MAKERERE UNIVERSITY

MAKERERE UNIVERSITY BUSINESS SCHOOL

WORKFORCE DIVERSITY IN SUDD PETROLEUM OPERATING COMPANY, JUBA SOUTH SUDAN

BY

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A RESEARCH REPORT SUBMITTED TO MAKERERE UNIVERSITY BUSINESS (FACULTY OF GRADUATE STUDIES AND RESEARCH) IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF HUMAN RESOURCE MANAGEMENT OF MAKERERE UNIVERSITY

PLAN B

SEPTEMBER, 2023

DECLARATION

I **KIER SAMUEL KOANG,** to the best of my knowledge, do hereby declare that all the information presented in this dissertation is original and true work based on my knowledge. This work has never been submitted either in part or full, for publication or award of a Master's degree in any other institution. I therefore present it for the award of a Master's degree of human resource management of Makerere University.

Signed.....Date..25-09-2023.....

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APPROVAL

This study has been under my supervision and has my approval for the award of a Master of human resource management degree of Makerere University.

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DEDICATION

I dedicate this piece of work to my parents and my fellow course mates (MHRM 2018) for their support during my time of study may the Lord bless you all.

ACKNOWLEDGEMENT

I give thanks to the almighty God for the gift of life, wisdom and guidance through the completion of this work and if it wasn't by the grace of God, it would have been very hard for me to produce this piece of work therefore I give the glory and honor back to God.

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CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter covers background of the study, research problems, purpose of the study, research objectives, research questions, scope of the study and significance of the study.

1.1 Background of the study

Workforce diversity has much been debated in the last five decades (Baer, Niessen &Ruenzi, 2012). The world is vast with many trends that affect the organizations; among the many environmental trends affecting organizations in recent years is the rapidly changing composition of the workforce, a phenomenon known as workforce diversity (Bhadury, 2010). Workforce diversity has been frequently said to be responsible for effectiveness and efficiency of an organization (Shani& Lau, 2014). In the past, most companies believed that assimilating new hires into the organization required that employees be socialized to conform to the company's existing culture.

Globally, work force diversity has become a concern of global giants, organizations seeking for significant development which are able to realize the value of work force diversity. The global scale has witnessed an increase in workforce diversity with countries like USA and Israel experiencing a high trend of events in their organization orientation whose non focus can cause trouble to organizations (Wambui, Boit & Magero, 2011). Workforce diversity in organizations across European countries such as Britain, Germany have had a strong development and managing of diversity with Africa struggling than American states. Several countries in developing and developed countries have undertaken efforts aimed at improving work force diversity for their performance excellence and functionality in the organizations.

Developing countries especially on the Africa continent have developed effective workforce diversity consideration which has not been a major problem before as much as it is today. The concept of diversity management gained attention with globalization and the need for more organizations to spread globally to reach customers across the world (Bezrukova, 2010). There is an increasing need to understand more about workforce diversity in Africa given that little attention has been paid to the concept, the state of diversity in Africa has received mixed reactions as some organizations don't consider it a pivotal (Nguata, 2013). Few countries like Ghana, South Africa, Nigeria and Kenya have taken some little concern into workforce diversity, limited financial and administrative capacities have been set to venture into the concept of workforce force diversity (Robinson and Dechant, 2013). This provides managers an understanding on how to incorporate workforce diversity in the workplace. Liberalization and globalization of economies and structural adjustment policies brought about by the Brentwood institutions opened the doors to free market economies especially in Africa brought in the issue of workforce diversity (Jain & Verma, 2016). Organizations are concerned about workforce diversity management because the failure to recognize the different diversities of workforce can lead to collusion among the employees on lines of culture, language, religion, age and gender (Nguata, 2013).

South Sudan an African continent has experienced managerial constraints in their administrative capacities with management inefficiencies deemed in existence among the companies. South Sudan countries have experienced constraints which have highly hindered management of human resource potential with the diversities in the populations in organizations presenting a managerial problem in their effective organizations (Harris & Sherblom, 2017).

Companies in South Sudan have expanded operations and increasingly free-floating workforce is more diverse than ever in South Sudan. Additionally, the nature of work has

increasingly changed towards more specialist-oriented services where experts from inter-disciplinary fields across borders put their capacities together in order to achieve set goals within a defined period of time (Harris & Sherblom, 2017). ILO (2018) provided that the state of workforce diversities in South Sudan exist where racial and language considerations highly exist in the organizations with many companies registering shortfalls in their performance due to misunderstandings and employees conflict arising from the different diversities in the organizations this has greatly affected the environment of performance for the organizations (UNDP, 2018). The problem of diversity in South Sudan is made worse by the existing conflicts that is hinged to tribal sentiments and these have even made some employees flee the work place for safety due to diversity conflicts (ILO, 2018)

This study was conducted in Sudan petroleum Operating Company in South Sudan. Sudan petroleum operating company is the second oil producing company in South Sudan only led by Dar Petroleum Operating Company that is a consortium of companies with a high degree of business in South Sudan. In the oil company, despite the need for financial performance attainment, has not fully attained mechanisms for workforce diversity that can generate financial performance. The company employs different employees with differences in ages, gender and racial and language diversities both in the head office in Juba and in the oil fields located in Tharijath oil field in Unity state. Given the nature of the religions in South Sudan the company has employees that cut across the different religions. The diversities that exist are quite enormous, if not managed well and can turn into collusions that can damage the organizations through reduced performance of the organization (SPOC report, 2019). This study is therefore imperative to provide a basis upon which Sudan petroleum can incorporate the diversity work practices for harmonious co-existence enhance performance.

1.2 Statement of the Problem

Oil operating companies in South Sudan are among the strategically located operating companies that are conducting business. This is not exceptional to Sudd petroleum operating company whose performance unfortunately has reduced based on reduction in profits, sales and productivity in South Sudan. The cause of poor performance of Sudd is not clear though indicators show it could be caused by work force diversity (SPOC Report, 2017). Bezrukova (2010) argued that failure to effectively manage diversity in terms of race, gender, ethnic affiliation and religious affiliation can lead to differences in promotions, pay, training, mutual acceptance, job satisfaction in most organizations. SPOC report (2019) indicate that the oil company has developed human resource manuals to provide guidance on the behavior of the employees and their interaction with other people in limited focus on workforce diversity, therefore failure to recognize the different diverse forces in the organization could be the reason for the diversity challenges (SPOC report, 2019). The magnitude of the workforce diversity constraints in Sudd are vast indicated with the high degree of separation in the different work groups which create constraints that limit the performance and functional abilities of the company to realize their goals, the continuity of the problem could hence render the company to under performance. Work force diversities could have created room for differences among the employees that lead to inefficiency in work and their poor performance. The performance constraints in Sudd could be attributed to poor workforce diversity management. It was therefore imperative that the study examines workforce diversity among the employees of Sudd.

1.3 Purpose of the study

The purpose of the study was to assess the workforce diversity in Sudd petroleum operating company, Juba South Sudan

1.4 Objectives of the study

The study was guided by the following research objectives

i) To examine the nature of workforce diversity in Sudd Petroleum operating Company, Juba South Sudan.

ii) To ascertain the challenges to workforce diversity in Sudd Petroleum operating Company, Juba South Sudan.

iii) To devise strategies for improving workforce diversity in Sudd Petroleum operating Company, Juba South Sudan.

1.5 Research Questions

1) What is the nature of workforce diversity in Sudd Petroleum operating Company, Juba South Sudan?
2) What are the challenges facing workforce diversity in Sudd Petroleum operating Company, Juba South Sudan?
3) What strategies can be used to improve workforce diversity in Sudd Petroleum operating Company, Juba South Sudan?

1.6 Scope of the Study

1.6.1 Geographical Scope

This study was conducted in Sudd Petroleum Operating Co. Ltd located in Juba South Sudan. The company is engaged in exploration, development and production of hydrocarbon resources in Block 5A of the Republic of South Sudan. The study focused on the Sudd petroleum operating company headquarters located in Juba South Sudan. The choice of Sudd-Petroleum is because of the company having a series of performance constraints without clear explanation to the cause of performance constraints.

1.6.2 Content Scope

The study focused on assessing the nature of workforce diversity, challenges to managing work force diversity and proposing the strategies that can be used to improve workforce diversity.

1.6.3 Time Scope

The study covered the period between 2019–2020, the time chosen was appropriate since it provides avenues for assessing the study organization in terms of the workforce diversity measures needed to ensure the state workforce diversities. The problem under investigation to provide an appropriate solution.

1.7 Significance of the Study

The results obtained can be used in handling information on diversity to streamline and improve work procedures, policy formulation and implementation, to appeal for support and lobbying by various stakeholders to empower organizations in numerous undertakings that affect their performance.

In respect to the study, the findings are useful to academicians as it provides a basis of conducting further research and contributing to the body of knowledge. The findings of the study create awareness among the stakeholders and enable them to understand the merits and shortcomings of the inadequacies in the prevailing policies in respect to workforce diversity management.

The study gives insight on how organizations can manage diversities in the bid to establish themselves for a better state of performance in their organizations. The results give an upper hand for the organizations in facilitating their performance.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter consists of the information from other authors about workforce diversity management.

