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MAKERERE UNIVERSITY BUSINESS SCHOOL

IMPROVING WORKFORCE DIVERSITY MANAGEMENT AT COMPUSCAN

CREDIT REFERENCE BUREAU (CRB) UGANDA

BY

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**A RESEARCH REPORT SUBMITTED TO MAKERERE UNIVERSITY BUSINESS
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PLAN B

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DECLARATION

I **AMUGE SANDRA**, declare to the best of my knowledge that this research dissertation is my own original work and has never been presented for any award in any University or Institution of higher learning.

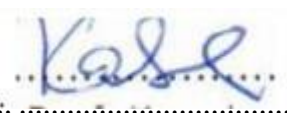
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APPROVAL

This is to confirm that this dissertation has been submitted with our approval as University Supervisors.

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DEDICATION

I dedicate this work to my beloved Parents and the entire Ebbu Family who have stood with me through thick and thin to ensure that I complete my studies.

ACKNOWLEDGEMENT

Successfully accomplishing such a task is never a one's man effort. I am so honored and humbled to express my appreciation to a couple of people I feel contributed significantly to my being able to accomplish this academic task.

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Closely on my heart, I thank all MUBS academic staff, administrators. Compuscan staff who helped me greatly while in the field collecting data, your time is highly appreciated!

God my God, I thank you for bringing me this far, I will always praise you and worship your holy name. Amen and Amen.

TABLE OF CONTENTS

DECLARATION	i
APPROVAL	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
TABLE OF CONTENTS	v
ABSTRACT	vii
CHAPTER ONE	1
INTRODUCTION.....	1
1.0 Introduction.....	1
1.1 Background of the Study	1
1.2 Statement of the problem	3
1.3. Purpose of the study	4
1.4 Research Objectives.....	4
1.5 Research Questions	4
1.6 Scope of the Study	4
1.7 Significance of the study.....	5
CHAPTER TWO	6
LITERATURE REVIEW	6
2.0 Introduction.....	6
2.1 Workforce Diversity Management	6
2.2 Workforce diversity management practices.....	7
2.3. Challenges of workforce diversity management faced by Compuscan CRB limited.....	11
2.4 Strategies that can improve the workforce diversity management at Compuscan CRB Limited.....	14
CHAPTER THREE	18
METHODOLOGY	18
3.0 Introduction.....	18
3.1. Research Design.....	18
3.2 Study Population.....	18
3.3 Sample size and Sampling procedure	18
3.4 Unit of analysis and Unit of Inquiry	19
3.5. Data Collection Instrument and Procedure	19
3.6 Measurement of variables	19
3.7 Validity and Reliability of the Instrument	19

3.8 Data Management and Analysis	20
3.9 Ethical Considerations	20
CHAPTER FOUR.....	21
PRESENTATION, ANALYSIS AND INTERPRETATION OF RESULTS.....	21
4.0 Introduction.....	21
4.1 Biographic characteristics.....	21
4.2 Workforce diversity management practices in Compuscan.....	23
4.4 Challenges of workforce diversity management.....	26
4.5 Strategies that can improve workforce diversity management at Compuscan	28
CHAPTER FIVE	31
DISCUSSION, CONCLUSION AND RECOMMENDATIONS	31
5.1 Introduction.....	31
5.2 Workforce Diversity Management practices	31
5.3 Challenges of workforce diversity management.....	33
5.4 Strategies that can improve workforce diversity management	34
5.5 Conclusions.....	36
5.6 Recommendations.....	36
5.7 Study limitations	37
5.8 Future research opportunity	38
REFERENCES	39
APPENDIX 1: RESEARCH QUESTIONNAIRE.....	43

ABSTRACT

This study was conducted to examine the workforce diversity management practices in Compuscan CRB, the challenges and to propose the strategies that the company can employ to improve the same. A cross sectional research design and a quantitative research approach were adopted for the study. A 95.5% response rate was achieved.

The result indicated that Compuscan CRB has largely failed to employ the best practices in diversity management. The responses indicated that there were general weaknesses such as inequitable distribution of rewards, absence of workforce diversity committees and neither did they agree that there is training on workforce diversity. It also emerged that there is unfairness in career development, promotion opportunities and unfairness in treatment of the employees by the leaders. The study further found that the commonly known challenges to diversity management were not advanced as the main challenges that are affecting Compuscan. This is suggestive that there could be context-specific challenges. Finally, the respondents agreed that the company needs to employ practices that entail empowering and training of employees, top management commitment, and enshrining a culture that embraces diversity in order to enhance workforce diversity management effectiveness.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

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

1.1 Background of the Study

The global marketplace is increasingly acknowledging the incredible value of workforce diversity (McKinsey, 2018). Cultivating a diverse workforce is not just ethical or social but it also demonstrates a good business-oriented approach (Bateman & Snell, 2008). With the current changes sweeping across the globe, diversity management has been evidenced as a tool to increase organizational effectiveness (Ehimare & Ogaga-Oghene, 2011) and performance (Ogbo & Ukpere, 2014). Diversity initiatives enhance creativity, innovation, global understanding, flexibility, and productivity in the organization and produces competitive advantage (Kundu, 2003; Wambui et al., 2013). As a result, many organizations are exploring strategies to positively exploit the growing diversity to gain and sustain a competitive advantage (Helen et al., 2018).

Workforce diversity emerges out of the need for business to recognize and derive optimum human resource value from the inherent differences in employees manifested in different dimensions such as culture, education, religion, social background, economic status, race, age, ethnicity, gender, work experience, life style, capabilities, behavioral style, disability, cognitive style, and skillset to mention but a few (Emuze & James, 2013; Mkono, 2010; Kim, 2006). Harnessing these differences creates a productive environment in which employees feel valued; their potential fully utilized, and the organizational goals attained (Bendi et al., 2008).

Diversity Management is a strategy to promote the perception, acknowledgement, and implementation of diversity in organizations (Patrick & Kumar, 2018). Workforce diversity has significant implications for the management. Managers are required to shift their approach from treating each group of workers alike to recognizing differences among them and follow policies to encourage creativity, improve productivity, reduce labor turnover and avoid any sort of discrimination (Seyed-Mahmoud, 2017). Successful diversity management policies and programs make a huge difference in the communication among employees and the general productivity of the organization (Preeti et al, 2014).

Workplace diversity management has multiple benefits to organizations which include high level of productivity; exchange of varieties of ideas and teamwork; learning and growth; effective communication and diverse experience (Patrick & Kumar, 2018). Therefore, failure to manage workforce diversity can result into unhealthy tensions; loss of productivity because of increased conflict; inability to attract and retain talented people of all kinds; complaints and legal actions, and inability to retain valuable employees, resulting in lost investments in recruitment and training (Seyed-Mahmoud, 2017).

In this regard, whereas workforce diversity management is of utmost importance to organizations, several organizations are still finding it a challenge to manage workforce diversity. A case in point is Compuscan Uganda. Compuscan CRB Limited operates as a subsidiary of Compuscan Information Technologies (Pty) Ltd and is regulated by Bank of Uganda. The company employs fifty (50) employees and its major decisions are made in the United Kingdom with assistance from their South African branch. Its employees are multinational, multi-racial, multi-ethnic, multi tribal and are highly heterogeneous with regards to the differences in gender, age, marital status, lengths of service, qualification, nature of work done, personalities, experience, and religion.

