**Data Set**

**Interview questions**

**Brief overview of diversity and inclusion**

Diversity refers to the representation of all forms of visible and invisible difference including but not limited to race, gender, ethnicity, disability, sexual orientation, education, class, rank, and age. It is also described as the variety of differences and similarities or dimensions among people, such as gender, race/ethnicity, tribal/indigenous origins, age, culture, generation, religion, class or caste, language, education, geography, nationality, disability, sexual orientation, work style, work experience, job role and function, thinking style, and personality type.

Inclusion relates to the acknowledgement and respect granted to every employee’s unique difference. It is also defined as how diversity is leveraged to create a fair, equitable, healthy, and high-performing organization or community where all individuals are respected, feel engaged and motivated, and their contributions toward meeting organizational and societal goals are valued.

**Brief overview of demographic diversity**

Demographic diversity is the easily detectable element found in any diverse society and are age, gender, social status etc.

Questions

1. In your view what is diversity and inclusion in your organisation?

……………………………………………………………………………………………………………

2. What are the challenges in managing diversity and inclusion with respect to the following demographics in your organisation?

1. Age

……………………………………………………………………………………………………………

b) Gender

……………………………………………………………………………………………………………

c) Social status

……………………………………………………………………………………………………………

d) Marital status

…………………………………………………………………………………………………

e) Financial status.

……………………………………………………………………………………………………………

f) Physical appearance and capabilities.

……………………………………………………………………………………………………………

g) Ethnicity

……………………………………………………………………………………………………………

h) What about other demographics I have not mentioned?

……………………………………………………………………………………………………………

**Brief overview of socio –cognitive diversity**

Socio-cognitive issues include religious, traditional and political beliefs, language and thinking patterns, sexual orientation, intelligence and knowledge.

Questions

1. What are the following socio- cognitive challenges in managing diversity and inclusion in your organisation at the individual level?
2. Religious beliefs

……………………………………………………………………………………………………………

1. Political inclinations

……………………………………………………………………………………………………………

1. Language

……………………………………………………………………………………………………………

1. Mental challenges

……………………………………………………………………………………………………………

1. Thinking patterns

……………………………………………………………………………………………………………

1. Sexual orientation

……………………………………………………………………………………………………………

1. Personality characteristics

……………………………………………………………………………………………………………

1. Intelligence

……………………………………………………………………………………………………………

1. Knowledge level (education level)

……………………………………………………………………………………………………………

**Brief overview of organisational diversity**

Diversity also involves the organisational context that adds to the diverse perspectives of the group dynamism such as occupation and functions of the employees, seniority in the firm, and hierarchical ranking within the organization.

Questions

1. What are the following organisational challenges in managing diversity and inclusion in your organisation?

a) Functional or job portfolios.

……………………………………………………………………………………………………………

b) Job status.

……………………………………………………………………………………………………………

1. Job tenure (seniority)

……………………………………………………………………………………………………………

d) What are the following challenges regarding hierarchical ranking in managing diversity and inclusion in your organisation?

i) Work experience.

……………………………………………………………………………………………………………

1. Functional experience.

……………………………………………………………………………………………………………

1. What else is important to know about managing diversity and inclusion in your organisation?

……………………………………………………………………………………………………………

1. Do you have any suggestions that will help mitigate the challenges in diversity and inclusion in your organisation?

……………………………………………………………………………………………………………

1. In your opinion what are some of the policies of the organisation that pose a challenge to diversity and inclusion management?

……………………………………………………………………………………………………………

1. In your view how do policies enacted by various regimes (governments) hinder the management of demographic, socio-cognitive and organisational diversity in the organisation?

……………………………………………………………………………………………………………

1. In a country like Ghana with over ninety ethnic groups, how does it pose a challenge to the management of:
2. demographic diversity

……………………………………………………………………………………………………………

1. socio-cognitive diversity

……………………………………………………………………………………………………………

1. Organisational diversity

……………………………………………………………………………………………………………

6. What are the challenges in managing diversity and inclusion within the historical context regarding socio-cultural values, politics and economics?

……………………………………………………………………………………………………………

7. In your view, how do the present socio-cultural, political and economic environment pose a challenge to the management of the following aspects of diversity in your organisation?

a) Demographic diversity

……………………………………………………………………………………………………………

b) Socio-cognitive diversity

……………………………………………………………………………………………………………

1. Organisational diversity

……………………………………………………………………………………………………………

1. How does the corporate diversity policies pose a challenge to diversity management in its subsidiary in Ghana regarding the following?
2. Demographic diversity

……………………………………………………………………………………………………………

ii) Socio- cognitive diversity

……………………………………………………………………………………………………………

1. Organisational diversity

……………………………………………………………………………………………………………

8. What are the convergence and divergence found between the corporate diversity policies and that of the subsidiary in Ghana regarding the following?

a) Demographics diversity

……………………………………………………………………………………………………………

b) Socio-cognitive diversity

……………………………………………………………………………………………………………

c) Organisational diversity

……………………………………………………………………………………………………………

9. Do you have any questions for the researcher with respect to the topic under discussion?

……………………………………………………………………………………………………………

**Appendix 2: Code Categories**

The code categories have been created in accordance with the interview question, each code has been assigned an alphabet or a combination of a digit and alphabet.

A - Appreciation of differences.

B - Belonginess

C - Utilising different background to achieve a set goal.

D - Existence of challenges

E – Challenges regarding age difference

F – Challenges regarding cultural context.

G – Gender challenges

H – Challenges regarding performance of females at the work place.

I – Challenges regarding envy

J – Challenges regarding marital status as its seen as a higher social status

K – Challenges regarding financial status.

L – Challenges regarding physical appearance.

M – Subtle challenges regarding the acceptance of criticism by colleagues.

N – No significant challenge.

O – Challenges regarding period of getting employee to accept organizational culture.

P – Challenges regarding religion.

Q – Challenges regarding politics.

R – Challenges regarding mental capabilities.

S – Challenges regarding thinking patterns.

T – Challenges regarding sexual orientation.

U – Challenges regarding personality characteristics.

V – Challenges regarding knowledge level.

W – Challenges regarding job portfolios.

X – Challenges regarding job status

Y – Challenges regarding job tenure.

Z – Challenges regarding work and functional experience.

1A – Challenges regarding organizational policy

2A – Challenges regarding various policies by government.

3A – Challenges regarding ethnicity

4A – Challenges regarding corporate policies.

5A – Challenges regarding subjugation.

6A – Challenges regarding stereotyping.

7A – Challenges regarding disrespect.

8A – Challenge regarding freedom of expression.

9A – Challenges regarding social status

10A – Challenges regarding assertiveness

11A – Challenges regarding high performance

12A – Challenges regarding employment benefit

13A – Challenges regarding differences

14A – Challenges regarding weak structures

15A – Challenges regarding historical context

16A – Challenges regarding economic condition.

17A – Challenges regarding socio-cultural values

18A – Convergence of policies

19A – Effective diversity strategy

20A – Challenges regarding language.

**CHAPTER 5: DATA PRESENTATION**

**5.1 Introduction**

The previous chapters have highlighted the importance of diversity and inclusion in organisations and the society. Challenges associated with diversity management have also being identified. This study sought to explore the challenges in managing demographics, socio-cognitive and organisational diversity by multinationals in the telecommunications industry in Ghana. This gap was filled by employing a qualitative multiple case study of selected multinationals to unravel the challenges in this regard. The organisations selected, exemplify the telecommunication industry in Ghana and therefore provide a suitable context for the research questions and objectives (Bryman,2012).

This chapter presents data which were collected and processed in consonance with the statement problem, research questions and objectives posed in the first chapter of this thesis. Key findings were reported under each category and incisive responses were quoted verbatim to give findings the needed expression. The subsequent chapter discusses, analyse the findings and links it to existing literature. This thesis employed a case study method where two multinationals in the telecommunications industry in Ghana were investigated.

Three in-depth interviews were conducted in the selected organisations, the interviewees were individuals who are experts in diversity and inclusion management. MTN-Ghana and Vodafone- Ghana had two and one diversity and inclusion management experts respectively. Subsequently, two focus group discussions were conducted in each organisation (MTN-Ghana and Vodafone-Ghana). The members of the two focus groups were individuals directly involved in the management of diversity and inclusion. The number of interviews and focus group discussions resonates with the assertion that the purpose of a case study is to obtain in-depth understanding of a phenomenon and not necessarily generalising the results. In this regard, the absoluteness of the data is more critical than the relative size (Bryman, 2012). Therefore, the three in-depth interviews and two focus group discussions provided an absolute data.

The findings of the study were presented in two segments: each part consists of responses from participants in one of the two multinationals under investigation. Within each segment, there were two sections; findings from in-depth interviews and focus group discussions. The responses were coded and grouped to form themes. The data was processed through thematic content analysis within the confines of the research questions and the chosen framework (Relational Framework). This was done by employing the general strategy of qualitative data analysis where a framework guides the process (Bryman, 2012). It involved the identification of themes and categories emerging from the data collected. This was done by examining the transcripts to identify themes, verify and qualify them by repeatedly searching the data for further categories and themes (Pope, Ziebland & Mays, 1999).

To achieve this, open coding was applied as the first step. This was where statements that summarise elements discussed in the transcripts was made after the responses from participants have been precisely transcribed (Burnard, Gill, Stewart, Treasure & Chadwick, 2008). Subsequently, similar codes identified were grouped to form themes. Quotes, speaking directly to the research questions and objectives, were used as exemplars. Regarding the focus group discussions, a consensus was established as to the degree of agreement on the challenges associated with the management of diversity in the respective organisations. This was done by employing a Likert scale to ascertain the degree of challenges with respect to the management of diversity and inclusion in the organisations understudy. After presenting the cases internally, a cross-sectional analysis was performed to fully understand the challenges within the telecommunications industry in Ghana regarding diversity and inclusion.

To validate the data, the presentation was sent back to participants to confirm if it mirrors their experiences (member check). This helped in reducing subjectivity and painted a realistic picture of the phenomenon. Finally, other qualitative researchers also assessed and analysed the data to ensure conformity.

**5.2 Personal data of respondents**

Participants in the in-depth interviews were management level personnel, who played a major role in diversity management in the respective organisations. The corporate services department of MTN also served as the diversity department. Two staff members were interviewed from this department, a man, and a woman. In the case of Vodafone, a designated department for diversity management is in place. The department has one expert who is a woman, who liaises with other departments to ensure the effective management of diversity in the organisation. In this regard, one in-depth interview was conducted since there was no one else who could provide information of equal measure. The participants in the in-depth interviews in both organisations were college graduates and fell within the age bracket of 30-40 years old. The semi-structured interviews were conducted on the premises of the respective organisations and took between one and a half to two hours.

