An Assessment of the Challenges facing Diversity Management in an Agricultural Trading Organisation in KwaZulu Natal Province, South Africa

Elizabeth Isabel, Scheepers Clever Chisoro and Anis Mahomed Karodia

Graduate of the Regent Business School, Durban, Republic of South Africa

Email for Correspondence: aklarodia@regent.ac.za

Abstract

Managing diversity remains a significant organisational challenge. The aim of the study was to assess the diversity challenges of recruitment, mentorship, retention and training within an agricultural trading organisation in Kwazulu Natal Province, South Africa. The organisation appears not to have a diverse race group distribution of individuals working for them. Against this brief background the study will investigate issues pertinent to the title of the paper.

Key Words: Assessment, Challenges, Diversity Management, Agriculture, Trading, Organization, Recruitment, Mentorship, Training, Retention, Race

INTRODUCTION

Cheese (2008:18) claims that as demographic transformation causes the once recognizable aptitude pools to dry up and incipient ones to come on stream, organizations have to move expeditious and act keenly intellective if they optate to magnetize, motivate and keep the best people. Having established that diversity is a business success imperative, it becomes important to assess the challenges facing diversity management in an organization. The organisation is an agricultural commodity trading company predicated in Kwazulu Natal with offices situated in Ecuador, Peru and Singapore. The organisation procures grains, oil seeds and fertilisers worldwide and manages the supply chain activities to consumers in South Africa, sub-Saharan Africa, North Africa, South East Asia and the West Coast of South America. The organisation procures superiority merchandise providing a consummate accommodation offering that includes origination, processing, hedging (done on the JSE), distribution, supply chain management, risk management and financing activities to provide customised end to culminate solutions to the Agri-processing trade. By fortifying worldwide sourcing and distribution capability the organisation manages to maintain long-standing relationships with a close network of supply partners, commodity brokers, strategic advisors, service providers and engenderers from across the globe.

Aim of the Study

The study aims to assess the diversity challenges of recruitment, mentorship, retention and training within an agricultural trading organisation in Kwazulu Natal.

Objectives of the Study

To examine the challenges of diversity across various levels within the organisation;
To examine ways of solving these challenges;
To assess the results of implementing the solutions in addressing diversity management;
To make recommendations to the organisation on ways to implement solutions to the problem of diversity.

LITERATURE REVIEW

Diversity

Clair, Beatty and MacLean (2005:78) contend that diversity comes in two types: visible and invisible. Visible characteristics customarily include race, sex, age, ethnicity, physical appearance, language, verbalization patterns, and dialect. Nonvisible characteristics conventionally include differences like religion, vocation, national inchoation, club or convivial group memberships, illness and sexual orientation.

Nieman and Bennett (2006:304) indicate that diversity is the situation that subsists when members of a group or organisation differ from each other. Rink and Ellemers (2007:17) accede that the term diversity is frequently used and usually refers to any kind of human being variation that can subsist between people who collaborate in an organisation. Hubbard (2008:101) observes that an organisation may see diversity as an opportunity to demonstrate ethical behaviour and social leadership providing necessary support to the primary activities or operation of the organisation.

Nel, Werner, Poisat, Sono, Du Plessis, Ngalo, Van Hoek and Botha (2011:113) accede that diversity encompasses all forms of difference among individuals, including culture, gender, age, ability, religious affiliation, personality, economic class, convivial status, military affixments, and sexual orientation. Smit and Cronje (2004:243) conclude that diversity is an opportunity and is about engendering a culture where each individual can thrive and contribute to the organisation.

Managing Diversity

Van Aswegen (2012:19) claims that managing diversity in the workplace has become an essential part of Human Resource Management. The Human Resource professional has to avail the organisation to comply or go along with all legislation that prevents unfair practices or discrimination because of these differences between people. According to Rahmawati (2009:1-9) due to the differences between the workforce it is imperative to understand how to manage this diversity enabling these differences to become an asset to the organisation resulting in the job being done more resourcefully and successfully.

Van Aswegen et al. (2013:19-20) says that managing diversity is an intricate, long-term process for developing an organisational environment in which all employees, with their kindred attributes and differences, can contribute to the prosperity of the organisation while being treated as equals. Foot and Hook (2008:135) suggest that senior management commitment to and their objectives re diversity need to be communicated to line managers. Line managers need to be trained further in understanding what the organisation aims to gain from diversity, and in managing people in such a way that they can achieve their full potential. Line managers are not the only people involved in making diversity work; everyone is. Cummings and Worley (2005:410) conclude that modern-day workforce features are completely dissimilar from what they were 2 decades ago. To attract and retain a productive workforce in line with diversity needs, organisations ought to invent human resource systems that account for these differences.

Diversity Training

Nieman et al. (2006:309) point out diversity training programmes endeavour to identify and reduce cultural, racial, ethnic, and gender obnubilated biases and to develop the skills needed to efficaciously manage a diversified workforce. Typically, diversity training has two components: vigilance building is to increment the vigilance of the construal and paramountcy of valuing diversity and secondly adeptness building is designed to enable employees and managers to develop the skills they require to deal efficaciously with one another and with customers in a diverse environment.

Mentoring Programmes

Nieman et al. (2006:309) expound this is a system where a mentor, conventionally a senior employee, sponsors and fortifies a less experienced employee (protégé). This mentoring includes coaching, counselling and sponsorship.
Meaning of “diversity management” in general

Cooke and Saini (2010:477) detect that the notion of diversity management is more and more promoted as a tactical people management method that will advance organisational competitiveness. Nel et al. (2011:96) show that diversity management is visually perceived by organisations as an economical gain and a calculated essentiality to endure in an internationally diverse atmosphere. It involves a fundamental transmutation in posture and deportment that cannot be prescribed by law.

Ng and Burke (2005:1196) specify diversity management can avail organisations to take advantage of the benefits of a diverse workforce coupled with an intended corporate approach to dealing with incrementing demographic diversity in the place of work.

Ng and Burke et al. (2005:1197) point out philomaths and practicing managers homogeneous have endeavoured to differentiate between the policy of affirmative action and providing equal opportunity, with managing diversity. Diversity management sanctions organizations to leverage the diversity, accruing benefits from it, besides organizations embark on it voluntarily as compared to affirmative action. Sub and Kleiner (2008:35) designate diversity management is a helpful instrument assisting organisations to enhance performance and not only about aiding in similar opportunities for men and women.