2.1 Workforce diversity

Work force diversity has over the years become a global organizational imperative. The contemporary work force is more diverse than ever due to several factors including but not limited to demographic, globalization, intense competition, economic factors, the demand for the best and brightest talents, anti-discrimination measures, and the demand for quality products and services. In today's scenario workforce diversity is a necessity for the development, both in terms of economic growth and satisfactory intellectual, emotional and moral existence (Saxena, 2014). He further explained that in business firms the workforce diversity among employees does not merely mean differences in languages, perception, and attitude but also the management of differences of skills and knowledge, because according to him knowledge sharing is an important aspect to improve productivity among the organization which is guided by social interaction (Kumar and Suresh, 2020).

Although there has been some steady growth in the adoption of diversity management programs Kioko, (2012), the desired level is farfetched. Over the last decade, there have been reported cases of failure of the diversity management programs of some firms (Christian, Porter and Moffitt, 2006), however, there were stories of successful diversity programs. Therefore, it is important for organizations to understand, embrace and manage diversity for the benefit of the organization. As Ferreira and Coetzee (2010) postulates, managing diversity in the workplace is part of employee retention and attraction, with the intention to energies workplace productivity, thus increasing the organization's competitive edge. As cited by

Ferreira and Coetzee (2010), Arnold & Randall (2010), stated that, in today's world of globalization and demographic change, the workforce is becoming increasingly diverse, which has resulted in a greater variety of knowledge, skills, experiences and attitudes, all of which contribute to the organization's performance in what has become a highly competitive global business market. Supporting workplace diversity has the potential to have a positive impact on recruitment, retention, and employee engagement (Neault and Mondair, 2011), which will by extension impact positively on organizational performance. Over the years, researchers have explored the relationship between diversity and performance, however they cannot still agree in totality the impact the former has on the later. In this paper, the authors attempt to review the works of scholars mainly looking at four key diversity factors (generational diversity, gender diversity, ethnic diversity and educational diversity) and their relationship with performance.

Diversity is generally defined as acknowledging, understanding, accepting, valuing & celebrating differences among people with respect to age, class, and ethnicity, and gender, physical &mental ability. Over the past decade the work force in industrialized countries has become increasingly heterogeneous (Kerga & Asefa, 2020). These countries are spending huge amount for diversifying the workforce. Thus, diversity is increasingly recognized & utilized as an important organizational resource in regards to whether the goal is to be an employer of choice to provide an excellent customer service or to maintain a competitive edge (Weiliang et al, 2011). According to Dahm (2003), diversity within an organization can evoke an array of emotions. Many researchers view diversity as something to be dealt with rather than a tool to be used to improve the organizations. Even though many researchers agree that the results of diversity conscious organizations add value to their performance.

Carrell (2016) defines workforce diversity as the ways that people differ which can affect a task or relationship within an organization such as age, gender, race, education, religion, and

culture. Chatman and Spataro (2015) rightly note that there are a number of activities that an organization can engage in to manage the diversity of their workforce. Carrell (2016) comments in Labor Law Journal that although workforce diversity has become a reality in organizations today as predicted by Workforce 2000 in a 1987 report by the Hudson Institute, the ways that organizations define and manage workforce diversity are still evolving. Diversity in the view of authors are categorizations of people based on age, education, gender, marital status, religion in their environments of living and the definitions provide an appropriate approach to the means of functioning in the organization.

Gupta (2016) define diversity is a set of conscious practices that involve understanding and appreciating interdependence of humanity, cultures, and the natural environment; practicing mutual respect for qualities and experiences that are different from our own; understanding that diversity includes not only ways of being but also ways of knowing; recognizing that personal, cultural, and institutionalized discrimination creates and sustains privileges for some while creating and sustaining disadvantages for others; and building alliances across differences so that we can work together to eradicate all forms of discrimination. Workforce diversity has been described as the similarities and differences among employees in an organization in such characteristics as age, gender, ethnic heritage, physical abilities and disabilities, race and sexual orientation (Saxena, 2015)

Gender-based inequities in organizations are reinforced and justified by stereotypes and biases that describe positive characteristics and therefore a higher status to the males (Arokiasamy, 2015). In other words, organizations prefer to hire male workers compared with women because they are perceived to have better performance and ability to manage their jobs.

Workplace diversity refers to the variety of differences between people in an organization. That sounds simple, but diversity encompasses race, gender, ethnic group, age, personality, cognitive style, tenure, organizational function, education, background, and more (Akpakip, 2017). Diversity involves not only how people perceive themselves but also how they perceive others. Those perceptions affect their interactions. For a wide assortment of employees to function effectively as an organization, human resource professionals need to deal effectively with issues such as communication, adaptability, and change. Shemla&Meyer (2016) argued that diversity management is a process intended to create and maintain a positive work environment where the similarities and differences of individuals are valued, so that all can reach their potential and maximize their contributions to an organization's strategic goals and objectives. Kibet, Makokha & Namusonge (2016) argue that management of diversities is hence the coordination of efforts to have the categories of personalities in age, education, gender, religion and race working effectively to have an appropriate living standard senses available to supporting the environment of the staff and working environments for employees.

Table 2.1 Summary of definitions of Workforce diversity

Author	Definition	Dimension
Gupta (2016)	Gender-based inequities in organizations are reinforced and justified by stereotypes and biases that describe positive characteristics and therefore a higher status to the males.	Gender, religious
Sexena (2015)	Age diversity defines groups finding themselves working in organizations. Each generation typically has its work ethic and style, which can cause dissension among the ranks when the styles clash	Gender, Race, age
	Ethnic diversity implies diversity in languages, religions, races &cultures.	Gender, Race, age,
Akpakip (2017) Shemla&Meyer (2016)	Religious diversity involve diversity and inclusion in the workplace grows, so does the visibility of faith in the workplace	Religious

Majority people define workforce diversity in terms of gender, race and age. However more recently it has been expanded to include education, sexual orientation and political affiliations. For the purpose of this study the focus will be on gender, race, age and religion given that the most employees in Sudd petroleum fall under that category.

2.2 Nature of workforce diversity management in organizations

Ethnic diversity implies diversity in languages, religions, races & cultures. The growth of ethnicity was the focus of 90's &it is still gaining more momentum (Arokiasamy, 2015). There has been an increase in multicultural workforce in the organizations for utilizing

greater participation & synergy to improve & increase both employee satisfaction & business performance. This increase is due to multicultural increase of our society. Ethnic diversity is highly relevant in an increasingly globalized world. It is a current fact of life. A moderate level of ethnic diversity has no effect on team performance in terms of business outcomes i.e. sales, profit, & market share (Kunda & Mor, 2017). However, if at least the majority of team members is ethnically diverse, then more ethnic diversity has a positive impact on performance. The diversity recognition and focus is ideal for enhancing the performance for the organizations as means to generate effective defence in the people categories and status of people living in an organization.

Wilson and Schwabenland (2016) empirically explored that ethnicity is insignificantly negative in its relationship to both employee productivity and performance. Ethnic diversity would benefit team performance due to a more diverse pool of skills and knowledge that leads to complementary and mutual learning. For example, due to complementarities and learning opportunities, ethnically diverse teams are associated with more creativity and innovation (Akpakip, 2017). On the other hand, the costs associated with more ethnic diversity would be related to more difficult communication and coordination. All in all, ethnic diversity is an influential source of heterogeneity. Ethnically diverse teams working in relatively homogeneous organizations experienced performance deficits relative to the more homogeneous teams.

According to Wong, Gardiner, Lang & Coulon (2010) ethnicity can be used as a proxy for cultural background and diversity in ethnicity can be expected to be positive for innovative performance, since it broadens the viewpoints and perspective in the firm. Moreover, based on Timmermans et al. (2011) study some levels of diversity in ethnicity might be positive

associated with innovation, high degree of diversity in ethnicity might be negative since it can create conflict and cliques due to social categorization. The status of positive form connected to innovation can enhance and induce functionality of the world systems that can support the organizational functioning.

Diversity can be experienced through gender; Gender-based inequities in organizations are reinforced and justified by stereotypes and biases that describe positive characteristics and therefore a higher status to the males (Arokiasamy, 2015). In other words, organizations prefer to hire male workers compared with women because they are perceived to have better performance and ability to manage their jobs.

Durga (2017) established significant amount of workforce diversity remains ineffective if gender issues are not first recognized and managed. According to Kyalo (2015) providing an equal job opportunity to women is vital to improve performance of employees in an organization. These societal mandates eliminated formal policies that discriminated against certain classes of workers and raised the costs to organizations that failed to implement fair employment practices. Discrimination on hiring workers based on gender has resulted in organizations hiring workers who are paid higher wages than alternative workers, but are no more productive. The value of diversity is hence effective for the managed considerations that can implement employee's practicable ventures in life and avenues in developed focused.

Maingi (2015) found that age heterogeneity on its own has a negative effect on individual productivity. Moreover, in the case of routine tasks, there are no substantial gains from age heterogeneity that could offset the increasing costs resulting from greater age heterogeneity. Thus companies with routine types of work, increasing age heterogeneity overall leads to a decline in productivity. The researchers also stated the western findings suggested that the

older and younger employees must come together to form coherent and viable corporate culture. From the researcher, these values possessed by different age groups can complement each other in companies and it tends to achieve better firm performance. In her study result, showed that different age groups provide different values for companies and these values can complement each other which improve companies‟ performance.

Religious in organizations where workers are predominantly from one religion, there are tendencies to ignore the minorities' religious requirements such as their days of worship therefore a challenge. This may especially be so for faith-based companies of a certain ideology or workers who wish to live consistently with their beliefs in organizations that are expressly non-religious. Bezrukova (2010) argued that as the focus on diversity and inclusion in the workplace grows, so does the visibility of faith in the workplace. When the organization's values align with those of its employees, there is positive impact on employee and customer loyalty, productivity and customer satisfaction. Religion and spirituality have in the past been seen as a private matter with little or no place in most organizations.