Focus group participants were line managers from different departments and of varied background. The focus groups were made up of six members, three men and three women. They were all college graduates with substantial experience in management and fell within the age bracket of 30-35 years. The discussions were held on the premises of the respective organisations and lasted for almost three hours in both cases due to numerous views and counterviews by the participants.

**5.3 Objectives of the study**

The study sought to investigate the challenges encountered in managing diversity and inclusion and how they hampered the creation of an inclusive work environment. Selected organisations in the telecommunications industry in Ghana were investigated in the process. The main challenges investigated were associated with:

• Demographic diversity

• Socio-cognitive diversity

• Organisational diversity

Further, the historical context, national and corporate policies were assessed in the light of creating an inclusive organisation. The questions used in collecting data during the field work can be found in Appendix 1 and the codes created for the analysis is also found in Appendix 2.

**5.4 Coded text from in-depth interviews (MTN-Ghana)**

The analysis provided below is based on the interview questions and then coded according to the codes in Appendix 2.

**5.4.1 Demographic factors**

Question 1: In your view, what is diversity and inclusion in your organisation?

|  |  |  |
| --- | --- | --- |
| **Interviewee’s responses** | **Coding** | |
| *Interviewee* ***MTN 1***: Diversity and inclusion in MTN can be described as respecting the **differences** among employees to ensure that inclusion is upheld. MTN is made up of individuals from **diverse background** and the organisation recognises the need to make everyone feel that they **belong**. | **A** | Appreciation of differences |
| **B** | Belonginess |
| **C** | Utilising different background to achieve a set goal |
| *Interviewee* ***MTN 2***: Harnessing the **different backgrounds** in the organisation to achieve a set goal. | **A** | Appreciation of differences |
| **C** | Utilising different background to achieve a set goal |

Question 2: What are the challenges in managing diversity and inclusion with respect to the following demographics in your organisation?

| **Demographic factor** | **Interviewees’ responses** | **Codes** | |
| --- | --- | --- | --- |
| 1. Age | *Interviewee* ***MTN 1****:* The age difference **brew tension** in the sense that younger managers or team leaders find it **difficult to assign task to older members**, this is due to the fact the cultural context dictates that older individuals do not take instruction form younger ones. In realising this fact, MTN has designed a strategy to make bare task that are assigned to individuals ahead of time. This relief the younger managers or team leaders of the burden of given instructions every day, making the tension between the young and the old minimal. Another option to defuse this tension is allowing subordinates to air their grievances easily without being **victimised by senior colleagues.** | **E** | Challenges regarding age differences |
| *Interviewee* ***MTN 2***: MTN is a relatively **youthful** organisation in terms of employees, however **control becomes a bit difficult** when a long-tenure employee who is younger becomes the head of an employee who is older and relatively new. This normally happens when the older employee has much **experience** in other areas from a different organisation or highly educated and has been in the same school where he/she was a senior. Per the recruitment structure, qualification do not really matter, rather the employees’ ability to perform is the most important, this makes them to have **long tenure** and much **experience** on the job but may not be highly educated. This has led MTN to recruit employees’ who have just completed school. This creates **tension** within the Ghanaian context since **highly educated** people finds it difficult to work under individuals who are **less educated**. Similarly, older employees at times finds it difficult to submit to younger leaders. | **E** | Challenges regarding age difference |
| **V** | Challenges regarding knowledge level |
| **Y** | Challenges regarding job tenure |
| **Z** | Challenges regarding work and functional experience |
| 1. Gender | *Interviewee* ***MTN 1****:* A notable challenge is the **psychological make up** of women since they are very emotional in nature. Their male counterpart fails to comprehend the trend in their behaviour and wants them to be at their peak all the time. This creates **tension** and makes them feel **alienated** at time. Similarly, some female colleagues are guilty of this situation, expecting consistency from their female colleagues all the time. | **B** | Belongingess |
| **G** | Gender challenges |
| **H** | Challenges regarding performance of women at the work place. |
| *Interviewee* ***MTN 2****:* The **ego** of men makes it difficult to work with managers who are women. Men naturally see themselves as heads, per the Ghanaian context, and makes it difficult to take instruction from women. On the other hand, **women also tend to rebel** when they are being managed by a domineering male manager and turn to compare them to their spouses. The women especially turn to fight back when they are of **higher social standing** or associated with high-calibre individuals. E.g. When a woman is married to a prominent man in the society, it becomes difficult to submit to a manager of less social standing. | **G** | Gender challenges |
| **9A** | Challenges regarding social status |
| 1. Social Status | *Interviewee* ***MTN 1***: The most easily identifiable challenge is **jealousy**, since individuals of high social status are being envied by those of low social status. On the other hand, one would also find those of high social standing **disrespecting** those at the lower level, impeding harmony there by preventing inclusion. | **I** | Challenges regarding envy |
| **5A** | Challenges regarding subjugation |
| **7A** | Challenges regarding disrespect |
| *Interviewee* ***MTN 2*:** Younger or individuals who have less social status feel subjugated by the those of high social status | **5A** | Challenges regarding subjugation |
| **9A** | Challenges regarding social status |
| 1. Marital Status | *Interviewee* ***MTN 1****:* Marriage is seen to be prestigious in the Ghanaian context and married men and women elevate themselves higher than unmarried individuals which also brew tension and usually prevent inclusion*.* | **J** | Challenges regarding marital status as its seen as a higher social status |
| **5A** | Challenges regarding subjugation |
| **7A** | Challenges regarding disrespect |
| *Interviewee* ***MTN 2****:* Married employees see themselves to be more responsible than single employees and finds it difficult to take instruction from them. For example, the married employee will find it difficult to understand the manager who is single because he or she thinks they do not experience the stress that comes with issues surrounding marriage such as bringing up children. This impedes inclusion in the organisation. | **J** | Challenges regarding marital status as its seen as a higher social status |
| 1. Financial Status | *Interviewee* ***MTN 1***: Disrespect is the major challenge in this regard, those who are financially endowed turn to disrespect others who are less financially endowed. MTN sees this behaviour as bullying and has put measures in place to address it; such as escalating the issue to higher authorities. | **K** | Challenges regarding financial status |
| **5A** | Challenges regarding subjugation |
| **7A** | Challenges regarding disrespect. |
| *Interviewee* ***MTN 2****:* This also comes with some level of creating of ingroups due to the financial wellbeing. For example, people of the same financial standing are seen together and forms ingroups. This do not create a fully integrated or inclusive organisation. | **K** | Challenges regarding financial status |
| 1. Physical appearance and capabilities | *Interviewee* ***MTN 1****:* Physical appearance has not been significantly identified as a challenge when it comes to the formation of an inclusive environment; however, it may **play in the background**. The identifiable challenge is difficulty for individuals who are on the same level to **accept criticisms from colleagues** when it comes to forming a consensus. This prevent inclusion and delays decision-making. | **L** | Challenges regarding physical appearance |
| **M** | Subtle challenges regarding the acceptance of criticism by colleagues |
| *Interviewee* ***MTN 2****:* **No significant challenge** identified regarding physical appearance; however, there is the **perception that people of a stature has specific temperament**; e.g. short people are noisy and quick tempered such prejudice do not help the creation of an inclusive organisation. Similarly, **overweight people** are seen to be not trendy and hinder the quest for an inclusive organisation. Regarding capabilities, employees who do not contribute adequately to their teams normally do not feel belonged | **L** | Challenges regarding physical appearance |
| 1. Ethnicity | *Interviewee* ***MTN 1****:* Tolerance level is quite high and that reduces tension in this regard. The **culture of silence** makes it difficult to manage this difference. “People paint others with the same **ethnic or traditional brush** without taking time to know them. | **3A** | Challenges regarding ethnicity |
| **8A** | Challenge regarding freedom of expression |
| *Interviewee* ***MTN 2****:* No significant challenge identified, invariably there are **subtle differences**. Employees turn to gravitate towards their ethnic group or traditional beliefs, although it **does not physically manifest** in the work environment | **3A** | Challenges regarding ethnicity |

viii) What about other demographics I have not mentioned?

Although the following responses did not directly address demographic factors, they are included here because this is how the interviewees answered this question

|  |  |  |
| --- | --- | --- |
| **Interviewees’ responses** | **Codes** | |
| *Interviewee* ***MTN 1****:* Another challenge is the different rate of adjustment by individuals who come into the organisation. This poses a problem since it takes time to get everyone on the same page regarding the organisational culture. Inclusion is attained when everyone adjusts to the organisational culture indicating that slow adjusters retard the progress of inclusion. | **O** | Challenges regarding period of getting employee to accept organisational culture. |
| *Interviewee* ***MTN 2****:* People who are over enthusiast, assertive and seen to have a fighting spirit normally do not feel belonged since they are deemed disrespectful and ill mannered. | **10A** | Challenges regarding assertiveness |

**5.4.2 Socio-cognitive factors**

Question 3: What are the following socio-cognitive challenges in managing diversity and inclusion in your organisation at the individual level?

