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Diversity Management in the Ghanaian Health Sector:
A Case Study of the NHIA**

ABSTRACT

Diversity management has become a critical tool in ensuring efficiency and productivity in organisations and societies. Research has recognized several conceptualisations of diversity and provided direction for effective and better ways of implementing diversity management at an organisational and national level. However, it has been contended that emphasis on conceptualising diversity management has mainly been within the context of the western perspective. Diversity management is an emerging aspect of management, which embodies on disciplines such as sociology, psychology, and human resource. The concept of diversity management has assumed global dimension and a context specific approach is required to make it effective. In this regard, it has been established by scholars to be a potent management tool in the globalised world. This call for an approach which suits the African and for that matter the Ghanaian context. To this effect, this research explores the concept, policies, and challenges of diversity management from Ghanaian perspective to assist in fashioning out a context specific strategy to diversity management.

A qualitative methodology (case study approach) was employed to answer the research questions and realise the objectives. In line with the tenets of the chosen methodology, which requires data absoluteness, the interviewees and focus group members were selected through purposively sampling. There were thirty-four in-depth interviews and two focus group discussions conducted at the NHIA head office and regional office. Coding and thematic analysis were employed to identify the conceptualisation of diversity, policies in place for diversity management and challenges encountered in relation to diversity management at the NHIA. The results suggests that diversity can be described as differences in ethnic background, political affiliation, gender, religious belief, languages, and age. Further, the result points to the fact that an individual cannot be only identified by one characteristic but several of them.

Additionally, this study identified couple of areas that needs attention to ensure an effective diversity management at the NHIA. The work environment in NHIA is very diverse and drives the complexity therein. The socio-cultural, religious, and political differences are very entrenched and require an effective diversity framework that ensures the presence of critical elements such as appreciation of uniqueness and the sense of belonging. Subsequently, a model was developed from the findings of the study to highlight the critical elements driving the dynamics of diversity management in NHIA. Additionally, the identified elements serve as tools which can be employed to allay the challenges encountered in ensuring effective management of diversity in NHIA and similar environments. Future studies may be conducted to validate the framework developed in this study and establish generalisability in the health industry and in other public organisations. A comparative case study research focusing on a private and public sector could also enrich the framework.

Keywords: diversity, diversity management.

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LIST OF ABBREVIATIONS

NHIA	National Health Insurance Authority
NHIS	National Health Insurance Scheme
FGD	Focus Group Discussion
AA	Affirmative Action
EEO	Equal Employment Opportunity
DM	Diversity Management
SIT	Social Identity Theory
UET	Upper Echelon Theory
NHIF	National Health Insurance Fund
SSNIT	Social Security and National Insurance Trust
TA	Thematic Analysis
GLOBE	Global Leadership and Organisational behaviour effectiveness
TMT	Top Management Teams
HRM	Human Resource Management
HR	Human Resource
GPRS	Ghana Poverty Reduction Strategy
NHIF	National Health Insurance Fund
GRA	Ghana Revenue Authority
LEAP	Livelihood Enhancement Against Program

CHAPTER ONE: INTRODUCTION

1.0 OVERVIEW

Diversity management has emerged as a compelling strategy for organisations in the globalised world (Adcock, 2021). Moreover, contemporary organisations are increasingly drawn to effective diversity management due to its significant advantages, which have been recognised by researchers and practitioners alike (Irin, 2021). Diversity management entails the planning, strategising, communication, and execution of concepts that pertain to the differences found within groups (Mandi, 2019). Consequently, diversity management is increasingly acknowledged as a crucial area of study in management and an essential element of human resource policy within organisations (Nkomo & Hoobler, 2014). Furthermore, it has been unequivocally emphasised that an inclusive strategy is preferable to a singular approach in order to fully leverage and achieve the objectives of a comprehensive workplace (Scott et al., 2011).

Importantly, effective diversity management aims to address, recognise, and appreciate the differences within a defined group to ensure productivity and employee engagement. The concept of diversity management is interdisciplinary and encompasses fields such as psychology, sociology, and management (Farndale et al., 2015). Therefore, diversity management has direct implications for the well-being of organisations and societies. This study aims to uncover the underlying perceptions and concepts that drive the management of diversity in the National Health Insurance Authority (NHIA). This process will contribute to the development of suitable strategies for ensuring effective diversity management, leading to improved efficiency and profitability. The significance of this process is evident in the argument for diversity in business, as the concept is crucial for the success of an organisation (Barak, 2015). Consequently, it is essential for organisations to deal with diversity

comprehensively, as it provides a competitive advantage (Cox & Blake, 1991). Consequently, organisations are developing practices and systems to effectively manage the diverse contemporary workplace. Cox's (1994) model of the multicultural organisation emphasises the need for organisations to allow employees to bring their complete set of individualities to work rather than requiring them to suppress important identities to conform to the prevailing organisational culture. Additionally, the appreciation of diversity and its effective management ensures employee engagement and enhances organisational performance (Appiah et al., 2018; Appiah & Adeyeye, 2021). Furthermore, the learning and integration paradigm proposed by Ely and Thomas (2001) underscores the importance of organisations encouraging employees to bring their full range of cultural and demographic knowledge to address organisational challenges. Consequently, the variety in experience and knowledge resulting from diversity will be advantageous to the organisation by providing a wider range of alternatives for managing opportunities and problems, ultimately leading to improved work processes and products. Both Cox (1994) and Ely and Thomas (2001) present an ideal end state for organisations to strive for in order to effectively manage diversity.

According to Thomas (2010), diversity can be understood by examining the contrasts, similarities, complexities, and tensions associated with it. This amalgamation can take various forms and requires a contextual approach to its management. The importance of effective diversity management is evident in its socio-economic impact, particularly in regions such as sub-Saharan Africa (Appiah et al., 2018). The positive influence of effective diversity management on socio-economic dynamics can be attributed to the growth of multiculturalism within identified groups. Sims and Scott (2016) assert that the improved performance of teams is a result of the diverse cultural composition of employees, highlighting the advantage of incorporating multiple ethnic perspectives in problem-solving. This enhancement in team outcomes occurs after members have gained a comprehensive understanding of the dynamics

within a multicultural group. The proliferation of multicultural individuals in organisations today can be attributed to the increasing diversity of cultures in society, which permeates religious, educational, and ancestral circles.

Despite the benefits of diversity, April and Blass (2010) observe that managing diversity could become a significant future challenge for organisations, primarily due to the global nature of the workforce facilitated by technological advancements. This challenge is further complicated by the changing social-political climate and the emergence of new markets, eroding national boundaries. As a result, organisations are faced with a broader range of stakeholders (April & Blass, 2010), necessitating a context-specific approach. However, many diversity strategies tend to be global in nature and do not sufficiently address the needs of specific regions or countries such as Ghana (Appiah & Adeyeye, 2021). This study explores the concept of diversity in Ghana, focusing on the challenges faced by the NHIA in the healthcare sector, and proposes a framework to guide effective diversity management and harness its benefits. The understanding of diversity and the challenges associated with its management often varies across different contexts, as aptly noted by Barak (2015).

Diversity has been recognised as a business imperative, as it generates enhanced creativity and informed decision-making (Cunningham, 2007; Gruenfeld et al., 1996). Furthermore, due to the highly competitive labour market, many governments have implemented regulatory frameworks to promote diversity and equality (Sharma, 2016). However, empirical evidence from various studies highlights the challenges encountered in managing diversity in both business organisations, such as the private sector (Colgan, 2011; Cooke & Saini, 2012; Hvidman & Andersen, 2014), and public sectors, including healthcare (Ali et al., 2013; Hunt, 2007), and hospitality (Gröschl, 2011).

According to Choi and Rainey (2010), the current research findings on the impact of diversity management are inconsistent, making it challenging to determine the level of employees' understanding and awareness of diversity issues. How does a diversity policy contribute to improved team functioning? A company's commitment to equal opportunity and diversity is reflected in its diversity policy, which is an approach in human resource management. Diversity policies specify the "how" of managing diversity by outlining the necessary actions to address the "what" question regarding diversity goals. Formal recognition of individuals' achievements without any discrimination based on gender or ethnicity can enhance individuals' perceptions of workgroup effectiveness, leading to increased employee satisfaction and trust (Rubin, 2007). However, it is important to note that the benefits of diversity can only be realised under specific conditions (Ely & Thomas, 2001). These conditions include establishing organisational norms that apply to all employees, promoting positive intergroup relationships, and ensuring that all employees feel valued and respected. Moreover, communicating the organisation's commitment to diversity not only boosts morale but also helps meet the needs of a diverse workforce in areas such as recruitment and retention (Pitts, 2009). To effectively manage diversity, organisations must go beyond accommodating and recognising individual differences and instead modify their culture to appreciate and value diversity.

Given the ongoing shifts in the workplace, organisations need to exercise caution when implementing diversity management programmes and practices (Ghosh, 2016). Consequently, organisations should recognise and leverage the heterogeneity of their workforce to achieve equity in employment and other human resource functions in the context of diversity management (Daya, 2014). This aligns with Shore et al.'s (2011, p. 270) argument that both "belongingness and uniqueness" are essential for an individual to become an integral member of a workgroup. This perspective is particularly relevant for managing diversity in a diverse society such as Ghana and forms the basis of this study. The aim of the study is to explore the

concept of diversity in Ghana, focusing on the NHIA, the organisation responsible for managing the country's health insurance scheme (NHIS), as a case study.

1.1 CONTEXT OF THE RESEARCH

Diversity management has become increasingly challenging in the context of globalisation, social change, and growing levels of cross-cultural interactions within organisations (Barak, 2016; Janssens & Zanoni, 2021). It is recognised that diversity management plays a crucial role in helping organisations acknowledge and appreciate differences among employees and in society. Despite the significance of workforce diversity for achieving organisational goals and vision, effectively managing diversity remains a challenge that requires a comprehensive understanding, appreciation, and response to the diverse individuals within an organisation. Successful diversity management relies on the commitment of senior management and the active involvement of all employees. It involves implementing practices and policies that address the similarities and differences of individuals in the workplace (Adcock, 2021).

Research on diversity management has been steadily increasing in recent years. Scholarly interest has focused on areas such as diversity management and employee engagement (Bailey et al., 2017), diversity management and employee performance (Ashikali & Groeneveld, 2015), diversity management and affirmative action (Haynes & Alagaraja, 2016), and diversity management and organisational success (Guillaume et al., 2017). While these studies have contributed to understanding the importance of diversity management in effectively leveraging a diverse workforce, there are still gaps in the literature that need further exploration to advance the field.

Moreover, a review of the literature reveals that a significant number of studies on diversity management have been conducted in developed country contexts and organisations (Ashikali

& Groeneveld, 2015; Kim et al., 2015; Sabharwal, 2014). Although these studies have provided valuable insights into diversity management, they have also neglected the experiences of other contexts and institutions, particularly those in developing countries such as Ghana. However, in these contexts, diversity is more pronounced due to the variety of cultures, ethnic and tribal groups, political parties, and gender roles (Asante & Gyimah-Boadi, 2004).

While it is widely acknowledged that the extent to which diversity benefits an organisation depends on its effective management, there is a lack of comprehensive exploration of how this plays out in the organisational setting, especially in developing country contexts, and the challenges encountered in the process (Fleming & Spicer, 2014; Sartorius et al., 2011). Therefore, it is essential to investigate the NHIA, an organisation that has a national presence and reflects the economic and socio-cultural dynamics within Ghana.

Organisations need to prioritise the implementation of changes that foster creativity and innovation in order to maximise employee performance, as highlighted by Price (2018) and Kreitner and Kinicki (2012). This emphasis on creativity underscores the importance of diversity management and warrants further investigation. The management of diversity-related disparities has been recognised as a critical task that can be transformed into a valuable resource (Esty et al., 1995; Mazibuko & Govender, 2017), aligning with the notion that diversity management is a vital tool for attaining competitive advantage (Thomas & Ely, 1996). However, in order to develop an effective diversity management model, it is crucial to acknowledge the challenges associated with it.

While diversity management in Africa, particularly in Ghana, has been broadly studied (Loliya & Osikwemhe, 2018), there remains a dearth of knowledge regarding its management within organisations. Therefore, this study focuses on investigating diversity management within a specific organisation in Ghana. The aim is to explore the challenges associated with diversity

management in Ghana and to develop a model or framework that can mitigate these challenges, particularly in the healthcare sector. The research employs qualitative data analysis to examine the conceptualisation of diversity at the NHIA, evaluate the management of diversity by identifying its strengths, weaknesses, and challenges, and assess the generalizability of the findings to other organisations in Ghana, Africa, and developing countries.

1.1.1 DIVERSITY IN AFRICA

The management of diversity in the African context requires a specific strategy that considers its unique characteristics. However, the existing literature on this topic is insufficient (April & Blass, 2010; Roberson, 2004). The establishment of the African Continental Free Trade Area (ACFTA) further highlights the need for effective diversity management, as it has a significant impact on trade, as argued by Appiah and Adeyeye (2020b). Moreover, the African setting is characterised by uncertainty (Ugwuegbu, 2001; Zoogah & Nkomo, 2017) and necessitates a context-specific approach to address the challenges associated with managing diversity in this region. Despite the majority of African countries adhering to United Nations standards in terms of diversity management, a study by Kaggwa et al. (2013) revealed that the concept of diversity management is not widely embraced in Africa: “These are inherent rights to be enjoyed by all human beings of the global village—men, women, and children, as well as by any group of society, disadvantaged or not and not to be withdrawn, withheld or granted at someone’s whim or will” (Universal Declaration of Human Rights, 2015, pp. 73-76).

1.1.2 DIVERSITY IN GHANA

Ghana, as a multi-ethnic and religious society (Appiah et al., 2018), presents a complex landscape for diversity management. The country has enjoyed political stability since the adoption of the 1992 constitution and has experienced significant economic growth over the

years (Appiah et al., 2018). These factors further highlight the importance of effective diversity management. The African challenge in managing diversity is also evident in Ghana. However, few studies have been conducted on diversity and its management, specifically in the Ghanaian context, with existing research tending to focus more on education, gender, and ethnicity rather than workplace issues (Agbenyega, 2007; Agyare-Kwabi, 2013; Joshua & Taylor-Abdulai, 2014; Suleman, 2017). Notably, the diversity in Ghana is exemplified by the multitude of languages spoken by its people, necessitating proper management to ensure inclusive participation in organisations (Appiah & Adeyeye, 2020a).

Although diversity management is still relatively new in Ghana, some organisations, such as Shell (Ghana), International Finance Corporation (IFC), Vodafone (Ghana), and Ecobank (Ghana), have already embraced it as an essential component of their management philosophy. However, this indicates that a significant proportion of Ghanaian organisations are still unaware of the phenomenon. Insufficient awareness of the concept of diversity and its management poses challenges for organisations in understanding and giving it the necessary attention, it deserves (Appiah & Adeyeye, 2021). Therefore, it is crucial to critically examine the concept of diversity and the challenges faced by organisations in Ghana in managing diversity. This examination is particularly important given Ghana's thriving economy (Hoskisson et al., 2013; Kehl, 2007; Roxburgh et al., 2010) and its attractiveness to international businesses (Appiah & Adeyeye, 2021). Ghana's economic growth over the past decade can be attributed to a stable political environment, the discovery of oil and gas reserves, and a consistent government.

Ghana embodies the typical African attributes of diversity. Asante and Gyimah-Boadi (2004) emphasise that the nation is characterised by multiculturalism, religious diversity, and a multitude of ethnic groups, with a projected total of over 90 ethnicities. This underscores the

complex environment that diversity management must navigate, making it a compelling area for investigation.

The country exhibits considerable ethnic diversity, with no uniformity found across its regions. Notably, a significant characteristic is the ethno-regional disparities between the southern and northern parts of Ghana, where the south holds economic and political advantages (Asante & Gyimah-Boadi, 2004). These disparities have led to the need for government policies aimed at bridging the political and economic divide (Osei-Amponsah et al., 2006). One notable policy addressing this inequality is the regional balance of key government appointees and political power, along with the centralised distribution of resources by the government (Gyimah-Boadi, 2003). Additionally, the previous Provisional National Defence Council (PNDC) administration attempted to ensure ethnic representation in the public service by engaging the Ewe ethnic group, but this initiative was halted by the New Patriotic Party (NPP) administration (Gyimah-Boadi, 2003).

Ghana is home to over ninety (90) ethnic groups, further deepening its diversity through internal and external migration. Therefore, to fully leverage the benefits of diversity and its management, each of Ghana's numerous ethnic groups must be individually acknowledged and appreciated.

Furthermore, a suitable diversity management strategy in the workplace should consider the various ethnic groups. The interaction between national and ethnic identity plays a crucial role in managing diversity, as it demonstrates the importance of embracing differences and fostering inclusive participation. Diversity has been characterised as a multidimensional concept by researchers from various disciplines. Its meaning can vary depending on the context of the study. In this study, the researcher aims to explore how employees and management at NHIA conceptualise diversity, analysing its various aspects and levels within the organisation. The

study also aims to examine the existing diversity policies at NHIA as part of their efforts to manage diversity. Empirical research on the impact of diversity policies on work group performance is scarce. The voluntary and collaborative nature of diversity management may explain the limited attention given to adopting diversity policies as part of human resource management practices (Appiah & Adeyeye, 2021).