Hanappi-Egger (2012:146) claims that individuals ought not to be discriminated against due to their different backgrounds. In view of the fact that these aims are also of established equal employment opportunity and affirmative action and are cynical of the business case viewpoint, numerous scholars still feel the need to question the difference amid diversity management and affirmative action. Owing to numerous demographic changes the concept of diversity management is vast growing and been introduced into work environments in Europe, by US American organisations.

According to Brazzel (2011) the study on historical and theoretical roots of change management exposed that behavioural science methodology, research and theory are used to direct organizational transformation and constancy processes thus eradicating any forms of repression. In so doing the organisation is able to prosper and run effectively while affirming the principles of admiration for individual differences

Challenges of Diversity Management (the world over) in general

Due to transformation management being a challenge coupled with the increasing globalisation, further relations between various diverse backgrounds are to be fortified. Smit et al. (2004:266) point out that with a diverse labour force in South Africa, organisations are faced with escalating challenges. In having a diverse workforce with various backgrounds this contributes to misunderstandings, miscommunication, misperception, misinterpretation, and misevaluation. In a varied job environment organisations are faced with several diverse groups which come with a mixture of communication styles. These communication styles result in miscommunication between the workforces particularly if it is not the workforce main home language. This turn results in a break down in communication amongst the workforce leading to meagre workplace interactions.

Van Aswegen (2012:20) argues that workforce diversity is not just a South African challenge but a global one. All over the world companies have to manage workers who differ but who still need to work together to achieve a common goal: organisational profits and success.

Nieman et al. (2006:305) show that a varied labour force comes with distinctive challenges to managers and supervisors. These challenges if not managed lead to the organisation losing its competitive edge.

Legislation

Nieman et al. (2006:306) betoken equal opportunity in high esteem which is set out in the Constitution of the Republic of South Africa (Act No. 108 of 1996). Due to employment relationships in South Africa not regulated, employers could hire and fire and enforce their own workplace rules, as legislated by the National Party government.

Changing workplace demographics

Nieman et al. (2006:306) point out that there should be diversity across all levels within the organisation, with South African labour force changing over the past few years this will enable organisations equity plans to take effect. By assuming that aptitude and capability are evenly spread, and that each person has an equal opportunity, a new diverse labour force should enter the lines of management in organisations.
Competitive pressure

Nieman et al. (2006:306) assert that organisations that forcefully practise an employment equity plan will benefit from gifted and competent employees. Organisations are starting to be aware of how transformation can aid organisations to face the cut-throat pressures. Hands-on organisations will catch the attention of capable and skilled employees. Government introduced the Preferential Procurement Act in 2000 to promote preferential treatment in tenders to firms belonging to previously disadvantaged individuals (PDIs) or groups. To maintain competitiveness, firms must “adapt or die”.

Rapid growth in international business

Nieman et al. (2006:307) show another reason for the boost in labour force mixture is the swift development in global business. With overseas organisations moving into South Africa, they bring with them vital employees, with diverse culture and language. South African organisations entering the global ring are able to do this after the lifting of sanctions in the 1990s.

Challenges unique to an agricultural trading organisation

Main challenges of trading organisation are to try and recruit, retain, mentor skilled and unskilled staff, the organization is faced with following challenges:

Scarcity of critical skills critical to business success

The agricultural market is a niche market aimed at satisfying specific market needs which requires specialised skilled employees to ensure the success of the organisation. The agriculture market is also a small market segment compared to other markets. There aren’t a lot of qualified, knowledgeable, experienced traders, and most aspiring traders are not aware of the agricultural market. The qualified traders usually work for some clients and no one wants to create a bad relationship with another trading house by recruiting their qualified personnel. The recruitment of qualified and experienced traders is a challenge due to the skill shortage. The time between the departure of a current manager and the hiring of a new manager is fraught with risks, making decisions reactive. This places the employers at a disadvantage in the competition for talented managers.

Qualifications

Although most agricultural traders have some kind of relevant qualifications, there are not a lot of agricultural traders that enter the market that have all the required Registered Persons Exam and Financial Services Board examinations. Not a lot of new recruits are even aware of the RPE and FSB examinations, and it takes time and money to write these examinations and get the necessary agricultural trader on the correct NQF level 6, this is a huge burden on the company.

Geographical Location

Due to the difficulty to attract qualified agricultural traders to some outlying farming areas or from one city to another or vice versa geographical location poses a challenge.

Underrepresentation of Women in Trading

There is a shortage of women as agricultural traders from underrepresented groups because agriculture is perceived to be a men’s job and not a women. Martin and Barnard (2013:1) substantiate that the challenges faced by females trying to break in, into the male-dominated agriculture trading environment stem from customary gender hierarchies and norms that exist in the family unit and humanity.
Ethnic Minorities of Females in Key Positions

Martin et al. (2013:1) indicate the lack of females of colour occupying key positions and the stereotyped role expectations and practices, lead to gender-biased organisational culture.

Non-existent Mentorship

The absence of knowledge about career advancement and opportunities within the organisation results in interns not receiving correct mentorship. As mentioned by Kumar and Blake-Beard (2012:80) point out that negative mentoring for the protégé leads to individual harm, mental withdrawal in the form of non-attendance, loss of precious vocation time and sense of disloyalty, decreased work contentment and boost in anxiety.

Lack of capacity building

Nel et al. (2011:225) suggest that this area of induction and trying to retain employees is neglected by many organisations in South Africa. Employers seeking to engage and retain a diverse workforce need to be aware of the challenges faced in accommodating a workforce of different backgrounds, styles of working and living. It is difficult to find the right personality “fit” with adequate knowledge to be the ideal agricultural trader. In many cases the organisation recruits a trader who is perceived as the ideal “fit”, but doesn’t have the personality to socialize with clients or vice versa. Agricultural traders must be willing to travel a lot and be away from home in order to attend training, maintaining good relationship with clients that are situated all over the country.

Replacement Demand

According to Wiley online library (2012) the study of the opportunities and challenges facing cities and counties revealed that human resource employers under budgetary constraints may hesitate to appoint the ideal candidate when taking on workforce planning wileyonlinelibrary.com. According to Ask earn (date unknown) retention: advantages and strategies revealed that a number of the overheads related with revenue include http://askearn.org/refdesk/Diversity_Goals/Retention:

Recruitment costs

The cost of recruiting qualified and experienced traders could become expensive as organisations benchmark against the best in the industry. This is a result of the shortfall of experienced, clued-up and knowledgeable traders in the agricultural industry.

