

TITLE

IMPACT OF DIVERSITY ON WORKPLACE PRODUCTIVITY IN AFRISAM CEMENT MANUFACTURING COMPANY OF SOUTH AFRICA

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May the good Lord continue blessing you.

(“And there are diversities of activities, but it is the same God who works all in all” :1Cor12:4-6)

ABSTRACT

The purpose of the study was to investigate the impact of workplace diversity on the AfriSam cement manufacturing company in South Africa. To achieve the objectives of the study, namely the investigation of the impact of diversity in AfriSam and the government interventions to ensure compliance with employment equity in the workplace among others, the researcher reviewed literature that included books, scholarly journals, the AfriSam Annual reports and its strategic plan among others.

The study was descriptive, interpretive and contextual in design in order to obtain culturally-specific information about the values, opinions, behaviour, and the social context of AfriSam employees. The purpose was to explore, describe life experiences and opinions of AfriSam Kimberley employees on how diversity in their workplace environment influences productivity.

Data was collected qualitatively by means of unstructured questionnaires. Interviews were conducted to a sample of 25 participants and a 92% response rate was achieved. The findings from the data analysed revealed that there were diversity gaps in AfriSam, which made employees in that plant generally unhappy and that productivity levels were impacted negatively.

The findings also revealed that government interventions must be intensified in the private sector like in the public sector.

The gaps were considered for management recommendations and productivity enhancement. It is recommended that AfriSam's divisional heads and management invest more in that training and education of employees to enhance their productivity skills. Employees should be hired or promoted based on the level of their education, skills and merit and nothing else. Through the up-skilling of staff, they will, in turn, fulfil their job requirements by performing their work to the benefit of the entire organisation.

It is recommended that government policies and acts should be enforced in all institutions in both the public and private sectors to ensure the accommodation of differences between people in different workplaces. The government must also review all human resources, policies, practices and procedures in order to identify barriers adversely affecting diversity in the workplace.

While findings and recommendations we alluded to, it is necessary, however, to inform readers that the researcher may not have covered all the areas that have relevance in addressing the objectives of this research. Therefore, it is recommended that other researchers should conduct further studies to fill the gaps, or constrains that are significant to this study.

1 CHAPTER 1: ORIENTATION

1.1 INTRODUCTION

The purpose of this study is to investigate the impact of workplace diversity on the AfriSam cement manufacturing company in South Africa. In South Africa, like any other country, its biggest assets are its people. South Africa is a rainbow nation with a rich and diverse culture of different values, languages, religions, genders and races. Therefore, it is vital for the organisation to understand diversity and its impact on productivity in order to address the challenges that may arise.

According to Ashton (2010), diversity is the process of encouraging inclusivity, participation and the full contribution of all staff toward the goals of the enterprise. He further defines diversity as the recognition, understanding and acceptance of individuals' attitudes, irrespective of race, gender, age, class, ethnicity and sexual orientation.

Oliver (2015) supports the above by stating that individuals are unique and share similar environmental characteristics.

According to Van Zyl (2014), diversity may be divided into two dimensions, which may be recognised after interactions between individuals occur, such as:

- Primary dimensions: age, gender, sexual orientation
- Secondary dimensions: religion, education, geographical location and income

This means that diversity in the workplace can have an impact on productivity if not properly managed. In South Africa, as a rainbow nation, race, gender and discrimination are still challenges despite government's strategic interventions by means of the introduction of the Employment Equity Act no 55 of 1998 to ensure equal income for equal jobs, irrespective of gender, race and age. Organisations, on the other hand, have introduced policies that address and manage diversity in the workplace to ensure sustainable productive and profitability.

AfriSam South Africa Pty (Ltd) is a cement manufacturing company that was founded in 1934. It is the leading supplier of superior construction and technical solutions and they always strive to exceed the expectations of customers. The business is guided by the

values of the people and the world, as well as performance. The company conducts business with unquestionable integrity, ethics and professional standards.

Diversity in AfriSam is a reality and has affected employee productivity negatively. This is because of the lack of policy implementation measures that counteract population aging and anti-discrimination measures, the growth in number of the immigrants from diverse countries, as well as the educational and skill levels of workforces in AfriSam. These factors lead to increasing diversity within the workplace in terms of age, gender, ethnicity and skills.

Therefore, to continue to be the leading cement provider, it has to deal with the challenges of diversity in their environment, where top management needs to involve all stakeholders, including union representatives. Given the above discussion, this study investigates the impact of diversity on productivity in AfriSam.

1.2 BACKGROUND

Political and social changes in South Africa gave rise to the need for organisational changes. According to Roux and Schoeman (2004), these changes in South African organisations were guided by the Constitution of the Republic of South Africa, 1996 (Act 108 of 1996) and are influenced by globalisation, changing legislative, labour laws and political climate and the impact on the diversity in the workplace and technology.

According to Booysen (1997), workplace changes occur because of aspects such as re-inventions of core structures and processes, culture and diversity, and this is mainly because of employment equity, which is forcing organisations to re-examine their human relations and employment practices.

Human resource policies must therefore change in order to attract and retain a more diverse workforce. The challenge within South African organisations in the new dispensation is the increasing global competition that attracted the influx of employees from other countries. This has caused the organisations to need a more diverse workforce to become innovative with a competitive edge. According to Ashton (2010), workplace

diversity remains a challenge, whereby skills and competencies are needed in a multicultural workforce.

AfriSam, as part of global market, needs to focus on diversity as a priority so that its entire workforce, irrespective of background and geographical locations, is valued and stays increasingly productive and competitive. Bernolak (2011) further posits that diversity in the workplace has the potential to increase productivity and competitive advantages. This means that managing diversity in the workplace is a key to the effective people management and improving workplace productivity. Heile (2012) argues that if diversity in the workplace is left unmanaged, it will create problems for organisations to achieve their goals.

In view of the above discussion, managing diversity in the workplace can no longer be avoided and should be the policy focus of every organisation. AfriSam in South Africa is facing the same challenge of managing diversity, and this is mainly because, in the past five years, employees from all provinces of South Africa and other parts of the world, such as Europe and Asia, joined the company's workforce.

Therefore, for AfriSam to continue to be more productive and competitive, they need to manage and value their workforce in accordance with the constitution and Employment Equity Act. AfriSam must ensure that its workplace diversity policy is aligned with these strategic interventions.

1.3 PROBLEM STATEMENT

The South African government has, over the years, introduced interventions to manage diversity in the workplace, both in the public and private sectors. These interventions include, among others, the Employment Equity Act (EEA) no 55 of 1998, which encourages employment equity and diversity in terms of race, gender and age. The purpose of this act is to eliminate discrimination in the workplace, the acceleration of employment, training and the promotion of the women, the disabled and black people and ensuring the accommodation of diversity in the workplace. AfriSam's 2020 strategy is to sustainably grow equity value from R6.4 billion in 2012 to R24 billion in 2020 (Olivier, 2015); this being driven from the critical organisational objectives, namely sustainability,

talent management, achieving organisational efficiency and operational excellence, becoming a customer-driven organisation and financial performance.

