DIVERSITY IN LEADERSHIP AND THE INFLUENCE ON EMPLOYEE'S PRODUCTIVITY IN THE WORKPLACE

Jayesh Pravin Gagjee

Student number: 7863

Dissertation submitted in partial fulfilment of the requirements for the degree

Master of Management in Technology and Innovation

at

The Da Vinci Institute for Technology Management

Supervisor: S Grobler, PhD

2021

Declaration of Authenticity

I declare that the research project, *Diversity in leadership and the influence on employee's productivity in the workplace*, is my own work. Each source of information used has been acknowledged through a complete Harvard Referencing System. This dissertation has not been submitted before for any other research project, degree or examination at any university.
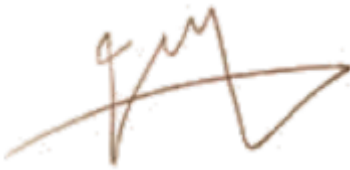
....
(Signature of student)

28 August 2022
(Date)

Houghton Estate, <South Africa>

Da Vinci Copyright Information

I agree that I have read and that I understand the copyright notice.

....

(Signature of student)

28 August 2022
(Date)

Abstract

Diversity in leadership is a crucial obligation for employers and organisations in the 21st century. The notion of diversity within leadership empowers and persuades employee involvement in the organisation. This, in turn, may generate higher levels of unity and harmony in the workplace. Therefore, it is an important obligation for the organisation of the employer.

This study examined the diversity in leadership and the influence on employee's productivity in the workplace. A quantitative research approach was applied using the Diversity and Inclusion Perceptions Survey instrument developed by Crouch. Questionnaires were sent to 134 employees, with 60 responses returned, equating to a 44% response rate. The results from the study found that there is a significant positive relationship ($P<0.05$) between diversity in leadership and employee productivity.

Diversity in leadership plays a significant role in the workplace in terms of employee productivity: it has a positive impact on creativity, communication skills, innovation, problem-solving, teamwork and decision-making.

Provided the positive influence of diversity in leadership on employee productivity and workplace success, it is recommended that organisations more clearly define and implement a framework that ensures leadership diversity.

Keywords: diversity in leadership, diversity, employee productivity, workplace success

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

List of Abbreviations and Acronyms

AA   Affirmative Action

DL   Diversity in Leadership

EP   Employee Productivity

CQ   Cultural Quotient

UK   United Kingdom

SPSS Statistical Package for Social Sciences

CEO   Chief Executive Officer

KMO   Kaiser-Meyer-Olkin

PCA   Principal Component Analysis

WS   Workplace Success

FNB   First National Bank

DS   Descriptive Statistics

EFA   Exploratory Factor Analysis

SD   Standard Deviation

CFA   Confirmatory Factor Analysis

CHAPTER 1
INTRODUCTION

1.1 Introduction

According to Sharma and Mishra (2018), globalisation is a significant factor in which diversity is considered vital and necessary to comprehend the market dynamics. Globalisation is one of the main reasons behind market changes and modifications in organisational dynamics (Sharma & Mishra, 2018).

Evans-Lacko and Knapp (2016) identified diversity as the prodigy where the distinctiveness of each person is determined and known by others. Changes within the work environment assisted the organisational leaders in mitigating the hindrances and challenges in fostering a homogenous work environment. In such a way, organisations have emphasised integrating added diverse practices within the workspace.

Henderson, Simon and Henicheck (2018) proclaimed that the diversity notion is a fundamental factor that has enabled the comprehension of the compositional disparities among employees in the workplace. Understanding diversity and functioning in a similar unit offer individuals the capability to accept other differences and attributes, ensuring a pleasant and friendly work environment. Along with diversity, inclusion also needs to be considered within the workspace. Furthermore, Khan and Jabeen (2019) stated that innovative outcomes could only be directed in a workplace when inclusion and diversity are jointly practiced.

Hughes and Brown (2018) stated that diversity leadership is a critical obligation for employees in the 21st century. Diversity in leadership suggests that leaders work on assimilation and building consistency among the workforce (Hughes & Brown, 2018). However, incorporating diversity in work practices might be challenging because overcoming one's differences is often difficult, and employees may lose concentration on work, resulting in lower productivity (Stephenson, 2017).

Furthermore, Arnold (2019) articulated that a diversified workforce of race, culture, ethnicity, socioeconomic status and sexual orientation is not inclined to work in synchronisation and unite

1

easily. The productivity and enthusiasm of personnel in the workspace could thus be negatively influenced. Therefore, the practices of diversified leaders should be examined and observed, to assess the effectiveness in improving employee productivity. Its efficacy is proved when the personnel is productive and enthused towards work and a similar goal and jointly form a common ground.

Given these contradicting views on the benefits of diversity in leadership on productivity and workforce success, this research aims to understand the perceptions of a single financial services organisation on the benefits of diversity in leadership.

1.2 Orientation and Background

Hammond, Lester, Clapp-Smith and Palanski (2017) declared that the free progression of services, data and merchandise or items worldwide led to increased interaction between and amongst teams and individuals internationally. This created workforces with diversity in experience, ethnic background, religion, age, and sexual orientation. On the other hand, numerous organisations were searching for the ability to assist the corporation with dominating the business world instead of presenting agreeable practices in the workplace which support changes and improvement. This in turn raised the need for organisations to incorporate intricacies and diversified people as it upgrades work power and, eventually, employee productivity (Krach, 2021).

Yet Nyakoi (2020) found that organisations experience difficulties because of changeability in values, language, social standards, and an aging workforce. These difficulties are conquered and eradicated when the organisational leaders are aimed at diversified practices (Nyakoi, 2020).

In support of this, Lambert (2016) emphasises that diversity in leadership was initiated to upgrade the conduct of managers in the work environment. The change and upgrade in their behavior would assist the managers with being the leaders expected to advance diversity and a pleasant work environment. The notion of diversity in leadership among the supervisors

proposes that leaders promote and empower diversity. They have remarkable motivations to recognise the uniqueness within the work environment.

To overcome the challenge of diversity as a cause of disharmony and productivity degradation, Guillaume, Dawson, Otaye-Ebede, Woods and West (2017) proposed the paradigm for customary leadership. This paradigm states that in traditional times, one team of white males was privileged to cooperate with other white males sharing a similar objective inside a workplace. The personnel was brought together and inspired to work in a comparative atmosphere.

Osborne and Hammond (2017) assert that the work environment improves and becomes a satisfactory workplace through diversity in leadership. It leads to proficiency in work management, increased productivity, adaptable workplace, and innovativeness. This furthermore leads to individual and organisational development. These are the components to gauge the achievement of the ramifications of the notion of diversity in leadership. Osborne and Hammond (2017) also showed that the leadership qualities of a person who emphasises the objective of fostering inclusion and diversity are demanded in the world of corporate at present.

Diversity within leadership empowers and persuades employee involvement in the organisation and ensures unity and harmony among them. Stephenson (2017) depicted that the success factors of working in coherency are associated with diversity in leadership. Stephenson (2017) explained that a joint approach between diverse aged employees who worked together could positively impact employee performance. This factor also adds to the leaders' avoidance of deceitful practices in the work environment—their inclinations, particularly against any cross-validated instance with their discernment.

Sunkuli (2017) asserted that researchers accept an absence of coherency in diversity in the leadership and the association, which can prompt the deficiency of critical chances that could push the organisation ahead. Particularly as far as contending with rivals, organisations that are varied in leadership end up in a situation from which they can adjust their capacity as per the circumstance, conflict, and emergency. Also, there is an association with the degree of risk-taking and development inside organisations. Similarly, Özsungur (2019) indicated that organisational culture where management supports diversity in leadership is creative and

upholds the dynamic abilities of their employees are seen to build efficiency among personnel. The studies focus is on the diversity in leadership and the influence on employee's productivity in the workplace.

1.3 Problem Statement

In contemporary organisations, employing diversified leaders is essential. However, it is often difficult to manage a widely varied workforce. The modern and present-day organisation recruits employees that differ in many different factors for example age, gender, culture and nationality. This recruitment practice promotes the need for employing diversified leaders. Additionally, a huge challenge for organizations is that the leaders from different ethnic backgrounds are often ill-prepared to handle multicultural disparities. Gomez and Bernet (2019) proposed that valuing diversity offers varied benefits to organisations; avoiding it can cause a particular cost to organisations. It remains a challenge for leaders to prepare their corporation to adapt diversity leadership in the workplace. The workplace often comprises people from different cultural backgrounds, which becomes challenging for management to unite all the employees. Since diversified leadership incorporates leaders of different ages, gender, ethnicity and experience level, employee productivity might be impacted due to these characteristics (Gomez & Bernet, 2019). Diversity is complex and when leaders are ill-prepared to deal with diversity, it may be difficult to embed diversity in leadership in an organisation.

Since the beginning of the 21st century, the concept of diversity in organisations has seen an upsurge and has been used to overcome various organisational challenges. Adapting to the influence of diversity in leadership in the workplace is leveraged to improve the training and education of managers to become leaders for future generations, ensuring productivity and integration. A broad range of employees within the workplace is associated with different backgrounds in terms of age, sexual orientation, ethnicity, and culture. Each might have a distinct influence on the productivity of employees. Increased globalisation and liberalisation in the modern world have raised serious concerns regarding the productivity of the workplace and employees. Therefore, for the betterment of employee performance, it is important to understand this workplace phenomenon more deeply. Therefore, the study aimed to broaden

the understanding of the impact and potential consequences of diversity in the workplace and employee productivity.

1.4 Research Aim

The study aimed to determine diversity in leadership and the influence on employee's productivity in the workplace. An outcome of this study, is to provide recommendations for management on practices to use in the successful execution of diversity in leadership thereby developing a new breed of leaders that will continually drive business success. Furthermore, proposing possible mechanisms and tools for managing diversity in the workplace more effectively for employee productivity.

1.5 Hypotheses

Hypothesis 1

H_{01}: There is no relationship between diversity in leadership and employee productivity.

H_{1a}: There is a relationship between diversity in leadership and employee productivity.

Hypothesis 2

H_{02}: Diversity in leadership does not influence workplace success.

H_{2a}: Diversity in leadership influences workplace success.

1.6 Research Objectives

The following research objectives support the main research aim:

1.6.1 To comprehensively define Diversity in Leadership and Employee Productivity in the workplace.

1.6.2   To describe the evolution of diversity in leadership in the workplace.

1.6.3   To examine whether there is a correlation between diversity in leadership and individual employee productivity.

1.6.4   To expand on the benefits and limitations of diversity in leadership in the workplace.

1.6.5   To propose possible mechanisms and tools for management to manage diversity in the workplace more effectively.

1.7 Research Philosophy

Epistemology indicates the concept or philosophy centered on the knowledge produced, integrating the methods and level to understand human operations and nature (Hiller, 2016). The study will adhere to the positivism epistemology as the research is focused on obtaining deeper comprehension of the behavioural impacts of diversity in leadership on workplace and employee productivity. Positivism focuses on obtaining an impression of society and revealing social trends, such as examining the impacts of diversity in leadership concerning the workplace and employee productivity. Furthermore, using positivism philosophy will help the researcher understand the research topic more objectively.

1.8 Research Methodology

The study followed the application of quantitative methodology as it is well-suited to the chosen epistemology. Bloomfield and Fisher (2019) define quantitative research as dealing with statistics and numbers. The main rationale for adopting the quantitative method is that it assists in systematically measuring the variables and testing the hypothesis. A quantitative approach incorporates graphical representation for the analysis and presentation of data. The data was collected through questionnaires completed by 60 participants.

The study was undertaken in the financial services industry, more specifically a commercial banking entity and was limited to a business unit within a bank. A bank is a financial institution that accepts deposits from the public and creates a demand deposit while simultaneously making loans. Lending activities can be directly performed by the bank or indirectly through capital markets. Because banks play an important role in financial stability and a country's economy, most jurisdictions exercise a high degree of regulation over banks. The banking company for the current research is a diversified financial services corporation based in South Africa, Johannesburg. In the business unit within the bank where the research has been conducted, the core business is insurance. The preliminary data was chosen for the present study as it will help express people's views regarding the diversity within leadership in the company under study more profoundly.

1.9 Theoretical and Conceptual Framework

The term 'leadership' has been a subject of conversation for decades. Problems associated with quality of leadership, the capability of leaders or leadership effectiveness as well as leadership styles are a common focus of debates in various research works. Leadership is an intricate thought because numerous viewpoints have originated, and quite a few approaches or theories have been created. A large number of models have been employed to make sense of the terms 'leadership' and 'effectiveness' (Seethalekshmi, 2014). This study set out to examine the relationship between leadership diversity and employee productivity and how it may influence workplace success. As such, this study employed a theoretical framework based on situational or contingency theories of leadership that are based on the idea that the leader's activities would differ based on the situations he or she is facing.

The study emphasised diversity in leadership and the influence on employee's productivity in the workplace. For this purpose, the first theoretical aspect covered is the explanation of diversity in leadership and employee productivity. The second theoretical aspect covered in the present study entails the evolution of diversity in leadership and exploring a correlation with employee productivity. The third theoretical aspect covers the diversity in leadership advantages and limitations within the workplace. The fourth theoretical aspect includes the potential relationship

between the two (negative or positive). The fifth and final aspect explains the mechanism and tools necessary for managing diversity leadership in the workplace.

1.10   Significance of the Study

The study is of prime significance for organisations and future researchers who have incorporated diversity in leadership or are planning to adapt to it within their research or workplace. The research is also significant as the findings will provide the context of the benefits and limitations of diversity in leadership, particularly in the company under study. The results from the study may also be of value to the organisation in which the study was conducted to improve management mechanisms and tools to embrace and enhance diversity in leadership. Furthermore, the study demonstrates potential conflicts within multicultural groups. The research findings may enable organisations, particularly the company under study, to reduce conflict and further enhance productivity.

Since diversity is an essential part of management studies, this research will add to the current human resource management literature field by illustrating how diversity can be managed and positively impact employee productivity in the work environment.

1.11   Limitation and Scope of the Study

The primary limitation of the study is that it incorporates data from only one country namely South Africa. Furthermore, since every nation has a varied background in terms of geographical characteristics, ethnic background and gender, leaders' viewpoints might vary regarding the demographics and resources of the country. Also, the findings of this research might be limited to a specific nation. However, the present study identified gaps in integrating and evolving diversity and prioritising social justice as targets in current diversity in leadership within the workplace (i.e., the company under study). Moreover, this study has further identified in-depth impacts of diversity on employee engagement and productivity that can help the researcher and organisations to the evolution of diversity, thus strengthening the research.

1.12 Chapters Overview

The study is presented in six chapters. The first chapter encompasses the introduction, comprising the purpose and rationale of the study and a brief background to the research topic. Chapter 2 extrapolated on relevant literature from past studies and provide the theoretical frame of reference for the research. Chapter 3 comprises the methodological approaches and procedures around which the research was framed, followed by the data analysis and results discussed in Chapter 4. Chapter 5 presents a discussion and conclusion based on the data analysis in Chapter 4, incorporating findings from previous studies. Chapter 6 concludes with a summary of the dissertation, including recommendations for future research.

1.13 Conclusion

This chapter discussed the background information to present the rationale for conducting the current research. The study investigated diversity in leadership and the influence on employee's productivity in the workplace. This may be a considerable concern for organisations in the contemporary world as they strive to be both relevant and competitive, and for this optimal employee productivity is necessary. Since it is vital to improving employee performance, it is imperative to understand workplace and diversity in leadership as well as the influence on employee productivity. Subsequently, this will form the rationale for the present research. This chapter also briefly presented an overview of the methods and approaches that will be used to conduct the research.

CHAPTER 2
LITERATURE REVIEW

2.1 Introduction

Discussions about workforce diversity too often become distracted, revolving around hot-button, politically-charged language, and missing opportunities to focus simply on making a clear case for the value of diversity that demonstrates clinical and financial improvements (Gomez & Bernet, 2019). This section of the present study aims to present an inclusive literature review regarding the impacts of diversity in leadership (DL) on employee productivity (EP). Furthermore, the literature review describes an overview of writings and other sources the researcher uncovered regarding diversity in leadership in the workplace. Leadership theories that are adopted as a conceptual framework are contingency and situational theories. Amanchukwu, Stanley and Ololube (2015) describe contingency theories of leadership to focus on particular variables related to the environment that might determine which style of leadership is best suited for a particular work situation. According to this theory, no single leadership style is appropriate in all situations. Success depends upon a number of variables, including leadership style, qualities of followers and situational features (Charry, 2012). Furthermore Amanchukwu, Stanley and Ololube (2015) assert that situational theory proposes that leaders choose the best course of action based upon situational conditions or circumstances. Different styles of leadership may be more appropriate for different types of decision-making. For example, in a situation where the leader is expected to be the most knowledgeable and experienced member of a group, an authoritarian style of leadership might be most appropriate.

2.2 Diversity, Diversity in Leadership and Employee Productivity

Diversity illustrates the various contrasts in people and their likenesses. Diversity cannot be seen as just racial or religious differences; it is the mix, everything being equal (Hunt, Layton & Prince, 2015). Diversity within leadership has the potential to empower employees and increase employee involvement in the organisation by building a foundation of unity and harmony among them. Forcing organisations to become more diverse through governmental affirmative action

policies could increase economic performance. This will result in businesses hiring workers whose wage is less than or equal to the value of their marginal product. According to Baldassarri and Abascal (2020), people often distrust members of other ethnic groups and tend to prefer interacting in culturally homogeneous communities. Hence this is an area where diversity in leadership is required.

Diversity in leadership means distinguishing those social feelings that are fluctuating and thereafter adjusting techniques and cycles that work for more team individuals. According to Stephenson (2017), the success factors of working in harmony are associated with diversity in leadership. Stephenson (2017) adds that a joint approach with employees of age diversity working under diversity in leadership could positively impact employee performance. This also adds to leaders avoiding deceitful practices in the work environment, acting according to their inclinations, particularly against any cross-validated instance with their discernment. Diversity in the workplace often increases the organisation's productivity. Workforce diversity may provide useful information to enhance the organisation's ability to compete in global markets.

Productivity is ordinarily characterised as a proportion between the resulting volume and the volume of data sources. It estimates how proficiently production inputs, such as work and capital, are being utilised in an economy to deliver a given degree of result (Plag, 2020). Furthermore, diversity in leadership enables diversity within a workplace, contributing to people feeling engaged and involved, thereby concluding that diversity in leadership is vital for enhancing productivity.

Employee productivity (often alluded to as labour force efficiency) is an appraisal of the productivity of a worker or team of labourers. Productivity might be assessed regarding the result of a representative in a particular timeframe (Massoudi & Hamdi, 2017). The notion of diversity within leadership empowers and persuades employee involvement in the organisation resulting in increased productivity.