| **Socio-cognitive factor** | **Interviewees’ responses** | **Codes** | |
| --- | --- | --- | --- |
| 1. Religious beliefs | *Interviewee* ***MTN 1***: There is **no notable challenge** regarding religious diversity since the tolerance level in this regard is very high. However, one cannot discard **subtle tensions** among people of varied religious background. | **P** | Challenges regarding religion |
| *Interviewee* ***MTN 2***: No significant challenge identified | **N** | No significant challenge |
| 1. Political Inclination | *Interviewee* ***MTN1****:* Political inclinations play a part in how people carry themselves but do not surface in the work environment. Stringent measures are put in place to **curtail any visible occurrences** in this regard. For example, individuals are **forbidden** to be seen in any **political colours** during organisational functions. | **Q** | Challenges regarding politics |
| *Interviewee* ***MTN 2***: No significant challenge identified | **N** | No significant challenge |
| 1. Language | *Interviewee* ***MTN 1****:* High tolerance level in this regard reduces the tension considerably. However, the tendency for employees to gravitate towards those who speak their native language is quite high. | **20A** | Challenges regarding language |
| *Interviewee* ***MTN 2****:* No significant challenge identified, invariably there are subtle differences. Employees turn to gravitate towards their language group, although it does not physically manifest in the work environment*.* |
| 1. Mental challenges | *Interviewee* ***MTN 1****:* Challenges at this level is centred on the group leader or manager’s ability to identify the mental capabilities of team members and quickly recommend training to prevent over burning of other group members. Those overburdened feels reluctant over time taking on the added task and then withdraw. Those with lesser mental capabilities feel alienated since they are not properly engaged. This impede inclusion and the leader or manager “must identify those who are not coping with the work load and recommend training”. | **R** | Challenges regarding mental capabilities |
| *Interviewee* ***MTN 2****:* Slow thinking employees feel less belonged since they normally do not cope with the work pressure. |
| 1. Thinking Patterns | *Interviewee* ***MTN 1****:* More creative employees feel belonged than the less creative ones making them feel alienated | **S** | Challenges regarding thinking patterns |
| *Interviewee* ***MTN 2****:* A significant challenge arises when the less innovative individuals feel side-lined causing them to withdraw, preventing inclusion. A notable cause of “less innovativeness in thinking” is when a task monotonous. | **S** | Challenges regarding thinking patterns |
| *Interviewee* ***MTN 2****:* More creative employees feel belonged than the less creative ones making them feel alienated. |
| 1. Sexual Orientation | *Interviewee* ***MTN 1***: Certain sex orientation is frown upon in the Ghanaian context, making it an activity in the dark. There is remorse of LGBT in the organisation but has been kept in secret so one cannot put a finger on the challenge. | **T** | Challenges regarding sexual orientation |
| *Interviewee* ***MTN 2:*** Since its illegal in Ghana to be of any sexual orientation other than the natural, individuals don’t talk openly about it and those who indulge in it keep it secret and may not feel belonged. |
| 1. Personality characteristics | *Interviewee* ***MTN 1****:* The tension identified in this regard is the subjugation of the introvert by the extrovert, that makes them withdraw and prevent inclusion. | **U** | Challenges regarding personality characteristics |
| **6A** | Challenges regarding stereotyping |
| *Interviewee* ***MTN 2****:* The extrovert is not easily entertained by others since they are deemed to be less loyal and can’t keep secrets, therefore they are normally alienated. | **U** | Challenges regarding personality characteristics |
| 1. Intelligence | *Interviewee* ***MTN 1****:* Tolerance level at this level is high, the intelligent and the less intelligent averagely get on well. The intelligent people are willing to mentor others and the less intelligent are also willing to learn from them | **N** | No significant challenge |
| *Interviewee* ***MTN 2****:* An employee who performs intelligently, feel belonged than the person who fails to apply his or her intelligence properly. This makes those who are not peak performers fell less belonged*.* | **11A** | Challenges regarding high performance |
| 1. Knowledge level (education level) | *Interviewee* ***MTN1****:* The challenge in this regard is caused by stagnation on the organisational ladder by highly educated people, making them disengaged and retarding inclusion. | **V** | Challenges regarding knowledge level. |
| **7A** | Challenges regarding disrespect |
| *Interviewee* ***MTN 2****:* The tendency for highly educated employees to subjugate the less educated ones exist, however inclusion is based on performance, the better an employee perform the more belonged he or she feels. Furthermore, employees from well-endowed schools turn to look down on those from a less endowed school, creating tension and derailing inclusion. | **11A** | Challenges regarding high performance |
| **V** | Challenges regarding knowledge level |

**5.4.3 Organisational factors**

**5.4.3.1 Challenges**

Question 4: What are the following organisational challenges in managing diversity and inclusion in your organisation?

| **Organisational factor** | **Interviewees’ responses** | **Codes** | |
| --- | --- | --- | --- |
| 1. Functional or Job Portfolio | *Interviewee* ***MTN 1****:* The challenge in this regard is the low internal customer satisfaction, where individuals in charge of a function fails to deliver on time to another individual with a different job portfolio who is an internal customer. This prevent the needed inclusion in the organisation since the less satisfied internal customer do not feel belonged in the process. | **W** | Challenges regarding job portfolios |
| *Interviewee* ***MTN 2****: “*Knowledge is power and he or she who do not contribute to the team seem to be alienated”. On the other hand, tension brews when employees having different portfolios become self-cantered in getting on the same page to achieve a set goal. | **M** | Subtle challenges regarding the acceptance of criticism by colleagues |
| **W** | Challenges regarding job portfolios |
| 1. Job Status | *Interviewee* ***MTN 1****:* Highly ranked employees turn to be less concerned about lower ranked employee plight and make them feel alienated. On the other hand, lower ranked employees who do not report directly to a higher ranked employee may not treat his or her instruction with the needed urgency making the senior employee feel disrespected and then withdraw, derailing inclusion | **X** | Challenges regarding job status |
|  | *Interviewee* ***MTN 2****: “*Knowledge is power and he or she who do not contribute to the team seem to be alienated”. On the other hand, tension brews when employees having different job status become self-cantered in getting on the same page to achieve a set goal. | **M** | Subtle challenges regarding the acceptance of criticism by colleagues |
| **W** | Challenges regarding job portfolios |
| 1. Job Tenure (seniority) | *Interviewee* ***MTN 1****:* Those who do not have secured tenures such as casual, contract workers and third parties normally do not feel belonged because of job security and remuneration. | **Y** | Challenges regarding job tenure |
| *Interviewee* ***MTN 2****:* Knowledge is power and he or she who do not contribute to the team seem to be alienated. On the other hand, tension brews when employees having different job tenure become self-centred in getting on the same page to achieve a set goal. | **M** | Subtle challenges regarding the acceptance of criticism by colleagues |
| **W** | Challenges regarding job portfolios |

**5.4.3.2 Hierarchical ranking**

Question 5: What are the following challenges regarding hierarchical ranking in managing diversity and inclusion in your organisation?

| **Organisational factor** | **Interviewees’ responses** | **Codes** | |
| --- | --- | --- | --- |
| 1. Work Experience | *Interviewee* **MTN1***:* The experience employee at time feel reluctant to share knowledge, especially if the new comer is highly educated and his position is threatened. this makes them feel threatened and disengaged. The new comers also feel alienated when they are not given the needed support in this regard | **Z** | Challenges regarding work and functional experience |
| *Interviewee* ***MTN 2****: “*Knowledge is power and he or she who do not contribute to the team seem to be alienated”. On the other hand, tension brews when employees having different work experience become self-cantered in getting on the same page to achieve a set goal. | **M** | Subtle challenges regarding the acceptance of criticism by colleagues |
| **W** | Challenges regarding job portfolios |
| **Z** | Challenges regarding work and functional experience |
| 1. Functional Experience | *Interviewee* ***MTN 1****:* The challenge in this regard mirrors what pertains with respect to work experience | **Z** | Challenges regarding work and functional experience |
| *Interviewee* ***MTN 2****: “*Knowledge is power and he or she who do not contribute to the team seem to be alienated”. On the other hand, tension brews when employees having different functional experience become self-centred in getting on the same page to achieve a set goal. | **M** | Subtle challenges regarding the acceptance of criticism by colleagues |
| **W** | Challenges regarding job portfolios |
| **Z** | Challenges regarding work and functional experience |

**5.4.3.3 Policies**

Question 5: In your opinion what are some of the policies of the organisation that pose a challenge to diversity and inclusion management?

|  |  |  |
| --- | --- | --- |
| **Interviewees’ responses** | **Codes** | |
| *Interviewee* ***MTN1****:* The policy that makes individuals identify themselves regarding gender, age, marital status when filling forms do not auger well for inclusion since it highlights the differences in the organisations. | **4A** | Challenges regarding corporate policies |
| *Interviewee* ***MTN 2****:* Differences in employee benefit does not aid inclusion. For example, when people are assign the same task but have different benefit. Similarly, job tenure such as permanent and contract workers are given different packages. This at time do not inure to the benefit of the contract or casual worker, making them feel less belonged. | **Y** | Challenges regarding job tenure, |
| **12A** | Challenges regarding employment benefit |

Question 6: In your view how do policies enacted by various regimes (governments) hinder the management of demographic, socio-cognitive and organisational diversity in the organisation?

| **Interviewees’ responses** | **Codes** | |
| --- | --- | --- |
| *Interviewee* ***MTN 1:*** The country’s stand on LGBT does not encourage inclusion. | **T** | Challenges regarding sexual orientation |
| *Interviewee* ***MTN 2****:* Laws that prevent people from coming out to express themselves such as LGBT laws make people go underground and prevent inclusion. “An observation that I have regarding labour department is its dysfunctional nature”. This makes the laws ineffective, leading to employers not adhering to legislature enacted by government. | **2A** | Challenges regarding various policies by government, |
| **8A** | Challenge regarding freedom of expression |

**5.4.3.4 Challenges to management**

Question 7: In a country like Ghana with over ninety ethnic groups, how does it pose a challenge to the management of diversity?

|  | **Interviewees’ responses** | **Codes** | |
| --- | --- | --- | --- |
| Demographic Diversity | *Interviewee* ***MTN 1****:* Difficulty in accepting differences, stereotyping | **7A** | Challenges regarding disrespect |
| **E** | Challenges regarding age difference |
| *Interviewee* ***MTN 2****:* Northerners and those from the Volta region are normally marginalised since they are not much endowed in education, wealth etc. “This makes them feel oppressed.” | **6A** | Challenges regarding stereotyping |
| **5A** | Challenges regarding subjugation |
| **K** | Challenges regarding financial status |
| **V** | Challenges regarding knowledge level. |
| Socio-cognitive Diversity | *Interviewee* ***MTN 1****:* Difficulty in accepting differences, stereotyping | **E** | Challenges regarding age difference |
| **6A** | Challenges regarding stereotyping |
| *Interviewee* ***MTN 2****:* Northerners and Voltarians (people from the volta region) are normally marginalised since they are not much endowed in education, wealth etc. “They feel oppressed” | **5A** | Challenges regarding subjugation |
| **7A** | Challenges regarding disrespect |
| **K** | Challenges regarding financial status |
| **V** | Challenges regarding knowledge level |
| Organisational Diversity | *Interviewee* ***MTN 1****:* Difficulty in accepting differences, stereotyping. | **E** | Challenges regarding age difference |
| **6A** | Challenges regarding stereotyping |
| *Interviewee* ***MTN2***: Northerners and Voltarians (people from the Volta Region) are normally marginalised since they are not much endowed in education, wealth etc. “They feel oppressed.” | **5A** | Challenges regarding subjugation |
| **7A** | Challenges regarding disrespect |
| **K** | Challenges regarding financial status |
| **V** | Challenges regarding knowledge level. |

Question 8: What are the challenges in managing diversity and inclusion within the historical context regarding socio-cultural values, politics and economic conditions?

|  |  |  |
| --- | --- | --- |
| **Interviewees’ responses** | **Codes** | |
| *Interviewee* ***MTN 1****:* There is no significant challenge identified in my view. | **N** | No significant challenge |
| *Interviewee* ***MTN 2***: Northerners and Voltarians (people from the Volta Region) are normally marginalised since they are not much endowed in education, wealth etc. “They feel oppressed” | **5A** | Challenges regarding subjugation |
| **7A** | Challenges regarding disrespect |
| **K** | Challenges regarding financial status |
| **V** | Challenges regarding knowledge level. |