80% of the company employees are Ugandan and out of the 50 employees majority fall in the age bracket of between 25 to 35 and only a handful are above this age. Staff have over time cited unfairness in filling top management positions as expatriates are given top priority or others are handpicked without following any recruitment process not putting in mind that the Ugandan staff could be highly educated or experienced for certain roles. It was noted that the national sales position had been given to an expatriate fresh out of university in Pretoria South Africa and Mr. Lutaaya, a sales manager assistant with 8 years' experience was under looked. The staff complain of tribalism and favoritism since 75% of top positions are occupied by people from the same tribe or who have a familiar relationship with the Managing Director. The Ugandan staff also complained as they did not receive bonus payments in 2020 financial year, yet the expatriates were paid full salaries inclusive of bonus and outrageous housing allowances and the management communication was the Covid-19 pandemic affected sales hence low profits. It was also heard from the grapevine that the expatriates were given first class treatment without pay in the event they were confirmed Covid 19 positive. Such challenges have left many staff demoralized and demotivated, resulting into increased rates of absenteeism, poor attitude of staff towards customers, delays in issuing credit cards and credit reports which all reflect negatively on the company image. Therefore, there is need to examine practices for workforce diversity management at Compuscan CRB Limited.

1.2 Statement of the problem

Workforce Diversity Management has become significant and as such many companies are embracing it with an aim of increasing productivity and profitability (Dike, 2018). Despite the fact that employees of different backgrounds are employed by Compuscan CRB Limited, there is an absence of a favorable diverse policy to harness staff differences. As a result, there has been increased cases of team conflict, individualism tendencies and unhealthy competition which heightens tension (Compuscan Human Resource Management Report, 2020).

Furthermore financial card production that used to take 05 working days now takes more than a month while credit report disputes or complaints that used to be investigated and amended in 06 working days now take up to 20 working days to be resolved (Compuscan Annual Report, 2020). This has led to the deterioration of the image of the company. It is not clear whether these issues may be connected to the current inadequate workforce diversity management practices and the challenges they pose.

1.3. Purpose of the study

The study sought to improve workforce diversity management practices at Compuscan CRB Limited.

1.4 Research Objectives

- i. To find out the workforce diversity management practices used by Compuscan CRB Limited.
- ii. To examine the challenges of workforce diversity management faced by Compuscan CRB Limited.
- iii. To identify the strategies that can improve workforce diversity management at Compuscan CRB Limited.

1.5 Research Questions

- i. What are the workforce diversity management practices used by Compuscan CRB Limited?
- ii. What are the workforce diversity management challenges faced by Compuscan CRB Limited?
- iii. What strategies can be adopted to improve the workforce diversity management at Compuscan CRB Limited?

1.6 Scope of the Study

This covered the subject and geographical scope.

1.6.1. Subject Scope

The subject scope covered work force diversity management practices, challenges and strategies that can be used to improve workforce diversity management at Compuscan CRB Limited.

1.6.2 Geographical Scope

The study was carried out at Compuscan CRB Limited offices in Nakasero Kampala.

1.6.3 Time scope

The study considered the workforce diversity management practices at Compuscan CRB Limited from 2015 to-date. This is because several changes have happened in these five years.

1.7 Significance of the study

- i) The study aimed at helping the management of Compuscan CRB Limited to understand the workforce diversity management practices that are being used to be able to identify strategies that may be adopted to improve on their effectiveness.
- ii) The study will be an addition to the existing knowledge on workforce diversity management for future reference by scholars.
- iii) This research is aimed at enabling management of Compuscan CRB Limited leverage on diversities present among its workforce.
- iv) The study findings will help other organizations to understand the importance of workforce diversity and develop workforce diversity policies to benefit the organizations and the employees.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter reviewed the literature on workforce diversity in line with the objectives of the study. It examined the current debate on workforce diversity, reviewed the different workforce diversity management practices, challenges in managing workforce diversity and strategies for effective management of workforce diversity in organizations.

2.1 Workforce Diversity Management

Gomez-Mejia, Balkin, and Cardy (2017) define diversity as “human characteristics that make people different from one another”. This includes biological characteristics of race, gender, age, color, national origin, as well as family and society in which they were born into. The second group is modifiable by the individual such as work experience, income, marital status, military experience, religion, political beliefs, language, geographical location, education, values, and ethics. Carrell, Tracey, and Sigler (2016) take this a step further with reference to sexual orientation, abilities, organization affiliation, and personality. Jayne and Dipboye (2014) add that “diversity has evolved from a focus on legally protected attributes such as race, gender, and age to a much broader definition that includes the entire spectrum of human differences”. Canas and Sondak (2018) offered the dimension of diversity as primary and secondary. The primary dimension included age, gender, race, ethnicity, and physical abilities and secondary was composed of socio-economic status, geographical location, marital status, religious affiliation and education.

Workforce diversity management refers to a proactive approach intended to manage a heterogeneous workforce in such a way so that the potential advantages of diversity are maximized while its potential disadvantages are minimized (Babalola & Marques, 2018). It means enabling a diverse workforce to perform to its full potential in an equitable work

environment where their individual differences are deeply valued to build a more effective and profitable organization (Bateman & Snell, 2018). Thus, to manage diversity effectively and efficiently, we should not just accept and accommodate individual differences, but also support, nurture, and utilize these differences for organizations' benefit (Kundu, 2014; Bateman & Snell, 2018). Successfully managed diversity yields competitive advantage (Cox & Blake, 1991; D'Netto & Sohal, 1999; Wambui et al., 2013) particularly in areas such as problem solving, creativity, innovation, and flexibility (Bassett-Jones, 2005; Kreitz, 2008; Bateman & Snell, 2008) and thus, enhances overall organizational performance (Kossek et al., 2005; Kreitz, 2008). Managing diversity efficiently enables corporates to compete effectively in the marketplace by satisfying the demands of diverse customer base (Gupta, 2013) and reduces the costs emanating from absenteeism, labor turnover, litigation, lack of productivity, recruitment, and training (Ogbo & Ukpere, 2014).

2.2 Workforce diversity management practices

'Diversity breeds Diversity', that is, having diverse customers base requires hiring and retaining diverse workforce (Cascio, 2018). Many corporates are now working with a motto that their workforce should mirror their customers which means the need to manage the internal workforce diversity to aptly satisfy the requirements of externally diversified customers. Furthermore, now-a-days dynamic companies are looking for people who are different from them (Kundu, 2014) so that they both can jointly work for each other's benefits (Meena & Vanka, 2013). Thus, diversity management becomes an essential part of human resource strategies (Cascio, 2018).

Diversity management is at the heart of various human resource practices and policies (Shen et al., 2019) like recruitment, selection, placement, succession planning, performance management, rewards, etc. (Cascio, 2018). This calls for an efficient utilization of human resource management (HRM) for diversity planning (Babalola & Marques, 2013). Alcazar et

al. (2013) explored five Human Resource strategies used for managing diversity, i.e. equality of opportunity, flexible working times, work-family balance, participative performance assessment, inter-cultural training and flexible compensation.

Shen et al. (2019) in their study expound a framework of Human Resource diversity management which demonstrates human resource practices at three levels, i.e. strategic level (human resource strategy that value diversity, formalized human resource policies, measuring and auditing diversity, etc.), tactical level (staffing, training and development, appraisal, and remuneration), and operational level (educating employees, networking communication, flexible employment and support for generating work-life balance). According to Bassett-Jones (2015), managing diversity is a systematic planned commitment by organizations to recruit, retain, reward, and promote heterogeneous mix of employees. Nevertheless, successful diversity management tend to share several HR practices like diverse recruiting, rewards for diversity's efforts, diversity training programmes, employee support groups, accommodation of family needs, senior mentoring, communication standards, diversity audits, etc. (Cascio, 2018; Bateman & Snell, 2018; Gomez-Mejia, 2010).

Recruitment and selection are two important activities in human resource management field. Both processes should be considered and included in the organization of human resource plan. In addition, workforces are the core organizational resources and need to be managed and should be used properly. According to Shen et al. (2010), organization must be fair in recruitment and selection process. In order to capitalize on diversity, organization needs to ensure that recruitment and selection process are free from such stereotyping and discrimination issues. As so, a positive approach to diversity might enable organization to choose and select the best talented person for the job. For example, age, gender, disability and race play no part in the recruitment and selection process. Furthermore, these initiatives will make organization seen to be as a fair, positive and progressive place to work by diverse

workforces (Resources, 2012). D'Netto and Sohal (1999) clearly stated that workforce diversity benefits the organization by creating and offering an organizational environment which attracts people from diverse labor markets. They also added that organizations can be more harmonious when workforce diversity is appreciated.