1.2 THE RESEARCH PROBLEM

Diversity management has become an integral aspect of effective organisations and societies (Adcock, 2021). The Ghanaian society is characterised by the presence of multiple ethnic groups, highlighting the significance of diversity within the nation (Asante & Gyimah-Boadi, 2004). Various challenges associated with diversity management in Ghana have been identified, including those related to politics, gender, ethnicity, and religion (Ntim, 2015). Notably, managing diversity, particularly in public organisations, remains a prominent challenge in Ghana (Abor, 2017; Atta-Asamoah, 2012). Some of the key challenges identified in the management of diversity within the Ghanaian context include:

- The expression of divergent views by individuals who may not belong to a particular group, resulting in job loss or targeted businesses (Langer, 2009).
- The necessity of coordinating diversity management strategies with the specific societal and institutional context, as the effectiveness of such strategies may vary geographically and institutionally (Gotsis & Kortezi, 2015).
- The scarcity of relevant literature to enhance the understanding of diversity management and its challenges within the Ghanaian context (Agbenyega, 2007; Agyare-Kwabi, 2013; Appiah & Adeyeye, 2020a).

These challenges underscore the significant influence of politics, religion, gender, and ethnicity in shaping the practices and perceptions of diversity within Ghanaian society and organisations.

However, in relation to this study, it is noted that there has been limited or no research conducted to investigate how diversity is conceptualised, perceived, and managed specifically within the Ghanaian health sector. The concept of diversity and diversity management, particularly in the context of developing countries, along with the challenges encountered in the process, have not received adequate research attention, providing motivation for this study (Appiah & Adeyeye, 2021).

To gain insights into this phenomenon and its associated implementation challenges, a single case study approach is employed to explore diversity management in Ghana, focusing on the NHIA. The NHIA serves as a reflection of Ghanaian society, as it is a government organisation that plays a crucial role in the country's health sector (NHIA, 2023). The findings of this study will contribute to existing literature, offering new insights and enhancing the comprehensive understanding of the phenomenon. Additionally, the study will assist in the development of effective approaches to diversity management within the NHIA.

The globalised nature of the contemporary workplace has necessitated the interaction and collaboration of individuals from diverse cultural backgrounds and belief systems. People no longer operate in isolation; they are interconnected within a global network where competition arises from all corners of the world. Effectively harnessing the potential of a diverse workforce has become a crucial aspect of management (Green et al., 2002; Lee, 2022). This highlights the need for an in-depth exploration of the concept of diversity and diversity management within the Ghanaian context.

Green et al. (2002) argue that diversity goes beyond mere recognition of differences among individuals; it involves understanding the fundamental nature of these differences, combating discrimination, and fostering employee engagement. Furthermore, Barak (2015) emphasises that diversity is not solely based on the observable differences among employees but also

encompasses belonging to a group that differs from the majority in society. Therefore, there is a pressing need to investigate diversity management in Ghana, as organisations are faced with the challenge of creating an inclusive and supportive work environment in response to the increasing diversity of the workforce. To tap into the vast pool of talent, attract, and retain employees, a well-defined strategy must be implemented. Although some studies have examined diversity management, limited research has been conducted on diversity management, specifically within the health sector in Ghana.

The Ghana Health Services (GHS) serves as the governing body responsible for healthcare delivery in the country. Established under Act 525 of 1996, in accordance with the 1992 constitution, the GHS is entrusted with the mission of providing accessible, high-quality, and comprehensive healthcare services. Their motto, “your health our concern”, reflects their commitment to the well-being of the population (Ghana Health Service, 2023). The mandate and vision of the GHS align with the principles of diversity and diversity management, as they strive to ensure equitable healthcare for all.

To support the sustainability of this vision, the NHIA was established through the National Health Insurance Act 2003, Act 650, which was later replaced by Act 852 in 2012 to streamline and enhance the efficiency of the NHIA. The primary objective of the NHIA is to achieve universal health insurance coverage in Ghana (NHIA, 2023). Considering this, the provision of holistic healthcare to the diverse population of Ghana becomes paramount, and the principles guiding diversity and its management can play a pivotal role in the operations of the NHIA to achieve this objective.

To assess the performance of the NHIA in delivering inclusive healthcare, it is imperative to examine the extent of diversity and its management within the organisation since its inception, from a management perspective. This study aims to address this gap in the literature by

providing a contextual understanding of diversity and diversity management in Ghana. According to Lee (2022) and Green et al. (2002), management must acquire the necessary skills to effectively navigate a diverse workplace. Thus, an extensive investigation is warranted to gain a comprehensive understanding of the concept of diversity and diversity management within the Ghanaian context.

1.3 THE RESEARCH OBJECTIVES

This study investigates how diversity is managed at the NHIA. The specific objectives that will be pursued are as follows:

- Objective 1: To understand the conceptualisation of diversity at the NHIA.
- Objective 2: To examine the existing policies for diversity management at the NHIA.
- Objective 3: To examine the challenges, strengths, weaknesses, threats, and opportunities to diversity management at the NHIA.
- Objective 4: To assess how leadership and culture influence diversity management at the NHIA.
- Objective 5: To create a model of diversity management for the NHIA.

1.4 WORKING DEFINITIONS

The working definitions that follow are relevant to this study.

1.4.1 DIVERSITY

Diversity is any combination of components characterised by similarities and differences and related tensions and complexities. The elements of a diversity mixture include differences and similarities between and among races, ages, ethnic groups, genders, educational levels, social status, religious and political affiliations, geographical origins, values, languages, sexual

orientations, beliefs, and work styles. It implies identifying and understanding the similarities and differences that individuals display, which could be visible or invisible. In addition, with diversity (differences and similarities) come complexities and tensions. The greater the diversity, the greater the likelihood of tension and complexity (Thomas, 2010).

1.4.2 DIVERSITY MANAGEMENT

Diversity management for this research is defined “as a comprehensive managerial process for developing an environment that works for all employees” (Thomas, 1991, p. 10). The goal is for an organisation to create and implement diversity policies and practices and an organisational culture that values heterogeneity and which enables every member of the organisation to perform to his or her capacity. Diversity management can be equated to the process of managing individual differences through effective human resources policies and practices that would result in a better and more productive environment (Mandi, 2019). It is the ability to make quality decisions amid any set of differences and similarities and related tensions and complexities.

1.5 STRUCTURE OF THE RESEARCH

The study consists of the following six chapters, each serving a specific purpose:

Chapter 1 provides an overview and context for the research. It clearly outlines the research problem, research objectives, and working definitions.

Chapter 2 situates the study within the existing literature. It identifies relevant literature that directly relates to the concept being studied, as well as the research objectives and questions. The chapter also presents the conceptual framework and discusses the relationship between the phenomenon and the concept under investigation, as well as the research questions.

Chapter 3 describes the research methods, design, and strategy employed to address the research questions and achieve the research objectives. It also acknowledges the limitations of the research.

Chapter 4 presents the research findings. The results are presented by reporting significant findings for each main theme, using precise quotes and general quotes from participants to illustrate the outcomes. The interpretation of the findings elucidates the indicators used to achieve the research objectives and address the research question.

Chapter 5 is the discussion section where the research findings are critically analysed and connected to the existing literature in the field. It demonstrates the study's contribution to theory and highlights its practical significance through the development of a model for diversity management to enhance performance in the NHIA and the health sector in Ghana. Additionally, it explores the application of the findings in other organisations.

Chapter 6 serves as the conclusion of the study. It provides a summary of the research, discusses its contributions, and offers recommendations for further study.

CHAPTER TWO: LITERATURE REVIEW

2.0 OVERVIEW

The movement of individuals both within and across borders contributes to the increasing diversity within organisations and societies. Therefore, it is crucial to investigate this phenomenon to enhance organisational efficiency, as employee well-being is highly valued in the workplace (Sutton, 2020). This is particularly relevant for individuals from diverse backgrounds, as their well-being is often seen as a desired outcome (Al-Jubari et al., 2022). The impact of diversity management on the bottom line of companies is evident in the revenue generated by organisations that embrace it. Research shows that organisations that prioritise diversity management experience a 20% increase in revenue (Reiners, 2023). Given the growing diversity in the workplace due to economic integration at national and global levels (Inegbedion et al., 2020), managing diversity has become a critical aspect of organisational management that warrants further investigation.

The previous chapter provided an introduction and background to the study. This chapter presents a thematic literature review to gain a comprehensive understanding of the concepts and models that underpin diversity management at the NHIA. The review will focus on notable concepts such as:

- Diversity and Diversity Management Models
- Social Identity Theory
- Upper Echelon Theory
- Hofstede's Dimensions of Culture
- Globe Cultural Framework

A detailed examination of these theories, concepts, models, and frameworks will provide insights into the dynamics of diversity management within the NHIA.

2.1 CONCEPTUALISATION OF DIVERSITY

Diversity, as a concept in the social sciences, lacks a widely accepted definition due to its complexity and multidimensionality, leading to varied perspectives and approaches in different disciplines (Barak, 2015; Jackson & Joshi, 2004). Scholars have conceptualised diversity in both narrow and broad senses. In the narrow sense, diversity focuses on primary differences between individuals, such as ethnicity, gender, and race (Kim, 2006). This includes both visible and invisible differences, such as background, age, gender, race, personality, work style, and disabilities (Kandola & Fullerton, 1998). These primary differences are believed to have significant impacts on initial interactions and are easily observable. This narrow definition has formed the basis for initiatives such as Equal Employment Opportunity (EEO) and Affirmative Action (AA), which aim to eliminate biased practices based on these personal characteristics (Strachan et al., 2003).

On the other hand, the broader definition of diversity encompasses a wider range of characteristics, including ethnic background, age, economic status, disabilities, sexual orientation, beliefs, lifestyle, religion, national origin, language, physical appearance, values, and education (Hayles & Russell, 1997; Wrench, 2020). Cox (2001, p. 12) defines diversity as “the variation of social and cultural identities among people existing together in defined employment or market setting”. Cox’s definition extends to include variations in perspectives and interpretations beyond the commonly perceived diversity attributes such as ethnicity and gender, encompassing factors such as tenure and education within an organisation. This broader perspective has implications for appreciating the diversity of differences and its interaction with the prevailing organisational culture. It acknowledges the presence of

variations in culture, gender, sexual orientation, age, physical abilities, and ethnicity within organisations (Muller & Parham, 1998).

Diversity, as conceptualised by Thomas (1995), encompasses a combination of elements marked by both similarities and differences. This perspective aligns with the notion that diversity can be understood through individual approaches and varied perceptions, wherein employees assume different group identities (Anca & Aragón, 2018; Thomas & Ely, 1996). Therefore, diversity encompasses the totality of distinct differences that make individuals similar or different from one another, including gender, race, sexual identity, sexual orientation, ethnicity, religion, age, educational level, physical abilities, and social and economic status.

Diversity refers to the perceived or actual differences among individuals. Sims and Scott (2016) argue that all human beings, regardless of diversity dimensions, possess unique talents and abilities. Henry and Evans (2007) define diversity as the presence of employees from diverse socio-cultural backgrounds working within an organisation. This indicates the existence of subjectivity, objectivity, contrasts, or conflicts among factions within the organisation (Gupta & Sharda, 2013; Inegbedion et al., 2020). Sims and Scott (2016) describe employee diversity as a strategy that supports and promotes the integration of diversity at all levels, employing inclusive guidelines, practices, and focused diversity to guide this approach in the workplace. These definitions collectively emphasise the attributes that make individuals similar or different from one another. In an organisational context, a diverse workforce comprises employees from various ethnic backgrounds, ages, genders, religious beliefs, races, and more. Diversity is often recognised across primary, secondary, and organisational dimensions. Differences among employees can be classified into two categories: primary differences such as age and secondary differences such as communication style and educational background (Aydan, 2016).

The primary dimension represents the most significant differences between individuals and has the greatest impact on initial encounters. It serves as a lens through which individuals perceive the external world, encompassing observable personal characteristics such as age, gender, physical abilities, sexual orientation, and ethnicity (Sayers, 2012). On the other hand, the secondary dimension comprises characteristics that are not easily detectable and may change over time, including communication style, educational background, organisational goals, religion, marital status, income, social status, work experience, and work style (Sayers, 2012). Additionally, the complexity of diversity in the workplace may be influenced by socio-cultural, economic, and legislative dynamics (Griffin & Van Fleet, 2013). The fluid nature of diversity may require continual improvement in the adopted strategies to ensure effective diversity management and fully reap its benefits.

2.1.1 DIMENSIONS OF DIVERSITY

As previously mentioned, diversity is a multidimensional concept, and scholars have presented various perspectives on it. One notable framework is provided by Loden and Rosener (1991), who classify diversity into two main parts using a wheel diagram (see Figure 2.1). They propose that the primary dimensions consist of inherent characteristics that cannot be changed and significantly influence human development, early interactions, and life trajectories (Loden & Rosener, 1991). These dimensions are relatively fixed and difficult to alter. On the other hand, the secondary dimension encompasses variables that are modifiable, such as geographic location, marital status, and religious affiliation. According to Loden and Rosener, how individuals relate to others and perceive the world is influenced by both primary and secondary dimensions.



Figure 2.1: Diversity Wheel

Source: Loden and Rosener (1991)

Similarly, Rijamampianina and Carmichael (2005) offer an expanded understanding of the dimensions of diversity. They redefine diversity as a comprehensive blend of various individual differences and similarities that may manifest in different circumstances, contexts, and environments. To illustrate this, they categorise these differences and similarities into three overarching dimensions: primary, secondary, and tertiary, represented graphically as an iceberg of dimensions. The dimensions of diversity intertwine to shape human actions, reactions, feelings, and behaviours in various situations, depending on the specific circumstance, context, or environment. It is important to note that a particular dimension may exert a dominant influence on an individual's behaviour at a given time, but its impact may be less significant in a different situation. Some dimensions of diversity are more flexible, and their influence on

behaviour may change over time. According to Rijamampianina and Carmichael, it is this dynamic interplay of differences and similarities that contributes to the complexity of Diversity Management. A diversity iceberg is depicted in Figure 2.2.

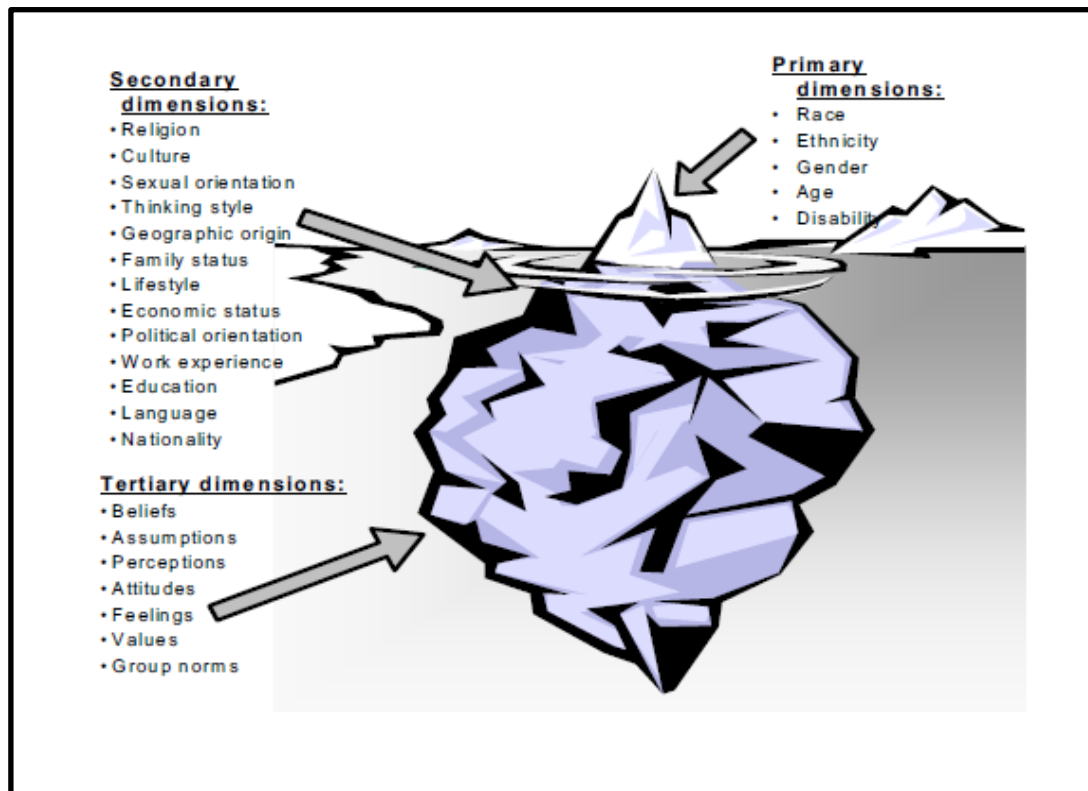


Figure 2.2: Diversity Iceberg

Source: Rijamampianina and Carmichael (2005)

Maier (2002) presents an intriguing metaphor to describe diversity as a variety of kaleidoscopes. According to Maier, previous research on diversity has tended to focus on a limited number of factors, with an overemphasis on aspects such as colour, gender, and ethnicity. In contrast, Maier suggests that each individual can be likened to a kaleidoscope, composed of unique characteristics in varying sizes, shapes, and colours. This perspective highlights the multifaceted nature of diversity and emphasises that individuals possess a range of distinct attributes. Maier further explains that these attributes can be visualised as slices of a multi-coloured pie chart, with each slice representing a unique characteristic and its size

reflecting the prominence an individual attaches to that particular trait. This conceptualisation underscores the socially constructed nature of diversity and its dependence on individual worldviews. Understanding the diverse aspects of individuals can enable organisations to become more aware and value and appreciate diversity.