Managers are faced with challenges arising from workplace diversity. Demographic trends, changing employee supply patterns, immigration and increasing globalisation imply a much more heterogeneous group of employees for the organisation to manage. There is disagreement between the managers at AfriSam's Ulco operation, as some believe that a more diverse workforce is not necessarily a moral imperative. Other managers argue that a more diverse workforce is a source of competitive advantage, because diverse customers are better served by a diverse workforce that can effectively communicate with customers.

AfriSam's 2020 organisational strategy can be realised if the organisation becomes more innovative, thereby identifying key critical areas that can negatively affect the productivity of the organisation. In light of the above, it is evident that the deteriorating diversity gaps created among employees are an indication that the above-mentioned Act is ineffective in AfriSam, including internal relevant policies, and this aspect needs all stakeholders' attention in order to avoid creating a negative image of this organisation. Having posed the above statement of the problem, it is appropriate that the research question is posed.

1.4 RESEARCH QUESTIONS

According to Cooper and Schindler (2001), research questions provide information about the specific kind of data to be collected. In order to examine the above-mentioned problem statement, the following research questions are examined:

- What is the impact of diversity on productivity in AfriSam?
- What is the role played by the South African Government to ensure compliance with the Employment of Equity Act to encourage diversity in the workplace?
- What policies pertaining to the management of diversity in AfriSam are in place in order to improve productivity?
- How does AfriSam manage diversity to motivate staff?

Having mentioned the research questions, the objectives of the study are stated below.

1.5 OBJECTIVES OF THE STUDY

From the above-mentioned research questions, the study objectives are to investigate:

- the impact of the diversity on productivity in AfriSam.
- the role played by the South African Government to ensure compliance with the Employment of Equity Act in the workplace
- what policies pertaining to the management of diversity in AfriSam are in place in order to improve productivity and
- how AfriSam manages diversity to motivate staff.

1.6 SIGNIFICANCE OF THE STUDY

The significance of this study is to establish the impact of workplace diversity management on productivity in order to help the organisation improve its policies as well as the enforcement of the Employment of Equity Act. This study is significantly important because the organisation will be constantly ahead of its competitors and such results will be sustainable. It will assist the organisation in closing the gaps associated with diversity. It will further assist the organisation to assign a team of employees with different skills and information to a task, and as such, that team will bring a different perspective to the project by interrogating ideas in order to develop a common understanding. The study further will assist in educating AfriSam and other public enterprises on the importance of managing diversity, thereby offering useful insights to management as well as to encourage further research on the topic.

1.7 LIMITATIONS OF THE STUDY

According to Cooper and Schindler (2001), research should be manageable and able to focus on a specific problem and also take into account the time available, the sample size and the abilities of the researcher. In this study, the focus is on the impact of workplace diversity on the productivity on AfriSam in South Africa.

The following limitations will consequently be considered:

- Due to the size and the number of the company, only 25 members of staff, representing the population of 500 employees, were selected, and therefore the sample size was restricted to 25 respondents.
- The results will not be fully generalisable.

1.8 DEFINITION OF KEY CONCEPTS

Productivity is defined, in industrial engineering, as the relationship between produced goods (outputs) and the consumed resources (inputs) in the manufacturing transformation process (Sumanth, 2010).

Diversity is defined as differences in individuals' characteristics or features that result in the perception that others are different (Van Knippenberg & Schippers (2007).

1.9 DEFINITION OF KEY TERMS

Table 1: Abbreviations

Abbreviation	Meaning
HRM	Human resource management
AU	AfriSam Ulco
EEA	Employment Equity Act

1.10 STRUCTURE AND SCOPE OF THE STUDY

CHAPTER 1 will introduce the study, and state the problem statement, research questions and objectives of the study, among others.

CHAPTER 2 will deal with the review of literature on the Employment Equity Act (EEA) and other legislative frameworks, among others, in order to understand how diversity should be controlled within the South African context. Some definitions and theories of diversity in the workplace, the negative and positive impacts of diversity, the challenges of

how to overcome non-productivity in a diverse organisation and improving productivity by managing diversity in the workplace will be briefly discussed.

CHAPTER 3 discusses the research design and methodology

CHAPTER 4 presents the analysis of data and

CHAPTER 5 discusses findings, recommendations and concludes the study.

2 CHAPTER 2: LITERATURE REVIEW

2.1 INTRODUCTION

The impact of diversity on productivity in the workplace is a challenge that organisations cannot ignore, as such, interventions in terms of policies need to be catered for. The impact of group dynamics and the composition of employees' culture, diversity and beliefs have been widely experienced (Kurtulus, 2012). According to Riordan (2011), the performance of an organisation is enhanced by a workforce, which is equitable and influenced culture of higher levels of competition among employees and as a result create positive returns.

Gwele (2008) posit that demographic attributes have an impact on employee performance within the organisation by indicating that:

- Demographic attributes are task-related that deal with required skills levels in the organisation, or
- While on the other hand, relational attributes are tied to interpersonal employee relationships.

Tshikwatamba (2003) argues that diversity affects organisational performance differently and operates through various channels. Skill and education may generate knowledge among employees within the organisation (Zwick, 2009). The purpose of this literature review will be to discuss, in detail, the definition of productivity and diversity, the advantages and disadvantages of diversity, as well as its dimensions and benefits. The diversity in AfriSam will be discussed, and finally, how the Employment Equity Act can assist with policy development and implementation in organisations.

2.2 PRODUCTIVITY DEFINED

Knippenberg, Dreu and Homan (2004) define productivity in organisations as the relationship between inputs and the outputs of goods and services in the manufacturing transformation process. Bernolak (2011) defines productivity as a quality of produced goods from the raw materials and therefore, if the organisation produces more or rather better goods from the same resources, productivity is increased. This means that productivity is a ratio of produced goods to the consumed resources required to produce it.

Grossman (2009) postulate that companies need to recognise the fact that improvement of productivity is one of the major aspects that enable organisations to achieve cost effective and advantages over competitors. Kamal and Ferdousa (2009) argues that those who influence production processes can neither ignore productivity nor neglect it. For an organisation to gain a competitive advantage, productivity needs to be improved.

Zwick (2009) suggests that for an organisation to offer high quality operations, it must not waste time or effort having to re-do things. In order to improve productivity, dependable operations should rely on delivering precisely as planned (Zwick, 2009). This means that the organisation must eliminate waste. Get it right the first time.

2.3 DIVERSITY DEFINED

Diversity can generally be defined as people from all racial societies appreciating working together for the organisation to achieve common goal. According to Weise (2007:32), diversity refers to “acknowledging, understanding, accepting, valuing, and celebrating differences among people with respect to age, class, ethnicity, gender, physical and mental ability, race, sexual orientation, and spiritual practice and public assistance status”. Grobler (2002:46) defines diversity as a system designed for people to be on the same social area “irrespective of race, gender, age, class, ethnicity, physical ability, sexual orientation, spiritual practice”. This authority further posits that individuals are unique and have ways of doing things under similar environment. Ashton (2010) argues that globalisation in recent times has created platform for more interaction of different ethnical groups. He further stipulates that diversity has created many challenges for the organisations, which must not be overlooked.

