations satisfy the claims in their diversity statements (Downey, Van der Werff, Thomas, & Plaut, 2015). Organisations are fortified to uphold diversity and work on being more inclusive because of the potential of greater productivity and competitive advantage (Sundari, 2018).

During apartheid most organisations did not have any black South Africans in their management teams as it was illegal (Gyapong, Monem, & Hu, 2016). Even with evidence of social transformation in South Africa, enhanced mostly by EE and B-BBEE, leadership teams in most organisations largely consist of white employees (See: **Figure 5**). Organisations that were operating prior to democracy in 1994, shaped their businesses around the United Kingdom and United States styles. These conditions are still evident in some medium-sized and larger organisations in South Africa (Averweg & Addison, 2015).

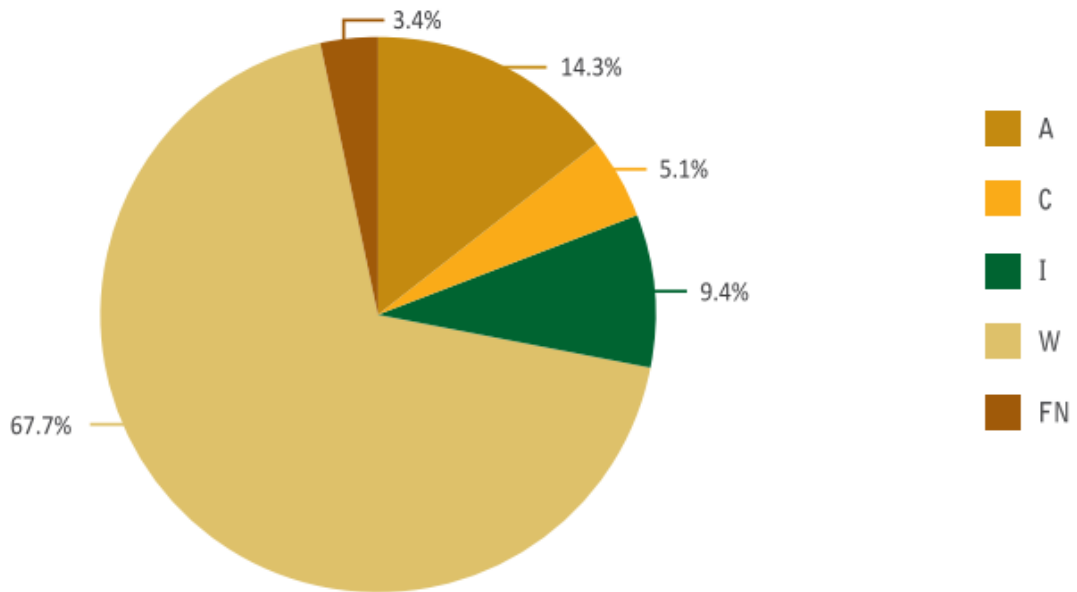


Figure 5: Top Management by Race (Department of Labour, 2018)

The pie chart above shows the top management roles held in South Africa in 2017 by race: A represents Black African, C represents Coloured, I represents Indian, W represents Whites and FN represents Foreign Nationals. This provides evidence of the above claim that the white minority holds most decision-making roles, accounting for 67.7% of top management roles compared to 14.3% held by black Africans who are the majority in terms of population in South Africa. There is still a lack of leadership diversity in South Africa even with a number of initiatives designed to resolve the issue.

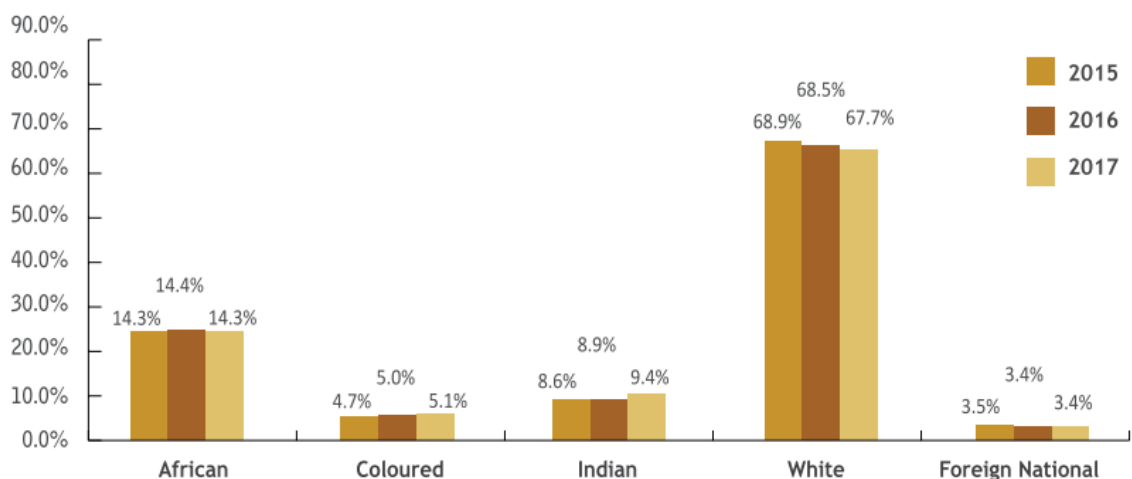


Figure 6: Top Management Trends by Race (Department of Labour, 2018)

It is worth noting that while leadership positions are mostly held by white people, there is progress in terms of including people from other population groups in these positions. Between the year 2015 and 2017, there has been a slight decrease in top management roles held by white people from 68.9% in 2015 to 67.7% in 2017. The number of African black people was actually stable, accounting for 14.3% over those three years. Slight increases have been observed for both coloured and Indian people. The progress is still not enough, it cannot be concluded that there is evidence of diversity in leadership positions in South Africa.

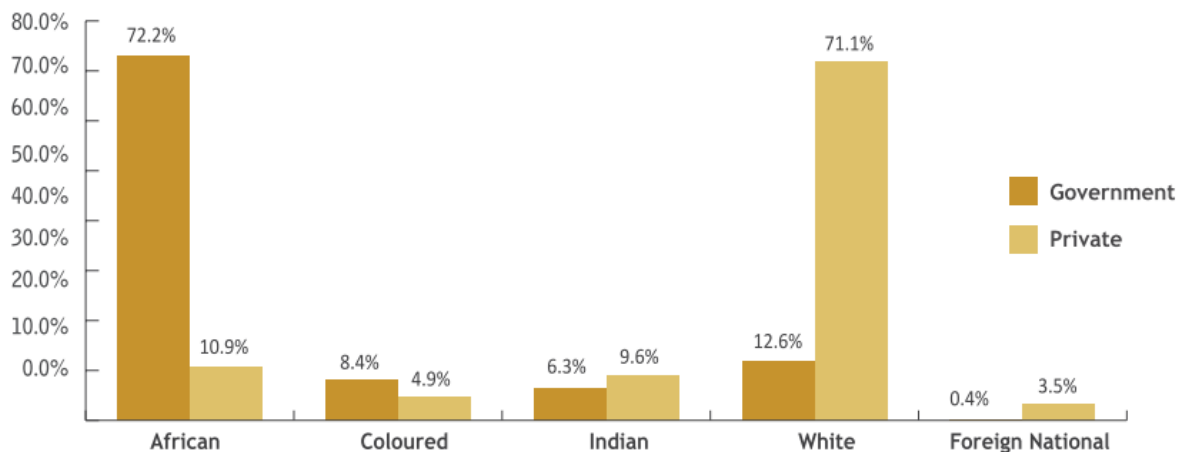


Figure 7: Top Management – Government Public and Private Sector by Race (Department of Labour, 2018)

The South African government is trying to compensate for the misrepresentation of the population in top management. Figure 7 shows that in the public sector, there are more African people in top management accounting for 72.2% compared to 12.6% for white people. However, the government has very little authority over how the private sector operates. It is clear from Figure 7 above that the white minority still accounts for a large number of management positions in the private sector, accounting for 71.1% compared to 10.9% for black Africans. This might also mean that the private sector is flouting all the diversity initiatives. Nevertheless, the overall top management picture shows that there is a lack of diversity in the South African leadership teams with white people still sitting comfortably at the top.

In spite of this, it is clearly outlined in the governing body composition that the governing bodies in southern Africa will also be responsible for its composition, this includes an appropriate balance of diversity, knowledge, skills and independence (King IV, 2016). This is more evident in other countries, although there were efforts and progress; for example, even after 50 years of attempts in making the workplace

more diverse in the United States, women and minorities are still underrepresented in roles that are responsible for top level decision-making in the workplace (Grissom, 2018). Vital strategic operational and financial decisions are made by boards of directors, as a result they are a key decision-making body (Vafaei, Ahmed, & Mather, 2015).

There were two critical questions Estélyi and Nisar (2016) wanted to address in a study they conducted on why firms want foreign nationals on their boards?. These questions are “can we further refine measures of director diversity to encompass all relevant dimensions of diversity? And, can we investigate the particular characteristics of the firm as determinants of board diversity?” (Estélyi, & Nisar, 2016). These questions are raised in an attempt to determine how diverse leadership teams are and also to encourage fair representation of different characteristics within these leadership teams.

Based on the diversity literature, the more diverse this decision-making body is in terms of variables such as race, gender, age and qualifications, the more chances there are of it making good decisions because of the wide range of the knowledge, creativity and innovation. This is equally sustained by a claim that increased board diversity could be beneficial in the following two extensive classifications, namely “fairness and equity” and “shareholder value and firm performance” (Vafaei, Ahmed, & Mather, 2015). Social equity and shareholder value are the two main influences that drive board diversity (Gyapong, Monem, & Hu, 2016).

“Commenting on the need for board diversity, a former chief executive of the Bank of America, Karen J. Curtin, retorted “there is real debate between those who think we should be more diverse because it is the right thing to do and those who think we should be more diverse because it actually enhances shareholder value. Unless we get the second point across and people believe it, we are only going to have tokenism” (Gyapong, Monem, & Hu, 2016, p. 371). Shareholder value is the main objective that boards of directors are responsible for, with the case made that suggests that effectiveness of the board can be enhanced by diversity, therefore many organisations should embrace the notion of diversity to positively impact shareholder value.

2.2.4 Equality Legislation in South Africa

In general, researchers studying diversity agree that unless diversity and equality management is appropriately implemented, organisations should not expect positive outcomes as a result of diversity. They also agree that the ability to manage diversity in the form of diversity training, recruitment monitoring and promoting minorities results in positive firm performance (Konrad, Yang & Maurer, 2016). Firms will not necessarily earn the benefits of diversity if the aim is only to comply with the law (Lambert, 2016), and not use diversity as a strategic initiative.

Equality legislation is different from one country to the next, while in countries like Malaysia and India the emphasis is mainly on outcome actions such as quotas (reservations or set-aside), in countries like Canada and the United States, the aim is focused more on the change process and setting milestones to monitor progress (Klarsfeld et al., 2016). Prior to the dawn of democracy in 1994, South Africa was exposed to discrimination where black people in general, women and people with disabilities did not have the same opportunities as their white counterparts. However, post 1994 the South African government led by the ANC introduced legislation aimed at providing equal opportunities for all; the legislation includes The Labour Relations Act, 66 of 1995; The Employment Equity (EE) Act, 55 of 1998 and the Broad-Based Black Economic Empowerment (B-BBEE) Act, 53 of 2003 (Joubert, 2017).

EE was designed to stimulate fairness and equal opportunities by eradicating discrimination, while B-BBEE was entrusted with the task of economically empowering black people (Joubert, 2017). The EE Act, No 55, 1998 as amended focuses on two elements: 1) the elimination of unfair discrimination; and 2) strict affirmative action measures to promote fair representation of employees in the workplace with regards to their race, gender or disability (Department of Labour, 2018). B-BBEE was formulated and is used as the main tool to introduce the participation of the black majority into the working environment in South Africa (Gyapong, Monem, & Hu, 2016).

2.3 The Importance of Employee Well-being in Improving Employee Engagement

Since the study aims to understand how workplace diversity impacts employee well-being, it is equally important to recognise the literature on employee well-being. Individuals who are employed spend most of their time at work; as a result, employee well-being should be a priority for employers. The concept of employee well-being includes subjective, social and psychological dimensions (Das, Mason, Vail, Rogers, Livingston, Whelan, Chin, Blanchard, Turgiss & Roberts, 2019). There are two main rational points of view associated with well-being: 1) Happiness-oriented, which is a subjective view of one's happiness; and 2) Human potential power, which is largely focused on personal achievements and self-positioning. Most studies on well-being have certified these concepts (Zheng, Zhu, Zhao, & Zhang, 2015).

Researchers have found that there is an association between organisational change and reduced levels of employee well-being (Rafferty & Jimmieson, 2017). Considering the changes in diversity globally, there is a need to examine the impact this change has on employee well-being. Research in the field of organisational psychology has investigated employee well-being, which looks at elements such as job satisfaction, work engagement, burnout and working conditions (Bakker, 2015). There is an increase in the amount of attention given to employee well-being in organisations from both the academic world and corporate leaders (Zheng, Zhu, Zhao, & Zhang, 2015).

Employee well-being has a very solid ethical consideration; moreover, changes in the working environment have consequences for employees and the organisation (Guest, 2017). Consequently, because of the modifications in today's workplace and the increase in diversity, there is a potential association between workplace diversity and employee well-being. Human resource management uses employee well-being to influence organisational performance, this results in a win-win situation for the employers and employees (Marescaux, De Winne, & Forrier, 2018).

Organisations spend significant amounts of money on employee training, which is associated with workplace well-being, in an attempt to increase organisational performance as it is linked to well-being (Watson, Tregaskis, Gedikli, & Vaughn,

2018). Another view suggests that plans to increase organisational performance may increase the stress levels of employees by increasing their workload, which may lead to a win-lose situation for employers and employees (Marescaux, De Winne, & Forrier, 2018). China is one example where organisations, including Alibaba and Microsoft Research Asia among others, have aggressively introduced various initiatives aimed at monitoring and improving the well-being of their employees (Zheng, Zhu, Zhao, & Zhang, 2015).

As a result of amplified workloads in today's work environments, employees often suffer from psychological and physical health issues, which in turn, harm organisations with regards to high staff turnover and high levels of absenteeism (Slutsky, Chin, Raye, & Creswell, 2019). Negative psychological environments result in bad outcomes for employees, these include lack of support from leaders or peers, decreased contributions to the overall goal of the organisation, or feeling their work does not matter and such environments can impact their psychological well-being (Shuck & Reio Jr, 2014). Researchers concluded that employee well-being can reflect job-related mental health. Further studies reasoned that employee well-being can reflect the satisfaction of employees with their job, quality of work-life balance and life satisfaction in general (Huang, Ahlstrom, Lee, Chen, & Hsieh, 2016).

There are three components that are mainly discussed under the construct of employee well-being; psychological well-being, physical well-being and social well-being (Miller, 2016). It stands to reason that if diversity in the workplace can be managed well, employees will have some sense of belonging, which will affect them positively psychologically and socially as they will have a perception that the environment values them.

Leadership is one of the aspects that influences employee well-being (Choi, Tran, & Kang, 2017). There is an element of ethical leadership which plays an important role in employee satisfaction, commitment, job dedication and therefore organisational performance (Chughtai, Byrne, & Flood, 2015). Ethical leadership is "the demonstration of normatively appropriate conduct through personal actions and interpersonal relationships, and promotion of such conduct to followers through two-way communication, reinforcement and decision-making" (Chughtai, Byrne, & Flood, 2015, p. 654). Leaders inspire significant employee well-being and

innovation through work demands, control and social support (Choi, Tran, & Kang, 2017).

A study conducted by Chughtai, Byrne and Flood (2015) on ethical leadership and employee well-being revealed that the behaviours of a leader that are considered to be ethical such as fair decision-making and punishing unethical conduct could have a positive impact on the well-being of employees in the workplace. This means that in addition to the many other elements that could inspire employee well-being, as mentioned above, the type of leaders organisations employ or build has a tremendous impact on employee well-being.

The leaders of an organisation should encourage an atmosphere where employees feel safe and can trust their leaders, as this will improve their well-being. Moreover, it is argued that for leaders to drive this kind of environment they need to understand how to lead different people and hence workplace diversity is linked to employee well-being. If a balance between workplace diversity and employee well-being is achieved, organisations can expect positive returns because a diverse workforce can encourage creativity and motivate individual performance.

Furthermore, there is evidence that confirms that there is a relationship between high-performing work systems (HPWS) and employee well-being, more specifically organisational justice as a mediating variable (Heffernan & Dundon, 2016). The perception of employees on whether their working environment is fair is referred to as organisational justice (Heffernan & Dundon, 2016). Employees' views on how fair their working environment is could to some extent reflect how satisfied they are with their working conditions. It could be concluded that the more fair the environment, the more employee well-being can be expected to increase. HPWS are human resource practices initiated to boost employee and organisational performance through skills development, motivation and platforms that contribute to well-being, furthermore, HPWS can be used as an instrument that reflects the values an organisation holds (Van De Voorde & Beijer, 2015).

Unexpectedly, the outcomes of a study by Heffernan and Dundon (2016) advocates that HPWS can yield negative outcomes for the well-being of employees as these environments might be linked with low job satisfaction and increased levels of work pressure. Contrary to this, Huang, Ahlstrom, Lee, Chen and Hsieh (2016) studied HPWS, employee well-being and job involvement using a sample of human

resource professionals and employees of middle-sized organisations in Taiwan. It was ascertained that Taiwan is a good strategic research destination since it has undergone successful commercial reforms in the past and the study concluded that organisations can use HPWS as a mechanism to improve employee well-being and job involvement (Huang, Ahlstrom, Lee, Chen & Hsieh, 2016).

Further studies on employee well-being suggests that there is a relation between perception of psychological climate and employees at an individual level; this is critical for it involves how individuals perceive their well-being (Shuck & Reio Jr, 2014).

2.3.1 Employee Engagement Drives Greater Employee Well-being

Employee engagement is “the cognitive, emotional, and behavioural energy an employee directs towards positive organizational outcomes” (Shuck & Reio Jr, 2014, p. 43). While work engagement is a “positive, fulfilling, work-related state of mind that is characterized by vigor, dedication and absorption” (Van Wingerden, Bakker, & Derks, 2017, p. 166). These definitions are the reason engagement is strongly associated with employee well-being as they highlight that engagement is about being positive and the employee having a sense of fulfilment regarding their job. Organisations are increasingly tapping into programmes that are intended to develop the quality of life (QoL) and psychological health of employees in order to realise and take advantage of benefits such as staff retention, productivity and employee engagement (Das et al., 2019).

In addition, studies have shown that surroundings can provide psychological safety and that meaningfulness can inspire employees to become more engaged (Downey, Van der Werff, Thomas, & Plaut, 2015). Numerous findings from research on employee engagement show that organisations have a lot to gain from encouraging elevated levels of employee engagement (Shuck & Reio Jr, 2014). Many hope that workplace relationships and improved performance can be fostered through engagement (Evans & Suklun, 2017). Employees who are more engaged are usually more productive because of the positive attitudes displayed, which led researchers to believe that well-being can be boosted by engagement (Rafiq & Chin, 2017).