Mazibuko & Govender (2017) provides that as organizations embrace an expanding global economy and increase their sourcing of global job candidates, religious diversity in the workplace is rising. In addition, a growing number of employees are taking their religion and spirituality to work. Religion and spirituality, for many employees, are no longer a part of their lives that they leave at home. Spirituality for these employees is a way of life their religion and spirituality define who they are. Religion is not limited to traditional, organized religions, but also includes religious beliefs that are practiced by a small group of people and are not part of a formal church or sect." Religious observances or practices include, for example, attending worship services, praying, wearing religious garb or symbols, displaying religious objects, adhering to certain dietary rules, proselytizing or other forms of religious

expression, or refraining from certain activities. Religion and other forms of diversities can generate effective means to managing the diverse employees in the organizations that is attributed for means of living stakes managements.

Table 2: Summary understanding of workforce diversity

Author	**Understanding of workforce diversity**
Arokiasamy, 2015, Wilson & Schwabenland (2016) and Kyalo (2015)	Racial/ ethnic diversity
Durga (2017), Maingi (2015), Kyalo (2015)	Gender diversity
	Age diversity
Mazibuko & Govender (2017)	Religious diversity

2.3 Challenges to workforce diversity in organizations

Neault & Mondair (2015) asserts that internal diversity management is a big challenge to many organizations as they seem to know no organizational boundary and has no limitations. According to Neault & Mondair (2015) cultural diversity, gender differences and sexual orientation can be a problem to an organization but could also be a very good solution to quality issues, efficiency and effectiveness in both extensively diverse public and private organizations. Ashton argues that even though such characteristics are seen as dangerous since they come with their disadvantages, they are constructive because there are also a number of benefits indicated in the overall organizational performance. Workplace diversity exists when companies hire employees from various backgrounds and experiences. Many companies see workplace diversity as an investment toward building a better business. Although workplace diversity provides many benefits, it also poses many challenges to employees and manager. There are challenges to managing a diverse work population.

Managing diversity is more than simply acknowledging differences in people. It involves recognizing the value of differences, combating discrimination, and promoting inclusiveness (Veli Mazibuko & Govender, 2017), truly as argued diversity management remain to be an issue in management that is difficult to addressing the conflict in handling diversities for the common environments and fronts necessary for the organizations and capacity managements.

According to Zhuwao (2017) communication barriers lead to problems in a company attempting to create a diverse workplace. This can lead to misunderstandings and a decrease in productivity. For example, if a manager gives instructions about completing a certain task to an employee who fails to fully comprehend the instructions, the employee may make mistakes if he tries to complete the task without receiving clarity. Although workplace diversity benefits an organization as a whole, some employees and managers may not react positively to changes made. Employees who oppose workforce diversity usually reject new ideas and make work environments more difficult (Musya, 2017). If the company does not handle opposition properly, workplace diversity initiatives may not provide the intended benefits to the company.

Negative attitudes and behaviors can be barriers to organizational diversity because they can harm working relationships and damage morale and work productivity (Gupta, 2016). Negative attitudes and behaviors in the workplace include prejudice, stereotyping, and discrimination, which should never be used by management for hiring, retention, and termination practices. This could lead to costly litigation. Behavior attitudes are hence hard to detect in the different diversities hence limiting the expounded forms that research is appropriate and an aim of the organizations focus that is rather limited in capacities.

Haas (2016) contends that although on paper workplace diversity may seem like a good idea, many companies experience challenges when attempting to implement changes. Employers

must develop strategies for implementation, analyze results and make necessary changes if results do not meet the established goals. The implementation process may present challenges to everyone involved, and frustrations may arise because implementation is not as smooth as expected

Kioko (2016) argued that once workplace diversity is implemented, companies must effectively manage the changes in policies. This presents a challenge for many organizations. Challenges in managing workplace diversity can stem from several reasons, such as taking the wrong approach to solving diversity issues. For example, a company may adopt affirmative action policies in an attempt to solve diversity problems. Affirmative action is about giving opportunity to previously disadvantaged workers. Hiring based solely on raceme not solve diversity issues (Makhdoomi & Nika, 2017). Managers face challenges when new employees from diverse backgrounds interact with long-standing employees. The new trend the trend of people living longer and retiring later resulted in four distinct generations working side by side: conservatives, baby boomers, Generation X and Generation Y or Millennials, each with its own mind-set, work habits, technology attitudes, and customs presents a challenge to diverse management.

Mastrine (2013) contend that the differing human characteristics influence the way we think, act, interact, and make choices. This is critical as it determines each individual's behavior at the workplace. This has a bearing on such matters as organizational politics and potential conflicts within the workplace. Hence the differences in individuals pose a whole complex situation that requires careful, rational mechanisms to effectively manage them. Often, these differences interfere with our ability to support, trust, and respect each other, and thus to effectively function together (Wentling & Palma, 2016). With view of the stated approaches

the interactions among the people and community environment shall support the effective resources allocations for the employees in the companies.

According to Robbins (2009) argued workforce diversity has important implications toward management practices and policies. Frequently, diversity is viewed in a limited fashion that creates stigmatization primarily addressing issues of race or gender differences, and linked to the laws providing protected status to certain groups. We have used a very broad definition of diversity, to encompass most characteristics that individuals possess that affect the way they think and do things.

2.4 Strategies for improving workforce diversity in organizations

Kreitner (2017) argues that public organizations need to value diversity so as to benefit interested stakeholders and customers they serve. This is what he called adopting a higher level of diversity awareness from affirmative action. Valuing diversity according to Kreitner emphasizes the awareness, recognition, understanding and appreciation of human differences. By valuing diversity, employees feel valued and accepted, and are recognized as a valuable resource that contributes directly to an organization‘s overall success (Kreitner, 2017). For an organization to value diversity it must first understand the differences between valuing diversity and employment equity. The fundamental difference is that employment equity is enforced by legislation. Public organization value diversity due to the desires to improve on quality of goods and services they offer to the public, efficiency and effectiveness by using the talents of a diverse workforce (Veli Mazibuko & Govender, 2017).

Jones & George (2017) argue that the highest level of diversity awareness is the discipline of diversity management that deliberates and focuses on creating organizational changes that enable all employees to perform up to their maximum potential irrespective of level of seniority, unit or department, work field and location among others. Nakagawa (2015)

contend that effectiveness management of these organizational dimensions of diversity by way of valuing diversity can turn organizational diversity into an asset to be used for improving service quality, efficiency and effectiveness, diversity need effective considerations is among the key aspects that need to be considered for the effective handling of the resources and result avenue generated amongst the people and employee's communities.

Okoro and Washingtong (2012) explains that organizations are designed and established in a diverse manner in terms of units, departments, location, and levels of seniority, work content and field of specialty mainly to offer the desired public service and goods effectively, efficiently and with acceptable quality. This therefore implies that diversity is a plan to achieve certain performance levels in public organizations. The attainments and achieving improved service quality, efficiency and effectiveness through the management of workers 'differences and similarities on the basis of seniority, work location, unit or department, work experience, tenure and type of employment has become an important managerial issue in public organizations both in developed and developing countries (Mwatumwa, 2016). It is therefore obvious that management discipline needs effective leadership in order for it to be successfully implemented. Kreitner (2007) asserts that managing organizational diversity is imperative and a strategic priority for improving overall performance of an organization.

Ngwabi (2013) argued that to deal with opposition, companies should explain the reasons for diversity and what benefits changes in diversity bring to management and employees. Alleviating fears some people possess about workplace diversity may reduce much of the opposition. To help with implementation, employers may decide to hire experienced professionals who specialize in workplace diversity. Musya (2017) contend that there has been experienced professionals understand the challenges and know how to handle them in

an avenue for holding effective employee cooperation amongst the employees to attain value chain assessment and managing the status of the organization and resources.

Banton (2013) argued that many companies offer training programs to managers to help them effectively manage their newly diverse departments. Diversity research emphasizes that creating a harmonious diverse workforce is not easy. A University of Florida report, "Diversity in the Workplace: Benefits, Challenges, and the Required Managerial Tools," notes that there are no sure-fire strategies for managing healthy workplace diversity. Munjuri (2019) report that managers organize ongoing diversity training because one-time workshops do not change people's behaviors. The status for the employee stated forms is hence adequate for enhancing the training and management effectiveness for the organizations.

Companies need to focus on diversity and look for ways to become totally inclusive organizations because diversity has the potential of yielding greater productivity and competitive advantages. Managing and valuing diversity is a key component of effective people management, which can improve workplace productivity. Unmanaged diversity in the workplace might become an obstacle for achieving organizational goals (Zhuwao, 2017)

Today's managers are responsible for both leading employees and responding to the needs of customers who are more ethnically and culturally diverse, older, and in greater need of child and elder care. Leaders in both the public and the private sectors are focusing more attention on the issue of diversity. The demographic differences like sex, age, and were conventionally related to team level outcomes (Maingi, 2015). Thus Managers will have to understand, predict and manage this intriguing nature of the diverse workforce. Whether the goal is to be an employer of choice, to provide excellent customer service, or to maintain a competitive edge, diversity is increasingly recognized and utilized as an important organizational resource.