Organisational challenge then is how quick management respond and intervene in order to create conducive atmosphere for the all employees. In South Africa, government inversion such as employment equity is somehow not enforced in private sector. Therefore improving workplace diversity have become an important aspects for management in recent years to accept the fact that the workplace is dynamic.

Managing diversity in organisations requires that managers need to adjust and learn skills that will assist them to deal with the multicultural working class and prepare themselves to teach others within their organisations treat all employees with respect. For the organisational leaders and managers to manage diversity efficiently and effectively they must address the issue of diversity policy in line with employment equity act.

According to Van Knippenberg and Schippers (2007) diversity is more of how individuals perceive others individuals' characteristics, values and attitudes.

Van Zyl (2014) on the other hand regards diversity as operational patterns that create and ultimate results that can either hamper or enhance.

According to Gwele (2009), different types of diversity include social category, as well as organisational and value diversity and this includes demographic aspects such as age, gender, race, ethnicity and culture. Gwele (2009) further mentioned that level of educational and experience diversity may affect the organisation negatively. Alesina (2011) believes that employees with similar diversity attributes could have either a positive or a negative impact on employee productivity. This means that if employees sharing same attributes are in the minority, the impact will be negative and otherwise a positive impact.

Gupta (2013) alluded to the fact that employee's diversity in the workplace is real and it must be treated with care in order to enhance productivity and at the same heals the past ills in the societies. This could be done by introducing more team-buildings exercises and sharing even come eating-places and working on an open office space.

There are three dimensions of diversity that affect both the individual and the organisation and these include.

2.3.1 INTERNAL DIMENSIONS

Internal dimension of diversity includes aspects which an individual do not have controls and it includes race , gender or sexual orientations and affects attitudes and behaviours of individuals in the society and the work environment, (van Knippenberg, and Schippers, 2007).

2.3.2 EXTERNAL DIMENSIONS

Leonard and Levine (2006) argues that with external dimensions, individuals do have controls over them and these include religion, education, careers, geographical location, income and work styles among others. This dimension influences how people associates in the workplace.

2.3.3 ORGANISATIONAL DIMENSIONS

According to Amaram (2007), the organisational dimension is concerned with culture in a work setting. While much attention of diversity efforts is focused on the internal dimensions, issues of preferential treatment and opportunities for development or promotion are affected by the aspects may impact the organisation negatively.

2.3.3.1 THEORIES UNDERLYING DIVERSITY IN THE WORKPLACE

The diversity theories plays significant roles in teams' development and individual participation through interaction with relationships formed in groups. These theories include social comparison theory, social identity and mental models, intergroup contact theories and cultural mosaic theory (Yeager, and Nafukho, 2012).

- **Social Comparison Theory:** this theory plays significant roles in developing teams in the workplace. According to Yeager, and Nafukho, (2012), individual in the organisation evaluate their opinions and abilities against other references. This comparison is an indication that individuals have desires to be part of the team and at the same-time want to make sure that they fit and there are no differences with other team members. This , therefore, means that it is important for the individuals to undergo a comparative self-evaluation before joining the team.
- **Social Identity And Mental Models:** this type of theory emanates from individuals who associate themselves with ingroups they positively identify and from which they want to distinguish themselves with in order to gain superiority over and outgroup, (Van Knippenberg and Scheppers, (2007). On the other hand, Senge (1990:174), argue individuals to have a proper understanding of their surroundings use that

mental model. Vos and Van der Zee, (2011) associate shared mental models with team learning and performance which intern enhance productivity.

- **Intergroup Contact Theories:** this theory by Pettigrew and Tropp (2006) highlights that contacts within groups reduce prejudice and therefore increased interaction brings positivity in the organisation and individuals change of attitude. Pettigrew (1998) outlines five interrelated processes that fosters individuals attitudes toward others groups as:
 - Learning about the outgroup to reduce prejudice by changing negative views.
 - Changing individual behaviour toward the outgroup members.
 - Generating affective, positive emotions, especially empathy, through intergroup
 - Contact to reduce anxiety and prejudice.
 - Reappraising customs and ingroup norms to help the ingroup see the outgroup in a different light.
 - Developing intergroup friendships as “optimal intergroup contact requires time for cross-group friendships to develop” (Pettigrew, 1998, p. 76).

- **Cultural Mosaic Theory:** this theory highlights the notion that individuals cultural behaviours are complex and unpredictable given the fact that they work in organisation, which are also complex in nature. According to Chao and Moon (2005), culture is a complex phenomenon and therefore it is important for Human Resources Development in the organisations to understand how well the organisation operates through the views and perceptions of the individuals, the group, processes and performance.

2.4 ADVANTAGES AND DISADVANTAGES OF DIVERSITY IN THE WORKPLACE

Mor Barak (2005) discussed advantages and disadvantages of diversity in the workplace that will assist organisations in decision-making and these include, among others:

2.4.1 ADVANTAGES

Theories imply diversity in the workplace influences high levels of productivity, learning and growth, effective communication and improvement of diverse experience (Pettigrew and Tropp, 2006).

1.1.1.1 HIGH LEVELS OF PRODUCTIVITY

Aronson (2002) argues that the effect of employee composition within organisation enhances both the performance and a standardised workforce for operational achievement. According to Wessels (2008), discrimination divides employees and this has negate results among the workforce within the organisation. Zulu and Parumasar (2009) indicated that labour practises in organisations productivity could be improved when all stakeholders are engage.

1.1.1.2 LEARNING AND GROWTH

Research conducted by Harrison and Klein (2007), on human resource management indicated that demographic aspects has impact on how employees performs in the workplace. Diversity teamwork among workers may raise productivity because of skill and competencies required will be shared (Amaram, 2007). This can be realised team shares ideas and become innovative.

Sebola (2009) is of the opinion that employees must be encourage bring experiences and excise their problem-solving skills, and in turn, be innovative for the benefit of the organisation's survival.

1.1.1.3 EFFECTIVE COMMUNICATION

The most aspect of in any organisation process is how communication can be effectively be used to attain organisational goals. Arendondo (1996) believes that for the organisation to be transparent and effective in its operations, any unilateral decisions will undermine

and distort important information. Therefore, to raise awareness in the entire organisation the correct official language is important for the diverse employees in an organisation.

1.1.1.4 DIVERSE EXPERIENCE

According to Brislin (2008), an effective diversity management strategy is necessary to catalyse the required intervention, such as creating a climate for change in the workplace, enforcing a code of conduct and encouraging organisational values. This will encourage leaders to interact with subordinates; it will also encourage interaction between employees from various cultures. Employees will ultimately contribute to the overall organisational goals. According to Human (2005), if all the employees share the same goals in the workplace they will be productive. Shonhiwa (2006) is convinced that labour productivity is not created by workplace diversity, but rather that the effect of positive labour productivity is as a result of employees with similar ages and skills in the teams, which ultimately benefits the organisation.