A strategy that encourages diversity in the recruitment of employees and staff retention directly supports employee engagement, which presupposes that employees have taken ownership of change by taking initiative, offering a helping hand and being proud of their organisation. In addition, employee engagement is critical in ensuring an inclusive culture, which will drive cost management and attract, retain and engage top talent, growth and business performance (Mazibuko & Govender, 2017). Employees who are more engaged in the workplace have more probability of being productive, do not want to leave their current employer and they normally build positive relations with clients (Shuck & Reio Jr, 2014). Moreover, higher returns on investment (ROI) of an organisation can be achieved through employee engagement as engaged employees tend to stay with organisations longer, which results in low staff turnover (Biswas & Suar, 2016).

Organisational commitment is a concept that requires employees to align themselves to behaviours that support organisational values, this concept is widely accepted as a reliable measure of human behaviour (Kundu & Mor, 2016). More simply, committed employees participate in activities they strongly believe in, that are aimed at growing the organisation and they respect the values of their organisation. Hence this concept is closely related to employee engagement.

In a study conducted by Kundu and Mor (2016) in India on the effect of diversity management on employees' organisational commitment among 400 employees with 351 being male and 49 being female, with an average age of 37, it was found that implementation of diversity initiatives such as recruitment and selection of new talent, training and development, recognition and rewards play a massive role in increasing employees' commitment. It could be said that diversity can improve commitment of employees and the more committed employees are the more organisations can expect better performance. The concept of employee commitment is closely related to employee engagement with some literature on employee engagement claiming that employee well-being is equally associated with how engaged an individual is in the workplace. There is evidence that employees who displays greater levels of engagement, had greater levels of personal achievement and well-being (Shuck & Reio Jr, 2014).

Employee engagement is another important construct that positively impacts the employer's brand together with components such as brand equity, and attraction and retention of talent. Furthermore, having a reputable brand is critical in

developing a company that is easily marketable and appealing to top talent (Biswas & Suar, 2016). Therefore, a brand that keeps employees engaged can easily attract new talent because these individuals want to be in an environment that will engage them and appreciate their efforts. However, employee engagement and employer branding have been previously allied with age-related matters following changes in legislation in many countries, which advanced the concept of employees participating in the working environment for longer (Davies, Mete, & Whelan, 2018).

2.4 Diversity and Organisational Performance

Organisational performance may be affected by factors controlled by management (internal factors) and factors that are not controlled by management (external factors). The researcher proposes that the primary goal of all businesses is to create positive returns for shareholders, which is monitored through organisational performance. Today, organisations consider turnover a key performance indicator, mainly due to increased costs (Page & Vella-Brodrick, 2009).

One of the fundamental responsibilities of management is to be accountable for organisational performance, and with this it is expected to prepare, report and disclose details of the organisation's performance (King IV, 2016). There are number of ways to measure organisational performance in corporate governance although professionals do not agree on the best way to measure performance (Marinova, Plantenga, & Remery, 2016). There are two core methods for measuring performance within organisations, namely market-based reporting and financial statement reporting (return on equity, return on assets and return on investments) (Marinova, Plantenga, & Remery, 2016).

Furthermore, there are advantages and disadvantages associated with each type of measure. Disadvantages include gaining access to accurate information, distortion of data because of its sensitivity, the bias from the source because of the confidentiality of these types of data and scarcity of market-based reports (Subhash & Archana, 2017). Likewise, competitor information can be used as a benchmark for organisational performance taking into consideration the services offered, return on assets and investments and operating costs (Guimarães, Severo, Dorion, Coallier, & Olea, 2016).

Leaders anticipate that diversity in the workplace will result in higher employee engagement and thus improved financial performance can be expected (Kulik, 2014). When diversity is managed successfully, employees' contributions can create competitive advantages and hence an improved level of organisation well-being (Joubert, 2017). Although previous investigations reveal that there is a relationship between workplace diversity and organisational performance, there is not enough evidence that outlines how and why workplace diversity impacts organisational performance (Lambert, 2016).

2.5 Conclusion

This chapter presented a comprehensive overview of the previous research conducted by researchers in an attempt to build the knowledge on workplace diversity and employee well-being. This body of work shows that these variables can lead to both negative and positive consequences depending on the strategies and intentions put forward by organisations.

The researcher argues that there are more positives than negatives. It is important to note that observing where the world is going, it would be a mistake for organisations and leaders not to take workplace diversity and employee well-being seriously. As much as there are negative results associated with implementing diversity and employee well-being programmes, the worst-case scenario is not implementing them and seeing the downfall of these organisations because many organisations that implement and manage initiatives aligned with diversity and employee well-being will enjoy greater market share.

The framework proposed by Prieto, Phipps, and Osiri (2009) confirms that there is a positive association between a supportive diverse climate and organisational performance. Therefore, this study will extend the current knowledge on diversity by understanding how a supportive diverse climate can drive greater employee well-being. The next chapter will outline the research hypotheses formulated as a result of the insights gained from the literature.

3. RESEARCH HYPOTHESES

This section presents the research hypotheses investigated in the study. These hypotheses are formulated based on the evidence gathered from the literature review and questions that the study attempts to answer.

3.1 Introduction

The intention of the study is to empirically evaluate; firstly, if there is evidence of a relationship between workplace diversity and employee well-being in the South African marketing field. The rationale of this hypothesis is that changes have been made to South African legislation in an attempt to make the workplace more diverse; as a result, there is an opportunity to understand how these changes affect the well-being of employees since the literature on employee well-being suggests that some changes in the workplace could impact the well-being of employees.

Secondly, the study will investigate two elements/components of diversity (gender and age), the aim is to understand if these elements improve the relationship between a supportive diversity climate and employee well-being.

A supportive diversity climate is identified as the independent variable, while employee well-being is identified as the dependent variable. Based on the literature review, the study proposes that there is a positive relationship between workplace diversity and the well-being of employees, which could positively affect organisational performance in the South African marketing field.

3.2 Hypotheses

Aligned with the literature review and the research questions, the subsequent set of hypotheses were formulated and the proposed hypotheses model is presented below. These hypotheses are formulated in the form of null hypotheses for the research.

The null hypothesis is used to demonstrate that there is no difference for given observations/constructs (Wegner, 2017). Statistical tests will be run to either accept or reject the null hypothesis.

- The first hypothesis is formulated to examine the relationship between a supportive diversity climate (workplace diversity) and employee well-being.

The aim is to understand whether employees are engaged and satisfied with their work environment even when the environment is becoming more diverse. The null hypothesis is in support of the claim.

H1: **A supportive diversity climate does not drive greater employee well-being.**

- The second hypothesis is formulated to examine whether gender diversity regulates or improves the relationship between a supportive diversity climate and employee well-being.

H2: **Gender diversity does not moderate the relationship between a supportive diversity climate and employee well-being.**

- The third hypothesis is formulated to examine whether age diversity regulates or improves the relationship between a supportive diversity climate and employee well-being.

H3: **Age diversity does not moderate the relationship between a supportive diversity climate and employee well-being.**

The below model is a graphical representation of the hypotheses that are under study.

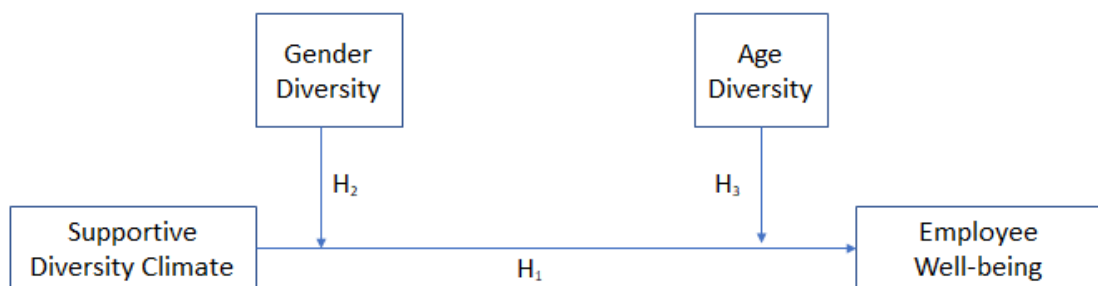


Figure 8: Hypotheses model

4. RESEARCH METHODOLOGY AND DESIGN

4.1 Introduction

This section presents a comprehensive description of the choice of methodology employed in the study to evaluate the research hypotheses outlined in chapter three. These choices are aligned to the type of study undertaken as well as the research objectives. In addition, the literature that previously examined workplace diversity and employee well-being reinforced the methodological choices. The methodology underpinning the research is discussed following the structure outlined below:

- Choice of research methodology and design
- Population
- Unit of analysis
- Sampling methodology and size
- Data collection process
- Measurement instrument
- Analysis approach

4.2 Choice of Research Methodology and Design

This is a quantitative study; therefore, it requires a descriptive analysis as well as an explanation of the results after hypothesis testing, and hence the study follows a descriptive-explanatory design. “Quantitative research is most appropriate when the researcher wants to become more familiar with the phenomenon of interest, to achieve a deep understanding of how people think about a topic and to describe in great detail the perspectives of the research participants” (Thomas, 2010, p. 306). Quantitative is referred to as “data consisting of numbers or data that have been quantified, such as tables of figures” (Saunders & Lewis, 2018, p. 86).

Descriptors-explanatory is a study aimed at describing and explaining the data, often a description of the data is required before the explanations (Saunders, Lewis, & Thornhill, 2012). The study follows a mono method of data collection. A mono method is a technique that uses one data collection practice and corresponding analysis procedure (Saunders, Lewis, & Thornhill, 2012). This is more applicable for the study since it aims to provide deeper insights in order to

better understand employees' perception of diversity and well-being, and, lastly, the aim is to provide reliable data by collecting the data first-hand.

Positivism is the research philosophy used to undertake this study. "Positivism relates to the philosophical stance of the natural scientist. This entails working with an observable social reality and the end product can be law-like generalisations similar to those in the physical and natural sciences" (Saunders, Lewis, & Thornhill, 2012, p. 150). This philosophy is rooted in the empiricist interpretation of the scientific revolution and hence systematic concentration on appearances is supported by experiences (Tebbit, 2005). Positivism is applicable to this study since it targets to generalise the sample to the population, is data specific and focuses on hypothesis testing.

The study employs a deductive approach since it aims to test the theory of diversity in the workplace and how it impacts employee well-being. The deductive method is concerned with building a hypothesis for existing theory. Empirical data needs to be explained using this approach, there is some bias associated with the inductive qualitative approach which can be avoided using a deductive approach (Liangzhi, 2015). The deductive approach is relevant since this research is concerned with testing the hypotheses proposed in chapter three.

Cross-sectional data is used since the aim of the study is to give insights into workplace diversity and employee well-being at a given point in time. Cross-sectional designs gather data at a particular point in time (Bolander, Dugan, & Jones, 2017). Cross-sectional designs are also associated with being cost effective.

4.3 Population

Population is a comprehensive set of group members and it does not only imply people, it may also be considered as organisations or places (Saunders & Lewis, 2018). This study examines marketing professionals in Johannesburg, South Africa. The marketing field is suitable for the study since most of these organisations are multinational with employees getting opportunities to relocate to other countries and hence diversity in these organisations is expected, as explained in the introductory chapter. Moreover, professionals in this field have international clients, such as, but not limited to, LG, Samsung, Coca-Cola, Unilever and Nestlé. The marketing field is intense since professionals in this field are

regularly exposed to pressure from clients and hence the importance of studying their well-being.

The researcher argues that it is of importance for marketing professionals to be mindful of workplace diversity and how it impacts their well-being and that of their clients since they operate in environments where they are likely to be exposed to diversity. In addition, they need to understand how to manage diversity as it is vital in maintaining long-term relationships with their clients and could also improve organisational performance.

4.4 Unit of Analysis

A unit of analysis is a smaller section of the entire population from which the researcher will collect data. The study targets marketing professionals in Johannesburg, South Africa, as the unit of analysis. Any respondent that does not meet these minimum requirements will be considered invalid.

It is presumed that predominantly, the leadership team of the organisation is responsible for managing diversity and also needs to be concerned about the well-being of employees; hence they may be in a superior position to provide an organisation's standpoint on diversity and the importance of employee well-being. It is important to ensure that they are part of the unit to be analysed for the study. The study is also intended to understand the employees' perspective on how diversity is managed and how it impacts their well-being in the workplace. Both the leadership and employees' participation in the subject matter will provide more insights to the study and hence they form part of the unit of analysis.

4.5 Sampling Method and Size

Sample is defined as subset of data drawn from the population described for the study, and because of cost and time constraints associated with research, samples are used to record data values of the population (Wegner, 2017).

The study used a non-probability technique to sample the population as a complete list of the population was not available. The sample was identified as marketing professionals in Johannesburg, South Africa, and hence there is no complete list of potential participants for the study. This also means that all potential members of the marketing population in Johannesburg did not have an equal chance of being selected for the study.

A purposive sampling technique was employed to select participants for the study. Purposive sampling is a non-probability sampling technique that is used to select the sample unit for a study based on the researcher's decision, which is informed by their reasons and premises (Saunders & Lewis, 2018). The sample was identified from the researcher's network, work colleagues and fellow Master of Business Administration (MBA) colleagues.

Quantitative studies are normally associated with large sample sizes that provide deeper insights and more reliable results when conducting statistical tests. The study aimed at achieving a sample of 150 individuals to participate. Since there was no list available for sampling, the study did not aim to acquire an equal split between the leaders in the field and employees.

4.6 Data Collection Process

This section outlines the process followed in collecting the data from receiving ethical clearance, developing the measurement tool and testing the tool by means of a pilot study, and the actual data collection. Lastly, this section will briefly describe the data analysis approach, which is informed by the type of study undertaken and the questions the study attempts to answer.

4.6.1 Ethical Clearance

Data gathering commenced after receiving ethical clearance (See: **Appendix 1**). Ethical clearance was issued after demonstrating that the study is designed for academic purposes only. This process is important because it protects the researcher from any misconduct and confirms that the nature of study is not harmful in any way to the participants. It also assures participants that their responses and identity will remain confidential.

4.6.2 Survey

Aligned with Subhash and Archana (2017), this study will collect primary data using surveys. The study is aimed at quantifying the results from participants thus surveys are a good tool to use to extract information in a structured manner. Some advantages associated with surveys include unbiased data collection and analysis (Zikmund, Babin, Carr, & Griffin, 2013). The researcher cannot use their own

interpretation to give evidence, the data is collected in a method that gives no room for own interpretation.

Self-administered structured questionnaires were used as a data gathering instrument. The study deals with factual information and does not give any room for open-ended questions. Hence closed-ended questions were used. A questionnaire is a method of data collection where each person responds to the same set of questions in the same sequence, which can be distributed face to face, by hand, and/or using the Internet (Saunders & Lewis, 2018).

The questionnaire method is adequate for the study since it is aimed at testing a theory and data is analysed statistically. Questionnaires are also used in this study to ensure the reliability of the output. For the purpose of this study, the questionnaire was designed through an online survey platform named Google Forms and was distributed electronically to marketing professionals known by the researcher.

The first two questions were designed to verify the validity of the respondents taking part in the survey. The questions checked if the respondent is located in Johannesburg and if they were employed in the marketing field during the time of the study. Any respondent that did not meet both these requirements was considered invalid and was excluded from participating in the study.

4.6.3 Consent Form

The questionnaire started with a consent section that asked permission from the respondent to participate in the study, the respondent had the option of declining to be part of the study. The first section introduced the researcher, the supervisor and the institution the researcher is studying at. Then the research topic and the aim of the research were introduced, this gave the respondent an opportunity to decide if they wanted to take part in research of this nature.

The expected time taken to complete the survey was also communicated. The participant was made aware that their contribution to the study is voluntary and can be withdrawn at any stage without any penalty; this was explicitly outlined in the consent form. Confidentiality and anonymity of all the respondents was assured. The contact details of the researcher and supervisor were provided if the respondents needed more details about the study.

4.6.4 Pilot Study

A pilot study was used to validate the research instrument and to ensure that the data collected was of good quality and can be statistically analysed. Validity checks were undertaken to understand the extent to which the data collection tool was designed to answer the research questions and if the data clearly measured the intended constructs. The measurement instrument was piloted among 29 individuals who assisted in testing the tool. The individuals who participated in the pilot study were critical to the entire research process as they offered insights on how to improve the research instrument. These respondents were drawn from the researcher's network of friends, family and colleagues.

A few changes to the tool were made as a result of the testing phase. The numbering and sequence of some questions was modified. In addition, the questionnaire was altered to have only one page, combining the demographic questions and constructs questions. This was done after realising that some respondents closed the survey without responding to questions on the second page. Lastly, the data collected was examined to check if all the information required was captured.

4.6.5 Data Collection

A revised questionnaire was distributed electronically via email and WhatsApp to all potential participants of the study. In an attempt to receive 150 responses; about 1,000 surveys were sent out with an expected response rate of 15%. The data collection period was from 14 July 2019 to 14 August 2019.

A total of 179 respondents completed the survey and 172 respondents were deemed valid to participate in the study while seven respondents were not valid. These seven were invalid because four were not marketing professionals and three were not located in Johannesburg. The response rate is therefore 17.2%. These 172 respondents were examined to check for any missing data and all the questions were fully completed. In conclusion, 22 more respondents were collected in addition to the targeted 150.

4.7 Measurement Instrument

A research instrument titled *Assessing Diversity and Equality Management Practices* used by Konrad, Yang, and Maurer (2016) was employed in this study as a measure of diversity (see **Appendix 3**), this survey was previously designed taking into consideration the depth of diversity literature. The first draft of this survey was piloted to a sample of diversity managers who provided insightful feedback to ensure validity, and hence this survey is grounded in expert knowledge to ensure reliability (Konrad, Yang & Maurer, 2016). This measurement instrument achieved a Cronbach alpha of 0.85 for eight items linking diversity to strategy, 0.71 for measuring recruiting a diverse workforce, and 0.78 for four items monitoring the effectiveness of staffing for diversity (Konrad, Yang, & Maurer, 2016), which suggests that this is a reliable tool to use when measuring workplace diversity.

A research instrument designed by Zheng, Zhu, Zhao, and Zhang (2015) was used as a measure of employee well-being (see **Appendix 3**). The reliability and validity of this scale was achieved by distributing it to seven different samples designed to give feedback on different aspects such as item reduction, exploratory factor analysis, confirmatory factor analysis, test reliability, convergent and discriminant validity, predictive validity and cross-cultural measurement invariance (Zheng, Zhu, Zhao & Zhang, 2015). The measurement was tested for reliability using Cronbach and the alpha achieved for workplace well-being, life well-being and psychological well-being was 0.93, 0.92 and 0.88 respectively.

Lastly, a research instrument named *Central Tendencies Measurement* used by Darwin & Palanisamy (2015) was adapted and used in this study to measure gender and age diversity in the workplace (see **Appendix 3**). The scale was adapted to ensure that there was a clear link to employee well-being and to make it more understandable in the South African context.