Leaders and managers within organizations are primarily responsible for the success of diversity policies because they must ensure that the policies are effective. Instead of treating every employee alike to recognizing and responding to those differences, it is a way to ensure employee retention and greater productivity (Mazibuko & Govender, 2017). The most important issues of workforce diversity are to address the problems of discrimination in terms of gender, age, and ethnicity and education background. When diversity is not managed properly, there will be a potential for higher turnover, difficult in communication and interpersonal conflicts.

In a study conducted by Mazibuko and Govenda (2017), they suggest that understanding and managing diversity plays a significant role in enhancing organization's performance and effectiveness. Their finding is consistent with the earlier findings of Carelse (2013). The study further revealed that, diversity management created room for appreciation, innovation and creativity that organizations can leverage to tackle diverse markets. This implies that depending on the way it is managed; diversity could help a business enter more market which could lead to improved performance. In addition, the authors revealed that there is a positive relationship between cultural and gender diversity and organizational effectiveness and by extension performance. Saxena (2016), in his study on Workforce Diversity: A Key to Improve Productivity, suggest that hiring diverse workforce will definitely lead to improved productivity, he however stated that it may prove tragic if not managed properly because not only the management but employees are also feeling some problems like language problem (which is acceptable and is not due to thoughts of the employees), attitude clashes, and difference in perceptions, which is directly related to human behavior which ultimately affects the productivity of any organization (Nakagawa, 2015). A critical understanding for the employees is sufficient to evaluating and removing the negativities in the form of conflict

in resources an avenue that generate effective management in people and community understandings.

Consistent with Saxena's finding, Zhuwao (2017), in a study on Workforce Diversity and Its Effects on Employee Performance in a Higher Education Institution in South Africa: A Case of the University of Venda confirms that diversity enhances innovation and productivity, as opposed to diversity creates confusion and conflict in the workplace. The study further revealed that employees appreciate the company's recruitment of a diverse workforce. The assessment calls for critical determinations in revealing the status of production enhanced avenues for the people and community focused managements.

2.5 Conclusion of literature review

The review of work force diversity reveals that the different authors contend that workforce diversity in terms of nature is majorly religious, gender, ethnicity and age diversities. The authors note that there are several aspects of the diversities that provide an avenue for the people views of the characters of the employees. The workforce diversity faces challenges that include stigmatization, unfair work environment, cultural diversity, discriminations, frustrations, cultural differences, conflicts among the people that limit the effectiveness of the organizations operations in the country limiting a productive workforce. The authors contend that avenues need to be developed to manage diversities among the employees for the purpose of enabling the employees to perform better.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter contains the research design, description of the population, sample and sampling procedures, data collection procedures, data collection instrument, validity and reliability of the study, data analysis and ethical considerations.

3.1 Research Design

The study adopted descriptive design. This design was selected because the researcher intended to establish facts that already exist as opposed to creating new information that necessitate experimental research. Descriptive research was used to describe the status of workforce diversity management. The study was cross-sectional because data was gathered from the respondents at one point. It was carried out using quantitative methods to generate information by use of questionnaires. The study therefore was based on the views of the respondents to draw conclusions and also make recommendations.

3.2 Population of the Study

The study targeted a population of 160 respondents who comprised of administration, operations staff, Engineering, finance and accounting, contracts management and project officers the employees had adequate understanding of the study. The study population represent the entire population of the employees in the Sudd petroleum operating company. These were chosen since the management problem of diversities affects all the categories of the employees.

3.3 Sample Size

A sample is the subset of a population that were chosen to represent the population. Basing on the study population, the researcher selected respondents using Krejucie, Robert, Morgan,

Daryle table of 1970. The total sample is based on the total populations that provided 160 as a sample population as shown in the table in Appendix i.

Table 3.1: Table showing breakdown of the respondents

Respondent Category	Population	Sample
Administration	22	16
Engineering	19	13
Finance and accounting	18	13
Contracts management	34	24
Operations Staff	39	28
Project Officers	28	20
Total	**160**	**113**

Source: **The SPOC Directory (2018)**

3.3.2 Response Rate

To attain the respondents, the researcher supplied more than 113 questionnaires to the employees of Sudd Petroleum Company with the intention of attaining respodents to provide data. Out of the supplied questionnaires the study was stopped at the researcher attainment of 100% response rate (113) questionnaires. The researcher endeavored to attain a 100% response rate given that the target sample population was not so high.

3.4 Sampling Procedure

The researcher used stratified and simple random sampling techniques and convenience sampling to gather data. The respondents were selected using simple random since they are from operational employees, finance, Engineering, contacts management employees and project officers thus have sufficient knowledge concerning workforce diversity. The researcher selected the administrators using convenience sampling given that it was deemed appropriate since these provide opportunity without discrimination on the selection of the respondents without bias.

3.5 Research Instrument

Questionnaires

The questionnaires were used to obtain quantitative data for the research because it was observed that in considering the various research options for systematically gathering information, the questionnaires earned reputation through frequent choice of researchers because of its time, efficiency and cost efficiency including the ability to get the job done. Here, self-administered questionnaires of closed ended nature based on a five likert scale which was employed containing close-ended questions. These were delivered to the respective respodents (employees of Sudd operating company). The study adopted the scales of Kyalo (2015) and Gupta (2016) on the nature of workforce diversity. The questions on challenges were based on the scales of Saxena (2014) and Zhuwao (2017) while those of strategies was based on the scales of Mazibuko and Govenda (2017. The questionnaire was structured on the basis of section A, Demographic traits of respondents, section B is on nature of workforce diversity and section C on challenges of workforce diversity and D on strategies for workforce diversity management for organizations.

3.6 Validity and Reliability of the instrument

Validity

To ensure the validity of the questionnaire three experts in research were involved in instrumentation of the research instruments. In this regard, after formulating the questionnaires, they were submitted to the experts to ensure their validity through their duties' basis. This was based on the estimated alpha coefficient value of 0.7 and more. Thus, after the experts' judgment, the compilation of the resonances from the experts was computed to determine the content validity index (CVI). The findings from the three experts were used to establish content validity index.

According to Amin (2005) Validity of instrument is determined by the formula:

$$\text{CVI} = \frac{RQ}{\text{TQ}}$$

Legends: CVI = Content Validity Index

RQ = Relevant Questionnaires

TQ = Total Number of Questions

The questionnaires were validated by three experts who weighed on the validity of the respondents as presented here under.

Table 3.2: Showing validity of the respondents

Experts	**Valid questions**	**Non Valid**	**Total**
1	25	2	27
2	22	5	27
3	23	4	27
Total	**70**	**11**	**81**

$$\text{CVI} = \frac{70}{81}$$

The CVI that was computed above 0.864, the research instruments were declared valid by the experts. Because the CVI is above 0.7, then the research instrument is valid.

Reliability of the instrument

The reliability of the questionnaires was improved through pre-testing of pilot samples. This enabled the amendment of some questions. Furthermore, reliability of the scales was carried out with the application of the Cronbach Coefficient Alpha for the computations so as to check for the internal consistency of the scales. The Cronbach coefficient alpha on internal consistency test was used with the results to be presented in table below. Results with the alpha coefficient from the findings indicated that the instrument had an internal consistency and was therefore reliable.

Table 3.3: Showing reliability of the research instrument

Items	No of items	Cronbach value
Nature of work force Diversity	8	.832
Challenges to workforce diversity	8	.754
Strategies for workforce diversity	7	.720
	23	**.781**

Results with the alpha coefficient from the findings indicate that the instrument has an internal consistency and is therefore reliable since the cronbach value is high, 0.781.

3.7 Measurement of Variables

The questionnaire was based on a five likert scale measure of 1-5 with 1 being strongly agree, 2= Disagree, 3=Not sure, 4=Agree and 5 Strongly Agree.

Nature of Workforce diversity: The study adopted the scales of Kyalo (2015) and Gupta (2016) on the nature of workforce diversity based the likert scale measure of 5 with 1= strongly disagree, 2= disagree, 3= not sure, 4= agree and 5= strongly agree.

Challenges: Challenges were based on the scales of Saxena (2014) and Zhuwao (2017) on the likert scale measure of 5 with 1= strongly disagree, 2= disagree, 3= not sure, 4= agree and 5= strongly agree

Strategies: Strategies for workforce diversity improvement were be based on the scales of Mazibuko and Govenda (2017, on the likert scale of 5 with 1= strongly disagree, 2= disagree, 3= not sure, 4= agree and 5= strongly agree.

3.8 Data Collection Procedure

The data collection procedures were undertaken; three phases that include pre data gathering, actual data gathering and post data gathering.

Pre data gathering

i. An introductory letter was secured from the college of higher degree and research to conduct the study after which permission from the organizations were sought to distribute questionnaire to their respondents.
ii. The researcher was oriented and briefed his research assistants on the sampling and data gathering procedures.
iii. The questionnaires for actual distribution was prepared and code accordingly.
iv. The non-standardized instruments were tested for validity and reliability.

Actual data gathering

The respondents were requested to answer the questionnaires as objectively as possible and not to leave any option unanswered.

Post Data Gathering

The data was collected, organized and entered into the Statistical Package for Social Sciences (SPSS) for data processing and analysis in order to prepare the final report for submission to the school of post graduate and research.