2.4.2 DISADVANTAGES

Theories imply diversity in the workplace influences high cost of diversity management, discrimination, communication issues, age issues and affect organisations negatively, (Pettigrew and Tropp, 2006).

1.1.1.5 HIGH COST OF DIVERSITY MANAGEMENT

Team performance in the highly diverse is hampered by lack of communication and language barrier in-terms of preference of the language that does not suit all employees'. This will result in delaying decision taking of the organisation and causes a lot of that misunderstanding. These may result in affecting negatively team performance.

1.1.1.6 DISCRIMINATION

Discrimination in the workplace is a major challenge which impacts the productivity in the organisation and of both managers and employees need to show team-effort to fight such a system.

1.1.1.7 COMMUNICATION ISSUES

Effective communication is pivotal to a successful workforce, starting with the initial announcements, in meetings and one on one communication. To build all employees commitment, management must ensure that their communication is clear and flexible to address employees' issues equally. Therefore, communication should be a two-way channel, as managers also need to be aware of the concerns of employees.

1.1.1.8 AGE ISSUES

Thomas (2004) indicated that age diversity is crucial in building team work among the workforce in that it encourage team independence and the team will be motivated to interact freely. The challenges with age issues in the organisation are that lack of respect among colleagues brings instability. Creating awareness with all stakeholders will increase staff morale.

The study conducted by Cox (2001), found that both demographic and functional diversity enhances productivity as employees education and expertise are recognised. According to De Anca and Vazquez (2007), if diversity policies are effective are adhered to in an organisation, that organisation will have minimal challenges'. An organisation's demographic composition therefore may affect the channels of communication and ultimately its performance.

2.5 HOW TO OVERCOME NON-PRODUCTIVITY AT DIVERSE ORGANISATION

Tshikwatamba (2003:36) emphasise that organisations, are compelled to introduce policies that will manage diversity among employees. This may be achieved by effectively building prosperity partnerships, which is an integral part of a high performance culture.

Human (1996) and Tshikwatamba (2003:36) emphasise that organisations in South Africa, unlike some organisations in other countries of the world, have no choice but to manage workforce diversity. This may be achieved by effectively building prosperity partnerships, which is an integral part of a high performance culture.

According to Human (1996), building prosperity partnerships is centred on elements such as:

- Clarity of purpose and direction, where everyone has a clear knowledge of where the company is going;
- Structure, systems, alignment and focus, where everybody knows exactly what to focus their energy on, on a daily basis;
- Effective leadership culture, where leaders lead their teams with credibility;
- Stakeholder engagement, where everyone is involved daily in goal setting, problem-solving and planning;
- Optimisation of business processes, systems, resources and competencies, where everyone contributes to quality, cost and service improvement; and
- Measurement, feedback, improvement, recognition and reward, where teams regularly review their performance, and focus on accountability, recognition and reward.

If all of these elements are applied effectively, the organisation will be highly productive with goals being realised.

Organisations must create conducive environment that enables them to learn to manage it effectively so that they will be able to serve a diverse customers. Organisations should transform from being an individual-focused organisation that motivates individual performance through key performance indicators, to a driven and community-focused approach that limits individual praises (Carr-Ruffino (2005)).

Managing diversity in the workplace is therefore about treating all employees equally. According to Bhudwar and Bhatnager (2009), there is no special way of handling employees' emotions in order to obtain the set organisational goals and objectives.

According to Carrel, Elbert and Hatfield (2006), some of the solutions to improve workplace productivity include developing an understanding and acceptance of diversity – this can be achieved by allowing teams be initiative and innovative. The organisation It is critical for the organisation to develop positive, commonly understood, and agreed upon values and behaviours that must be adhered to by all members of the team. According to Herselman (2004) organisation must create the processes that caters for the well-being of the employees

2.6 BENEFITS OF A DIVERSE WORKPLACE

Theories imply diversity in the workplace influences attract and retain employees, talent pool, employee satisfaction, improved products and services, a broader service range, increased creativity and improved productivity (Pettigrew and Tropp, 2006).

2.6.1 ATTRACT AND RETAIN EMPLOYEES

Employers should strive to retain such talents in order to achieve the organisational. If employees are retained the organisation will benefit to use internal expertise to increase productivity. A diverse task team can furthermore be benefit for projects that add value to the organisation, (Smit and Cronje (2007).

2.6.2 TALENT POOL

In creating talent pool, management must ensure that they link organisational strategy to the skills and expertise required. These processes must focus on recruiting on merit without been influenced by the racial divide.

2.6.3 EMPLOYEE SATISFACTION

It is important to have an annual employee satisfaction survey, where dissatisfactions will be recorded and addressed, focusing mainly on retention issues. Such communication channels allow talented employees to feel needed and have a sense of belonging. This increases their commitment to the company and allows each of them to contribute in a unique way and perform to their highest ability, which will result in higher productivity and return on investment.

2.6.4 IMPROVED PRODUCTS AND SERVICES

Diversity also provides organisations with the ability to compete in global markets. Companies employing a diverse workforce are in a better position to understand the demographics of their customers, which will result in better service delivery.

2.6.5 A BROADER SERVICE RANGE

A diverse collection of skills and experiences, such as languages and cultural understanding, allows a company to provide service to customers on a global basis.

2.6.6 INCREASED CREATIVITY

Creativity increases when people with different ways of solving difficult problems work together towards a common solution. Other cultures can offer understandable changes that might not have been considered. This is a remarkable advantage of diversity in the workplace. Workers must bring multiple skills to the task environment, think cross-culturally, and adapt quickly to new situations. The employees who meet these criteria are likely to do well, regardless of culture, even in tough economic times. A diverse workforce that feels comfortable communicating varying points of view provides an organisation with a large pool of ideas and experiences. Therefore, the organisation can draw from that pool to meet business strategy needs and the needs of customers more effectively.

2.6.7 IMPROVED PRODUCTIVITY

Productivity increases exponentially when people of all cultures pull together towards a single inspiring goal. Increased productivity is an advantage of diversity in the workplace. This is partly due to new attitudes that are being brought to the business environment by people from diverse cultures.

2.7 DIVERSITY IN AFRISAM

The development and implementation of a new product will be conducted at AfriSam South Africa Pty (Ltd). AfriSam South Africa is a cement manufacturing company that was founded in 1934. It is the leading supplier of superior construction and technical solutions and they always strive to exceed the expectations of their customers. The business is guided by the values of the people, the world and performance. The company conducts business with unquestionable integrity, ethics and professional standards.

AfriSam's mission statement:

- To consistently provide products and services that are in line with the requirements of the customers.

A vision statement defines what organisation will do and why it will exist in future and has defined goals to be accomplished by a set date. A vision statement takes into account the current status of the organisation, and serves to provide the direction as to where the organisation wishes to go.

AfriSam South Africa (Pty) Ltd's vision statement

- To shape Africa and build a better society by being the best building materials company in the world.

AfriSam Ulco's operations vision

- A family to go to people, which is a sought-after choice of customers to its stakeholders and employees, and the core business is to manufacture and supply cement to its customers.