A workplace refers to a place where an individual works for a line manager or themselves, with a clearly defined role to play. It can range from a large business to a production line (Oberländer, Beinicke & Bipp, 2020). Diversity in leadership focuses on how leaders at all levels

and ranks within the workplace mold the influence of diversity dynamics in the workforces under their supervision.

2.3 Explanation of Diversity in Leadership and Employee Productivity in the Workplace

Caligiuri and Tarique (2012) assert that leadership effectiveness has frequently been perceived as a challenge in corporate, social, and human resources management domains. In addition, leadership is a crucial aspect. Also, the capability of employee management within these organisations is due to the increased complexity of international forces and technological advancement (Punnett, 2018).

Deepak and Perwez (2019) asserted that diversity in leadership is associated with how leaders and managers deal with aspects of diversity under their management. Moreover, diversity in leadership alludes to judgements leaders draw at diverse group levels (Deepak & Perwez, 2019). As a result, there is a continuous association amongst the members for accomplishing goals and outcomes. However, leadership concerning diversity frequently does not only entail various leadership styles or tactics. Instead, it requires also comprehending portrayal of diversity dynamics in the corporation (Chuang, 2013). According to Chuang (2013), diversity in leadership is how leaders focus on collaboration and team involvement.

Additionally, Chin (2013) showed that leadership in diversity dynamics does not focus on a single person alone but emphasises the entire unit's operations. Diversity in leadership is also defined as coping with how individuals and groupings associate with one another and how management decisions are made at the core of the disparities, resemblance and tension amongst groups. Martins (2020) stated that diversity leadership focuses on how leaders at all levels and ranks within the workplace mold the influence of diversity dynamics in the forces under their supervision.

For Hughes and Brown (2018), diversity in leadership is a crucial obligation for employees in the 21st century. The notion of diversity within leadership empowers and persuades employee involvement in the organisation, resulting in increased productivity. Stephenson (2017) explained that a joint approach under diversity in leadership could impact employee

performances and productivity. Hanaysha (2016) asserts that employee productivity is one of the most crucial aspects of management. Several research studies have been conducted in this regard, emphasising it as a fundamental mechanism to improve workspace productivity. Nda and Fard (2013) refer to employee productivity as workspace productivity and define it as the measure of the individual output of an employee. For Sharma and Sharma (2014), employee productivity is centered on the time a worker is physically present at their job or workplace and the pace at which they are mentally present and effectively functioning throughout their presence at work.

McCann, Sparks and Kohntopp (2017) highlighted that diversity in leadership and integrity within leaders are vital elements in the strong connection between a leader and employee within the workplace. In addition, Hubbard (2012) declared that diversity in leadership plays a significant role in the improved performance of employees and results in improved productivity and organisational success. The definitions for diversity in leadership that have been adopted for this study are by Deepak and Perwez (2019) as well as Hughes and Brown (2018).

2.4 Evolution of Diversity in Leadership in the Workplace and Exploring the Correlation between Diversity in Leadership and Employee Productivity

Davis (2018) found that leaders have more challenges with a multi-generational workforce as the workforce is gradually becoming more diverse. Therefore, it is important to embrace diversity in leadership. According to Kerby and Burns (2012), organisations that completely adapt to diversity maintain a safer place in the marketplace than organisations that do not adopt it. Diversity alone could not on its own when employed develop creativeness and innovation in a business (Greer & Egan, 2019).

Concerning the evolution of Diversity in Leadership within the workplace, Hunt *et al.* (2015) emphasised the importance of embracing diversity in leadership within business. Recruiting practices enable individuals from different ethnic backgrounds to join an organisation. However, these individuals seldom achieve the leadership position, and leave organisations disgruntled. This typically leads to high attrition in certain demographic groups within a corporation. For Martins (2020), the workers resign as there is no leader present like them or anyone they can

associate with. Martins (2020) explains that this form of attrition is associated with the organisation being devoid of leaders that can connect with and mentor individuals from different backgrounds.

Additionally, leaders within the workplace throughout every industry should be keen to broaden the conventional opinions of leadership because they associate with the paradigms of circumstances, systems, and persona (Joubert, 2017). The workplace should engage with diversified leaders who have distinct styles of leading the organisation rather than continuously seeking the individual meaning of a traditional leader. However, corporations should be efficient in their privacy settings and increase productivity and profitability in the global economy (Boekhorst, 2015).

Kreitz (2008) found that Diversity in Leadership contributes extra value to individuals from diverse backgrounds; however, they should ensure that employees complete their tasks timely and effectively. Thus, there is a correlation between Diversity in Leadership and the effective performance of employees, with Diversity in Leadership resulting in diversity within a workplace and ensuring that employees feel engaged and involved. To conclude: diversity in leadership is vital for enhancing productivity in a diverse workforce.

Davis, Frolova and Callahan (2016) highlighted the success factors to work inhomogeneity in the workplace. For example, two or more employees with distinct characteristics and ethnic backgrounds perform similar tasks within the workplace. Regardless of their differences, the capability to work in a similar environment toward a common target is the product of Diversity within Leadership. This demonstrates that Diversity in Leadership can evolve and be embraced efficiently within the work environment. Thus Diversity in Leadership and its evolution and maturity in an organisation are important to unite a workforce towards a common goal.

Hubbard (2012) supports the view by observing that the growth of diversity in leadership increased employee productivity. Hubbard (2012) further found that if diversity within leadership levels is not present, it hampers innovation, proposing that organisations in the top quartile for diversity in sexual orientation have a 21% added likelihood of outperforming those in the bottom

quartile. Thus, showing that a correlation exists between diversity in leadership and workplace and employee productivity. This is supported by Chin, Desormeaux and Sawyer (2016) who also found an association between diversity in leadership and employee productivity. They interpreted it as a correlation and not a causal link.

Hunt *et al.* (2015) also suggested a relationship between Diversity within Leadership and improved performance of employees and better efficiency of the organisation. Hunt *et al.* (2015) stated that organisations in the top quartile of ethnic and racial diversity had a 35% added probability of having financial return above their national industry median. Furthermore, various studies showed a correlation between Diversity in Leadership and Employee Productivity; however, it may vary and differ based on gender diversity, ethnic diversity, and leaders' experience of diversity (Saxena, 2014; Ahmad, 2020).

2.5 Benefits and limitations of Diversity in Leadership in the Workplace

According to Gomez and Bernet (2019), recruiting and managing a diverse team is important for organisations to provide equivalent opportunities in the workplace and offer excellent service to consumers and clients. However, it is not enough to simply hire frontline employees of various backgrounds. Moreover, to obtain the maximum profit, the organisation's leadership team should also be diverse (Gomez & Bernet, 2019). Tamunomiebi and John-Eke (2020) found numerous advantages of diversity within the workplace: high productivity, exchange of ideas, learning and growth, effective communique, and a diverse atmosphere.

Perceptions present in diversity in leadership teams result in pressure-test suppositions and verdicts (Das, 2019). This reveals new ways of deliberating, fosters a growth mindset, and allows a learning corporation to be open to untried ideas. Furthermore, diversity in leadership within the workplace leads to higher employee involvement, enthusiasm and quicker decision-making (Das, 2019). However, when shared intelligence drives the process of decision-making, especially in times of vulnerability and rapid changes, a diverse leadership team carries a kaleidoscope of opinions strengthened by the diverse leadership of every team member (Fitzsimmons & Callan, 2020). Fitzsimmons and Callan (2020) added that gender, cultural, sexual orientation, racial, generational, technical or professional diversity would ensure

exceptional and inclusive decisions. Furthermore, Risberg and Gottlieb (2019) found that one more advantage of diversity in leadership in the working environment is trading thoughts inside a team, which drives the employees to be presented with various insights and opinions.

Suharnomo, Wahyudi, and Wikaningrum (2017) emphasised that associations have progressively pushed cooperation to guarantee the outcomes on tasks alongside the services and delivery of goods and products. Roberge and Van Dick (2010) indicated that, from one perspective, diversity among the workers brings positive outcomes such as critical thinking, innovativeness, and advancement. This can be conceivable if the organisation has a leader who fosters diversity and brings the diverse workforce under a single umbrella to work in a single unit and group. Patrick and Kumar (2012) found that Diversity in Leadership creates a diverse workforce and this leads to an increase in creativeness, adaptable adaption, and critical thinking. This may bring about competitive advantage.

In addition, Risberg and Gottlieb (2019) found that combining the diverse information and the abilities of socially dissimilar employees can be beneficial, especially by reinforcing the usefulness and responsiveness of the group to adjust to the evolving circumstance.

Every diversified culture and leadership team has its shortcomings and qualities. Accordingly, every one of the diverse workers has interesting qualities and weaknesses as a result of their way of life. Subsequently, when the exceptional characteristic is overseen precisely and viably in the work environment, it can use the qualities and supplement the shortcomings to profoundly influence the personnel within the work environment.

However, there are some limitations to diversity in the workplace: elevated diversity management costs, discrimination, correspondence issues, myriad convenience, and collaborating issues. Tatli (2011), regarding the augmentation of work fulfillment, asserted that the diversity of managing the work environment could be expensive. Hirsh (2009) found that discrimination is one of the pivotal limits in a diverse workplace, which challenges the productivity of the employees and leaders. According to Lambert (2016), there are a few correspondence issues because of diversity at leadership levels in the workplace. Richardson (2014) recognised that if the associations emphasise promoting diversity in workforce abilities,

it makes contrasts in viewpoints, absence of sympathy, absence of interest, and contrasts in discernment.

Concerning the limitation of Diversity in Leadership in the workplace, Roberge and Van Dick (2010) asserted that the myriad accommodation is viewed as one more constraint of diversity in leadership in the workplace. Roberge and Van Dick (2010) added that the consequences of executing Diversity in Leadership in the work environment could be negative, including improving contentions, declining team performance, and declining team cohesiveness. In contrast, Polat, Arslan and Dincer (2017) found that there are issues related to incorporation where the social fuse at the association cannot be affected to the most extreme degree. In addition, making selective gatherings of people is viewed as a natural cycle that cannot be controlled now and then. Language hindrances, social pressure, and civic detachment are among the most observable drawbacks of Diversity in Leadership in the workplace.

2.6 Relationship between Diversity in Leadership and Employee Productivity in the Workplace

Deepak and Perwez (2019) revealed that studies signify that having diversity in leadership levels generates mixed outcomes for employee performance. Few pieces of research indicate a positive relationship, while some show a negative relationship between employee performance and diversity in leadership (Saxena, 2014; Ahmad, 2020). Some scholars assumed that even though the outcomes regarding a direct relationship between diversity in leadership and employee productivity within the workplace improve organisational productivity and help to achieve success in the marketplace, it might be inconsistent as the relationship might be because of the other variables that were not considered (Hunt *et al.*, 2015; Hubbard, 2012).

Chin *et al.* (2016) found an association between diversity in leadership and employee productivity, interpreting it as a correlation and not a causal link. Hunt *et al.* (2015) found a relationship between Diversity in Leadership and improved performance of employees and better efficiency of the organisation. Moreover, organisations continuously endure improving the productivity of their employees by valuing and being thankful for their diverse participation

in the accomplishment of goals. Some researchers found a positive relationship between Diversity in Leadership with Employee Productivity. However, diversity in terms of age, sexual orientation, and ethnic background in diversity within leadership have an adverse relationship to the performance and productivity of employees (Ahmad, 2020). Saxena (2014) showed that diversity at leadership levels in the workplace is a strength for firms. However, individuals remain uninfluenced in their opinions regarding social order and religion. Therefore, diversity remains a hindrance. Nonetheless, if managed efficiently, it can increase employee productivity.

For Ahmad (2020), the diversity in experience among diverse leaders positively impacts employee productivity. In contrast, research conducted by the World Bank Group (2012) revealed that experienced leaders drive the productivity of the organisation as they embark on training that ultimately impacts employee performance. Moreover, employee experience exhibits their attentiveness, reliability and enhancement in professional knowledge that ultimately affects workplace productivity.

Conversely, Randolph-Seng, Cogliser, Randolph, Scandura and Smith-Genthôs (2016) found a positive relationship between diversity in leadership and employee productivity because organisations' diverse leadership teams are set on hiring a diverse workforce. Moreover, when diverse leadership teams efficiently manage a diverse workforce, they become extra devoted and productive. However, Alshaabani and Rudnák (2020) indicated that diversity at leadership levels might be challenging as they have varied opinions and insights. This shows the negative relationship of diversity in leadership with employee productivity. They face numerous challenges in comprehending individuals with diverse cultural and ethnic backgrounds whose ideas and anticipations might be dissimilar. Alshaabani and Rudnák (2020) also found that leaders' insights and styles might fluctuate and thus not work whilst managing a diverse workforce, leading to unproductive employees.

Magoshi and Chang (2009) explained that they found a positive relationship between diversity in leadership and the performance of employees. Diversity in the workforce and at leadership levels optimally impacts externally as a competitive tool for the betterment of the overall productivity of the organisation and workforce (Magoshi & Chang, 2009). Various studies showed that diversity in leadership leads to an increase in optimistic results: boosted

creativeness, increased commitment towards the organisation, lessened costs in recruiting and employee retention, reduced workers turnover, reduced discrimination among employees, elevated job engagement, amplified job satisfaction, elevated organisational citizenship behaviour, and reduced turnover intentions (Muchiri & Ayoko, 2013; Singh & Selvarajan, 2013).

Hubbard (2012) agrees, highlighting the effects of diversity on the workplace and employee productivity. Hubbard (2012) added that if diversity at leadership levels is not present, it hampers innovation and causes barriers within a corporation's capability to interrelate with other organisations and clients. According to Gotsis and Grimani (2016), diversity in leadership is vital for team and individual performance and morale. Suppose leaders can converse the negative impacts of diversity on work-group procedures. In that case, diversity in leadership can escalate to higher creativeness and innovation. Lastly, outstanding Diversity in Leadership can enhance mission readiness by providing better teamwork and self-esteem (Gotsis & Grimani, 2016).

2.7 Mechanism and Tools Required for Managing Diversity in the Workplace

The evolving role of diverse leaders to appeal to, retain, and interact with diverse employees in contemporary work environments boosts interactive leadership competency needs. Okoro (2012) maintains that effective diversity management is a success factor for the international triumph of businesses. Rockstuhl, Seiler, Ang, Van Dyne and Annen (2011) support this view in their assertion that leaders in the present globalised world must be effective in the quest to manage diversity effectively in the workplace. Rockstuhl *et al.* (2011) added that diverse leaders must manage culturally diverse settings effectively and productively, referred to as the capability of cultural intelligence or cultural quotient (CQ).

Visagie and Linde (2010) proposed that managing diversity in the workplace requires business leaders to adopt a delicate approach to differences in race and ethnicity disparities. In addition Hossain, Atif, Ahmed and Mia (2019) argued that conflict resolution is the imperative tool that helps manage diversity within the workplace and helps deal with conflicts. In contrast, Porcena, Parboteeah and Mero (2021) found that diversity management requires that the manager possess the vital skills needed for establishing a fruitful and productive workforce. Porcena *et*

al. (2021) added that effective diversity management could be done if managers have skills in organisational growth, leadership, change management, psychology, communique, evaluation and assessment.

Riche and Kraus (2009) believed that diversity could be managed in the workplace by adopting the Diversity-Capability model as the framework and foundation for organisations' diversity management training curriculum. Lauring (2013) agrees that tools could manage diversity in the workplace. Diversity management software and technology are technological solutions that assist organisational leaders, human resources, culture leaders, and diversity professionals in managing diversity alongside inclusion within the work environment (Lauring, 2013). Lauring (2013) added that these tools could be implemented in various organisational procedures such as diversity hiring, strategic planning event management, and people and diversity analytics.

Implementing diversity management practices can help leaders manage diversity within the workplace (Yang & Konrad, 2011). Such practices involve the elimination of obstacles to the employment of marginalised groups. As such, it includes employment equity and affirmative action projects. However, effective diversity management necessitates a comprehensive workplace culture that cultivates teamwork, cohesiveness, and engagement (Sharma, 2016).

Managing diversity is significant as it impacts every individual working in an organisation (Sharma, 2016). It may be appropriately dealt with within a workplace to further develop profitability, opportunity, and effectiveness. Fryer and Loury (2013) depicted that a multicultural organisation's engaged and planned approach to managing diversity could increase the company's productivity. This is in contrast to the pluralist organisation where diversity is viewed as a public relations tool and not a fundamental component in developing a competitive advantage.

The capabilities approach aids in managing diversity within the workplace (Sunday & Vera, 2018). The capabilities approach permits resolving the issue of gender equality corresponding to paid work and caring while offering a universal equality model established in acknowledging human diversity (Sunday & Vera, 2018). Moreover, the UK and other European nations have created laws to resolve the gender discrimination issue while hiring, excess decisions, and setting up privileges for adaptable working, maternity leave, and low maintenance work

(Annesley & Gains, 2013). These laws are referred to as Affirmative Actions (AA) edicts. Sharma (2016) proposed that Affirmative Action can guarantee that organisations meet legal necessities, however, it regularly diminishes administrative responsibility. This can also help in managing diversity within the workplace.

Alternatively, the model of cultural fit and included elements (e.g., paternalism and power distance) to concentrate on sociocultural dimensions can also help organisations manage diversity. Corporations undergo numerous challenges in managing diversity at the individual, group, and organisational levels, particularly when the workforce belongs to diverse religions and backgrounds. A few diversity management practices are summarised in Table 1, as proposed by Yang and Konrad (2011).

Table 1: Diversity management practices

Level	Practices
Individual	• Facilitating employee ability to recognize different perspectives and see them as an opportunity for work-related learning • Altering selection processes • Mentroing and networking for nontraditional employees
Work group	• Developing process management skills, such as negotiation and conflict management • Facilitating effective communications • Paying attention to diversity attributes, including status differentials, in composing groups and designating roles within them • Paying attention to the duration of the group's time together • Instilling mission-specific or other team-specific identities
Organization	• Making top leadership commitment visible, as in modelling appropriate behaviors • Tailoring diversity goals and practices to organizational goals and strategies • Developing and maintaining an appropriate organizational culture, including an effective "language" for talking about diversity • Emphasizing the organizational commonalities of diverse employees

	• Addressing the diversity impact of organizational evaluation and reward systems

Source: Yang and Konrad (2011)

2.8 Summary

The literature revealed that diversity in leadership is beneficial to increasing employee productivity within the workplace. This can be ascribed to its various benefits, including higher employee involvement, enthusiasm, quicker decision-making, trading of thoughts inside a group, critical thinking, innovativeness, and advancement. However, it might have limitations, including discrimination, accommodation, declining team performance, and team cohesiveness. Furthermore, various tools and approaches could be applied to manage diversity effectively in a work environment, such as incorporating Affirmative Action, sociocultural approaches, capabilities approach, diversity management practices, the Diversity-Capability model, and Diversity management software and technology. Managing diversity is significant as it impacts each individual working in an organisation. Therefore, it may be appropriately dealt with within a workplace to further develop profitability, opportunity and effectiveness.