3.9 Data Analysis

The statistical package for social scientists used for analysis of data in this study under the SPSS version 22.0. Different statistical techniques namely, Quantitative data through use of questionnaire through a gradual process of analysis involving editing of collected data, coding and tabulation. Coding involved classifying the answers for each item into meaningful categories. The coded data recorded, tabulated was fed into the computer using Statistical Package for Social Scientists (SPSS) program and excel computer program for analysis to obtain frequencies and percentage, means and standard deviation to attain to generate information and analysis based on the responses undertaken for the study and determine the nature, challenges and strategies for enhancing work force diversity practices.

3.10 Ethical Considerations

While undertaking this study care was taken not to offend the respondents and the researcher undertook the following ethical considerations.

The respondents were not forced to give their sensitive information if they do not feel like. In each question found in the questionnaire, there was an option for the respondent to claim neutrality.

The researcher complied with ethical procedures to protect the rights of the research participants, involving the principle of voluntary participation which requires that participants do not need to be coerced into participating in this research.

Right of the participant in this study, no attempts were made to harm participants deliberately and those who could experience any form of harm be it through victimization, emotional or otherwise, were informed in advance of their right to withdraw from participating in the study.

Confidentiality and anonymity confidentiality means that information from participants was not going to be divulged to the public nor made available to colleagues, subordinates or superiors. In this study, all information about participants were treated with confidentiality and the participants were anonymous. A covering letter also assured respondent that all responses would be treated with utmost confidentiality and anonymity.

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION FINDINGS

4.0 Introduction

This chapter presents the findings from the study with specific emphasis on assessing the workforce diversity management in Sudd petroleum operating company, Juba South Sudan.

4.1 Demographic Characteristics of Respondents

This was based on the gender of respondents, gender, age, education, experience in work and time of work in Sudd Petroleum Company. The demographic analysis was intended to assess the status of respondents and determine how they inform the study. The general information has an implication on the study variables. The different demographic characteristics are analyzed and presented as below.

4.1.1 Gender of Respondents

The researcher was interested in gathering information on the gender of respondents and information got was presented in the table 4.1.

Table 4.1: Gender of respondents

Responses	Frequency	Percent
Male	85	75.2
Female	28	24.8
Total	**113**	**100.0**

Source: Primary Data, 2020

Findings in table 4.1 show that majority respondents of the study were males who were 75.2% while the female were 24.8% of the respondents. The study findings show that data was attained from both genders, data or information attained can't be doubted on the gender grid, its worthy providing that the state of the results are gender compliant. This was sought for because the study set to draw on the views of respondents on gender identity in the

responses. The findings indicate that gender diversity is prevailing in Sudd operating company work force.

4.1.2 Age of respondents

The researcher was interested in gathering information on the age of respondents and information got was presented in the table 4.2.

Table 4.2: Age of respondents

Responses	Frequency	Percent
20 – 29	22	19.5
30-39	41	36.3
40-49	32	28.3
50 above	18	15.9
Total	**113**	**100.0**

Source: Primary Data, 2020

The results in table 4.2 show that the majority respondents were in the age of 30-39 years who were 36.3%, those of 40-49 were 28.3% respondents, those who were in the age of 20-29 years were 19.5% and those of 50 years were 15.9%. The study results show that respondents in the study were mature, data collected is hence relied upon for decision making; it can't be doubted as respondents were mature enough. The researcher investigated the age to establish the maturity status of the respondents who participated in the study. The results indicate that there are employees of different age diversities in Sudd operating company.

4.1.3 Education of respondents

The researcher was interested in gathering information on the education of respondents and information got was presented in the table 4.3.

Table 4.3 Education of respondents

Respondents	Frequency	Percent
Certificate	09	7.9
Diploma	16	14.2
Degree	55	48.7
Post graduate	33	29.2
Total	**113**	**100.0**

Source: Primary Data, 2020

The study results reveal that majority of the respondents were degree holders who were 48.7% respondents, post graduate respondents were 29.2% respondents while those of diploma holders were 14.2% and finally 7.9% were certificate holders. The study results indicate that the respondents in the study are educated. The study was set to draw the views of respondents with education identity in the response. The study results indicate that data was attained from educated respondents. The study results further show that the information attained can be relied upon for effective decision making. The findings contend that education diversities are present in Sudd operating company, meaning employees are possible to organize them on the grid of employees.

4.1.4 Marital status of respondents

The researcher was interested in finding the marital status of the respondents; the information collected was presented as follows

Table 4.4: Marital status of respondents

Responses	Frequency	Percent
Single	19	16.8
Married	83	73.5
Divorced/Separated	11	9.7
Total	**113**	**100.0**

Source: Primary Data, 2020

The study results from the field reveal that majority respondents were married representing 73.5% respondents followed by the single who were 16.8% while the separated were 9.7%. The study results indicate that respondents who were married were more. This means information was being attained from responsible people. The findings indicate that Sudd Petroleum Company has different marital statuses. This further contend that employees can be diverse based on the nature and status of marriage.

4.1.5 Findings on working experience of respondents

The researcher was set to establish the working experience of respondents; it was presented as follows in table 4.5.

Table 4.5: working experience of respondents

Responses	Frequency	Percent
1-4 Years	29	25.7
5-9years	19	16.8
10-14years	35	31.0
15 years above	30	26.5
Total	**113**	**100.0**

Source: Primary Data, 2020

The study results indicate that majority respondents were in the age of work of 10-14 years who 31%, followed by those of 15 years above who were 26.5%, then 1-4 years were 25.7%

and those of 5-9 years were 16.8%. The study findings indicate that the information was attained from experienced respondents. The information can be relied upon for effective decision making. The work force diversity could be incumbent to the level of experience prevailing in Sudd petroleum, the respodents experience being high indicate that majority employees seriously understand the nature of work force diversity Management.

4.2 Nature of workforce diversity management in Sudd Petroleum operating Company, Juba South Sudan.

The first research objective was to examine the nature of workforce diversity management in Sudd Petroleum operating Company, Juba South Sudan. The study results based on the study is provided in a basis of strongly agree, agree, not sure, disagree and strongly disagreed based on the results provided in the study results as per the items provided under here in table 4.6.

Table 4.6: Nature of workforce diversity management in Sudd Petroleum operating Company, Juba South Sudan.

Statement	Strongly Agree		Agree		Not Sure		Disagree		Strongly Disagree		Total	
	F	**%**	**F**	**%**	**F**	**%**	**F**	%	**F**	**%**	**Mean**	**Standard Deviation**
There are diverse employees in terms of gender	45	**39.8**	42	**37.2**	7	**6.2**	13	11.5	6	**5.3**	3.946	1.186
Different genders cooperate with each	57	**50.4**	17	**15.0**	10	**8.8**	16	14.2	13	**11.5**	3.787	1.472

other												
There are diverse employees in terms of race in the organization	23	**20.4**	56	**49.6**	14	**12.4**	15	13.3	5	**4.4**	3.681	1.079
There is cooperation of employees from different races	13	**11.5**	44	**38.9**	23	**20.4**	24	21.2	9	**8.0**	3.274	1.153
The employees are grouped into age diversities in Sudd petroleum	12	**10.6**	21	**18.6**	31	**27.4**	40	35.4	9	**8.0**	2.885	1.131
There is effective cooperation of age diversities in Sudd petroleum	33	**29.2**	32	**28.3**	19	**16.8**	25	22.1	4	**3.5**	3.575	1.223
Religious diversities in Sudd petroleum are highly existing	31	**27.4**	37	**32.7**	13	**11.5**	18	15.9	14	**12.4**	3.469	1.369

The religious diverse groups have effective cooperation with others	20	**17.7**	34	**30.1**	14	**12.4**	23	20.4	22	**19.5**	3.061	1.416
Overall Average mean											**3.459**	**1.253**

Source: Primary Data, 2020

Table 3.1: Legend for Interpretation of Means

Scale	Mean Range	Response Mode	Interpretation
5	4.20 – 5.00	Strongly agree	Very high
4	3.40 – 4.20	Agree	High
3	2.60 – 3.40	Neither agree or disagree	Moderate
2	1.80 – 2.60	Disagree	Low
1	1.00 – 1.80	Strongly disagree	Very low

Source: **Field Study (2022)**

The study results based on nature of workforce diversity management in Sudd Petroleum operating Company, Juba South Sudan are anchored based on the five likert scale measure of strongly agree, agree, not sure, disagree and strongly disagree, the respective aspects are presented based on the responses in frequency and percentages for each item in the questionnaire.

Concerning the item of there are diverse employees in terms of gender had 45(39.8%) respondents who strongly agreed, 42(37.2%) respondents agreed, while 7(6.2%) respondents were not sure those of 13(11.5%) disagreed and finally 6(5.3%) respondents strongly

disagreed. The mean responses (M=3.946) and standard deviation was (SD=1.186) interpreted as high, meaning that the Sudd Petroleum company has a diversity of employees in terms of gender. Based on the findings it implies that Sudd petroleum employees are diverse in terms of gender, employs people of different gender.

Another item of response was that different genders cooperate with each other with the respondents who were 57(50.4) who strongly agreed, 17(15%) agreed, 10(8.8%) respondents were not sure, 16(14.2%) respondents disagreed and 13(11.5%) respondents strongly disagreed. The findings also has the mean responses (M=3.787) and standard deviation (SD=1.472) interpreted as high meaning that there is different gender cooperation in Sudd petroleum, the findings further reveal that there exist cooperation of employees in gender in Sudd petroleum.