The business vision for 2020

- To sustainably grow the business from an equity value of R6.4 billion in 2015 to R24 billion in 2020.

The organisation's values are the principles that guide the organisation's internal conduct as well as its relationships with the external world, i.e. the core values that are incorporated in the day-to-day running of the business.

AfriSam's core values

- **People:** AfriSam conducts business dealings and communication with integrity and in a professional, courteous and honest manner.

- **Planet:** AfriSam is responsible for the impact of its actions on the community and environment. They embrace cultural heritage and have a responsible approach to its stakeholders.
- **Performance:** AfriSam is uncompromising when it comes to professionalism and strives to be the best in everything being done in terms of utilising time, energy and resources to make a valuable contribution to customers, colleagues and business partners.

The main challenges with regard to the Kimberley plant are that it is an Afrikaans-speaking community and the main language of communication in the plant is Afrikaans. The composition of management in the plant is as following:

- Divisional heads consist of 80% white people and 20% coloured and black people
- The functional department heads consist of 70% white people and 25% coloured and black people
- Supervisors and team leaders are 80% white and 20% coloured and black
- Subordinates consist of 90% black people and 10% coloured people.

In other words, black people are doing handy work within the organisation. White engineers spend more time in their offices and, on the other hand, black engineers are always expected in the field. White people have all the privileges of being appointed to higher positions without proper qualifications and also have the chance to study at any given opportunity. AfriSam Ulco should adjust policies for recruitment, training, compensation and motivation to accommodate the diverse and heterogeneous workforce. On the other hand, task-related diversities are less noticeable and are associated with skill-based and informational differences.

Diversity is the recent challenge in the plant that influences team interdependence and reflects a potentially valuable variety in resources, such as styles, insights, experiences and social network ties. Therefore, diversity may moderate the performance relationship. Kochan (2003) indicated that age diversity strengthens the performance relationship in that it fosters team independence and, consequently, cooperation and communication among team members. Moreover, an organisation with diverse age groups can attract a diverse

customer base. The diversity situation affects the productivity time and again because of cultural background and other factors that cause employees to feel discounted. On two occasions, black employees went on strike, which attracted media such as SABC Television and the whole country witnessed how diverse the organisation finds itself. There are no clear human resource policies to address the diverse plant, and morale is low, affecting productivity negatively. If the plant does not change, there will be continuous discontent by other employees and the organisation will not be successful.

2.8 EMPLOYMENT EQUITY ACT NO.55 OF 1998

The focus of this Act aims at eliminating discrimination in the workplace, redressing disadvantages emanating from past policies, accelerating the employment, training and promotion of women, disabled and black people and ensuring the accommodation of differences between people in the workplace. Implicit in the Act is a provision for employers to review, *inter alia*, all human resource policies, practices and procedures and to identify barriers adversely affecting the designated groups, which is a generic term for Africans, women, coloured people and Asians. The pivotal factors in this act are the recruitment and selection policies, education and training, skills development, and a mentorship programmes *inter alia*.

The act was also designed to ensure that suitable qualifying people from the designated groups have equal opportunities and are equitably represented in all occupational categories and levels in the workforce of designated employer. The act stipulate that stakeholders such as managers, unions, employees must carry out the initiatives underpinned by various pieces of the legislation.

2.9 CONCLUSION

In South Africa, diversity in the workplace is part of broader democracy and organizational change. It is therefore, important for organisations and government institutions to have policies that guide interactions between individuals from different background, cultural background, race, ethnicity, age and educational background. It is important that improved channels of communications that are more inclusive to be implement using similar framework across the working environment in order to enhance productivity.

3 CHAPTER 3: RESEARCH DESIGN AND METHODOLOGY

3.1 INTRODUCTION

The purpose of this chapter was to present the research design and method of investigation. The chapter also focuses on the sample size, target population and data analysis approach. The validity, reliability as well as the ethical considerations was briefly discussed. The structured questionnaires were administered in order to deal with how workplace diversity affects productivity in order to achieve the objectives of the research topic.

3.2 RESEARCH METHODOLOGY

According to Myers (2009), the research methodology is a strategy of enquiry that moves from the underlying assumptions to research and data collection. The purpose of this study is to investigate how diversity at AfriSam Kimberley affects productivity as it unfolds in real situations. This suggests the study of events in their natural settings with the view of interpreting phenomena in terms of the meaning of individuals attached to them. De Vos (1998) describes the research method as procedures by which resources describe, explain and predict phenomena.

3.3 RESEARCH DESIGN

The study was descriptive, interpretive and contextual in design, using phenomena that will be analysed through a qualitative method. According to Merriam (1998), qualitative research is effective in obtaining culturally-specific information about values, opinions, behaviour and the social context of a particular population. Burns and Grove (2003:19) describe a qualitative approach as a “system approach used to describe life experiences and situations to give meaning”. The purpose of using this approach was to explore and describe the opinions of AfriSam Kimberley’s employees on how diversity in their environment affects productivity. Therefore, context in this study was significant. Hallaway and Wheeler (2002) sum up the above discussion by alluding to the fact that context includes the environment and conditions in which the study takes place as well as the culture and diversity of the participants as well as the location.

3.4 RESEARCH POPULATION

According to Burns and Grove (2003:19), population is the total number of units from which data can be collected and it includes individuals, artefacts, events or organisations. These authorities further indicate that population may mean all the elements that meet the criteria for inclusion in the study. The population of AfriSam in the Kimberley plant is 500.

3.5 SAMPLE SIZE

The sample size of the study focuses on the target population on which the researcher generalised her results (Welman & Kruger, 2002). It was not possible for the researcher to reach the entire population of 500 employees and, and therefore a sample representative of the organisation was used, i.e. 25 participants. Burns and Grove (2003:31) refer to sampling as a process of selecting a group of people, events or behaviour with which to conduct a study or a portion representing the whole of the population selected.

The criteria that the researcher used to select the participants were to approach the divisional heads in this Kimberley plant. They included Human Resources, Sales and Marketing, Business Operations, Information Services, Strategic Growth and Cementities. These divisional heads were requested to permit five participants from their divisions to participate in the research. The composition of the sample size consisted of five line managers, five supervisors, and 15 ordinary employees. This was to ensure that participants consist of representatives from all the divisions of the plant.

The data was collected by means of unstructured interviews. Participants were encouraged to converse freely about the events, behaviours and beliefs related to the research area (Burns & Grove, 2002). According to Burns and Grove (2003), interviews are useful in the following situations:

- Where was be important to establish personal contact.
- When there was a large number of questions to be answered.
- When questions were complex for clarity purposes.
- When the researcher was to exercise control over the nature of those who supply data.

Interviews will be face to face and the participants were informed through e-mails and were encouraged to confirm their acceptance of the invitation through e-mails. The interviews took place in boardrooms of their divisions and lasted for an hour for each participant.