Organisational performance was measured based on respondents' perception of how they believe their organisation is performing. This scale was designed by the researcher and piloted together with the entire questionnaire for validity reasons. The survey was piloted to 29 individuals for quality assurance and an opportunity to ensure complete data.

Table 6: Rating Scale

Scale	Measurement
1	Strongly Disagree
2	Disagree
3	Neither Agree nor Disagree
4	Agree
5	Strongly Agree

A five-point Likert scale (See: **Table 6**) was adopted to measure the extent to which individuals view diversity and the effects it has on employee well-being. Rating scales are classified as interval data, which is linked to the collection of numeric data and quantitative random variables, this type of data collection is mainly employed to measure respondents' attitudes, motivations, preferences and perceptions (Wegner, 2017). This type of data is aligned with the objectives of the study since it is aimed at understanding employees' perception of diversity as well as their motivation, which is linked to employee well-being.

Based on the three constructs and two diversity attributes (age and gender), a measurement tool for this survey was developed which used the abovementioned and well-established measurement scales. The main aim of this measurement instrument was to collect data that provided insights into how marketing professionals in Johannesburg view workplace diversity and employee well-being within their working environments. In accordance with the literature review, questions were carefully chosen to measure these constructs. Figure 9 below is a graphical representation of the questions and how they relate to the constructs being studied.

- **Diversity:** question one to question six were designed to collect insights on diversity. These questions are coded below as D1 to D6.
- **Gender Diversity:** question seven to question ten were designed to measure gender diversity as one of the diversity elements being carefully studied. These questions are coded below as GD7 to GD10.
- **Age Diversity:** question 11 to question 14 were carefully chosen to measure age diversity, this construct is another important element of

diversity the study examined. These questions are coded below as AD11 to AD14.

- **Employee Well-being:** questions 15 to question 20 were designed to gather insights on employee well-being. These questions are coded below as EW15 to EW20.
- **Organisational Performance:** organisational performance was measured using question 21 to question 23. These questions are coded below as OP21 to OP23.

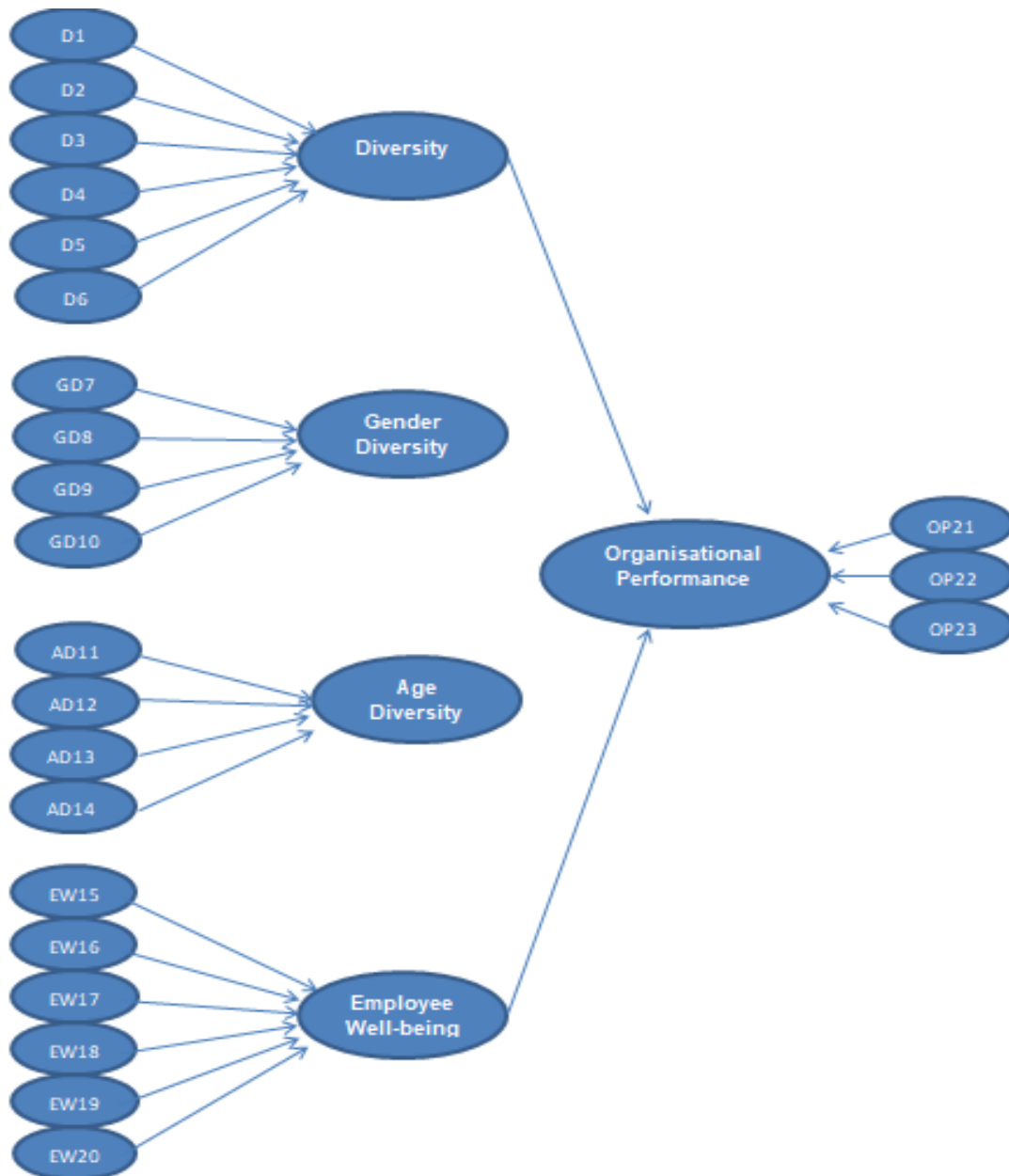


Figure 9: Measurement Instrument

4.8 Analysis Approach

A detailed examination of the data collected in the study was carried out by analysing the data to provide insights and for conclusions to be drawn. The data was exported from Google Forms, the tool used to collect the data, to Microsoft Excel. The Excel spreadsheet with the raw data was imported into Statistical Package for Social Sciences (SPSS). SPSS is a statistical software employed in the study to analyse the data. This section will provide a detailed outline of the data analysis.

4.8.1 Demographics Analysis

Firstly, it is important to understand the demographics of the individuals who participated in the study. Demographics can be seen as the main characteristics within the population used to classify individuals. This analysis was used to give the researcher more insights on the respondents and to understand if any biases could be expected in the data because of the nature of the individuals who completed the survey. The aim of the research was for both employees and members of leadership teams to participate in the study; hence demographics are crucial. The below demographics will be considered in this study:

- Gender
- Age
- Occupational level

4.8.2 Measuring Construct Validity

Three constructs (workplace diversity, employee well-being and organisational performance) were studied with an extension on workplace diversity to gender and age diversity. Before any statistical tests were done on the data, construct validity tests were conducted to ensure that the data collected from respondents accurately measured or represented the constructs being studied. Construct validity verifies the degree to which a measure mirrors the intended construct being studied. Explanatory Factor Analysis (EFA) was used to measure the validity of the constructs (Kaur & Paruthi, 2019).

EFA is used to examine the structure of the variables, which is most popularly used in psychology and other behavioural sciences, it is also normally used when the

researcher uses primary data (McNeish, 2017). “A measure is construct valid (1) to the degree that it appraises the magnitude and direction of a representative sample of the characteristic of the construct; and (2) to the degree that the measure is not contaminated from the elements from the domain of other constructs” (Kaur & Paruthi, 2019, p. 64).

The study employed the two most common EFA inspection techniques: Bartlett’s test and the Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy where the Bartlett’s test of sphericity checks if the observed correlation matrix is an identity matrix and the KMO measure indicates if latent factors are present (Howard, 2016). The results of these tests are interpreted as follows: KMO > 0.5 and Bartlett’s test of sphericity p value < 0.05 are considered acceptable (Field, 2009) and therefore the study will adopt these recommendations.

4.8.3 Measuring Reliability of the Research Instrument

It is equally critical to check and establish the reliability of the research instrument used in the study. In order to examine the reliability of a rating scale used to collect the data and the internal consistency, Cronbach’s alpha was employed (Payandeh Najafabadi & Najafabadi, 2016). This method is relevant for the study since the measurement instrument uses a scale to collect data from respondents.

Cronbach alpha is used to examine the extent to which item responses gathered from the survey correlate with each other; that is, the proportion of variance. The formula is presented below (Vaske, Beaman, & Sponarski, 2017).

$$\alpha = \frac{N}{N-1} \left(\frac{\sigma_x^2 - \sum_{i=1}^N \sigma_{Y_i}^2}{\sigma_x^2} \right)$$

Where:

N = the number of survey items in the scale

σ_x^2 = the variance of observed total score

$\sigma_{Y_i}^2$ = the variance of item (i) for person y

The result normally ranges between 0.00 and 1.00; however, a negative outcome can be expected when items are negatively related to each other (Vaske, Beaman, & Sponarski, 2017). A reliability value of Cronbach alpha 0.70 or higher is preferred by most researchers before they can adopt an instrument but the rule should also be used with caution (See: **Table 7**) (Manerikar & Manerikar, 2015). However, aligned with Vaske, Beaman, and Sponarski (2017) a Cronbach alpha of 0.65 will be adopted as a rule for an acceptable value.

There are some theoretical and practical issues that are related to the Cronbach alpha, these include: sometimes it provides an underestimate for the reliability test, it is very sensitive when it comes to the normality of the observations, takes its values outside of the reliability space, is very sensitive to small sample sizes and there are issues with confusion and misinterpretation of the results (Payandeh Najafabadi & Najafabadi, 2016).

Table 7: Cronbach's alpha Internal Consistency

Cronbach's alpha	Internal consistency
$\alpha = 0.9$	Excellent (High-Stakes testing)
$0.7 = \alpha < 0.9$	Good (Low-Stakes testing)
$0.6 = \alpha < 0.7$	Acceptable
$0.5 = \alpha < 0.6$	Poor
$\alpha < 0.5$	Unacceptable

Source: (Manerikar & Manerikar, 2015)

4.8.4 Descriptive Statistics

The next step in data analysis after construct validity and measurement reliability is to understand the data itself and one way of doing this is using descriptive analysis. Descriptive analysis or statistics is a method that explains basic characteristics such as central tendency, distribution and variability of the data (Axelsson & Lundin, 2016). Important measures of data such as the mean, median, standard deviation and variance are revealed to explain important points of the data. The study will focus on three important types of characteristics used to describe data (Wegner, 2017):

- Central location measure is defined as a single number that shows the centrality of the sample data. These measures include the mean, median and mode (Wegner, 2017).

- Measures of dispersion refer to the extent to which values within the data are scattered from the central location (variance and standard deviation) (Wegner, 2017).
- Measures of skewness describe the distribution of the data values (Wegner, 2017).

Lastly, histograms are examined to check the distribution of the numeric data collected (Wegner, 2017) and to also check if normality in the data exist.

4.8.5 Comparing Mean Scores

An examination of the mean scores was carried out to test for mean differences within constructs with two groups using the sampling distribution of the difference between two sample means (Wegner, 2017). Gender is tested for mean comparison since in the study it is the only demographic with only two groups (females and males). To determine the region of acceptance, if the p-value is greater than 0.05 at a 95% confidence interval, it will be concluded that the two group means are not significantly different (Wegner, 2017).

4.8.6 Analysis of Variance

To conduct equality comparison tests for more than two population means within a group Analysis of Variance (ANOVA) was used (Wegner, 2017). The table below shows how ANOVA is interpreted. This method is equally aligned with the test carried out (Mazibuko & Govender, 2017).

Table 8: ANOVA

Source of Variation	Sum of squares	Degrees of freedom	Mean square	F-Test	F-Crit
Between groups	SST	(k-1)	MST	MST/MSE	$f_{(\alpha)(k-1, N-k)}$
Within groups	SSE	(N-k)	MSE		
Total	SSTotal	(N-1)	S_y^2		

Source: (Wegner, 2017)

Where

SST: Between Sample Variability

SSE: Within Sample Variability

SSTotal: Total Sample Variability

K : Number of sample

N : Total Sample Size

MST: Mean Square Treatment

MSE: Mean Square Error

S_y^2 : Mean Square Total

4.8.7 Hypothesis Testing

Hypothesis testing was carried out at 95% confidence interval to test for a relationship between workplace diversity and employee well-being. A correlation test was used to understand if there is a relationship between these variables, this was aligned with the methodology employed by Subhash and Archana (2017). Correlation as a statistical technique has been used to quantify the strength on the relationship between variables (Odhiambo, Gachoka, & Rambo, 2018). The most commonly used method of correlation is known as the Pearson Correlation Coefficient (Lin, Liang, Zhang, Yu, & Qiu, 2018).

Therefore the study used the Pearson Correlation Coefficient, which is similar to that used by Dastane and Eshegbe (2015). The aim of the correlation test is to measure the linear relationship between two numeric scaled variables and to understand the robustness of the relationship (Wegner, 2017). Diversity within these organisations is identified as the independent variable and dependent variables are identified as employee well-being and organisational performance.

There are assumptions that need to be recognised for the correlation test to be carried out. Firstly, all variables used should be continuous for the Pearson Correlation to be used; otherwise, a Spearman Correlation could be conducted. All observations should have a pair of variable values. There should be an absence of outliers in these variables, having outliers could skew the results of the correlation, normality of the data is assumed, and lastly, linearity is also assumed for the

straight-line relationship (Lin, Liang, Zhang, Yu, & Qiu, 2018). The formula below is used to measure Pearson's correlation (Wegner, 2017, p. 335):

$$r = \frac{n \sum xy - \sum x \sum y}{\sqrt{[n \sum x^2 - (\sum x)^2] \times [n \sum y^2 - (\sum y)^2]}}$$

Where:

- r = the sample correlation coefficient
- x = the values of the independent variable
- y = the values of the dependent variable
- n = the number of paired data points in the sample

The correlation coefficient lies between a negative one and a positive one (-1 and +1) where -1 indicates a perfect negative correlation, +1 indicates a perfect positive correlation and zero (0) specifies that there is no correlation (Wegner, 2017). Depending on the correlation value obtained, it can communicate the strength of the association between variables were a value between 0 and 0.5 is considered a weak or a moderate association and a value between 0.5 and 1 is a strong relationship. Negative values follow the same logic.

A scatter plot is also required to complete the correlation analysis. A scatter plot presents the data points of two numeric variables on an x-y graph (Wegner, 2017). The author continues to explain that a scatter plot shows the essence of a relationship between the two variables, the strength (closeness of the points), its shape (linear or non-linear), its direction and if there are any outliers. The independent variable is plotted on the x-axis and the y-axis represents the dependent variable.

Lastly, formulated hypotheses are tested for results and based on the figures obtained and the statistical evidence, the hypothesis will be either accepted or rejected and hence conclude if there is a relationship between workplace diversity, employee well-being and organisational performance. See the Table 9 below.

Table 9: Hypotheses Description and Statistical Tests

Hypotheses	Description	Variables	Statistical Tests
1	H ₁ : A supportive diversity climate does not drive greater employee well-being	Independent: Diversity Climate Dependent: Employee Well-being	Correlation Analysis
2	H ₂ : Gender diversity does not moderate the relationship between a supportive diversity climate and employee well-being	Independent: Gender Diversity Dependent: Employee Well-being	Correlation Analysis
3	H ₃ : Age diversity does not moderate the relationship between a supportive diversity climate and employee well-being	Independent: Age Diversity Dependent: Employee Well-being	Correlation Analysis

4.9 Summary of the Research Design

Table 10 below confirms all the methodological choices the study will follow. As mentioned, these choices are aligned with the type of study undertaken and the literature review reinforced these choices.

Table 10: Research Design Summary

Theme	Methodological Choice
Choice	Quantitative
Philosophy	Positivism
Approach	Deductive
Collection	Survey/Questionnaire
Time Horizon	Cross-Sectional
Analysis Approach	Correlation Analysis and Multiple Regression

5. RESEARCH RESULTS

5.1 Introduction

This chapter presents the empirical results of the hypotheses being tested. These results are derived from the data gathered from all participants of the study who fully completed the survey. Firstly, the demographics of the participants are presented, the chapter then moves to descriptive analysis in an attempt to understand the data better, then the validity and reliability of contrasts is presented; lastly, the results of the research questions are provided after hypothesis testing is carried out.

5.2 Respondents Demographics

The purpose of the study is to understand how professionals (employees and the leadership) in the marketing field in Johannesburg, South Africa, view diversity and employee well-being in the workplace. The study also sought to gauge employees' perceptions of gender and age diversity in the workplace.

A total of 179 individuals responded to the survey, however, 172 respondents were considered valid since they satisfied two prerequisite questions used to determine the legitimacy of these individuals to participate. The other seven respondents were invalid either because they were not located in Johannesburg or were not professionals in the marketing field at the time the study was undertaken. As a result, analysis was only done on the responses from the 172 valid respondents.

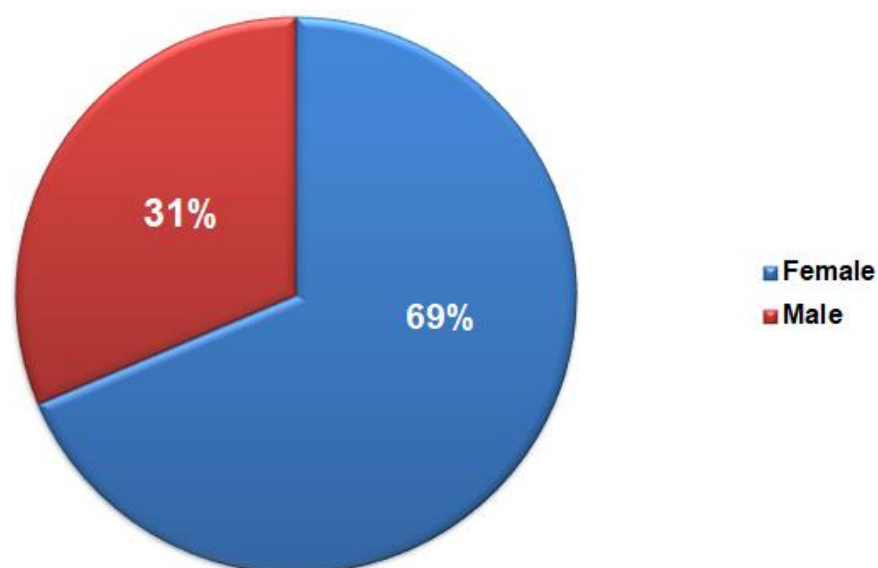


Figure 10: Percentage of Respondents Based on their Gender

Figure 10 above shows the percentage of individuals who participated in the study based on their gender. Females accounted for 69% of the respondents with a total of 118 out of the 172 respondents who completed the survey. Males accounted for only 31% of the respondents, which is 54 respondents.

Figure 11 below is a pie-chart of participants in the study by age. The younger age bracket (20 to 35) had the highest number of respondents accounting for 53% of the total respondents; this age bracket had 92 of the 172 respondents. The age bracket (36 to 50) accounted for 38%, the older age bracket (51 to 65) accounted for 15%.