Results further indicate that there are diverse employees in terms of race in the organization with the 23(20.4%) respondents who strongly agreed, 56(49.6%) agreed, 14(12.4%) respondents were not sure, 15(13.3%) disagreed and finally 5(4.4%) respondents strongly disagreed. The findings are also provided with mean and standard deviation with the mean (M=3.681) and standard deviation (SD=1.079) interpreted as high, based on the mean scale interpretation, it's argued that there is racial diversity in Sudd petroleum company South Sudan. The findings imply that Sudd petroleum has diversities in the race formation.

Furthermore, the item on there is cooperation of employees from different races had 13(11.5%) respondents who strongly agreed, 44(38.9%) respondents agreed, 23(20.4%) were not sure, 24(21.2%) disagreed and finally 9(8%) respondents strongly disagreed. Based on the mean and standard deviation the mean (M=3.274) and standard deviation was (SD=1.153) interpreted as moderately high, the findings attained indicate that simple majority respodents

indicate that there is moderate cooperation of employees in the races in Sudd Petroleum operating Company.

Concerning the aspect of employees being grouped into age diversities in Sudd petroleum had 12(10.6%) respondents, 21(18.6%) respondents agreed, 31(27.4%) respondents were not sure, 40(35.4%) disagreed and 9(8%) respondents strongly agreed. The mean responses were (M=2.885) and standard deviation (SD=1.131) interpreted as moderately high, Based on the results, some simple majority respodents agree to the presence of employee age groups in Sudd, its provided hence that some employees are grouped in different diversities of age, the mean indicate that not all are in age diversities.

There is effective cooperation of age diversities in Sudd petroleum according to 33(29.2%) strongly agreed, 32(28.3%) respondents agreed, 19(16.8%) respondents were not sure, 25(22.1%) disagreed and finally 4(3.5%) respondents strongly disagreed. The mean responses also computed was (M=3.575) and standard deviation (SD=1.223) interpreted as high, the findings means that above average number of employees in Sudd petroleum are cooperate in age diversities. The findings imply that there is moderate cooperation among employees in Sudd petroleum on the grounds of age in the organization; employees are not majorly organized in the form age diversities.

Religious diversities in Sudd petroleum highly exist with the 31(27.4%) respondents strongly agreed, 37(32.7%) respondents agreed, 13(11.5%) respondents were not sure, 18(15.9%) disagreed and 14(12.4%) strongly disagreed. Based on the mean responses from the study (M=3.469) standard deviation (SD=1.369) interpreted as high implying that the religious diversities indeed highly exist in Sudd petroleum. The study shows that there is a religious diverse employee in Sudd petroleum meaning that Sudd petroleum employs people from different religious affiliations.

Finally, in the assessment provided that the item of religious diverse groups has effective cooperation with others had 20(17.7%) respondents strongly agree, 34(30.1%) respondents agree, 14(12.4%) respondents were not sure, 14(12.4%) respondents disagreed and finally 22(19.5%) respondents strongly disagreed. Based on the responses on mean (M=3.061) an standard deviation was (SD=1.416) interpreted as moderately high. Based on the responses, the researcher contend that there is less of cooperation amongst the diversities in form of the religious sects in Sudd Petroleum , this means religious diversities less affect the cooperation of the employees.

Results based on the nature of workforce diversity in Sudd Petroleum Operating Company, Juba South Sudan. Indicate that the overall average mean of the study was (M= 3.459), the standard deviation was (SD=1.253). The findings are interpreted as moderately high with the responses from the study deemed as the nature of work force diversity being varied. The diversity in Sudd Petroleum Company is anchored on gender, gender cooperation significantly exist in the company, there also exist racial diversities in cooperation among the employees, fairly effective cooperation of age diversities and religious diversities are existing in Sudd petroleum operating company. The study results indicate that respondents agree that there exist on average different diversities in Sudd petroleum operating company.

4.3 Challenges to workforce diversity in Sudd Petroleum operating Company, Juba South Sudan

The second research objective was to establish the challenges to workforce diversity in Sudd Petroleum operating Company, Juba South Sudan. The study results based on the data collected is presented for the interpretations below.

Table 4.7: Challenges to workforce diversity in Sudd Petroleum operating Company, Juba South Sudan.

Statement	Strongly Agree		Agree		Not Sure		Disagree		Strongly Disagree		Mean and Standard	
	F	%	F	%	F	%	F	%	F	%	Mean	STD
Discrimination amongst the people of different diversities reduce productivity	25	**22.1**	45	**39.8**	25	**22.1**	15	**13.3**	3	**2.7**	3.654	1.050
There is an Unfair work place created by the conflicting work force diversities	31	**27.4**	22	**19.5**	20	**17.7**	28	**24.8**	12	**10.6**	3.283	1.378
Workforce diversities have created communication barriers in the organization	33	**29.2**	30	**26.5**	24	**21.2**	12	**10.6**	14	**12.4**	3.495	1.343
There are behavioral barriers of the employees in the organization	17	**15.0**	34	**30.1**	30	**26.5**	16	**14.2**	16	**14.2**	3.177	1.262
The prevalence of frustration created by the diversities lower	54	**47.8**	32	**28.3**	8	**7.1**	6	**5.3**	13	**11.5**	3.955	1.345

performance												
There exist cultural differences in the organization workforce	37	**32.7**	33	**29.2**	0	**0**	13	**11.5**	30	26.5	3.300	1.646
The conflicts arise from the many diversities in this organization	35	**31.0**	27	**23.9**	7	**6.2**	8	**7.1**	36	**31.9**	3.150	1.680
There is stigma due to the limited focus of the employees	28	**24.8**	26	**23.0**	21	**18.6**	14	**12.4**	24	**21.2**	3.177	1.477
Overall Average Mean											**3.398**	**1.397**

Source: Primary Data, 2020

The study results based on the challenges to workforce diversity in Sudd Petroleum operating Company, Juba South Sudan are anchored based on the five likert scale measure of strongly agree, agree, not sure, disagree and strongly disagree, the respective aspects are presented based on the responses in frequency and percentages for each item in the questionnaire.

First on the item of discrimination amongst the people of different diversities reduce productivity has 25(22.1%) respondents strongly agree, 45(39.8%) respondents agreed while 25(22.1%) respondents were not sure, 15(13.3%) disagreed and finally 3(2.7%) strongly disagreed. The mean responses attained were (M=3.654) and standard deviation was SD= (1.050) interpreted as high meaning that there is high level discrimination amongst the employees of different diversities which affect the productivity of Sudd Petroleum. The results show that diversities in Sudd Petroleum of discriminating other people exist and is a danger to the cohesion amongst the employees in the organization.

Descriptive findings on the whether there is an unfair work place created by the conflicting work force diversities with 31(27.4%) respondents, 22(19.5%) respondents were agreed, 20(17.7%) were not sure, 28(24.8%) disagreed and 12(10.6%) respondents were in strongly disagreed. The mean responses attained in the study was (M=3.283) and standard deviation SD(1.378) interpreted as moderately high, this means that there is unfair work place in Sudd petroleum created by the conflicting work force diversities.

Workforce diversities have created communication barriers in Sudd petroleum operating company with 33(29.2%) respondents strongly agreed, 30(26.5%) respondents agreed, 24(21.2%) were not sure, 12(10.6%) disagreed and finally 14(12.4% respondents. The mean responses was (M=3.495), the standard deviation (SD=1.343) interpreted as moderately high, the findings indicate that based on the mean responses from the study indicate that workforce diversities have created some communication barriers in Sudd petroleum operating company.

There are behavioural barriers of the employees in the organization had the 17(15%) respondents who strongly agreed, 34(30.1%) respondents agreed, 30(26.5%) were not sure, 16(14.2%) disagreed and 16(14.2%) strongly disagreed. The results in the study indicate that the mean responses were (M=3.177) and standard deviation (SD=1.262) interpreted as moderately high, the findings further indicate the existence of behavioural barriers in employees in Sudd petroleum operating company indicating that few respondents agreed that behavioural barriers of the employees in Sudd company exist.

The prevalence of frustration created by the diversities lower performance had 54(47.8%) respondents strongly disagreed, 32(28.3%) disagreed, 8(7.1%) were not sure, 6(5.3%) disagreed and finally 13(115%) strongly disagreed. The results in terms of mean and standard deviation indicated that the mean was (M=3.955) and standard deviation (SD=1.345) interpreted as high. The results attained imply that there is indeed frustration existing in Sudd

Petroleum Company created by the diversities and this lowers the performance of the employees.

There exist cultural differences in the organization workforce had the majority respondents 37(32.7%) respondents strongly agree, 33(29.2%) respondents agree, none of them were not sure, 13(11.5%) respondents disagree and finally 30(26.5%) strongly disagreed. The results show the mean responses (M=3.300) and the standard deviation is (SD=1.646) interpreted as moderately high. The findings attained indicate that there exist cultural differences in the Sudd petroleum operating company workforce. The results indicate that the state of the cultures differences affect the working degrees of Sudd petroleum operating company.

The conflicts arise from the much diversity in this organization had the responses on 35(31. %) respondents in strongly agreed, 27(23.9%) agreed, 7(6.2%) were not sure, 8(7.1%) in disagreed and 36(31.9%) respondents in strongly disagree. The findings attained with the mean was (M=3.150) and standard deviation was (SD=1.680). The study findings show that the majority respondents are providing that there are some conflicts existing due to misunderstandings brought by Sudd Petroleum Company.