3.6 DATA ANALYSIS

According to Cresswell (1994), the main purpose of the analysis of qualitative data was to discover patterns, concepts, themes and meanings. Burns and Grove (2003) support the latter by stating that the process of data analysis begins with the categorisation and organisation of data in search of patterns, critical themes and meanings that emerge from the data. Therefore, the researcher searched for patterns and themes from the answers provided by the participants in order to address the research questions. The researcher relied on the combination of interviews and information gathered from the participants' answers in order to base conclusions on. Therefore, the conclusions and recommendations were drawn based on the analysed data.

3.7 ETHICAL CONSIDERATIONS

The research followed two basic principles, i.e. respect for human dignity as well as justice.

Respect for human dignity

This principle includes the right to self-determination and full disclosure (Cresswell, 1994).

- Right to self-determination: The participants were approached and the purpose of the study will be explained in full. The individuals who refused to participate after the researcher has explained the purpose were not forced to participate.
- The right to full disclosure: Full disclosure means the researcher will explain fully the nature of the study and people's rights to participate.

The right to fair treatment includes the participants were selected based on the research requirements only. Sensitivity to and respect for the participants' beliefs, habits, lifestyles, culture and emotions were maintained. Courteous treatment prevailed at all times.

Having discussed the research design and methodology, which briefly expounds on the approach to the research on the impact of diversity in the Afrism of South Africa it is appropriate to discuss data analysis in the following chapter.

4 CHAPTER 4: DATA ANALYSIS

4.1 INTRODUCTION

In this chapter, special attention is given to the analysis of the data collected and the interpretation of the findings as derived from the participants' responses. This includes the analysis of the diversity impact on productivity in the AfriSam Kimberley plant. Merriam (1998) argues that verbatim transcriptions provide an adequate base for data analysis using qualitative methods. This authority further states that the interview logs are vital to detect emerging themes and patterns to organise in the analysis phase of the research. Creswell (2002:259) posits that having all interviews transcribed provides the most complete procedure and structure for analysis.

The researcher followed the same procedure for data analysis and the focus falls on the various patterns as they emerged from the participants' responses.

4.2 PROCESS

Data was collected qualitatively by means of unstructured questionnaires. The interviews were conducted face-to-face and the participants were informed through emails and telephonically well in advance. Only 22 out of 25 participants confirmed through emails and SMS's about their availability on the respective scheduled dates and time slots.

The interviews took place in the boardroom of their divisions at the AfriSam Kimberley plant and lasted for approximately an hour for each participant. The researcher introduced herself and the purpose of the interviews. The respondents were assured that their interviews were clearly for the purpose of research and nothing else.

Each participant was asked 28 questions and was allowed to ask for clarity where they did not understand.

Having considered the data collection process, data analysis will now be discussed.

4.3 DATA ANALYSIS

4.3.1 THEME ONE: MEANING OF DIVERSITY IN THE WORKPLACE

The purpose of the question was to arrive at a general understanding among the participants regarding the meaning of diversity in the workplace. The majority of participants were of the view that diversity in the workplace means respecting and understanding other people from different ethical backgrounds irrespective of gender, personality, qualification, race, religion and employees working together to achieve common goals.

The participants were further of the view that diversity is about acknowledging people with different mental and physical disabilities, heritage, age and sexual orientation. The participants were of the opinion that diversity in the workplace is important and needs to be carefully managed in order to increase the level of productivity.

The above discussion is supported by Ashton (2010) who alludes to the fact that diversity is still a challenge in the workplace, and it may hamper the collective spirit of achieving organisational goals. Therefore, employees have an idea of what diversity means.

4.3.2 THEME TWO: IMPACT OF LEVEL OF EDUCATION ON EMPLOYEES TOWARD DIVERSITY

The researcher aimed to discover from the respondents how level of education has an impact on employees toward diversity. The question stimulated a great deal of interest from the respondents, as the majority of the participants were of the view that education in their organisation does have an impact on employees because different jobs are given to different people with different qualifications and to particular ethnical groups.

The majority of the participants blame race as the major contributor, as black people's qualifications are less considered compared to their white counterparts, with less or no qualifications, and as a result, white, uneducated employees in the organisation occupy more senior positions that they do not deserve. Diversity in skills and education may generate knowledge spill-overs among employees within the organisation (Zwick, 2009). This, according to the respondents has, caused AfriSam to lose money because these

managers are unable to resolve production or operational issues resulting in low morale, and productivity is negatively affected. It can, therefore, be concluded that the level of education has a negative impact in AfriSam employees' well-being and image.

4.3.3 THEME THREE: WORKPLACE DIVERSITY CHALLENGES AT AFRISAM

The question was intended to obtain a grasp of the core challenges at AfriSam that were in place. The question received a strong response as more than 80% of the participants mentioned that the biggest challenge in AfriSam is communication. Business language in AfriSam is strictly English, but most meetings are being conducted in Afrikaans, which results in non-Afrikaans-speaking employees not being able to participate in issues at hand.

Again, approximately 65% of the participants believe that due to many coloured people working in the organisation, everyone is expected to know their language and therefore others feel discriminated against. An understanding of different cultures and an interpretation of gestures based on race also emerged as a challenge in their organisation, to the extent that an employee can make a joke and other employees may interpret it as a racial remark.

When problems arise, people from different cultural backgrounds have different ways of handling them, which leads to issues being unresolved. The other common view of the participants was that resistance to change is a challenge in AfriSam because there are always employees who refuse to accept the fact that the social and cultural make-up of their workplace has changed. (The 'We've always done it this way' mentality; it silences new ideas and suppresses progress). These challenges need leadership from top-level executives by uniting the workforce.

4.3.4 THEME FOUR: IMPLEMENTATION OF A DIVERSITY POLICY IN AFRISAM

The reason behind this question was to establish whether the participants were indeed familiar with diversity policy in the organisation and whether they have any knowledge of diversity policy being implemented in their organisation. The participants alluded to the fact that there was workplace diversity in place in AfriSam, but it is still lagging behind in terms

of implementation. Participants believe that even though diversity training sessions were conducted, there was no progress in implementation, and therefore it is not in existence. They believe that it will only exist when changes are visible and this should be driven from the top management; for example, the lack of respect among management, supervisors and employees was highly prevalent.

4.3.5 THEME FIVE: DIVERSITY AFFECTING STAFF MORALE

The aim of the question was to understand from the participants how they feel about the morale of employees and whether diversity had an effect. From the participants' point of view, diversity affects staff morale as it creates friction and division among ethnic groups. The participants also alluded to the fact that, at some point, employees become scared to joke with one another, which dilutes fun and trust, and encourages a climate that is not conducive to team work within the organisation. Therefore, people are demotivated due to what is currently happening within the organisation and the lack of trust once more creates division among employees and management, thereby deepening low morale.

4.3.6 THEME SIX: IMPACT OF COMMUNICATION ON CULTURE AND LANGUAGE BARRIER

The researcher wanted to elicit from the respondents the role of communication on culture and the language barrier. The majority of the participants highlighted, among others, that communication is the biggest challenge and they constantly mentioned that intervention needs to be done. The participants agreed that there are no proper channels of communication with the organisation. They understand that Kimberley is an Afrikaans-orientated society and consequently this has affected AfriSam.