CHAPTER 3
RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the research methodology utilised in this study. The methodology is a key part of the research. It helps the researcher demonstrate the ways and techniques in which the research must be conducted to achieve the aims and objectives of the research. Moreover, it helps the reader evaluate the study's authenticity, reliability and validity.

3.2 Research Design

Research design discusses the general plan employed to convey research that explains a concise and common-sense design to tackle an established research question through the collection, interpretation, analysis, and discussion of data. Furthermore, according to Akhter (2016) research design is the basis of research procedures and practices chosen by a researcher to carry out a study. The design lets researchers refine the research approaches appropriate for the topic and arrange the study accordingly. According to Baskarada (2014), research design enables the researcher to collect data through different means, such as surveys, conducting experiments and interviews. Thus, the design helps the researchers gather authentic, suitable, and reliable data (Apuke, 2017).

3.3 Research Philosophy

Al-Saadi (2014) explains that ontology and epistemology shape the research philosophy. The research philosophy is mainly dependent on these two components. Ontology is answering the question of what is reality and what shapes reality. It tells you about the knowledge and what is happening there. If you plan to solve any situation or problem, it will guide you on possible solutions and assist in identifying what is the problem. Ontology gives you three basic answers to questions. What shapes reality? What is reality? What is the relationship between each component? There are many beliefs about Ontology however 3 primary sets of beliefs may be

considered. The first believes that there is a singular reality and only one reality, meaning there is one universal set of solutions to a problem. The second belief is that there are multiple realities and truths. The third believe is that reality may be one and many (Klakegg, 2016).

The researcher currently leads a stream for Customer Enablement within the organisation. My core focus areas include discovering new and innovative ways to improve the experience for customers and the way the organisation operates going forward. This is achieved by driving customer experience initiatives, developing continuity insurance initiatives, growing new functionality as well as implementing new platform solutions to aid the organisation in improving its customer centricity using innovative technological solutions. I started my career in 2009 with the organisation and have performed several roles within the organisation, namely in leading areas in Servicing, Claims, Quality Assurance and Forensics. I currently hold a Bachelor's Degree in Business Management and I am studying for my Masters's in Innovation and Technology. As a customer-facing stream, I am exposed to many diverse demographics and geographies within the South African landscape. There are numerous diverse views and realities regarding the way organisations may enable employees and leaders in South Africa to positively influence workplace success. My ontological stance based on the research being conducted leans towards positivism. Customer experience is at the center of my role. However, I believe that not enough has been done through our systems and processes to promote positive, simple customer experience touch points.

Based on the ontology of positivism, an epistemology of knowledge can be measured using scientific rules using reliable tools and designs adopted to conduct the research. Additionally Al-Saadi (2014) explains that epistemology has three primary beliefs firstly knowledge can be measured using scientific rules using reliable tools and designs. The second belief is that knowledge is interpretive and so needs to be interpreted or explained. The third belief is that knowledge should be examined using the best tools, scientific design or interpretation.

The research was based on surveys. The entire study was conducted in the organisation, that is, the natural environments of the participants. Based on a deductive reasoning approach, the researcher built his knowledge base on this specific topic As an organisaton and an individual in a position that allows me to provide enablement services, it becomes my societal concern and an individual goal to deliver customer experience services to customers. In my current role,

I possess the ability to provide the technology, and infrastructure to communities to enable simple customer services, thereby contributing to the community. The philosophical style with which I associate within the context of this research is that of a positivist.

According to Etikan, Alkassim and Abubakar (2016), philosophy relates to information related to the technique in which data for the research is gathered. This research was based on the positivism research philosophy. According to Hennink, Hutter and Bailey (2020), positivists explain this approach as the perception where the reality is stable at one point, which can be described and observed from an objective viewpoint. The main rationale for choosing the positivism philosophy is that it is best suitable for the quantitative research method (McKim, 2017). Also, it helps analyse the structured and scientific data, giving concrete and unduplicated outcomes in the research. Another key rationale for choosing positivism is that the given research aims to examine the relationship of diversity leadership and employee productivity. The positivism approach allows an adequate exploration of the phenomenon under study, as this approach relates to one realistic point throughout the changing environment.

3.4 Research Approach

Walliman (2017) defines the research approach as a strategy based on numerous steps that offer a comprehensive set of knowledge regarding collecting, analysing, and interpreting the gathered data for the research. The researcher selected a deductive approach for the current research. The main rationale for choosing the deductive approach is to demonstrate a certain view, theory, or perspective to address the research objectives. For example, the given research aims to use a deductive approach to understand the evolution of diversity in the workplace and explained how diversity in leadership has contributed to employee overall productivity. Moreover, using different statistical techniques, the deductive approach helps test a hypothesis formed in the proposed research to ensure that objectives are aligned.

3.5 Research Method

According to Braun, Clarke, Hayfield, and Terry (2019), the research method is the most important part of the methodology, following the study's aims and objectives to make the research more effective. For this study, the mono-method quantitative research method was chosen. A monomethod study uses only one type of method, quantitative or qualitative. In a quantitative study, the data is in numerical form and this information is analysed using quantitative data analysis techniques. Coolican (2017) explains that the quantitative method involves numbers, figures, or statistical data. It helps in testing the hypothesis and laying comprehensive outcomes. The main rationale for using the quantitative method was because of the nature of the study. Also, this research method enables the researcher to analyse data, which can help distinguish the evolution of diversity in the workplace and the benefits and limitations of this notion in the current study. Another rationale for choosing quantitative research is the use of graphical illustrations to answer the designed research questions.

3.6 Population and Sample

A sampling technique refers to the methods employed by the researcher to search for possible participants to collect data from for a proposed study (Taherdoost, 2016). Thus, identifying possible participants for data collection is completed in this step. The data collection process becomes much faster and easier when the researcher has already identified the sampling group for the study. Regarding the sample for the current research, participants were selected from the company considered for the research. Employees working in the organisation were familiar with the designed aims and objectives of the current research and thus suitable as the research population of this study. However, only employees with experience in diversity and leadership and how these aspects proved beneficial for the organisation's overall development were included. The participants were both male and female. The current research comprised 60 participants as this was the number of responses received from 134 questionnaires that were submitted. McLeod (2019) states that a sample size equal to or greater than 30 is deemed sufficient. The total working population in South Africa in finance is 2 404 000 (Statista, 2021). A response rate of 60 surveys received was deemed sufficient because the total number of

employees in the company considered to participate in this study was 134.McLeod (2019) states that a sample size equal to or greater than 30 is deemed sufficient.

Using the agreed-upon sampling technique, identified a group of 134 people as approachable; 60 responses were received and this equated to a response rate of 44.7%. The respondent response rates were deemed sufficient as there should be at least ten observations per variable (Simmons, Nelson & Simonsohn, 2011). McLeod (2019) explains the central limit theorem states that the sampling distribution of the mean approaches a normal distribution, as the sample size increases. This fact holds especially true for sample sizes over 30.Therefore, as the sample size increases, the sample mean and standard deviation will be closer in value to the population mean μ and standard deviation σ. Furthermore McLeod (2019) expresses that the central limit theorem tells us that no matter what the distribution of the population is, the shape of the sampling distribution will approach normality as the sample size (N) increases. This is useful, as the researcher never knows which mean in the sampling distribution is the same as the population mean, but by selecting many random samples from a population the sample means will cluster together, allowing the research to make a very good estimate of the population mean. This is useful, as the research never knows which mean in the sampling distribution is the same as the population mean, but by selecting many random samples from a population the sample means will cluster together, allowing the research to make a very good estimate of the population mean. Thus, as the sample size (N) increases the sampling error will decrease. Thus, as the sample size (N) increases the sampling error will decrease. Therefore McLeod (2019) states that a sample size equal to or greater than 30 is required for the central limit theorem to hold.

3.7 Sampling Technique

Blaikie and Priest (2019) stated that the sampling technique collects data from a specific group or a population, reflecting a particular phenomenon. Moreover, the primary research design can be costly, making it impossible for the researcher to collect data from a wide population. Thus, the sampling technique specified by the researcher enabled the gathering of relevant data from the targeted population.

The stratified random sample technique has been used in the study.Simkus (2022) expresses that stratified sampling is a method of random sampling where researchers first divide a population into smaller subgroups, or strata, based on shared characteristics of the members and then randomly select among these groups to form the final sample. These shared characteristics can include gender, age, sex, race, education level, or income (Simkus, 2022). The justification for using the stratified random sample method is that it helps produce a summarised set of responses from the participants. In this study, the participants completing the questionnaire had relevant and sufficient information regarding diversity in the organisation. Therefore, this method was convenient for recruiting participants in the present study. Another rationale for choosing this technique is because it targets the respective audience to evaluate the evolution of diversity and the success of an organisation due to diversity leadership from a certain set of people aware of the organisation's dynamics.

3.8 Data Collection

A primary data collection approach was selected to achieve the current research objectives. The primary data collection approach was justified because the present study required a thorough and detailed analysis of the diversity leadership on employee productivity in the organisation.

Primary data was collected through the use of questionnaires. The questionnaire was based on a hypothesis that was meant to establish the relationship between diversity leadership and employee productivity and the organisation's workplace success. The questionnaires were sent out to 134 employees of the company under study.

The instrument used to collect primary data was based on Crouch's (2015) questionnaire. The adopted instrument was useful as it ensured validity and reliability. The research considered the company's population for data collection. The 134 participants received close-ended questionnaires regarding their perception of diversity leadership and its impact on employee productivity. Only 60 participants responded to the questionnaire. This sample size was enough as it compared well with the sample size chosen in a study conducted by Crouch (2015). For Crouch (2015), this sample size is adequate to investigate the diversity leadership in the

workplace, also meeting the sample size criteria. Furthermore, McLeod (2019) states that a sample size equal to or greater than 30 is required for the central limit theorem to hold true. Also, due to the Covid-19 lockdown regulations, it was not permitted for the researcher to collect the data from the respondents directly. Although the ethical risk of data accuracy, privacy, and confidentiality is higher in the primary data collection approach, the research adopted several approaches to minimise ethical risk. Firstly, an email was sent to the company's email address extracted from their website. A brief introduction to the research aims and ethical considerations were provided, including the questionnaire link.

3.8.1 Data Collection Instrument

The instrument used to collect the data for this study was the Diversity and Inclusion Perceptions Survey of Crouch (2015). It served as the measure for ascertaining perceptions of diversity and inclusion initiatives from a workforce that was most helpful in enhancing their work culture. The researcher chose this instrument as Crouch (2015) used it in a study about producing improved productive work cultures. Moreover, Crouch (2015) identified that this instrument has helped in gaining up-to-date and relevant viewpoints of participants concerning leadership. Part one of the instrument comprises four questions regarding the participants' demographic information. The demographics were utilised to present the descriptive findings of gender, age, ethnic background and academic qualification.

Part two comprises close-ended questions related to the research objectives about diversity with organisational success. Responses to these questions have depicted the organisation's diverse strategies or policies and the equivalent success of organisations due to diversity. The other questions related to the impact of diversity leadership in the workplace and different tools and mechanisms used in the organisation to manage diversity and reflect diversity in leadership. Lastly, the questions related to workplace productivity and motivation concerning diversity in leadership.

The questions were answered based on a Likert-scale, targeting the participants' experience with diversity and leadership influence in a diverse environment. Bhandari (2022) explains that a Likert scale is a rating scale used to measure opinions, attitudes, or behaviours.

It consists of a statement or a question, followed by a series of five or seven answer statements. Respondents choose the option that best corresponds with how they feel about the statement or question.Because respondents are presented with a range of possible answers, Likert scales are appropriate for capturing the level of agreement or their feelings regarding the topic in a more nuanced way. However, Likert scales are prone to response bias, where respondents either agree or disagree with all the statements due to fatigue or social desirability.Likert scales are common in survey research, as well as in fields like marketing, psychology, or other social sciences.

At the same time, some questions targeted the leadership skills and values that promote productivity and motivation within the organisation. This helped in analysing the data and answering the above research questions. The validity and reliability of this instrument were validated by two means. Firstly, literature and empirical evidence from journals and articles supported the content validity of the questions. Secondly, to establish if the survey questionnaire was understood by the pilot population set of participants. The researcher piloted the survey using 10 participants in the workplace as a sample population to survey the questionnaire. These participants did not form part of the main research study.

3.9 Data Analysis

Data analysis is a vital process in overall research as the entire study results depend on proper analysis. The quantitative data were analysed with the help of the Statistical Package for Social Sciences (SPSS). SPSS is used to analyse the data more efficiently than Excel and is utilised for complex statistical data analysis. The main rationale for selecting this source was that it allowed the researcher to gather meaningful responses and information from the collected data (Burvill, 2019). The data analysis for the quantitative data was done efficiently through descriptive statistics, statistical analysis, and regression analysis, which uses surveys, questionnaires, and polls that target a certain group of population. Frost (2022) explains descriptive statistics describe, show, and summarise the basic features of a dataset found in a given study, presented in a summary that describes the data sample and its measurements. Furthermore Frost (2022) expresses that statistical analysis is the collection and interpretation

of data in order to uncover patterns and trends. It is a component of data analytics. Statistical analysis can be used in situations like gathering research interpretations, statistical modeling or designing surveys and studies. Additionally Frost (2022) asserts regression analysis is a quantitative research method which is used when the study involves modelling and analysing several variables, where the relationship includes a dependent variable and one or more independent variables. Regression analysis is used to test the nature of relationships between a dependent variable and one or more independent variables. It helps analysts to understand the data better. Confirmatory factor analysis (CFA) is a statistical technique used to verify the factor structure of a set of observed variables. Confirmatory factor analysis (CFA) allows the researcher to test the hypothesis that a relationship between observed variables and their underlying latent constructs exists. The main rationale for choosing regression analysis for this research was that it helped determine the relationship between the variables related to the topic of interest.

3.9.1 Pilot Study

At the time of formulation of the instrument, it was important to check the instrument's validity. A pilot study was conducted with ten respondents to check the content and face validity of the instrument, allowing the researcher to modify the questionnaire and further inspect the items. For the current research, no negative feedback was received from the participants regarding the questions asked. Also, after the analysis, all the questions were cross-validated against the designed aims and objectives, which ensured that the designed questionnaires were suitable for further data collection. Moreover, the reliability of items was checked through a Cronbach's Alpha test. Taber (2018) as well as Kiliç (2016) explain if the value of Cronbach's Alpha was above 0.7, the items were highly reliable. Additionally Griethuijsen, Eijck, Haste, Brok, Skinner, Mansour (2014) stated the acceptable values of Cronbach's Alpha 0.7 or 0.6 is deemed acceptable. Furthermore Mohamad, Sulaiman, Sern, and Salleh (2015) state that a greater than 0.6 Cronbach's Alpha is deemed acceptable. Also Ramli (2018) states that 0.6 and higher Cronbach's Alpha is deemed acceptable. Moreover Filzmoser and Hron (2011) found that if the value of Cronbach's alpha is above 0.6, the inter-consistency among the variables is reliable.

The researcher ensured that those items that were not reliable were removed from the variable, and those items that were reliable were retained in the variable.

3.10   Inclusion and Exclusion

To collect relevant and suitable data for the research and eliminate the possibilities of redundancies or outliers, the researcher must set inclusion and exclusion criteria in the research (Coolican, 2017). In the study, the inclusion criteria were those participants with sound knowledge and experience regarding the research question. The inclusion criteria for repsondents were identified based on their working experience, skillset, educational background and position, assistance was provided through consultations with HR . In contrast, the exclusion criteria had been set by excluding all those who did not have the needed information regarding the research question and its objectives.

3.11   Ethical Considerations

For every research to be phenomenal and free from redundancies, the researcher must seek consent from its participants (McKim, 2017). Since the study used a primary research method, consent from all the participants through the use of an ethical consent form was first obtained. The ethical form informed the participants about the research and requested their permission, without any force, to participate in the study. The participants had the right to withdraw from the research without any reason. Moreover, the information regarding the participants was kept confidential in the study to protect their identity and privacy.

According to Bryman and Bell (2007), no harm in any way ought to be subjected to research participants. Furthermore research participants must be prioritised with respect and dignity at all times. Additionally prior to the study full consent must be attained from participants. The privacy of research participants must be ensured at all times and be protected. Confidentiality of the research data must be guaranteed as well as the acceptable level of confidentiality applied to the data. Organisations and individuals that are participating in the research should

be provided with anonymity. The aims and objectives of the research must not be exaggerated. Honesty and transparency should be applied to all research communications.

Bryman and Bell (2007) further state the utmost importance that the participants are under all circumstances required to voluntarily participate in the research and have the right to withdraw without any obligation from the study at any time. In addition Saunders, Lewis and Thornhill (2012) state that the principle of informed consent involves researchers providing sufficient information and assurances about taking part to allow individuals to understand the implications of participation and to reach a fully informed, considered and freely given decision about whether or not to do so, without the exercise of any pressure or coercion. Respondents should participate based on informed consent. Furthermore in the formulation of Questionnaire/Interview/Focus group questions the use of offensive, discriminatory, or other unacceptable language needs to be avoided. It is of absolute importance that the adherence to the Data Protection Act (1998) is followed.

Organisational ethical considerations see appendix C, were made aware of the research that was conducted in this study and written approval (Appendix C) was obtained from the relevant stakeholders. All information, research, data and analyses conducted in the study are to be made solely available to the organisation and the Da Vinci Institute for academic purposes. The researcher adhered to the requirement that he shall at all times be obligated to ensure that each participant is treated ethically. This includes respecting their decisions taken, protecting them from harm and also making every effort to secure their well-being.

3.12 Limitations

There were several limitations and challenges in conducting the research. The key restriction occurred when the study did not include all the organisation's upper management team, the upper management can be described as the Chief Executive Officer and the executive mnagement as participants in the study. This restriction may impact the study results in gaining deeper insights or perceptions from the key relevant people, such as senior management or Chief Executive Officers (CEO). Moreover, the primary research method was time-consuming

and costly, which led the researcher through a longer process than anticipated, as gathering the relevant participants was not a favourable task.

3.13   Questionnaire and Its Relation to the Research Aims

Data was collected from potential respondents using a questionnaire. The questionnaire consisted of 16 questions, and each question formed some relation to the aims and objectives of the research. The first part of the questionnaire included four questions related to respondents' demographics (Appendix A).