There is stigma due to the limited focus of the employees had the respondents who were 28(24.8%) strongly agree, 26(23%) respondents agreed, 21(18.6%) were not sure, 14(12.4%) disagreed and finally 24(21.1%) respondents strongly disagreed. The majority respondents contend with mean of (M=3.177) and standard deviation (SD=1.477) majority respodents agree that there is stigma due to the limited focus of the employees in Sudd operating Petroleum Company.

On overall, there are many challenges to workforce diversity in Sudd Petroleum operating Company, Juba South Sudan (the overall mean M=3.398) and standard deviation was SD=1.397) interpreted as challenges existing with vast frustration created by the diversities

which lower performance (M=3.955), discrimination amongst the people of different diversities reduce productivity (M=3.654), existence of cultural differences in the Sudd petroleum operating company workforce ((M=3.300), workforce diversities have created communication barriers in Sudd petroleum operating company (M=3.495), then conflicts arise from the much diversity in this organization with (M=3.150), there is an unfair work place created by the conflicting work force diversities and finally there are behavioural barriers of the employees in the organization. This findings on overall mean reveal that there are existing challenges frustrating the workforce diversity in Sudd petroleum operating company. The study results from the study show that indeed it's true that challenges to workforce diversity exist in Sudd. The many challenges are an indication that Sudd petroleum diversities are highly challenges, if not addressed signals danger for the organization.

4.4 Strategies for improving workforce diversity in Sudd Petroleum operating Company, Juba South Sudan

The third research objective was to devise strategies for improving workforce diversity in Sudd Petroleum operating Company, Juba South Sudan. The study results based on the data collected from the field is provided Table 4.8.

Table 4.8: Strategies for improving workforce diversity in Sudd Petroleum operating Company, Juba South Sudan (n=113)

Statement	**Strongly Agree**		**Agree**		**Not Sure**		**Disagree**		**Strongly Disagree**		**Mean & Standard Deviation**	
	F	**%**	**F**	**%**	**F**	**%**	**F**	**%**	**F**	**%**	**Mean**	**ST.D**
There is need for creating organizational change that supports diversity	56	**49.6**	29	**25.7**	7	**6.2**	13	**11.5**	8	7.1	3.991	1.292

There is need for improving department management of diversity	26	**23.0**	45	**39.8**	9	**8.0**	9	**8.0**	24	21.2	3.354	1.463
There is need for Professional development of employees on how to handle workforce diversity	54	**47.8**	31	**27.4**	9	**8.0**	10	**8.8**	9	8.0	3.982	1.281
Employees need to create a harmonious environment that embraces diversity	55	**48.7**	33	**29.2**	15	**13.3**	5	**4.4**	5	4.4	4.132	1.089
There is effective monitoring of how employees manage diversity in the organization	53	**46.9**	17	**15.0**	25	**22.1**	16	**14.2**	2	1.8	3.911	1.191
The ethical developments for the employees in terms of workforce diversity are sufficient	48	**42.5**	40	**35.4**	0	**0**	9	**8.0**	16	14.2	3.920	1.337
There is need for policy to harmonize diversity	41	**36.3**	33	**29.2**	19	**16.8**	13	**11.5**	7	6.2	3.778	1.230
Overall Average Mean											**3.866**	**1.269**

Source: Primary Data, 2020

The study results in table 4.8 on strategies for improving workforce diversity in Sudd Petroleum operating Company, Juba South Sudan are anchored based on the five likert scale

measure of strongly agree, agree, not sure, disagree and strongly disagree, the respective aspects are presented based on the responses in frequency and percentages for each item in the questionnaire.

The suggestion that "There is need for creating organizational change that supports diversity" had 56(49.6%) respondents in strongly agreed, 29(25.7%) agreed, 7(6.2%) respondents were not sure, 13(11.5%) disagreed while 8(7.1%) respondents strongly disagreed. The results descriptively provide the mean (M=3.991) and standard deviation of (SD=1.292) interpreted as high, this findings imply that a high number of employees in Sudd operating company agree that creating organizational change that supports diversity can embrace the diversities cooperation in the organisations. Change could be deemed fundamental in order to embrace the different diverse groups which actually pose a risk to the operation or performance excellence of Sudd operating company.

There is need for improving department management of diversity with the response of 26(23%) strongly agreed, 45(39.8%) respondents agreed, 9(8%) respondents were not sure, 9(8%) respondents disagreed and finally 24(21.2%) respondents strongly agreed. The findings indicate that the mean responses were (M=3.354) and standard deviation for the study is standard deviation (SD=1.463), the findings are interpreted as moderately high. The findings indicate in agreement that interdepartmental management improvement is actually accurate in enabling the functionality of Sudd petroleum operating company.

There is need for Professional development of employees on how to handle workforce diversity had 54(47.8%) respondents who strongly agreed, 31(27.4%) disagreed, 9(8%) were not sure, 10(8.8%) disagreed and finally 9(8%) strongly disagreed. The findings from the field indicate that the mean responses were (M=3.982) and standard deviation of (SD=1.281)

interpreted as fairly good implying that there is high need for professional development of the employees to manage the work force in the company effectively.

Employees need to create a harmonious environment that embraces diversity and this had 55(48.7%) respondents who strongly agreed with 33(29.2%) respondents who agreed, 15(13.3%) were not sure, 5(4.4%) disagreed and finally 5(4.4%) strongly disagreed. Based on the further description, the mean responses (M=4.132) and standard deviation was SD=1.089) interpreted as good. The findings indicate that there are high responses in agreement that employees need a harmonious environment to undertake diversity management.

There is effective monitoring of how employees manage diversity in the organization had 53(46.9%) strongly agreed, 17(15%) agreed, 25(22.1% were not sure while 16(14.2%) disagreed and 2(1.8%) strongly disagreed indicating that there is need for effective monitoring of how employees manage diversity in Sudd operating company. The study means and standard deviation were (M=3.911) and (SD=1.191) interpreted as highly implying that many respodents agree that effective monitoring of employee diversity in Sudd petroleum is an avenue towards effective management of the employees in Sudd operating company.

The ethical developments for the employees in terms of workforce diversity are sufficient according to 48(42.5%) respondents strongly disagreed, 40(35.4%) agreed, none of the respondents were not sure and finally 8.8% respondents disagreed and finally 16(14.2% strongly disagreed. Based on the mean responses of (M=1.337) and standard deviation (SD=1.337) interpreted as moderately high, the findings based on the responses indicate that there is ethical development of the employees is highly needed to effectively manage the diversities in Sudd petroleum.

There is need for policy to harmonize diversity according to the 41(36.3%) strongly agreed, 33(29.2%) agreed, 19(16.8%) were not sure, 13(11.5%) disagreed and finally 7(6.2%) strongly disagreed. Based on mean responses, the researcher provided the mean of (M=3.920) and the standard deviation of 1.337 interpreted as high meaning that employees of Sudd Petroleum operating Company highly recommend for the harmonisation of policies for ensuring the creation of diversities needed in order to create an environment of the work force for the employees a mechanism for boosting effective management the company.

The study provides responses on the strategies for improving workforce diversity in Sudd Petroleum operating Company, Juba South Sudan. The results attained show a mean responses (M=3.866) and standard deviation (SD=1.269) interpreted as high. The results indicate that majority respodents agree that mechanisms to regulate, management and govern relationships need to be adequately provided and anchored towards the organisational development. Major emphasis were provided on the need for creation of harmonious environment to embrace diversity (M=4.132), There is need for Professional development of employees on how to handle workforce diversity with (M=3.992), the ethical developments for the employees in terms of workforce diversity had (M=3.920), the need for effective monitoring of how employees manage diversity had mean of (M=3.911) and the need for creating organizational change that supports diversity, the mean responses of (M=3.991) among different approaches. Embedded to the provision of information for the study, the researcher contend that many employees of Sudd Petroleum operating Company, Juba South Sudan agree with anomalies created to generation of effective diversity management schemes for the employees.

CHAPTER FIVE

DISCUSSIONS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This Chapter contains the discussion of the findings, conclusions and recommendations.

5.1 Discussion of Findings

This was further organized into three subsections with respect to the research objectives that guided the study.

5.1.1 Nature of workforce diversity management in Sudd Petroleum operating Company, Juba South Sudan.

The findings for the study indicate that work force diversity management in Sudd petroleum operating company, Juba South Sudan is generally high. The status of workforce in Sudd Petroleum operating Company is highly diverse. There are diverse employees in gender of Sudd petroleum operating company, different genders cooperate with each other, there are diverse employees in terms of race in Sudd petroleum operating company, there is cooperation of employees from different races, employees are being grouped into age diversities in Sudd petroleum, there is fairly effective cooperation of age diversities in Sudd petroleum. The study results are in agreement with the previous scholars such as Wong, Gardiner, Lang & Coulon (2010) ethnicity can be used as a proxy for cultural background and diversity in ethnicity can be expected to be positive for innovative performance. The status of the nature of work force diversity in Sudd petroleum operating company, the findings for the study are in agreement with the notion in the existence of the state of the Sudd operating company deemed significant in the organisations and finally even Mazibuko & Govender (2017) provides that as organizations embrace an expanding global economy and increase their sourcing of global job candidates, religious diversity in the workplace is rising. The results are also in agreement with those of Maingi (2015) who found that age

heterogeneity in diversities existing in organizations. Moreover, in the case of routine tasks, there are no substantial gains from age heterogeneity that could offset the increasing costs resulting from greater age heterogeneity. The status of the findings indicates that there is close work force diversity undertaken in ensuring effective management of the companies. Its deemed significant in enabling the workforce diversity with the level of dispersion provided existing in the organisations.