Training time and costs

The indirect costs associated with the cost of one person to train another person resulting in time required for knowledge transfer.
The direct costs these are costs associated with workshops that the individual would need to attend to enhance current skills and acquire new ones.

Lost and additional investment in employee benefits

The failure of efficiency owing to the education curve when an employee cannot grasp the job on hand leads to lack of continuity within the organisation. The appointment of someone more expensive than the pre-decessor resulting in replacement cost for the organisation to supplement lost work.

Challenges of performance management

According to Larsen (2012) the challenges that face performance management revealed that, breakdown to attain buy-in of the strategy, not measuring growth, not having quarterly strategy appraisal sessions, not captivating the moment to
define achievement and commemorate it along the way, not adapting to altering conditions, and not giving your team the essential power or apparatus to carry out their jobs are challenges of performance management. http://mystrategicplan.com/resources/what-are-the-challenges-that-face-performance-management.

Solutions to Resolving the Challenges for the Trading Organisation

Succession Planning

Hirsh (2000:1) claim succession planning has been defined as a process by which one or more successors are identified for key posts (or groups of similar key posts), and career moves and/or development activities are planned for these successors. Successors may be ready to do the job (short-term successors) or seen as having longer-term potential (long-term successors). Greer and Virick (2008:353) indicate the future of many organisations is likely to depend on their mastery of diverse succession planning given that building bench strength among women and minorities will be critical in the competitive war for talent.

Developing Recruitment know how manual for trading

Noe, Hollenbeck, Gerhart, Wright (2006:70) describe staffing as “the practice or activity carried on by the organization with the primary purpose of identifying and attracting potential employees”. Nel et al. (2004:19) defines recruitment where “every organisation must be able to attract a sufficient number of job candidates who have the capabilities and aptitudes that will help the organisation achieve its objectives”.

Advertising

Swanepoel, Erasmus and Schenk (2008:266) point out an advertisement must attract attention. An organisation must indicate what skills are required to toil efficiently in a change environment, for example: “demonstrated ability to work effectively in a diverse work environment”.

Special-event recruiting

Swanepoel et al. (2008:267) indicate some forms of special event recruiting include:
- addressing of specific diverse groups of students on campuses and trying to make minority groups fully aware of career opportunities and requirements to become an agricultural trader;
- career exhibitions showcasing trading in agriculture as a path to be followed and benefits and rewards that trading can bring;
- open houses to undergrads and prospective people of colour who might be interested in trading these open houses can be hosted within the organisation enabling students or prospective candidates the opportunity to experience being a trader for the day;
- son-and-daughter days, this will warrant that exceptional hard work is taken to employ a diverse candidate team.

Vacation Work and work-integrated learning schemes

Swanepoel et al. (2008:267) show organisations can employ full-time university students for short-term periods. This might help the organisation to get specialised piecework completed and simultaneously to identify prospective permanent employees.

Technology-driven recruitment

Swanepoel et al. (2008:268) point out electronic recruiting, also known as e-recruiting or Internet recruiting is becoming increasingly popular as a cost-effective, easy and very fast means of reaching thousands of potentially suitable candidates all across South Africa.
Outsourcing recruitment work

Swanepoel et al. (2008:270) claim outsourcing to recruitment agencies who only specialise in agricultural trading as the recruitment agency will have specialised skills and know-how of current market trends like salary, demand, qualifications and availability.

RESEARCH METHODOLOGY

Research methodology is defined as an well thought-out, prepared, and decisive study, intended at discovering, interpreting, and revising individual knowledge on dissimilar aspects of the globe by someone first hand. In order to employ suitable remedies for a problem, researchers are expected to employ suitable methodologies (Moodley, 2011:31).

Target Population

Bryman (2008:697) specify that the cosmos of units from which a sample is chosen is defined as population. Essentials, like individuals, things, or events, which kowtow to precise criteria is known as a population (Kaapanda et al., 2011:26). This part of the research involves analysis of data from the entire workforce of the agricultural trading organisation. The study population consisted of 88 employees of the agricultural trading organisation. In addition, success can be attributed to the fact that the researcher achieved high cooperation due to being an employer of the agricultural trading organisation.

Sample Size

Sample sizes are determined by three factors, namely the level of precision, confidence level and degree of variability (Zikmund and Babin, 2007: 451). For this study the sample size of 62 respondents was selected from a population of 88 broken up into: junior traders, traders, senior traders, managers and administrators.

Limitations of the research

Marshall and Rossman (2011:76) signify that the researcher will make no presumptuous claims with regard to generalizability or finality about what has been learned. Shortfalls to the study indicate the researcher understands that no research project is flawlessly designed. This study was limited to only one organisation in Kwazulu Natal which may make it difficult to generalise the findings to all agricultural organisations throughout South Africa.

RESULTS, DISCUSSION, AND INTERPRETATION OF FINDINGS

Response Rate

The questionnaires were hand delivered to the respondents. Sixty two out of eighty eight respondents took part in the survey.

Analysis of Data

Descriptive statistics was used to summarise the information and illustrate the context of the composition of the respondents. The findings are presented in five main sections, biographical and demographical, valuing diversity, employee attitudes, and the effectiveness of people management practices.

Section A: Biographical and demographical data

The subsequent section outlines the participants’ biographical and demographical information. The section includes ethnicity, age, education, gender, duration of service, and language abilities (Figure 1).
The majority of the respondents were Indian (45%), 42% were White, 13% of the participants were Black, and no participants were within the Coloured ethnic group. However, the organisation’s manpower count reflects the following ethnic profiles: 1% Coloured employees, 13% Black employees, 43% White employees, and 41% Indian employees (See Appendix C). South Africa is a racially and culturally diverse country, and, due to the country’s diverse demographics, companies demonstrate similar diversity. Management should look into creating a better and fairer split among the diverse groups of individuals found within the organisation in order to leverage the benefits of diverse backgrounds and skill sets (Moodley, 2011:52).

Collectively, 63% of the participants were below the age of 40 years. Approximately 29% of the respondents were between 40 and 49 years of age (Figure 2). The organisation appears to have a diverse age distribution of individuals working for them, possibly suggesting that the company possesses strength in retaining certain groups of employees.
Seventy-seven percent of the respondents possess a tertiary level qualification (Figure 3), which provides several benefits to the organisation. It is believed that individuals who study further after school have created the notion to come across more skilled, knowledgeable, confident, motivated, and more teachable than individuals or only possess high school education (Moodley, 2011:47). However, one can argue that Bill Gates, Michael Dell, and Steve Jobs, each of them university dropouts, have demonstrated successful entrepreneurship. For a trading organisation, qualifications play a crucial role in setting the organisation apart from the competition. However, sight must not be lost with experience in this niche environment.