However, engaging in diversity within the workplace can also have adverse consequences, as Martin (2014) points out. One negative impact is an increased propensity for personal conflicts among diverse employees due to differences in opinions, beliefs, customs, traditions, norms, trends, and thoughts. When culturally diverse employees come together to work towards a shared goal, these divergent opinions can hinder the development of peace and harmony within the group. Roberson et al. (2017) further assert that deep dissimilarity has a negative effect on organisational unity, while deep similarity fosters organisational synergy. Conflicts among employees may arise from reasons unrelated to work, including regional or historical factors. Regardless of the source, the outcome can be negative emotions, reduced productivity, absenteeism, and employee turnover, all of which are detrimental to the organisation.

Nevertheless, a diverse workforce brings with it a variety of perspectives and ways of perceiving issues, which can be advantageous for the organisation (Ordorica, 2021). The impact of diversity within an organisation largely depends on the effective management of diversity by top leaders (Appiah & Agboola, 2021). By implementing appropriate organisational policies, structures, processes, and strategies, the top management team can mitigate the negative effects of diversity and enhance the positive outcomes within the organisation (Maier, 2002).

2.1.2 FACTORS DRIVING WORKPLACE DIVERSITY

Diversity management has become increasingly important in today's organisations due to various factors such as globalisation, migration, ageing populations, political and status diversity, and changes in gender roles (UKEssays, 2018c). Globalisation, which entails the removal of barriers between countries and markets, has significantly contributed to workforce diversity (Blommaert & Verschueren, 2002). As organisations compete on a global scale, they face pressure to cater to diverse customer segments and attract a wide range of global talent.

Globalisation has created a competitive environment where managers seek to leverage the best human resources regardless of nationality or culture (Blommaert & Verschueren, 2002). Additionally, migration plays a significant role as people move to advanced regions in search of better opportunities. Areas with low birth rates, an ageing population, and a declining workforce rely on immigrants to sustain their economic activities (DeVoe, 1999; UKEssays, 2018). This influx of migrants brings cultural diversity to workplaces.

Moreover, the growth of commerce at the global level has resulted in the coexistence of local employees and expatriates, leading to status diversity. This diversity in terms of work periods, fringe benefits, salary, and advancement prospects can create tensions and frustrations among employees (DeVoe, 1999; UKEssays, 2018).

In light of these factors, organisations must proactively manage diversity to harness its benefits and mitigate potential conflicts or challenges.

2.1.3 DIVERSITY AND IMPLICATIONS FOR ORGANISATIONS

Vygotsky's (1986) contextual theory of difference implies that cultural and social environments have an impact on cognitive development of every individual. He placed a strong emphasis on the contribution that social interaction makes to the growth of mental capacities

in children including reasoning and speech. He went on to say that creating meaning from life experiences is mostly dependent on the community and the social environment. Through interactive discussions with more experienced members of society, children learn cultural values, beliefs and problem-solving techniques as part of the socially mediated process of cognitive development. He proposes that the child's development can best be grasped in relation to social and cultural experiences.

By this implication, a contextual theory of difference suggests that social-group differences are the product of people's ongoing participation in and adaptation to diverse sociocultural contexts (contexts that differ by race, ethnicity or social class). This suggests that interpreting diversity in this way may have an impact on how members of an organisation understand their own and other people's differences.

The benefits of workplace diversity have been widely acknowledged by scholars, who argue that effective diversity management allows organisations to leverage a broad range of human resources. It is widely believed that individuals from diverse backgrounds and with diverse skills have the potential to bring innovation and creativity to the organisation (Bedi & Skoworonski, 2014). There are two main arguments supporting the importance of managing diversity in organisations.

The first argument, known as the "inevitability-of-diversity", emphasises that workforce demographics at both national and cross-national levels make it essential for organisations to embrace diversity to stay competitive (Cox & Blake, 1991). The second argument, referred to as the "value-in-diversity", suggests that well-managed diversity leads to improved organisational performance (Appiah & Adeyeye, 2021). Effective diversity management fosters system flexibility, problem-solving, and creativity (Mayhew, 2013a).

Furthermore, scholars argue that increased diversity in the workforce has a significant impact on organisational performance. Companies can gain a competitive advantage by tapping into the insights of their employees to understand market dynamics and develop appropriate strategies in response (Agócs & Burr, 1996). Evidence from the marketing and advertising field shows that diverse teams, with members from a wide range of cultural backgrounds, lead to success (Smith & Botsford, 1998). Other benefits include improved recruitment opportunities, higher employee retention, increased productivity, better customer understanding, lower costs, and positive morale (Cox, 1993; Kramar, 2001; Teicher & Spearitt, 1996).

Diverse workforces have also been found to enhance teamwork, communication, productivity, and employee utilisation. The inclusion of diverse experiences and perspectives leads to creative solutions and innovative thinking (Smith & Botsford, 1998). Moreover, organisations that prioritise diversity management programmes often experience improved staff retention (Teicher & Spearitt, 1996). Additionally, access to a larger pool of potential employees allows organisations to attract the best talent and reduce recruitment and training costs (Cox, 1993).

In summary, managing diversity in the workplace brings numerous benefits to organisations, including innovation, improved performance, enhanced recruitment and retention, better understanding of customers, and increased productivity. These advantages stem from the inclusion of diverse perspectives and experiences, leading to creative problem-solving and a competitive edge in the market.

Cox and Blake's (1991) seminal study provides a comprehensive overview of the implications of diversity for organisations, highlighting six key arguments. These arguments are as follows:

1. Cost argument: The cost of assimilating workers is on the rise, making diversity management a cost-effective approach.

2. Resource-acquisition argument: Implementing effective diversity management strategies enhances an organisation's reputation and brand, making it an attractive employer for a diverse range of human resources.
3. Marketing argument: Multinational corporations can gain cultural sensitivity and insights by employing individuals from diverse backgrounds, which expands their marketing strategies.
4. Creativity argument: Embracing diverse viewpoints and challenging conventional thinking fosters creativity and innovation.
5. Problem-solving argument: Diversity within groups leads to improved problem-solving and decision-making processes by incorporating a broader range of perspectives.
6. System flexibility argument: Diversity promotes organisational adaptability and flexibility in response to environmental changes.

However, it is important to note that some scholars (Chrobot-Mason et al., 2009; Grimes & Orlando, 2003) caution that a diverse work environment can also be conducive to poor communication, stereotyping, and conflict if not managed effectively. Differences among a diverse workforce may give rise to emotional dynamics within groups (Ayoko, 2007; McKay et al., 2009). Additionally, social identity theory suggests that workgroups with high levels of diversity, without proper management, may experience identity struggles and decreased synergy, leading to the formation of subgroups within the organisation (Milliken & Martins, 1996; Pendry et al., 2007).

2.2 CONCEPTUALISING DIVERSITY MANAGEMENT

Thomas (1990) defines diversity management as the organisational commitment to recruit, train, retain, compensate, and support a diverse workforce while creating an environment of positivity, safety, and care. Cox and Blake (1991) similarly emphasise the recognition and

appreciation of differences, as well as the recruitment and retention of talented individuals from diverse backgrounds. Cox (1993) further suggests that diversity management is an organisational practice implemented to ensure efficiency and productivity through effective people management.

Cottrill et al. (2014) highlight the importance of appreciating variances in creating an inclusive environment where all individuals feel accepted and valued. Roberts and Hirsch (2005) argue that diversity management involves strategic processes aimed at fostering full employee participation, preventing stereotypes, discrimination, and prejudice based on individual assumptions and perceptions.

Similarly, Sania et al. (2015) posits that diversity management encompasses organisational practices that embrace and appreciate the natural diversity of humanity and the interdependence of cultures. Based on these definitions, it can be inferred that diversity management is an organisational initiative, process, and strategy implemented to oversee a diverse workforce effectively and efficiently. This includes creating a conducive work environment, implementing systems, processes, and programmes that promote fairness and non-discrimination, and ensuring that employees feel a sense of belonging within the organisation. As workplaces become more diverse in terms of backgrounds, ethnicity, cultures, races, and orientations, issues related to diversity management inevitably arise.

Diversity management involves taking proactive actions within an organisation to minimise threats to diversity and maximise its opportunities. As a human resource strategy, it aims to create a heterogeneous workforce that is managed in a way that provides no group or individual with an advantage or disadvantage in reaching their potential. However, harnessing the potential of a diverse workforce requires the establishment of a fair and impartial environment

that promotes teamwork and encourages individuals to work collaboratively and achieve their best (Kreitz, 2008).

To traverse today's more diverse and divided society, it is pertinent to understand how social-group differences matter as an intergroup skill. It is also imperative to make institutions more accommodating and equitable-for people of all backgrounds to thrive. It is relevant to take in consideration the social-group differences and inequalities to better comprehend the contextual nature of these differences (Hamedani et al., 2019).

Cox (2001) emphasises that the primary objective of diversity management is to create a multicultural organisation. Thus, diversity management goes beyond mere accommodation and recognition of individual differences and aims to transform the organisational culture to respect and value diversity. This concept has evolved from earlier notions of equal opportunity and affirmative action, which focused on promoting fairness and representation for disadvantaged groups, to a more comprehensive approach that encompasses aspects not covered by legal requirements (Maxwell et al., 2001). Approached in this manner, diversity management encompasses a broader segment of the workforce than the specific objectives of affirmative action and equal employment opportunity.

According to Arredondo (1996), diversity management is influenced by both internal and external factors. Internal factors include changes in the work environment such as increased linguistic and cultural diversity, greater representation of different age groups in managerial roles, and the growing number of women in the workforce. These factors contribute to the increasing need for interpersonal and communication skills. External forces include factors such as the rise in immigration rates, advancements in technology, the presence of emerging markets, and the demand for new skill sets.

The literature consistently emphasises that managing diversity is a gradual process that requires deliberate steps and cannot be achieved overnight (Cox, 1993; Kreitz, 2008; Thomas, 1995). Scholars have proposed various approaches to effectively manage diversity, and while the specific steps may vary, they agree on certain key principles. Firstly, organisations must possess diversity within their workforce. Secondly, they must value and appreciate diversity. Thirdly, they should be willing to make necessary modifications to accommodate and appreciate diversity, thereby integrating it into the core of the organisation (Gilbert et al., 1999). It is also widely acknowledged that effective management of a diverse workforce necessitates proactive leadership, as it brings new responsibilities to managers. Such leadership provides the impetus for ensuring that the necessary resources are allocated to achieve and carry out these responsibilities in alignment with the organisation's strategic business objectives.

Human (2005) highlights both internal and external business cases for diversity management. The internal business case involves improved employee motivation, commitment, and loyalty, leading to increased productivity among a diverse workforce. Achieving this requires eliminating inappropriate stereotypes, biases, and prejudices that negatively impact employees' enthusiasm, sense of belonging, self-confidence, and dignity. Effective diversity management can attract, nurture, and retain capable individuals from all segments of society, creating a respectful and inclusive work environment that appeals to current and prospective employees.

The external business case for diversity management includes improved customer service, a greater ability to cater to a diverse customer base, and a better understanding of the needs and preferences of a larger consumer population. It positions the organisation favourably in the broader socio-political climate, making it an attractive choice for diverse customers.

In addition, Kreitz (2008) identifies several best practices for managing workplace diversity. These include demonstrating top leadership commitment, integrating diversity management

into the organisation's strategic plan, linking diversity to performance outcomes, establishing accountability, measuring progress, providing diversity training, and involving employees in recruitment processes.

However, it is important to note that despite the potential benefits of effective diversity management, some scholars argue that it can be a way to mask underlying forms of prejudice and discrimination (Prasad & Mills, 1997). They argue that diverse work groups may face more communication challenges and decision-making difficulties compared to homogeneous groups.

Diversity management and equality have garnered significant attention in workplace management in recent years (Appiah et al., 2018). The origins of diversity management in organisations can be traced back to the 1960s in the United States, with the introduction of equal employment opportunity laws followed by affirmative action programmes aimed at protecting underrepresented minorities (Jonsen et al., 2011). Over time, the field of workplace diversity studies has expanded to include various disciplines, including public administration, marketing, and public relations.

Literature offers multiple definitions of diversity management. According to O'Reilly et al. (1998), a group is considered diverse when its members come from different backgrounds and possess distinct social identities. Researchers have proposed both broad and narrow perspectives on diversity. The broad perspective encompasses characteristics such as religion, age, disability, nationality, sexual orientation, ethnicity, values, education, lifestyle, language, economic status, and personality (Triandis & Bhawuk, 1997). Each of these attributes can influence an employee's behaviour, attitudes, and ability to collaborate effectively with colleagues. The narrow perspective, on the other hand, focuses on gender, race, and ethnicity (Kossek et al., 2006). It is crucial to manage these differences effectively. In essence, diversity

encompasses all the characteristics that differentiate one group or individual from another, and diversity management involves recognising and appreciating these differences, particularly the unique qualities of individuals (Kossek et al., 2006).

Contemporary researchers concur that diverse workforces bring benefits to businesses (Dessler, 2020; Mathis et al., 2016; Stewart & Brown, 2019). Workforce diversity can also manifest as behavioural diversity, encompassing variations in individual employees' work styles, learning preferences, and communication approaches (Loden & Rosener, 1991). Diversity in the workforce can be observed in various dimensions. Social diversity refers to differences related to a person's association with a specific cultural group or community (Hays-Thomas, 2022). Occupational diversity, on the other hand, pertains to the range of occupations employed to fulfil an organisation's mission and encompasses the professional degrees and training expected from its members.

The literature on public management research highlights the challenges of diversity management (Kellough & Naff, 2004), the experiences of minority groups in public employment (Lewis & Allee, 1992; Plionis & Lewis, 1996; Smithey & Lewis, 1998), the impact of diversity on performance outcomes (Pitts, 2005; Tschirhart & Wise, 2002), and the status of diversity in Public Administration as a field of study (Pitts & Wise, 2004; Tschirhart & Wise, 2002). However, ineffective management of a diverse workforce can have negative implications for organisations and their bottom lines (Friday & Friday, 2003). Diversity management extends beyond legal requirements. It is a strategic approach to workplace diversity that yields positive outcomes, such as increased employee innovation, labour productivity, and reduced turnover (Chen et al., 2016). Moreover, diversity management practices are associated with higher levels of job satisfaction and improved workgroup performance (Pitts, 2009).

Ivancevich and Gilbert (2000) argue that organisations have various options for addressing diversity management issues. These options include denying differences, suppressing differences, excluding diverse groups, assimilating differences, practising tolerance, compartmentalising differences, engaging in mutual adaptation, and fostering relationship building. Kandola and Fullerton (1998) contend that the workforce is composed of a wide range of individuals, forming the foundation of diversity management. They further assert that by leveraging these differences, an effective environment can be created where everyone is valued, individual talents are utilised, and organisational goals are achieved. Therefore, to enhance productivity, diversity management must be actively promoted.

Diversity management has become a prominent aspect of workplace management. It involves recognising, appreciating, and effectively managing the diverse characteristics of individuals within an organisation. While diversity brings numerous benefits, including improved employee motivation, commitment, and loyalty, it also presents challenges such as communication strain and decision-making difficulties. To address these challenges, organisations can adopt best practices for managing diversity, such as top leadership commitment, integrating diversity into strategic plans, measuring diversity outcomes, providing diversity training, and promoting employee involvement. By embracing diversity and implementing effective diversity management strategies, organisations can create inclusive and productive work environments that lead to positive outcomes for both employees and the organisation.

When examining diversity within the Ghanaian context, it becomes apparent that the nation is comprised of numerous ethnic groups (Asante & Gyimah-Boadi, 2004), resulting in regional heterogeneity (Appiah & Adeyeye, 2020a). This diversity extends to Ghanaian organisations, which serve as microcosms of the broader society. Therefore, it is crucial to establish effective

diversity management practices within key healthcare organisations in Ghana. By doing so, employee engagement and productivity can be ensured, and the collective resources of all groups can be leveraged to deliver high-quality services.