Demographic information helps the researcher know the participants' background and analyse the data concerning the thinking and perception of a specific gender, education, designation, or age group. The research design that the researcher chose for the present research is primarily quantitative data research. In the current study, the primary research method was selected in which 16 questions were placed in the approved instrument of the questionnaire (i.e., Diversity and Inclusion Perceptions Survey) (Crouch, 2015). The data was collected through the questionnaire, aiming toward the questions about the organisation's diversity and equal opportunities. As a result, participants had sufficient knowledge regarding the research topic. The questionnaire is based on a 5-item Likert scale: 1=strongly disagree, 2=disagree, 3=neutral, 4=agree, and 5=strongly agree. This made it easy for the respondent and the researcher to answer and analyse the data. The five close-ended questions related to the first objective as they relate diversity with organisational success. Responses to these questions depicted organisations' diversity strategies or policies and the equivalent success of organisations due to diversity. Following this were questions related to the influence of diversity in leadership in the workplace and different tools and mechanisms used in their organisations to manage diversity and reflect diverse leadership in organisations. The remaining questions related to workplace productivity and motivation concerning diversity in leadership, respectively.

3.14 Application

In this study, the use of the Diversity and Perception Survey Instrument of Crouch (2015) clarified the data of the chosen complicated topic. The application of the Diversity and Perception Survey Instrument of Crouch (2015) in this study indicated if, where, and how groups of employees working in diverse environments and belonging to different ethnic and cultural backgrounds experienced the culture of the organisation.

Moreover, the outliers of the data were checked. Those items that were not within the estimated line and deviated from the dataset were eliminated from the study so that the data could be appropriate for analysis (Samuels, 2017). Factor analysis was used to apply the De Vellis (2016) principle for scale development to analyse the data gathered through the chosen instrument. The reason for using the factor analysis technique is that it reduces many variables into small factors. Another reason is that it is a statistical technique used to assess the factors underlying the variables by grouping similar factors. It is a dimension reduction technique that minimises the large variables into some factors without sacrificing much (Mair, 2018). The first step in developing a scale is to run descriptive statistics for all the constructs. Then, the data is summarised using mean and standard deviation to ensure central tendency and variability. The second step is to prepare a matrix of correlation. In this, all the variables are taken in the study to assess the relationship between them. The third step is to apply the Kaiser-Meyer-Olkin (KMO) test to determine data sufficiency through factor analysis. The Kaiser-Meyer-Olkin (KMO) test value ranges from 0 to 1. The higher the value of Kaiser-Meyer-Olkin (KMO), the more it is ideal to say that the sample size is adequate to run factor analysis.

Brown (2015) argued that a value of more than 0.5 shows that the sample size is appropriate. In this study, the Kaiser criteria were also checked. Those values with an Eigenvalue of more than one were retained in the model for factor analysis. It is also important to obtain the solution of un-rotated factors with principal component analysis (PCA). This provides the number of factors along with the Eigenvalues.

The items with an Eigenvalue of more than one must be retained, which can also be shown through the screen plot. This offers the factor loadings of the variables on various factors, the proportion of variability explained by each factor, and the accumulated variability explained by

all factors retained in the model. Finally, the primary factor analysis tells the proportion of the variability examined by all the factors.

However, there is no possibility of examining the included variables in each of the variables belonging to more than one factor. This issue is appropriate by selecting the proper rotation technique. As a standard, the value of factor loading of any variable is equal to or greater than 0.7, indicating that it belongs to that factor. However, the other variables with loadings of less than 0.7 are also identified in that factor based on explainability. The identified factors are named based on the nature of their variables (Orcan, 2018). Another key technique utilised for scale development is conducting a pilot study. When constructing a new scale, the researcher needs to address that the scale has appropriate and clear language and has no omissions and errors. In this study, the pilot study was conducted to address the issues used to approximate the rate of responses and examine the study's feasibility. In the pilot study, a small group of respondents was targeted. Based on their responses, the items in the questionnaire were rectified. The researcher considered the face and content validity and was aware that the errors have crept into the measurements in practice.

The reliability of items should also be checked. Items with a value of Cronbach's alpha less than 0.7 are generally discarded from the instrument to ensure reliability. This is how the new scale was developed for this study (Srinivasan & Lohith, 2017).

3.15   Conclusion

This chapter discussed the research methodology used in this study. The next chapter will focus on the gathered data and analysis, as well as the results of the study.

CHAPTER 4
ANALYSIS AND RESULTS

4.1 Introduction

This chapter describes the gathered data and analysis thereof using several statistical techniques to accomplish the research objectives effectively, including the reliability of variables using Cronbach's alpha. The demographic variables are demonstrated by examining the frequency and using graphical illustrations. Descriptive statistics were used to provide the summarised variables within the dataset, followed by confirmatory factor analysis to segregate the variables into numerous factors. Subsequently, a correlation analysis was carried out to analyse the relationship between Diversity in Leadership, workplace success, and employee productivity. At last, multiple regression analysis was carried out for the testing of hypotheses.

4.2 Primary Research Findings

This section presents the primary research findings of data gathered through questionnaire responses from employees of the organisation.

4.2.1 Reliability Statistics

The present research has carried out the reliability statistics to recognise the inter-consistency of the variables involved within the questionnaire. The overall reliability of the variables included diversity in leadership (DL), workplace success (WS), and employee/worker productivity (E/WP). These were assessed using Cronbach's alpha. Filzmoser and Hron (2011) found that if the value of Cronbach's alpha is above 0.6, the inter-consistency among the variables is reliable. Additionally Griethuijsen, Eijck, Haste, Brok, Skinner, and Mansour (2014) stated the acceptable values of Cronbach's Alpha 0.7 to 0.6 is deemed as acceptable. Furthermore Mohamad, Sulaiman, Sern, and Salleh (2015) state that a greater than 0.6 Cronbach's Alpha is deemed acceptable. Also Ramli (2018) states that 0.6 and higher Cronbach's Alpha is deemed acceptable. The outcomes of the reliability statistics are presented in Table 2.

Table 2: Reliability statistics

Reliability Statistics

Cronbach's Aplha	N of Items
0.616	3

Table 2 illustrates that Cronbach's alpha value was 0.616 for all three variables (Diversity in Leadership, Workspace, and Employee Performance). This indicates that the variables were reliable and that no item within the constructs was omitted. This further indicates that the items in a set of variables the researcher selected within the questionnaire were closely linked as groups.

4.2.2 Demographics or Profile

The participants involved in the questionnaire were initially asked about their gender, age, race, and level of education before answering the other questions. This section was included to provide background information on the participants. The demographics or profile of the participants was evaluated through frequencies and graphical illustration. Sixty employees of the organisation participated in the present research. The next section presents the outcomes of the demographic variables.

4.2.2.1 Age

The first demographic variable was age. The graphical representation of the age distribution is shown in Figure 1.
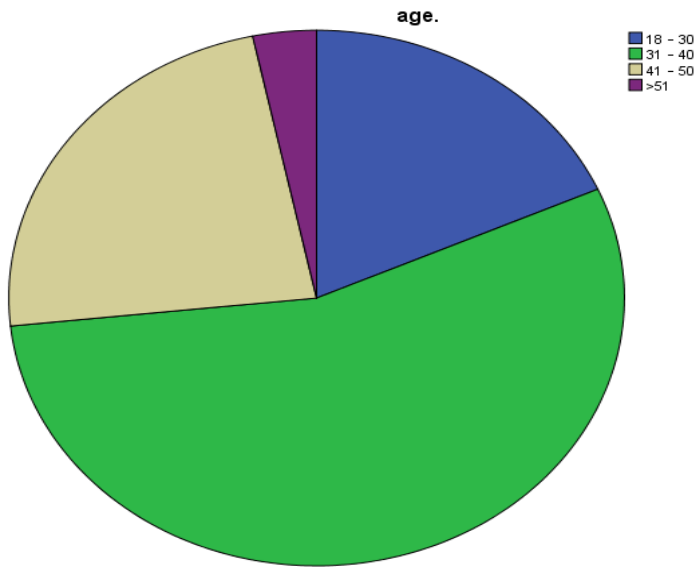
Figure 1: Age distribution

Table 3 reports that most respondents are between 31 and 40 years old (n=33), totaling 55% of the total respondents. The age category 41-50 represented 23.3% (n=14) of the total respondents, followed by the 18-30 age category, which denoted 18.3% (n=11) of the participants involved in the research. In contrast, participants older than 51 were least represented at only 3.3% (n=2). The results indicate that the maturity levels of the majority age category might impact the research deductions. The youthful nature of the third-best age range, 18-30, could have influenced the research interpretations.

Table 3: Age distribution

age.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18 – 30	11	18.3	18.3	18.3
	31 – 40	33	55.0	55.0	73.3
	41 – 50	14	23.3	23.3	96.7
	>51	2	3.3	3.3	100.0
	Total	60	100.0	100.0	

4.2.2.2 Gender

The second demographic variable was gender. Figure 2 illustrates the gender distribution.
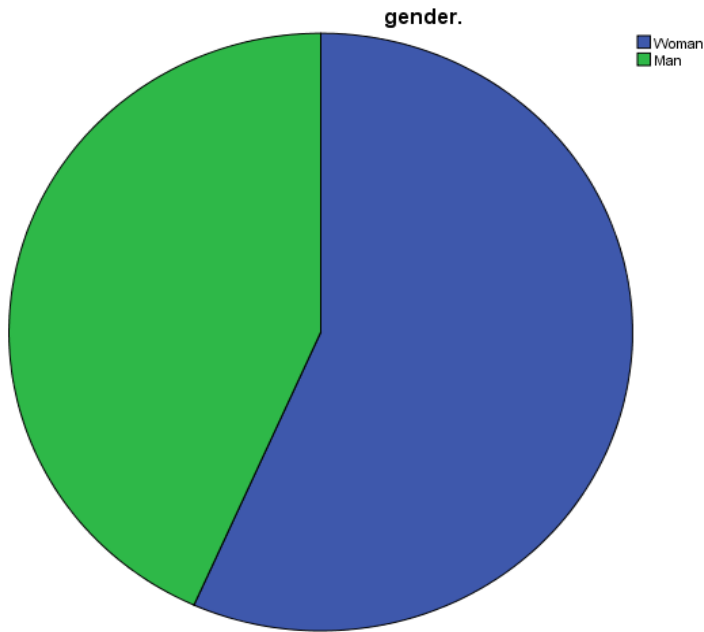
Figure 2: Gender distribution

Table 4 illustrates that women represented 56.7% (n=34) of the total participants, whereas men represented only 43.3% (n=26) of the total participants. Thus, centered on the participation rate of employees at the organisation, the organisation is a female-dominated work environment. Also, females (n=56) comprise most of the upper management of the organisation, indicating that the organisation actively develops female leaders.

Table 4: Gender distribution

gender.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Woman	34	56.7	56.7	56.7
	Man	26	43.3	43.3	100.0
	Total	60	100.0	100.0	

4.2.2.3 Race

The profile regarding cultural diversity was obtained from the respondents by gathering information on the race group. The graphical representation of the race distribution is shown in Figure 3.
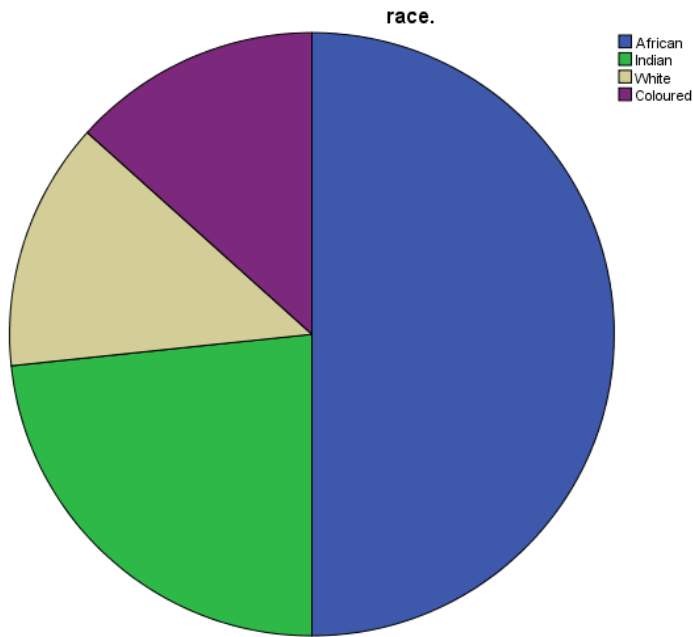
race.

Figure 3: Race distribution

Figure 3 illustrates that most participants in this study were African. In contrast, Table 5 indicates that Indians (23.3%; n=14) represented the second largest group of participants in this study. On the other hand, Coloured and Whites have a similar representation (13.3%; n=8).

Table 5: Race distribution

race.

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	African	30	50.0	50.0	50.0
	Indian	14	23.3	23.3	73.3
	White	8	13.3	13.3	86.7
	Coloured	8	13.3	13.3	100.0
	Total	60	100.0	100.0	

4.2.2.4 Highest level of education

The profile regarding the highest level of education is shown in Figure 4.
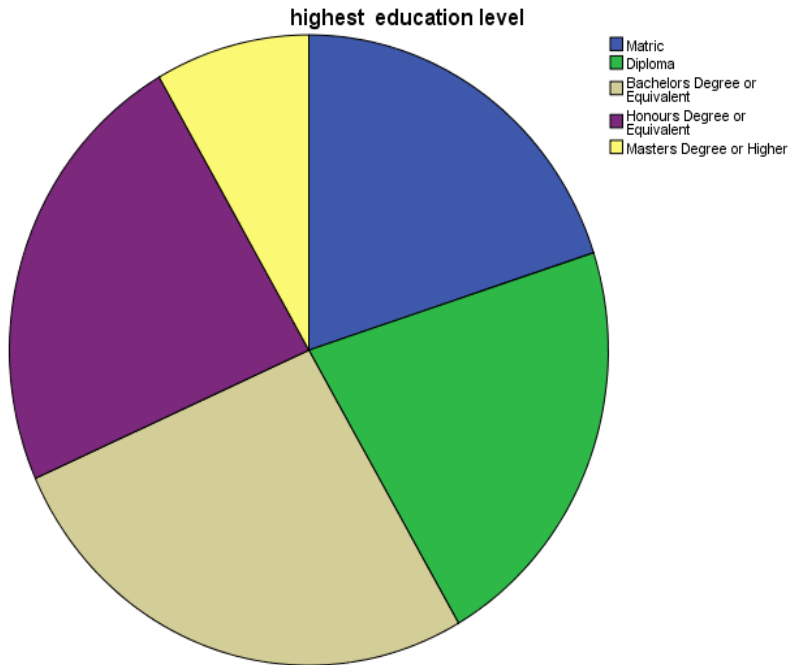
Figure 4: A higher level of the education distribution

As shown in Figure 4 and reported in Table 6, the vast majority of the 60 participants (26.7%; n=16) had a bachelor's or equivalent degree. Of these, 23.3% (n=14) had an Honours or equivalent degree. Twenty-one percent (n=13) of participants had a diploma. The remaining 20.0% (n=12) indicated completing matriculation. However, only 8.3% (n=5), the least represented group of participants, have shown that they hold a master's or equivalent degree.

Table 6: A higher level of the education distribution

highest education level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Matric	12	20.0	20.0	20.0
	Diploma	13	21.7	21.7	41.7
	Bachelors Degree or Equivalent	16	26.7	26.7	68.3
	Honours Degree or Equivalent	14	23.3	23.3	91.7
	Masters Degree or Higher	5	8.3	8.3	100.0
	Total	60	100.0	100.0	

4.2.3 Descriptive Statistics

The present research used descriptive statistics (DS) to summarise the entire study's dataset, tests, and measures. The descriptive statistics (DS) w completed to portray the conduct of the dataset sample (Little & Rubin, 2019). Descriptive statistics (DS) was fundamental because it aided in recognising large amounts of information into a negligible amount. The fundamental components of this test included standard deviation (SD), mean, range, skewness, and kurtosis. The mean portrays that the participants marked the value of the typical dataset at the hour of the study. The value of standard deviation (SD) portrays the distance of mean between the values of the mean and real dataset values. It shows how much the values of the real dataset were redirected from its mean values, demonstrating the anomalies in the dataset.

It also shows the deviation within the data from the mean values (Mandel, 2012). The kurtosis and skewness values are done to portray the dataset's ordinariness. Finally, the values of normal distribution show the symmetrical curve of the dataset. The results of the descriptive statistics (DS) of the variables engaged within the questionnaire are portrayed in Table 7.

Table 7: Descriptive statistics

Descriptive Statistics

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
WS	60	2.60	2.40	5.00	3.9100	.58039	-.003	.309	-.351	.608
DL	60	2.60	2.40	5.00	3.8467	.56612	.014	.309	.164	.608
WP	60	.83	1.00	1.83	1.1083	.18621	1.797	.309	3.031	.608
Valid N (listwise)	60									

Table 7 indicates that the sample size of this study was 60, with the range of workplace success (WS) being 2.60. For diversity in leadership (DL), the value of the range was 2.60. For employees/worker productivity (E/WP), the value of the range was 0.83. In addition, taking the mean into account, it was evaluated that the mean incentive for workplace success (WS) was 3.9 and 3.84 for Diversity in Leadership (DL). These values exhibit that most participants reacted on the agreed side, implying that the participants agreed with the assertions. The assertions of employee productivity showed that the scale for workplace productivity (WP) was nominal. Therefore, the mean value of worker productivity demonstrates that many respondents chose 'yes' in their responses.

Additionally, the standard deviation (SD) values demonstrate little deviation in the dataset between the three factors. The values for standard deviation (SD) were less than 1 (e.g., Workplace Success was 0.58, Diversity in Leadership was 0.56, and Worker Productivity was 0.18). Lastly, to examine the normality of the dataset, skewness and kurtosis were assessed. For Workplace Success (WS) and Diversity in Leadership (DL), the dataset was normally distributed as the values of both these markers ranged between -1 and +1. The other worker productivity (WP) variable indicated kurtosis and skewness of 3.03 and 1.79, which depicts that the data was not normally distributed for this variable. Two variables were distributed normally, requiring further testing.

4.2.4 Confirmatory Factor Analysis

According to Schmuller (2013), "confirmatory factor analysis" (CFA) is an instrument of multivariate measurements used to test how to fit the quantifiable factors that show the number of paradigms. The confirmatory factor analysis (CFA) is similar to "exploratory factor analysis"

(EFA). In exploratory factor analysis (EFA), a course of investigation of the dataset provides proof regarding an alternate number of required elements to demonstrate the data. In exploratory factor analysis (EFA), every construct assessed relates to the latent variable. In confirmatory factor analysis (CFA), the number of components is determined and required within the data, demonstrating that the analysed variable relates to the secret variable. Thus, confirmatory factor analysis (CFA) is an instrument used to dismiss or affirm the hypothesis of measurement (Girko, 2013). The outcomes of confirmatory factor analysis (CFA) for the questionnaire are displayed in Table 8.

Table 8: Confirmatory Factor Analysis

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.582
Bartlett's Test of Sphericity	Approx. Chi-Square	53.021
	df	3
	Sig.	.000

Communalities

	Initial	Extraction
WS	1.000	.827
DL	1.000	.696
WP	1.000	.490

Extraction Method: Principal Component Analysis.