The majority of the respondents were females (Figure 4). The organisation’s complement includes 88 employees, with 45 (51%) being female and 41 (47%) being male (see Appendix C). Thus, the participants included in this study appear to appropriately represent the gender of the population of employees working for the company.

The majority of the participants (71%) have been working for the organisation for less than two years (Figure 5).
This may be concerning for the company, as it may denote a high employee turnover rate. Perhaps, the organisation is experiencing difficulties in retaining older and more experienced employees. Clearly, the company needs to strategise and implement methods for attaining a more balanced age distribution of employees within the company. Relative to language, a frequency distribution is reported as participants were able to provide a response to one or more categories. Based on the results obtained, the responses indicated that the language most widely spoken amongst the participants is English. In addition, 26 of the participants reported the ability to speak Afrikaans. Although IsiZulu was reportedly spoken by seven of the respondents, the remaining official languages were not indicated to be widely spoken by the participants.

Section B: Valuing Diversity - Knowledge of Values and Understanding of Diversity
The subsequent section presents the results based on the participant’s responses to the questions assessing their knowledge of values and understanding of diversity.
Based on the distribution of the participants’ responses in Figure 7, most of the participants either agree (50%) or strongly agree (45%) that they know and understand the meaning of diversity. This knowledge is important for accepting and interacting with individuals from various ethnic, linguistic, and cultural backgrounds. Considering the participants’ knowledge and understanding of the meaning of the term, this is likely to facilitate cooperative and facilitative working relationships among the employees.

Figure 8 suggests that most of the participants expressed some form of agreement (71%) regarding their understanding of the business case for diversity. It appears as though the participants are aware that employee diversity is important for a company in order to maximise the knowledge and experiences of individuals that are necessary for a successful organisation and working environment. Though 25% indicated that they were undecided, it may be necessary for the management to organise a workshop or meeting to inform employees about the benefits of diversity to organisations.

According to Figure 9, the highest proportion of the respondents was undecided as to whether diversity is valued in the organisation. Indeed, a similar percentage of respondents agreed (29%) and disagreed (26%) that diversity is valued within the company. This may suggest some confusion amid the participants and the necessity to reiterate the
The importance of all individuals, regardless of cultural, ethnic, and linguistic background, to the functioning of the company. This process is particularly important for ensuring that all employees perceive themselves as valuable and as equal contributors to the company.

The majority of the participants (46%) agreed that they are comfortable initiating diversity issues with their colleagues. In fact, a number of the participants appear extremely comfortable in doing so, as indicated by the 18% that strongly agreed. These findings are important for the company, as diverse cultures and ethnic groups are better understood by engaging and interacting with other individuals from alternate backgrounds. Evidently, the participants are comfortable and are willing to engage and learn about others cultures and ethnic backgrounds to more comprehensively understand and appreciate diversity.

According to Figure 11, the greatest proportion of the respondents reported disagreement that the company’s stance on
the value of diversity is communicated regularly. This may provide some explanation for many of the participants’ indication that they are undecided as to whether the organisation values diversity. Perhaps, the employees may more thoroughly understand the company’s value of diversity if the management and other personnel more routinely communicate the value of diversity to them.

An equal percentage of participants agreed and disagreed (26%) that management’s behaviour reflects the standards set in the company’s diversity values statement. An additional 34% were undecided. Cumulatively, the participants
responses suggest that management’s behaviour may not consistently reflect the standards set in the company’s diversity values statement. On the other hand, it may denote that management may behave differently towards or within the presence of certain employee groups as compared to others. There may be a need to achieve consistency in the behaviours management expresses or engages in across all employees and situations.

The largest proportion of the respondents indicated that they were undecided (43%) regarding whether the organisation has a diversity values statement. Additionally, 36% denoted disagreement with the statement, suggesting the absence of an organisational diversity values statement. Perhaps the organisation has not adequately made this statement and associated information available, which may provide reasoning for the indecisiveness and disagreement. Conversely, a diversity values statement may not have been developed for the organisation, in which case the management is
Figure 15. Diversity in the workplace will positively affect productivity.

Figure 16. AA, EE and diversity management are one and the same things

encouraged to initiate the development of an appropriate statement.
Most of the participants either agreed (56%) or strongly agreed (26%) that diversity has an important role towards ensuring a sustainable future for the organisation. This indicates the extremely important impact and influence diversity has in creating organisational success. Considering the apparent importance of diversity to the company, it is critical that the organisation develops and communicates the diversity values statement to the employees and promotes diversity communication and engagement between employees in order to harness the complete benefits of diversity to the organisation’s success.

According to participants’ responses to the item represented in Figure 15, the majority of the respondents’ indicated that creating, developing, and sustaining diversity within the workplace will positively influence productivity. Thus, diversity should be encouraged, employees from diverse backgrounds should be employed, and diversity communication should be encouraged and facilitated among employees in order to enhance and maximise the productivity that can be
Figure 17. Employees take care not to make statements that reinforce prejudice or bias in the workplace.

Figure 18. Management treats everyone the same irrespective of their race.

achieved through diversity.

The largest percentage of the respondents (45%) indicated that they were undecided regarding whether AA, EE, and diversity management are the same concepts. A similar percentage of the participants (45%) disagreed or strongly disagreed with the statement, denoting their understanding of the divergences among the three concepts. However, it appears critical that the organisation address the apparent confusion amid the participants that indicated being undecided and provide them with the necessary information for such individuals to appreciate each of the concepts and the differences between them. In doing so, the employees will obtain a greater understanding of the purpose and objectives of these concepts as they relate to the working environment.
Almost 50% of the participants agreed that employees take care not to make statements that reinforce prejudice or bias in the workplace. However, 20% were undecided and 18% disagreed, which may suggest that certain employees may not be avoiding statements of prejudice or bias in the working environment. The organisation should implement measures for avoiding such instances and introduce sanctions against employees that engage in statements of prejudice or bias.

Although a combined 39% of the participants either agree or strongly agreed that management treats all employees the same, irrespective of race, 49% of the respondents reported disagreement with the statement. The responses on either end of the response spectrum suggest that management may be treating certain employees or groups of employees in a manner that is distinct or different from other individuals or groups. Although this may simply be the perception of the
participants, this may be an important issue for the organisation to address in order to ensure that all employees are treated similarly, fairly, and justly.