Traditionally, organisational cultures have been male-dominated and less inclined to incorporate minorities and women in decision-making processes. Failing to include these groups in vital decision-making hinders the full utilisation of employee talents and diminishes governmental effectiveness. To address this issue, organisational management and leadership must recognise and appreciate the differences among individuals from diverse backgrounds and make decisions that transform these differences into opportunities for organisational growth. This includes embracing diversity-driven values that encourage, appreciate, and celebrate the advancement of minority groups. Diversity management emphasises the recognition and valuation of differences within the workplace and the implementation of inclusive practices (Gonzalez & Denisi, 2009). Managing diversity involves seeking and implementing processes and structures that foster an unbiased and accepting work environment for all employees.

The significance of human resources in organisational effectiveness and success has been widely acknowledged (Hudson Institute, 1988), and diversity planning is considered the most effective approach to leverage human resources. The literature demonstrates various perspectives on the relationship between diversity management, affirmative action, and equal employment (EE). Some argue that the three components are complementary, while others posit that diversity management is a less contentious alternative to AA or EE (Agócs & Burr, 1996). However, it is crucial to view diversity management efforts in a broader context beyond AA and EE alone (Agócs & Burr, 1996). A five-year study examining various organisations revealed that diversity management can lead to positive performance outcomes related to

gender issues but may have a negative impact on performance related to ethnic and racial diversity without proper controls and systems in place. If diverse employees are not effectively managed, diversity can result in conflicts, miscommunication, decreased performance, and increased turnover (Kochan et al., 2003).

2.2.1 DEVELOPMENT OF DIVERSITY MANAGEMENT

Thomas (1991) describes the evolution of diversity management as originating from the equal opportunity rights movement, affirmative action, and the recognition of individual differences.

This progression is illustrated in Figure 2.3.

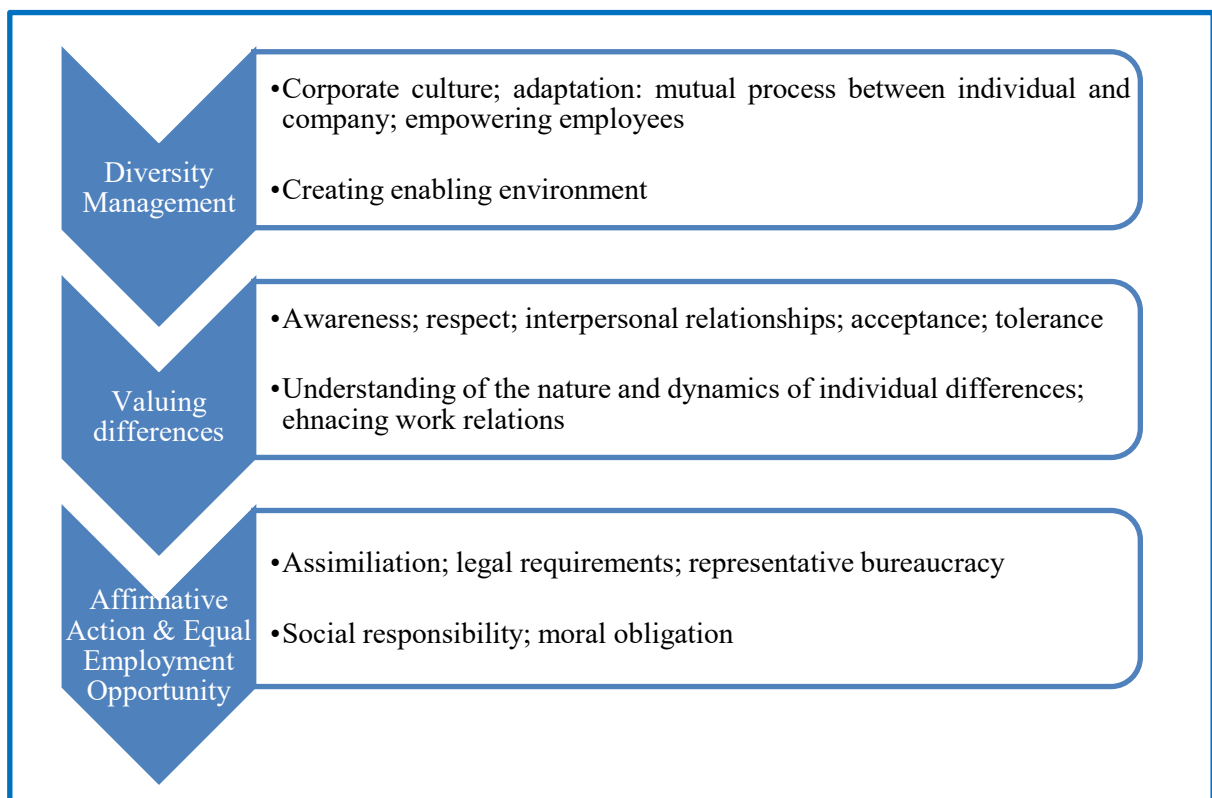


Figure 2.3: Motives Prompting the Progression of Diversity Management

Source: Thomas (1991)

The development of affirmative action and equal opportunity laws stemmed from civil rights movements in the 1950s, driven by African Americans seeking political and socio-economic justice (Bender et al., 2010). These movements aimed to eradicate pervasive discrimination in

society and the workplace (Gilbert et al., 1999). Valuing differences emerged as a goal to foster understanding, awareness, and acceptance of individual diversity (Thomas, 1995). Compared to equal opportunity, diversity management takes a more constructive approach, focusing on appreciating and valuing employee differences while prohibiting all forms of discrimination.

In today's global context, workforce diversity has become a crucial requirement for organisations. Demographic changes, globalisation, intense competition, economic factors, the pursuit of top talent, anti-discrimination laws, and the demand for high-quality products and services contribute to the increasing diversity in the modern workforce (UKEssays, 2018). Workforce diversity is essential for progress, encompassing economic growth as well as intellectual, emotional, and moral aspects of a fulfilling life (Saxena, 2014). Managing diverse skills and knowledge is integral to enhancing productivity through social interaction within the organisation. Workforce diversity extends beyond differences in language, perceptions, and attitudes (Saxena, 2014).

Although there has been a gradual increase in the adoption of diversity management programmes (Sanyang & Othman, 2019), their full potential has yet to be realised. Some documented cases over the past decade have highlighted failures in diversity management programmes (Christian et al., 2006; Sanyang & Othman, 2019). However, there are also examples of successful diversity initiatives. Hence, it is essential for organisations to acknowledge, value, and effectively manage diversity for their own benefit. Ferreira and Coetzee (2010) emphasise that retaining and attracting employees, enhancing workplace efficiency, and strengthening competitive advantage all depend on effective diversity management in the workplace.

2.2.2 NOTABLE ISSUES AND GOALS OF DIVERSITY MANAGEMENT

Diversity management is an integral aspect of Human Resource Management (HRM), encompassing a distinct set of activities, processes, and functions aimed at attracting, retaining, and directing an organisation's human resources (Lado & Wilson, 1994). The role of HRM has significantly expanded in recent years, encompassing a wide range of practices and strategies within organisations (Boselie et al., 2005). While there are diverse interpretations of HRM and its implementation across organisations, key HRM practices commonly include recruitment, performance management, compensation, training, and talent development (Shen & Edwards, 2006).

Historically, effective diversity management has been used as a legal defence against discrimination claims. Organisations with diverse workforces have argued in court that they cannot be accused of discrimination as their employees reflect the community's diversity. However, there has been ongoing debate regarding the relationship between managing diversity and equal opportunities. AA and EEO emerged from the civil rights movement and the progressive political ideology of the 1960s (Webb, 1997). Diversity management presents an alternative or complementary approach to traditional EEO practices and policies (Thomas, 2010). Unlike the negative focus on preventing discrimination in EEO, diversity management places emphasis on the positive recognition and appreciation of differences among all individuals (Maxwell et al., 2001).

Diversity management involves more than just recognising differences among employees; it also entails valuing and leveraging those differences to fully harness individual competencies and achieve organisational goals (Kandola & Fullerton, 1998; UKEssays, 2018). Unlike equal opportunity, which is externally imposed through legislation, diversity management is an internal initiative aimed at creating an unbiased and inclusive workplace (Gordon, 1995;

Wessels, 2005). The impetus for diversity management stems from the increasing cultural heterogeneity resulting from globalisation, labour mobility, international business, and a growing appreciation for human differences (Lawler, 1996; Urbancová et al., 2016).

While diversity management encompasses a commitment to equal employment opportunity and affirmative action, its scope extends beyond these legal frameworks (Kossek et al., 2006). Firstly, diversity management seeks to address human disparities related to class, ethnicity, and gender, addressing inequalities prevalent in the labour market (Horwitz et al., 1996). Secondly, it places emphasis on maximising the potential of all individuals by valuing and capitalising on cultural pluralism and individual differences, going beyond mere adherence to legal requirements. Organisations strategically introduce diversity in their workforce to gain competitive advantages (Storey, 2016). Effective Human Resource (HR) diversity management serves various objectives, including fostering creativity, flexibility, employee attraction, marketing potential, and employee retention. Diverse teams, through effective diversity management, strive to enhance creativity, innovation, and outperform homogeneous teams (Cox & Blake, 1991; Richard, 2000). Although communication and conflict issues may pose short-term challenges, diverse teams bring a broader perspective to problem-solving, promoting innovation, speed, and ultimately delivering higher-quality results. Moreover, by establishing fairness in employment relationships, organisations can attract and retain a competent and suitable workforce. Cox and Blake (1991) argue that successful diversity management enables the attraction of the most suitable individuals in a competitive labour market and reduces turnover.

Previous studies have indicated that individuals belonging to the ‘dominant’ group within an organisation generally experience higher levels of job satisfaction and commitment. This can be attributed to the greater support they receive from their colleagues, access to ample

resources, increased autonomy, and better rewards (Kossek et al., 2006). Conversely, individuals who do not belong to the dominant group may face lower job satisfaction due to limited opportunities for career advancement and unequal rewards. Additionally, organisations aim to enhance their marketing capabilities and responsiveness to diverse customer demographics by fostering employee diversity (Cox & Blake, 1991).

2.2.3 DIVERSITY MANAGEMENT THEORIES

Various approaches and theories have been developed to examine the perception of diversity management (Janssens & Zanoni, 2021; Stahl et al., 2010). For the scope of this research, five key diversity management theories will be discussed: Cox's theories on organisational dimensions and types of integration, the interactional model of cultural diversity, the process model, the Ely and Thomas theory on diversity management, and the relational framework of Syed and Özbilgin, as indicated in Table 2.1.

Table 2.1: Organisational Types and Dimensions of Integration

Dimension of Integration	Monolithic	Plural	Multicultural
Forms of Acculturation	Assimilation	Assimilation	Pluralism
The degree of Structural Integration	Minimal	Partial	Full
Integration into the informal organisation	Virtually None	Limited	Full
The degree of Cultural Bias	Prejudice and discriminatory against minority-culture groups are prevalent.	Progress on prejudice and discrimination but institutional discrimination is still present.	Prejudice and discrimination towards a minority is eliminated
Levels of organisational identification	Large gap between minority and majority	Medium to large gap between minority and majority.	No minority and majority gap.
Degrees of Intergroup Conflict	Low	High	Low

Source: Cox (1991)

Cox (1991) proposes a model that categorises organisations into three types: monolithic, pluralistic, and multicultural. The monolithic organisation expects minorities to conform to the prevailing culture, while the pluralistic organisation integrates women and minorities without altering the organisational structure (Cox, 1991). Integration efforts in the pluralistic organisation focus on areas such as promotion, recruitment, equal opportunity training, and compensation. On the other hand, the multicultural organisation values and embraces contributions from minorities and women, allowing the organisational structure to reflect the diversity present (Cox, 1993).

The model also considers various factors related to diversity management. The level of acculturation emphasises the integration of organisational culture with the cultures of minority social groups, while the level of structural integration examines the organisation's ability to modify its structure to accommodate minority groups. Informal organisation refers to the support provided by the organisation to minorities beyond work-related activities, such as access to mentoring and social networks (Maier, 2005). Additionally, the degree of intergroup conflict measures the impact of conflicts arising from social differences between minority and majority groups. In the same trajectory, Hamedani et al., (2019) refers to contextual theory of difference as an understanding of how individuals' experiences and results in life are shaped by their diverse backgrounds and affiliations with social groups. Stated differently, it denotes an understanding that social- group disparities originate from engagement with and adjustment to various sociocultural environments (Hamedani et al., 2019).

These factors distinguish the different types of organisations and their approach to integrating minorities and women. The monolithic organisation expects conformity, the pluralistic organisation focuses on limited integration, and the multicultural organisation values and embraces diversity (Cox, 1991). It is important for organisations to consider these distinctions and strive for effective diversity management practices that promote inclusion and equal opportunities.

In a multicultural organisation, diversity is highly valued and appreciated. It is characterised by the presence of formal and informal integration, the absence of prejudice, discrimination, and institutional bias. Cox (1993) emphasises that for an organisation to effectively manage diversity, it must strive to build a multicultural workforce where individuals from all cultural backgrounds can actively participate, contribute, and reach their full potential. Only when this goal is achieved can an organisation truly be considered multicultural.

To further illustrate this concept, Cox (2001) presents a practical model that identifies five key areas within an organisational structure that require change to qualify as a multicultural organisation. These dimensions align with diversity concepts and deserve careful examination.

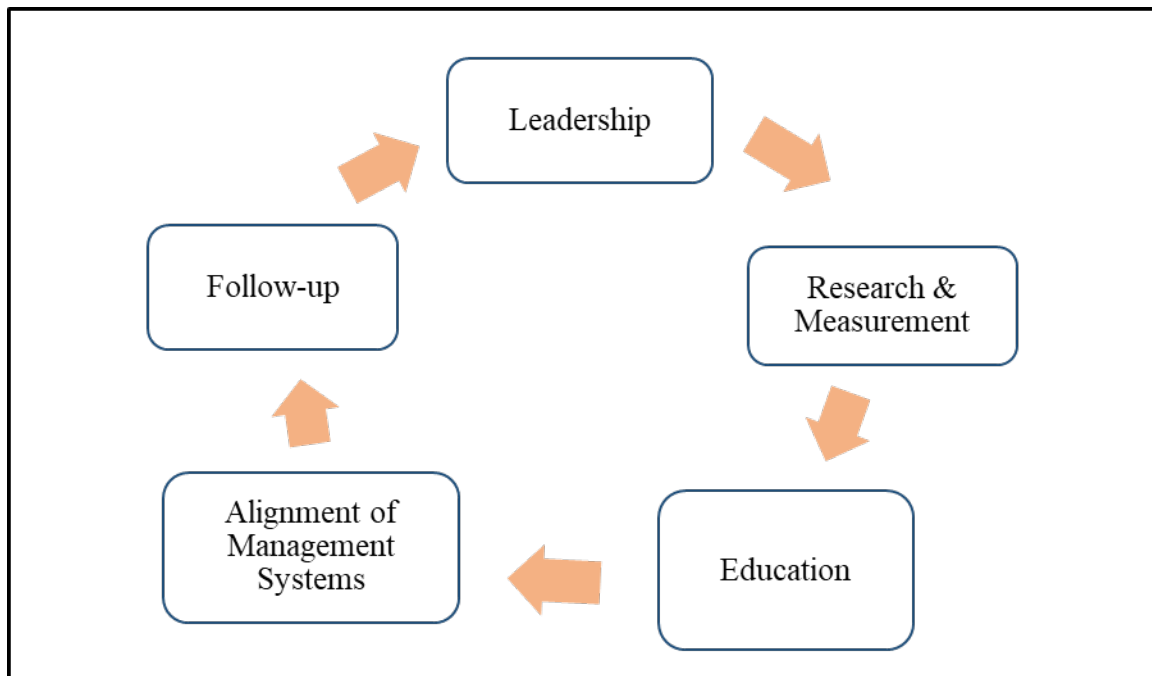


Figure 2.4: Practical Process Model

Source: Cox (2001)

Cox (2001) emphasises the crucial role of leaders in promoting effective diversity management within organisations. Leaders are responsible for motivating members of the organisation and creating an environment conducive to the success of diversity management initiatives. Top management support is essential, along with a genuine commitment to cultural diversity, particularly at lower levels. Leaders should provide data for identifying and solving problems, aiding decision-making, and monitoring progress. Measurement of diversity-related outcomes allows organisations to assess their progress and make necessary adjustments.

Education and training play a vital role in fostering understanding and managing the change process. Through training and workshops, members of the organisation can develop awareness

of diversity and its value. Education also extends to management staff, ensuring they have the necessary knowledge and skills to embrace diversity.

The alignment of management systems is crucial in supporting diversity management objectives. Human resource policies and practices, such as training and development, performance appraisal, promotions, orientations, rewards, and recruitment and selection, must be in line with the organisation's commitment to diversity management. Cultural and human resource management processes should be scrutinised and modified to facilitate diversity integration (Cox, 2001).