**5.4.3.5 Challenges to management of diversity**

Question 9: In your view, how do the present socio-cultural, political and economic environment pose a challenge to the management of the following aspects of diversity in your organisation?

|  | **Interviewees’ responses** | **Codes** | |
| --- | --- | --- | --- |
| 1. Demographics | *Interviewee* ***MTN 1****:* There is no significant challenge identified in my view | **N** | No significant challenge |
| *Interviewee* ***MTN 2:*** No significant challenge identified | **N** | No significant challenge |
| 1. Socio-cognitive diversity | *Interviewee* ***MTN 1****:* There is no significant challenge identified in my view | **N** | No significant challenge |
|  | *Interviewee* ***MTN 2****:* No significant challenge identified | **N** | No significant challenge |
| 1. Organisational Diversity | *Interviewee* ***MTN 1*:** There is no significant challenge identified in my view | **N** | No significant challenge |
| *Interviewee* ***MTN 2****:* No significant challenge identified | **N** | No significant challenge |

Question 10: How do the corporate diversity policies pose a challenge to diversity management in its subsidiary in Ghana regarding the following?

|  | **Interviewees’ responses** | **Codes** | |
| --- | --- | --- | --- |
| 1. Demographic Diversity | *Interviewee* ***MTN 1***: More sophisticated policies for the Ghanaian context, preventing the older employees who are not much in tune with current trends do not fully feel belonged. | **A1** | Challenges regarding organisational policy |
| *Interviewee* ***MTN 2****:* Policies are tailored to suit the Ghanaian context due to the differences between the two environments. An identifiable policy that is not suitable is employees urged to speak out which is not very Ghanaian since those who speak out are normally seen to be arrogant. ‘Candor with respect’ | **8A** | Challenge regarding freedom of expression |
| **10A** | Challenges regarding assertiveness |
| 1. Socio-cognitive Diversity | *Interviewee* ***MTN 1****:* More sophisticated policies for the Ghanaian context, preventing those with little exposure to feel belonged. | **A1** | Challenges regarding organisational policy |
| *Interviewee* ***MTN2****:* Policies are tailored to suit the Ghanaian context due to the differences between the two environments. An identifiable policy is that is not suitable now is the employees urged to speak out which is not very Ghanaian since those who speak out are normally seen to be arrogant. “Candor with respect” | **8A** | Challenge regarding freedom of expression |
| **10A** | Challenges regarding assertiveness |
| 1. Organisational Diversity | *Interviewee* ***MTN1****:* Liberal policies encouraged in the Ghanaian context such as the acceptance of LGBT as a normal way of life make some employees take entrenched positions in my view, preventing inclusion in the work environment. | **1A** | Challenges regarding organisational policy |
| *Interviewee* ***MTN 2****:* Policies are tailored to suit the Ghanaian context due to the differences between the two environments. An identifiable policy not suitable is employees urged to speak out which is not very Ghanaian since those who speak out are normally seen to be arrogant. | **8A** | Challenge regarding freedom of expression |
| **10A** | Challenges regarding assertiveness |

Question 11: What are the convergence and divergence found between the corporate diversity policies and that of the subsidiary in Ghana regarding the following?

|  | **Interviewees’ responses** | **Codes** | |
| --- | --- | --- | --- |
| 1. Demographic Diversity | *Interviewee* ***MTN 1****:* Divergent policies More sophisticated policies for the Ghanaian context Convergent policies – Business strategy that engage team members on individual basis. | **A1** | Challenges regarding organisational policy |
| *Interviewee* ***MTN 2****:* “I will touch on the divergence since the convergence such as training policies aid inclusion”. Candor with respect is a departure from the Ghanaian culture since they are not brought up to speak up against issues that affect them negatively. The declaration of gifts and sharing it among team members is also not Ghanaian. | **8A** | Challenge regarding freedom of expression |
| **10A** | Challenges regarding assertiveness |
| 1. Socio-cognitive Diversity | *Interviewee* ***MTN 1****:* Divergent policies More sophisticated policies for the Ghanaian context Convergent policies – Business strategy that engage team members on individual basis. | **A1** | Challenges regarding organisational policy |
| *Interviewee* ***MTN 2****:* The issues of candor with respect and declaration of gifts are points of divergence with religious tolerance being a point of convergence. | **8A** | Challenge regarding freedom of expression |
| **10A** | Challenges regarding assertiveness |
| 1. Organisational Diversity | *Interviewee* ***MTN 1****:* Divergent policies more sophisticated policies for the Ghanaian context Convergent policies – Business strategy that engage team members on individual basis. | **A1** | Challenges regarding organisational policy |
| Interviewee **MTN 2**: Candor still plays a major role in this respect as well as the flat organisational structure of the organisation since the Ghanaian social cultural structure is hierarchical. Regarding convergence strict adherence to a superior’s approval suits the Ghanaian context since most employees do not want to be liable for any initiative. | **8A** | Challenge regarding freedom of expression |
| **10A** | Challenges regarding assertiveness |

Question 12: What else is important to know about managing diversity and inclusion in your organisation?

| **Interviewees’ responses** | **Codes** | |
| --- | --- | --- |
| *Interviewee* ***MTN 1****:* I cannot put my finger on anything now | **N** | No significant challenge |
| *Interviewee* ***MNT 2****:* Socio -cultural differences among ethnic groups plays a major role in diversity and inclusion. | **F** | Challenges regarding cultural context |

**5.4.3.6 Suggestions to mitigate the challenges**

Question 13: Do you have any suggestions that will help mitigate the challenges in diversity and inclusion in your organisation?

| **Interviewees’ responses** | **Codes** | |
| --- | --- | --- |
| *Interviewee* ***MTN 1***: Encourage individuals to share their grievance | **8A** | Challenge regarding freedom of expression |
| *Interviewee* ***MTN 2****:* The cultural background should be clearly defined to enhance its appreciation. | **F** | Challenges regarding cultural context |

*Interviewer*: Do you have any questions for me with respect to the topic under discussion?

*Interviewee* ***MTN1****:* Why did you decide to write on diversity and inclusion?

Interviewee ***MTN2:*** *No question*

**5.5 Coded text from focus group discussion (MTN-Ghana)**

Moderator: How would you describe diversity and inclusion with respect to your organisation (MTN)?

| **Responses** | **Codes** | |
| --- | --- | --- |
| *Participant* ***1****:* The **organisation recognises differences** in the work environment and therefore steps are taken to make everyone feel **belonged**. This points to the fact that diversity and inclusion is appreciably practised in the organisation. I therefore I agree that diversity and inclusion exist in the organisation. | **A**  **B**  **D** | Appreciation of differences.  Belonginess  Existence of challenges |
| *Participant* ***2****:* The organisation is made up of people from varied background and the internal structures create the opportunity for individuals to **feel included** as part of the organisation. This makes diversity **an integral part** of the organisation. In this regard, I agree that diversity and inclusion exist in the organisation. |
| *Participant* ***3***: Diversity and inclusion is strongly practised in the organisation and can be seen in all departments. This encourages inclusion and the appreciation of differences. |
| *Participant* ***4***: The organisation ensures that employees are treated with equal measure indicating that **differences are appreciated** and **utilised for the good of the organisation**. To this end I agree that diversity and inclusion exist in the organisation. | **A**  **B**  **C**  **D** | Appreciation of differences  Belonginess  Utilising different background to achieve a set goal.  Existence of challenges |
| *Participant* ***5****:* Diversity and inclusion in the organisation can be described as ensuring that **individuals of different background** work in an environment that their talents are fully utilised and this is evident in the organisation. I agree that diversity and inclusion exist in the organisation. |
| Participant **6**: The organisational structures portrays good diversity management and I fairly agree that it exist. However, there are pertinent **issues that impact negatively** on this goal, such as the culture of silence regarding ethnic and LGBT issues. | **A**  **E** | Appreciation of differences  Challenges regarding age difference |

Table 5-1: Consensus (existence of diversity)

|  |  |  |
| --- | --- | --- |
| **Likert Scale** | **Participants** | **Percentage %** |
| Do not agree | 0 | **0** |
| Fairly agree | 1 | 16.66 |
| Agree | 4 | 66.66 |
| Strongly Agree | 1 | 16.66 |
| Total | 6 | 100 |

Moderator: Are there challenges regarding the management of diversity and inclusion in MTN?

| **Response** | **Codes** | |
| --- | --- | --- |
| *Participants* ***1***: I fairly agree that there are challenges in managing diversity and inclusion due to the differences found within the employees in MTN. | **13A** | Challenges regarding differences |
| *Participant* ***2****:* Although there are challenges in managing diversity, attempt has been fairly made to create an inclusive work environment. |
| *Participant* ***3***: I side with the first four participants that there is a fair measure of challenge, however, MTN is working around the clock to ensure an inclusive work environment. |
| *Participant* ***4***: Yes, I agree that there are challenges in managing diversity in MTN. Few reasons can be identified such as weak structures regarding the management of diversity and the deep-seated differences found within the work environment. | **13A**  **14A** | Challenges regarding differences  Challenges regarding weak structures |
| *Participant* ***5****:* I agree that there are challenges regarding the management of diversity and inclusion since there are notable dissatisfaction among employees which are not easily visible such as stereotyping of others from different regions of the country within the organisation | **6A** | Challenges regarding stereotyping |
| *Participant* ***6****:* I beg to differ with others who agree to the fact that there are challenges in managing diversity in the organisation. MTN has put measures in place to ensure an inclusive work environment by encouraging employees to focus on the task instead of the differences found among them. | **N** | No significant challenge |

Table 5-2: Consensus (existence of challenges)

|  |  |  |
| --- | --- | --- |
| **Likert Scale** | **Participants** | **Percentage %** |
| Do not agree | 1 | 16.66 |
| Fairly agree | 3 | 50 |
| Agree | 2 | 33.33 |
| Strongly Agree | 0 | 0 |
| Total | 6 | 100 |

Moderator: Are there any challenges in managing diversity and inclusion regarding religious beliefs, gender and political inclination in MTN?

| **Responses** | **Codes** | |
| --- | --- | --- |
| *Participant* ***1****:* Although there is significant collaboration among individuals of varied **age, gender and political** inclination, the male and the female tension still prevails. This is where females are not accorded the needed respect due to the cultural setting. | **G**  **H** | Gender challenges  Challenges regarding performance of females at the work place |
| *Participant* ***2****:* I concur but would go further to address the issue of the tension between **youthful exuberance** and **more matured employees**. In my view, the friction emanates from **generational differences**. | **E** | Challenges regarding age difference |
| *Participant* ***3****:* I disagreed with the earlier two participants in the sense that **per the work environment none of the above is tolerated** and all activities are geared towards the task at hand. | **1A** | Challenges regarding organisational policy |
| *Participant* ***4****:* I agree with the first two and will like to buttress it with level of **political differences** in the organisation. These differences are subtle and assumes an **ethnic dimension** at times. | **Q**  **3A** | Challenges regarding politics  Challenges regarding ethnicity/ language |
| *Participant* ***5****:* The challenge of diversity management in relation to **gender, religion and politics** is a reality but hardly manifest in the organisation. However, it is prevalent in the larger society. | **G**  **P**  **Q** | Gender challenges  Challenges regarding religion  Challenges regarding politics. |
| *Participant* ***6****:* I will focus on **religious differences** which also look innocuous but can be harmful. Even in the majority **Christian** fraternity there are significant differences regarding denominations and at times rear its ugly head. One cannot easily identify this challenge in the work place due to corporate policies. | **P** | Challenges regarding religion |