Employee training and development processes included strategies, tools, and procedures designed to enhance the ability and capability of organizational workforces (Delery & Doty, 1996). According to Amirtharaj, Cross and Vembar (2011), when effectively managed, these activities can contribute to the success of the organization. Further, they insist that training can be utilized to overcome organizational problems such as turnover and others departmental problems. In addition, such activities also have the impact on employees' attitudes and performances (Amirtharaj, et al., 2011). In the case of diverse workforces, training programs are then used to cope with the group differences problems and help on enhancing respect for individual differences in terms of attitudes, values and behavior (D'Netto & Sohal, 1999). Organization is said to be effective in managing its diverse workforces after recruiting processes by retaining them through adequate training and development opportunities to its workforces (D'Netto & Sohal, 1999). According to D'Netto, Monga, Shen and Chelliah (2008), diversity awareness training on the other hand, may enhance diverse group integration among minority and mainstream employees. Such training will help to improve the understanding of the value of diversity, social cohesion and also contribute in improving individual and organizational performance (Rynes& Rosen, 1995).

As Schuler, Dowling and Cieri (1993) pointed out, the effective performance appraisal in the area of diversity management practices must be objective not subjective, job related, and fair without special treatment to all workforces. The inclusion of multicultural representatives on appraisal committee for example, will make diversity concerned more appreciated as well as can help in creating objective and fair performance appraisal process (D'Netto & Sohal, 1999).

Additionally, the inclusion of minorities such as migrant employees in performance appraisal process may reduce perceived discrimination amongst the mainstream and non-mainstream employees (D'Netto, et al., 2008). According to D'Netto et al. (2008), failure to use good practices in appraisal process may result in a failure to develop the performance and productivity of the employees. Hence, fair and unbiased performance appraisal process can improve employee's performance (D'Netto & Sohal, 1999).

In organizational context, the term compensation is often defined as remuneration, pay, and/or reward system used to motivate employees (Milkovich & Newman, 2008). Compensation is a crucial segment of human resource management that emphasizes planning, organizing, and controlling variety of payment systems for rewarding employees who perform jobs or services. Besides, compensation also is often viewed as the various types of pay systems including monetary and non-monetary rewards (Henderson, 2006). Past research suggests that pay equity may lead to effective diversity management and organizational performance (D'Netto, et al., 2008).

Furthermore, the use of principle equitable pay and performance-based pay systems is important in remuneration diversity management. According to D'Netto et al. (2008), individual differences (i.e. ability, knowledge, and skill) should be considered when designing the compensation structure, wage determinants and also benefit schemes. As suggested by Sturman (2001), good compensation practices would benefit service companies in attracting and retaining their best employees since most service companies heavily relies on their employees in delivering quality services.

Career advancement refers to organizational mechanisms used to assist organizational members to achieve their career goals (Delery & Doty, 1996). Career advancement management can be defined as the design and implementation of organizational processes

which enable the careers to be planned and managed in a way that optimizes both the needs of the organization and the preferences and capabilities of individual (Burke, Divinagracia, & Mamo, 1998).

Within organization, the inclusion of fairness and equal employment opportunities in managing it diverse workforces are also very important. According to Ruggless (2003), organization should recognize the talents of minority employees and develop career advancement opportunities to those qualified non mainstream employees. As such, negative stereotypes assumption on minority employees should be overcome. As suggested by Fernandez (2006), positive efforts need to be done by organization in order to attract more diverse workforces' talents including minority employees and also viewed as a practical career preference.

Generally, workforce diversity increases the possibility of discrimination issue among employees. According to Richard and Kirby (1999), human resource practices regarding career advancement must reflect diversity issues in order to overcome negative perceptions from diverse employees. Thus, such failure in providing a career development plan for diverse employees would negatively affect their motivation, morale, creativity, innovation and performance (Loveman & Gabarro, 1991; Ragins & Scandura, 1994).

2.3. Challenges of workforce diversity management faced by Compuscan CRB limited

There are challenges to managing a diverse workforce. Managing diversity is more than simply acknowledging differences in people. It involves recognizing the value of differences, combating discrimination, and promoting inclusiveness. Managers may also be challenged with losses in personnel and work productivity due to prejudice and discrimination, and complaints and legal actions against the organization (Devoe, 2016). Negative attitudes and behaviors can be barriers to organizational diversity because they can harm working relationships and damage morale and work productivity (Esty et al., 2015). 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 (could lead to costly litigation).

Ogbo (2018) noted that avoiding miscommunication within teams and work groups can be a substantial challenge when there is a high variance in employee background, as differing predispositions and cultures often result in different forms of expression. Robnson (2017) added that such differences can lead to less effective teams and reduced synergy in work groups. Solving communication issues requires self-monitoring and empathy. Put simply, individuals need the presence of mind to think carefully about both themselves and their audience when working in groups. Flagg (2017) observed that communication, be it via language or cultural signals is a critical challenge in the interpersonal arena. Ensuring that all professionals (human resources, management, etc.) have access to resources which can assist in localizing or translating issues is a significant challenge in many situations. Communication issues can create complex misinterpretations, which can reduce efficiency in the workplace.

Resistance to change is a slightly different challenge to assimilating more diversity in work groups, as it pertains more to the momentum of company culture (Flagg, 2018). Diversity affects organizational norms by creating the need for flexibility and evolution towards a broader culture—a need that is sometimes met with resistance (Koonce, 2016). Resistance forces minorities to bear the burden of changing to fit the existing culture, thereby limiting the initial value of having new perspectives in the first place.

Marlene (2017) comments that “those who assimilate are denied the ability to express their genuine selves in the workplace; they are forced to repress significant parts of their lives within a social context that frames a large part of their daily encounters with other people.” Fine (2018) expands upon this concept by pointing to the energy involved in assimilating to these situational cultures, emphasizing how minorities have less energy to deal with their actual job

responsibilities as a result. Arguably the largest downside of assimilation, however, is that when diverse employees do most of the acclimating, the value of having varying perspectives is diminished.

Sonduk (2017) observed that opportunities, particularly at the higher level, are not equally distributed. This misallocation of human resources is called the glass ceiling. The glass ceiling represents an invisible barrier to employees of minority backgrounds, one that keeps them from achieving executive positions in corporations. The consistency of the gap between wage and education levels in males and females offers concrete evidence that the barriers to diversity in the workplace still exist (Bassett-Jones, 2016).

Diversity can include elements across religion, gender, age, race, sexual orientation, disability status, and other related factors. It can also include work skills and personality types. There are many ways, therefore, that people can be categorized into different” groups,” and so identifying what categorization is most useful can be challenging (Gupta, 2017). Identifying which components of diversity should be overtly emphasized and discussed, along with how to confine their definitions, is a major challenge in diversity management (Ogbo, 2017).

Barta (2018) observed that one challenge of creating diversity is the various cognitive biases individuals in the organization may have about others similar to or different from them. This is essentially a tendency to stereotype, which significantly narrows the worldview of the individuals within the organization. This reduces all of the potential benefits of diversity and empowers groupthink.

Flagg (2018) noted that the tendency of individuals to associate with others who are similar to them. This tendency can manifest not only in the recruitment and hiring processes within organizations, but also in the informal socialization patterns of individuals within the firm. It is quite common for individuals of similar backgrounds or beliefs to form bonds and use these

bonds to create preferential group settings. Managers must tackle this challenge through awareness, promotion of grouping based on differences, and clever delegation.

2.4 Strategies that can improve the workforce diversity management at Compuscan

CRB Limited.