Furthermore, Cox recommends that organisations establish mechanisms for follow-up and evaluation. This includes continuous improvement efforts, well-structured reporting structures, and the institutionalisation of diversity management changes as enduring processes. By monitoring progress, evaluating outcomes, and documenting results, organisations can ensure the sustainability of their diversity management initiatives.

One potential weakness identified in this model is the absence of explicit integration of organisational culture. While Cox does mention the inclusion of a culture audit within the research and measurement component, it is argued that culture should be given greater emphasis and considered as a separate element in achieving effective diversity management.



Figure 2.5: Modified Version of Cox's Practical Process Model

Source: Author's construct

Culture plays a significant and often overlooked role in shaping how employees perceive and interpret the actions and initiatives within their organisation. As an invisible yet powerful force, organisational culture influences the long-term direction and decision-making processes of the organisation (Hofstede, 2001). It is akin to a collective programming of the minds of its members, distinguishing one organisation from another.

The impact of culture on organisations is comparable to how an individual's culture influences their values, beliefs, and behaviours. Acknowledging and effectively managing organisational culture is essential for successful diversity management. While Cox (2001) briefly mentions the importance of conducting a comprehensive culture assessment as part of research and measurement, it is crucial to incorporate a specific component for corporate culture within the diversity management model. This would address all culture-related issues that influence the implementation of diversity management within an organisation.

2.2.3.1 INTERACTIONAL MODEL OF CULTURAL DIVERSITY

The Cultural Diversity Interactional Model, proposed by Cox (1993), emphasises the significant impact of various factors associated with group identity disparities on employees' career experiences and job outcomes. Cox (1993) argues that both cultural and physical identities of organisational members play a crucial role in shaping the diversity climate within the organisation. The model highlights the intricate relationship between individuals and their environment, which ultimately determines how diversity influences organisational outcomes. It acknowledges the influences of intergroup dynamics and the broader organisational context on diversity-related outcomes.

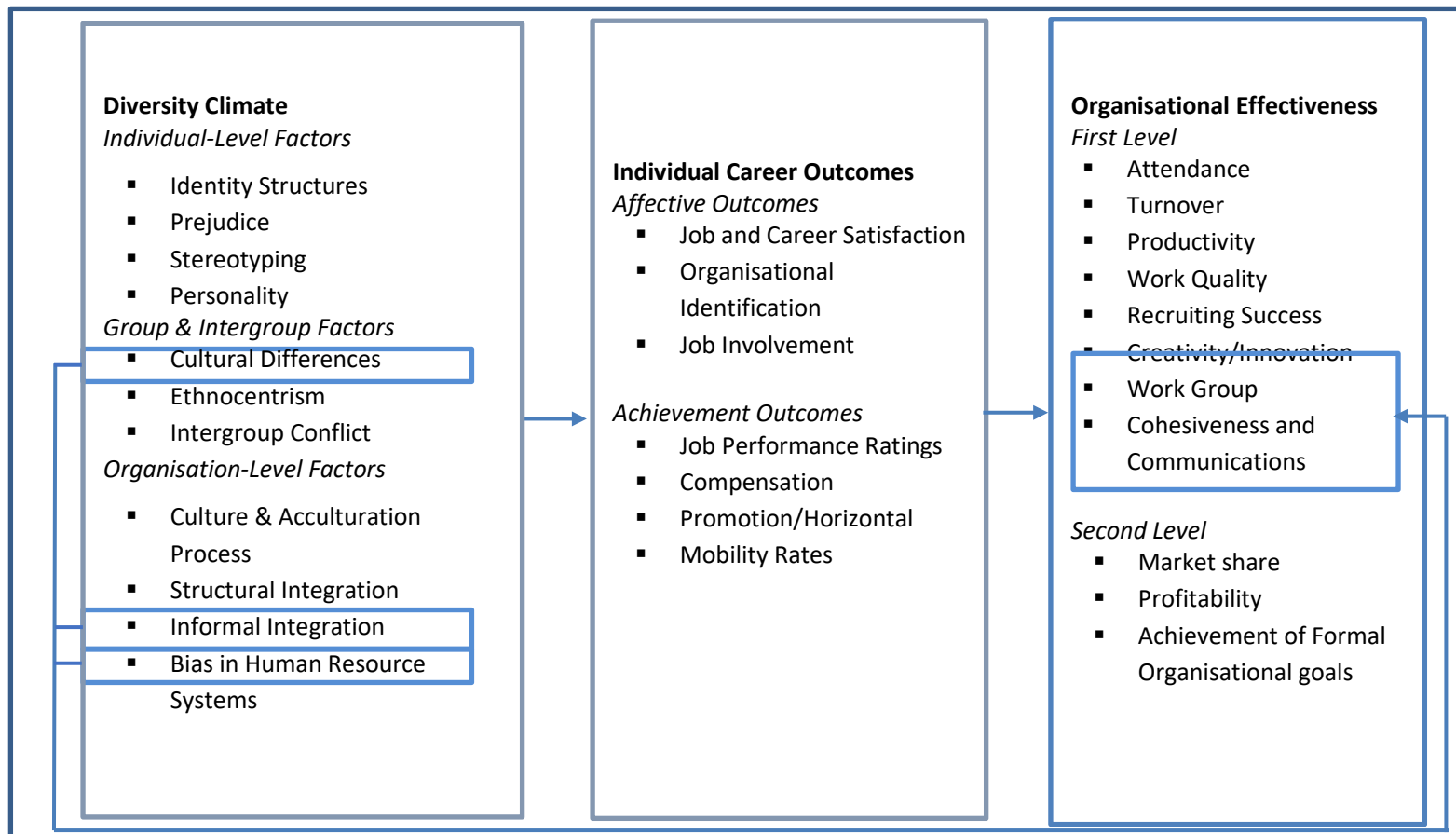


Figure 2.6: Cox's Interactional Model of Cultural Diversity

Source: Cox (1993)

Cox (1993) examines the effects of group affiliations, including race, nationality, and gender, at the individual, group/intergroup, and organisational levels. At the individual level, prejudice refers to a negative attitude or dislike towards someone, stereotyping assumes limited capabilities or negative traits based on group membership, and personality reflects the extent to which an organisation tolerates diverse personalities within the work environment.

The group/intergroup factors explore how cultural differences, ethnocentrism (a preference for one's own group), and intergroup conflict (conflicts rooted in socio-cultural group differences) impact individual career outcomes and organisational effectiveness. According to Chin (2009), an organisation's diversity climate reflects shared employee sensitivities towards potential consequences of harassment, bias, and discrimination at work. These factors within the diversity climate can influence individual career outcomes and experiences within the organisation. Affective outcomes encompass individuals' attitudes towards their employer and job satisfaction. Consequently, in some organisations, identity groupings such as race/ethnicity and gender are linked to employee satisfaction and morale. Cox (1993) acknowledges that group boundaries can be defined by dimensions such as ethnicity, nationality, gender, religion, race, and age.

The model further identifies four organisational-level factors. Organisational culture encompasses important norms, values, and beliefs. The approach to managing cultural differences involves determining whether the organisation adopts an assimilationist or pluralist perspective. Structural integration relates to development opportunities and power distribution among groups. Informal integration examines the openness to informal connections and the extent to which individuals from diverse groups have access to communication and social networks. Institutional bias in human resource systems, such as recruitment, compensation, promotions, the physical work environment, training and development, and work schedules,

can create barriers that hinder the full contribution of individuals from minority groups to overall organisational effectiveness.

The achievement outcomes of individuals, as reflected in job performance ratings, compensation, and promotion, may be associated with their group identities in certain organisational contexts. These outcomes are expected to influence first-level organisational effectiveness, including factors such as attendance, efficiency, turnover, work quality, and recruiting success. The first-level outcomes, in turn, contribute to positive second-level measures such as market share, success, and the achievement of organisational goals. Poor work outcomes can negatively impact affective and achievement outcomes, thereby affecting first-level organisational effectiveness as mentioned earlier. Therefore, it is crucial for organisations to cultivate a favourable diversity climate to harness the benefits of a diverse workforce. This aligns with Thomas's (1990) definition of diversity management as "managing in such a way as to derive from a heterogeneous workforce the same output, commitment, value, and profit that we got from the old homogeneous workforce" (p. 109). Cox and Blake (1991) emphasise the importance of managing diversity to minimise barriers to communication and productivity arising from diversity-related dynamics and tensions.

The model posits that elements such as creativity/innovation, problem-solving, workgroup cohesion, and intra-group interactions are influenced by the level of diversity in an organisation's formal and informal structures. Cox (1993) highlights the relationship between organisational effectiveness and diversity management through the model. Additionally, Cox and Blake (1991) summarise the implications of diversity for organisations, including cost reduction, enhanced marketing, increased creativity, organisational system flexibility, attraction and retention of top talent, and improved problem-solving skills. Cox (1993) concludes that effective management of diverse identities within an organisation leads to a

positive diversity climate, resulting in favourable individual career outcomes that ultimately enhance organisational effectiveness.

Cox's extensive research and insights have shed light on the influence of diversity on organisational performance and the crucial need to effectively manage these diverse identities to gain a competitive advantage. He has presented a comprehensive conceptual model of organisational multiculturalism in his book "Cultural Diversity in the Organisation", which integrates various categories of differences, multiple dimensions of diversity, and levels of analysis. This model has been highly regarded for its intricate, extensive, and original approach, appealing to educators, consultants, researchers, and managers alike (Blake-Beard et al., 2008).

However, one criticism of Cox's framework is its limited consideration of the role of top management and the interactions between various identities within the organisation in achieving effective diversity management. Syed and Özbilgin (2009) argue that the model overlooks external factors and other levels of influence that can impact organisational diversity management, such as the broader social context and national culture of the diverse individuals within the organisation (Budhwar & Debrah, 2001).

Nevertheless, Cox's model remains relevant for this study as it will assist the researcher in understanding the impact of the National Health Insurance Authority's diversity climate on individual career outcomes and organisational effectiveness.

2.2.3.2 THOMAS AND ELY MODEL ON DIVERSITY MANAGEMENT

The model presented in this study encompasses three distinct paradigms (see Figure 2.7). The discrimination and fairness paradigm aims to ensure equality for minority groups within the organisation (Thomas & Ely, 1996). On the other hand, the access and legitimacy paradigm focuses on providing equal opportunities for all individuals. Lastly, the integration and learning

perspective highlights the value of the core competencies possessed by different identity groups, emphasising their importance to the organisation.

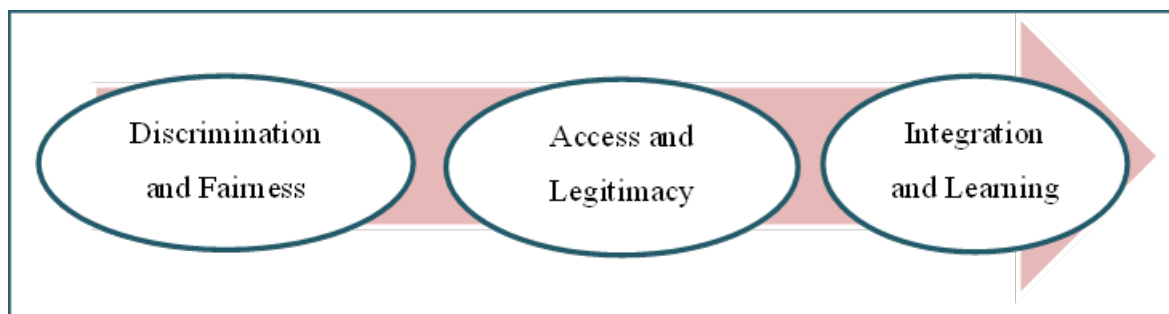


Figure 2.7: Ely & Thomas Model on Diversity Management

Source: Thomas and Ely (1996)

According to Metcalfe and Woodhams (2012), the discrimination and fairness viewpoint aims to eliminate any form of discrimination within the organisation's human resource practices while ensuring equality and fairness. This theory is based on the experiences of diverse workgroups and their impact on group functioning (Thomas & Ely, 1996). Some scholars argue that the potential high costs associated with diversity make it burdensome when it comes to resolving and managing work conflicts, which can ultimately affect organisational productivity (Choi & Rainey, 2010). Similarly, Agars and Kottke (2004) criticise the model for providing limited information on the change process and the steps necessary to achieve desired outcomes. Despite these criticisms, Thomas and Ely (1996) demonstrate the benefits of effective diversity management in an organisation.

Thomas and Ely (1996) further highlight the influence of workgroup perception on how members react to diversity-related issues within the organisation. The access and legitimacy and discrimination and fairness perspectives have guided many diversity management initiatives. However, the authors identify a new paradigm that addresses the complexity of managing diversity—the learning and effectiveness paradigm. This paradigm combines

elements from the other two perspectives but goes beyond by explicitly linking diversity to work methods. Its aim is to assist senior executives in understanding their current approach to diversity and how it has influenced their diversity efforts. Leaders within this paradigm encourage employees to apply their cultural experiences at work, reject all forms of domination, and take a proactive approach to learning from diversity. It acknowledges and resolves tensions that may arise during the implementation of effective diversity management initiatives with sensitivity (Thomas & Ely, 1996). This framework will assist the researcher in evaluating the current diversity approach at NHIA and its impact on diversity management efforts.

2.2.3.3 A RELATIONAL FRAMEWORK FOR DIVERSITY MANAGEMENT

The relational framework places emphasis on the implementation of effective and comprehensive approaches to managing diversity. This framework integrates multiple stages of analysis in diversity management, recognising diversity and equal opportunity as a complex process that is shaped by social and historical contexts (Syed & Özbilgin, 2009).

Table 2.2: Relational Framework for Diversity Management

Relational Level	Descriptions	Variables
Macro-National	Institutional structures social difference codes and processes	Demography; economy; labour market; history; socio-political policies; the legislative framework of equal opportunity and diversity.
Meso-Organisational	Organisational policies and structures	Organisational methods towards diversity; evaluation and benchmarking.
Micro-Individual	Diverse identities and experience in the workplace	Culture, individual perspective, and experiences

Source: Syed and Özbilgin (2009)

Macro Level

The macro level of diversity management focuses on broader societal and structural factors that influence various forms of discrimination, inequality, restrictions, and career pathways. This level considers the impact of institutions, legal systems, political economy, and cultural norms on diversity management practices (Syed & Özbilgin, 2009).

The implementation of multiculturalism and equal opportunity legislation at the social policy level has a profound effect on diversity management in the workplace. However, according to Syed and Özbilgin (2009), it is important to recognise that national laws alone do not fully determine the state of diversity within organisations. Other factors, such as national culture, gender relations, religious structures, and the influence of political ideologies, also play a significant role in shaping diversity practices in the workplace.

Understanding the historical context and its implications for diversity dynamics in the workplace is also crucial. Cox (1995) highlights the importance of considering the historical background when examining diversity management. Syed and Özbilgin (2009) argue that exploring the history of intergroup relations helps in comprehending the socio-political and cultural context in which diversity practices and social discourses are constructed. The macro-national level serves as an overarching framework that encompasses all other levels of diversity management, as it defines and reinforces social differences based on commonly accepted stereotypes and social hierarchies (Syed & Özbilgin, 2009).

The Meso-Level

This level of analysis focuses on the strategies and approaches that organisations adopt for diversity management. It encompasses a range of organisational policies, from inclusive diversity initiatives to discriminatory practices, which reflect the prevailing social codes of inequality manifested as hierarchies and disparities within the workforce (Syed & Özbilgin, 2009).

From a relational perspective, an organisation's approach to diversity management is influenced by its socialised predispositions, which in turn mirror the broader social attitudes towards different groups and individuals. This level of analysis is connected to Ely and Thomas's (2001) organisational paradigm for managing diversity, which includes three paradigms: learning and effectiveness, access and legitimacy, and discrimination and fairness. The learning and effectiveness paradigm emphasises the creation of an inclusive and supportive workplace culture that values the skills and unique identities of a diverse workforce, while the other two paradigms can perpetuate social differences within the organisational hierarchy (Ely & Thomas, 2001).

At the meso-level, contextual factors and individual characteristics come into play in negotiating and mediating employment opportunities. Organisational culture often shapes the values, beliefs, and shared norms that are influenced by the aspirations of powerful elites, while the perspectives and experiences of marginalised individuals and groups are often overlooked (Syed & Özbilgin, 2009).

The Micro Level

Syed and Özbilgin (2009) contend that an individual's diverse and intersecting identities constitute the micro-individual level, which influences their subjective experiences in social and employment contexts. Negative stereotypes and biases at the organisational and societal levels can leave individuals vulnerable to disadvantages. Despite the potential impact of macro and meso-level factors, individuals possess unique resources and identities that shape their ability to navigate challenges both within and outside the workplace (Syed & Özbilgin, 2009).