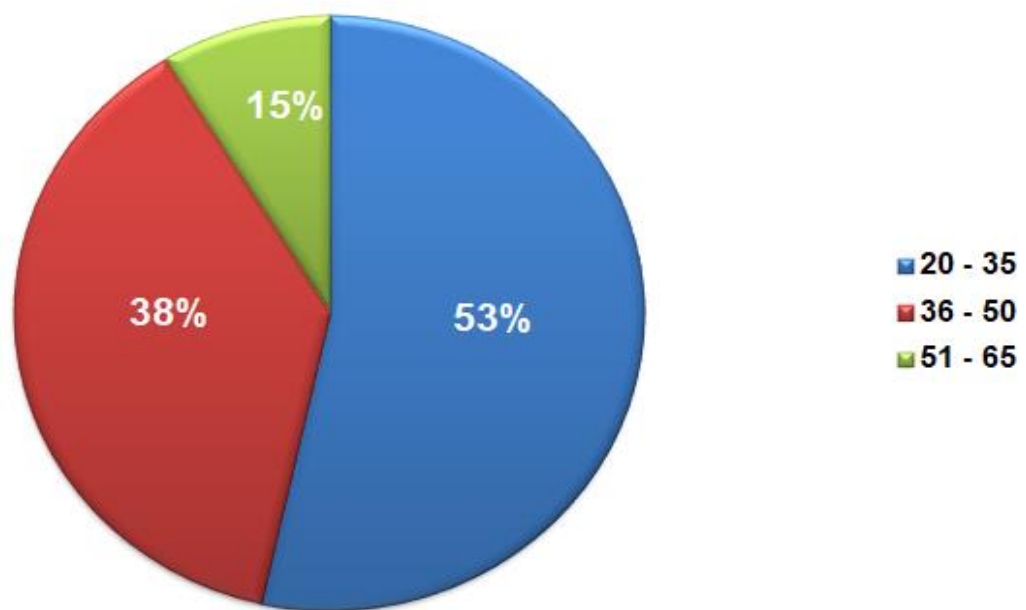


Figure 11: Percentage of Respondents Based on their Age

Lastly on demographics, is occupational level of all the participants in the study (See: **Figure 12**). A large number of the respondents were lower level employees within organisations with other accounting for 41% and analysts 17%. The higher level represented a smaller number of respondents with 6% and 5% being directors and associate directors respectively.

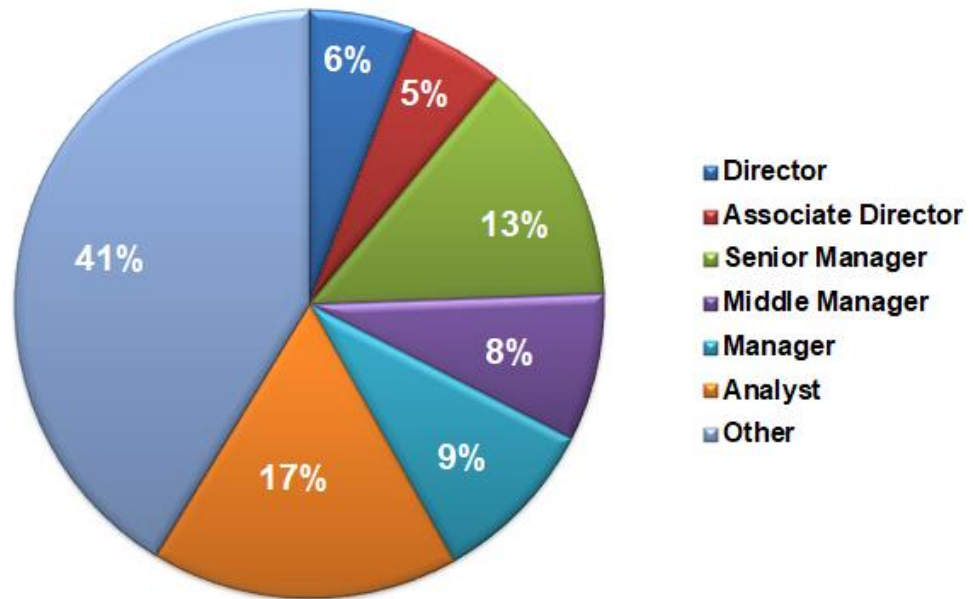


Figure 12: Percentage of Respondents Based on their Occupational Level

5.3 Construct Validity

It is important to validate the constructs the study is examining before any statistical tests are performed on the data. This is to validate if items collected on these constructs can be used to draw insights. EFA was carried out to validate the constructs and tests performed to validate the appropriateness of data collected are KMO and Bartlett's test for sphericity. This method is equally used for data reduction; it confirms the number of components that need to be considered for the model.

The rotated component matrix below (See: **Table 11**) shows how the questions from the questionnaire are loaded into the five components extracted (Workplace Diversity, Age Diversity, Gender Diversity, Employee Well-being and Organisational Performance). All the questions are loaded according to the intended constructs, aligned with the design of the measurement tool in section 4.7, with the exception of workplace diversity and organisational performance. This is the case since questions 22 and 23, which were initially intended to measure organisational performance, have been loaded into workplace diversity based on the rotated component matrix results. This means workplace diversity will now be measured using eight items going forward instead of six and only one item will be considered for organisational performance. However, no additional analysis will be performed on organisational performance since the construct has only one item to measure it.

Table 11: Rotated Component Matrix

Rotated Component Matrix ^a					
	Component				
	1	2	3	4	5
2. Does your company include diversity goals in the strategic human resource plan?	.805				
3. Does your company set goals for achieving staff diversity for specific positions?	.804				
5. Does your company track the diversity of employees receiving promotions?	.793				
1. Does your company align diversity strategy with the business strategy?	.785				
4. Does your company track the diversity of new hires?	.750				
6. Does your company have a diverse workforce?	.731				
23. Does your company have a more innovative workforce because of diversity?	.630				
22. Does your company show team effectiveness because of diversity?	.569				
15. I feel satisfied with my life.		.791			
16. I am close to my dream in most aspects of my life.		.753			
17. In general, I feel fairly satisfied with my current job and work responsibilities.		.740			
18. I find real enjoyment in my work.		.732			
19. I feel basically satisfied with my work achievements in my current job.		.670			
20. I generally feel good about myself, and I'm confident.		.646			
12. Age diverse teams show better decision making skills.			.881		
13. Age diverse teams make the work more enjoyable.			.834		
11. Age diverse teams show better problem solving skills.			.833		
14. Age diversity creates more happiness for teams.			.746		
9. Gender diverse teams make the work more enjoyable.				.840	
10. Gender diversity creates more happiness for teams.				.807	
8. Gender diverse teams show better decision making skills.				.703	
7. Gender diverse teams show better problem solving skills.				.584	
21. Does your company perform well financially?					.809
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.					
a. Rotation converged in 6 iterations.					

5.3.1 Kaiser Meyer Olkin (KMO) and Bartlett's test for sphericity Results

Table 12 shows the results of the KMO and Bartlett's test. As discussed in chapter four, A KMO measure greater than 0.5 will be deemed acceptable for the study and a Bartlett's p-value less than 0.05 will indicate that the factor is suitable for the study.

Table 12: KMO and Bartlett's Test

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.877
Bartlett's Test of Sphericity	Approx. Chi-Square	2721.106
	Df	253
	Sig.	.000

It is evident from Table 12 above that the KMO measure of sampling adequacy for all the research items is greater than 0.5 with a value of 0.877. In addition, the Bartlett's test of sphericity in Table 12 above indicates a p-value of 0.000, which is smaller than 0.05, therefore it can be concluded that they are both statistically significant. Both these results indicate that the factor analysis for this study is appropriate and the constructs are validated for use in the study.

5.3.2 Total Variance

Table 13: Total Variance

Component	Total Variance Explained								
	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	9.03	39.262	39.262	9.030	39.262	39.262	5.011	21.787	21.787
2	3.07	13.350	52.612	3.071	13.350	52.612	3.712	16.138	37.926
3	1.98	8.608	61.220	1.980	8.608	61.220	3.506	15.242	53.168
4	1.20	5.225	66.445	1.202	5.225	66.445	2.678	11.643	64.811
5	1.04	4.527	70.972	1.041	4.527	70.972	1.417	6.161	70.972
6	.857	3.725	74.696						
7	.744	3.233	77.930						
8	.685	2.980	80.910						
9	.566	2.463	83.373						
10	.524	2.280	85.653						
11	.472	2.054	87.707						
12	.382	1.660	89.367						
13	.373	1.620	90.987						
14	.316	1.373	92.360						
15	.278	1.208	93.568						
16	.257	1.118	94.686						
17	.241	1.049	95.735						
18	.202	.877	96.612						
19	.201	.875	97.486						
20	.179	.778	98.264						
21	.150	.652	98.916						
22	.146	.637	99.553						
23	.103	.447	100.000						

Extraction Method: Principal Component Analysis.

Table 13 above shows the variance of all the items combined. During the factor analysis test for the total variance it was specified that the eigenvalue should be 1 and therefore five components are greater than 1 and will be extracted for the model. The total variance represented or explained by these five components is 70.972%. The scree plot below (See: figure 13) also confirms the number of components which needs to be extracted; only five components are greater than 1.

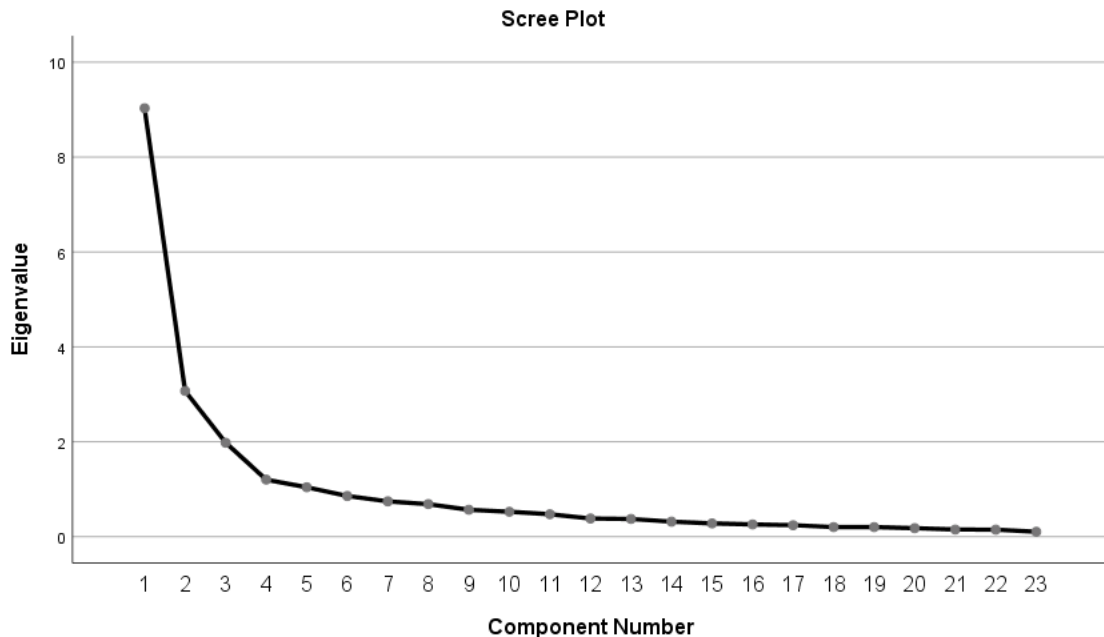


Figure 13: Scree Plot

5.4 Instrument Reliability

The research instrument was tested for reliability in order to confirm how accurately it measures the constructs being studied. Cronbach’s alpha test was done on each of the constructs independently to test the reliability of the instrument.

Table 14: Sample Summary

Case Processing Summary			
		N	%
Cases	Valid	172	96.1
	Excluded ^a	7	3.9
	Total	179	100.0
a. Listwise deletion based on all variables in the procedure.			

As discussed in chapter four, a Cronbach alpha of 0.65 or more will be considered acceptable for the study. As explained in the data collection section, out of the 179 respondents only 172 were valid for the study. Table 14 above confirms this claim

for all constructs. Table 15 below confirms that there is a positive correlation between all the constructs under study since all the values observed are positive.

Table 15: Inter-Item Correlation Matrix

Inter-Item Correlation Matrix					
	Workplace Diversity	Gender Diversity	Age Diversity	Employee Well-being	Organisational Performance
Workplace Diversity	1.000				
Gender Diversity	.438	1.000			
Age Diversity	.330	.642	1.000		
Employee Well-being	.463	.332	.338	1.000	
Organisational Performance	.584	.416	.357	.570	1.000

5.4.1 Workplace Diversity Cronbach alpha Results

A reliability test was performed on workplace diversity using Cronbach alpha, the results are shown in Table 16 below. Workplace diversity was measured using eight items as shown in Table 16 instead of six items since two more items were loaded into workplace diversity instead of organisational performance; these items are explicitly highlighted in Table 17.

Table 16: Workplace Diversity Reliability Test

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.918	.918	8

A Cronbach alpha of 0.918 was achieved for workplace diversity and it is concluded that the results display excellent internal consistency and therefore this result is acceptable for this study (Manerikar & Manerikar, 2015). Table 17 below shows that deleting any item from the Cronbach alpha test would not improve the overall Cronbach alpha already achieved.

Table 17: Workplace Diversity Item - Total Statistics

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
1. Does your company align diversity strategy with the business strategy?	23.34	38.663	.750	.673	.905
2. Does your company include diversity goals in the strategic human resource plan?	23.39	38.188	.763	.693	.904
3. Does your company set goals for achieving staff diversity for specific positions?	23.57	36.621	.802	.651	.901
4. Does your company track the diversity of new hires?	23.47	39.232	.697	.559	.910
5. Does your company track the diversity of employees receiving promotions?	23.82	38.139	.697	.575	.910
6. Does your company have a diverse workforce?	23.38	39.289	.713	.538	.908
22. Does your company show team effectiveness because of diversity?	23.50	40.162	.681	.576	.911
23. Does your company have a more innovative workforce because of diversity?	23.62	38.861	.722	.645	.908

5.4.2 Gender Diversity Cronbach alpha Results

Table 18: Gender Diversity Reliability Test

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.874	.874	4

A reliability test was performed on gender diversity and the results are shown in Table 18 above. Gender diversity was measured using four items as indicated in Table 18; these items are highlighted in Table 19. A Cronbach alpha of 0.874 was achieved and it is concluded that the results show good internal consistency and therefore this result is acceptable for this study. Table 19 shows that deleting any item from the Cronbach alpha test would not improve the overall Cronbach alpha already achieved.

Table 19: Gender Diversity Item - Total Statistics

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
7. Gender diverse teams show better problem-solving skills.	11.80	5.692	.694	.616	.852
8. Gender diverse teams show better decision-making skills.	11.88	5.371	.761	.654	.825
9. Gender diverse teams make the work more enjoyable.	11.69	5.396	.756	.663	.827
10. Gender diversity creates more happiness for teams.	11.74	5.808	.706	.639	.847

5.4.3 Age Diversity Cronbach alpha Results

A reliability test using Cronbach alpha was also performed on age diversity as one of the constructs under study. The outcomes are provided in Table 20 below. Age diversity was measured using four items as specified in Table 20; these items are explicitly highlighted in Table 21.

Table 20: Age Diversity Reliability Test

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.909	.908	4

A Cronbach alpha of 0.909 was achieved and it is concluded that the results show excellent internal consistency and therefore this result is acceptable for this study (Manerikar & Manerikar, 2015). Table 21 below shows that deleting any item from the Cronbach alpha test would not improve the overall Cronbach alpha already achieved.

Table 21: Age Diversity Item - Total Statistics

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
11. Age diverse teams show better problem-solving skills.	11.26	6.417	.763	.656	.892
12. Age diverse teams show better decision-making skills.	11.40	6.369	.803	.670	.878
13. Age diverse teams make the work more enjoyable.	11.52	5.924	.855	.758	.859
14. Age diversity creates more happiness for teams.	11.58	6.433	.752	.666	.896

5.4.4 Employee Well-being Cronbach alpha Results

Table 22: Employee Well-being Reliability Test

Reliability Statistics		
Cronbach's Alpha	Cronbach's Alpha Based on Standardized Items	N of Items
.868	.865	6

Table 23: Employee Well-being Item - Total Statistics

Item-Total Statistics					
	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Squared Multiple Correlation	Cronbach's Alpha if Item Deleted
15. I feel satisfied with my life.	17.85	16.550	.672	.527	.844
16. I am close to my dream in most aspects of my life.	18.28	17.176	.602	.439	.856
17. In general, I feel fairly satisfied with my current job and work responsibilities.	18.42	15.135	.758	.654	.828
18. I find real enjoyment in my work.	18.28	15.267	.773	.660	.825
19. I feel basically satisfied with my work achievements in my current job.	18.27	15.928	.690	.555	.841
20. I generally feel good about myself, and I'm confident.	17.70	18.467	.494	.283	.872

A reliability test was performed on employee well-being using Cronbach alpha, the results are shown in Table 22 above. Employee well-being was measured using six items as shown in Table 22; these items are emphasised in Table 23 above. A

Cronbach alpha of 0.868 was achieved and it is concluded that the results show good internal consistency and therefore this result is acceptable for this study (Manerikar & Manerikar, 2015).

Table 23 above shows that deleting any item from the Cronbach alpha test would not improve the overall Cronbach alpha already achieved with the exception of question 20. If question 20 is deleted, then a Cronbach alpha of 0.872 can be achieved for employee well-being, which is greater than the current alpha of 0.868. However, since the current Cronbach alpha is already acceptable (greater than 0.65), the study will consider it without deleting any item.

5.5 Descriptive Statistics

After validating the constructs and measuring the reliability of the measurement instrument, the next step is to understand the data better by running a descriptive analysis on each of the constructs. A descriptive analysis provides a summary of the data collected for this research. In most cases, it is used to build the foundation for decision-making because descriptive statistics give a sense of what the data means. The descriptive analysis will include a central location measure, measure of dispersion and measures of skewness. Histograms will also be generated to provide more insights.

5.5.1 Workplace Diversity Descriptive Statistics

The workplace diversity construct contained eight questions and descriptive statistics on each of the questions is provided in Appendix 12. Workplace diversity was measured using a five-point Likert scale with responses ranging from Strongly Disagree to Strongly Agree, as discussed in chapter four.

Table 24 shows the overall workplace diversity descriptive statistics results as opposed to the descriptive statistics of the individual questions, as shown in Appendix 12. The overall mean score for workplace diversity indicates that on average participants are not certain since the mean score is 3.41 and based on the scale it indicates that participants neither agree nor disagree with their workplace being diverse. A standard deviation of 0.93 is observed, which indicates that the participants do not differ extremely from the mean score; this means that they more or less have the same point of view on workplace diversity. Lastly, the minimum

value observed for workplace diversity is one and the maximum is five, which means there are participants on both sides of the measuring scale.