Most of the participants denoted some form of agreement that Black individuals can do a job just as well as White individuals. It is critical to any organisation and the associated performance of organisations for all employees to recognise and acknowledge the abilities of all individuals as equal or superior, regardless of racial, ethnic, or cultural origin.

Although the participants' perceptions were generally mixed, the majority of the respondents either agreed (35%) or strongly agreed (26%) that White males still dominate in the organisation. However, 27% denoted disagreement. Perhaps, this indicates the slow and increasing shift that the organisation is seeing towards being dominated more by non-Whites in the future. It appears as though Whites may currently dominate, but that this domination is slowly moving towards non-Whites.

Most of the participants reported disagreement (38%) or strong disagreement (46%) that gender determines the
capability and performance of an individual. This overwhelming response trend denotes that the prior gender inequality misconception has largely been eradicated and that both genders are perceived as possessing similar qualities and abilities. With gender inequality not being an issue within the organisation included in this study, the employees can more harmoniously work together towards achieving the company’s goals and performance indicators.

Based on the participants’ responses to the item in Figure 4.5.16, the largest proportion of the respondents denoted disagreement that diversity is primarily about ethnicity and gender issues. Indeed, this indicates the participants’ awareness that diversity encompasses a much greater range of factors and aspects outside of ethnicity and gender. However, 23% reported agreement with the statement and a further 25% were undecided, suggesting that selected respondents may require further education and the impartation of knowledge in order for them to more thoroughly appreciate the concept of diversity.
94% of the participants either disagreed or strongly disagreed that race determines the capabilities and performance of an individual. Evidently, the participants do not perceive race as a determinant of work-related performance and perceive all ethnic groups to possess similar capacities for performing appropriately in the working environment. This finding is also important for avoiding labelling employees, as employees that do not believe race is a determinant of a person’s capabilities and performance will be less likely to label any work-related issues as a consequence or result of any particular individual’s racial profile.
Figure 27. How do you feel about your present job security?

Figure 28: When you get up in the morning, how often do you really look forward to going to work?

Section C: Evaluating Employees Attitudes

The graphical analyses that follow encompass an assessment of employees' attitudes and opinions about the individuals, management, and overall organisation. Questions one to three scales range from “A lot” to “Not at all”. 34% indicated that they trusted their immediate line managers to look after their best interests. Although 26% did respond by reporting a lot of trust towards their line managers looking after their best interest, many reported only a little trust (20%) and no trust at all (20%). It appears as though certain participants’ are sceptical about the intentions of their immediate line managers and even consider their best interests to be neglected by their line managers. These results may be an important indicator of the issues inherent to the organisation, as a lack of trusting relationships with superiors may result in sub-standard performance and production. Relationships with subordinates should be cultivated, improved, and strategies should be developed to improve employee’s perceptions and relationships with their immediate line managers.
Compared to the 26% of participants who reported trusting their immediate line managers to look after their best interests (see Figure 25), only 11% indicated trusting senior management to look after their best interests. The lack of senior management trust is reinforced by the 23% that indicated only a little and the 28% that reported not at all trusting senior management. Evidently, senior management must take some form of action to develop relationships with its employees and acquire the trust of its employees, as this will likely add value to the organisation and allow management to derive benefits from the improved relationships with its employees.

According to Figure 26, 41% of the respondents reported trusting the organisation. A relatively low number of participants evidenced a lot of trust towards the organisation. Combined, the largest percentage of participants reported only a little trust (31%) and not at all trusting (16%) the organisation. Clearly, the participants appear to experience some apprehension, concern, and disdain towards the organisation and the intentions of the company. Considering the importance of human capital and resources to any company, the organisation should implement measures to develop
Figure 31. Do you feel you are fairly paid for the work you do.

Figure 32. Overall, do you feel you are rewarded fairly compared with other people doing similar jobs to you.

this organisational trust, which may promote performance and retention.
The response scale for Question 4, which follows, ranges from “Very secure” to “Very insecure”.
It is concerning that 41% of participants feel insecure in their present jobs. Perhaps this provides partial explanation for the apparent lack of trust the participants’ have towards the organisation (see Figure 4.6.3). A large percentage, 34%, denoted being fairly secure about their present job security, which may also indicate the discrepant relationships management has with various employees or groups of employees. On the contrary, Figure 4.6.5 indicates that 36% are not very likely to leave the organisation and 34% reported being somewhat likely, which could imply that employees are seeking new employment elsewhere and awaiting confirmation or finalisation from other organisations.

The scale for Question 5, which follows, ranges from “Very likely” to “Not at all likely”.

Figure 28 indicates that 36% of the participants are not very likely to voluntarily resign from the organisation in the approaching year. An additional 11% reported not at all being likely to voluntarily leave the company. However, 34%
Figure 33. Does your organisation have a stated policy of deliberately avoiding compulsory redundancies and lay-offs.

Figure 34. Is there any serious attempt in your organisation to make the jobs of people like you as interesting and varied as possible.

reported being somewhat likely and 18% indicated being very likely to leave the organisation. This is particularly concerning for the company, as a loss of approximately 30% of these participants is foreseeable if the company does not address relevant issues. Perhaps, developing the apparent lack of trust the participants expressed towards the organisation, senior management, and line management may increase the likelihood of retaining them.

The response scale for Question 6 (below) ranges from "Very motivated" to "Very unmotivated"

According to Figure 28, 39% of respondents reported being fairly unmotivated in their present jobs, which could be the contributing factor to the 34% of employees considering to leave the organisation in the coming year (see Figure 4.6.5). However, a similar percentage is fairly motivated (34%). In fact, comparatively, approximately 50% are motivated in
some form and the other 50% are unmotivated to some degree. Determining the reasons for the divide in motivation among the participants and employees within the company may be important, which may provide an indication of the factors that enhance and reduce motivation of employees working for the company.

The response options for Question 7 range from “All the time” to “Never”.

The largest percentage of the participants reported looking forward to going to work every day (33%). A further 31% indicated sometimes looking forward to going to work. However, 20% indicated rarely and 5% reported never looking forward to going to work. Collectively, 25% of the respondents appear to experience little enthusiasm towards going to work. This is an extremely high percentage, which may explain the lack of motivation among selected participants (see
Some organisations are trying to get employees more involved in workplace decision-making using things like self-directed work teams, total quality management, quality circles, or involvement programmes. Have you been personally involved in any of these sorts of activities during the past year?