5.1.2 Challenges to workforce diversity in Sudd Petroleum operating Company, Juba South Sudan

Results from the study indicate that there are challenges to workforce diversity in Sudd Petroleum operating Company, Juba South Sudan were vast, it was majorly found that frustration created by the diversities lower performance, discrimination amongst the people of different diversities reduce productivity, existence of cultural differences in the Sudd petroleum operating company workforce, workforce diversities have created communication barriers in Sudd petroleum operating company and conflicts arise from the much diversity in this organization. The results are in agreement with those of Zhuwao (2017) communication barriers lead to problems in a company attempting to create a diverse workplace. This can lead to misunderstandings and a decrease in productivity. Even Gupta (2016) argued that negative attitudes and behaviours can be barriers to organizational diversity because they can harm working relationships and damage morale and work productivity. Negative attitudes and behaviours in the workplace include prejudice, stereotyping, and discrimination, which should never be used by management for hiring, retention, and termination practices even Mastrine (2013) contend that the differing human characteristics influence the way we think, act, interact, and make choices. This is critical as it determines each individual's behaviour at the workplace. The findings indicate that there are critical features of work force diversity aimed at generating coherence in the company operations company in Juba South Sudan. The

stakes. The challenges faced in workforce diversity in Sudd Petroleum operating Company are generally several and this hinder effectiveness of the companies compared to the occurrence of the hindrances to work force diversity. Hindrances to workforce diversity are generally approached in the means for the management of companies needed in enhancing the performance of the organisation. Work force diversity avenues are a key generator in alleviating the stances of work force diversities. The challenging environment amongst the employees in companies is generally based on a coercive nature of the communities all geared towards the enhancement of the companies including the stake of the companies cooperation

5.1.3 Strategies for improving workforce diversity in Sudd Petroleum operating Company, Juba South Sudan

The results on the strategies for improving workforce diversity in Sudd Petroleum operating Company, Juba South Sudan reveal that employees majorly need to create a harmonious environment that embraces diversity, having ethical developments for the employees in terms of workforce diversity.

There is need for creating organizational change that supports diversity, there is need for professional development of employees on how to handle workforce diversity and there is need for policy to harmonize diversity among others. The results are in agreement with Jones & George (2017) who argued that the highest level of diversity awareness is the discipline of diversity management that deliberates and focuses on creating organizational changes that enable all employees to perform up to their maximum potential irrespective of level of seniority, unit or department, work field and location among others. Even Kreitner (2007) asserts that managing organizational diversity is imperative and a strategic priority for improving overall performance of an organization. Even Banton (2013) argued that many companies offer training programs to managers to help them effectively manage their newly

diverse departments. Finally, Mazibuko & Govender (2017) contend that leaders and managers within organizations are primarily responsible for the success of diversity policies because they must ensure that the policies are effective.

5.2 Conclusion

Objective One: Nature of workforce diversity in Sudd Petroleum operating Company, Juba South Sudan

The study findings indicate that the workforce diversity is generally extremely diverse with religions, ages, education being different. The status of workforce in Sudd Petroleum operating Company, Juba South Sudan is highly diverse. There are diverse employees in terms of gender, race in age diversities, education among others. it's worth concluding Sudd Petroleum operating Company has several diversities that it need to cater for in their operations and needed to generate efficiency in the organization mix for development.

Objective Two: Challenges to workforce diversity in Sudd Petroleum operating Company, Juba South Sudan

Results from the study indicate that there are challenges to workforce diversity in Sudd Petroleum operating Company with frustration created by the diversities lowering performance, discrimination amongst the people of different diversities reduce productivity, existence of cultural differences, creation of communication barriers and conflicts arise from the much diversity.

The study concludes that the management of Sudd especially the Human Resource Manager need a scaled development of the approaches to measuring and adjusting the different diversities to the reduction of frustration and discrimination to enable a fruitful Sudd operating company.

Objective Three: Strategies for improving workforce diversity in Sudd Petroleum operating Company, Juba South Sudan

The study found that there are strategies for improving workforce diversity in Sudd Petroleum operating Company, Juba South Sudan. The study concludes that the need to be employed especially harmonious environment that embraces diversity, development of ethical standards for the workforce diversity.

The study further conclude that there is need for creation of organizational change that supports diversity, professional development of employees hence an approach for the management, assessing and weighting of the mechanisms suggested by the employees is key for enhancing the development of workforce in Sudd petroleum company.

5.3 Recommendations

Objective One: Nature of workforce diversity in Sudd Petroleum operating Company, Juba South Sudan

Sudd petroleum operating company embraces several diversities, to effectively manage diversity, it is necessary for organizations to understand the difference between functional and social diversity, and to treat these forms of diversity differently in terms of creating functional and innovative teams. There is need for establishing a work together mechanism of employees irrespective of ethnicity, there is need to discourage teams based on ethnic groupings to curtail negative ethnic issues.

Objective Two: Challenges to workforce diversity in Sudd Petroleum operating Company, Juba South Sudan

The study recommends for a focused and successful diversity strategy that must address organizational culture change to create a work environment that nurtures teamwork, participation and cohesiveness which positively impact performance.

The study further recommend for team building & group training enhances mutual cooperation, reduces role conflicts& increases sharing among the diverse work force.

Objective Three: Strategies for improving workforce diversity in Sudd Petroleum operating Company, Juba South Sudan

The study recommend that human resource management policy and diversity workforce need to be comprehensively handles and proper assessment of the existing diversities for proper management, moreover efficient communication enhances information sharing among employees which increases organizational effectiveness.

There is need for further evaluation programs are important in the organizational system to serve as a base line for current climate for diversity.

5.4 Limitations and Solutions

Lack of co-operation by some respondents constrained the study. In Africa, it is common that researchers are viewed in a negative way, usually staff thinks it is a problem of finding exercise that rendered most of them jobless at the end of the exercise. This study however emphasized to the respondents that the study is purely for academic purposes also were people feel redundant to participate in spite of the assurance the study resorted to willing and available respondents.

The cost of the research was very high in regard to the already incurred cost of accessing relevant stationary, printing and the yet to be incurred cost of photocopying, binding, transport, and telephone charges. The financial constraints were solved by asking my friends and family to raise some money for my research work.

The problem of insufficient time was solved by making sure that the researcher is given enough/ sufficient time and maximum concentration

5.4 Areas of further study

This study was conducted on issues workforce diversity and their effect on performance of organizations. Because of time and resources, this study could not fully address all issues of diversity in work forces hence. Further research can be done on work force diversity to reveal the contribution of managing the diversities and their contribution to performance of the organizations.

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Appendix i: Research Questionnaire

Dear Respondent

This questionnaire is designed to seek information from you on the "Workforce diversity in SUDD petroleum operating Company, Juba South Sudan". It is carried as a partial fulfillment of the requirements for the award of Master's Degree of human resource management of Makerere University Uganda. Your contribution, opinions and experience will be highly appreciated.

Thanks for your cooperation.

PART I: Demography of respondents

1. **Gender**
   a) Male ☐
   b) Female ☐
2. **Age**
   a) 20 – 29 ☐
   b) 30 – 39 ☐
   c) 40 - 49 ☐
   d) 50 + ☐
3. **Qualification academically**
   a) Certificate ☐
   b) Undergraduate ☐
   c) Post Graduate ☐
4. **Marital status**
   a) Single ☐
   b) Married ☐
   c) Separated/divorced ☐
5. **Time period of work**
   a) 1-4 years ☐
   b) 5-9 years ☐
   c) 10-14 years ☐
   d) 15 and above ☐

Under the following sections, please tick according to your level of agreement

5. SA Strongly Agree
4. Agree
3. Not Sure
2. Disagree
1. Strongly Disagree

Please evaluate the statement by ticking in the box with the number that best suits you.

PART II: Nature of workforce diversity management in Sudd Petroleum operating Company

N0	Nature of workforce diversity management	1	2	3	4	5
1	There are diverse employees in terms of gender					
2	Different genders cooperate with each other?					
3	There are diverse employees in terms of race in the organization					
4	There is cooperation of employees from different races					
5	The employees are grouped into age diversities in Sudd petroleum					
6	There is effective cooperation of age diversities in Sudd petroleum					
7	Religious diversities in Sudd petroleum are highly existing					
8	The religious diverse groups have effective cooperation with others					

PART III: Challenges facing workforce diversity in Sudd Petroleum operating Company

N0	Scale	1	2	3	4	5
1	Discrimination amongst the people of different diversities reduce productivity					
2	There is an Unfair work place created by the conflicting work force diversities					
3	Workforce diversities have created communication barriers in the organization					

4	There are behavioral barriers of the employees in the organization					
5	The prevalence of frustration created by the diversities lower performance					
6	There exist cultural differences in the organization workforce					
7	The conflicts arise from the many diversities in this organization					
8	There is stigma due to the limited focus of the employees					

Part IV: strategies can be used to improve workforce diversity in Sudd Petroleum operating Company

N0	**Scale**	**1**	**2**	**3**	**4**	**5**
1	There is need for creating organizational change that supports diversity					
2	There is need for improving department management of diversity					
3	There is need for Professional development of employees on how to handle workforce diversity					
4	Employees need to create a harmonious environment that embraces diversity					
5	There is effective monitoring of how employees manage diversity in the organization					
6	The ethical developments for the employees in terms of workforce diversity are sufficient					
7	There is need for policy to harmonizes diversity					

THANK YOU SO MUCH