Table 24: Workplace Diversity Descriptive Statistics

Statistics		
Workplace Diversity		
N	Valid	172
	Missing	7
Mean		3.41
Median		3.50
Mode		4.00
Std. Deviation		.93
Skewness		-.183
Std. Error of Skewness		.185
Minimum		1.00
Maximum		5.00

Figure 14 below shows a histogram for workplace diversity. As mentioned above, both sides of the scale had participants as evidenced by the minimum and maximum value. It is important to indicate that not more than 2 participants (1.2%) indicated that they strongly disagree that their workplace supports a diverse environment and just fewer than 10 participants (6%) strongly agree with the statement. It is equally clear from the histogram results that about 20 participants (12%) agree that their workplace encourages a diverse environment. The observations are clearly not that dispersed from the mean.

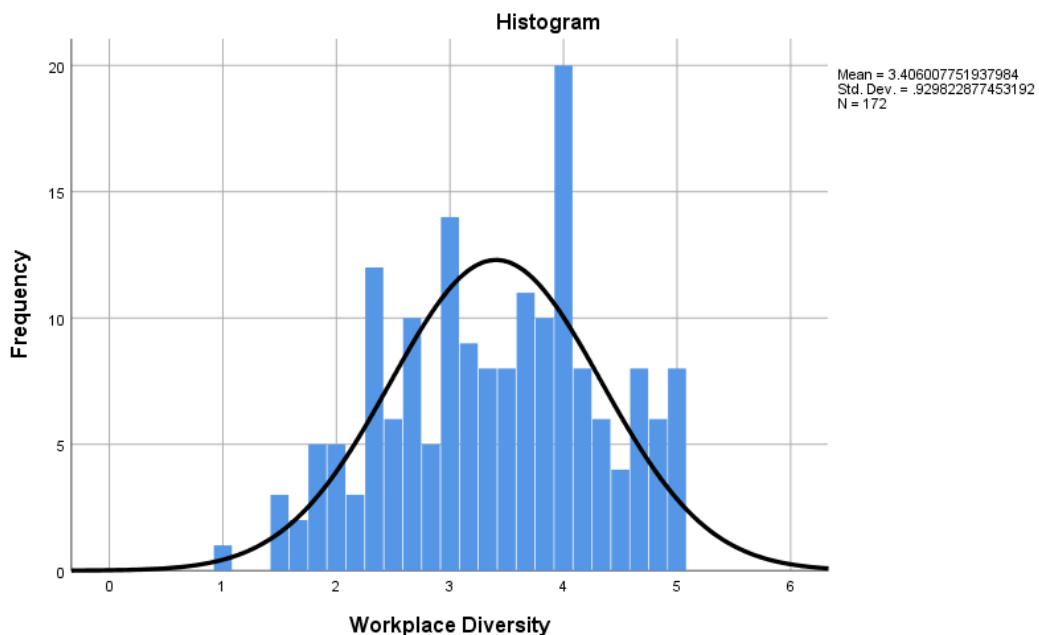


Figure 14: Workplace Diversity Histogram

5.5.2 Gender Diversity Descriptive Statistics

Table 25: Gender Diversity Descriptive Statistics

Statistics		
Gender Diversity		
N	Valid	172
	Missing	7
Mean		3.92
Median		4.00
Mode		4.00
Std. Deviation		.763
Skewness		-.574
Std. Error of Skewness		.185
Minimum		1.25
Maximum		5.00

The gender diversity construct was assessed using four questions, descriptive statistics on each of the questions is provided in Appendix 13. Gender diversity was measured using a five-point Likert scale with options ranging from Strongly Disagree to Strongly Agree, as discussed in chapter four. Table 25 above shows the overall gender diversity descriptive statistics results, and descriptive statistics for individual questions is shown in Appendix 13. The overall mean score for gender diversity in Table 25 above indicates that on average participants agree that their gender diversity is good for team effectiveness since the mean score is 3.92.

A standard deviation of 0.763 is observed, which indicates that the participants do not differ extremely from the mean score; this means that they more or less have the same point of view on gender diversity. Lastly, the minimum value observed for gender diversity is 1.25 and the maximum is 5, which means there are participants who hold strong views on both sides of the measuring scale.

Figure 15 below shows a histogram for gender diversity. As mentioned above, both sides of the scale had participants as evidenced from the minimum and maximum value. It is important to indicate that not more than 4 participants (2.3%) indicated that they disagree that gender diversity is good for team effectiveness and just below 35 participants (20%) agree with the statement. It is equally clear from the histogram that about 29 participants (17%) strongly agree that their workplace encourages gender diversity and it helps improve their team effectiveness. Lastly, the observations are clearly not that dispersed from the mean and the data points are normally distributed.

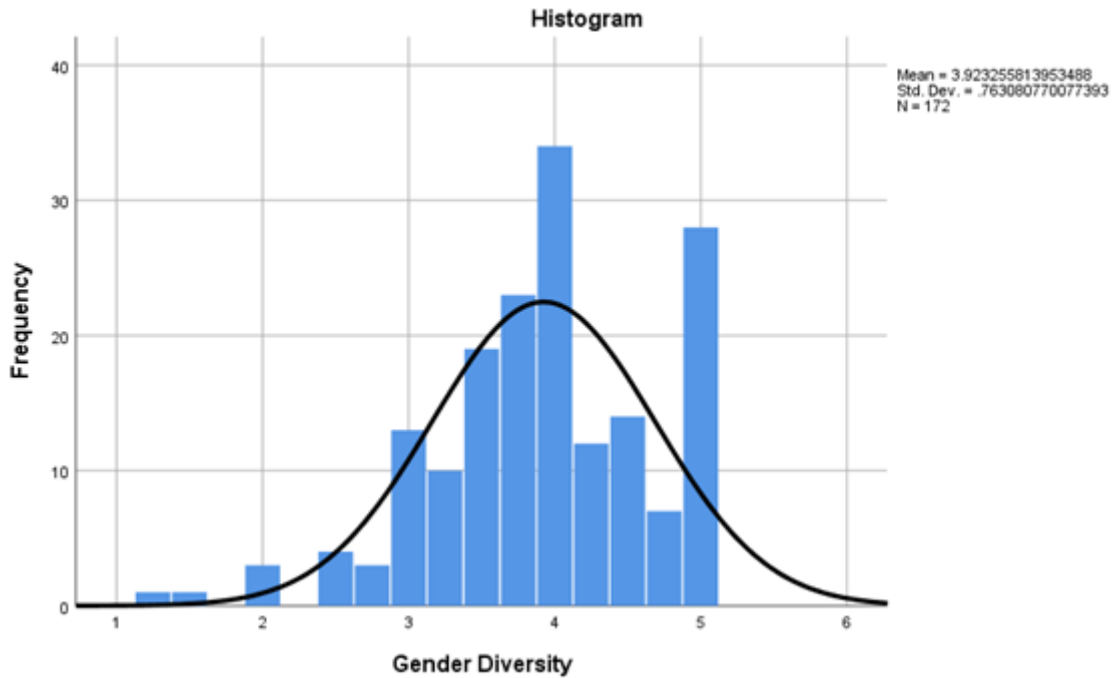


Figure 15: Gender Diversity Histogram

5.5.3 Age Diversity Descriptive Statistics

The age diversity construct contained four questions and descriptive statistics on each of the questions is provided in Appendix 14. Age diversity was measured using a five-point Likert scale with options ranging from Strongly Disagree to Strongly Agree, as discussed in chapter four. Table 26 below shows the overall age diversity descriptive statistics results and the individual questions descriptive statistics are shown in Appendix 14.

Table 26: Age Diversity Descriptive Statistics

Statistics		
Age Diversity		
N	Valid	172
	Missing	7
Mean		3.8
Median		4.00
Mode		4.00
Std. Deviation		.82
Skewness		-.95
Std. Error of Skewness		.19
Minimum		1.00
Maximum		5.00

The overall mean score, above, for age diversity indicates that on average participants agree that age diversity is good for team effectiveness since the mean score is 3.8. A standard deviation of 0.82 is observed, which indicates that the participants do not differ extremely from the mean score; this means that they more or less have the same point of view on age diversity. Lastly, the minimum value observed for gender diversity is one and the maximum is five, which means there are participants who hold strong views on both sides of the measuring scale.

Figure 16 below shows a histogram for age diversity. As mentioned above, both sides of the scale had participants as evidenced by the minimum and maximum value. It is important to indicate that not more than 4 participants (2.3%) indicated that they strongly disagree that age diversity is good for team effectiveness and about 55 participants (32%) agree with the statement. It is equally clear from the histogram that about 22 participants (13%) strongly agree that their workplace encourages age diversity and it helps improve their team effectiveness. Lastly, the observations are clearly not that dispersed from the mean and the data points are normally distributed.

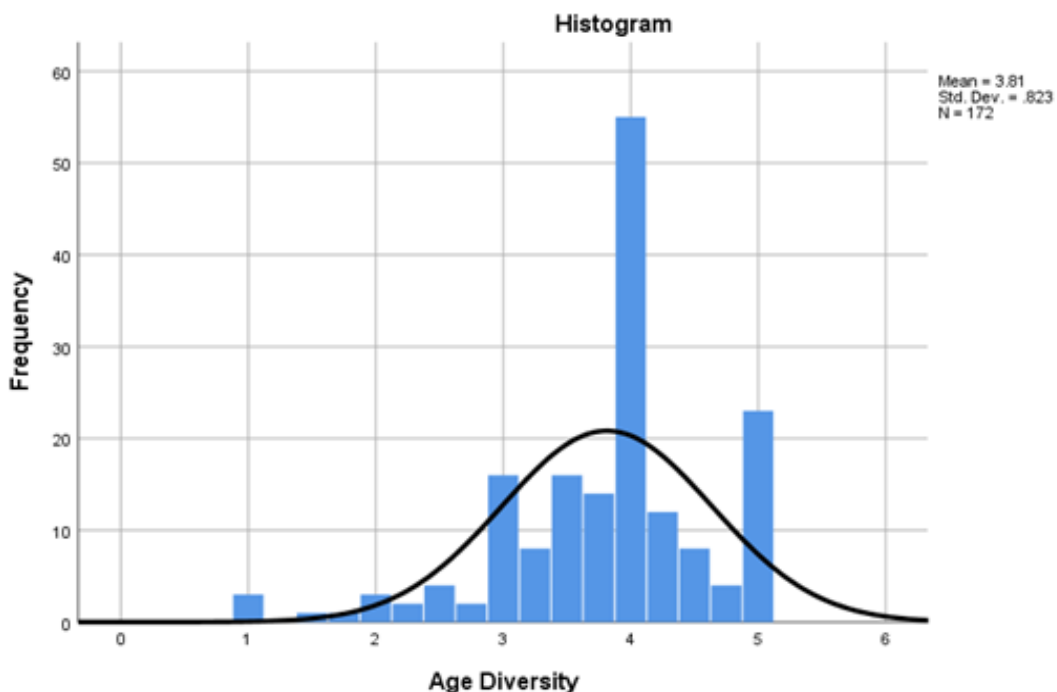


Figure 16: Age Diversity Histogram

5.5.4 Employee Well-being Descriptive Statistics

The employee well-being construct contained six questions and descriptive statistics on each of the questions is provided in Appendix 15. Employee well-being was measured using a five-point Likert scale with options ranging from Strongly Disagree to Strongly Agree, as discussed in chapter four. Table 27 below shows the overall employee well-being descriptive statistics results and the individual questions descriptive statistics are shown in Appendix 15.

Table 27: Employee Well-being Descriptive Statistics

Statistics		
Workplace Diversity		
N	Valid	172
	Missing	7
Mean		3.63
Median		3.83
Mode		4.00
Std. Deviation		.80
Skewness		-.80
Std. Error of Skewness		.18
Minimum		1.00
Maximum		5.00

The overall mean score shown above for employee well-being indicates that on average participants agree they are in a good state of well-being since the mean score is 3.6. A standard deviation of 0.80 is observed, which indicates that the participants do not differ extremely from the mean score; this means that they more or less have the same point of view on employee well-being. Lastly, the minimum value observed for employee well-being is one and the maximum is five, which means there are participants who hold strong views on both sides of the measurement scale.

Figure 17 below shows a histogram for employee well-being. As mentioned above, both sides of the scale had participants as evidenced by the minimum and maximum value. It is important to indicate that not more than 2 participants (1.2%) indicated that they strongly disagree that their well-being is in a good state and about 27 participants (16%) agree with the statement. It is equally clear from the histogram results that only about 8 participants (5%) strongly agree that their well-being is in a good state. Lastly, the observations are clearly not that dispersed from the mean and the data points are normally distributed.

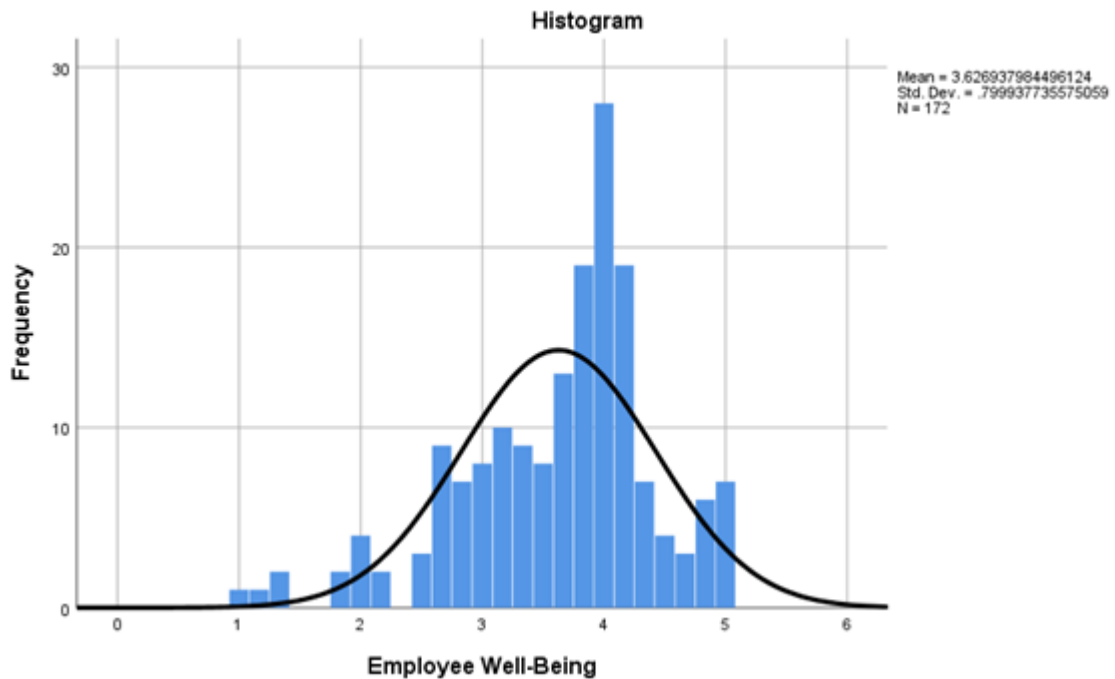


Figure 17: Employee Well-being Histogram

5.5.5 Conclusion

It can be concluded from the above descriptive statistics results that for all the constructs being studied, participants on average have the same perception. Results for each of the constructs are aligned and the data does not show any extreme outliers that need to be closely monitored. The above statistics for each of these constructs equally confirm that the study managed to reach a total number of 179 participants, however, only 172 of the total were valid for the study and the remaining seven were invalid.

Lastly, normality of the data is assumed for most of statistical tests. During the tests, these assumptions must be validated using the data collected. The histograms for each of the constructs validate that the data collected has a bell shape, which reflects normality of the data. The data therefore confirms one of the statistical assumptions, which is normality of the data.

5.6 Comparing Mean Scores by Gender

After understanding that on average the respondents have more or less the same perception on these constructs, it was equally important to understand how both the male and female groups independently view these constructs and therefore an

independent sample test was carried out. The results are shown in Table 28 below. Independent sample tests can only be performed on demographics that have no more than two groups such as gender (females and males).

Table 28: Gender Group Statistics

Group Statistics					
	Gender	N	Mean	Std. Deviation	Std. Error Mean
Workplace Diversity	Male	54	3.59	.87	.12
	Female	118	3.32	.95	.09
Gender Diversity	Male	54	3.94	.80	.11
	Female	118	3.92	.75	.07
Age Diversity	Male	54	3.88	.83	.11
	Female	118	3.78	.82	.076
Employee Well-being	Male	54	3.66	.87	.12
	Female	118	3.61	.77	.07

The mean scores for the study respondents were compared using independent sample tests for each gender. Table 28 above shows the sample for each group and the results are aligned with the demographic results above with a total sample of 172 for each construct. The mean scores from above show that there are no differences between the two groups for all the constructs with the exception of workplace diversity where the male average is slightly higher than that for the females. However, the overall results show that both males and females view these constructs the same way.

Table 29 indicates the outcomes of the independent sample test. Firstly, the Levene's test for equality was assessed to clarify which sig-value to interpret. The Levene's test determines if equal variance is assumed. The sig-values for Levene's test is greater than 0.05, therefore homogeneity of variances is assumed. Lastly, the two-tailed sig value is assessed to determine if these groups are significantly different. The sig-value for all the constructs is greater than 0.05, therefore, statistically, the group means between males and females are not significantly different. It can be settled that both males and females' perspective on these constructs is not significantly different.

Table 29: Gender Independent Samples Test

Independent Samples Test										
		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	T	Df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
Workplace Diversity	Equal variances assumed	1.908	.169	1.731	170	.085	.26	.15	-.04	.56
	Equal variances not assumed			1.784	110.80	.077	.263	.15	-.03	.55
Gender Diversity	Equal variances assumed	.925	.337	.171	170	.865	.02	.13	-.23	.27
	Equal variances not assumed			.166	97.046	.868	.02	.13	-.23	.28
Age Diversity	Equal variances assumed	.131	.718	.722	170	.471	.09785	.13544	-.17	.37
	Equal variances not assumed			.721	102.48	.472	.10	.14	-.17	.37
Employee Well-being	Equal variances assumed	.408	.524	.405	170	.686	.05	.13	-.21	.31
	Equal variances not assumed			.387	92.469	.699	.05	.14	-.22	.33

5.7 Analysis of Variance (ANOVA)

An ANOVA was performed to check how different groups view the constructs under study. In this case, ANOVA is used because the age demographic and occupational levels demographic have more than two groups within them; for example, the age demographic has groups: 20 to 35, 36 to 50 and 51 to 65. Similarly, with occupational level: Director, Associate Director, Senior Manager, Middle Manager, Manager, Analysts and Other. In this case, ANOVA is a suitable test to run to check the differences between groups. See Appendix 16 for more results on the ANOVA test.

5.8 Hypothesis Testing Results

This section presents the results of the hypotheses that the study sought to examine. Each hypothesis is stated in the form of a null and alternative hypothesis. Relevant statistical tests are carried out to assess if the null hypothesis should be accepted or rejected.

5.8.1 Workplace Diversity and Employee Well-being

The first hypothesis is aimed at understanding if workplace diversity drives greater employee well-being. The correlation results below show whether there is a relationship between workplace diversity and employee well-being, the direction of the relationship and the strength of the relationship.