Is your pay related to your personal performance in any way through some sort of performance or merit related pay.

The rating scale for Question 8, which follows, ranges from “A lot of loyalty” to “No loyalty at all”.

49% of employees have some loyalty to the organisation and 34% expressed possessing a lot of loyalty to the organisation. These findings are interesting because, although selected respondents reported being likely to leave the organisation (see Figure 28); most of the participants have a sense of loyalty to the company. Hence, if management can improve the trust and relationships between themselves and the employees and address pertinent issues, then it is
possible that even certain individuals that expressed the desire to resign in the upcoming year may be retained.

The rating scale for Question 9 ranges from "Very proud indeed" to "Not at all proud".

Although a collective percentage of 58% of the participants reported being very proud indeed or quite proud, it is concerning that the largest single percentage of respondents (41%) indicated being not very proud to tell people for whom they work. It appears as though a large proportion of the participants’ are apprehensive about telling others that they work for the organisation included in the current study, and, perhaps, avoid discussing their employment with others.
The ratings scales for Questions 10 and 11 range from “Yes definitely” to “No definitely not”.

Based on the response trends indicated in Figure 31, 33% of the participants reported probably being fairly compensated for the work they do. However, 41% denoted probably not and almost a quarter (21%) reported definitely not being compensated fairly for the work they do. Remuneration is often a major issue for many employees, but, if employees are more fairly compensated, this may improve their current low levels of trust and motivation and develop a greater sense that the organisation, senior management, and line management are looking out for their best interests.

In addition to a large proportion of the participants indicating that they do not believe they are fairly compensated for their work (see Figure 32), the greatest percentage of the respondents (44%) reported that they are not rewarded similarly to those employees engaged in similar employment positions. Perhaps, certain employees have derived benefits that others have not obtained. Other employees may have been working at the company for a longer period of time as compared to others, which may possibly account for the discrepancies. However, salary scales and packages should be clearly outlined and indicated to the employees, and remuneration should be commensurate with the role and responsibilities of each employee.
Section C: Evaluating the Effectiveness of People Management Practices
Included in the subsequent section is a presentation and discussion of the participants’ perceptions relating to the effectiveness of people management practices within the company.

The participants response options for Questions 12 to 19 range from “Yes” to “Don’t know”.

Interestingly, 79% of the participants denoted that they were not aware of a policy associated with deliberately avoiding compulsory redundancies and lay-offs. Perhaps, this suggests that this type of policy does not exist. On the other hand, it may indicate the need to make employees aware of the policy if it is established and available. If this type of policy has not been developed, it may be important for the organisation to develop one in order to provide the employees with greater security and stability.
48% of the respondents indicated that the organisation does not make jobs interesting and varied. In addition, 36% indicated not knowing whether there is any serious attempt within the organisation to make jobs interesting and varied. The results perhaps indicate that the management and human resources personnel are not engaging in creative ways to maintain employees' job satisfaction and interest, which may have an impact on retention and the motivation of employees. These issues, in turn, have detrimental effects on organisational performance.

Although 43% of the respondents denoted having received a formal performance appraisal during the past year, the majority of the participants reported not having a formal performance appraisal during the past year. This is an area of major concern, particularly if the company is only conducting performance appraisals for certain employees and not others. If performance appraisals have been conducted with all employees, it may be that particular employees were not adequately informed and communicated with regarding the engagement of performance appraisals. Indeed, performance appraisals must be uniform across all employees and employees should be informed of performance appraisals and be involved in the process.
Although responses appeared to be varied, the majority of the participants (54%) indicated that individuals external to the company typically fill the positions that become available in the company. This may be contributing to the general lack of motivation amongst the employees as well as the desire to seek alternative employment, as employees may perceive the opportunities for promotion and career advancement as limited within the company. It may also generate a sense of despondence amid the employees, as they may perceive themselves as inadequate of performing middle and senior managerial positions.

With reference to the particular statement outlined in the item, most of the participants (75%) indicated that they have not been involved in any of the outlined activities in the past year. Considering that many organisations are moving towards involving employees in various forms of decision-making, it is critical that the organisation included in the present study provides its employees with the platform to engage actively in decision-making. The would assist in developing employees capacity, confidence, relationships, and motivation levels.

The majority of the participants (51%) reported that their pay based on performance is not related to performance or merit-related. However, 38% indicated that their pay based on performance is related to performance or merit indicators. Perhaps, because certain employees appear not to have been given a formal performance appraisal (see Figure 38), there is little tangible evidence to substantiate performance-related pay. If performance appraisals were conducted for all employees, it would provide a stronger basis for performance related pay. However, it also requires the organisation to apply performance appraisals in assigning performance related pay. Thus, the company needs to appropriately remunerate employees based on established criteria and conducted appraisals of performance.

It appears as though most of the participants (89%) perceive the organisation as not amenable to providing support for non-work related responsibilities. In the increasingly adapting employment environment, many organisations are adopting a more flexible approach towards managing employees and monitoring their performance. In addition, the employment environment is becoming less frequently conceptualised in isolation, as employees are far more complex and bring to work a host of non-work related factors. Hence, in order to provide more support to employees and increase the likelihood of retention, organisations need to implement measures to assist employees and create a working environment that compliments the non-work aspects of employees' lives. As such, the company included in this study is encouraged to develop methods for providing more holistic support to its employees.

Interestingly, although 51% of the respondents reported receiving training and development during the last 12 months, 49% indicated not receiving any form of training in the past year. It appears as though selected employees are receiving training and development opportunities, whereas other may be neglected. However, it may be that newer employees, which may be included in the sample, are provided training and encompass much of the 51%. Thus, there may be a shortage of continuous training and development for all employees. Regular and routine training and development opportunities should be initiated for all employees, regardless of duration of employment and position within the organisation.

The response scale for Question 20 ranges from "A lot" to "Not at all".

Although many of the participants indicated that formal training and development opportunities are not provided to them by the organisation (see Figure 41), most of the participants reported some degree of opportunity to learn and develop at their work within the company. This is important because employees need to be granted opportunities to develop, grow, and build their capacity during their tenure with an organisation. If employees consider themselves to be learning and growing their careers, with the appropriate opportunities for promotion, they are more likely to be retained and contribute substantially to the organisation.