They believe that language barriers affect the organisation in a bad way due to some people who expect everyone to know and understand their language. This led to a communication breakdown and as a result of that, productivity is hampered. Van Zyl (2013) argues that diversity raises communication costs in teams, thereby slowing down problem-solving and decreasing productivity. The participants are also of the view that top

management is not doing anything about it and therefore other employees feel that they will always struggle to communicate effectively in AfriSam.

4.3.7 THEME SEVEN: IMPACT OF ETHNICITY, AGE AND GENDER TOWARDS DIVERSITY

The aim of this question was for the researcher to get an impression from the participants regarding aspects such as ethnicity, age and gender towards diversity. The majority of participants were of the view that ethnicity, age and gender have an impact on staff morale, productivity and the average satisfaction of employees. They believed that due to different ethnical groups, communication is a barrier and as a result it affects productivity.

Again, the participants mentioned that there is a clear distinction in age, and therefore young senior employees are not listened to and respected by those employees who have been in the organisation for long, and this results in unnecessary breakdowns in the plant, which result in low productivity. Kochan *et al.* (2003) indicated that age diversity strengthens the performance relationship in that it fosters team independence and, consequently, cooperation and communication among team members.

On the gender issues, participants believed that the AfriSam females are disregarded compared to their male counterparts, especially in meetings, where their opinions do not hold water. The plant is dominated by male employees. Pertaining to labour work, women are regarded as equally competent to execute some heavy tasks as men and consequently the organisation has equipment to assist women in terms of lifting heavy things and they feel that they are being treated like males in their organisation, and are still earning less, even though they do same work as the men. The participants believe that the organisation's management must address these issues in order to increase productivity and put the organisation in a more profitable space.

4.3.8 THEME EIGHT: IMPROVEMENT AND PROMOTION OF DIVERSITY STRATEGY IN AFRISAM

The researcher asked this question in an attempt to get information regarding improvement and how diversity is being promoted in the organisation. The majority of the participants agreed that there is a need to promote the culture of team spirit, irrespective of colour, race, gender or age. They all agreed that the employees in AfriSam are divided racially. The participants want the organisation's top management, including the CEO and divisional heads, to create regular sessions where employees will be taught about workplace cultural diversity and how to work together.

The participants were of the opinion that the leadership must lead by example in order to encourage diversity within the workplace and enhance productivity. They all agreed that issues of discrimination were being raised by the union representatives to the top management, and nothing was done. Ideally, diversity management must involve all employees in order to create an AfriSam culture that can be sustainable and beneficial to all employees across all cultural backgrounds.

4.3.9 THEME NINE: WORK EXPERIENCE, PERFORMANCE AND THE IMPACT ON PRODUCTIVITY.

The purpose of the questions was to get the opinions of the participants on the impact of experience and performance on productivity. Most of the participants mentioned that they have been with the organisation for more than ten years, but that nothing has been achieved. They believe that work experience does not count in AfriSam, as long as you are from a certain ethnic group.

Participants further believe that diversity in AfriSam is not linked to performance or training, because only white people in the organisation are trained and developed for better positions; therefore, they believe that a performance management system is only used as a tool to measure work performance and it has nothing to do with gender, equality and equity matters. Grossman (2009) stated that companies need to recognise that improvement in productivity is one of the major aspects that enable organisations to achieve cost and quality advantages over competitors.

4.3.10 THEME TEN: ETHNICITY AND TRAINING TOWARDS DIVERSITY

The researcher was interested in understanding how ethnicity and training affects diversity. This aspect did not receive the majority of responses from participants, as they believe that for other ethnic groups to receive training it takes time to be approved and therefore they tend to feel discouraged to go for training. They believe that divisional heads do not take leadership to improve the standards of all employees equally and therefore they believe that this is one of the reasons why they do not achieve the organisational goals.

4.3.11 THEME ELEVEN: IMPROVING DIVERSITY AT WORKPLACE TO MOTIVATE EMPLOYEES

The purpose of the questions was for the researcher to get to know how AfriSam improves diversity and motivates employees. With this aspect, the majority of participants indicated that there are some human resources initiatives in improving diversity and boosting the morale of employees. They mentioned that they started to enforce gender equality by employing females in senior positions and also trying to instil discipline where racial remarks arise.

They do, however, believe that in order to motivate employees, talented people must be retained without looking into background and should be based on merit and also making diversity part of the AfriSam brand.

In their response, the majority of participants believe that top management can do more to promote diversity practices within the organisation. They are of the opinion that the CEO and the divisional heads do not regard diversity as an important issue. They believe that the top management is non-reactive as they only focus on incidents of racism after being made aware by union representatives. However, management is very slow in taking actions or implementing immediate interventions.

4.3.12 THEME TWELVE: GOVERNMENT INTERVENTION TO ELIMINATE NON-COMPLIANCE AND INCREASE PRODUCTIVITY

Here, the researcher wanted to get the feeling from the respondents on how the government can assist their organisation to comply with the EEA to increase productivity. The majority of the participants indicated that working with employees from diverse cultural backgrounds is a challenge, because working as a team is very difficult, as well as understanding one another and learning from each other. The participants also believe that the organisation can overcome low productivity by improving team work and enhancing a culture of a high performance organisation. The participants agreed that government is not doing enough to intervene in addressing diversity in the private sector and consequently must come up with stronger strategies to enforce employment equity in the private sector, like in the public sector, and deal with those organisations harshly for non-compliance. They also believe that this will instil discipline in those companies that discriminate against others in their areas of work.

This study was conducted to assist AfriSam to identify the important aspects of diversity that need the attention of all the stakeholders, including top leadership, for the improvement of productivity in the plant. The participants' responses provided perspective and a clear indication that the organisation needs to take serious introspection pertaining to diversity issues. Having discussed data analysis, the findings and recommendations are discussed and the study is concluded.

5 CHAPTER 5

5.1 FINDINGS, RECOMMENDATIONS AND CONCLUSIONS

This chapter outlines the findings of the study from the analysed data. Findings from the analysis revealed that there are some diversity gaps in AfriSam and also challenges that were top-level management needs to consider in order for productivity to improve at the plant. Therefore, the purpose of this chapter is to discuss the existing practices and to identify challenges for improvement.

5.2 IMPACT OF LEVEL OF EDUCATION ON DIVERSITY

This study established that the AfriSam plant in Kimberley, pertaining to education level, gives an equal treatment across racial divides. The recruitment of the organisation does not benefit all employees equally. Employees feel that educational levels in their organisation do not have any impact on employees, because of available opportunities to particular ethnic groups. Most employees experience a lack of confidence due to their background. This means that education diversity affects employees' performance in the organisation. Therefore, educational diversity is an important factor that influences employee morale and negatively affects the organisation's productivity.

It is recommended that AfriSam's divisional heads and management invest more in that training and education of employees to enhance their productivity skills. Employees should be hired or promoted based on the level of their education, skills and merit and nothing else. Through the up-skilling of staff, they will, in turn, fulfil their job requirements by performing their work to the benefit of the entire organisation. They should see to the correct placement of individuals with the right skills and indication levels across all races.