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2.013	67.096	67.096	2.013	67.096	67.096
2	.711	23.685	90.781			
3	.277	9.219	100.000			

Extraction Method: Principal Component Analysis.

Component Matrix[a]

	Component
	1
WS	.909
DL	.834
WP	-.700

Extraction Method:
Principal
Component
Analysis.

a. 1
   components
   extracted.

In the confirmatory factor analysis (CFA) results, the initial table indicates Kaiser-Meyer-Olkin (KMO) and Bartlett's test. For this situation, the value of the Kaiser-Meyer-Olkin (KMO) test was 0.58. Afifi and Azen (2014) indicated that if the value of the Kaiser-Meyer-Olkin (KMO) test is above 0.05, it implies that the sample size of the study is satisfactory. Additionally, the outcomes of Bartlett's test demonstrate that the perceived correlation matrix is viewed as the identity matrix.

Since the p-value of the test is significant, it implies that there is a correlation among the variables. The table of commonalities indicated a value above 0.5 for every variable. This was a deciding factor that guaranteed to eliminate or including a variable. For this study, every variable had a commonality value above 0.5. Subsequently, no variable was removed from this study. The third table illustrates the total variance, subsequently dividing it into elements.

A single element was set up as the Eigenvalue, which was more than 1 for the specific variable. This depicts that one factor was produced for three variables dependent on Eigenvalues. The component matrix demonstrates the factor stacking of the multitude of variables. As all values were above 0.7, all variables were kept in this study; no variable was omitted.

4.2.5 Correlation Analysis

Hedges and Olkin (2014) argue that a correlation test should be conducted to determine the degree of the connection between two variables. Aggarwal and Ranganathan (2016) maintain

that if the correlation value is close to 1, it implies that the relationship is greater and if equal to 1 implies a perfect linear relationship between variables. However, if the correlation value is zero, it implies no clear relation between the variables.

Furthermore, if the value is positive, the association is positive, and if one variable increases, the other also increases. Assuming the sign before the correlation value is negative. It thus implies that the relationship is the opposite, signifying that if one variable goes up, the other variable goes down. In this regard, Ellersieck and La Point (2020) maintained the benchmark of the correlation values. Ellersieck and La Point (2020) indicated that if the correlation value is 0.3 or less, the association between the variables is more fragile. If the correlation value lies in the range of 0.4 and 0.6, the relationship between the variables is at a medium level. Whereas if the correlation values go above 0.7, it demonstrates that the relationship between the variables is stronger (Aggarwal & Ranganathan, 2016).

A correlation was performed since the researcher examined the relationship between diversity in leadership and workers' productivity. The results of the correlation analysis are shown in Table 9.

Table 9: Correlation Analysis

Correlations

		Leadership diversity	workplace succes	employees productivity
Leadership diversity	Pearson Correlation	1	.380**	.551
	Sig. (2-tailed)		.003	.048
	N	60	60	60
workplace succes	Pearson Correlation	.380**	1	.661
	Sig. (2-tailed)	.003		.031
	N	60	60	60
employees productivity	Pearson Correlation	.551	.661	1
	Sig. (2-tailed)	.048	.031	
	N	60	60	60

**. Correlation is significant at the 0.01 level (2-tailed).

Table 9 illustrates the correlation of variables found in Section 2 of the questionnaire. Table 9 also reports that the association between Workplace Success (WS) and Diversity in Leadership (DL) is medium, but a significant positive correlation was revealed as 0.380. This infers that

respondents agreed that diversity in leadership affects workplace success. The association between workplace success (WS) and Employee Productivity (EP) was stronger as the value of 0.661 exists in the range of 0.4 to 0.6. Also, the relationship was positive as the sign is positive, which implies that Employee Productivity (EP) will also go up when Workplace Success (WS) goes up. The correlation between Diversity in Leadership (DL) and Employee Productivity (EP) was similarly evaluated. The correlation between these two factors was found to be 0.551, which fortifies the relationship; the relationship was positive. The relationship among all three variables was significant as the p-values were under 0.05.

4.2.6 Regression Analysis

The regression analysis was completed to determine how much variation was caused in work success and employee productivity brought about by diversity leadership. Also, this method illustrates the model's general fit in the form of explanation through variance, and the relative contribution of the independent variables to the aggregated change is clarified (Ghasemi & Zahediasl, 2012). The outcomes of the regression analysis are displayed in tables 10 and 11.

Hypothesis 1

H01: There is no relationship between diversity in leadership and employee productivity.

H1a: There is a relationship between diversity in leadership and employee productivity.

Table 10 reports that the R-value was 0.351, demonstrating that the relationship between leadership diversity and employee productivity was on the weaker side. Also, the R^2 was 0.229, which shows that an adjustment in employee productivity caused 22% of the change in diversity leadership. The outcomes of the ANOVA table demonstrate that the model was significantly fit as the p-value of the f-test was 0.04 < 0.05. The p-value of the t-test was 0.00, which is under 0.05, indicating that the impact of diversity leadership on employee productivity was significant. Since the value of beta was positive, it demonstrates that the effect was positive. This concludes that the null hypothesis was rejected. This additionally indicates that participants agreed that leadership diversity has significantly impacted their productivity. These results also align with the response as most respondents agreed that diversity in leadership improved their decision-

making and leadership skills, thus making them more productive. Additionally, these findings align with the responses as most participants agreed that Diversity in Leadership had played a vital role in employee productivity in the organisation. The findings also support the responses to the question that Diversity in Leadership in the organisation helps promote both males and females to upgrade their qualifications and skills.

Table 10: Regression Analysis of Diversity Leadership and Employee Productivity

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.351[a]	.229	.060	.83765

a. Predictors: (Constant), Leadership diversity

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.954	1	.954	4.360	.048[b]
	Residual	40.696	58	.702		
	Total	41.650	59			

a. Dependent Variable: employees productivity

b. Predictors: (Constant), Leadership diversity

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.717	.808		8.316	.000
	Leadership diversity	.062	.053	.151	-2.466	.048

a. Dependent Variable: employees productivity

Hypothesis 2

H02: Diversity in leadership does not influence workplace success.

H2a: Diversity in leadership influences workplace success.

Table 11 indicates that the R-value was 0.680, demonstrating that the relationship between diversity in leadership and workplace success was rational. Also, the R^2 was 0.475, indicating that an adjustment in workplace success caused 47% of the change in diversity leadership. The outcomes of the ANOVA table demonstrate that the model was significantly fit as the p-value of the f-test was 0.03 < 0.05. The p-value of the t-test was 0.00, which is under 0.05, showing that the impact of diversity in leadership on workplace success was significant. As the value of beta was positive, it demonstrates that the effect was positive. Thus, the null hypothesis was rejected. This additionally indicated that participants agree that diversity in leadership has significantly impacted their organisation success. These results also align with the response as most respondents agreed that diversity leadership produced more competent leaders, subsequently resulting in workplace success. Additionally, these findings align with the responses when participants were asked about how Diversity in Leadership within the organisation allows fostering employees on a merit basis.

Table 11: Regression Analysis of Diversity in Leadership and Workplace Success

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.680[a]	.475	.428	.42381

a. Predictors: (Constant), Leadership diversity

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.822	1	30.822	9.799	.003[b]
	Residual	182.428	58	3.145		
	Total	213.250	59			

a. Dependent Variable: workplace succes

b. Predictors: (Constant), Leadership diversity

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	7.445	1.710		4.354	.000
	Leadership diversity	.353	.113	.380	3.130	.003

a. Dependent Variable: workplace succes

4.3 Secondary Findings from the Literature

This section incorporates the findings from previous studies regarding the relationship of Diversity in Leadership with Workplace Success and Employee Productivity. For example, Das (2019) presented that diversity in leadership teams creates perceptions that assist in pressure-test suppositions and verdicts. It reveals novel ways of deliberating, fostering a growth mindset, and allowing a learning corporation open to testing and untried ideas. Patrick and Kumar (2012) found that Diversity in Leadership assists in creating a varied workforce and acquires a few benefits in innovativeness, adaptable adaption, and critical thinking. This may bring about competitive advantage.

Hunt *et al.* (2015) also proposed a relationship between Diversity in Leadership and improved performance of employees and better efficiency of the organisation. Saxena (2014) maintained that diversity at leadership levels within the workplace is a strength for firms; however, individuals are set in their opinions regarding social order and religion and view diversity as an obstacle. If managed efficiently, it can boost employee productivity. Randolph-Seng *et al.* (2016) found a positive relationship between diversity in leadership and employee productivity because organisations' diverse leadership teams emphasise hiring a diverse workforce. Moreover, when diverse leadership teams efficiently manage a diverse workforce, they become

extra devoted and productive. However, Alshaabani and Rudnák (2020) indicated that diversity at leadership levels might be challenging as they have varied opinions and insights. This difficulty upsurges when the team of diverse leaders must manage a diverse workforce. Alshaabani and Rudnák (2020) found that leaders' insights and styles might fluctuate and thus may not work whilst managing a diverse workforce, leading to unproductive employees.

4.4 DA VINCI TIPS™ MANAGERIAL LEADERSHIP FRAMEWORK
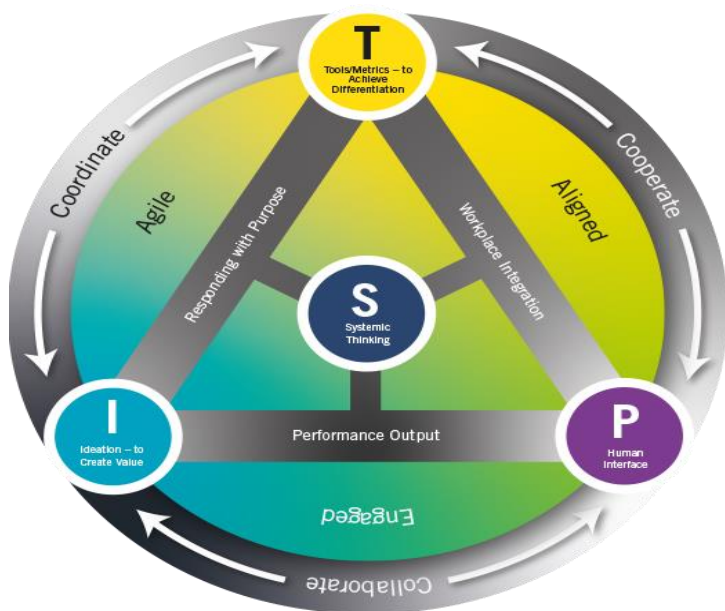
Figure 5: Core elements of The TIPS™ Managerial Leadership Framework

The management of technology involves the 'tools' and metrics organisations used to gain competitive advantage. Simplistically it is 'a way of doing things better' and may involve the use of anything from computers and hi-tech, to simple hand-held tools. In this context, we refer to the small 't' in technology where organisations manage their products or services to maximise their market share (The Da Vinci Institute, 2019). Technology advancements such as teams meetings and teams workshops has enabled teams to connect and learn across the globe. This has also promoted that teams are able to learn from diverse leadership practices and have exposure to diverse though processes through technology.

The management of innovation is how an organisation stimulates and capitalises on the ideation process, to develop an innovative product or service which has either commercial or

social value. It is about hard metrics such as income generated from new products, processes or services, as well as success rates commercialising new offerings(The Da Vinci Institute, 2019). Diverse leadership practices continually allows for various innovation thoughts as well as ideas and processes to be discussed from leaders of diverse backgrouds and cultures. This process allows for diversity in leadership to have a meet of minds and come together and collaborate effectivelty to progress innovative thoughts for implementation.This also is extremely important for productivity because it helped create more creativity, which is important for long-term growth and success.

The management of people involves the human interface. It embraces both the employee and the end user. It is about processes that organisations deploy in engaging people, how people choose their engagement, creating and sharing the knowledge by all involved, their participation in incentive practices and their contributions towards securing the longevity of the organisation(The Da Vinci Institute, 2019).

The management of people involves the system interface. It focuses on the synthesis of all organisational activities and performances systematically, in an attempt to solve unique problems. The re-design of a competitive landscape may be resolute in being hyper competitive. It also assumes that one perceives reality as a combination of known, knowable, complex and chaotic dimensions(The Da Vinci Institute, 2019). Diversity in leadership within the workplace has evolved because when leaders implement or promote diversity, the diversity is present in their thoughts.This has a ripple effect on the manner in which processes and procedures are executed out and positively influences the workplace.

4.5 Conclusion

This chapter presented the findings, demonstrating that all variables were reliable following Cronbach's alpha criteria. The relationship between diversity in leadership, workplace success, and employee productivity were significant and positive. The demographic profile indicated that more female respondents were involved in the present research, showing the female dominance in the organisation, and most were Africans. Furthermore, it was found that the largest group of respondents aged between 31 to 40 years, with a bachelor's degree or equivalent.

CHAPTER 5
DISCUSSION

5.1 Introduction

This chapter incorporates the findings of previous studies that support the current research findings to make the research consistent and valid. Moreover, within the discussion, each objective will be discussed individually regarding the current research findings to determine that the research aim and objectives were accomplished.

5.2 Explanation of Diversity in Leadership and Employee Performance in the Workplace

From the questionnaire data, several questions clarified the concept of diversity. The participants were asked about the range of employees working in the organisation regarding gender, race, ethnic background, and age. Most participants agreed that the organisation is representative of all age groups and males and females. Furthermore, the participants were asked whether the diversity in leadership helps them promote and offer opportunities and training to which all agreed. These results were supported by the study by Martins (2020) that explained diversity in leadership within the workplace, indicating that diversity in leadership focuses on how leaders at all levels and ranks within the workplace mold the influence of diversity dynamics in the forces under their supervision.

Furthermore, the current research findings align with the study of Chuang (2013), who found that diversity in leadership alludes to how leaders should emphasise collaborations and involvement within the team and how these impacts organisational productivity. Additionally Chuang (2013) asserts due to globalisation, technological innovation, and demographic changes, international organisations are seeking effective diversity in leadership for the workforce. The basic foundation is global leaders need to constantly update their leadership knowledge, skills, and abilities for effective leadership performance in diverse workplace development and cross-cultural management, as well as for the competitiveness in the global market. Chebolu (2007) conducted a quantitative study among 285 respondents working in

multinational companies in the UK and identified that a diversified workforce based on the culture is important to be competent enough; however, managing such a workforce remains challenging. In this regard, the role of diversity in leadership becomes important in managing such employees. It needs a leader who possesses an organisational vision and an attitude aligned with that culture.

Current research emphasises the importance of employee productivity. The participants' responses showed that diversity leadership helps to boost their leadership, decision-making skills, and qualities. Employees perform better as the implementation of Diversity in Leadership becomes effective. The findings regarding the explanation of employee productivity are supported by Hanaysha (2016). In the study, employee productivity is referred to as workspace productivity, defining it as the measure of individual output of an employee. Hanaysha (2016) conducted a quantitative study using a questionnaire survey from 242 employees. Hanaysha (2016) found that employee productivity is centred on the time a worker is physically present at their job or workplace and the pace at which they are mentally present and effectively functioning throughout their presence at work. The findings further showed that employee productivity refers to the time of employee engagement within work.

The current research findings align with those obtained in a quantitative study conducted by Ukachukwu and Iheriohamma (2013). They found that diversity in leadership plays a significant role in the improved performance of employees and increases in better workplace productivity and organisational success.

5.3 Evolution of Diversity in Leadership in the Workplace and Exploring the Correlation between Diversity in Leadership and Employee Performance

The questionnaire data shows that the participants were asked whether their organisation promotes or has diversity in leadership and a diverse workforce. Most of the participants agreed with the statement. It was observed that the organisation had evolved the concept of diversity in leadership within the workforce, which proved to be effective since the current research findings show a positive relationship between Diversity in Leadership, Workspace and Employee Performance. These findings align with the study findings of Salahuddin (2010), who

conducted a study among 185 participants within a diverse workplace. The findings of Salahuddin (2010) showed that diversity in leadership within the workplace has progressed because when the leaders implement or promote diversity, the diversity is present in their thoughts.

Mazibuko and Govender (2017) conducted a quantitative approach among 227 employees utilising the Towers Watson Employment Employee Insight Survey (EIS). Mazibuko *et al.* (2017) found a positive relationship between diversity, organisational success and employee performance. Mazibuko and Govender (2017) also found that diversity at leadership levels could only benefit an organisation when it evolves and is managed effectively. In this regard, their findings showed that since diversity is complex, it is not just about comparing and putting employees over one another; it requires recognition and appreciation of individuality and involvement in the team and corporation. Thus, comprehending and appreciating the diversity in employees is also vital. Mazibuko and Govender (2017) further found that the evolution of Diversity in Leadership in the workplace is only possible when organisations encounter the actual value of diversity when leaders control it in amalgamation with inclusion.

The current research results found that Diversity in Leadership aids diversity within a workplace, ensuring that all employees feel engaged and involved. Thus, diversity in leadership is vital for enhancing productivity. These findings align with the study of Davis, Frolova, and Callahan (2016). Davis *et al.* (2016) conducted a study using a quantitative approach through a self-administered survey instrument among 650 participants. Davis *et al.* (2016) explained the success factors to function in homogeneity concerning the evolution of Diversity in Leadership in the workplace. For example, two or more employees with distinct characteristics and ethnic backgrounds perform similarly within the workplace. However, regardless of their differences, the capability to work in a similar environment and towards a common goal is the product of Diversity in Leadership. This demonstrates that Diversity in Leadership has evolved and embraced efficiently within the work environment.

5.4 Benefits and Limitations of Diversity in Leadership in the Workplace

The questionnaire data include participants' responses regarding the benefits of diversity in leadership in the organisation. The current research findings concerning the participants' responses showed that diversity in leadership helped increase employee productivity and boost employee decision-making and leadership skills. These findings align with the findings of Shore, Cleveland and Sanchez (2018). Shore *et al.* (2018) conducted quantitative research among 340 participants of multinational organisations in the UK. Shore *et al.* (2018) found that Diversity in Leadership in the workplace is beneficial as it helps promote good connections with employees. Also, employees felt a greater level of understanding with diverse leaders. Shore *et al.* (2018) also found that diverse leadership teams acknowledged employees with different backgrounds, and consequently, employees felt more engaged. Thus, they could have more opportunities to grow and learn, which also aligns with the responses to the question, "Does Diversity Leadership help in the motivation of employees?"

The current research findings also showed that diversity has proved to be beneficial in upgrading the skills and qualities of employees, as the majority of the participants agreed with the question, "Does your organisation promote both males and females to upgrade their qualifications and skills with the help of the proper assessment and targeted based training?" These findings were supported by Tamunomiebi and John-Eke (2020). They found that diversity in the workplace helps in high productivity, exchange of ideas, learning and growth, effective communique, and a diverse atmosphere. Furthermore, the findings regarding Diversity in Leadership benefits in the workplace are further supported by Roberge and Van Dick (2010). They stated that diversity helps in bringing about constructive outcomes such as critical thinking, innovativeness, and advancement, thus resulting in improved decision-making skills.