Creating a harmonious environment through effective diversity management enhances employee engagement, job satisfaction and commitment which further results in reduced absenteeism and labor turnover (Wambui et al., 2017; Otaye-Ebede, 2018). In addition, employees who believe that their individual differences are deeply valued by their organizations are more loyal and productive (Bateman & Snell, 2018). Therefore, effectively managed workforce diversity can improve employees' attitude and overall performance (Kossek et al., 2005; Otaye-Ebede, 2018).

Culturally diverse groups are more efficient in communication, job performance, brainstorming, and corporate behavior as compared to homogeneous groups (Kossek et al., 2005; Henry & Evans, 2007). Teams that overcome diversity barriers are able to grow, learn, and pursue a common vision (Yeager & Nafukho, 2011) and, therefore, lead to more creativity and increased performance (Ehimare & Ogaga-Oghene, 2011). Furthermore, it is believed that group diversity is positively related to high quality decisions (Richard & Johnson, 2001). However, Kochan et al. (2003) argued that the extent to which diversity will benefit group performance will depend on the strategies followed by Human Resource Managers to manage group diversity in the organization.

Given its importance, employees, supervisors and managers must be required to understand the company's policies, guidelines and legislation on workplace diversity. This will enable all stakeholders to identify and curtail any acts of hostility, harassment or discrimination of people of diverse cultures within the organisation. Furthermore, understanding discrimination and the company's policies on the matter. This will not only promote effective communication but also

reduce the incidence of conflicts and behavioral issues in the workplace (Ryan, 2016). Furthermore, the effective communication and understanding can assist companies to devise and enforce strict yet acceptable penalties for parties that partake in discriminating other colleagues. Lastly, Green *et al.*, (2016) affirm that knowledge of workplace legislation can guard against discriminatory tendencies of employers in the decision-making process and prevent prejudices that either unduly favorable or reprimand employees based on color, religion, age, gender, and race.

It is imperative for managers in the workplace to identify and address any misconceptions and biases. This can promote better conflict resolution and prevent inconsistent decision making as regards to matters of diversity in the workplace. Furthermore, understanding the biases between employees can assist managers thoroughly examine and cultivate practical solutions for managing employees particularly in social and multicultural and diverse organisations (Speroni *et al.*, 2016). According to Green *et al.*, (2016) organisations can address diversity issues in the workplace by outlining the bias factors held by managers and employees.

Organisations that strive to excel amidst the changing demographic transitions are required to invest in diversity training sessions. Also, these efforts need to not only reinforce company policies but also inspire appropriate behavior towards people from diverse cultures. It is envisaged that such training and professional programmes will equip stakeholders with tools and strategies to address challenges that may arise among the “melting pot” of employees (Green *et al.*, 2016) Lastly, diversity training should be adopted as a strategic tool to shape the organization’s diversity policy. This approach will help alter the leadership teams or staff composition required to interrupt old habits and routines that favor or discriminate against people of diverse cultures in the organisation (McKinsey, 2018)

Managers in organisations create an empowerment culture to address the problems of diversity in the workplace. This can be achieved by infusing an atmosphere that welcomes and empowers employees with diverse skills to work in teams. It is also important to equally contribute to training and awarding without gender discernment. Managers can be very effective in helping to establish morale and encourage employees to do their best (Green *et al.*, 2016). The process should also involve all employees from the process of formulation and execution. Lastly, diversity initiatives in the workplace should help to defend against resistance to change and afford them a sense of belonging (Podsiadlowski *et al.*, 2013).

Organizations orientate fresh employees to familiarize themselves with the operations and the current workforce. With an appropriate definition of company policies, issues or concerns will be addressed. Also, queries will be answered, as well as the short and long-term goals can be discussed. This will be a good orientation to welcoming the newcomers and make them feel home. Therefore, organisations can establish customizable employee satisfaction survey that provides comprehensive reporting. The results can be used to build and implement successful diversity in the workplace policies (Podsiadlowski *et al.*, 2013).

It is crucial for organisations to highlight and describe the skills required for jobs. This will enable the organisations to hire the best personnel from the increasingly limited pool of talent. Therefore, managers rapidly determine an individual's ability to handle the potential challenges of a diverse workforce during the interview process. Furthermore, this will allow managers select the most aspiring employees from the pool of candidates who value and understand the importance of workplace diversity and ultimately help manage other candidates who do not (Podsiadlowski *et al.*, 2013).

According to Speroniet *al.*, (2016) such measures can help companies create policies and guidelines that clearly outline the inclusive nature of recruitment. Also, this will enable the

organisation to present a blueprint for compensation, benefits, professional development, and social programs beneficial to its employees from the outset. Lastly, such policies serve to highlight that the organisation maintains a top-down culture of inclusivity; and will not tolerate harassment and discrimination as well as the consequences for violating such policies (Speroniet *al.*, 2016).

The twin tasks of effective communication and team building are crucial exercises in any modern-day organisation. The implementation of these processes enables employees to flourish, and it brings about trust amongst them regardless of the level of diversity. For example, of team building activities such as strategic games, sharing stories and experience, role play and much more can help employees bond and communicate more effectively. It helps others “break the ice” by easing their nervousness. According to the study by Podsiadlowski *et al.*, (2013), such activities create and strengthen bonds in the workplace. Ultimately, it improves effective communication and creates avenues for appreciation of the workplace and co-workers alike. Similarly, the free flow of communication is an additional important factor even the sturdiest and competent organisations require for long-term survival. According to the authors, it all about sharing ideas, concerns, queries and solutions to ensure a healthy environment.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter presents the methodology that was adopted in this study. It outlines the research design, study population, sampling size and procedure, unit of inquiry and analysis, source of data, data collection instrument and procedure, measurement of variables, validity and reliability of the instrument, data management and analysis, ethical considerations, and limitations of the study.

3.1. Research Design

This study adopted a cross-sectional descriptive research design. This design was preferred because it enabled the researcher to obtain time-specific status of workforce diversity management at Compuscan CRB Limited in the current state. A quantitative research approach was adopted as well to enable the researcher to thoroughly comprehend the issues inherent in workforce diversity management practices at Compuscan CRB Limited.

3.2 Study Population

According to Compuscan CRB Limited Human Resource Report (2020), the company had 50 staff at its offices in Nakasero. Therefore, the population of the study constituted all the 50 staff of Compuscan CRB Limited.

3.3 Sample size and Sampling procedure

A sample of 44 respondents was selected from the population following Krejcie and Morgan Sampling table 1970. The researcher employed a simple random sampling technique to reach the respondents quantitatively using a questionnaire. This ensured that all the respondents had an equal chance of participating in the study.

3.4 Unit of analysis and Unit of Inquiry

The unit of inquiry was Compuscan CRB Limited. The unit of analysis were the individual staff at Compuscan CRB Limited in all departments.

3.5. Data Collection Instrument and Procedure

Quantitative data was obtained using a self-administered questionnaire. The questionnaire was anchored on a five-point Likert-type scale ranging from 5 (strongly agree) to 1 (strongly disagree). The questionnaire was pre-tested prior to administration to the selected sample. The researcher then obtained a letter of introduction from the University and sought the consent of Management of Compuscan CRB Limited to collect data from the respondents at the company. The researcher being an employee of the company, collected the data herself by reaching individual respondents to ensure a higher response rate and completion of the questionnaire.

3.6 Measurement of variables

Workforce diversity practices were measured on the scale developed and validated by Otaeye-Ebede, (2018) and Cascio, (2018). The challenges and strategies for effective diversity management were developed from the literature reviewed from the various scholars. All the questions were anchored on a 5-point Likert scale.

3.7 Validity and Reliability of the Instrument

Validity of the questionnaire was established by the researcher. Before data collection, the instrument was discussed with supervisors and subject matter experts. The feedback from the supervisors and the experts also helped in modification of the instrument. This helped to ensure that the questionnaire contained reliable information and also improved the response rate.