Table 5-3: Consensus (existence of religious beliefs, gender and political inclination challenges)

|  |  |  |
| --- | --- | --- |
| **Likert Scale** | **Participants** | **Percentage %** |
| Do not agree | 1 | 16.66 |
| Fairly agree | 3 | 50 |
| Agree | 2 | 33.33 |
| Strongly Agree | 0 | 0 |
| Total | 6 | 100 |

Moderator: Do you agree that there are challenges regarding diversity management in relation to organisational diversity such as job portfolios, status, experience and seniority?

| **Responses** | **Codes** | |
| --- | --- | --- |
| *Participant* ***1****:* organisational diversity adds to the complexity of the work environment since it dovetails into the demographic diversity.This creates tension due to the conflict between organisational structures and socio-cultural setting. This is evident in younger employees assuming higher position than older ones. The societal norms frown on older individuals submitting to younger ones. | **G** | Gender challenges |
| *Participant* ***2****:* There are challenges in this regard, especially when women are seen to aspire to greater heights in the organisation. This is due to the male dominated nature of the society. |  |
| *Participant* ***3****:* I agree with the earlier participant since organisational diversity is directly related to demographics. Experience and seniority is mostly associated with age and when the younger one is made senior over the older, tension is generated. | **W** | Challenges regarding job portfolios |
| **X** | Challenges regarding job status |
| **Y** | Challenges regarding job tenure |
| *Participant* ***4****:* Organisation diversity is underpinned by merit and in the work environment the task is the focus. I therefore see no significant challenge in my view. | **N** | No significant challenge |
| *Participant* ***5*:** I fairly agree that aspects of the organisational diversity pose a challenge to the management of diversity since it does not always conform to the socio-cultural norms of the people. Especially in instances such as the elderly is always right and men should always take a leadership role | **G** | Gender challenges |
| **H** | Challenges regarding performance of females at the work place |
| *Participant* ***6***: Certainly, there are challenges in this regard due to the differences between the socio-cultural dynamics and organisational structures. E.g. organisation emphasising exclusively on output while the society considers age and gender. | **E** | Challenges regarding age difference |
| **G** | Gender challenges |

Table 5-4: Consensus (existence of challenges regarding organisational diversity)

|  |  |  |
| --- | --- | --- |
| **Likert Scale** | **Participants** | **Percentage %** |
| Do not agree | 1 | 16.66 |
| Fairly agree | 2 | 33.33 |
| Agree | 3 | 50 |
| Strongly Agree | 0 | 0 |
| Total | 6 | 100 |

Moderator: Do you agree that policies enacted by various governments hinder the management of diversity management in your organisation?

| **Responses** | **Codes** | |
| --- | --- | --- |
| *Participant* ***1***: Policies by various government impact on the quest to create an inclusive environment. Government policies normally fail to protect employees in certain respect. E.g. wage levels do not correspond to inflationary rate making employees dissatisfied and reduces their sense of belonging. | **2A** | Challenges regarding various policies by government |
| *Participant* ***2****:* The challenge can be seen from both sides, that is from employer and employee angle. The employee normally bears the brunt of ineffective policies; however, the employer is also put in a precarious situation when policies force them to pay higher wages than they generate. This creates an unconducive environment for inclusion since tension ensues between the employee and employer. |  |  |
| *Participant* ***3****:* I fairly agree with the earlier submission since policies enacted by government do not adequately protect employees. E.g. contract workers are kept at the level for too long, making them feel insecure, reducing their sense of belonging. | **2A** | Challenges regarding various policies by government |
| *Participant* ***4****:* I fairly agree that government policies do not always create the job security needed to foster inclusion. Especially when policies do not effectively help in job creation. It prevents job security and that not make employees feel belong. | **Y** | Challenges regarding job tenure |
| *Participant* ***5***: I disagree with the assertion of the first two contributors in the sense that most policies are thoroughly discussed by stakeholders before its implementation. I do not see the various policies impacting negatively on the management of diversity in the organisation. | **N** | No significant challenge |
| *Participant* ***6****:* I strongly agree in the sense that government policies normally favour a group of people, endowing them with the needed skill to fill most positions in the organisation. This situation normally hinders ethnic balance and creates a gap between the north and the south regarding education, making a group more acceptable in organisations than others. | **2A** | Challenges regarding various policies by government |
| **3A** | Challenges regarding ethnicity/ language |
| **V** | Challenges regarding knowledge level. |

Table 5-5: Consensus (existence of challenges regarding government policies)

|  |  |  |
| --- | --- | --- |
| **Likert Scale** | **Participants** | **Percentage %** |
| Do not agree | 1 | 16.66 |
| Fairly agree | 4 | 66.66 |
| Agree | 0 | 0 |
| Strongly Agree | 1 | 16.66 |
| Total | 6 | 100 |

Moderator: Do you agree that ethnicity and language poses a challenge to diversity management in your organisation?

Participant 1: I do not see a significant challenge regarding ethnicity since individuals are required to perform their task as prescribed and has no ethnic connection.

Participant 2: I also agree that ethnicity do not play any part in the task at hand and each employee is much concerned about the task than ethnic issues. However, ethnicity cannot be underestimated in the quest for an inclusive work environment.

Participant 3: I also concur with the above submission.

Participant 4: I do agree with the earlier participants.

Participant 5: I do agree with the earlier contributors.

Codes (Participants 1-5): N- No significant challenge

Participant 6: I am of the view that ethnicity and language play a role in the management of diversity although not easily seen. Individuals turn to align to their ethnic group or those who speak the same language but in a subtle manner, impeding the desire to create an inclusive organisation.

Code: 3A- Challenges regarding ethnicity, 20A – Challenges regarding language.

Table 5-6: Consensus (existence of challenges regarding ethnicity and Language)

|  |  |  |
| --- | --- | --- |
| **Likert Scale** | **Participants** | **Percentage %** |
| Do not agree | 5 | 83.33 |
| Fairly agree | 0 | 0 |
| Agree | 1 | 16.66 |
| Strongly Agree | 0 | 0 |
| Total | 6 | 100 |

Moderator: Do you agree that socio-cultural values such as ethnicity pose a challenge to diversity and inclusion in your organisation?

Participant 1: Culture values play a significant role in the management of diversity since it embodies the thinking pattern of individuals. Individuals of varied background normally find it difficult copping with other values different from theirs and this is a great source of tension.

Participant 2: I fairly agree with the first contributor. Culture is very pervasive and controls how individuals relate to others. In this regard, there are challenges in ensuring inclusion since there are issues of “stereotyping.”

Codes (Participants 1 and 2): F- Challenges regarding cultural context

Participant 3: I disagree with the earlier participant in the sense that the task is the focus and that create inclusion.

Participant 4: I fully agree with the second contributor.

Participant 5: I do agree with participants two and three.

Participant 6: I do not see the impact of socio-cultural values on the management of diversity in the work environment since the organisation is a unit and the task is the focus.

Codes (Participant 4-6): N- No significant challenge

Table 5-7: Consensus (existence of challenges regarding socio-cultural values)

|  |  |  |
| --- | --- | --- |
| **Likert Scale** | **Participants** | **Percentage %** |
| Do not agree | 4 | 66.66 |
| Fairly agree | 2 | 33.33 |
| Agree | 0 | 0 |
| Strongly Agree | 0 | 0 |
| Total | 6 | 100 |

Moderator: Do you agree that the historical context of the country pose a challenge to the management of diversity in your organisation?

Participant 1: I do not see any significant challenge in this context.

Participant 2: I equally don’t see any significant challenge.

Participant 3: I agree with the first two participants, there is no significant challenge.

Participant 4: There is no significant challenge in my view.

Codes (Participants 1-4): N- No significant challenge

Participant 5: I agree that there are challenges in managing diversity regarding historical context, since ethnic groups see themselves to be more prominent than others due to the history. e.g. ethnic group that see themselves as great warriors’ whiles while other see themselves as great scholars etc. This creates a challenge when ensuring inclusion, “it turns to be a battle for pride”.

Participant 6: I fairly agree that there is a challenge in the sense that historically preoccupation of ethnic groups is still used against them, “putting them in a down trodden bracket”. This does not make them feel belonged in the work environment. e.g. “an ethnic group noted for been watchmen or security personnel”.

Codes (Participants 5 and 6): 15A- Challenges regarding historical context

Table 5-8: Consensus (existence of challenges regarding historical context)

|  |  |  |
| --- | --- | --- |
| **Likert Scale** | **Participants** | **Percentage %** |
| Do not agree | 4 | 66.66 |
| Fairly agree | 1 | 16.66 |
| Agree | 1 | 16.66 |
| Strongly Agree | 0 | 0 |
| Total | 6 | 100 |

Moderator: Do you agree that the present economic condition pose a challenge to diversity management in your organisation.

Participant 1: The present economic condition does not always ensure inclusion, since moderate spenders and less trendy individuals are not much appreciated by those who are trendy and high spenders. E.g. In the age of technology, those in tune with the latest technology align easily. This can be said for those who generate high income and it can be seen in the work environment.

Code: 16A- Challenges regarding economic condition

Participant 2: I do not see any significant challenge in this regard.

Participant 3: There is no significant challenge in my view.

Participant 4: There is no significant challenge in my view.

Codes (Participants (2-4): N - No significant challenge

Participant 5: I agree that there are challenges in this respect since the “haves” form a group easily and “the have not” are also seen aligning, this do not augur well in the creation of inclusion.

Participant 6: Those who are relatively sound finically normally lord it over those who are less financially endowed, creating a less inclusive work environment.

Codes (Participants 5 and 6): K- Challenges regarding financial status, 16A- Challenges regarding economic condition

Table 5-9: Consensus (existence of challenge regarding present economic condition).

|  |  |  |
| --- | --- | --- |
| **Likert Scale** | **Participants** | **Percentage %** |
| Do not agree | 3 | 50 |
| Fairly agree | 2 | 33.33 |
| Agree | 1 | 16.66 |
| Strongly Agree | 0 | 0 |
| Total | 6 | 100 |

Moderator: Do you agree that there is convergence between the corporate and the subsidiary in Ghana regarding policies in diversity management?