According to Syed (2008), individual identity is closely intertwined with the historical and socio-cultural context of diversity management. Furthermore, an important aspect of diversity is the varied allegiances of different groups, and the multiple loyalties individuals may hold across these groups, reflecting their individual differences.

Syed and Özbilgin (2009) argue that without understanding the disparities inherent in the various identities' individuals carry, it will be difficult to address conflicts and power dynamics in the workplace. Maier (2002) supports this idea by suggesting that accommodating diverse perspectives leads to a reality of multiple viewpoints, legitimising differences and fostering mutual understanding through open exchanges. Syed and Özbilgin (2009) propose that workplace micro-politics and individual relationships influence diversity management practices and policies. The framework they present considers both external and internal

influences and underscores the need for a context-specific approach to diversity management in light of contextual changes in work, life, and socio-economic disparities across nations. This framework will be relevant to the study in examining the relationship between the NHIA's perception and approach to diversity and the various levels of social reality involved in managing their diverse workforce.

2.2.4 CHALLENGES OF DIVERSITY MANAGEMENT IN ORGANISATIONS

Managing a diverse workforce presents challenges for organisations of all sizes. Several common challenges associated with implementing diversity management programmes (Kreitner & Kinicki, 2012; Sandberg, 2019) include:

- a. Unsupportive and hostile work environment for diverse employees: Minority employees may feel excluded from social events and opportunities to establish professional networks within the organisation.
- b. Fear of discrimination: Prospective employees may hesitate to apply for job openings in organisations where there is a perceived lack of diversity and inclusivity.
- c. Lack of recognition of the importance of diversity: Employees may not view diversity efforts as crucial to achieving organisational goals.
- d. Resistance to change: Employees may resist diversity initiatives due to fear of failure, peer pressure, mistrust, and uncertainty.
- e. Work-life balance challenges: Women, in particular, may face difficulties in balancing family responsibilities with their careers.

Diversity management can also lead to workplace conflicts, especially when there are disagreements regarding specific diversity management strategies. Henry and Evans (2007) refer to this as ineffective diversity management, which can result in negative dynamics such

as stereotyping, ethnocentrism, and cultural clashes. Poorly managed diversity can have detrimental effects on employee satisfaction and performance, with minority employees often feeling undervalued compared to their colleagues. Ineffective diversity management can impede employees' skills, abilities, creativity, and motivation, leading to subpar performance.

Additionally, communication poses a challenge in diversity management, particularly when integrating employees from diverse backgrounds into the organisation, including language barriers (Loden & Rosener, 1991; Sandberg, 2019).

2.3 DIVERSITY MANAGEMENT AND LEADERSHIP

Leadership commitment is a critical factor in effective diversity management. Pfeffer (1981b) emphasises the significance of leaders in this process, as they make decisions, set the corporate agenda, and allocate resources for diversity management. Leaders serve as organisational symbols and play a crucial role in promoting organisational development, acting as role models for transformational activities, and providing support to advance the organisation (Pfeffer, 1981a). Gilbert et al. (1999) stress that a leader's commitment is essential for sustaining the necessary financial and psychological support for diversity management over time. This is particularly important because diversity management often requires long-term efforts, and certain benefits, such as innovation and creativity, may not be immediately apparent (Robinson & Dechant, 1997).

According to Cox and Blake (1991), leaders must understand the impact of diversity on organisational productivity and initiate change through organisational and personal actions. Consistent with the Upper Echelon theory (Hambrick, 2016), we expect that a leader's beliefs, traits, and values will translate into actions, which are crucial for mobilising organisational resources for diversity management. For instance, Dansky et al. (2003) argues that leaders who

are sensitive to diversity are more likely to engage in diversity management practices. The management team should adopt a comprehensive organisational management approach to diversity, considering diverse cultural backgrounds in the workplace (Gwele, 2009). Gwele (2009) further asserts that the strategic integration of diversity management into the organisational roadmap cannot be overstated, as it is crucial for positioning and incorporating diversity at a higher level within the organisation's long-term trajectory.

2.4 DIVERSITY MANAGEMENT AND ORGANISATIONAL CULTURE

The researcher highlights the crucial role of corporate culture in shaping an organisation's perspective towards its employees and, consequently, its approach to diversity management (Thomas, 1991). According to Thomas, an understanding of the relationship between culture and diversity is essential for comprehending and successfully implementing diversity management strategies.

Schein (1992) defines corporate culture as the underlying assumptions that guide the functioning of an organisation. Thomas (1991) likens the organisation to a tree, with its roots representing the corporate culture. Although these roots are hidden beneath the surface, they have a profound impact on the visible aspects of the organisation.

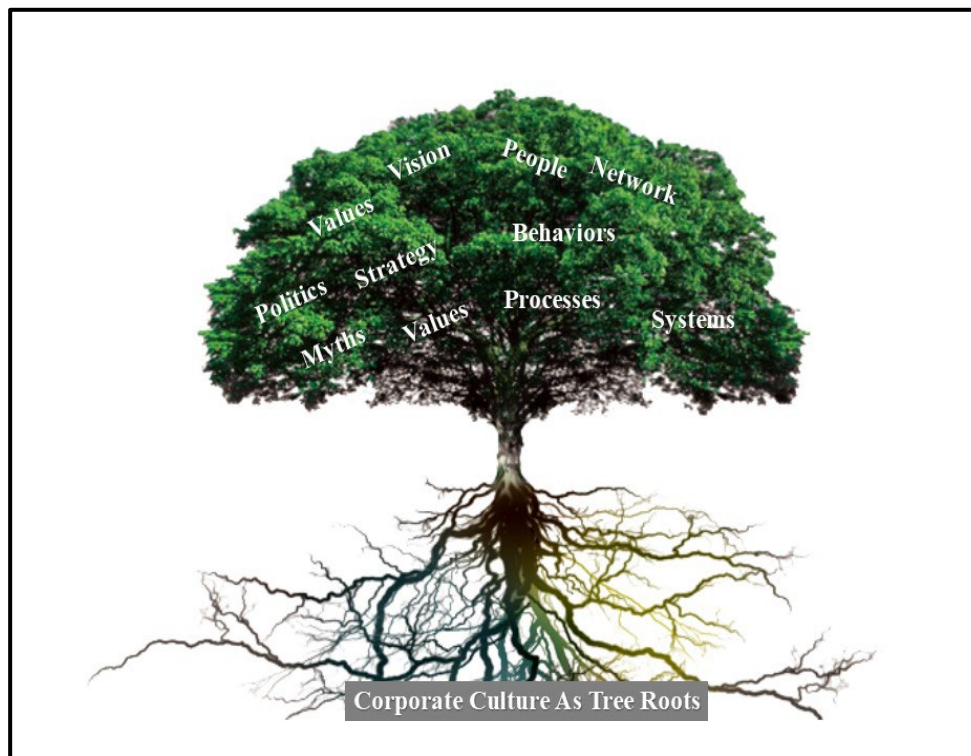


Figure 2.8: Model Depicting an Organisation Culture as a Tree

Source: Thomas (1991)

Diversity management entails a thorough examination of an organisation's corporate culture, particularly the foundational elements that shape its behaviours and practices (Thomas, 1991). The researcher emphasises that organisational leaders must assess whether these foundational elements hinder or support the objectives of diversity management. Thomas likens the process of managing diversity to a journey of change, consisting of several steps:

1. Identifying the roots: This involves identifying the essential elements of the corporate culture that influence diversity perspectives. Conducting a culture audit enables the organisation to gather information about the various aspects influenced by these foundational elements.
2. Assessing the roots: At this stage, the organisation determines whether the identified foundational elements hinder or align with its diversity management goals.

3. Changing hindering roots: The organisation takes action to transform those foundational elements that are not aligned with its diversity management aspirations.
4. Changing the system: The organisation critically evaluates existing systems and implements necessary changes to reinforce its commitment to diversity management, establishing policies and practices accordingly.

Thomas argues that effective diversity management creates an inclusive environment where all members of the organisation feel comfortable and are empowered to reach their full potential. He emphasises that the responsibility for change should not solely fall on new members who bring their own cultural backgrounds but rather on the organisation itself. Diversity management involves transforming the organisational corporate culture to embrace all individuals and foster an environment where diversity can thrive. Thomas's contributions highlight the broad scope of diversity, encompassing not only racial and gender differences but also sexual orientation, age, personality, background, and lifestyle. Thomas and Ely (1996) emphasise the importance of recognising both differences and similarities in diversity rather than solely focusing on differences. However, a limitation of this theory is the lack of attention given to addressing the negative effects that may arise from interactions among individuals from diverse backgrounds. Additionally, the researcher suggests that while Thomas discusses how activities rooted in the organisational culture influence individual behaviours, he falls short of explicitly addressing the desired behaviours that can promote effective diversity management.

2.5 DIVERSITY MANAGEMENT IN THE GHANAIAN CONTEXT

Ghana, like many other African nations, boasts a multicultural, multi-ethnic, and multireligious society. With a current population of approximately 27 million, the country is home to a diverse array of small and large ethnic groups. Notable groups include the Ewe, Mole Dagbani, Akan,

Ga-Adangbe, Mande-Busanga, Grusi, and Gurma (Ghana Statistical Service, 2013). Traditional African religion, Islam, and Christianity have coexisted as the country's three main religions for many years. While Ghana's cultural landscape is marked by significant diversity, a prominent characteristic is the north-south divide, with the northern region experiencing higher levels of poverty and development inequality. The savannah region suffers from underdevelopment and widespread poverty. Additionally, there has been a historical issue of male dominance in leadership and management positions. In response to these imbalances, various programmes have been implemented at both the national and local levels, including rural development initiatives, equitable distribution of government resources, key appointments in government, decentralisation efforts, affirmative action, and diversity representation in the public bureaucracy (Gyimah-Boadi, 2004). Notably, efforts to address disparity have been made through the deliberate appointment of individuals from diverse religious and ethnic-regional backgrounds to important positions in the public, government, and quasi-state sectors (Abdulai, 2000).

It appears that established structures and the provision of bureaucratic and symbolic resources that encourage participation and engagement have played a role in mitigating ethnic divisions within Ghanaian society (Gyimah-Boadi, 2004). The country's constitution reflects these attempts to address diversity by guaranteeing equal employment opportunities for all groups. Moreover, Ghana's labour and employment laws explicitly condemn all forms of discrimination based on gender, nationality, or culture in the workplace. As a result, a high level of tolerance for diversity, particularly in public institutions, is evident (Gyimah-Boadi, 2004). Abdulai (2000) notes that although subconscious discrimination based on ethnicity, gender, and regionalism persists in the public sector, the constitution, parliamentary acts, and

policies serve as guiding principles in promoting the integration of the Ghanaian public and eliminating prejudice and discrimination based on diversity factors.

Abdulai (2000) highlights the existence of gaps in both the private and public sectors of Ghana concerning the identification of workers' societal needs. In response, the establishment of human relations practices in Ghana aimed to address these gaps. Sackey et al. (2011) further assert that Ghanaians' socio-cultural outlook influences management and organisational structure within institutions. They note that women in Ghana are often perceived as helpers to their male partners, resulting in many women prioritising household duties over tasks outside their homes. Despite an increasing number of women pursuing careers, they continue to face the challenge of balancing organisational and family demands, hindering their progression within organisations (Sackey et al., 2011).

Budhwar and Debrah (2013) explain that Western administration practices were introduced into Ghana through European missionaries, colonial administration, and commercial initiatives. These structured and formalised practices contrasted with traditional informal practices. Following Ghana's independence in 1957, a blending of these Western labour management techniques and traditional management methods took place. Additionally, the new regime sought to empower Ghanaian nationals by replacing foreign staff with locals in both private and public sectors (Budhwar & Debrah, 2013). The introduction of constitutional rule during this period aimed to facilitate Ghana's development, providing laws and frameworks that guide citizens. The constitution includes guidelines and strategies for effective human resource practices in private and public businesses (Abdulai, 2000).

2.6 LEGAL FRAMEWORK IN GHANA ON RECRUITMENT OF PUBLIC EMPLOYEES

Since 2006, the Global Integrity Report (GIR) has consistently ranked Ghana as having a comprehensive legal structure that requires an independent and impartial civil service to prevent patronage and nepotism (Global Integrity, 2006). However, in practice, the 2011 GIR report indicates that Ghana received an average score of 50% when it comes to employing and evaluating civil service based on professional criteria. It is important to note that the health and education sectors in Ghana employ a significant number of public service employees, including doctors, administrators, teachers, and nurses, accounting for over 60% of the workforce. These sectors primarily rely on a centralised recruitment system where final-year tertiary students who pass their assessments are absorbed into the public service based on merit (Sigman, 2015). The funding provided by various donors for Public Sector Resourcing in Ghana has not focused on improving meritocratic recruitment practices.

Currently, as part of an IMF-sponsored economic restructuring programme in Ghana, there is a temporary halt on annual centralised recruitment into the public service (except for the health and education sectors). The excessive power granted to the executive branch by the 1992 constitution of Ghana allows the President to appoint administrative leaders in the public service. Additionally, the President appoints the heads of all public sectors and ministers in Ghana. Each department is headed by a chief director, who is appointed by the President with the advice of the Civil Service Council. The civil service departments are further led by directors, also chosen by the President in accordance with the Public Services Commission. The Office of the Head of the Civil Service has managerial authority over the performance of directors, chief directors, and all public servants across different ministries. However, the appointment of these directors by the President diminishes the power of the Office of the Head

of Civil Service to oversee the actions of presidential appointees, whose tenure is at the discretion of the President (Atta-Asamoah, 2012).

With each change in government following elections, the entire executive staff of the public service is typically replaced by new presidential appointees. For instance, after the 2000 election, the new NPP government appointed new staff throughout the Finance Ministry, resulting in significant disruptions (Lawson, 2012, p. 54). The impact of the politics of competitive clientelism on public service employment is particularly pronounced at the management level (directors, chief directors, and chief executives) compared to the middle and lower ranks.

According to Hanretty (2011), political interference refers to the inclination or coercion of politicians to influence the actions of public sector employees, thereby undermining the necessary autonomy that should characterise their interactions. Numerous studies on public and corporate governance have highlighted the perception that political meddling in the decision-making process has a detrimental impact on organisational performance (Chang & Wong, 2002). In Ghana, political interference is frequently observed in recruitment, promotions, and selections within public organisations (Owusu, 2006). Such political meddling in the affairs of public institutions contributes to their underperformance (Sandbrook, 1993).

In essence, the argument is that when the hiring of public sector employees is influenced by political factors rather than meritocracy, it sets the stage for unproductivity, patronage, and corruption. The literature reveals that cronyism and patronage often characterise the public sector, leading to the presence of incompetent employees and low productivity in the bureaucracy (Gould & Amaro-Reyes, 1983). This body of work demonstrates that the public sector in Ghana is plagued by various detrimental tendencies, which hinder the efficiency of

public organisations and impede their contribution to national development (Gyimah-Boadi, 2004).

The limitations of Ghanaian public administration are well-recognised, including weak leadership at the administrative level, uneven staffing, absence of policies to manage diverse staff, lack of expertise in critical areas, inadequate internal and external audit systems, instances of abuse and waste, inefficient personnel practices, ineffective financial and human resource management systems, low levels of productivity, presence of corrupt officials, incidents of fraud, absence of ethical standards, and concentration of power (Gyimah-Boadi, 2004).

2.7 OTHER RELEVANT THEORIES

This section will discuss other relevant theories relating to this study.

2.7.1 SOCIAL IDENTITY THEORY

This study will utilise Tajfel and Turner's (1979) Social Identity Theory (SIT) to explicate the psychological underpinnings of intergroup discrimination. The theory delineates the conditions that motivate individuals belonging to a specific group to discriminate against their own group (in-group) in favour of another group to which they do not belong (out-group).

The authors posit that individuals do not possess a singular personal self but rather multiple identities that align with their extensive group involvements. Different social contexts can evoke distinct feelings, behaviours, and thoughts based on various levels of self, including individual, national, and familial levels. Therefore, individuals have a range of social identities within their collective social connections (Vaughan & Hogg, 2002). It is through this identification at the individual level that a sense of "we" emerges, bound together by an internalised group identity. This perspective diverges from the concept of personal identity,

which emphasises self-categorisation or grouping that favours the in-group over the out-group (Vinney, 2021).

Tajfel and Turner's (1979) seminal research on minimal group studies demonstrated that even the mere of individuals classifying themselves as group members leads to the display of in-group favouritism. This pursuit of distinctiveness signifies that people's self-perceptions are intricately tied to the groups they belong to (Van Knippenberg et al., 2002). The theory posits that individuals are driven not only by the desire to understand and evaluate themselves but also by the need to positively evaluate themselves in comparison to others. SIT postulates three facets of the group identification process: 1) awareness of belonging to a group, 2) commitment to the group, and 3) emotional attachment to the group. Within this framework, three cognitive processes are involved in the evaluation of others as "them" or "us".