The research instrument was adequately tested for reliability using the Cronbach Alpha Coefficient for reliability. According to Decoster & Lambart (2005), the Cronbach Alpha estimates is the most useful in ascertaining the degree of consistency of results. They also note that the data of coefficients of Cronbach Alpha value 0.7 and above are more reliable than those

with less. As can be seen on from table 3.1 below, all the variables scored an above 0.7 Cronbach alpha score and as such the instrument was reliable.

Variable	N	Cronbach Alpha
Workforce Diversity Management Practices	18	.970
Challenges in Managing Workforce Diversity	10	.750
Strategies to Improve Workforce Diversity Management	9	.721

Source; primary data

3.8 Data Management and Analysis

Of the 44 questionnaires that were distributed, 42 of them were retrieved by the time when data collection was completed. Upon assessment, all the questioned were found appropriate for analysis. As such, a 95.5% response rate was registered. The data were then entered into Statistical package for Social Scientists (SPSS) for analysis. Thereafter, descriptive statistical analysis (demographics, mean and standard deviations) were run to infer meaning to the data.

3.9 Ethical Considerations

The rights, values, interests, and dignity of persons to be given questionnaires were respected. This included any ethical issues revolving confidentiality, safety, health, equality, and diversity of individuals. Participation of the respondents was voluntary and non-coerced. As a matter of fact, the researcher obtained an introduction letter from the university. The participants were further informed of their right to refuse to participate, or their right to withdraw from the interview at any point.

CHAPTER FOUR

PRESENTATION, ANALYSIS, AND INTERPRETATION OF RESULTS

4.0 Introduction

This chapter covers the analysis, presentation, and interpretation of the results according to the objectives of the study. The chapter also provides an explanation on each of the analysis explaining why it was done. These results are presented according to the research objectives.

4.1 Biographic characteristics

The following section presents the biographic information of the participants. Various biographic demographic characteristics were considered which were important in the interpretation of responses given. The respondent characteristics included the gender, age of the respondent, their level of education, marital status and years of service. The summary of the results is as shown in table 4.1 below.

Table 4.1 Biographic characteristics

Variable	Frequency	Percentage
Gender		
Male	15	35.7
Female	27	64.3
Total	42	100.0
Education Level		
Diploma	5	11.9
Degree	31	73.8
Masters	6	14.3
Total	153	100.0
Age of the respondent		
20-25 Years	8	19
26-30 Years	16	38.1
31-35 Years	12	28.6
36-40 Years	5	11.9
41-45 Years	1	2.4
Total	42	100.0
Years of Service		
Up to 3 Years	21	50
4-6 Years	17	40.5

7 Years and Above	4	9.5
Total	153	100.0
Marital status		
Single	29	69
Married	13	31
Total	42	100.0

Source: primary data

Gender of respondents

The results show that female respondents were the majority representing 64.3%. Their male counterparts represented 35.7%. This suggests that the jobs opportunities that Compuscan CRB offers are more attractive to the female gender. It might also imply that the organization is not gender sensitive in recruitment.

Age group of the respondents

From the findings, majority of the respondents were aged between 26 and 30 years representing 38.1%. The respondents that were aged between 31 and 35 years were 28.6%. The respondents that were aged between 20 and 25 were 19% while it was only 11.9% of the respondents that were aged between 36 and 40. This age composition implies that that majority of Compuscan CRB employees are youthful and energetic while on the other hand, it can be intuitively interpreted that after a given period, employees cease to be motivated by the available incentives and they leave before retirement.

Marital status

The result show that majority of the respondents were single forming 69% while their marriage counterparts were 31%. This finding supports the earlier findings that showed that majority of the respondents are of young age.

Education background

The results show that majority of the respondents had a bachelor's degree as their highest level of education composing 73.8% of the respondents. 11.9% had attained a diploma education

while 14.3% had a master's degree as their highest level of education. The results suggest that Compuscan CRB has taken up the common trend among the corporate companies that have chosen to have a bachelor's degree as the minimum qualification for most of their jobs. This education profile also indicates that the respondents had an education high enough to understand the items of the study and to provide appropriate responses.

Years of service

The result shows that majority of the respondents had worked for up to three years and comprised 50%, followed by those who had spent between 4-6 years who made 40.5 %, then those that served for 6 years and above comprised of 9.5 %. Majority of the respondents had spent time long enough for them to have had experiences and hence able to provide relevant responses.

4.2 Workforce diversity management practices in Compuscan

In this section, the result relating to objective one that aimed at assessing the dominant workforce diversity management practices in Compuscan is shown. These practices are weighed against the best practices that have been discovered over time. As such, the attempt was to assess the degree to which the said practices are present in the company under review.

A summary of the findings is as shown in table 4.2 below.

Table 4.2 Workforce Diversity Management

Mean and Standard deviation Workforce Diversity Management Practices		
	Mean	Std. Deviation
The leadership at this company encourages diversity.	2.86	1.26
Management shows that diversity is important through its actions.	2.69	1.179
This company is committed to improving the diversity of employees.	2.57	1.039
This company fosters a workplace that allows employees to be themselves at work without fear.	2.79	1.279
This company respects individuals and values their differences.	2.74	1.106
The leadership at this company treats all employees fairly.	2.48	1.087
At this company, employees appreciate others whose backgrounds, beliefs and experiences are different from their own.	2.9	1.226
This company takes active measures to seek a diverse candidate pool when hiring.	2.57	1.039
Employees of different backgrounds are encouraged to apply for higher positions.	2.36	1.322
Employees of different backgrounds are treated fairly in the internal promotion process.	2.31	1.22
There is a career development path for all employees at this company.	1.93	1.257
My experiences at this company have led me to become more understanding of differences among my coworkers.	2.86	1.336
I am aware of and understand the procedures for reporting incidents of discrimination and/or bias in the workplace.	2.79	1.2
Employees of different backgrounds interact well in this company.	2.67	1.459
This company has done a good job providing educational programs that promote diversity, equity and inclusion in our workplace.	2.4	1.308
Our company has established workforce diversity committees in place to deal with any workforce diversity issues.	2.05	1.147
Our rewards are based on our output rather than our background and know who.	2.14	1.407
The company has done a good job providing training programs that promote work force diversity and related issues.	2.21	1.26
GRAND MEAN AND STANDARD DEVIATION	2.52	1.23

Source; primary data

From the above findings, it can be said that Compuscan CRB has failed to adhere to the best practices of managing diversity. This is so since the grand mean (Mean=2.52, SD=1.23) was the results and it falls under the “Disagree” rank from the 5 Likert scale employed for this study. In essence, the respondents disagreed that the practices that have been found

instrumental in managing work force diversity. Surprisingly, even all the individual practices were largely rated disagree with a few that falls under “neither agree nor agree” rating.

It was for instance noted that the respondents disagreed that the rewards are fairly distributed “*Our rewards are based on our output rather than our background and know who.*” (Mean= 2.14, SD=1.26). This suggests that the respondents were not satisfied with equity in respect to rewards. Similarly, the respondents also disagreed that there are workforce diversity committees and neither did they agree that there is training on workforce diversity as can be seen in their ranking on the statements that aimed to assess the same;” *Our company has established workforce diversity committees in place to deal with any workforce diversity issues*(Mean=2.05, SD=1.14), *The company has done a good job providing training programs that promote work force diversity and related issues* (Mean= 2.21,SD=1.26).”. As such, the company can be said to have failed to establish a system that is able to monitor and promote workforce diversity.

A similar response of disagreement was also reflected on practices such as, fairness in career development, fairness in promotion opportunities and fairness in treatment of the employees by the leaders. This is so since the score was again under disagree. For instance, it can be seen in the response to the statement; “*There is a career development path for all employees at this company* (Mean=1.93; SD=1.22)”. The said results demonstrate the weakness in practically exhibiting a sense of organizational justice in regard to both distributive and relational justice that are vital in promoting workforce diversity management.