H₀: A supportive diversity climate does not drive greater employee well-being

H₁: A supportive diversity climate drives greater employee well-being

Table 30: Workplace Diversity and Employee Well-being Correlation

Correlations			
		Workplace Diversity	Employee Well-being
Workplace Diversity	Pearson Correlation	1	.463**
	Sig. (2-tailed)		.000
	N	172	172
Employee Well-being	Pearson Correlation	.463**	1
	Sig. (2-tailed)	.000	
	N	172	172

** . Correlation is significant at the 0.01 level (2-tailed).

Firstly, the sig value observed in Table 30 is 0.00. The value is less than 0.05; therefore, the null hypothesis is rejected and at 95% confidence interval the alternative hypothesis is accepted. Hence, it is concluded that there is a relationship between workplace diversity and employee well-being. Lastly, the Pearson correlation value is assessed. Since the value is 0.463, it is concluded that these constructs have a positive relationship; however, it is important to note that the relationship between these variables is moderate.

In support of the above finding, it is clear from the scatter plot below (**Figure 18**) where the independent variable (Workplace Diversity) is plotted on the x-axis and the y-axis represents the dependent variable (Employee Well-Being) that there is a

positive linear relationship between these variables. However, the relationship is moderate as the data points are not closely plotted along the line.

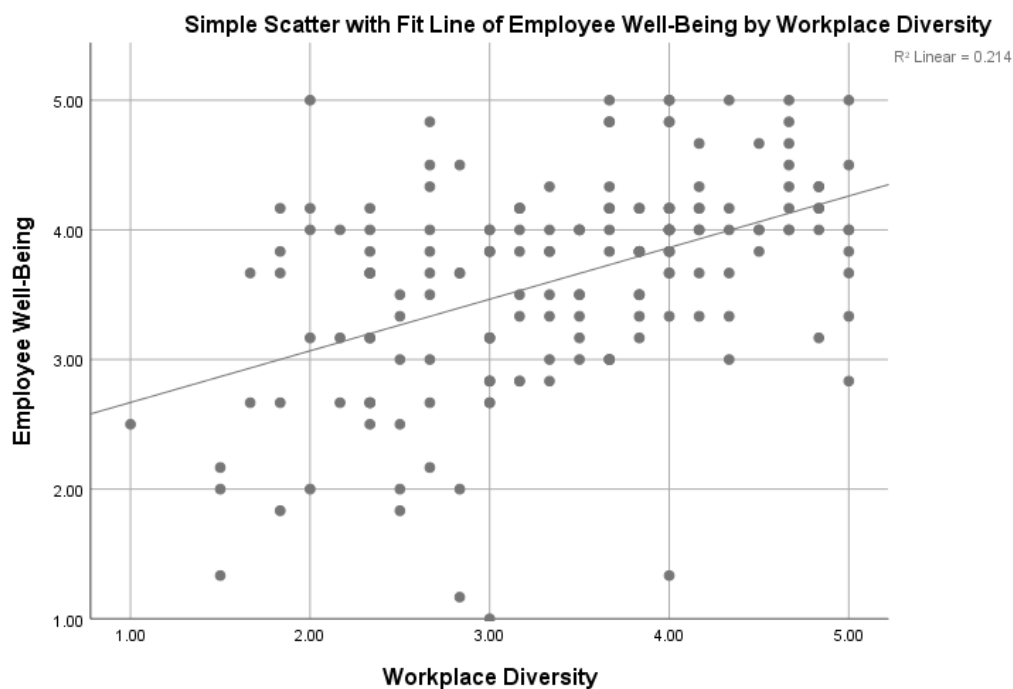


Figure 18: Workplace Diversity and Employee Well-being Scatter Plot

5.8.2 Gender Diversity and Employee Well-being

Similarly, the second hypothesis is aimed at understanding if gender diversity contributes positively to the relationship between workplace diversity and employee well-being. The correlation results below show whether gender diversity acts as a moderator between workplace diversity and employee well-being, the direction of the relationship and the strength of the relationship.

H₀: Gender diversity does not moderate the relationship between a supportive diversity climate and employee well-being.

H₁: Gender diversity moderates the relationship between a supportive diversity climate and employee well-being.

Firstly, the sig value observed in Table 31 below is 0.00. The value is less than 0.05; the null hypothesis is rejected and at 95% confidence interval the alternative hypothesis is accepted. Hence, it is concluded that gender diversity acts as a moderator between workplace diversity and employee well-being. Lastly, the Pearson correlation value is assessed. Since the value is 0.332, it is concluded that

the impact gender diversity has on these constructs is positive; however, it is important to note that the impact is moderate.

Table 31: Gender Diversity and Employee Well-being Correlation

Correlations			
		Gender Diversity	Employee Well-being
Gender Diversity	Pearson Correlation	1	.332 ^{**}
	Sig. (2-tailed)		.000
	N	172	172
Employee Well-being	Pearson Correlation	.332 ^{**}	1
	Sig. (2-tailed)	.000	
	N	172	172

****.** Correlation is significant at the 0.01 level (2-tailed).

In support of the above finding, it is clear from the above scatter plot (**Figure 19**) where the independent variable (Gender Diversity) is plotted on the x-axis and the y-axis represents the dependent variable (Employee Well-Being) that there is a positive linear relationship between these variables. However, the relationship is moderate as the data points are not closely plotted along the line.

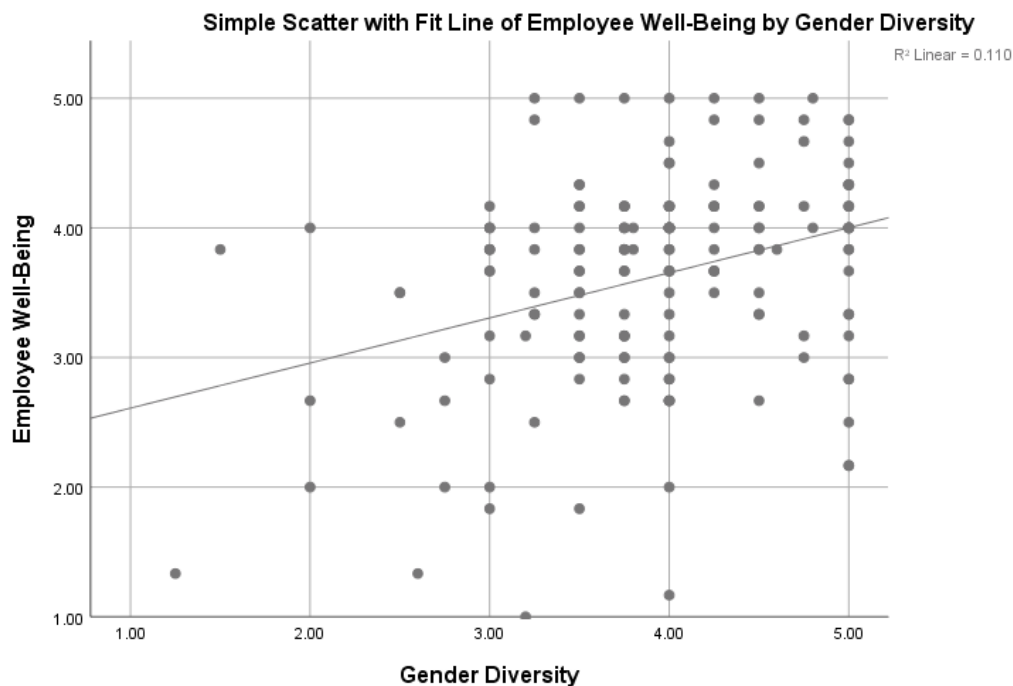


Figure 19: Gender Diversity and Employee Well-being Scatter Plot

5.8.3 Age Diversity and Employee Well-being

The third hypothesis is aimed at understanding if age diversity contributes positively to the relationship between workplace diversity and employee well-being. The

results in Table 32 below show whether age diversity acts as a moderator between workplace diversity and employee well-being, the direction of the relationship and the strength of the relationship.

H₀: **Age diversity does not moderate the relationship between a supportive diversity climate and employee well-being.**

H₁: **Age diversity moderates the relationship between a supportive diversity climate and employee well-being.**

Table 32: Age Diversity and Employee Well-being Correlation

Correlations			
		Age Diversity	Employee Well-being
Age Diversity	Pearson Correlation	1	.338**
	Sig. (2-tailed)		.000
	N	172	172
Employee Well-being	Pearson Correlation	.338**	1
	Sig. (2-tailed)	.000	
	N	172	172

** . Correlation is significant at the 0.01 level (2-tailed).

Firstly, the sig value observed in Table 32 above is 0.00. The value is less than 0.05; therefore, the null hypothesis is rejected and at 95% confidence interval the alternative hypothesis is accepted. Hence, it is concluded that age diversity acts as a moderator between workplace diversity and employee well-being. Lastly, the Pearson correlation value is assessed. Since the value is 0.338, it is concluded that the impact age diversity has on these constructs is positive; however, it is important to note that the impact is moderate.

In support of the above finding, it is clear from the scatter plot below (**Figure 20**) where the independent variable (Age Diversity) is plotted on the x-axis and the y-axis represents the dependent variable (Employee Well-Being) that there is a positive linear relationship between these variables. However, the relationship is moderate as the data points are not closely plotted along the line.

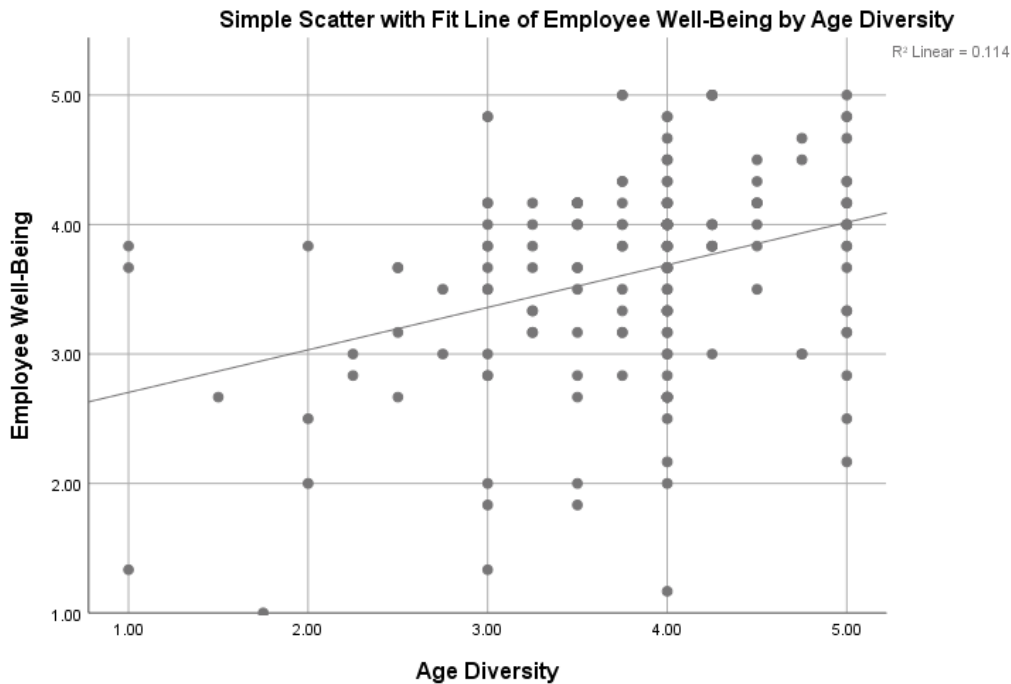


Figure 20: Age Diversity and Employee Well-being Scatter Plot

5.8.4 Conclusion

Based on the statistical evidence presented, an environment that supports diversity does drive greater employee well-being. Furthermore, both gender diversity and age diversity are found to be positive moderators in the relationship between workplace diversity and employee well-being even though these variables moderately supports the relationship.

Another assumption that is made during statistical tests is linearity of variables. The results presented a scatter plot for all the constructs and it is evident that there is a linear relationship between the variables being studied, and therefore statistical tests carried out are valid. The findings presented in chapter five will be discussed with the integration of literature and theory in chapter six.

6. DISCUSSION OF RESEARCH RESULTS

6.1 Introduction

This chapter provides a comprehensive discussion of the results obtained in the previous chapter. These discussion points sought to answer questions raised for the research, this chapter also attempts to integrate the concepts, theory and literature outlined in chapter two into the discussions. In addition, the research hypotheses stipulated in chapter three will be discussed in this chapter. The chapter starts with examining the demographics of the research participants, this is important in giving an overview of the sample and putting the results into perspective. The intent is to be aware of participants' profiles and note any bias that might arise as a result of the skewness in some profiles. In addition to analysing demographics, descriptive statistics were conducted on each construct (workplace diversity, gender diversity, age diversity and employee well-being) to further support the findings on demographics; this chapter will discuss the overall findings.

This chapter will further interrogate the research findings and make conclusions on the research hypotheses. These findings will help to make inferences about these constructs. This will provide answers on workplace diversity and employee well-being and ultimately contribute to both the academic and business environment. Finally, this chapter is aimed at presenting insights using both the research results and the theory that was discussed in previous chapters. The structure of this chapter provides insight into each hypothesis and construct.

6.2 Sample Demographics

The number of participants who completed the survey and were considered valid for the study was 172. The individuals were all professionals employed in the marketing field in Johannesburg, South Africa, during the time of the study. Individuals who were interested in taking part but did not meet the abovementioned requirements were considered invalid and did not take part in the study.

The results revealed that 69% of the participants in the study were females while males accounted for only 31%. This is a different picture from the one painted in Table 4 in chapter two. Table 4 showed that the economically active population (EAP) by gender is skewed towards males (Department of Labour, 2018) irrespective of evidence confirming that South Africa has more females than males

(World Population Review, 2019). In South Africa the idea of women taking part in economic activities is not welcomed (Zhuwao, Ngirande, Ndlovu, & Setati, 2016). This demographic result could be seen as a positive sign, it could mean that the South African marketing field is becoming more open to the idea of females taking part in the industry and economic activities. The implementation of corrective measures to benefit those who were previously discriminated against (Fernandez & Lee, 2016) could be the reason for this massive shift. However, as noted in the literature, a correct balance of diversity must be achieved to realise diversity benefits.

The mean scores computed in section 5.6 show that both males and females have the same point of view when it comes to the constructs under study, even with more females in the sample. The independent t-test performed on these groups equally validated the above statement; it proved that statistically males and females are not significantly different when it comes to their points of view on these constructs.

However, it is vital to note that the sampling technique chosen might be another reason for the skewness in the sample. The researcher did not have a full list of the population and therefore not all the members of the population had an equal chance of being selected. This might introduce some bias in the sample. This could be seen as a limitation to the study and other sampling techniques might improve the results for this type of study, therefore future researchers in this field should consider other sampling techniques.

Age is another demographic that was studied, and the study could not reach individuals under 20 years of age and over 65 years. See Appendix 3 for details of the age brackets that were part of the survey. Even with a push to have a workplace that is more age diverse, organisations are careful not to hire individuals who are too young and probably not ready for the working environment. Similarly, they are also cautious of employing individuals who are perceived to be too old. Moreover, it is reasonable not to have employees over 65 years of age as part of the study since the normal retirement age in South Africa is 65.

The younger age bracket (20 to 35) had the largest sample accounting for 53%. Followed by ages between 36 and 50 accounting for 38%, and the older generation (51 to 65) accounting for 15%. It is fair to conclude that it was anticipated there

would be more respondents between the age of 20 and 35 since these are the individuals who are perceived to be more economically active than the other age groups. Irrespective of not obtaining individuals younger than 20 and older than 65, the sample has a great slip of age and it could be said that it fairly represents the age of the South African workforce.

The ages between 51 and 65 accounted for the smallest number of respondents (15%), this is equally accepted because individuals normally retire earlier than the expected age of 65 in South Africa. This is also aligned with occupational level; normally, older employees hold higher level positions, which are generally very limited, hence the lower number of individuals between the ages of 51 and 65 is expected. For better insight into the future, it is recommended that researchers obtain the actual age of respondents instead of using age bracket format. This will ensure that the age diversity construct is analysed in more detail.

Lastly, it is imperative for this study to understand the occupational level of individuals taking part in the study. This is the case since the study aims at not only understanding employees' perspective on workplace diversity and their well-being, but individuals in management teams are equally important since they can provide more insight into how they view these constructs. Table 33 below is a representation of the occupational levels of participants in the study.

Individuals who are considered management in this study account for 32% of the respondents. Employees account for the remaining 68%. This is a good representation between the two classifications since in organisations there are more employees than individuals in their management teams. The researcher believes the contribution of occupational level could not be seen as biased and therefore insightful information can be derived. Even at a more granular level of occupational level, it is evident that all the levels were fairly represented and had enough respondents. There might be an opportunity to deep dive into this result for future studies. Currently, there are more white individuals in managerial positions compared to any other race in South Africa (Department of Labour, 2018). Therefore, there is an opportunity to split these occupational levels by race to further understand how diverse these positions are.

Table 33: Occupational Level

Occupational Level	Classification	Sample Percentage
Director	Management	6%
Associate Director	Management	5%
Senior Manager	Management	13%
Middle Manager	Management	8%
Manager	Employee	9%
Analyst	Employee	17%
Other	Employee	41%

Overall, these demographics show a good representation of different characteristics within the population. There are reasons for some of the dynamics that are observed within the sample and the researcher is confident that conclusions drawn from this sample could be beneficial to both the academic and business environments. With that said, data interpretation must be conducted with caution of some bias in other aspects such as gender representation, as mentioned above.

6.3 Workplace Diversity Drives Greater Employee Well-being

This section discusses results for the first hypothesis stipulated in chapter three. The purpose of this hypothesis is to elaborate and expand the knowledge on whether diversity in the workplace drives greater employee well-being.

The findings from chapter five confirm that there is a moderate relationship between workplace diversity and employee well-being; moreover, the relationships between these constructs is positive. Since workplace diversity is identified as the independent variable and employee well-being as the dependent variable. It can be concluded that workplace diversity can be used to drive greater employee well-being within organisations. In simple terms, the more diversity is encouraged in the workplace, the greater employee well-being within the organisation. The strength of this relationship is moderate and some of the negative outcomes associated with workplace diversity could be the reason for this, which includes low levels of engagement and high levels of misunderstandings (Joubert, 2017).

Marketing professionals who participated in the study cannot describe their work environment as either more diverse or not diverse, which is evident from the obtained results and hence the relationship is moderate. The South African marketing field, specifically in Johannesburg, needs to appreciate and properly implement diversity strategies to improve the well-being of employees. These findings bring to light the importance of workplace diversity to employee well-being.

South Africa has made progress in trying to make the workplace more diverse through initiatives such as EE and B-BBEE, since diversity is identified as an important feature in the workplace (Averweg & Addison, 2015). However, it is evident that there is still a lot of ground to be covered before individuals can consider the environment diverse since the mean observed suggests that participants are still not certain enough, South Africa has been active in trying to encourage diversity but not quick enough to transform the workplace (Mazibuko & Govender, 2017). Some groups in some countries are still hoping for more improvement because diversity is still a vision for them (Klarsfeld, Ng, Booysen, Christiansen & Kuvaas, 2016).