From the participants' data, Diversity in Leadership proved beneficial in positively impacting workplace success as most of the participants agreed with the statement, "Organisations that are diverse in nature produce more competent leaders". These findings indicate that when organisations implement Diversity in Leadership within the workplace and produce competent leaders, it simultaneously impacts its growth. These findings align with the study of Joshi, Liao and Roh (2011), who researched 236 employees from a pharmaceutical company in the UK. Joshi *et al.* (2011) found that Diversity in Leadership reflects on the organisation itself. The

findings of Joshi *et al.* (2011) further support the current research findings, showing that the organisation's profile progresses if the leaders are from diverse backgrounds because it assists the employees as well as the leaders in being familiar with the inclusivity of the organisation's goals and viewpoints.

On the other hand, it was also observed from the participants' responses that diversity in leadership had some limitations within the workplace. This study showed that the organisation is a dominant female organisation, which further aligns with the responses in which most of the participants agreed that the organisation actively develops female leaders. Therefore, a deduction may be made that the outcome of Diversity Leadership may result in leaders discriminating between their male and female employees. This hinders the productivity of male employees and, consequently, the workplace success. When asked if managers in their organisation discriminate against employees based on colour, religion or age, especially during the performance appraisals, they all agreed. These findings are supported by Hirsh (2009). Hirsh (2009) conducted a study using data from a random national sample of work establishments matched to discrimination charge data in a diverse workplace. Hirsh (2009) found that discrimination is viewed as one of the pivotal limits in a diverse workplace, which challenges the productivity of the employees and leaders.

The current research findings regarding the limitations of Diversity in Leadership in the workplace also align with those of Ellwart, Bündgens, and Rack (2013). Ellwart *et al.* (2013) conducted a study with 516 team members and their managers in 73 organisational teams examined in a multilevel approach. They found that diversity within the age of leaders is a barrier to communication among leaders themselves and employees as it hinders the knowledge exchange and opinions. Also, the present study results are further supported by Sabharwal (2014), who conducted a study among 14 participants, interviewed them, and discovered the advantages of having a diverse leadership team. Sabharwal (2014) also found that the changing demographics in employees improve the diversity in the organisation and influence its business tasks, financial reports, and products that assist with achieving the country's overall financial prosperity.

5.5 Relationship between Diversity in Leadership and Employee Productivity in the Workplace

The current research results showed that most participants agreed that "Diversity plays a role in employee productivity," indicating a positive relationship between Diversity in Leadership and Employee Productivity. Moreover, the participants agreed to the statements when asked whether Diversity in Leadership helps them improve their skills and qualities and offers them opportunities. These findings conclude that Diversity in Leadership positively impacts Employee Productivity, thereby proving a significant and positive relationship between the two constructs. These findings are supported by a previous study by Hubbard (2012), who conducted a study among 235 participants and identified a positive relationship between diversity in leadership, workplace success, and productivity. Hubbard (2012) further found that if diversity at leadership levels is not present, it hampers innovation and causes barriers to a corporation's capability to interrelate with other organisations and clients. Therefore, Diversity in Leadership plays a significant role and thus has a stronger relationship with the improved performance of employees and consequently helps in workplace success. Hubbard (2012), in support of the current research, additionally showed that the organisations in the top quartile for the diversity of gender have 21% more chances to outperform the industry average than the companies in the bottom quartile.

The current research findings also align with those of Muchiri and Ayoko (2013). They conducted a study through a self-report questionnaire from 177 employees in the public sector. Muchiri and Ayoko (2013) found a direct and significant relationship between the diversity in leadership regarding the demographic profile of leaders and the productivity of employees within the workplace. Muchiri and Ayoko. (2013) further found that diversity in leadership has increased optimistic results. This was evident in boosted creativeness, increased commitment towards the organisation, lessened recruiting and employee retention costs, reduced workers turnover, reduced discrimination among employees, elevated job engagement, amplified job satisfaction, elevated organisational citizenship behaviour, and reduced turnover intentions.

Furthermore, participants were asked about "Diversity Leadership in my organisation shapes the skills of the employees", to which most of the participants agreed to the statement. The data analysis regarding the statement, "Workplace diversity allows my organisation to promote

employees based on individual merit", also showed that most participants responded positively. Thus, diversity is an essential aspect of improved employee performance and workplace success. In this regard, the current research findings are supported by Joshi *et al.* (2011). Joshi *et al.* (2011) found that effective organisations that work internationally know that internal diversity is vital when functioning in a business with a diversified team and customer base. As the workforce perceives themselves in leading roles, so do the clients. Diversity assists an organisation's capacity to link with the outside world, which results in more opportunities, indicating a positive relationship between the diverse leadership teams and employee productivity.

Concerning the findings of the relationship between Diversity in Leadership and employee productivity, the present study results are supported by Ahmad (2020). Ahmad (2020) examined the impact of diversity within the workplace on employee productivity among 105 heads of departments (HODs) and 545 regular employees. Ahmad (2020) found that the diversity in experience among diverse leaders positively impacts employee productivity. Other findings in the study revealed a positive relationship between diversity leadership and employee productivity because the organisations' diverse leadership teams emphasised hiring a diverse workforce. Moreover, when the diverse leadership teams efficiently managed a diverse workforce, they became extra devoted and productive. The present study findings showed that most participants agreed with the question, "Does diversity play a role in individual employee productivity?" which showed a positive relationship between Diversity in Leadership and Employee Productivity. These findings are further supported by Magoshi and Chang (2009). They found that diversity in the workforce and at leadership levels in the workplace optimally impacts externally as a competitive tool for the betterment of the overall productivity of the organisation and workforce.

5.6 Mechanisms and Tools Required for Managing Diversity in the Workplace

Participants were asked: "Does your organisation promote employees to upgrade their qualifications and skills with the help of the proper assessment and targeted based training?" to which most of the participants agreed. This indicates that proper mechanisms and tools can

help firms manage diversity within the workplace if implemented in the organisation. These findings align with the study of Riche and Kraus (2009). Riche and Kraus (2009) examined the approaches and tools for effective diversity management through case studies. They found that diversity could be managed in the workplace by adopting the Diversity-Capability model as the framework and foundation for organisations' diversity management training curriculum.

Participants also provided positive answers to the question: "Does your organisation treat both male and female employees in a fair and equal manner and encourage them to participate in decision making?" This showed that leaders from diverse backgrounds have been successful in managing a diverse workforce in the workplace. Thus, diverse leaders have the necessary skills to help them manage diversity effectively in the workplace. These findings align with the study of Porcena *et al.* (2021). They showed that diversity management necessitates that the manager has the needed skills to establish a fruitful and productive workforce. Porcena *et al.* (2021) added that effective diversity management could be done if managers have skills in organisational growth, leadership, change management, psychology, communique, evaluation and assessment.

Furthermore, participants agreed that the organisation recruits individuals regardless of their race, religion, age and gender and has an acceptable balance of male and female employees. These findings are supported by Shore *et al.* (2018). They found that when diverse team members are recruited in the company, the company's management attains various skill sets, backgrounds, and knowledge. Additionally, findings by Yang and Konrad (2011) showed that implementing diversity management practices can help leaders manage diversity within the workplace. Such practices comprise of elimination of obstacles to the employment of historically marginalised groups. As such, it entails employment equity and affirmative action ventures.

Singh (2016) also articulated and supported the current research findings. Singh (2016) conducted a study using a questionnaire survey to assess how diversity is managed within industries and its impact on industry outcomes. It was found that diversity management within the workplace is achieved by making progression in workplace conditions (e.g., reinstatement, promotions, or desirable schedules) or policies (such as employer was made obligatory to apply AA or diversity training programmes). Thus, the findings from Singh (2016) support the

participants' responses that agreed with the statement that organisations implement various training programmes and proper assessment and performance appraisals to manage diversity.

In this regard, the findings of Sharma (2016) also align with the current research findings. Sharma (2016) found that using Affirmative Action as a diversity management tool helps redress discrimination. It comprises driving personnel frameworks to become more evenhanded. The findings of Sharma (2016) support the participants' responses regarding the organisation, which actively develops female leaders than males, thus discriminating among employees. Implementing AA will help organisations to avoid discrimination. Diversity training programmes increase constructive impacts in an organisational setting, which align with the current research findings regarding the question: "Does your organisation promote both males and females to upgrade their qualifications and skills with the help of the proper assessment and targeted based training?"

5.7 Conclusion

This chapter presented a discussion around the findings of the study, based on the analysis of the collected data. Leaders with diverse backgrounds make and implement a diverse workforce and assist the workers in achieving exceptional results. The current research findings were aligned with those of other studies. The discussions indicated that diversity leadership is vital in the workplace as it contributes to greater inventiveness and development, which is important in long-term organisational development. The statistical outcomes and results of the past examinations demonstrated that diversity in leadership is significant in the working environment, resulting in productivity and profitability. In this manner, diversity leadership assumes a significant part in workplace success and the performance of employees. The present study's results have been connected to discussions with pertinent literature approving the current examined results.

Diversity management is another important aspect of workplace success and employee productivity; thus, leaders must implement effective mechanisms and tools for diversity management. The chapter also included discussions about leaders that must have the fundamental qualities of diversity practice, including cognisance, interest, fortitude,

responsibility, coordinated effort, and cultural intelligence. These are significant in fostering a leader with a diverse practice that can boost workplace success and encourage workers to do their best. The chapter also demonstrated that the organisation utilises diversity as the standard of key advantages to guarantee that the employees contribute thorough capacities and enrichments with great commitment and inspiration.

CHAPTER 6
CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This chapter summarises the dissertation and provides recommendations for future research. The key purpose of the study is to analyse and explain diversity in leadership and the influence on employee's productivity in the workplace. The rationale behind the current research was that it expressed various leaders' approaches towards implementing diversity in leadership to introduce inclusive practices in the work environment and create efficient ways that enhance workers' productivity. For this purpose, the data was gathered through a 5-point Likert scale questionnaire using an instrument called Diversity and Inclusion Perceptions Survey of Crouch (2015). In addition, the regression analysis was performed for data analysis, and the results showed a positive impact of diversity leadership on employee productivity and work success.

6.2 Summary of the Findings

The current research findings were supported by relevant empirical evidence to maintain the reliability of the research. In addition, current research findings highlighted diversity in leadership and suggested that the leaders work towards assimilation to create uniformity amongst the employees.

The findings of the first research objective concluded that diversity in leadership focuses on how leaders at all levels and ranks within the workplace mold the influence of diversity dynamics in the forces under their supervision. It was also found that leadership on diversity dynamics does not emphasise a single person alone but emphasises the working and operations of the whole unit or department. Furthermore, the findings regarding the explanation of employee productivity were supported by researchers who referred to employee productivity as workspace productivity and defined it as the measure of individual output of an employee. The authors' findings demonstrated that diversity in leadership plays a significant role in the

improved performance of employees and improving workplace productivity and organisational success.

Moreover, regarding the findings of the second research objective, it was found that the evolution of Diversity in Leadership in the workplace is only possible when organisations encounter the actual value of diversity when leaders control it in amalgamation with inclusion. The findings of other authors explained the success factors to function in homogeneity concerning the evolution of Diversity in Leadership in the workplace. Additionally, it was also found that diversity in leadership within the workplace has evolved because when leaders implement or promote diversity, the diversity is present in their thoughts.

Concerning the empirical results for the third objective, the findings showed that diversity in leadership is beneficial as it significantly impacts employee productivity in the organisation. Suppose the organisations focus too much on overcapitalising diverse workforce skills. In that case, it creates differences of opinion, lack of empathy, lack of participation, and differences in perception. The results showed that diversity leadership is also important in productivity because it helps create more creativity and innovation, which is important for long-term growth. From the discussion, it was evaluated that almost all the authors agreed that diversity in leadership is beneficial in the workplace because diversity leaders create and enforce a diverse workforce, which helps employees achieve good results.

Regarding the findings for the fourth objective, the study results showed a significant positive impact of diversity in leadership in the workplace. These results aligned with the findings in which one author identified that the people are very diverse in the workplace. The study highlighted that leaders must deal with different backgrounds, including age groups and races. Diversity in leadership is associated with various trains of thought and accessibility to diverse personal and cultural experiences. It is recognised as "outside-the-box thinking". In this regard, a different management team and workforce ensure that a company is not getting boxed into a solitary path of thinking. Another author articulated the findings and showed that the younger generations are normally more knowledgeable regarding the new social media and technologies. Therefore, if the company's goal is to enhance social media metrics, it will be in the company's best interests to hire a 'erson who grows up while using social media, contrary to those who have not used social media because of generational disconnect. The findings

additionally showed that diversity leadership is very important among the employees working in a workplace.

Regarding the findings of the fifth objective, it was found that managing diversity requires the manager to have the necessary skills required to form a successful and effective workforce. It was further found that when diversity in leadership is contemplated in integrative attributes, it is described to jointly preserve the individuals with personas. For example, distinct language, religion, race, and political perceptions align with the common goals. The leader must have six key characteristics to incorporate diversity in the workplace effectively: cognisance, curiosity, courage, commitment, collaboration, and cultural intelligence. The statistical results and findings of the previous studies indicate that diversity in leadership is important in the workplace, creating productivity and success. The findings further showed that organisations could use Aas, capabilities approach, socio-cultural approach and diversity management practice as tools and mechanisms to manage diversity within the workplace.

6.3 Research Objectives discussion

The following research objectives have been achieved and are briefly discussed below:

6.3.1 To comprehensively define Diversity in Leadership and Employee Productivity in the workplace.

From the questionnaire data, several questions clarified the concept of diversity. The participants were asked about the range of employees working in the organisation regarding gender, race, ethnic background, and age. Most participants agreed that the organisation is representative of all age groups and males and females. Furthermore, the participants were asked whether the diverse leadership helps them promote and offer opportunities and training to which all agreed. These results were supported by the study by Martins (2020) that explained diversity in leadership in the workplace, also indicating that diversity in leadership focuses on how leaders at all levels and ranks within the workplace mold the influence of diversity dynamics in the forces under their supervision.

Additionally, Chebolu (2007) conducted a quantitative study among 285 respondents working in multinational companies in the UK and identified that a diversified workforce based on the culture is important to be competent enough; however, managing such a workforce remains challenging. In this regard, the role of diversity in leadership becomes important in managing such employees. It needs a leader who possesses an organisational vision and an attitude aligned with that culture. The current research findings align with those obtained in a quantitative study conducted by Ukachukwu and Iheriohamma (2013). They found that diversity leadership plays a significant role in the improved performance of employees and increases in better workplace productivity and organisational success.

6.3.2 To describe the evolution of diversity in leadership in the workplace.

The questionnaire data shows that the participants were asked whether their organisation promotes or has diversity in leadership and a diverse workforce. Most of the participants agreed with the statement. It was observed that the organisation had evolved the concept of diversity in leadership within the workforce, which proved to be effective since the current research findings show a positive relationship between Diversity in Leadership, Workspace and Employee Performance. These findings align with the study findings of Salahuddin (2010), who conducted a study among 185 participants within a diverse workplace. The findings of Salahuddin (2010) showed that diversity in leadership within the workplace has progressed because when the leaders implement or promote diversity, the diversity is present in their thoughts.

The current research results found that Diversity in Leadership aids diversity within a workplace, ensuring that all employees feel engaged and involved. Thus, diversity in leadership is vital for enhancing productivity. These findings align with the study of Davis, Frolova, and Callahan (2016). Davis et al. (2016) conducted a study using a quantitative approach through a self-administered survey instrument among 650 participants. Davis et al. (2016) explained the success factors to function in homogeneity concerning the evolution of Diversity in Leadership in the workplace. For example, two or more employees with distinct characteristics and ethnic backgrounds perform similarly within the workplace. However,

regardless of their differences, the capability to work in a similar environment and towards a common goal is the product of Diversity in Leadership. This demonstrates that Diversity in Leadership has evolved and embraced efficiently within the work environment.

6.3.3 To examine whether there is a correlation between diversity in leadership and individual employee productivity.

The current research results showed that most participants agreed that "Diversity plays a role in employee productivity," indicating a positive relationship between Diversity in Leadership and Employee Productivity. Moreover, the participants agreed to the statements when asked whether Diversity Leadership helps them improve their skills and qualities and offers them opportunities. These findings conclude that Diversity in Leadership positively impacts Employee Productivity, thereby proving a significant and positive relationship between the two constructs. These findings are supported by a previous study by Hubbard (2012), who conducted a study among 235 participants and identified a positive relationship between diversity leadership, workplace success, and productivity.

Hubbard (2012) further found that if diversity at leadership levels is not present, it hampers innovation and causes barriers to a corporation's capability to interrelate with other organisations and clients. Therefore, Diversity in Leadership plays a significant role and thus has a stronger relationship with the improved performance of employees and consequently helps in workplace success. Hubbard (2012), in support of the current research, additionally showed that the organisations in the top quartile for the diversity of gender have 21% more chances to outperform the industry average than the companies in the bottom quartile.

Concerning the findings of the relationship between Diversity in Leadership and employee productivity, the present study results are supported by Ahmad (2020). Ahmad (2020) examined the impact of diversity within the workplace on employee productivity among 105 heads of departments (HODs) and 545 regular employees. Ahmad (2020) found that the diversity in experience among diverse leaders positively impacts employee productivity. Other findings in the study revealed a positive relationship between diversity in leadership

and employee productivity because the organisations' diverse leadership teams emphasised hiring a diverse workforce. Moreover, when the diverse leadership teams efficiently managed a diverse workforce, they became extra devoted and productive. The present study findings showed that most participants agreed with the question, "Does diversity play a role in individual employee productivity?" which showed a positive relationship between Diversity in Leadership and Employee Productivity. These findings are further supported by Magoshi and Chang (2009). They found that diversity in the workforce and at leadership levels in the workplace optimally impacts externally as a competitive tool for the betterment of the overall productivity of the organisation and workforce.

6.3.4 To expand on the benefits and limitations of diversity leadership in the workplace.

The questionnaire data include participants' responses regarding the benefits of diversity in leadership in the organisation. The current research findings concerning the participants' responses showed that diversity in leadership helped increase employee productivity and boost employee decision-making and leadership skills. These findings align with the findings of Shore, Cleveland and Sanchez (2018). Shore et al. (2018) conducted quantitative research among 340 participants of multinational organisations in the UK. Shore et al. (2018) found that Diversity in Leadership in the workplace is beneficial as it helps promote good connections with employees. Also, employees felt a greater level of understanding with diverse leaders. Shore et al. (2018) also found that diverse leadership teams acknowledged employees with different backgrounds, and consequently, employees felt more engaged. Thus, they could have more opportunities to grow and learn, which also aligns with the responses to the question, "Does Diversity Leadership help in the motivation of employees?"