The other category of rating was the one that falls under “Neither Agree nor Disagree” ranking. Such results suggest that, while a little effort has been made towards managing diversity, the results are not well visible to the respondents. It thus means that with a more deliberate improvement, the company can be in a position of being considered to have achieved a

threshold or minimal expectations of its workforce in respect to managing diversity. Under the said ranking, there are such practices like employees from diverse background being able to interact well, the company's deliberate effort to hire people from diverse backgrounds. The said findings can be seen from the extracts of responses to such statements as; *"Employees of different backgrounds interact well in this company (Mean=2.67, SD=1.45), and this company takes active measures to seek a diverse candidate pool when hiring (Mean=2.57, SD=1.03)."*

In another group of responses that demonstrated a neither agree nor disagree findings, the respondents did so on the statements that attempted to assess such practices as, the leadership's promotion of diversity both through words and actions, the company's commitment towards improving diversity management, and creation of an environment where diverse employees can work without fear. This can be seen from a selected extracts from the findings such as, *Management shows that diversity is important through its actions (Mean=2.69, SD=1.17), this company fosters a workplace that allows employees to be themselves at work without fear (Mean=2.79, SD=1.27), and this company is committed to improving the diversity of employees (Mean=2.57, SD=1.03).*

Conclusively, it can be argued that, given the findings, Compuscan employees are not convinced that the company observes the expected best practices in managing workforce diversity. There is therefore a felt problem of diversity management in the company under review.

4.4 Challenges of workforce diversity management

In this section, the aim was to achieve objective two which attempted to find out the main challenges that Compuscan CRB was facing in managing diversity. The statements advanced were adopted from the common challenges that have been found in the past studies done from different contexts as being the ones that frustrate the effort of managing diversity. As such, it was important to find out whether the same problems found elsewhere would be the same

problems in the Ugandan contexts and specifically Compuscan CRB. The summary of the findings is shown in table 4.3 below.

Table 4.3 Challenges in Managing Workforce Diversity

Mean and Standard Deviation Challenges in Managing Workforce Diversity		
	Mean	Std. Deviation
Diversity is expensive for our company.	1.88	1.194
There are a lot of variations in our backgrounds as employees.	3.31	1.239
The wage gap between male and female is way too high.	3.9	1.206
Individuals associate with people they share similar backgrounds in our company.	3.76	1.144
There is a lot of unfairness in the recruitment and selection process.	3.19	1.215
There is a lot of discrimination in employee performance appraisals.	3.52	1.11
People do not treat each other with respect most especially if they are of different races.	2.81	1.215
Top management does not support workforce diversity initiatives.	3.45	1.292
The company lacks a policy on workforce diversity.	3.4	1.149
There is a lot of stereo typing making some employees inferior to others.	3.83	1.248
Grand Mean	3.31	1.20

Source; primary data

From the findings in general, the respondents neither agreed nor disagreed that the commonly found challenges are the ones affecting Compuscan CRB in managing diversity. This is so since the Grand Mean (Mean=3.31, SD=1.32) suggesting a response of “Neither Agree nor Disagree” as per the 5-point Likert scale that was employed to assess the study.

An assessment from individual factors, there were some of the common challenges that the respondents to this study indicated that did not apply to their company, there are others that they were not certain that they existed, while there were some challenges that were visible. For instance, the respondents did not agree that diversity was an expensive factor for the company to handle. As can be seen from the response to the statement that sought to examine whether diversity being expensive was a challenge, the respondents noted, “*Diversity is expensive for our company (Mean=1.88, SD=1.19)*”, which falls under “Disagree”.

In terms of the factors that the respondents were not certain whether they were the challenges that are affecting diversity management included variation among the employees, failure by top management to support workforce diversity, and failure by employees themselves to respect each other, and discriminations during performance appraisals. To these factors, the respondents indicated that they would not really attribute them to be major challenges affecting diversity management. In some of the extracts from the responses, it was for instance noted, *“There are a lot of variations in our backgrounds as employees (Mean= 3.31, SD=1.23)”*, *“People do not treat each other with respect most especially if they are of different races (Mean=2.81, SD=1.21)”*, and *“There is a lot of discrimination in employee performance appraisals (Mean=3.52, SD=1.11)”*. The responses to the said statements fall under neither agree nor disagree which suggests that the respondents cannot outrightly say the said factors were the real challenge that Compuscan was facing to manage workforce diversity.

Finally, there were some factors that the respondents believed that Compuscan CRB was facing in its attempts to manage diversity. Some of the common challenges that the respondents to this study agreed with includes, the wage gap between female and male being high, individuals sharing the same background, and stereotyping problem. The ranking was in agreement with statements that attempted to examine the same. For instance, it can be seen that the respondents agreed that, *“The wage gap between male and female is way too high (Mean=3.9, SD=1.20)”*, *“Individuals associate with people they share similar backgrounds in our company (Mean=3.76, SD=1.14)”*, and *“There is a lot of stereo typing making some employees inferior to others (Mean=3.83, SD=1.24).”*

4.5 Strategies that can improve workforce diversity management at Compuscan

This section attempts to respond to objective three which attempted to examine the possible strategies that Compuscan CRB can employ to enhance workforce diversity management. The study attempted to assess whether the strategies that have been found to work in other contexts

and in the past studies would be the ones that Compuscan CRB needs to employ. The summary of the findings is as shown in table 4.4 below.

Table 4.4 Strategies to Improve Workforce Diversity Management

Mean and Standard Deviation Strategies to Improve Workforce Diversity Management		
	Mean	Std. Deviation
All employees should understand the company policies	4.36	0.932
Managers should identify and address misconceptions and biases among staff	4.52	0.773
Employees should be empowered with diverse skills to work in teams	4.48	0.634
Our organization carries out Employee training in diversity management	4.12	1.017
Fresh employees need to be oriented to get familiar with the company operations and current workforce	4.52	0.552
Employees recruited should match with the skills required to perform the tasks	4.5	0.552
Our organization needs to develop an organizational culture that embraces workforce diversity	4.52	0.505
Managers need to support diversity management initiatives	4.55	0.504
There is need to have employee development programs in this organization	4.71	0.457
Grand Mean	4.48	0.656

Source; primary data

From the findings, the respondents agreed that all the strategies that have been found to work in other contexts would actually be the ones that Compuscan CRB needs to employ in order to improve on workforce diversity management. The respondents agreed with all the factors and the general mean was (Mean=4.48, SD=0.65) which lies under Agree in the 5-point Likert scale rating.

From the results, the respondents agreed that employees need to understand company policies, employees need to be empowered with diverse skills to work in teams, and also the organization should train employees on diversity management. This can be seen in responses to statements that attempted to assess the same. Some extracts from the respondents indicated that, “*All employees should understand the company policies (Mean=4.36, SD=0.93)*”, “*Employees should be empowered with diverse skills to work in teams (Mean=4.48, SD=0.63)*”, and “*Our*

organization carries out Employee training in diversity management (Mean=4.12, SD=1.01).’’

As can be seen, the response to the said statement was in Agreement.

The respondents also strongly agreed with other factors including, the need for managers to identify and address misconceptions and biases among staff, orientation of employee on diversity, matching employees jobs to their skills, development of organizational culture that embraces diversity and employee development programmes. This can be seen from a sample of extracts from the responses to statements that sought to examine the same like, “*Managers should identify and address misconceptions and biases among staff (Mean=4.52, SD=0.77)’, ’*”, “*Our organization needs to develop an organizational culture that embraces workforce diversity (Mean=4.52, SD=0.50)’, and “There is need to have employee development programs in this organization (Mean=4.71, SD=0.45)’. The responses to the said questions were in Strongly Agree ranking on the 5-Likert point.*

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This section provides an analytical discussion and interpretation of the research findings. It presents the discussion of the findings in relation to study objectives and review of literature. This chapter has a section on discussion, conclusions, recommendations, and areas of further research and limitations of the study.