Question 21 consisted of sub-items a, b, c, d and e, and the response scale ranges from “Fully kept” to “Don’t know” for each of the items.

51% and 30% of the participants indicated that the organisation has either to some extent or to a large extent, respectively, retained its promise to provide them with a reasonably secure job. Security and stability are often major factors for employees, particularly during difficult economic circumstances, and it appears as though the company is providing adequate and suitable security to these employees. However, as job opportunities begin to increase, security will not suffice to retain employees, particularly if many of the issues outlined by the participants responses remain and are not rectified.

According to Figure 43, the majority of the participants (52%) indicated that the organisation has, to some extent, maintained its commitment to provide them with fair pay for their work. However, 26% reported that this commitment has not been kept at all, which suggests that employees have accumulated additional responsibilities without appropriate remuneration increases that coincide with such responsibilities. The organisation is encouraged to re-visit employees’
compensation, particularly as it relates to the responsibilities and duties of the employees.

Overwhelmingly, the participants’ general response trend indicated that the organisation has kept its commitment to providing them with a career. Although opportunities for promotion within the company appear to be scarce for current employees (see Figure 44), it may be that the employees’ foresee employment opportunities in other environments based on the career growth and development they have attained through working for the company included in the present study.

Examining the participants’ responses to the item outlined in Figure 45, the largest percentage of the participants reported that the organisation has, to some extent, kept its commitment to provide them with interesting work (48%). Only 21% indicated that this commitment was not kept at all, though it is difficult for any organisation to ensure that all forms of work are interesting. Indeed, each employee is different, and certain tasks may be more appealing certain employees than to others. Thus, the general response pattern suggests that most of the participants’ are provided work that interests them, and, perhaps, is enjoyable.

According to Figure 46, the greatest percentage of the participants (43%) reported that the organisation has not maintained its commitment to ensure fair treatment by managers and supervisors. This is rather concerning, as unjust experiences with superiors is often a factor that contributes to the loss of employees. Perhaps, training and employee interaction workshops should be conducted in order to develop the appropriate level of interactions and behaviours from superiors when engaging with subordinates.

CONCLUSIONS AND RECOMMENDATIONS

Findings from literature review

- Van Aswegan 2012 claims that managing diversity in the workplace has become an essential part of Human Resource Management. By understanding change management and the various types of employees with different backgrounds will enable work to be done more professionally and successfully.
- Senior management commitment towards diversity needs to be communicated to line managers and staff (Foot and Hook 2008).
- Nieman indicates the most popular programmes, policies and strategies of managing diversity are; willing to help employment and family unit needs; other vocation arrangements; transformation guidance; mentoring programmes; recognizing and enhancing on shared values; commitments to targets and objectives; appreciating the uniqueness of individuals from diverse backgrounds; acknowledging cultural conflicts and differences and team building.
- The challenges of diversity management in general are lower group cohesiveness; communication problems; mistrust and tension.
- Dresler highlights the following ways to resolve challenges of diversity management: encouraging inclusiveness; developing a multicultural consciousness; equal employment opportunity; affirmative action programmes and reverse discrimination.
- Diversity in South Africa is on the increase due to regulatory law; varying workplace demographics; economical demands and swift expansion in global business.
- Challenges unique to an agricultural trading organisation are scarcity of critical skills; qualifications; geographical location; underrepresentation of women in trading; ethnic minorities of females in key positions; non-existent mentorship; lack of capacity building; replacement demand; subjective/human challenges; challenges of performance management; unclear communication lines; slow decision making; territorialism; unequal workload and low productivity.
- Management must recognise achievement, admiration of who aid to the success of the organisation, and make available honourable information all the way through all ranks of the organisation.
- Influential leaders possess the command to determine the direction which is appropriate for the organisation to navigate towards. Leaders must inspire employees to envisage where they would like to be and offer support to attain their goals.

Findings from Primary Study

Findings from the study are presented in accordance to the extent in which the objectives of the study have been laid out.

Challenges of Diversity Across Various Levels within the Organisation

- The findings revealed that the majority of the respondents were Indian (45%), 42% were White, 13% Black and no participants were within Coloured ethnic group. The organisation appears to not have a diverse race group distribution of individuals working for them. This would pose a challenge for the organisation as there is no fair
• The study reflected that 45% of respondents indicated that the company’s stance on the value of diversity is not communicated regularly. With employees not understanding the company’s value of diversity in turn leads to participants indicating that they are undecided as to whether the organisation values diversity. Foot and Hook suggest that line managers need to be trained further in understanding what the organisation aims to gain from diversity, and in managing people in such a way that they can achieve their full potential. Line managers are not the only people involved in making diversity work everyone is.

• Management’s behaviour in the study showed that it does not reflect the standards set in the company’s diversity values statement. Creating a perception that management may behave differently towards or within the presence of certain employee groups as compared to others.

• 43% of respondents indicated the lack of diversity values statement prompting the challenge of unfair discrimination

• Another factor that was found was that 49% of the respondents indicated that management does not treat everyone the same irrespective of their race. Nel shows that this creates absence of teamwork as employees only do the minimum what is required within their specific job function and lack the extra mile and enthusiasm.

• The findings revealed a collective 61% of respondents agree that white males dominate the organisation across various levels within the organisation. Lack of females from ethnic minorities in various level and the stereotyped role expectations and practices creates a challenge of gender-biased organisational culture.

• The results of this study show that some of the challenges faced in the organisation is the lack of confidence and distrust in line managers, senior management and the organisation itself. Dresler shows that demographic differences can produce behavioural challenges that undermine work team collegiality and cooperation.

• 41% of the participants revealed that they feel insecure in their present jobs and 48% indicated that the organisation does not make jobs interesting and varied. The findings revealed 54% of the respondents have not received a formal performance appraisal during the past year.

• The organisation is likely to be faced with replacement demand challenges as the study revealed that a loss of approximately 30% of the participants will leave the organisation voluntarily in the coming year. Nel indicates that trying to retain employees is neglected by many organisations in South Africa.

• 39% of respondents indicated being fairly unmotivated in their present jobs indicating human challenge for the organisation as the day-to-day work environment perceived by employees not to be autonomous.

• The study reflected collectively 62% of the respondents perceive not to be fairly paid for the work they do thus indicating gaps in income levels as a challenge for the organisation to address.

• 79% of respondents denoted that communication regarding policy of deliberately avoiding compulsory redundancies and lay-offs is nonexistent.