Participant 1: Corporate policies are normally tailored to suit specific context; however, it is normally not accurately aligned to make employees feel fully belonged. This is the case in some instances in MTN.

Participant 2: Most corporate policies lack the ability to address context- specific issues indicating its unsuitability.

Participant 3: There need to be a tailor-made policy at the organisational level to suit the Ghanaian context since policies do not really suit the environment.

Codes (Participants 1-3): 4A- Challenges regarding corporate policies.

Participant 4: There is a level of convergence but more needs to be done to suit the context.

Participant 5: There is a level of convergence but more needs to be done to minimise the challenge in managing diversity.

Participant 6: There is an appreciable level of convergence; however, there is a significant challenge regarding aligning corporate and subsidiary policy.

Codes (Participants 4-6): 4A- Challenges regarding corporate policies, 18A - Convergence of policies

Table 5-10: Consensus (existence of challenges regarding convergence of corporate and subsidiary policies)

|  |  |  |
| --- | --- | --- |
| **Likert Scale** | **Participants** | **Percentage %** |
| Do not agree | 3 | 50 |
| Fairly agree | 2 | 33.33 |
| Agree | 1 | 16.66 |
| Strongly Agree | 0 | 0 |
| Total | 6 | 100 |

Moderator: Do you agree that there is divergence between the corporate and the subsidiary in Ghana regarding policies in diversity management?

Participant 1: I not see any significant divergence in my view.

Code: N - No significant challenge

Participant 2: Divergence in policies exists since more sophisticated ones are normally imposed on the subsidiary in Ghana. This does not foster inclusion as desired in the organisation.

Participant 3: Corporate policies and the dynamics within the socio-cultural context of the subsidiary are normally in conflict since most policies are not formulated with the subsidiary environment in mind.

Participant 4: I agree with the first and the third contributors regarding divergence in policies especially with respect to the differences in ethno-demographic composition between the mother organisation and the subsidiary.

Participant 5: Divergence in corporate and subsidiary policies is an issue in managing diversity. The major challenge is aligning both contexts to ensure inclusion.

Participant 6: I do agree with earlier submission regarding contextual differences poses a challenge since policies are not “one- size- fits- all”.

Codes (Participants 2-6): 4A- Challenges regarding corporate policies, 1A- Challenges regarding organisational policy

Table 5-11: Consensus (existence of challenges regarding divergence of corporate and subsidiary policies)

|  |  |  |
| --- | --- | --- |
| **Likert Scale** | **Participants** | **Percentage %** |
| Do not agree | 1 | 16.66 |
| Fairly agree | 3 | 50 |
| Agree | 2 | 33.33 |
| Strongly Agree | 0 | 0 |
| Total | 6 | 100 |

Moderator: Do you agree that diversity and inclusion policies in your organisation are effective?

Participant 1: I agree that the organisation is doing well in the management of diversity; however, “there is room for improvement”.

Participant 2: I agree with the earlier participant, especially in ensuring a context- specific approach.

Participant 3: The strategy adopted is quite effective but needs a more detailed approach especially in aligning all ethnic groups to foster inclusion.

Participant 4: The strategy has proven effective so far but a rigorous approach is needed especially in creating awareness of the diversity concepts.

Participant 5: The strategy is effective but awareness should be created regarding its positive benefits when managed well and its detrimental effect when mismanaged. This will highlight the importance of the concept.

Participant 6: I agree that a significant effort is made by the organisation to ensure inclusion; invariably, more attention is needed to derive home its maximum benefit.

Codes (Participants 1- 6): 19A- Effective diversity strategy, D- Existence of challenges

Table 5-12: Consensus (existence of effective strategies)

|  |  |  |
| --- | --- | --- |
| **Likert Scale** | **Participants** | **Percentage %** |
| Do not agree | 0 | 0 |
| Fairly agree | 4 | 66.6 |
| Agree | 2 | 33.33 |
| Strongly Agree | 0 | 0 |
| Total | 6 | 100 |

**5.6 Themes: In-depth interviews and focus group (MTN-Ghana)**

The themes were created using common codes between in responses from in-depth interviews and focus group discussion in MTN- Ghana.

| **Theme** | **Codes** |
| --- | --- |
| Existence of diversity management | **A** – Appreciation of differences.  **B** - Belongingness  **C** – Utilising different background to achieve a set goal.  **D**- Existence of challenges in managing diversity. |
| *Challenges regarding demographic diversity.* | **E**-Challenges regarding age difference  **B** - Belongingness  **G** – Gender challenges  **H** - Challenges regarding performance of females at work place.  **I** – Challenges regarding envy  **J** –Challenges regarding marital status as it is seen as a higher social status  **K**- Challenges regarding financial status  **L** – Challenges regarding physical appearance.  **M**- Subtle challenges regarding the acceptance of criticism by colleagues.  **O**- Challenge regarding period of getting employees to accept organisational culture.  **V**- Challenges regarding knowledge level.  **Y** – Challenges regarding job tenure.  **Z**- Challenges regarding work functional experience.  **1A** – Challenges regarding organisational policy  **3A** – Challenges regarding ethnicity  **5A** – Challenges regarding subjugation.  **6A** – Challenges regarding stereotyping.  **7A** – Challenges regarding disrespect.  **9A** - Challenges regarding social status.  **10A-** Challenges regarding assertiveness.  **13A** – Challenges regarding differences  **14A** – Challenges regarding weak structures. |
| *Challenges regarding socio-cognitive diversity.* | **E** – Challenges regarding age difference  **F** – Challenges regarding cultural context  **K** – Challenges regarding financial status.  **P** – Challenges regarding religion.  **Q** – Challenges regarding politics  **R** – Challenges regarding mental capabilities.  **S** – Challenges regarding thinking patterns.  **T** – Challenges regarding sexual orientation.  **U** – Challenges regarding personality characteristics  **V** – Challenges regarding knowledge level.  **4A** – Challenges regarding corporate policies  **5A** – Challenges regarding subjugation.  **6A** – Challenges regarding stereotyping  **7A** – Challenges regarding disrespect.  **8A** – Challenge regarding freedom of expression  **11A** – Challenges regarding high performance. |
| *Challenges regarding organisational diversity.* | **F** – Challenges regarding cultural context  **G** – Gender challenges  **H** – Challenges regarding performance of females at the work place.  **K** – Challenges regarding financial status.  **M** – Subtle challenges regarding the acceptance of criticism by colleagues  **V** – Challenges regarding knowledge level.  **W** – Challenges regarding job portfolios.  **X** – Challenges regarding job status  **Y** – Challenges regarding job tenure.  **Z** – Challenges regarding work and functional experience  **4A** – Challenges regarding corporate policies.  **5A** –Challenges regarding subjugation.  **7A** – Challenges regarding disrespect |
| *Challenges regarding economic condition, historical context, government, corporate and organisational policies* | K –Challenges regarding financial status.  T – Challenges regarding sexual orientation.  V – Challenges regarding knowledge level.  Y – Challenges regarding job tenure.  1A – Challenges regarding organisational.  2A – Challenges regarding various policies by government.  3A – Challenges regarding ethnicity/language.  4A – Challenges regarding corporates policies.  5A – Challenges regarding subjugation.  7A – Challenges regarding disrespect.  8A – Challenges regarding freedom of expression.  10A – Challenges regarding assertiveness.  15A – Challenges regarding historical context.  16A – Challenges regarding economic condition. |

**5.7 Archival materials – MTN**

A recent assurance made by MTN -Ghana Limited indicated the organisation’s quest to create an inclusive work environment. The head of human resource stated that individuals with disabilities will not be discriminated against regarding hiring policies. This assertion was made at the first Ghana Federation of Disability Organisation fair. She categorically stated that MTN- Ghana Limited is “a very inclusive organisation, we believe in diversity and inclusion, for us is getting the right talents on board whether they are able-bodied or disable”. The organisation seeks to employ individuals who can deliver on the job. Further, MTN – Ghana Limited work towards empowering the less privileged in the society by creating a diverse workforce that translate into inclusion (MTN 2017).

A notable study of MTN -Ghana Limited identified five dimensions of diversity, namely: nationality, religion, gender, age and education (Suleman 2017). Further, Suleman (2017) inferred that the dimensions make each employee identify with one or more individuals in the organisation and then established a positive correlation between diversity management and productivity.

**5.8 Coded text from in-depth interview (Vodafone-Ghana)**

Interviewer: In your view what is diversity and inclusion in your organisation?

Interviewee: Diversity in Vodafone refers to the appreciation of differences and ensuring that the employees feel belonged.

Code: A - Appreciation of differences, B - Belonginess

Interviewer: What are the challenges in managing diversity and inclusion with respect to the following demographics in your organisation?

a) Age

Interviewee: No significant challenge identified, Vodafone has a youthful workforce who are treated equally.

Code: N- No significant challenge

b) Gender

Interviewee: Gender balance at mid-level needs to be worked on.

Code: G- Gender challenges

c) Social Status

Interviewee: No significant challenge identified. Employees are expected to focus on the task.

i) Marital Status

Interviewee: No significant challenge identified. Employees are expected to focus on the task.

ii) Financial Status

Interviewee: No significant challenge identified, however, capability determine role which translate into belongingness.

Code: N- No significant challenge

d) Physical Appearance and Capabilities

Interviewee: No significant challenge identified, however, capability determine role which translate into belongingness.

Code: N- No significant challenge

a) Ethnicity

Interviewee: No significant challenge identified, however, employees are comfortable with individuals from their ethnic group

Code: 3A – Challenges regarding ethnicity

Interviewer: What are the following socio- cognitive challenges in managing diversity and inclusion in your organisation at the individual level?

b) Religious beliefs

Interviewee: No significant challenge identified

c) Political inclinations

Interviewee: No significant challenge identified

d) Mental challenges

Interviewee: No significant challenge identified

Code: N- No significant challenge

e) Language

Interviewee: The desire to speak the mother tongue creates a challenge regarding the free flow of information. One will have to translate mother tongue into English at any formal gathering

Code: 20A – Challenges regarding language.

f) Thinking patterns

Interviewee: Thought processes are uniquely appreciated, although there are divergence views which normally delay decision- making.

Code: S- Challenges regarding thinking patterns

g) Sexual orientation

Interviewee: The laws of the country frown upon it, making it difficult to ascertain any challenge.

Code: T- Challenges regarding sexual orientation

h) Personality characteristics

Interviewee: The introverts are normally subjugated.

Code: U- Challenges regarding personality characteristics

i) Intelligence

Interviewee: Slow thinkers are normally marginalised and there is the need to encourage them to be competitive.