5.2 Workforce Diversity Management practices

The findings showed that the best practices of managing diversity are low at Compuscan CRB. The respondents for example noted that there was a registered weaknesses as rewards fairness, absence of workforce diversity committees, training on workforce diversity, and failure to establish a system that can monitor and promote workforce diversity, poor career development, and weakness in fairness in promotion opportunities and fairness in treatment of the employees by the leaders. It is no wonder that with the weaknesses in workforce diversity management that Compuscan CRB has registered a challenge on the same. The said weaknesses are in contrary to what the previous scholars have emphasized that the practices need to be present if an effective workforce diversity management is to be achieved. For instance, scholars including Alcazar et al. (2013), Cascio (2018), and Shen et al., (2019) observed that diversity management programmes ought to be fully integrated as a package of human resource management function. In this respect, such practices would involve, equality of opportunity, flexible working times, work-family balance, participative performance assessment, inter-cultural training and flexible compensation. It is thus unfortunate that Compuscan CRB, according to the findings, has ignored the practices.

The said weaknesses could be attributed to emphasis on short run outcomes which dwells on equally short-term results at the expense of long term programmes such as diversity

management (Bassett-Jones, 2015). It could also be that the organization is busy resolving the immediate performance issues as opposed to longtermness (Bateman & Snell, 2018).

Further, the diversity management programmes could have been weakened due to the modern nature of new psychological contract that provides less and less opportunities to make long term initiatives. For instance, the employees are no longer staying with one organization for long and neither are organizations promising to offer long term employment to employees. Further, there has been a tendency to allow competition to thrive in organizations and employees are only safe for as long as they perform to the expectations. As such, the organizations have tended to ignore some important initiatives like diversity management which normally results to negative impact in the long term rather than short term (Resources, 2012; Armstrong, 2020).

For challenges during the recruitment process, organizations should look out for specific skills to encompass diversity, introduction of good strategies that will help to retain the diverse talent by empowering them. To build an inclusive and harmonious workplace, organizations need to recruit candidates who are able to work with or lead diverse teams (Kalargyrou & Costen (2017). To reduce this mixed reaction paradox, organisations should use proper communication media and messages, such as minority publications and websites, use minority recruiters and advertising materials that include diverse individuals and communicating the importance and value of diversity to all applicants to maintain a positive diversity climate among new hires (Guchait et al., 2016).

From the above findings therefore, Compuscan CRB can be said to have failed to adopt the best practices of managing workforce diversity. This justifies why the current study was relevant as it aimed to assess the actual nature of the problem of workforce diversity and try to identify what are the possible remedies for the same.

5.3 Challenges of workforce diversity management

The findings were more of a surprise since the results appeared to have differed from the commonly known challenges that normally face the diversity management efforts. Most of the responses were not sure and only agreed with such factors as, wage gap between female and male being high, individuals sharing the same background, and stereotyping as the main challenges that the respondents felt that Compuscan CRB was facing in its efforts to manage diversity.

The aforementioned challenges have been found to be common in such studies as, one undertaken by scholars as Devoe(2016); Esty et al.(2015), Robnson (2017), and Flagg (2017) who observed that wage gaps, stereotyping and indifference from the managers has been the major challenges facing the diversity management. Undoubtedly, where wage gaps exists either on the ground of gender or any other discriminating factor, management of diversity becomes a challenge. Equally, allowing stereotypes to take root in an organisation poses a challenge on how diversity can be effectively managed.

Further, unlike the current findings in this study, the challenge of diversity management being an expensive programme has been highlighted in other studies. For instance, studies by scholars like Flagg (2018), Marlene (2017), and Bassett-Jones (2016), found that managing diversity is an expensive programme and less allocation of finances and other resources like expertise has been a major challenge. Its perceived inconsequence in this study is thus a surprise exception.

Another implication to the above finding could be that, unlike the commonly known challenges, there could be other context-specific challenges that Compuscan CRB faces. Unfortunately, given the nature of this study, which only employed close ended questionnaires, it was not possible to possibly find out the other context specific challenges that may explain the current low status of diversity management in Compuscan CRB. Such challenges could

possibly be attributed to new forms of challenges such as utilization of modern technology in undertaking some of the HR functions such as monitoring performance and control. Use of such technology which is indiscriminative of the different abilities of people and being insensitive of special needs could be a challenge towards managing of diversity (Gupta, 2017). Another possible challenge that is associated to modern day realities could be the high levels of unemployment which by default provides an opportunity for some organizations to ignore important programmes like diversity management since employees in fight to get and maintain employment, are likely to tolerate some challenges (Barta ,2018; Ogbo, 2017). It could as well be the associated with the weak trade unions and weak employment laws in Uganda. Such a weakness can prompt an organisation to operate in a below the best human resource practices including poor workforce diversities. Future researchers may employ other research methods like qualitative study which may provide the possible context-specific challenges that may explain the current situation in Compuscan CRB.

From, the above findings, it can be said that the findings in respect to the possible challenges affecting diversity management in Compuscan CRB, differ with the commonly known challenges that have consistently been found in different contexts. As such, it can be concluded that the possible challenges to that effect, are context-specific that the widely used tool to assess the challenge may not be applicable in identifying the real challenges.

5.4 Strategies that can improve workforce diversity management

Findings to this study reveal that Compuscan CRB needs to employ the strategies that have been found to work in different contexts to improve on workforce diversity management. Specifically, the respondents agreed that there is a need for the employees to understand company policies, have the employees empowered with diverse skills to work in teams, diversity management training, proper orientation, top management support of workforce management diversity programmes, and enable a diversity-friendly culture.

The above results imply that Compuscan CRB should undertake a deliberate commitment to enshrine diversity management as a common practice. Initiatives such as having employees understand the importance of working together as a unified team regardless of their background, beliefs, physical, education and other differences, have been found to be instrumental in diversity management. For instance, the previous studies conducted by Wambui et al. (2017), Otaye-Ebede (2018), and Yeager and Nafukho (2011) observed that effective diversity management would need to incorporate employees as key stakeholders and actors other than leaving the whole task to the management. As such, the employees need to be actively empowered to ensure that they are mindful of their colleagues' needs and expectations. It is thus, not a surprise that the respondents to this study found the importance of having the employees trained, oriented and empowered in diversity management issues.

Equally, the findings in respect to top management commitment in support of workforce diversity management programme, is in line with the best practices that have been found to be successful in different contexts. The explanation for this finding is that an organisation is normally a reflection of its top management. Thus, when the top management is committed to manage diversity, the rest of workforce will follow suit. Top management therefore is expected to be a role model in diversity management. Previous studies such as ones conducted by Flagg (2018), Ryan (2016), Green *et al.* (2016), and Podsiadlowski *et al.*, (2013), found that top management need to be actively involved in fostering workforce diversity management if the initiative is to be effective.

In respect to the findings that Compuscan CRB need to consider enshrining an organisational culture that values and respects workforce diversity, it is important to note that culture guides decisions, behaviour and initiatives undertaken by various agents of an organisation. Both leaders and employees are bound to make decisions that are culturally fit. Such a culture, although may be changed, is normally enduring and long-term in nature that may outlive the

employees and the managers. As such, it is instrumental that a culture that respects diversity is enshrined in an organisation as it would guide diversity management. The findings largely supports previous studies such as ones conducted by Green *et al.* (2016) ,McKinsey(2018), and Speroniet *al.* (2016) that observed that organisation should adopt a culture that respects diversity.

The above findings, therefore, can be said to support previous studies that have identified some key initiatives such as involving employees, having managers who are committed, and adopting diversity-friendly culture as the instrumental mechanisms to foster workforce diversity management. It is would thus be interesting to find out whether Compuscan CRB would consider adopting the said initiatives as a means of addressing their workforce diversity management challenges.