The current research findings also showed that diversity has proved to be beneficial in upgrading the skills and qualities of employees, as the majority of the participants agreed with the question, "Does your organisation promote both males and females to upgrade their qualifications and skills with the help of the proper assessment and targeted based training?" These findings were supported by Tamunomiebi and John-Eke (2020). They found that diversity in the workplace helps in high productivity, exchange of ideas, learning and growth,

effective communique, and a diverse atmosphere. Furthermore, the findings regarding Diversity in Leadership benefits in the workplace are further supported by Roberge and Van Dick (2010). They stated that diversity helps in bringing about constructive outcomes such as critical thinking, innovativeness, and advancement, thus resulting in improved decision-making skills. Also, the present study results are further supported by Sabharwal (2014), who conducted a study among 14 participants, interviewed them, and discovered the advantages of having a diverse leadership team. Sabharwal (2014) also found that the changing demographics in employees improve the diversity in the organisation and influence its business tasks, financial reports, and products that assist with achieving the country's overall financial prosperity.

6.3.5 To propose possible mechanisms and tools for management to manage diversity in the workplace more effectively.

Participants were asked: "Does your organisation promote employees to upgrade their qualifications and skills with the help of the proper assessment and targeted based training?" to which most of the participants agreed. This indicates that proper mechanisms and tools can help firms manage diversity within the workplace if implemented in the organisation. These findings align with the study of Riche and Kraus (2009). Riche and Kraus (2009) examined the approaches and tools for effective diversity management through case studies. They found that diversity could be managed in the workplace by adopting the Diversity-Capability model as the framework and foundation for organisations' diversity management training curriculum.

Singh (2016) also articulated and supported the current research findings. Singh (2016) conducted a study using a questionnaire survey to assess how diversity is managed within industries and its impact on industry outcomes. It was found that diversity management within the workplace is achieved by making progression in workplace conditions (e.g., reinstatement, promotions, or desirable schedules) or policies (such as employer was made obligatory to apply AA or diversity training programmes). Thus, the findings from Singh (2016) support the participants' responses that agreed with the statement that organisations

implement various training programmes and proper assessment and performance appraisals to manage diversity. In this regard, the findings of Sharma (2016) also align with the current research findings. Sharma (2016) found that using Affirmative Action as a diversity management tool helps redress discrimination. It comprises driving personnel frameworks to become more evenhanded. The findings of Sharma (2016) support the participants' responses regarding the organisation, which actively develops female leaders than males, thus discriminating among employees. Implementing Affirmative Action will help organisations to avoid discrimination.

6.4 Conclusion

The current study found that diversity in leadership plays a significant role in the workplace in terms of employee productivity. It helps in boosting creativity, communication skills, innovation, problem-solving, teamwork, and decision-making. The results showed a positive impact of diversity in leadership on employee productivity and thus resulting in work success. It was deduced from the discussion that diversity in leadership is significant in the workplace because diversity leaders create and enforce a diverse workforce, helping the employees to achieve good productivity to drive key results. Diversity in leadership is also imperative in productivity because it helps generate more creativity and innovation, which is important for long-term growth. The Cronbach's alpha value was greater than 0.6 for Diversity in Leadership, Workspace, and Employee Performance. The association between Workplace Success (WS) and Diversity in Leadership (DL) is medium, but a significant positive correlation was revealed as 0.380. This infers that respondents agreed that diversity in leadership affects workplace success. The association between workplace success (WS) and Employee Productivity (EP) was stronger as the value of 0.661 exists in the range of 0.4 to 0.6. Also, the relationship was positive as the sign is positive, which implies that Employee Productivity (EP) will also go up when Workplace Success (WS) goes up. The correlation between Diversity in Leadership (DL) and Employee Productivity (EP) was similarly evaluated. The correlation between these two factors was found to be 0.551, which fortifies the relationship; the relationship was positive. The relationship among all three variables was significant as the p-values were under 0.05.The relationship between diversity in leadership, workplace success, and employee productivity was

positive. The results from the study found that there is a significant positive relationship (P<0.05) between diversity in leadership and employee productivity. Hypothesis 1 the R-value was 0.351, demonstrating that the relationship between leadership in diversity and employee productivity was on the weaker side. Also, the R^2 was 0.229, which shows that an adjustment in employee productivity caused 22% of the change in diversity in leadership. The outcomes of the ANOVA demonstrate that the model was significantly fit as the p-value of the f-test was 0.04 < 0.05. The p-value of the t-test was 0.00, which is under 0.05, indicating that the impact of diversity leadership on employee productivity was significant. Hypothesis 2 The R-value was 0.680, demonstrating that the relationship between leadership in diversity and workplace success was rational. Also, the R^2 was 0.475, indicating that an adjustment in workplace success caused 47% of the change in diversity in leadership. The outcomes of the ANOVA demonstrate that the model was significantly fit as the p-value of the f-test was 0.03 < 0.05. The p-value of the t-test was 0.00, which is under 0.05, showing that the impact of diversity in leadership on workplace success was significant. As the value of beta was positive, it demonstrates that the effect was positive.

6.5 Summary of Contributions

Ever since the beginning of the 21st century, the diversity concept has been upsurged and utilised to fight numerous challenges. Thus, studies are needed regarding how to adapt to the influence of diversity in leadership in the workplace to improve the training and education of managers becoming leaders in future and enhance work productivity and integration. Increased globalisation and liberalisation in the modern world have raised a serious concern about the productivity of the employees in the workplace. Thereby, it is significant to understand the workplace phenomenon for the betterment of employee performance and productivity. The present study addressed the gap between the consequences of diversity in the workplace and employee productivity.

The present study was of prime significance for organisations and future researchers who have incorporated diversity in leadership or are planning to adopt it within their research or workplace. Furthermore, this research was significant as the findings provided the context of

the benefits and limitations of diversity in leadership, particularly in the organisation. Finally, since diversity in leadership has turned into an essential part of management studies on drawing consideration from academics and experts, this research added to the current field of human resource management literature by illustrating a portion of the manners in which diversity in leadership can be managed and positively impact employee productivity in the work environment.

6.6 Recommendations for Future Research

It is recommended to conduct the study utilising a mixed-method approach. Since this study was only quantitative in nature, qualitative research may provide value to future research in providing a higher level of richness in data. Furthermore, incorporating a mixed-method approach may help researchers to utilise and conquer the flaws of one method using the combined strengths of multiple methods. Additionally, it may contribute to insights and understanding that might be omitted while utilising a single method. Adding qualitative methods to research may help research by showing results from previous studies in the form of a systematic review of meta-analyses – this type of research contributes to broadening present knowledge on a specific theme and devising research opportunities for upcoming research. A mixed-method approach may contribute to the current research to perhaps more comprehensively understand the phenomenon studied. Future avenues on diversity leadership could provide suggestions that would inspire more research in diversity leadership and its importance and application in the workplace.

6.7 Recommendations for Business

To improve diversity in leadership in the workplace, a number of recommendations are provided.

To enhance the impact of diversity in leadership on employee productivity in the workplace, it is essential to promote it and make the workers aware of it. Therefore, it is recommended to adopt the new changes and take a step toward progression to promote diverse leadership

(McCann *et al.*, 2017). Furthermore, it is highly recommended for the workplace to understand the importance of diversity in leadership. For this purpose, the workplace needs to learn the concept of diversity. In addition, organisations must know the basic idea of diversity in leadership and accept the new concept of diversity. This can be done by acknowledging differences, offering implicit bias training for everyone, providing mentors, letting people learn by doing, and encouraging personal evaluation.

Programmes and training could promote diversity leadership. These training and programmes should be about diversity leadership on employee productivity in the workplace. These kinds of training will help the employees learn new practices in the workplace and help them perform effectively as per their job requirements. Training will also omit the wrong or vague conception regarding diversity in leadership in the workplace. Employees must be encouraged to learn from the training and not feel burdened. Apart from these training and programmes, diversity in leadership must be incorporated into the everyday practice of the workplace environment so that the workers can get used to it. Diversity leaders must pay attention to those factors that promote diversity in the organisation. They must encourage and promote diversity in leadership by assessing the complicated dynamics of workplace diversity (Mazibuko & Govender, 2017).

In 2018, Starbucks found itself in the middle of a public relations crisis when an employee called the police on two Black men waiting for a friend in a Philadelphia cafe without ordering anything. Despite doing nothing wrong, the men were arrested, and the incident went viral. Many activists used the incident to highlight bias against Black people, and protesters began to hold demonstrations inside stores. After that, Starbucks gave their employees a training programme designed to address implicit bias, promote conscious inclusion, prevent discrimination and ensure everyone inside a Starbucks store feels safe and welcome.

A leader plays a key role in fostering positivity and creating a good working environment. For this purpose, it is recommended that a leader adopts a diverse nature and spreads positivity. This will ensure that workers focus on their work and learn their job in a pleasant environment, helping them to serve the workplace and fulfil the objective of their jobs in a much better way. A leader should have an emphatic approach toward employees to easily understand their viewpoints and maintain positivity in the workplace.

For this, leaders must have virtuous communication with employees to maintain a good foundational relationship. Leaders can make the workers feel comfortable by sharing work experiences with their employees. Leaders should encourage their workers on difficult workdays and during times when they underperform. This will uplift their working spirit and boost their morale (Pantazis, 2020). Therefore, it is recommended that the leaders adapt to the new trends and grasp the latest information from the market. Any shortcomings should be communicated to the employees, subsequently building trust and encouraging creativity among them to address these challenges. In this way, the leader motivates the workers to come up with new ideas and bring innovations to the vision and mission of the workplace.

It is also recommended that leaders encourage their workers to build good interpersonal relations to work collectively on their projects and improve results. Diversity in leadership should focus on the need to contemplate the discrepancies within the organisation's policies, agreeing to the subcultural disparities among the groupings of the workforce. To improve relationships among workers and increase output towards the workplace, social activities could be held, building a level of comfort among them (McCann *et al.*, 2017). The leadership of an organisation can achieve these aspects by building a supportive workplace, upholding and enforcing strong values, recognising everyone's accomplishments, and embracing the uniqueness people bring to the table.

It is also recommended that all the employees be equally treated and praised by the leader for their efforts and involvement. This will ensure that there is no jealousy and rivalry among the workers within the workplace. The leader practising diversity should encourage healthy competition among the workers in their workspace, avoiding negative and unhealthy competition. This kind of environment adversely affects the working efficiency of the workspace and often leads to failure of that place. In such situations, leaders are to be blamed for not being able to control and manage the workplace and the employees. Therefore, leaders must promote good equations of ways of work among the employees (Ewoh, 2019).

It is also suggested that the leader provides its workers with the latest and most efficient tools to adapt to the changes and take advantage of the latest tools by incorporating them into their work. Leaders practising diversity should be involved with their workers so that the leader can understand their skills and their working practices. In this way, the leader learns how the

workers accomplish their tasks (Grissom, 2018). It is recommended that diversity in leadership help create a diverse workforce and bring several advantages to the company: creativity, flexible adaptation, and problem-solving (Mazibuko & Govender, 2017).

References

Afifi, A.A. and Azen, S.P. (2014). *Statistical analysis: a computer-oriented approach*. New York: Academic press.

Aggarwal, R. and Ranganathan, P. (2016). Common pitfalls in statistical analysis: The useof correlation techniques. Perspectives in clinical research, 7(4), p.187.

Akhtar, D.M.I. (2016). Research design. *Research Design,* pp 68-73

Al-Saadi, H. (2014). Demystifying Ontology and Epistemology in research methods. *Research gate, 1(1),* pp.1-10.

Alshaabani, A. and Rudnák, I. (2020). Impact of diversity management practices on organisational climate--an Egyptian study. Journal of Management, vol. 36, no. 1 pp. 125-146.

Amanchukwu, R.N., Stanley, G.J. and Ololube, N.P., 2015. A review of leadership theories, principles and styles and their relevance to educational management. *Management,* 5(1), pp.6-14.

Annesley, C. and Gains, F. (2013). Investigating the economic determinants of the UK gender equality policy agenda. *The British Journal of Politics and International Relations*, 15(1), pp. 125-146.

Apuke, O.D. (2017). Quantitative research methods: A synopsis approach. *Kuwait Chapter of Arabian Journal of Business and Management Review*, 33(5471), pp.1-8.

Arnold, S. (2019). *A Quantitative Descriptive-Comparative Study: The Relationship between Emotional Intelligence and Workplace Diversity*. PhD thesis, University of Phoenix Arizona.

Baldassarri, D. and Abascal, M. (2020). Diversity and prosocial behavior. *Science*, 369(6508), pp.1183-1187.

Baškarada, S. (2014). Qualitative case studies guidelines. *The Qualitative Report*, 19(40), pp.1-25.

Bhandari, Pritha (2022): What Is a Likert Scale? | Guide & Examples, Scribbr, [online] https://www.scribbr.com/methodology/likert-scale/ [06.10.2022].

Blaikie, N. and Priest, J. (2019). *Designing social research: The logic of anticipation*. Cambridge: John Wiley & Sons.

Bloomfield, J. and Fisher, M.J. (2019). Quantitative research design. *Journal of the Australasian Rehabilitation Nurses Association*, 22(2), pp.27-30.

Boekhorst, J.A. (2015). The role of authentic leadership in fostering workplace inclusion: A social information processing perspective. *Human Resource Management*, 54(2), pp.241-264.

Braun, V., Clarke, V., & Hayfield, N. Terry (2019). Thematic analysis. *Handbook of research methods in health and social sciences*, Singapore: Springer, pp.843-860..

Brown, T.A. (2015). *Confirmatory factor analysis for applied research*. New York: Guilford Publications.

Bryman, A. and Bell, E. (2007). *Business Research Methods, 2nd edition*. Oxford: Oxford University Press.

Burvill, S. (2019). From Positivist to Interpretivist: Putting an Innovative Spin on Traditional Grounded Theory. SAGE.

Caligiuri, P. and Tarique, I. (2012). Dynamic cross-cultural competencies and global leadership effectiveness. *Journal of World Business*, 47(4), 612-622.

Charry, K. (2012). Leadership Theories - 8 Major Leadership Theories. Retrieved March 23, 2014 from http://psychology.about.com/od/leadership/p/leadtheories.htm

Chebolu, R.M. (2007). Culture Compatibility The Way Forward. *HRM Review*.

Chin, J.L. (2013). Diversity leadership: Influence of ethnicity, gender, and minority status. *Open Journal of Leadership*, 2(01), p. 1.

Chin, J.L., Desormeaux, L. and Sawyer, K. (2016). Making way for paradigms of diversity leadership. *Consulting Psychology Journal: Practice and Research*, 68(1), p. 49.

Chin, J.L. (2013). Diversity leadership: Influence of ethnicity, gender, and minority status. *Open Journal of Leadership*, 2(01), p.1.

Chuang, S.F. (2013). Essential skills for leadership effectiveness in diverse workplace development. *Online Journal for workforce education and development*, 6(1), p. 5.

Coolican, H. (2017). Research methods and statistics in psychology. Hove: Psychology Press.

Crouch, R.T. (2015). *A Study of the Perceptions of Diversity and Inclusion Initiatives in Producing Improved Productive Work Cultures.* PhD thesis, Garder-Webb University North Carolina.

Das, A. (2019). Diversity intelligence for inclusive leadership: a conceptual framework. *A Global Journal of Management and Business Research: A Administration and Management,* 19(9), pp. 13-17.

Davis, M.W. (2018). Absence of diversity at the leadership level. *Journal of Practical Consulting*, 6(1), pp. 148-154.

Davis, P.J., Frolova, Y. and Callahan, W. (2016), "Workplace diversity management in Australia: What do managers think and what are organisations doing?", *Equality, Diversity and Inclusion*, Vol. 35 No. 2, pp. 81-98.

Deepak, S. and Perwez, K. (2019). Diversity Climate, Diversity Management and Diversity Leadership influences on Organization Justice Outcomes. In *Proceedings of International Conference on Advancements in Computing & Management (ICACM)* , pp. 904-908.

DeVellis, R.F. (2016). Scale development: Theory and applications (Vol. 26). Sage publications.

Duchek, S., Raetze, S. and Scheuch, I. (2020). The role of diversity in organizational resilience: a theoretical framework. *Business Research*, 13(2), pp.387-423.

Ellersieck, M.R. and La Point, T.W. (2020). Statistical analysis. In: Rand, G.M., ed. *Fundamentals of Aquatic Toxicology.* 2nd ed. Miami: CRC Press, pp. 307-343.

Ellwart, T., Bündgens, S. and Rack, O. (2013). Managing knowledge exchange and identification in age diverse teams. *Journal of Managerial Psychology*, Vol. 28 No. 7/8, pp. 950-972.

Etikan, I., Alkassim, R. and Abubakar, S. (2016). Comparision of snowball sampling and sequential sampling technique. *Biometrics and Biostatistics International Journal*, 3(1), p. 55.

Evans-Lacko, S. and Knapp, M. (2016). Global patterns of workplace productivity for people with depression: absenteeism and presenteeism costs across eight diverse countries. *Social psychiatry and psychiatric epidemiology*, 51(11), pp. 1525-1537.

Ewoh, A.I. (2019). Managing and valuing diversity: Challenges to public managers in the 21st century. *Public Personnel Management*, *42*(2), pp.107-122.

Filzmoser, P. and Hron, K. (2011). Robust statistical analysis.

Fitzsimmons, T. W. and Callan, V. J. (2020). The diversity gap in leadership: What are we missing in current theorising? *The Leadership Quarterly*, 31(4), pp. 101-347.

Frost, J., 2022. Statistics By Jim. [Online]
Available at: https://statisticsbyjim.com/basics/descriptive-inferential-statistics [Accessed 5 October 2022]

Fryer Jr, R.G. and Loury, G.C. (2013). Valuing diversity. *Journal of Political Economy*, 121(4), pp. 747-774.

Ghasemi, A. and Zahediasl, S. (2012). Normality tests for statistical analysis: a guide for non-statisticians. *International Journal of Endocrinology and Metabolism*, 10(2), p.486.

Girko, V.L. (1995). *Statistical analysis of observations of increasing dimension* (Vol. 28). Springer Science & Business Media.

Gomez, L.E. and Bernet, P. (2019). Diversity improves performance and outcomes. *Journal of the National Medical Association*, 111(4), pp.383-392.

Gotsis, G. and Grimani, K. (2016). Diversity as an aspect of effective leadership: Integrating and moving forward. *Leadership & Organization Development Journal*, Vol. 37 No. 2, pp. 241-264.

Greer, T.W. and Egan, T.M., 2019. Knowledge management for organizational success: Valuing diversity and inclusion across stakeholders, structures, and sectors. *In Connecting adult learning and knowledge management,* Springer, Cham, pp. 119-136.