Code: R- Challenges regarding mental capabilities

j) Knowledge level (education level)

Interviewee: No significant challenge since employees’ capabilities play a major role, however, employees from supposedly first-class school and those highly educated cling onto this prestige which at time create friction between those who are less educated or from less endowed schools and highly educated or from top class schools.

Code: V- Challenges regarding knowledge level

Interviewer: What are the following organisational challenges in managing diversity and inclusion in your organisation?

a) Functional or job portfolios

Interviewee: Technical personnel normally find it difficult to get on a same page quickly to achieve a common goal which delays decision- making.

Code: W- Challenges regarding job portfolios

b) Job status.

Interviewee: No significant challenge identified, however the quest to level the playing field to make everyone feel belonged at times get on the way of other employees’ such as the usage of everyone’s first name irrespective of job status is an upfront to the Ghanaian culture. Individuals of high status are culturally accorded with the needed respect such calling them by their respective titles.

Code: X- Challenges regarding job status

c) Job tenure (seniority)

Interviewee: Contract workers do not feel belonged as fulltime and permanent employees.

Code: Y- Challenges regarding job tenure

d) What are the following challenges regarding hierarchical ranking in managing diversity and inclusion in your organisation?

i) Work experience.

Interviewee: The organisation employs intense internal recruitment making it a bit difficult for highly educated new entrants to feel belonged. This is because highly educated personals feel reluctant working as subordinates with less educated individual who has been promoted to a senior level due to experience on the job.

iii) Functional experience

Interviewee: Delay in decision- making which is normally because of self-centredness by employees of different background who finds it difficult to accept others’ views easily.

Code: Z- Challenges regarding work and functional experience

Interviewer: What else is important to know about managing diversity and inclusion in your organisation?

Interviewee: A notable challenge is the quest for gender equality without emphasis on competence?

Code: G- Gender challenges

Interviewer: In your opinion, what are some of the policies of the organisation that pose challenge to the management of diversity and inclusion.

Interviewee: No significant policy identified

Interviewer: In your view how do policies enacted by various regimes (governments) hinder the management of demographic, socio-cognitive and organisational diversity in the organisation?

Interviewee: No significant policy identified.

Code: N- No significant challenge

Interviewer: In a country like Ghana with over ninety ethnic groups, how does it pose a challenge to the management of:

Demographic, Socio-cognitive and organisational diversities.

Interviewee: ethnicity and language has great influence in this regard, however, it is not very visible in the organisation.

Code: 3A – Challenges regarding ethnicity, 20A – Challenges regarding ethnicity

Interviewer: What are the challenges in managing diversity and inclusion within the historical context regarding socio-cultural values, politics and economic condition?

Interviewee: No significant challenge.

Code: N- No significant challenge

Interviewer: In your view, how does the present socio-cultural, political and economic environment pose a challenge to the management of the following aspects of diversity in your organisation?

a) Demographic diversity

Interviewee: Creates segmentation due to different preferences of employees.

b) Socio-cognitive diversity

Interviewee: Creates segmentation due to the different background of employees

c) Organisational diversity

Interviewee: Creates segmentation due to the different expertise and experiences of employees.

Codes: Q- Challenges regarding politics, 16A- Challenges regarding economic condition

Interviewer: How does the corporate policy pose a challenge to diversity management in its subsidiary in Ghana regarding the following?

a) Demographic diversity

Interviewee: No significant policy identified.

b) Socio- cognitive diversity

Interviewee: No significant policy identified

c) Organisational diversity

Interviewee: No significant policy identified

Code (corporate policy): N- No significant challenge

Interviewer: What are the convergence and divergence found between the corporate diversity policies and that of the subsidiary in Ghana regarding the following?

a) Demographics

Interviewee: The subsidiary in Ghana derives its policy from the mother company. In this regard, there is much convergence.

Code: N -No significant challenge

b) Socio-cognitive diversity

Interviewee: An identified divergence in this regard is the love for dialogue instead of writing in the Ghanaian context.

Code: 1A- Challenges regarding organisational policy, 4A- Challenges regarding corporate policies.

c) Organisational diversity

Interviewee: There is much convergence in this regard since working in teams suits the Ghanaian context.

Code: N -No significant challenge

Interviewer: Do you have any suggestion that will help mitigate the challenges in diversity and inclusion in your organisation?

Interviewee: A clear defined policy should be enacted to address the issue of making other stakeholders feel belong in the organisation.

Code: D- Existence of challenges, Y- No significant challenge

**5.9 Coded text from focus group discussion (Vodafone-Ghana)**

Moderator: How would you describe diversity and inclusion with respect to your organisation (Vodafone)?

Participant 1: Diversity and inclusion management strategy seeks to involve all stakeholders of the organisation and it’s highly recognised by the organisation.

Participant 2: I fully agree with the initial participant.

Participant 3: Diversity is visible in the organisation and the organisation works towards ensuring the involvement of all employees.

Participant 4: Diversity and inclusion in the organisation can be described as an ongoing process that seek to ensure a conducive work environment for all employees irrespective of their beliefs or background.

Participant 5: Diversity and inclusion in the organisation is seen to be a branch of management that focus on the importance of every employee regarding their expertise to achieve a common goal.

Participant 6: Although it is a relatively new phenomenon in the organisation, it is a management approach that seek to build unity or cohesiveness among employees without suppressing differences.

Code (participants 1-6):

A - Appreciation of differences.

B - Belonginess

C - Utilising different background to achieve a set goal.

Table 5-13: Consensus (existence of diversity and inclusion)

|  |  |  |
| --- | --- | --- |
| **Likert Scale** | **Participants** | **Percentage %** |
| Do not agree | 0 | 0 |
| Fairly agree | 1 | 16.66 |
| Agree | 1 | 16.66 |
| Strongly Agree | 4 | 66.66 |
| Total | 6 | 100 |

Moderator: Is there any challenges in managing diversity and inclusion in Vodafone?

Participant 1: I do not see a significant challenge regarding the management of diversity and inclusion in the organisation.

Participant 2: Although there are factors that may impede inclusion in a diverse environment such as ethnicity, classism etc. I can’t put my finger on any significant challenge.

Participant 3: In as much as there are individuals with various backgrounds, the differences do not emerge at the work place since employees are required to focus on the task at hand. This makes it difficult to identify any significant challenge.

Participant 4: Activities in the organisation are task oriented, suppressing individual differences.

Code (participants 1-4): N- No significant challenge

Participant 5: I fairly agree that there are challenges in managing diversity and inclusion in the organisation.

Code: D- Existence of challenges

Participant 3: I agree that there are challenges in managing diversity and inclusion in the organisation due to the number of ethnic and religious groups in the organisation.

Code:

D- Existence of challenges

P- Challenges regarding religion.

3A- Challenges regarding ethnicity/ language

Table 5-14: Consensus (existence of challenges)

|  |  |  |
| --- | --- | --- |
| **Likert Scale** | **Participants** | **Percentage %** |
| Do not agree | 4 | 66.66 |
| Fairly agree | 1 | 16.66 |
| Agree | 1 | 16.66 |
| Strongly Agree | 0 | 0 |
| Total | 6 | 100 |

Moderator: Is there any challenges in managing diversity and inclusion regarding religious beliefs, gender and political inclination in Vodafone?

Participant 1: I do not see the manifestation of differences regarding religious beliefs, gender and political inclination in the work environment. In this regard, I do not see its impact on the management of diversity and inclusion.

Participant 2: I agree with the above submission.

Participant 3 I do agree with the first two submissions.

Participant 4: I have not identified any challenge.

Participant 5: There is no significant challenge in my view.

Code: N- No significant challenge

Participant 3: I disagree with the first two participants. The fact that the situation is not significant does not mean it does not exist or has no effect. Individuals focus on the task in the work environment but may be uncomfortable in one way or the other. What happens in the larger society has a direct impact on the work environment. These are ethnic friction and gender inequality etc. However, corporate policy turns to overwhelm this situation.

Code:

D- Existence of challenges

4A- Challenges regarding corporate policies.

3A- Challenges regarding ethnicity/ language

Table 5-15: Consensus (existence of religious beliefs, gender and political inclination challenges)

|  |  |  |
| --- | --- | --- |
| **Likert Scale** | **Participants** | **Percentage %** |
| Do not agree | 5 | 83.33 |
| Fairly agree | 0 | 0 |
| Agree | 1 | 16.66 |
| Strongly Agree | 0 | 0 |
| Total | 6 | 100 |

Moderator: Do you agree that there are challenges regarding diversity management in relation to organisational diversity such as job portfolios, status experience and seniority?

Participant 1: In my view, there are no significant challenges.

Participant 2: I agree with the first submission.

Code (participant 1-2): N- No significant challenge

Participant 3: there are difficulties in blending the various categories of employee in the organisation. This happens when individuals do not appreciate the background of others regarding status, seniority and experience etc.

Code: E- Challenges regarding age difference

Participant 4: I concur with the second submission that individuals of varied experience status and portfolios find it difficult to coexist with others in the organisation which may be due to unappreciation of other’s competence.

Participant 5: Status, experience and portfolios normally impedes inclusion since people of higher pedigree and of high social standing finds it difficult to blend with others of lower standing.

Code (participant 4-5):

E- Challenges regarding age difference

W- Challenges regarding job portfolios

X- Challenges regarding job status

Participant 6: I fairly agree with the submission that social standing and status in the work environment play a role in inclusion. Experience and seniority also create division in the work environment.

Code:

E- Challenges regarding age difference

W- Challenges regarding job portfolios

X- Challenges regarding job status

Z - Challenges regarding work and functional experience

Table 5-16: Consensus (existence of challenges regarding organisational diversity)

|  |  |  |
| --- | --- | --- |
| **Likert Scale** | **Participants** | **Percentage %** |
| Do not agree | 2 | 33.33 |
| Fairly agree | 1 | 16.66 |
| Agree | 3 | 50 |
| Strongly Agree | 0 | 0 |
| Total | 6 | 100 |

Moderator: Do you agree that policies enacted by various government hinder the management of diversity management in your organisation?

Participant (1-5): I do not identify any challenge in this regard.

Code: N- No significant challenge

Participant 6: I fairly disagree with the earlier submissions, various government policies impact on the quest to create an inclusive environment. If a policy favours a group of people, they may be empowered, creating an uneven playing field. E.g. the concentration of economic activities in a region may empower the inhabitants to attain greater socio-economic status. This may make them feel more belong in this regard than others.

Code: 2A- Challenges regarding various policies by government.

Table 5-17: Consensus (existence of challenges regarding government policies)

|  |  |  |
| --- | --- | --- |
| **Likert Scale** | **Participants** | **Percentage %** |
| Do not agree | 5 | 83.33 |
| Fairly agree | 1 | 16.66 |
| Agree | 0 | 0 |
| Strongly Agree | 0 | 0 |
| Total | 6 | 100 |

Moderator: Do you agree that ethnicity and language poses a challenge to diversity management in your organisation?