On one hand, participants in the study agree that organisations do consider diversity in their business strategy and they feel that organisations do think about workplace diversity in their strategy formulation since, globally, workplace diversity is becoming an important contributor (Jackson & Van de Vijver, 2018) and the conflict might lie in implementing the strategy. Depending on the strategy an organisation deploys, the association between workplace diversity and performance can either be negative or positive (Guillaume, Dawson, Otaye-ebede, Woods, & West, 2017). Therefore, it is not enough for organisations to recognise diversity without proper implementation as this might have a negative effect on the organisation.

This can be concluded since the two lowest scoring items in terms of means measured the ability of an organisation to track employees receiving promotions and the intent to achieve staff diversity in specific positions. This means that as much as there is a clear vision of achieving a diverse workplace, organisations are not effective in making sure that the vision is realised by continuously monitoring it and therefore the strategy lacks good implementation.

On the other hand, the problem of implementation might be because of a lack of proper communication channels. Organisations must communicate their diversity values using different channels in order for potential employees to be more interested in the organisation. There is evidence of a positive association between diversity statements included in an organisation's material and an individual's perception of the organisation. Diversity statements also inform current employees on how important diversity is for them (Windscheid, Bowes-Sperry, Mazei, & Morner, 2017).

This could be the case in South Africa since evidence shows that more black individuals participate in economic activities only in entry-level jobs or positions, but going into more managerial roles, there is evidence of more white people occupying these roles (Department of Labour, 2018). Hence, most participants in this study acknowledge that organisations do consider diversity when formulating their strategies, but they need to do better in terms of implementing and monitoring diversity at all levels.

The participants in this study are happy with their lives in general, which could be more personal and have very little to do with work. This is the case since the responses related to well-being in the workplace are not as highly rated compared to personal well-being. This is a problem; employees might have a great life at home and that good feeling may not be reflective in the workplace.

Therefore, business leaders must be aware of this dynamic and try to resolve it. If this result persists, organisations will struggle with staff retention, the well-being of employees will be negatively affected and ultimately their performance will be negatively impacted. Employee well-being is critical since it makes a significant contribution to the existence of the organisation and, more importantly, the growth of the organisation (Zheng, Zhu, Zhao, & Zhang, 2015). Organisations must aim to improve the well-being of their employees as it will positively impact their performance. In addition, diversity in the workplace fosters friendships within the organisation and provides an opportunity for the overall reduction of negative attitudes in the workplace and an increase in employee well-being (Kokkonen, Esaiasson, & Gilljam, 2015).

6.4 Gender Diversity Moderates the Relationship between Workplace Diversity and Employee Well-being

The purpose of the second hypothesis, which is outlined in chapter three, is to understand the extent to which gender diversity strengthens the relationship between workplace diversity and the well-being of employees. There is evidence in chapter five that confirms gender diversity acts moderately as a driver that can be used to positively drive the relationship between workplace diversity and employee well-being. The literature explained that gender diversity had little to no impact when the group is dominated by females as opposed to males (Darwin & Palanisamy, 2015), which is the case in this research since 69% of respondents are females. The result shows that gender diversity does contribute positively to the relationship between workplace diversity and employee well-being even though the impact is very small.

The research was also aimed at understanding how marketing professionals in Johannesburg view gender diversity and if their organisations are doing enough to achieve a more gender diverse environment. The evidence in general, confirms that organisations are making an effort to achieve an environment that is more gender diverse. In addition, the results show that a workplace that is more gender diverse is effective in terms of achieving positive results.

Individuals who participated in the study enjoy working in teams or organisations that are more gender diverse and they further provide evidence that gender diverse teams are more effective. This could also be linked to the well-being of employees because the ability to enjoy their work and being productive contributes to their well-being. Furthermore, based on the results, it could be concluded that teams or organisations that are more gender diverse create an environment that makes employees happy and this could contribute positively to their well-being. Organisations need to be aware of this result since the literature established that happy employees yield positive results for organisations (Miller, 2016), and more importantly that job seekers consider and examine aspects such as diversity of organisations to understand what they value and if they will be a good fit for the organisation (Windscheid et al., 2017). Therefore, the relationship between workplace diversity and employee well-being can be moderated by making the

workplace more gender diverse since this dimension of diversity has a positive effect on the relationship.

In addition, participants in the study do not only agree that gender diversity is good for their happiness and work enjoyment, it is equally evident from the results that teams that are more gender diverse are effective in terms of making decisions and solving problems. This supports the evidence provided by Conyon and He (2017), which stated that gender diversity reduces the risk of decisions being taken by one group that might result in group thinking dominating decisions rather than different groups that will encourage a culture of challenging decisions. This result could be seen as a challenge and invitation for leaders to encourage gender diversity more in the workplace in order to make better decisions for future business growth. This result also strengthens previous academic evidence.

A concerning number of participants in the study strongly believe that no progress has been made in terms of making the workplace more gender diverse. Recruiting and attracting a workforce that is more gender diverse is one of the main challenges currently faced by business leaders and there is a political agenda to try to do away with this lack of gender diversity in organisations (Windscheid et al., 2017). For future studies, it is suggested that the researcher split the gender diversity question to gain more insights. The split should be structured to understand whether the problem is that gender diverse teams are not more effective in terms of producing results or gender diverse teams do not contribute positively to the well-being of the team for the individuals who scored gender diverse teams low. This split could also deep dive more into understanding if organisations are making it their mission to become more gender diverse since participants noted that there is not enough progress in making the workplace gender diverse. In conclusion, the overall finding suggests that gender diversity could act as a positive moderator between workplace diversity and employee well-being.

6.5 Age Diversity Moderates the Relationship between Workplace Diversity and Employee Well-being

The third hypothesis was aimed at understanding the extent to which age diversity acts as a moderator and strengthens the relationship between workplace diversity and employee well-being within organisations. The results presented in chapter five

shows that age diversity does contribute positively to the relationship between workplace diversity and employee well-being, even though the impact of age diversity on this relationship is moderate. The research was also aimed at understanding how marketing professionals in Johannesburg view age diversity within their workplaces and if their organisations are doing enough to achieve an environment that is more age diverse.

Similar to gender diversity, the result confirms that respondents who took part in the study believe that their organisations make an effort to achieve an environment that is more age diverse. They also agree that a workplace that is more age diverse is effective in terms of achieving positive results that are critical in growing the business. In support of the above, an environment that is more age diverse stimulates creativity, and increases the capacity for problem solving because of the different thinking patterns of different age groups. The quality of decision making is equally expected to increase and lead to an increased level of productivity by employees and organisational performance (De Meulenaere, Boone, & Buyl, 2016).

As much as the overall results of age diversity are similar to those of gender diversity, there is a slight difference. While the highest mean scores for gender diversity were about making the workplace more enjoyable and creating happiness, and then followed by enabling organisations to be more effective in solving problems and making decisions. Age diversity results show that a team that is more age diverse makes an organisation more effective in terms of making decisions and solving problems. This is aligned to what literature suggests by saying age diversity enables an environment to have a much larger pool of knowledge and skills which are influenced by specific ages and therefore potential synergies can be expected as a result of this complementary (De Meulenaere et al., 2016).

This was followed by participants agreeing that age diverse teams or organisations make the workplace more enjoyable, which creates a sense of happiness for their employees. Age diversity creates an effective environment since the younger generation is excited by learning and exploring, but the older generation creates a better structure and way for the younger generation to explore as they provide better problem-solving techniques based on their experience (Dastane & Eshegbe, 2015). The abovementioned benefits of age diversity stimulate age diversity as a moderator for the relationship between workplace diversity and employee well-being.

The majority of the participants agree that there is even better progress in making the workplace more age diverse than the progress made in gender diversity. This is aligned with the South African context where females are not given the same opportunities as males. However, the progress made in age diversity is evident in the results and leaders should continue in this direction. With the population becoming more age diverse, strategies are being implemented by government and private institutions to cope with the matter (Sousa & Ramos, 2019). Hence the evidence from the study shows that there is progress in making the workplace more diverse.

There are a few participants who strongly believe that no progress has been made in making the workplace more age diverse. This is probably more specific to some organisations. This means that within the marketing field, there are professionals who work for organisations that have not made any progress in this regard.

6.6 Proposed Conceptual Framework linking Workplace Diversity and Employee Well-being to Organisational Performance

The study results propose an extension to the conceptual framework by Prieto, Phipps, and Osiri (2009) which linked diversity to performance. In general, the framework proposed that a supportive diversity climate leads to greater organisational performance in the form of revenue growth, reputation for having a diverse workplace and high margins. Organisations need to assess the current diversity climate by asking the right questions. The status could either be that the environment currently supports diversity, or it does not. In cases where the environment is less supportive of diversity, the organisation must put policies in place and introduce initiatives that will help to improve their current status. Once the environment is supportive, greater organisational performance can be expected.

The new proposed framework confirms that while the framework is true, the study provides evidence that a supportive diversity climate will have a positive impact on the well-being of employees and then later impact organisational performance positively (See: **Figure 21**).

The principle of the proposed framework below follows that of Prieto, Phipps, and Osiri (2009). This conceptual framework starts with an understanding of the current

diversity climate and that it requires an assessment to be done, which will help to determine if the environment supports diversity. A supportive diversity climate in the form of heterogeneous teams and a diverse management team will improve the well-being of employees in the form of employee engagement, job fulfilment and improved individual performance. Later, it will drive positive organisational performance (revenue growth, diversity reputation and high profit margins).

On the other hand, a less supportive diversity climate, as informed by the needs assessment, requires diversity training and initiatives to create heterogeneous teams and diverse management teams. This will lead to improved employee well-being and impact organisational performance positively. This is an academic contribution to the study; a link between diversity and employee well-being.

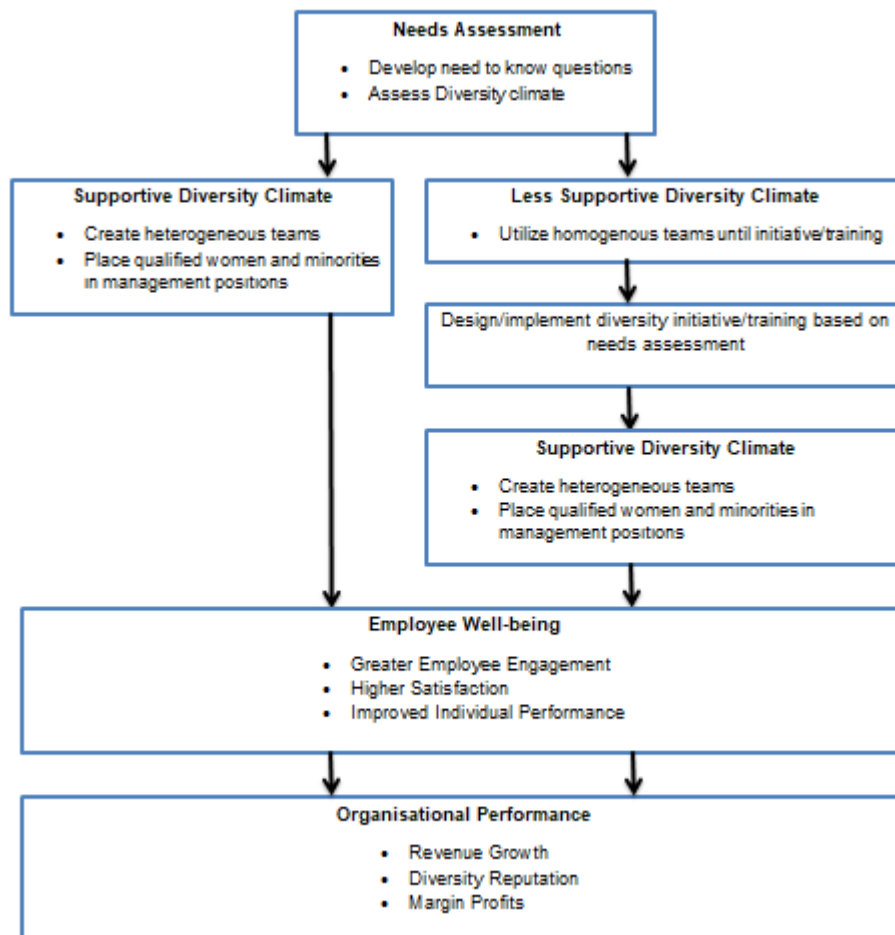


Figure 21: Proposed Conceptual Framework linking Workplace Diversity and Employee Well-being to Organisational Performance

The conceptual framework suggests that there is a positive association between a supportive diversity climate and organisational performance (Prieto, Phipps, &

Osiri, 2009). Hence the contribution from this study is that there is a positive association between a supportive diversity climate and employee well-being, which could later result in improved organisational performance.

7. CONCLUSION

This chapter is aimed at understanding the overall research outcomes and what they mean to academia and the business environment. The chapter will start by recapping the research objectives and proceed to the findings to align the results with the objectives. This section is also aimed at posing recommendations, mostly to business leaders, on these important constructs. Finally, the chapter will outline the research limitations in an attempt to assist future researchers in designing their studies.

7.1 Recap of the Research Objectives

The research was aimed at understanding workplace diversity and employee well-being in the South African context. The study sought to also understand how these constructs impact the overall performance of individuals within marketing organisations in Johannesburg, South Africa. Below, are the research objectives outlined in the introductory section of chapter two:

- Does workplace diversity affect employee well-being in the South African marketing field?
- How does gender diversity strengthen the association between workplace diversity and employee well-being in the South African marketing field?
- How does age diversity strengthen the association between workplace diversity and employee well-being in the South African marketing field?

The below section will deep dive into the research outcomes and link them to the objectives outlined above.

7.2 Principal Findings

The study provides empirical evidence that states that there is a statistical association between workplace diversity and employee well-being. The collected data on these variables provides sufficient evidence of this association as previously proposed by the study. However, in addition to this finding, a more surprising finding with regards to diversity is that the participants neither agree nor disagree that at this stage their workplaces are diverse enough. Even with benefits displayed in a diverse workplace and factors influencing diversity, including

economic factors such as trade development and economic integration (Hémet & Malgouyres, 2017), the South African marketing field cannot be deemed diverse. The study does show that there is a positive relationship between workplace diversity and employee well-being. The study also shows that participants in the study do believe that if the South African workplace can be transformed more in terms of making it more diverse, an increase in employee well-being can be expected. However, there is very little progress in making the workplace more diverse. This is a critical finding for business leaders to explore. Diversity initiatives could be used as a strategic way to secure top talent as well.

Economically, supportive diverse climates gain economic power and enjoy sustainable profits compared to other organisations (Kundu & Mor, 2016). Hence, there is an opportunity for leaders to recognise these benefits and take advantage of them, especially in a country like South Africa where the economy is not in a good state. Implementing diversity policies as part of a strategic plan could be another way of competing in different markets (Kundu & Mor, 2016).

In the context of South Africa again, where reconciliation is a topic of many conversations. A diverse workplace can encourage the start of friendships between individuals from different backgrounds and this can reduce the negative attitudes towards minorities (Kokkonen, Esaiasson, & Gilljam, 2015), and can equally reduce discrimination among colleagues (Dastane & Eshegbe, 2015). Moreover, leaders should not just consider diversity as a tick-box exercise, in order to fully realise the benefits of diversity the implementation of the strategy must be aligned to the potential results that can be achieved.

In addition, the study came to the conclusion that both gender diversity and age diversity strengthen the relationship between workplace diversity and employee well-being. This is another fundamental finding which directs leaders on the diversity elements they need to focus on in their diversity strategies. Gender representation, especially in leadership teams, has been a global issue for many years. This result then shows business leaders that if workplace diversity in terms of gender is increased, there is the potential to increase employee engagement since they can see that their inputs are valuable, this could also increase the well-being of employees.

Gender diversity increases the level of innovation within the organisation and, importantly, the decision-making process is improved since both groups are able to interrogate the decisions being taken (Dastane & Eshegbe, 2015). This result is equally important since there were critical issues raised on gender diversity such as sexual harassment, but the results still showed that gender diversity is important for the well-being of employees. Lastly, on gender diversity, environments which are dominated by males showed a negative association to performance (Darwin & Palanisamy, 2015), therefore leaders must be aware of the level of gender diversity within their teams.

South Africa has one of the highest youth unemployment rates in the world and the result that the study arrived at is a revelation that leaders should consider. The South African workforce mainly consists of the older generation since they have the most experience and normally organisations do not want to let them go. Interestingly, the research findings concluded that age diversity can be used as a catalyst to drive the relationship between workplace diversity and employee well-being, which later drives greater organisational performance. Therefore, leaders should use this finding as an attempt to fight youth unemployment in South Africa. Leaders must have the courage to take risks and introduce the younger generation in the workplace even when they have limited to no experience, these kinds of risks may later yield positive results for organisations.

7.3 Limitations and Suggestion for Future Research

This section is aimed at outlining the limitations of the study; these limitations are an opportunity for researchers to design future research by improving on this study. The research is aimed at the marketing field, thus the results cannot be generalised to other industries. It is suggested that for future studies the population scope may be widened to include other industries to better understand the relationship between these variables, especially in industries such as manufacturing.

A non-probability sampling method was used for the study because a complete list of the population was not available. This means that not every member of the population had an equal chance of being selected, and certain groups may be under-represented and therefore introduce selection bias, which later results in the outcome of the study being biased. This also decreases the extent to which the

outcomes of the study may be generalised to the population; hence, other methods of sample selection are recommended for future studies.

Surveys were used as a tool to collect data from a sample, normally surveys contain structured questions. The respondents had limited options to respond and could not express their opinions clearly; therefore, other methods of collecting data are recommended to gain more insights from future studies. To improve the quality of results, a larger sample size is recommended. Although the study aimed to survey 150 respondents, it eventually achieved a sample of 172. However, a larger sample size would increase the reliability and validity of the study.

Other elements of diversity such as but not limited race and educational background needs to be studied as this research only focused on age and gender diversity components. In South Africa where race is a big issue, future studies can seek to understand if individuals of different races view workplace diversity the same way or if there are major differences. Future studies could also investigate how effective diversity is in different groups; the nature of the group should be studied to better understand its diversity.

On the question of the level of diversity needed to build an effective team, future research might look into this fundamental question by examining organisations that have been successful in implementing diversity policies to gain an understanding of an effective diversity mix. Literature suggests that too much diversity might introduce confusion and communication breakdowns and hence the importance of understanding the ideal mix.

The research observed respondents' perception of organisational performance. This is a limitation to the study as some employees do not have a full understanding of how the organisation performs. Also, since the EFA test excluded some of the items for the organisational performance construct, there is a possible limitation that might have impacted the results. It is recommended that for future studies the researcher uses official financial integrated reports to understand the financial performance of organisations taking part in the study.