5.3 CHALLENGES OF WORKPLACE DIVERSITY

This research study established the extent to which participants agreed that the organisation has low levels of communication, and that this a big challenge in the organisation, affecting employees' morale and productivity. There are also those employees who refuse to accept the fact that the social and cultural make-up in their

workplace has changed forever. Resistance to change, communication and the social and cultural make-up of employees were an important factor highlighted by employees that negatively affect employees in Afrisam.

It is recommended that for AfriSam to overcome resistance to change, management must communicate and educate all employees pertaining to a diverse workplace. Open avenues for employees to participate and voice their concerns are needed. This may ensure that everyone is committed and this could possibly reduce the number of resisters to change.

5.4 DIVERSITY TO POLICY IMPLEMENTATION

This study established that employees agreed that there is a diversity policy in their organisation and there were some information sessions that took place. The implementation of the diversity policy in AfriSam is not effective, as management does not enforce it. There is no adherence, and a lack of respect among management and supervisors and employees is prevalent. A lack of diversity policy implementation is one of the factors that comes to the fore that negatively affects employee productivity and influences the organisation's profitability.

It is therefore recommended that AfriSam's management should ensure that the diversity policy is implemented with immediate effect to ensure that it is adhered to by all employees, irrespective of race. They should also to continue with sessions to create diversity policy awareness across the organisation.

5.5 IMPACT OF COMMUNICATION DIVERSITY

The findings suggest that there is a communication breakdown in the organisation. Employees are forced to communicate in Afrikaans and therefore they fail to express themselves and encounter language barriers. In some instances, they are unable to read letters and memos. Diversity raises communication problems, slowing down problem-solving and decreasing productivity levels. Top management's failure to communicate effectively and efficiently to all employees in the official language of the organisation highlighted the need for the organisation to revisit their communication strategy.

Management must use proper channels of communication in the organisation. It is recommended that a proper communication channel be introduced within the organisation. Channels such as emails, new letters, company magazines and weekly news bulletins, written in the official language of the organisation should be enforced so that employees can have access, irrespective of colour and the level of their positions. This means that employees will be informed about anything new in the organisation and will have a sense of belonging.

5.6 ETHNICITY, AGE AND GENDER DIVERSITY

Findings suggest that the majority of participants agreed that ethnicity, age and gender have an impact on employees' morale, productivity and satisfaction. Females in the organisation believe that they are being disregarded in decision-making and paid less than their male counterparts. There is a lack of respect for senior employees, and those who have been with the organisation longer feel neglected and not listened to by junior staff.

Women's opinions in meetings are disregarded. This, according to the participants, makes them develop low self-esteem due to their ethnicity in the workplace. The organisation is not much concerned about the employees' values and culture. Women execute heavy jobs similar to men. These elements create conflicts and hamper growth opportunities for other employees and productivity is negatively affected.

It is recommended that management should include all employees equally irrespective of ethnicity, age and gender in the problem-solving and decision-making strategies of the organisation. Management should encourage open dialogue among employees in order to create an atmosphere and culture of tolerance among employees.

5.7 WORK EXPERIENCE AND PERFORMANCE DIVERSITY'S IMPACT ON PRODUCTIVITY

The study established that employees' experience and performance play a significant role in the enhancement of productivity. The organisation does not recognise employees'

experience and performance and this is influenced by race. This has created negative effects on productivity. Individuals feel that they do not add value to the organisation.

It is recommended that AfriSam's management should implement incentive policies to reward employee performance and should also recognise experience in order to enhance productivity and this should be done to all employees, irrespective of race and background.

5.8 GOVERNMENT INTERVENTIONS' IMPACT ON WORKPLACE DIVERSITY

The study established that most respondents agreed that government is not doing enough to eliminate discrimination in the workplace. There is no sense of urgency to accelerate implementation and enforcing adherence to the Employment Equity Act in the workplace. Government needs to show the same commitment as in the public sector in enforcing the EEA.

It is recommended that government policies and acts should be enforced in all institutions in both the public and private sectors to ensure the accommodation of differences between people in different workplaces. The government must also review all human resources, policies, practices and procedures in order to identify barriers adversely affecting diversity in the workplace.

Having discussed the findings and recommendations, it is now appropriate to conclude the study.

5.9 CONCLUSIONS

Workplace diversity is a challenge to many organisations and negatively affects productivity. Organisations need to be very careful in implementing diversity policies in order to allow people of different cultures to achieve common goals. Recognition of employees' experience and performance, irrespective of colour or race, will motivate employees and give them a sense of belonging. There are some points of concern that need urgent attention by top-level management in implementing workplace diversity to enhance productivity and profitability. These points are.

- Recognition of women in the workplace
- Open channels of communications to all employees
- Recognition of levels of education of all employees
- Implementation of a diversity policy for all employees, and
- Empowering deserving employees to be part of the decision-making and innovations in the organisation, among others.

The challenge of building trust and recognition of other ethnic groups should be encouraged and become the culture of any organisation, with top management taking leadership. Organisations must accept the realities of diversity in the workplace if they are to compete globally. While findings and recommendations we alluded to, it is necessary, however, to inform readers that the researcher may not have covered all the areas that have relevance in addressing the objectives of this research. Therefore, it is recommended that other researchers should conduct further studies to fill the gaps, or constrains that are significant to this study.

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APPENDIX A: Interview questions

1. What do you understand pertaining to the word diversity in the workplace?
2. Does the level of education have an impact on employees toward diversity at your organisation?
3. What are the diversity challenges at AfriSam?
4. Is AfriSam implementing a diversity policy?
5. How does diversity affect the staff's morale?
6. How does communication affect culture and language barriers in your organisation?
7. How does ethnicity affect productivity towards diversity in your workplace?
8. Does age have an impact on employee satisfaction or morale towards diversity in AfriSam?
9. How does gender affect productivity towards diversity at your workplace?
10. What diversity issues are affecting productivity and satisfaction?
11. What can the organisation do to improve diversity management and practices in order to encourage employees to be productive?
12. How do you promote diversity management in your workplace?
13. Is the strategy of diversity demonstrated and communicated throughout the organisation by the divisional head in AfriSam?
14. In your own words/opinion, how will you explain diversity management practices within your workplace?
15. Does your divisional head in the workplace regard diversity an important issue? Please provide an explanation.
16. What do you understand under diversity management practices?
17. How long have you been working in the organisation?
18. In your opinion, is diversity at AfriSam linked to performance?
19. How does training in your organisation affect diversity?
20. What kinds of improvements and changes have you observed as a result of diversity in your organisation?
21. What are the challenges that this organisation is facing because of the implementation diversity management?
22. Is your organisation made up of people from different cultural backgrounds?
23. What do you think management should do to improve diversity practices in order to boost employee morale?
24. What kind of diversity management practices do you think will motivate employees to remain in the organisation?
25. How do you work with employees from diverse cultural background?
26. What do you think government should do to intervene at your workplace?
27. How can your organisation overcome lack of productivity?
28. What can your organisation do to eliminate discrimination?