• Among all the significant variables, from the study, 54% of the respondents indicated that positions are filled with external applicants rather than internal contributing to lack of motivation amongst the employees.

• One of the many challenges is for the organisation to try and retain and attract staff with non monetary items however in this study 89% of the respondents perceive the organisation as not amenable to providing support for non-work related responsibilities. Nieman 2006 claims the implementation of a “keep-in-touch” program for employees on parental leave will give employees sense of inclusiveness in the organisation while attending to family needs.

• Another challenge that was found was the 49% of respondents who indicated not receiving any form of training in the past year. It appears as though selected employees are receiving training and development opportunities. Thus, there may be a shortage of continuous training and development for all employees. To develop high quality employee relationships, organisations need to offer support and guidance to employees by encouraging studying, training, career progression and ensure managers are equipped with the essential tools necessary.

• The findings revealed that 43% of the participants revealed that the organisation has not maintained its commitment to ensure fair treatment by managers and supervisors. This provides the organisation with the challenge of retention, as unjust experiences with supervisors is often a factor that contributes to the loss of employees.

Conclusions to Findings

This study was undertaken to assess the challenges facing diversity management in an agricultural trading organisation, Kwazulu Natal. The objectives of the study were to examine the challenges of diversity across various levels within the
organisation; to examine ways to solving these challenges; to assess the results of implementing the solutions in addressing diversity management as well as making recommendations to the organisation on ways to implement solutions to the problems of diversity.

This study has indicated the workforce should reflect the diverse nature of our country and community at all levels. Diversity must be integrated into the organisations culture. Ensuring career growth opportunities at all levels throughout the organisation. The organisation needs to open communication lines to ensure that employees are made aware of diversity values statement should one exist. The current study established that if the organisation does not rectify the lack of trust by employees in the organisation, line managers, supervisors it is indicated that 34% of employees are considering leaving the organisation.

Recommendations

Based on the findings of this research, the agricultural trading organisation is recommended to:

- Management should look into creating a better and fairer split between the various race groups in order to leverage the benefits of diverse backgrounds and skill sets.
- Slight must not be lost with experience in this niche environment
- The organisation needs to strategies and implement methods for attaining a more balanced age distribution of employees within the company.
- May be necessary for the management to organise a workshop or meeting to inform employees about the benefits of diversity to organisations.
- Reiterate the importance of all individuals, regardless of cultural, ethnic, and linguistic background, to the functioning of the company.
- The employees may more thoroughly understand the company’s value of diversity if the management and other personnel more routinely communicate the value of diversity to them.
- Need to achieve consistency in the behaviours management expresses or engages in across all employees and situations.
- Management is encouraged to initiate the development of an appropriate diversity value statement.
- Considering the apparent importance of diversity to the company, it is critical that the organisation develops and communicates the diversity values statement to the employees and promotes diversity communication and engagement between employees in order to harness the complete benefits of diversity to the organisation’s success.
- Diversity should be encouraged, employees from diverse backgrounds should be employed, and diversity communication should be encouraged and facilitated among employees in order to enhance and maximise the productivity that can be achieved through diversity.
- Provide employees with the necessary information regarding AA, EE, and diversity management for such individuals to appreciate each of the concepts and the differences between them.
- The organisation should implement measures for avoiding such instances and introduce sanctions against employees that engage in statements of prejudice or bias.
- Organisation to address that all employees are treated similarly, fairly, and justly.
- Education and the impartation of knowledge in order for employees to more thoroughly appreciate the concept of diversity.
- Relationships with subordinates should be cultivated, improved, and strategies should be developed to improve employees perceptions and relationships with their immediate line managers.
- Senior management must take some form of action to develop relationships with its employees and acquire the trust of its employees.
- Organisation should implement measures to develop this organisational trust, which may promote performance and retention.
- Developing the apparent lack of trust the employees have towards the organisation, senior management, and line management may increase the likelihood of retaining them.
- Determining the reasons for the divide in motivation among the employees within the organisation may be important, which may provide an indication of the factors that enhance and reduce motivation of employees working for the company.
- Improve the trust and relationships between employer and employees and address pertinent issues.
- Remuneration is often a major issue for many employees, but, if employees are more fairly compensated, this may improve their current low levels of trust and motivation and develop a greater sense that the organisation, senior management, and line management are looking out for their best interests.
Salary scales and packages should be clearly outlined and indicated to the employees, and remuneration should be commensurate with the role and responsibilities of each employee.

- Organisation to develop a policy of deliberately avoiding compulsory redundancies and lay-offs in order to provide the employees with greater security and stability.
- Management and human resources personnel need to engage in creative ways to maintain employee’s job satisfaction and interest, which may have an impact on retention and the motivation of employees.
- Uniformity of performance appraisals across all employees and employees should be informed of performance appraisals and be involved in the process.
- Making opportunities for promotion and career advancement within the company so the employees may perceive themselves as adequate of performing middle and senior managerial positions.
- Provide employees with the platform to engage actively in decision-making.
- The organisation needs to appropriately remunerate employees based on established criteria and conducted appraisals of performance.
- The organisation is encouraged to develop methods for providing more holistic support to its employees.
- Regular and routine training and development opportunities should be initiated for all employees, regardless of duration of employment and position within the organisation.
- The organisation is encouraged to re-visit employee’s compensation, particularly as it relates to the responsibilities and duties of the employees.
- Training and employee interaction workshops should be conducted in order to develop the appropriate level of interactions and behaviours from superiors when engaging with subordinates.

Areas for Further Research

- The direction for future research in this area of study is abundant.
- All trading organisations across South Africa could also be identified for this particular study.

Conclusion

The primary findings assisted in answering the research questions that was formulated for this study. The study concluded that the employees of the organisation are not confident and secure within the organisation hence the distrust, unhappiness, lack of communication, perceived unfair remuneration, lack of productivity and enthusiasm and high staff turnover. Effective diversity management is pertinent in ensuring the organisation is flourishing and that a harmonious work environment exists. It is clear from both the secondary and the primary findings that more effort is required in ensuring that all diverse groups are employed through the organisation. A corrective transformation measure ensures relations between various individuals and encourages improved work relationships between both employer and employee. Such transformation can further assist with improved personal relationships (better understanding) between the parties. The overall dissatisfaction points to an urgent need for management to meet with employees and dialogue issues of disagreement; reach consensus and jointly map out a new and effective strategy. Effective diversity management should be an on-going process as diverse human capital forms an integral part of any organisation.

References