Reskin (2012) suggests that while out-group discrimination and in-group favouritism are common phenomena within organisations, organisational management should strive to mitigate their consequences. Social identity theory posits that individuals are motivated not only by the desire to understand and evaluate themselves but also by the need to positively evaluate themselves relative to others. Intergroup comparisons seek to establish distinctiveness for the in-group separate from the out-group. To maintain a positive social identity, individuals seek to perceive their group as different and superior to other groups.

According to social identity theory, management groups that share common social norms are more likely to experience higher levels of cooperation and job satisfaction, leading to lower emotional conflict and employee turnover (O'Reilly et al., 1998). Homogeneous groups face fewer cultural barriers to social interaction and are more inclined to foster positive social relations, effective job performance, and intra-group interactions (Blau, 1977). Social identity

encompasses various characteristics such as race, age, ethnicity, physical ability, gender, social status, sexual orientation, and origin. Additionally, secondary characteristics such as education, income, religious beliefs, marital status, lifestyle, geographical location, and functional background may also influence social identity (Loden & Rosener, 1991). In our society, characteristics such as race, gender, and ethnicity have become salient markers that significantly shape the workplace experiences of various groups (Williams & Bauer, 1994).

The mere awareness of an out-group's existence can lead to discriminatory and competitive responses from members of the in-group. Moreover, when the in-group perceives a threat or challenge, its members may strive to enhance the distinctiveness of their group, potentially resulting in increased hostility, prejudice, and negative attitudes towards other groups (Vinney, 2021). The social identity theory is highly relevant to this study as it provides a framework for understanding the dynamics of in-group favouritism and out-group prejudice. This theory will aid in gaining a comprehensive understanding of the manifestations of discrimination, prejudice, and intergroup hostility, thereby facilitating the examination of diversity management at the NHIA.

2.7.2 UPPER ECHELONS THEORY (UET)

The Upper Echelons Theory is another valuable framework for understanding how diversity is managed at the NHIA. According to this theory, organisational outcomes, including effectiveness and strategies, are reflections of the cognitive foundations and values of influential leaders within the organisation (Carpenter et al., 2004; Hambrick & Mason, 1984). Carpenter et al. expanded on this theory by incorporating team integration, moderators, and mediators of senior management team effects, such as processes, power, discretion, and incentives. Hambrick and Mason (1984) argued that the characteristics of senior managers,

including demographic factors, influence their choices and decisions, which subsequently impact the organisations they lead. To recruit, retain, and benefit from a diverse workforce, organisations are advised to ensure diversity is reflected in their senior management team (Cox, 1993; Nishii & Özbilgin, 2007). This not only provides diverse employees with a sense of upward mobility but also enables a diverse executive team to be attuned to areas requiring attention for the retention and advancement of a diverse workforce.

Scholars have explored the impact of senior managers on organisations through two avenues. First, they examine the relationship between senior management demographics and organisational productivity. Second, they assess the psychological dispositions of senior management and determine whether they influence organisational productivity. Building on the initial version of the theory, it is proposed that senior team demographics directly influence organisational success (Carpenter et al., 2004; Hambrick & Mason, 1984).

Empirical research following the principles of Hambrick and Mason (1984) indicates a significant relationship between top management teams (TMTs) and organisational outcomes. These studies often focus on demographic variables within the TMT, such as age, work history, tenure, and education, to determine their relative impact on organisational performance (Carpenter et al., 2004).

Organisations with diverse senior executive teams are more likely to exhibit demographic diversity throughout their workforce, indicating the presence of effective diversity initiatives aimed at reducing discrimination, prejudice, and stereotypes. However, it is important to note that simply increasing or recruiting a diverse workforce is insufficient. Once hired, diverse employees require fair treatment and integration into the social fabric of the organisation. Numerous studies emphasise the significance of senior management commitment and

engagement in successfully implementing diversity management practices (Cox & Blake, 1991; Gelfand et al., 2007; Wentling, 2004). Additionally, during periods of resource constraints, the senior executive team plays a crucial role in determining whether an organisation will implement specific initiatives aimed at promoting the advancement of diverse employees and reducing discrimination. This theory will assist in examining how the decisions, values, and characteristics of the senior management team influence diversity management at the NHIA.

2.7.3 HOFSTEDE'S CULTURAL DIMENSIONS

Hofstede's cultural dimensions have long served as a valuable tool for researchers investigating variations in social behaviour across national cultures. Culture encompasses a range of beliefs, identities, values, meanings, and interpretations that emerge from the shared everyday experiences of individuals within a particular group or society and has been utilised to shed light on organisational outcomes (House et al., 2002). In his groundbreaking study, Hofstede analysed data from over 100,000 IBM employees across more than 40 countries, identifying five key dimensions of national culture. These dimensions include individualism versus collectivism, power distance, uncertainty avoidance, masculinity versus femininity, and long-term versus short-term orientation. The characteristics and descriptions of these dimensions as outlined by Hofstede are presented in Table 2.3.

Table 2.3: Dimensions of Hofstede's Cultural Theory

Dimension	Description
Power distance	The extent to which individuals accepts unequal spread of power in society. Acceptance that power is not equally distributed.
Individualism versus collectivism	Individualistic societies focus mainly on their immediate family. Whilst with collectivism, the emphasis is on tightly cohesive relationships that bond people with shared interests and ideologies together. There is usually cooperation and support for each other in times of conflicts.
Masculinity versus femininity	The degree to which the central values of a society are seen as masculine (competitive and assertive). In a masculinity society, men are expected to be assertive while women are expected to be tender and modest. In femininity cultures, social genders are seen as equal and have comparable roles.
Uncertainty avoidance	The rate at which people in a society feel anxious or nervous by unknown situations. Individuals in this cultural dimension may not be willing to take a risk and less likely to accept change.
Long-term orientation versus short-term orientation	This dimension tries to explain the effects of the past on current and future actions. Long-term oriented countries usually have longer development elasticity as compared to countries with a short-term orientation.

Source: House et al. (2002)

Hofstede (2011) defines power distance as the extent to which less powerful members of a society accept and expect unequal distribution of power. This concept refers to the perception of power and inequality within a society, as perceived by both its members and its leaders. Power and inequality are inherent aspects of any society, although the degree of inequality varies across cultures.

On the other hand, uncertainty avoidance, as distinguished from risk aversion (Hofstede, 2011), refers to a society's tolerance for ambiguity. It indicates the level of comfort or discomfort that a culture experiences in uncertain or ambiguous situations. Cultures with high uncertainty avoidance tend to employ strict regulations, codes of conduct, and prohibitions to minimise the occurrence of such situations. In contrast, cultures with low uncertainty avoidance are more open to different perspectives, have fewer rules, and embrace empirical and relativistic approaches, allowing for diverse streams of thought in religious and philosophical realms (Hofstede, 2011).

The dimension of individualism versus collectivism pertains to the societal context rather than individual traits. It explores the extent to which individuals within a society are integrated into groups (Hofstede, 2011). Individualistic societies exhibit loose social ties among individuals, while collectivistic societies emphasise self-care and the immediate family. In collectivist societies, individuals are born into cohesive internal groups, often extended families, which provide care and protection in exchange for unwavering loyalty (Hofstede, 2011).

Masculinity and femininity, as social rather than personal traits, reflect the distribution of values between genders, which is a significant concern for any society (Hofstede, 2011). Hofstede's study reveals that societies may possess highly competitive and assertive traits that are associated with "masculine" societies, while other societies may exhibit different characteristics, which are labelled as "feminine". These traits are not limited to individuals but manifest as broader cultural values. Overall, Hofstede's dimensions of cultural variation provide insights into how different societies perceive and navigate power, uncertainty, individualism, collectivism, and gender roles.

Hofstede (2011) introduced an additional dimension to the previously established four dimensions, linking it to economic growth. The short-term and long-term orientations were initially identified through a survey conducted by Chinese scholars, involving students from 23 different countries (Chinese Culture Connection, 1987). The study revealed a close correlation between this dimension and economic growth during that period (Hofstede, 2011). Recognising that none of the four dimensions derived from the IBM data were connected to economic expansion, Hofstede added his dimension as a fifth dimension, specifically associated with economic growth (Hofstede & Bond, 1988). This dimension seeks to account for the influence of the past on present and future behaviours, with long-term-oriented countries tending to exhibit greater development elasticity compared to short-term-oriented countries.

While Hofstede's cultural dimensions highlight differences between countries, the question arises as to whether this awareness fosters a common understanding. It is essential for organisations to emphasise similarities rather than becoming overly fixated on differences. According to Handel and Human (1996), organisational leaders should recognise individuals as complex, multifaceted beings and should avoid reducing diverse identities to nationalities and cultural disparities.

Despite Hofstede's significant impact on cross-cultural dimensions, he has faced criticism. One critique is related to generalisation, stemming from the fact that his research sample was limited to one large multinational company. Scholars have raised concerns about the validity of extrapolating the findings from IBM's culture survey to other cultures (Fougère & Moulettes, 2007; Graves, 1986; Olie, 1995). Critics argue that the survey results do not provide accurate information about the culture of an entire country.

Critics argue that using the country as the sole unit of analysis for culture is not valid, as culture is diverse and extends beyond national boundaries (McSweeney, 2002). It should be acknowledged that there are multiple cultures corresponding to different social systems or communities. At the individual level, one can belong to various cultures based on their affiliation with different social groups (McSweeney, 2002). Duchatelet (1998) further contends that Hofstede's definition of culture as "the collective programming of the mind" does not account for the fact that multicultural societies consist of a larger proportion of citizens who belong to social subgroups with distinct cultures diverging from the mainstream culture of the country.

Culture is a significant aspect of diversity, and Hofstede's theory holds relevance for this study. Understanding the general cultural background of Ghana is essential in comprehending the decisions made regarding diversity management at the NHIA. The theory enables the researcher to explore the cultural dynamics between staff and senior management and how these dynamics impact diversity management efforts. According to Hofstede, organisational decisions regarding diversity management are influenced by national values and customs. Furthermore, this dimension highlights the importance of establishing culturally acceptable approaches to managing diversity within an organisation and emphasises the need for managers to provide training and adopt nuanced strategies to sensitise employees to cultural differences and other forms of diversity, such as disabilities.

2.7.4 GLOBAL FRAMEWORK FOR ASSESSING CULTURE

The GLOBE study, comprising data from 825 organisations across 62 countries, established a framework that delineates various dimensions of national culture. Building upon Hofstede's cultural dimensions, the GLOBE study identified nine dimensions that assess the influence of national culture on business practices, processes, and outcomes.

Table 2.4: Globe Cultural Dimension

Power Distance	The degree to which members of a society expect power to be unequally distributed.
Uncertainty Avoidance	The degree to which society depends on socially acceptable standards and practices to mitigate the volatility of future activities
Assertiveness	The degree to which society supports people's level of toughness and firmness as against modesty and kindness.
Human Orientation	Society rewards an individual's generosity, fairness, and kindness to others.
Future Orientation	Society rewards and encourage future orientation activities such as investing and planning.
Institutional Collectivism	Societal institutions encourage individuals to be integrated into society and organisations.
Gender Egalitarianism	The extent to which society exploits gender character differences.
In- Group Collectivism	The degree to which people in society give self-importance to being members of a small group like close friends, family, and place of work.
Performance Orientation	The extent to which society inspires and rewards members for excellence and performance enhancement.

Source: House et al. (2002)

The GLOBE study, which was conducted from 1994 to 1997, involved approximately 170 respondents surveying 951 non-multinational groups (Hofstede, 2011). The participants in the GLOBE study held supervisory positions, and this extensive research was based on established theories and generated significant scholarly output. Javidan and Dastmalchian (2009) note that the selection of variables to be measured in the GLOBE study was strongly influenced by Hofstede's work, with some of the nine social scales aligning with Hofstede's dimensions. Additionally, the GLOBE study introduced new dimensions such as performance orientation that were not addressed in Hofstede's study (Rao & Tilt, 2016).

Leaders need to possess a perspective and the ability to compare their own culture with that of others in order to effectively manage employees from diverse socio-cultural backgrounds. The GLOBE project is a comprehensive study that employs multiple methods and stages to explore the interrelationships among social achievements, socio-cultural aspects, and leadership in different cultures (Javidan & Dastmalchian, 2009). The main objective of the GLOBE study is to develop empirically grounded theories that can predict, depict, and understand the impacts of specific cultural variables on organisational effectiveness, leadership effectiveness, and socio-economic outcomes within a given society (Javidan & Dastmalchian, 2009).

The GLOBE study identified nine dimensions, which are summarised as follows:

1. Performance orientation: This dimension assesses the extent to which an organisation or society encourages and rewards its members based on their productivity and results.
2. Assertiveness orientation: This dimension explores the degree to which individuals in societies exhibit assertive, aggressive, and confrontational behaviour in their social interactions.

3. Future orientation: This dimension examines the extent to which individuals in organisations or societies engage in future-oriented behaviours such as investment, planning, and delaying gratification.
4. Power distance: This dimension measures the degree to which people in a society or organisation accept and expect unequal distribution of power.
5. Uncertainty avoidance: This dimension reflects the extent to which members of an organisation or society try to minimise uncertainty and embrace the predictability of future events by adhering to shared norms, bureaucratic practices, and rituals.

GLOBE also addresses the significance of leadership qualities and behaviours in relation to cultural attributes. The study identifies nine dimensions of leadership as follows:

1. Charismatic/Value-based leadership: This dimension encompasses qualities such as foresight, inspiration, self-sacrifice, integrity, decisiveness, and performance orientation.
2. Team-Oriented Leadership: This dimension reflects traits such as being team-oriented, diplomatic, status-conscious, and displaying both positive and negative managerial traits.
3. Self-Protective Leadership: This dimension highlights characteristics such as self-centredness, awareness of status, provoking tension, face-saving, and adherence to routines.
4. Participative Leadership: This dimension includes measures of leadership style, such as autocratic and participative approaches.
5. Humane Orientation Leadership: This dimension assesses leadership traits related to humane orientation and modesty.

6. Autonomous Leadership: This dimension examines traits such as individualism, autonomy, independence, and uniqueness.

The GLOBE research significantly contributes to the validation of the notion that universally valued leader attributes exist. The study demonstrates that the value and importance placed on leadership vary across cultures, making expected leadership attributes culturally contingent. In this research, the GLOBE framework will be utilised to assess the influence of cultural values on leadership attributes and organisational practices at the NHIA.

The discussions presented above primarily focus on diversity dimensions and diversity management from a Western perspective, which may not directly apply to the Ghanaian context. Therefore, it is essential to investigate this phenomenon within Ghana to develop a suitable framework for diversity management. Additionally, several relevant theories have been discussed to provide the researcher with a better understanding of the concept of diversity in Ghana.

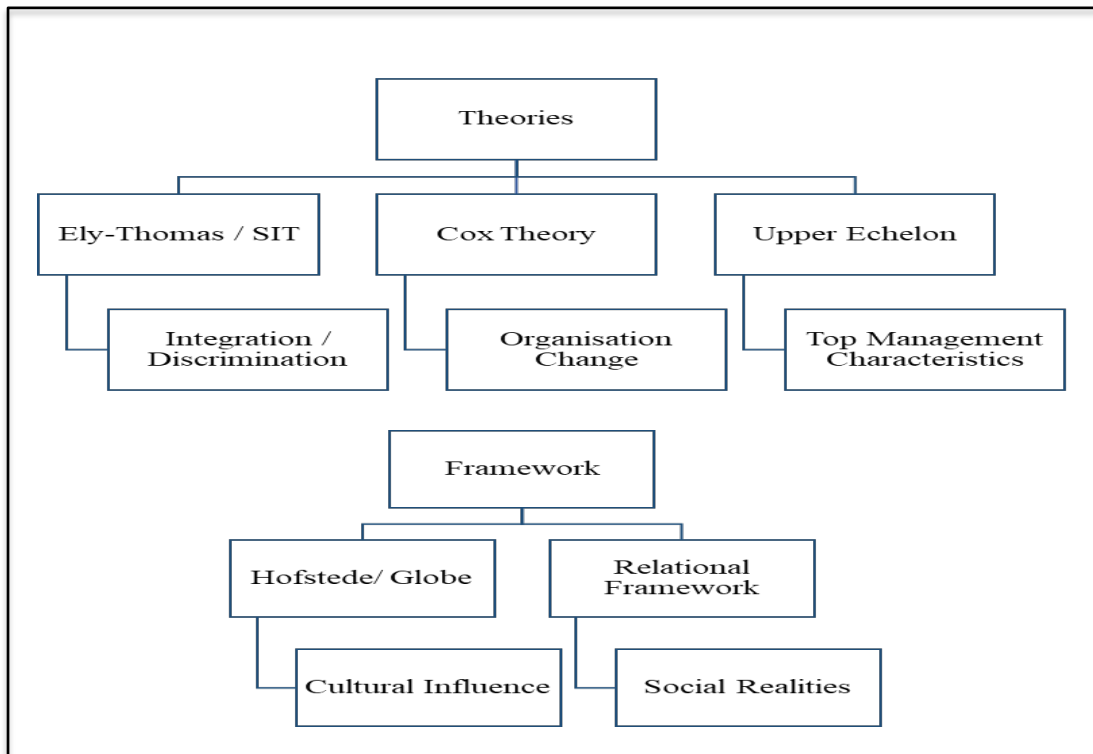


Figure 2.9: Theories Relevant to Diversity Management in Ghana

Source: Author's construct

The literature review has examined various conceptualisations of diversity and different approaches to implementing effective diversity management programmes, as depicted in Figure 2.9. Despite these insights, diversity management remains a significant challenge in public sector organisations in Ghana. The dimensions of diversity describe the range of similarities and differences among individuals. For example, SIT sheds light on the basis for in-group favouritism and out-group discrimination. The Ely-Thomas theory presents three perspectives for managing diversity to achieve positive organisational outcomes, focusing on social categorisation and identity. This theory will aid in exploring processes of social equality and individual learning and development at the NHIA.