5.5 Conclusions

This study sought to examine the workforce management diversity practices in Compuscan CRB, the challenges associated with managing the same, and the possible strategies that the organisation can employ. From the findings, it can be concluded that the organisation has largely failed to adopt the best practices that manage diversity, there appears to be more of context-specific challenges that are affecting diversity management in the organisation other than the commonly known challenges. The organisation needs to adopt the popularly known strategies like empowering employees on diversity matters, having top management support diversity management programmes, and adopting a culture that is sensitive to diversity management. The study, therefore, adds to the scholarly works that have been conducted in the Ugandan context examining diversity management as a topic.

5.6 Recommendations

From the findings of this study, it is recommended that, as a prerequisite for workforce diversity management:

Compuscan CRB employees' need to have a formal policy that addresses diversity. This would ensure that the employees and leaders do not go out of the stipulated behaviour when dealing with an employee who is different from them.

Compuscan CRB employees need to be empowered with diverse skills to work in teams. This would ensure that the employees embrace personal differences and learn to work in unity regardless of their makeup differences.

Compuscan CRB should train employees on diversity management. This would ensure that employees are actively in embracing and respecting people that are different from them.

Compuscan CRB top managers should be committed to and supportive of diversity management programmes. This sets an example to the subordinates to respect diversity.

Finally, Compuscan CRB should change its current culture and enshrine respect for diversity. Such a culture would be a reference point for both managers and employees in handling matters that relate to workforce diversity.

5.7 Study limitations

There are several limitations that can be attributed to this study as discussed hereafter.

The study adopted a cross sectional study design. Much as the design was appropriate for the study given the resources set aside for this study, especially the one year period set for the study, cross sectional design is not comprehensive enough. It fails to incorporate the possible change of opinion that may have occurred among the employees.

Again, the study adopted a quantitative approach with a close-ended questionnaire as data collection method. Thus, the respondents were restricted to predetermined answers. The approach fails to obtain an in-depth account of employees' opinion on the phenomenon under investigation.

Finally, the study only assessed one company. It is thus difficult to compare the findings with other organisations.

5.8 Future research opportunity

Given the findings and the limitations of this study, future researchers have the following opportunities to conduct a related study:

Future researchers have an opportunity to carry out a similar study employing a longitudinal design.

There is also an opportunity to conduct a similar study by employing a mixed approach.

Finally, there is a need to carry out a similar study assessing the actual challenges affecting diversity management in Compuscan CRB. This is so since there appear to be context-specific issues that affect the same than the widely known challenges.

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APPENDIX 1: RESEARCH QUESTIONNAIRE



MAKERERE UNIVERSITY BUSINESS SCHOOL

FACULTY OF GRADUATE STUDIES AND RESEARCH

MASTER OF BUSINESS ADMINISTRATION

QUESTIONNAIRE FOR IMPROVING WORKFORCE DIVERSITY MANAGEMENT AT COMPUSCAN CREDIT REFERENCE BUREAU (CRB) UGANDA

Dear Respondent,

I am a student pursuing a Master's Degree in Business Administration of Makerere University offered at Makerere University Business School. My study is on ***“IMPROVING WORKFORCE DIVERSITY MANAGEMENT AT COMPUSCAN CREDIT REFERENCE BUREAU (CRB) UGANDA”***. You have been identified as a respondent, and I therefore request you to kindly spare a few minutes of your busy schedule to fill this questionnaire. This study is purely for academic purposes. Responses shall be treated with outmost confidentiality.

SECTION A: BACKGROUND INFORMATION (Please tick appropriately):

1. Gender:

Male	Female
☐	☐

2. Age Category:

20-25 Years	26 – 30 Years	31 – 35 Years	36-40 Years	41 – 45 Years	46 Years and above
☐	☐	☐	☐	☐	☐

3. Education Level:

Diploma	Degree	Master's degree	Others (specify)

4. How long have you worked with Compuscan CRB Limited

Less than 3 years 4-6 years Above 6 years

5. Marital status

Married Single

SECTION B: Workforce Diversity Management Practices at Compuscan CRB Limited Uganda

Please respond to the statements below by circling the most appropriate number that corresponds to your level of agreement with the statement.

Strongly Disagree	Disagree	Undecided	Agree	Strongly Agree
1	2	3	4	5

	Item	SCALE				
B1	The leadership at this company encourages diversity.	1	2	3	4	5
B2	Management shows that diversity is important through its actions.	1	2	3	4	5
B3	This company is committed to improving the diversity of employees.	1	2	3	4	5
B4	This company fosters a workplace that allows employees to be themselves at work without fear.	1	2	3	4	5
B5	This company respects individuals and values their differences.	1	2	3	4	5
B6	The leadership at this company treats all employees fairly.	1	2	3	4	5

B7	At this company, employees appreciate others whose backgrounds, beliefs and experiences are different from their own.	1	2	3	4	5
B8	This company takes active measures to seek a diverse candidate pool when hiring.	1	2	3	4	5
B9	Employees of different backgrounds are encouraged to apply for higher positions.	1	2	3	4	5
B10	Employees of different backgrounds are treated fairly in the internal promotion process.	1	2	3	4	5
B13	There is a career development path for all employees at this company.	1	2	3	4	5
B14	My experiences at this company have led me to become more understanding of differences among my coworkers.	1	2	3	4	5
B15	I am aware of and understand the procedures for reporting incidents of discrimination and/or bias in the workplace.	1	2	3	4	5
B16	Employees of different backgrounds interact well in this company.	1	2	3	4	5
B17	This company has done a good job providing educational programs that promote diversity, equity and inclusion in our workplace.	1	2	3	4	5
B18	Our company has established workforce diversity committees in place to deal with any workforce diversity issues.	1	2	3	4	5
B19	Our rewards are based on our output rather than our background and know who.	1	2	3	4	5
B20	The company has done a good job providing training programs that promote work force diversity and related issues.	1	2	3	4	5

SECTION C: Challenges in Managing Workforce Diversity

To what extent do you agree that the following factors have hindered workforce diversity management at Compuscan CRB Limited?

		SCALE				
C1	Diversity is expensive for our company.	1	2	3	4	5
C2	There are a lot of variations in our backgrounds as employees.	1	2	3	4	5
C3	The wage gap between male and female is way too high.	1	2	3	4	5
C4	Individuals associate with people they share similar backgrounds in our company.	1	2	3	4	5
C5	There is a lot of unfairnesses in the recruitment and selection process.	1	2	3	4	5
C6	There is a lot of discrimination in employee performance appraisals.	1	2	3	4	5
C7	People do not treat each other with respect most especially if they are of different races.	1	2	3	4	5
C8	Top management does not support workforce diversity initiatives.	1	2	3	4	5
C9	The company lacks a policy on workforce diversity.	1	2	3	4	5
C10	There is a lot of stereo typing making some employees inferior to others.	1	2	3	4	5

SECTION D: Strategies to improve Workforce Diversity Management

To what extent do you agree that the following strategies can enhance effective workforce diversity management at Compuscan CRB Limited?

	Item	SCALE				
D1	All employees are required to understand the company policies	1	2	3	4	5
D2	Managers should identify and address misconceptions and biases among staff	1	2	3	4	5
D3	Employees should be empowered with diverse skills to work in teams	1	2	3	4	5
D4	Our organization should carry out Employee training in diversity management	1	2	3	4	5
D5	Fresh employees need to be oriented to get familiar with the company operations and current workforce	1	2	3	4	5
D6	Employees recruited should match with the skills required to perform the tasks	1	2	3	4	5
D7	Our organization needs to develop an organizational culture that embraces workforce diversity	1	2	3	4	5
D8	Managers need to support diversity management initiatives	1	2	3	4	5
D9	There is need to have employee development programmes in this organisation	1	2	3	4	5

Thank You for your participation