Participants (1-5): The first five participants did not see any significant challenge since the policy of the organisation emphasises on task in the work environment and nothing else.

Code: N- No significant challenge

Participant 6: The sixth participant had a counter view, arguing that ethnicity and language plays a role an employee’s decision regarding associating with others

Code: 3A- Challenges regarding ethnicity, 20 – Challenges regarding language

Table 5-18: Consensus (existence of challenges regarding ethnicity and language)

|  |  |  |
| --- | --- | --- |
| **Likert Scale** | **Participants** | **Percentage %** |
| Do not agree | 6 | 100 |
| Fairly agree | 0 | 0 |
| Agree | 0 | 0 |
| Strongly Agree | 0 | 0 |
| Total | 6 | 100 |

Moderator: Do you agree that socio-cultural values pose a challenge to diversity and inclusion in your organisation?

Participants (1- 4 and 6): The first four and sixth participants did not see any significant challenge.

Code: N- No significant challenge

Participant 5: I disagree with my fellow colleagues since socio-cultural values are vital aspects of an individual’s life. The policies of the organisation ensure that those values do not manifest in the job environment. However, they play a major role in the quest to create inclusion. Group formation is largely based on this and creates tension in a diverse environment when not managed properly.

Code: 17A- Challenges regarding socio-cultural values

Table 5-19: Consensus (existence of challenges regarding socio-cultural values)

|  |  |  |
| --- | --- | --- |
| **Likert Scale** | **Participants** | **Percentage %** |
| Do not agree | 5 | 83.33 |
| Fairly agree | 0 | 0 |
| Agree | 1 | 16.66 |
| Strongly Agree | 0 | 0 |
| Total | 6 | 100 |

Moderator: Do you agree that the historical context of the country pose a challenge to the management of diversity in your organisation?

Participants (1-2 and 4): The first two and fourth participants found no significant challenge in this regard.

Code: N- No significant challenge

Participant 3: I disagree with the other submissions; I fairly agree that the historical context play a role to ensure inclusion in the sense that past policies and past glories of some ethnic groups are critical issues. E.g. the development of the southern sector at the expense of the north coupled with the pride of ethnic groups normally finds its way into the work environment.

Participant 5: The historical context manifests itself in the workplace through individuals. Individuals who belong to an ethnic group with historical pride turn to lord it over others and this poses a challenge in creating an inclusive work environment. e.g. the Ashanti’s pride themselves as the descendants of the occupant of the golden stool and for that matter great warriors. The Akyem’s pride themselves as legal luminaries with the Fante’s seeing themselves as highly enlightened due to their contact with Europeans during colonial era. The Akuapems hold themselves as very discipline and respectful.

Participant 6: It plays a pivotal role in creating an inclusive environment. This manifest itself in group formation in the workplace. Further, it reduces belonginess of individuals who can’t identify with any prestigious group.

Code (participants 3, 5 and 6):

15A-Challenges regarding historical context

Table 5-20: Consensus (existence of challenges regarding historical context)

|  |  |  |
| --- | --- | --- |
| **Likert Scale** | **Participants** | **Percentage %** |
| Do not agree | 3 | 50 |
| Fairly agree | 1 | 16.66 |
| Agree | 2 | 33.33 |
| Strongly Agree | 0 | 0 |
| Total | 6 | 100 |

Moderator: Do you agree that the present economic condition pose a challenge to diversity management in your organisation.

Participants (1-4 and 6): The first four and sixth contributors saw no challenge in this regard.

Code: N- No significant challenge

Participant 5: I fairly agree that there is a challenge in creating an inclusive environment emanating from the present economic condition. Most people align with individuals who have the same economic power and that bring segmentation.

Code: 16A- Challenges regarding economic condition.

Table 5-21: Consensus (existence of challenge regarding present economic condition)

|  |  |  |
| --- | --- | --- |
| **Likert Scale** | **Participants** | **Percentage %** |
| Do not agree | 5 | 83.33 |
| Fairly agree | 1 | 16.66 |
| Agree | 0 | 0 |
| Strongly Agree | 0 | 0 |
| Total | 6 | 100 |

Moderator: Do you agree that there is convergence between the corporate and the subsidiary in Ghana regarding policies in diversity management?

Participants (1-6): I do agree that there is a level of convergence in training and development, serving diverse customers, recognising disabilities, respecting varied views and values.

Code: 18A- Convergence of policies

Table 5-22: Consensus (existence of challenges regarding convergence of corporate and subsidiary policies)

|  |  |  |
| --- | --- | --- |
| **Likert Scale** | **Participants** | **Percentage %** |
| Do not agree | 0 | 0 |
| Fairly agree | 2 | 33.33 |
| Agree | 4 | 66.66 |
| Strongly Agree | 0 | 0 |
| Total | 6 | 100 |

Moderator: Do you agree that there is divergence between the corporate and the subsidiary in Ghana regarding policies in diversity management?

Participant 1: I fairly agree that there is divergence in the context, such as the level of sophistication of the various contexts. Normally a more sophisticated policy and imposed on a less sophisticated one.

Participant 2: I fairly agree that divergence exist in the approach of embracing diversity since Ghana is highly heterogeneous.

Participant 3: I agree that there is divergence in communication. Ghanaians are comfortable with dialogue than written communication.

Participant 4: I fairly agree that divergence exist in the communication, Ghanaians prefer diplomacy, but the corporate policy require frankness.

Code (participants 1-4):

F- Challenges regarding cultural context

4A- Challenges regarding corporate policies

Participant 5: I do not see any divergence in my view.

Code: N- No significant challenge

Participant 6: I agree that there is divergence in the sexual orientation such as LBGT.

Code:

F- Challenges regarding cultural context

4A- Challenges regarding corporate policies

T- Challenges regarding sexual orientation

Table 5-23: Consensus (existence of challenges regarding divergence of corporate and subsidiary policies)

|  |  |  |
| --- | --- | --- |
| **Likert Scale** | **Participants** | **Percentage %** |
| Do not agree | 1 | 16.66 |
| Fairly agree | 2 | 33.33 |
| Agree | 3 | 50 |
| Strongly Agree | 0 | 0 |
| Total | 6 | 100 |

Moderator: Do you agree that diversity and inclusion policies in your organisation are effective?

Participants (1-4): The first four contributors agree strongly that the strategy is effective.

Code: 19A- Effective diversity strategy

Participant (5 and 6): Although I agree that the policies are effective, there is more room for improvement. In other words, a robust approach is needed to ensure its effectiveness.

Code: 19A- Effective diversity strategy, D- Existence of challenges

Table 5-24: Consensus (existence of effective strategies)

|  |  |  |
| --- | --- | --- |
| **Likert Scale** | **Participants** | **Percentage %** |
| Do not agree | 0 | 0 |
| Fairly agree | 0 | 0 |
| Agree | 0 | 0 |
| Strongly Agree | 6 | 100 |
| Total | 6 | 100 |

**5.10 Archival materials – Vodafone**

Vodafone prides itself as an organisation that offer equal opportunity irrespective of “race, nationality, cultural background, gender, age, marital status, sexual orientation, gender identity, disability, religious or political belief”. Going forward, Vodafone seeks to leverage diversity through the creation of an inclusive work environment where employees feel belonged they belong and where their talents are harnessed. Vodafone believe wants to create a better future for its employees, partners and society by embracing diversity and ensuring inclusion.

Vodafone intends to become the world’s number one employer of women. The organisation has decided to become relentless in their quest in this regard. The group CEO has been voted by the Financial Times as the number primary crusader of for employing women. Vodafone has made great progress in this respect by having 27% of their management force being women, hoping to clock the desired mark of 30% in 2020 (Vodafone, 2017).

**5.11 Themes: In-depth interview and focus group (Vodafone -Ghana)**

The themes are created using common codes between response from in-depth interviews and focus group discussion in Vodafone- Ghana.

Theme: existence of diversity management

Codes:

* A - Appreciation of differences.
* B - Belonginess
* C - Utilising different background to achieve a set goal.

Theme: challenges regarding demographic diversity

Codes:

* D - Existence of challenges
* E – Challenges regarding age difference
* G – Gender challenges
* 3A – Challenges regarding ethnicity

Theme: challenges regarding socio-cognitive diversity

Codes:

* P – Challenges regarding religion.
* S – Challenges regarding thinking patterns.
* T – Challenges regarding sexual orientation
* U – Challenges regarding personality characteristics
* V – Challenges regarding knowledge level.
* 2A – Challenges regarding various policies by government.
* 20A – Challenges regarding language

Theme: challenges regarding organisational diversity

Codes:

* D - Existence of challenges
* W – Challenges regarding job portfolios.
* X – Challenges regarding job status
* Y – Challenges regarding job tenure
* Z – Challenges regarding work and functional experience

Theme: challenges regarding economic condition, historical context, government, corporate and organisational policies

Codes:

* D - Existence of challenges
* F – Challenges regarding cultural context
* Q – Challenges regarding politics
* T – Challenges regarding sexual orientation.
* Y – Challenges regarding job tenure
* 1A – Challenges regarding organisational policy
* 2A – Challenges regarding various policies by government.
* 4A – Challenges regarding corporate policies.
* 15A – Challenges regarding historical context
* 16A – Challenges regarding economic condition.

**5.12 Cross-sectional analysis using common challenges of MTN and Vodafone**

The similarities found between the themes regarding MTN and Vodafone constitute the cross-sectional analysis. In this regard, the following are the codes found to be similar between the themes:

Theme: existence of diversity management.

Codes:

* A - Appreciation of differences.
* B - Belonginess
* C - Utilising different background to achieve a set goal.

Theme: challenges regarding demographic diversity

Codes:

* E – Challenges regarding age difference
* G – Gender challenges
* 3A – Challenges regarding ethnicity

Theme: challenges regarding socio-cognitive diversity

Codes:

* P – Challenges regarding religion
* S – Challenges regarding thinking patterns
* T – Challenges regarding sexual orientation.
* U – Challenges regarding personality characteristics.
* V – Challenges regarding knowledge level.
* 20A – Challenges regarding language.

Theme: challenges regarding organisational diversity

Codes

* W – Challenges regarding job portfolios
* X – Challenges regarding job status
* Y – Challenges regarding job tenure.
* Z – Challenges regarding work and functional experience

Theme: challenges regarding economic condition, historical context, government, corporate and organisational policies.

Codes

* T – Challenges regarding sexual orientation.
* Y – Challenges regarding job tenure.
* 1A – Challenges regarding organisational policy
* 2A – Challenges regarding various policies by government.
* 4A – Challenges regarding corporate policies
* 15A – Challenges regarding historical context
* 16A – Challenges regarding economic condition.