The study interrogated gender diversity in the workplace, however, this concept was limited to males and females and it is suggested that for future studies the gender diversity component may be expanded to include the lesbian, gay, bisexual

and transgender (LGBT) communities within organisations. Lastly, the study collected the age of participants as one of the demographics; however, the study used age brackets. It is recommended that for future studies the researcher collects the actual age of participants to be able to draw better insights from the data. Other demographics such as income, relationship status and regions should also be considered.

7.4 Conclusion and Recommendations

In conclusion, the study proved that diversity in the workplace can improve the well-being of employees moderated by gender and age diversity. This is firstly important to businesses since leaders can use this information to start formulating and implementing strategies and policies that are aimed at enhancing diversity in the workplace with the goal of increasing the well-being of their employees. It is the employer's responsibility to ensure that employees are correctly engaged and that their well-being is taken care of since this will be beneficial to the business. Diversity is not only important for the well-being of employees; organisations can enjoy other benefits related to having a diverse environment. These benefits include an increase in innovative ways of doing business, better decision-making and increased pools of talent being available to the employer (Guillaume et al., 2017).

Lastly, these findings open up conversations in the academic environment about how diversity literature and models can be linked to the well-being of employees. Researchers now have an opportunity to examine these variables in an attempt to contribute to what the study has achieved thus far.

The conceptual framework that the study is contributing to suggests that a supportive diverse climate that offers training and has women in leadership roles can be used to drive greater organisational performance. The study introduces employee well-being as another variable that can be improved by a supportive diverse climate and therefore both variables can later be used to increase organisational performance.

There is evidence from the data provided in the literature review that even after many years and the efforts to make the work environment in South Africa more diverse, especially at management level, there is still work to be done to improve

the situation. The empirical evidence of this study is an indication to business leaders that diversity is not only a tool to correct the legacy of apartheid but can be used to impact important factors such as the well-being of employees and the future financial performance of their organisations.

Some countries have legislation that is aimed at encouraging age diversity (Darwin & Palanisamy, 2015), as much as South Africa has other legislation aimed at improving other diversity elements such as gender and race, there is a crises of youth unemployment and the recommendation is for leaders to start putting policies in place that encourage age diversity since the study proved that age diversity can be used to improve the well-being of employees in the workplace and it can also be used to encourage team effectiveness. In addition, it is recommended that organisations design flexible benefits for employees because the younger generation and the older generation are not attracted by the same benefits (Bal & Dorenbosch, 2015).

At the end, academics and business leaders needs to recognize that diversity in the workplace is a concept that will only attract more attention going forward and there is no way of avoiding it. Therefore, there is a need to understand it better and find solutions on how to better manage it and ultimately use it as a strategic decision to further grow businesses. Lastly, literature review emphasised the importance of employee well-being and how critical it is to the engagement of employee. This study further suggests that diversity can positively influence the well-being of employees. These results provide leaders with enough tools to start navigating the future in a race of creating sustainable positive returns.

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APPENDICES

Appendix 1: **Figure 22:** Ethical Clearance

**Gordon
Institute
of Business
Science**
University
of Pretoria

01 July 2019

Moses Makhele Phiri

Dear Moses

Please be advised that your application for Ethical Clearance has been approved.

You are therefore allowed to continue collecting your data.

Please note that approval is granted based on the methodology and research instruments provided in the application. If there is any deviation change or addition to the research method or tools, a supplementary application for approval must be obtained

We wish you everything of the best for the rest of the project.

Kind Regards

GIBS MBA Research Ethical Clearance Committee

Appendix 2: **Table 34:** Consistency Matrix

PROPOSITIONS/ QUESTIONS/ HYPOTHESES	LITERATURE REVIEW	DATA COLLECTION TOOL	ANALYSIS
1. Workplace Diversity/ Gender and Age	Diversity Section	(Konrad, Yang, & Maurer, 2016) Survey Scale	Correlation Analysis
2. Employee Well-being	Employee Well-being Section	(Zheng, Zhu, Zhao & Zhang, 2015) Survey Scale	Correlation Analysis

Appendix 3: **Figure 23:** Questionnaire

The Impact of workplace diversity on Employee well-being

Dear Participant

My name is Moses Phiri, a student at Gordon Institute of Business Science (GIBS) studying Masters in Business Administration (MBA). I am conducting a research on: The impact of workplace diversity on employee well-being. The aim of the study is to understand how diversity in the workplace impact employee well-being and if it has any impact on organisational performance in the marketing field.

The questionnaire will take about 5-10 minutes to complete. Your participation is voluntary and can be withdrawn at any time without any penalty. However, your participation is very valuable and much appreciated. Please note that all the information collected will be kept confidential and it will only be used for the purpose of the study. No personal information is required for the study.

Thank you for your time and contribution to this research.

If you have any concerns, please feel free to contact myself or my supervisor. Our details are below.

Researcher Name: Moses Phiri

Researcher Email: 18361430@mygibs.co.za

Supervisor Name: Dr Samantha Swanepoel

Supervisor Email: Samanthaswanepoel1@gmail.com

Demographics

1. Are you in the marketing field?

- Yes
- No

2. Are you located in Johannesburg?

- Yes
- No

3. Age

- Under 20
- 20 – 35
- 36 – 50
- 51 – 65
- Over 65

4. Gender

- Female
- Male

5. Occupational Level

- Director
- Associate Director
- Senior Manager
- Middle Manager
- Manager
- Analyst
- Other

For each of the following, please indicate to what extent you agree or disagree with the question or statement where:

- 1 indicates – Strongly Disagree
- 2 indicates – Disagree
- 3 indicates – Neither Agree nor Disagree
- 4 indicates – Agree
- 5 indicates – Strongly Agree

Construct	Question	Reference
D1	Does your company align diversity strategy with the business strategy?	(Konrad, Yang, & Maurer, 2016)
D2	Does your company include diversity goals in the strategic human resource plan?	
D3	Does your company set goals for achieving staff diversity for specific positions?	
D4	Does your company track the diversity of new hires?	
D5	Does your company track the diversity of employees receiving promotions?	
D6	Does your company have a diverse workforce?	
GD7	Gender diverse teams show better problem-solving skills.	(Darwin & Palanisamy, 2015)
GD8	Gender diverse teams show better decision-making skills.	
GD9	Gender diverse teams make the work more enjoyable.	
GD10	Gender diversity creates more happiness for teams.	
AD11	Age diverse teams show better problem-solving skills.	
AD12	Age diverse teams show better decision-making skills.	
AD13	Age diverse teams make the work more enjoyable.	(Zheng, Zhu, Zhao & Zhang, 2015)
AD14	Age diversity creates more happiness for teams.	
EW15	I feel satisfied with my life.	
EW16	I am close to my dream in most aspects of my life.	
EW17	In general, I feel fairly satisfied with my current job and work responsibilities.	
EW18	I find real enjoyment in my work.	
EW19	I feel basically satisfied with my work achievements in my current job.	Respondent perception
EW20	I generally feel good about myself, and I'm confident.	
OP21	Does your company perform well financially?	
OP22	Does your company show team effectiveness because of diversity?	
OP23	Does your company have a more innovative workforce because of diversity?	

Appendix 4: **Table 35:** Provincial Economically Active Population (EAP) by Race and Gender

PROVINCE	GENDER	POPULATION GROUP				
		AFRICAN	COLOURED	INDIAN	WHITE	TOTAL
Eastern Cape	Male	42.3%	4.8%	0.5%	3.7%	51.3%
	Female	40.1%	4.7%	0.3%	3.6%	48.7%
	TOTAL	82.4%	9.5%	0.8%	7.3%	100.0%
Free State	Male	49.2%	1.6%	0.7%	4.4%	55.9%
	Female	40.3%	1.0%	0.1%	2.6%	44.1%
	TOTAL	89.5%	2.6%	0.8%	7.0%	100.0%
Gauteng	Male	44.6%	2.0%	1.8%	7.1%	55.5%
	Female	36.2%	1.5%	1.2%	5.6%	44.5%
	TOTAL	80.8%	3.5%	3%	12.7%	100.0%
KwaZulu-Natal	Male	43.7%	0.2%	5.3%	2.2%	51.5%
	Female	42.9%	0.5%	3.5%	1.6%	48.5%
	TOTAL	86.6%	0.7%	8.8%	3.8%	100.0%
Limpopo	Male	52.0%	0.2%	1.0%	2.1%	55.4%
	Female	43.1%	0.4%	0.1%	1.0%	44.6%
	TOTAL	95.1%	0.6%	1.1%	3.1%	100.0%
Mpumalanga	Male	52.0%	0.2%	0.6%	3.2%	56.0%
	Female	41.7%	0.1%	0.3%	1.9%	44.0%
	TOTAL	93.7%	0.3%	0.9%	5.1%	100.0%
North West	Male	54.8%	0.6%	0.4%	3.9%	59.7%
	Female	36.2%	0.9%	0.1%	3.1%	40.3%
	TOTAL	91.0%	1.5%	0.5%	7.0%	100.0%
Northern Cape	Male	27.3%	22.9%	0.2%	4.4%	54.9%
	Female	21.1%	20.8%	0.0%	3.2%	45.1%
	TOTAL	48.4%	43.7%	0.2%	7.6%	100.0%
Western Cape	Male	20.9%	25.1%	0.6%	8.4%	55.0%
	Female	16.8%	20.8%	0.3%	7.1%	45.0%
	TOTAL	37.7%	45.9%	0.9%	15.5%	100.0%

Appendix 5: **Table 36:** Workforce Profile at Top Management Level by Province, Gender and Race

Province	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Eastern Cape	11.0%	4.3%	2.6%	59.5%	5.3%	2.2%	0.5%	12.7%	1.8%	0.2%	100.0%
Free State	16.0%	1.9%	1.5%	59.7%	7.4%	0.3%	0.4%	11.8%	0.8%	0.1%	100.0%
Gauteng	10.3%	1.9%	6.3%	53.3%	5.9%	1.3%	2.5%	13.6%	4.1%	0.7%	100.0%
KwaZulu-Natal	9.2%	1.7%	19.3%	46.3%	3.9%	0.7%	6.9%	9.9%	1.8%	0.3%	100.0%
Limpopo	19.1%	0.5%	4.1%	51.7%	8.1%	0.3%	1.0%	14.0%	1.1%	0.2%	100.0%
Mpumalanga	17.0%	1.3%	3.3%	56.4%	6.7%	0.6%	0.8%	12.7%	0.8%	0.3%	100.0%
Northern Cape	13.6%	9.9%	1.6%	53.9%	5.4%	4.2%	0.6%	10.0%	0.9%	0.0%	100.0%
North West	22.0%	0.9%	2.9%	52.3%	6.8%	0.5%	0.8%	13.2%	0.6%	0.0%	100.0%
Western Cape	3.0%	8.4%	2.5%	62.0%	1.0%	4.6%	1.0%	14.9%	2.1%	0.5%	100.0%

Appendix 6: **Table 37:** Workforce Profile at Top Management Level by Sector, Race and Gender

Sector	Male				Female				Foreign National		TOTAL
	African	Coloured	Indian	White	African	Coloured	Indian	White	Male	Female	
Agriculture	5.2%	2.5%	0.9%	73.4%	1.8%	1.3%	0.2%	13.6%	1.0%	0.1%	100.0%
Mining and Quarrying	20.0%	1.9%	2.6%	56.4%	5.8%	0.7%	1.0%	8.0%	3.5%	0.1%	100.0%
Manufacturing	5.4%	3.1%	9.0%	60.1%	2.6%	1.6%	2.5%	10.8%	4.4%	0.6%	100.0%
Electricity, Gas and Water	22.4%	5.7%	6.1%	40.0%	11.1%	2.1%	2.9%	6.1%	3.3%	0.4%	100.0%
Construction	13.3%	5.2%	5.9%	57.5%	4.8%	1.8%	2.3%	6.5%	2.5%	0.3%	100.0%
Retail and Motor Trade/Repair Service	4.1%	3.1%	8.6%	61.1%	1.6%	1.9%	2.6%	15.5%	1.3%	0.3%	100.0%
Wholesale Trade/ Commercial Agents/Allied Services	4.6%	2.4%	10.7%	57.3%	2.6%	1.5%	3.3%	14.3%	2.7%	0.5%	100.0%
Catering/ Accommodation/ other trade	7.7%	2.6%	4.4%	49.1%	5.5%	2.5%	1.9%	22.1%	3.4%	0.8%	100.0%
Transport/ Storage/ Communications	10.9%	3.5%	9.7%	47.5%	6.2%	2.6%	3.8%	11.4%	4.1%	0.4%	100.0%
Finance/Business Services	9.2%	2.9%	5.6%	50.8%	5.7%	2.2%	3.1%	16.0%	3.7%	0.9%	100.0%
Community/ Social/Personal Services	21.3%	4.0%	4.8%	35.1%	11.0%	2.2%	2.9%	16.7%	1.2%	0.7%	100.0%

Appendix 7: **Table 38:** Workplace Diversity Item Statistics

Item Statistics			
	Mean	Std. Deviation	N
1. Does your company align diversity strategy with the business strategy?	3.53	1.08	172
2. Does your company include diversity goals in the strategic human resource plan?	3.48	1.11	172
3. Does your company set goals for achieving staff diversity for specific positions?	3.30	1.22	172
4. Does your company track the diversity of new hires?	3.40	1.09	172
5. Does your company track the diversity of employees receiving promotions?	3.05	1.20	172
6. Does your company have a diverse workforce?	3.49	1.06	172
22. Does your company show team effectiveness because of diversity?	3.37	1.01	172
23. Does your company have a more innovative workforce because of diversity?	3.25	1.09	172

Appendix 8: **Table 39:** Gender Diversity Item Statistics

Item Statistics			
	Mean	Std. Deviation	N
7. Gender diverse teams show better problem-solving skills.	3.90	.903	172
8. Gender diverse teams show better decision-making skills.	3.83	.926	172
9. Gender diverse teams make the work more enjoyable.	4.01	.924	172
10. Gender diversity creates more happiness for teams.	3.97	.864	172

Appendix 9: **Table 40:** Age Diversity Item Statistics

Item Statistics			
	Mean	Std. Deviation	N
11. Age diverse teams show better problem-solving skills.	3.99	.924	172
12. Age diverse teams show better decision-making skills.	3.85	.903	172
13. Age diverse teams make the work more enjoyable.	3.73	.960	172
14. Age diversity creates more happiness for teams.	3.67	.930	172

Appendix 10: **Table 41:** Employee Well-Being Item Statistics

Item Statistics			
	Mean	Std. Deviation	N
15. I feel satisfied with my life.	3.91	1.002	172
16. I am close to my dream in most aspects of my life.	3.48	.982	172
17. In general, I feel fairly satisfied with my current job and work responsibilities.	3.34	1.125	172
18. I find real enjoyment in my work.	3.48	1.089	172
19. I feel basically satisfied with my work achievements in my current job.	3.49	1.079	172
20. I generally feel good about myself, and I'm confident.	4.06	.890	172

Appendix 12: **Table 42:** Workplace Diversity Statistics

Workplace Diversity Statistics									
		1. Does your company align diversity strategy with the business strategy?	2. Does your company include diversity goals in the strategic human resource plan?	3. Does your company set goals for achieving staff diversity for specific positions?	4. Does your company track the diversity of new hires?	5. Does your company track the diversity of employees receiving promotions?	6. Does your company have a diverse workforce?	22. Does your company show team effectiveness because of diversity?	23. Does your company have a more innovative workforce because of diversity?
N	Valid	172	172	172	172	172	172	172	172
	Missing	7	7	7	7	7	7	7	7
Mean		3.53	3.48	3.30	3.40	3.05	3.49	3.37	3.25
Median		4.00	4.00	3.00	3.00	3.00	4.00	4.00	3.00
Mode		4	4	4	3	4	4.00	4	4
Std. Deviation		1.078	1.111	1.215	1.085	1.199	1.10	1.009	1.093
Skewness		-.529	-.459	-.263	-.243	-.193	-.449	-.525	-.376
Std. Error of Skewness		.185	.185	.185	.185	.185	.185	.185	.185
Minimum		1	1	1	1	1	1.00	1	1
Maximum		5	5	5	5	5	5.00	5	5

Appendix 13: **Table 43:** Gender Diversity Statistics

Gender Diversity Statistics					
		7. Gender diverse teams show better problem solving skills.	8. Gender diverse teams show better decision making skills.	9. Gender diverse teams make the work more enjoyable.	10. Gender diversity creates more happiness for teams.
N	Valid	172	172	172	172
	Missing	7	7	7	7
Mean		3.90	3.83	4.01	3.97
Median		4.00	4.00	4.00	4.00
Mode		4	4	4	4
Std. Deviation		.903	.926	.924	.864
Skewness		-.527	-.627	-.968	-.482
Std. Error of Skewness		.185	.185	.185	.185
Minimum		1	1	1	1
Maximum		5	5	5	5

Appendix 14: **Table 44:** Age Diversity Statistics

Age Diversity Statistics					
		11. Age diverse teams show better problem solving skills.	12. Age diverse teams show better decision making skills.	13. Age diverse teams make the work more enjoyable.	14. Age diversity creates more happiness for teams.
N	Valid	172	172	172	172
	Missing	7	7	7	7
Mean		3.99	3.85	3.73	3.67
Median		4.00	4.00	4.00	4.00
Mode		4	4	4	4
Std. Deviation		.924	.903	.960	.930
Skewness		-.877	-.818	-.683	-.587
Std. Error of Skewness		.185	.185	.185	.185
Minimum		1	1	1	1
Maximum		5	5	5	5

Appendix 15: **Table 45:** Employee Well-being Statistics

Employee Well-being Statistics							
		15. I feel satisfied with my life.	16. I am close to my dream in most aspects of my life.	17. In general, I feel fairly satisfied with my current job and work responsibiliti es.	18. I find real enjoyment in my work.	19. I feel basically satisfied with my work achievement s in my current job.	20. I generally feel good about myself, and I'm confident.
N	Valid	172	172	172	172	172	172
	Missing	7	7	7	7	7	7
Mean		3.91	3.48	3.34	3.48	3.49	4.06
Median		4.00	4.00	4.00	4.00	4.00	4.00
Mode		4	4	4	4	4	4
Std. Deviation		1.002	.982	1.125	1.089	1.079	.89
Skewness		-1.058	-.515	-.497	-.751	-.720	-1.32
Std. Error of Skewness		.185	.185	.185	.185	.185	.19
Minimum		1	1	1	1	1	1
Maximum		5	5	5	5	5	5

Appendix 16: **Table 46:** ANOVA Results

		ANOVA				
		Sum of Squares	df	Mean Square	F	Sig.
Workplace Diversity	Between Groups	10.649	4	2.662	3.625	.007
	Within Groups	122.648	167	.734		
	Total	133.297	171			
Gender Diversity	Between Groups	5.886	4	1.471	2.623	.037
	Within Groups	93.686	167	.561		
	Total	99.572	171			
Age Diversity	Between Groups	5.900	4	1.475	2.240	.067
	Within Groups	109.990	167	.659		
	Total	115.891	171			
Employee Well-being	Between Groups	7.839	4	1.960	3.222	.014
	Within Groups	101.584	167	.608		
	Total	109.423	171			