Griethuijsen, R. A. L. F., Eijck, M. W., Haste, H., Brok, P. J., Skinner, N. C., Mansour, N., et al. (2014). Global patterns in students' views of science and interest in science. *Research in Science Education*, 45(4), 581–603.

Grissom, A.R. (2018). The alert collector: Workplace diversity and inclusion. *Reference & User Services Quarterly*, 57(4), pp. 243-247.

Guillaume, Y.R., Dawson, J.F., Otaye-Ebede, L., Woods, S.A. and West, M.A. (2017). Harnessing demographic differences in organisations: What moderates the effects of workplace diversity? *Journal of Organizational Behavior*, 38(2), pp. 276-303.

Hammond, M.M., Lester, G., Clapp-Smith, R. and Palanski, M., 2017. Age diversity and leadership: enacting and developing leadership for all ages. In *The Palgrave handbook of age diversity and work* (pp. 737-759). London: Palgrave Macmillan.

Hanaysha, J. (2016). Improving employee productivity through work engagement: Evidence from the higher education sector. *Management Science Letters*, 6(1), pp. 61-70.

Hedges, L.V. and Olkin, I. (2014). *Statistical methods for meta-analysis*. Academic press.

Henderson, M.M., Simon, K.A. and Henicheck, J. (2018). The relationship between sexuality–professional identity integration and leadership in the workplace. *Psychology of Sexual Orientation and Gender Diversity*, 5(3), p. 338.

Hennink, M., Hutter, I. and Bailey, A. (2020). *Qualitative research methods*. London: Sage.

Hiller, J. (2016). Epistemological foundations of objectivist and interpretivist research.

Hirsh, C.E. (2009). The strength of weak enforcement: The impact of discrimination charges, legal environments, and organisational conditions on workplace segregation. *American Sociological Review*, 74(2), pp.245-271.

Hossain, M., Atif, M., Ahmed, A. and Mia, L. (2020). Do LGBT workplace diversity policies create value for firms? *Journal of Business Ethics*, *167*(4), pp. 775-791.

Hubbard, E. (2012). *The diversity scorecard*. Routledge.

Hughes, C. and Brown, L. M. (2018). Exploring leaders' discriminatory, passive-aggressive behavior toward protected class employees using diversity intelligence. *Advances in Developing Human Resources*, 20(3), pp. 263-284.

Hunt, V., Layton, D. and Prince, S. (2015). Diversity matters. *McKinsey & Company*, *1*(1), 15-29.

Joshi, A., Liao, H. and Roh, H. (2011). Bridging domains in workplace demography research: A review and reconceptualisation. *Journal of Management*, 37(2), pp.521-552.

Joubert, Y.T. (2017). Workplace diversity in South Africa: Its qualities and management. *Journal of Psychology in Africa*, 27(4), pp.367-371.

Kerby, S. and Burns, C. (2012). The top 10 economic facts of diversity in the workplace. *Center for American Progress*.

Khan, K.T. and Jabeen, S. (2019). Investigating the Impact of Workplace Diversity on Organizational Citizenship Behavior: The Mediating Role of Inclusion*. Journal of Management and Research*, 6(2), pp. 18-50.

Kiliç, S. (2016). Cronbach's alpha reliability coefficient. *Psychiatry and Behavioral Sciences,* 6(1), p.47.

Klakegg, O.J., 2016. Ontology and epistemology. In *Designs, methods and practices for research of project management* (pp. 87-96). London: Routledge.

Krach, P.J. (2021). Shapes, Colors, And Fonts: The Hidden Power In Employee Benefit Communications, Master of Philosophy in Organizational Dynamics Theses. 19.

Kreitz, P.A. (2008). Best practices for managing organisational diversity. *The Journal of Academic Librarianship*, 34(2), pp.101-120.

Lambert, J. (2016). Cultural diversity as a mechanism for innovation: Workplace diversity and the absorptive capacity framework. *Journal of Organisational Culture, Communications and Conflict*, 20(1), p.68.

Lauring, J. (2013). International diversity management: Global ideals and local responses. *British Journal of Management*, 24(2), pp. 211-224.

Little, R.J. and Rubin, D.B. (2019). *Statistical analysis with missing data* (Vol. 793). John Wiley & Sons.

Magoshi, E. and Chang, E. (2009). Diversity management and the effects on employees' organisational commitment: Evidence from Japan and Korea. *Journal of World Business*, 44(1), pp. 31-40.

Mair, P. (2018). Factor analysis. In Modern Psychometrics with R. New York: Springer, pp. 17-61.

Mandel, J. (2012). *The statistical analysis of experimental data*. Courier Corporation.

Martins, L.L. (2020). Strategic Diversity Leadership: The Role of Senior Leaders in Delivering the Diversity Dividend. *Journal of Management*, 46(7), pp. 1191-1204.

Massoudi, A.H. and Hamdi, S.S.A. (2017). The Consequence of work environment on Employees Productivity. *IOSR Journal of Business and Management*, 19(01), pp.35-42.

Mazibuko, J.V. and Govender, K.K. (2017). Exploring workplace diversity and organisational effectiveness: A South African exploratory case study. *SA Journal of Human Resource Management*, 15, p.10.

McCann, J.T., Sparks, B.H. and Kohntopp, T.F. (2017). Leadership integrity and diversity in the workplace. *Leadership*, 2(5).

McKim, C.A. (2017). The value of mixed methods research: A mixed methods study. *Journal of Mixed Methods Research*, 11(2), pp.202-222.

McLeod, S.A. (2019). What is central limit theorem in statistics? *Simply psychology: https://www.simplypsychology.org/central-limit-theorem.html*

Mohamad, M.M., Sulaiman, N.L., Sern, L.C. and Salleh, K.M., 2015. Measuring the validity and reliability of research instruments. Procedia-Social and Behavioral Sciences, 204, pp.164-171.

Muchiri, M.K. and Ayoko, O.B. (2013). Linking demographic diversity to organisational outcomes: The moderating role of transformational leadership. Leadership & Organization Development Journal, Vol. 34 No. 5, pp. 384-406.

Nda, M.M. and Fard, R.Y. (2013). The impact of employee training and development on employee productivity. *Global Journal of Commerce and Management Perspective*, 2(6), pp. 91-93.

Nyakoi, O.P. (2020). *Workforce Diversity Management and Employee Performance in Regulatory Institutions: A Case of Pharmacy and Poisons Board*. PhD thesis, United States International University Kenya.

Oberländer, M., Beinicke, A. and Bipp, T. (2020). Digital competencies: A review of the literature and applications in the workplace. *Computers & Education*, *146*, p.103752.

Okoro, E. (2012). Cross-cultural etiquette and communication in global business: Toward a strategic framework for managing corporate expansion. *International Journal of Business and Management*, 7(16), p. 130.

Orcan, F. (2018). Exploratory and confirmatory factor analysis: Which one to use first. *Journal of Measurement and Evaluation in Education and Psychology*, 9(4), pp.414-421.

Osborne, S. and Hammoud, M.S. (2017). Effective employee engagement in the workplace. *International Journal of Applied Management and Technology*, 16(1), p. 4.

Özsungur, F. (2019). The impact of ethical leadership on service innovation behaviour.The mediating role of *psychological capital. Asia Pacific Journal of Innovation and Entrepreneurship, Vol. 13 No. 1, pp. 73-88.*

Pantazis, C. (2020). Maximizing e-learning to train the 21st-century workforce. *Public Personnel Management*, 31(1), pp.21-26.

Patrick, H.A. and Kumar, V.R. (2012). Managing workplace diversity: Issues and challenges. *Sage Open*, 2(2).

Plag, I. (2020). Productivity. The Handbook of English Linguistics, pp.483-499.

Polat, S., Arslan, Y. and Dincer, O. (2017). Diversity leadership skills of school administrators: A scale development study. *Issues in Educational Research*, 27(3), pp. 512-526.

Porcena, Y.R., Parboteeah, K.P. and *Mero, N.P. (2021). Diversity and firm performance: role of corporate ethics. Management Decision,* Vol. 59 No. 11, pp. 2620-2644*.*

Punnett, B. J. (2018). *International perspectives on organisational behavior*. Routledge.

Randolph-Seng, B., Cogliser, C. C., Randolph, A. F., Scandura, T. A., Miller, C. D. and Smith-Genthôs, R. (2016). Diversity in leadership: race in leader-member exchanges. *Leadership & Organization Development Journal*, Vol. 37 No. 6, pp. 750-773.

Ramli, A.H., 2018. Compensation, job satisfaction and employee performance in health services. Business and Entrepreneurial Review, 18(2), pp.177-186.

Richardson, F. W. (2014). *Enhancing strategies to improve workplace performance* (Doctoral dissertation, Walden University).

Riche, M.F. and Kraus, A. (2009). Approaches to and tools for successful diversity management: Results from 360-degree diversity management case studies. *CAN Analysis & Solutions. Alexandria*, pp. 1-208.

Risberg, A. and Gottlieb, S.S. (2019), Workplace Diversity and Gender in Merger and Acquisition Research, Cooper, C.L. and Finkelstein, S. (Ed.) *Advances in Mergers and Acquisitions (Advances in Mergers and Acquisitions*, Vol. 18), Emerald Publishing Limited, Bingley, pp. 51-63.

Roberge, M.É. and Van Dick, R. (2010). Recognising the benefits of diversity: When and how does diversity increase group performance? *Human Resource Management Review*, 20(4), pp. 295-308.

Rockstuhl, T., Seiler, S., Ang, S., Van Dyne, L. and Annen, H. (2011). Beyond general intelligence (IQ) and emotional intelligence (EQ): The role of cultural intelligence (CQ) on cross-border leadership effectiveness in a globalised world. *Journal of Social Issues*, 67(4), pp. 825-840.

Sabharwal, M. (2014). Is diversity management sufficient? Organisational inclusion to further performance. *Public Personnel Management*, 43(2), pp.197-217.

Salahuddin, M.M. (2010). Generational differences impact on leadership style and organisational success. *Journal of Diversity Management (JDM)*, 5(2).

Samuels, P. (2017). Advice on exploratory factor analysis.

Saunders, M., Lewis, P. and Thornhill, A. (2012). *Research Methods for Business Students, 6th edition,* Pearson Education Limited.

Saxena, A. (2014). Workforce diversity: A key to improve productivity. *Procedia Economics and Finance*, 11, pp.76-85.

Schmuller, J. (2013). *Statistical analysis with Excel for dummies*. John Wiley& Sons.

Sharma, A. (2016). Managing diversity and equality in the workplace. *Cogent Business & Management*, *3*(1), pp. 1212682.

Sharma, M. and Mishra, S. (2018). Workforce Diversity: Impact on Organisation Environment. *IMPACT: International Journal of Research in Business Management (IMPACT: IJRBM)*, 6(2), pp.31-38.

Sharma, M.S. and Sharma, M.V. (2014). Employee engagement to enhance productivity in current scenario. *International Journal of Commerce, Business and Management*, 3(4), pp. 595-604.

Shore, L.M., Cleveland, J.N. and Sanchez, D. (2018). Inclusive workplaces: A review and model. *Human Resource Management Review*, 28(2), pp.176-189.

Simmons, J.P., Nelson, L.D. and Simonsohn, U. (2011). False-positive psychology: Undisclosed flexibility in data collection and analysis allows presenting anything as significant. Psychological science, 22(11), pp.1359-1366.

Simkus, J., 2022. www.simplypsychology.org. [Online]
Available at: https://www.simplypsychology.org/stratified-random-sampling.html
[Accessed 5 October 2022].

Singh, B. and Selvarajan, T.T. (2013). Is it spillover or compensation? Effects of community and organisational diversity climates on race differentiated employee intent to stay. *Journal of business ethics*, 115(2), pp. 259-269.

Singh, S. (2016). *Managing Diversity for Improving Productivity in IT Industry in India*. PhD thesis, University of Kota Kota.

Srinivasan, R. and Lohith, C.P. (2017). Pilot Study—Assessment of validity and reliability. In *Strategic marketing and innovation for Indian MSMEs.* Singapore: Springer, pp. 43-49.

Stephenson, J.H. (2017). The leader-member exchange (LMX) approach to age diversity. Leading diversity in the 21st century, pp.161-189.

Suharnomo, A.Y., Wahyudi, S. and Wikaningrum, T. (2017). A systematic literature review of managing workplace diversity for sustaining organisational competitive advantage. *International Journal of Mechanical Engineering and Technology*, 8(12), pp. 398-406.

Sunday, C.E. and Vera, C.C.E. (2018). Examining information and communication technology (ICT) adoption in SMEs: A dynamic capabilities approach. *Journal of Enterprise Information Management*, Vol. 31 No. 2, pp. 338-356.

Sunkuli, I.N. (2017). *The Effects of Multigenerational Workforce Diversity on Organizational Performance: A Case Study of National Hospital Insurance Fund*. PhD thesis, United States International University Kenya.

Taber, K.S. (2018). The Use of Cronbach's Alpha When Developing and Reporting Research Instruments in Science Education. *Res Sci Educ 48,* pp. 1273–1296.

Tamunomiebi, M.D. and John-Eke, E.C. (2020). Workplace Diversity: Emerging Issues in Contemporary. *International Journal of Academic Research in Business and Social Sciences*, 10(2), pp. 255-265.

Tatli, A. (2011). A multi-layered exploration of the diversity management field: diversity discourses, practices and practitioners in the UK. *British Journal of Management*, 22(2), pp. 238-253.

Tray, L. and Jebb, A. (2016). *Scale Development* [online]. Available from: https://www.researchgate.net/publication/305462834_Scale_Development [28 May 2022]

Ukachukwu, C.C. and Iheriohamma, E.B.J. (2013). The effect of cultural diversity on employee productivity in work organizations in Port Harcourt, Nigeria. *International Journal of Development and Management Review*, 8(1), pp. 32-49.

Visagie, J.C. and Linde, H. (2010). Evolving role and nature of workplace leaders and diversity: A theoretical and empirical approach. *Managing Global Transitions*, 8(4), pp. 381-403.

Walliman, N. (2017). Research methods: The basics. Routledge, pp 7-15.

World Bank Group. (2012). *World Bank Group study*. Available from: http://data.worldbank.org/country/india [Accessed 21 October 2021].

Yang, Y. and Konrad, A.M. (2011). Understanding diversity management practices: Implications of institutional theory and resource-based theory. *Group & Organization Management*, 36(1), pp. 6-38.

APPENDIX A

You are kindly requested to participate in a research study on "Diversity in leadership and the influence on employee's productivity in the workplace". Please note that your participation is entirely voluntary. Your identity will not be revealed. All information and records will be held in strict confidence and be solely used for academic purposes. Your responses will help in better understanding diversity leadership in organisations and how it may affect employee productivity in the workplace.

I understand that in any report on the results of this research, my identity will remain anonymous. I understand that even if I agree to participate now, I can withdraw at any time or refuse to answer any question without any consequences of any kind.

The questionnaire should not take more than 15 – 20 minutes to complete.

Please answer the following questions.

Part 1: Biographical Information

1. Please indicate your age.

18 - 30	31 – 40	41 - 50	> 51

2. Please indicate your gender.

Male	Female	Other

3. Please indicate your race.

African	Coloured	White	Indian	Prefer not to say

4. Please indicate your highest level of education.

School education	Matric	Diploma	Bachelors Degree or Equivalent	Honours Degree or Equivalent	Master's Degree or Higher

Part 2: Questionnaire

		Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
5	Diversity in my organisation shapes the leadership skills of the employees?					
6	My organisation has a diverse workforce and / or actively promotes its implementation?					
7	There is a proper mix of employees of all the age groups in my organisation					
8	My organisation generally recruits employees regardless of their age, colour, religion, or cultural beliefs					
9	My organisation comprises an appropriate mix of female and male employees?					
10	Managers in my organisation do not discriminate toward employees based on gender, colour, religion or age, especially during the performance appraisal					
11	Workplace diversity allows my organisation to promote employees based on merit?					
12	Working in a diverse culture help employees improve their decision-making and leadership skills?					
13	Male employees in top management are not threatened by talented female leaders.					
14	Organisations that are diverse in nature produce more competent leaders.					

		Yes	No
15	Does your organisation actively develop female leaders?		
	Are there female employees currently represented in top management?		
16	Does your organisation treat both male and female employees in a fair and equal manner and encourage them to participate in decision making?		
	Has this sense of inclusion helped them to improve their leadership skills?		
17	Does your organisation promote both males and females to upgrade their qualifications and skills with the help of the proper assessment and targeted based training?		
18	Does Leadership Diversity help in the motivation or productivity of the employee?		
19	Does diversity play a role in individual employee productivity?		

Please add any further comments you may have:

_____

_____

_____

_____

_____

_____

Student: J.P. Gagjee

Contact: +27 82 417-3009

Email: jayesh.gagjee@fnb.co.za

Supervisor: S.W. Grobler

Contact: +27 71 894-5091

Email: schalkg@davinci.ac.za

Institute: The Da Vinci Institute for Technology Management (Pty) Ltd

Thank you very much for completing the questionnaire!

APPENDIX B

Meaning and link of research questions to research objectives:

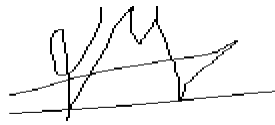| Question Number	Research Objectives
1 to 4	Biographical Data
5 to 14	Impact of diversity leadership in the workplace
15 to 19	Efficiency and improvement in productivity due to diversity leadership in the workplace

APPENDIX C

FIRSTRAND

21 September 2020

Dear Sir / Madam

Kindly note ethical clearance to conduct research within the workplace for Master's dissertation topic: *"Diversity in leadership and the influence on employee's productivity in the workplace"* for student Jayesh Pravin Gagjee (student number 7863), a student at The Da Vinci Institute has been approved.

Approval is granted to circulate and collect the research questionnaire for the Master's research topic.

Your assistance in this regard will be highly appreciated and valued.

Jayesh Gagjee		21 September 2020
Student Name in Print	Signature	Date signed

Nicolene de Beer

21 September 2020

Head of HR Name in Print	Signature	Date signed

APPENDIX D

Title: Diversity in leadership and the influence on employee's productivity in the workplace

I……………………………………… voluntarily agree to participate in this research study.

I understand that even if I agree to participate now, I can withdraw at any time or refuse to answer any question without any consequences of any kind.

I understand that participation involves briefing about the diversity in the workplace and its management.

I understand that in any report on the results of this research my identity will remain anonymous.

I understand that signed consent forms will be retained in [specify location] until the project will be submitted.

I understand that I am free to contact any of the people involved in the research to seek further clarification and information

J.P. Gagjee

+27 82 417-3009

jayesh.gagjee@fnb.co.za

Signature of Participants: _____

Date: _____

Signature of Researcher: _____