The Cox process model outlines the steps for organisational change towards becoming a multicultural organisation. Cox's organisational categories and dimensions of integration demonstrate the levels of social group integration within an organisation. This will assist the researcher in investigating the assimilation of minority groups at the NHIA. Cultural theories, on the other hand, illuminate how culture influences leaders and subsequent organisational outcomes. The relational framework illustrates the relationships among different levels of social realities and their impact on diversity management. The Upper Echelon theory highlights the influence of senior management values and characteristics on the implementation of diversity management practices within an organisation.

While these theories provide valuable insights, they must be aligned with the dynamics of the NHIA and the broader Ghanaian context. Furthermore, challenges associated with implementing diversity management can be addressed by employing a context-specific approach. Therefore, it is necessary to analyse and align these theories with the phenomenon under investigation in order to develop a feasible model of diversity management in Ghana.

2.8 THE CONCEPTUAL FRAMEWORK

Mugenda and Mugenda (2003) contend that a conceptual framework serves as a hypothetical model that establishes the linkages between the concepts under study and their relationships. For this research, a conceptual framework is essential to gain a comprehensive understanding of the dynamics of diversity and diversity management at the NHIA. It is crucial to adopt an appropriate framework that can address the identified gap, given the limited literature available on the diversity dynamics within the specific societal context under investigation. Moreover, most existing theories of diversity management do not adequately consider the African context, particularly the Ghanaian context (Appiah & Adeyeye, 2020a). This raises the question of how

the complexities related to diversity in Ghana and specifically at the NHIA can be effectively managed to harness its full potential. Consequently, an investigation is required to align existing theories and concepts with the NHIA environment to develop a theory-driven model that can address the challenges encountered in diversity management. To achieve the objectives of this study, it is essential to collect empirical data, evaluate and analyse it within the framework, and ultimately develop a viable model for diversity management at the NHIA and in Ghana as a whole. The conceptual framework presented below encompasses critical diversity concepts that will guide the study in developing an appropriate model for diversity management at the NHIA.

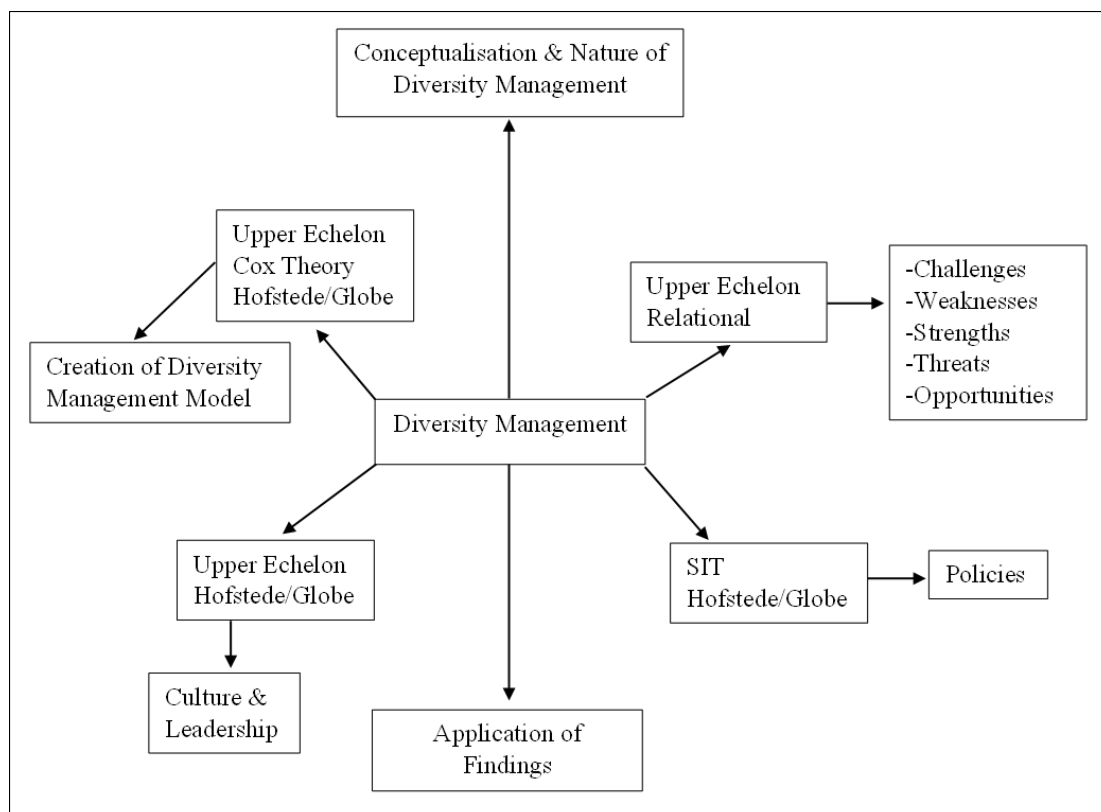


Figure 2.10: Conceptual Framework

Source: Author's construct

The conceptual framework presented aims to uncover the underlying dynamics within the NHIA and facilitate the development of a context-specific approach to diversity management. Building upon the earlier assertion, it is important to note that diversity management in Ghana is still in its nascent stage, despite the nation's efforts towards fostering inclusivity (Gyimah-Boadi & Awal, 2021). This calls for a tailored approach to fully harness the benefits of diversity management at the NHIA and, by extension, in Ghana. In line with Gyimah-Boadi and Awal's (2021) assertion, there exists simmering tension driven by ethnic, tribal, and religious sentiments, highlighting the need for contextualisation and alignment of existing concepts with the socio-cultural, religious, and economic dynamics of the society. Moving forward, the conceptual framework of this study will aid in navigating the complexities within the NHIA, thereby gaining an intrinsic understanding of the existing diversity dynamics within the society under investigation.

Furthermore, the framework assists in assessing the strengths and weaknesses of diversity management at the NHIA. Literature has established that a diverse workforce is beneficial for business (Appiah & Adeyeye, 2021; Cox & Blake, 1991). Additionally, a diverse workforce promotes employee engagement and inclusion (Barak, 2015). This study aims to explore the dynamics and existing concepts of diversity at the NHIA, including the policies in place for diversity management, strengths, weaknesses, threats, opportunities, and associated challenges.

However, it is crucial to align the dynamics within the NHIA with existing theories to enhance their applicability. While the theories provide insights into the concept of diversity and offer guidance on diversity management, they do not provide a comprehensive framework for managing diversity within a large Ghanaian organisation. Based on the conceptual framework, the following research questions remain unanswered and will be the focal point of the empirical study in this research. These research questions are as follows:

- Research Question 1: How is diversity conceptualised at the NHIA?
- Research Question 2: What are the policies in place for diversity management at the NHIA?
- Research Question 3: What are the challenges, strengths, weaknesses, threats, and opportunities to diversity management at the NHIA?
- Research Question 4: Do leadership and culture influence diversity management at the NHIA?

As such, the research methodology chosen for this study will take the research questions into consideration. The chosen data collection methods and analysis will aim to gather comprehensive data from the research participants, which will contribute to addressing the research questions effectively. The research approach and methodology will be covered in the following chapter.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0 OVERVIEW

The preceding chapter situated this study within the existing literature and underscored the importance of delving into the underlying constructs related to the concept of diversity and the challenges faced in the process of diversity management. This chapter aims to address the raised questions and clearly outline the procedures, strategies, and design employed to achieve the study's objectives.

The chapter begins by presenting the research procedures employed in this study. It outlines the fundamental philosophical assumptions of management research that form the basis for identifying the appropriate framework in which this study is situated. Specifically, the interpretive framework was adopted, supported by arguments regarding its suitability for the qualitative approach used in this case study. The chapter further discusses the selection of the purposive sampling technique and the strategies employed for data collection, including interviews, focus group discussions (FGDs), and document review. The section also provides details on data collection, management, and analysis methods, while addressing the measures taken to ensure validity, reliability, and quality control. To provide a visual representation, Figure 3.1 presents the methodological framework employed in this study.

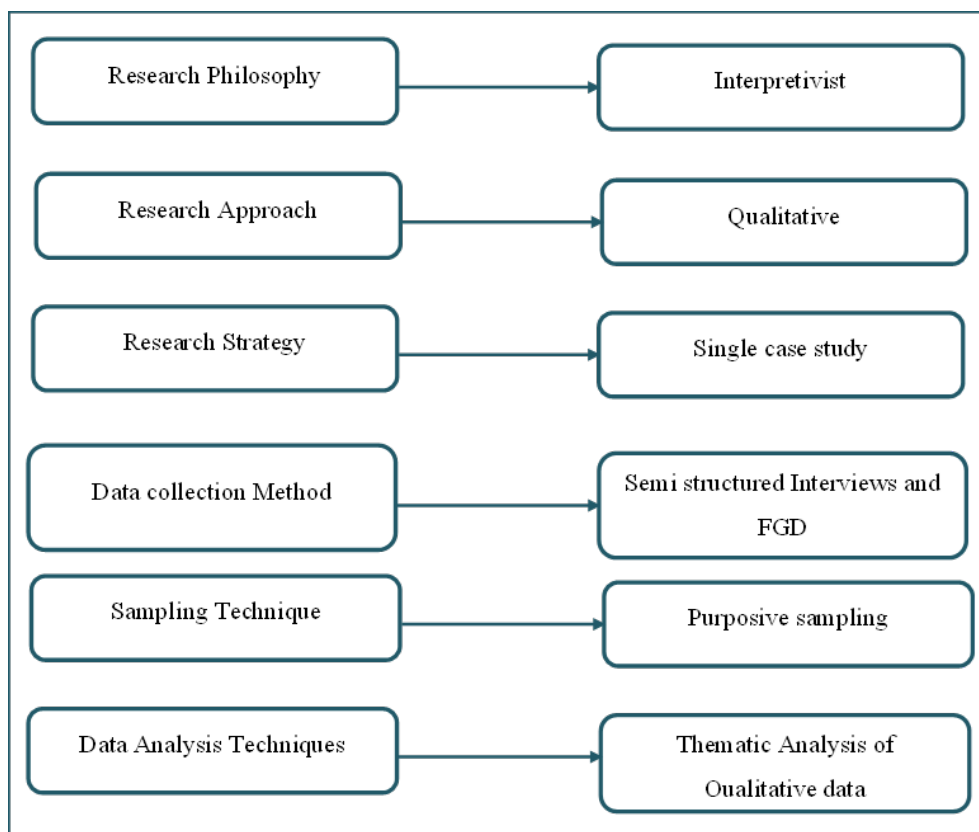


Figure 3.1: Methodological Framework

Source: Author's construct

3.1 PHILOSOPHICAL FOUNDATION OF THE STUDY

The ontological assumption that guided this study was that reality is subjective and shaped by individuals within a group. According to Creswell and Creswell (2021), qualitative researchers adhere to a specific paradigm or set of ideas that informs their research. In line with this, Bhattacharjee (2012) argues that an interpretive paradigm is employed when researchers believe that the best way to understand social order is through the subjective interpretations of the participants involved. This involves conducting interviews with various participants and capturing the differences in their responses based on their subjective perspectives. Numerous studies have highlighted the perception, construction, and subjectivity of diversity (Hobman et al., 2004; Homan & Greer, 2013; Maier, 2002; Van Knippenberg et al., 2004).

Considering these factors and the nature of the research objectives outlined in section 1.3, the study was positioned within an interpretive framework.

3.2 RESEARCH APPROACH

In accordance with the philosophical framework and the research objectives, a qualitative methodology was employed in this study. This approach is a systematic technique for understanding social reality, wherein a comprehensive and nuanced understanding is developed based on the specific perspectives of participants within a natural setting (Creswell & Creswell, 2021; Silverman, 2013). Boateng (2016) argues that the context, timing, and experience are crucial considerations in qualitative research choices. Thus, by adopting a qualitative strategy, the researcher was able to explore the processes, circumstances, and complexities associated with diversity management from the perspectives of the participants (Creswell, 2014).

The qualitative approach was deemed more suitable for this study as it allowed for an in-depth exploration of the participants' perceptions and meanings attributed to diversity management. To achieve this, various research instruments and modes of inquiry were employed, including document reviews, interviews, and focus group discussions.

As suggested by Bhattacharjee (2012), a qualitative approach is particularly appropriate when the researcher aims to investigate a specific phenomenon through the personal interpretations of the participants. In this study, the researcher employed a qualitative approach to capture the experiences and perspectives of the participants regarding diversity, diversity management, and the associated challenges at the NHIA.

3.3 RATIONALE FOR EMPLOYING A QUALITATIVE APPROACH

The research objective was to gain an understanding of a phenomenon, which necessitated the use of a qualitative approach. This approach was deemed appropriate as the focus of the research was on inductive reasoning and exploring how individuals interpret their social environment, leading to changes in their perceptions of social reality. In contrast, quantitative research places greater emphasis on theory construction. Given the absence of quantification, a qualitative approach was employed in this study. It sought to survey a subjective social phenomenon, necessitating a qualitative methodology to fulfil its intended objectives of gaining in-depth insights into the phenomenon (Bhattacharjee, 2012).

3.3.1 RATIONALE FOR EMPLOYING THE INDUCTIVE APPROACH

The study aimed to understand a phenomenon, aligning with the principles of inductive research. The inductive approach is characterised by starting with observations and progressing towards theory development based on those observations (Goddard & Melville, 2004). In an inductive study, critical observations of a phenomenon serve as the initial point, leading to the exploration of speculative ideas and generalisations (Neuman, 2014). Like the deductive approach, the inductive method begins with a topic and the researcher seeks to uncover preliminary and empirical associations as the investigation progresses, ultimately leading to the development of generalisations (Neuman, 2014).

3.3.2 RATIONALE FOR CHOOSING A CASE STUDY DESIGN

A research design serves as a strategic roadmap for conducting a study (Babbie & Mouton, 2001). It outlines the planned approach for data collection to investigate research questions or hypotheses. Qualitative methods are well-suited for exploring, analysing, and understanding

various aspects of a research topic (McCombes & Eertwegh, 2019). Qualitative research can employ different strategies, such as grounded theory, phenomenology, case studies, historical and participatory methods, and ethnography (Creswell, 2021; Yin, 2009). In this study, a case study design was employed, which is particularly suitable for investigating how and why questions (Yin, 2009).

To achieve the study's objectives, a holistic approach was adopted by conducting interviews with NHIA employees who had knowledge and experience in diversity management within the organisation. This approach allowed for an in-depth examination of the phenomenon. A case study design enables the researcher to capture essential aspects of real-life events, including group dynamics, managerial processes, and organisational factors (Yin, 2009). Therefore, it was the most appropriate design for gaining a comprehensive understanding of the concept of diversity and the scope of diversity management within the NHIA (Saunders et al., 2003; Yin, 2009). The case study design excels in uncovering a wide range of social, political, and cultural factors related to the phenomenon of interest (Bhattacharjee, 2012; Yin, 2009), thereby facilitating a richer and more contextualised interpretation through the collection of in-depth contextual data. Consequently, this study employed an appropriate research strategy to fulfil its objectives.

As argued by Eisenhardt and Graebner (2007), case studies are particularly focused on rich contexts. The primary aim of a case study is to develop a clear narrative centred around the specific case being studied (Babbie, 2005). The design of a case study provides an opportunity to gain deeper insights into a particular topic, offering a more informative interpretation and building upon the obtained feedback (Yin, 2009). For this study, a public institution, namely the NHIA, was selected as the case. Purposive sampling was used to select participants for semi-structured interviews and focus group discussions, representing different staff levels

within the organisation. Individual interviews were conducted in one-on-one sessions, and two focus group discussions were held. During these interactions, participants were asked about their conceptualisation of diversity, existing diversity management policies, challenges, strengths, weaknesses, threats, and opportunities related to diversity management. They were also invited to share their perspectives on the influence of leadership and culture on diversity management and strategies to achieve effective diversity management at the NHIA.

According to Creswell and Garrett (2008), case studies were considered appropriate for this research as they provided a high level of conceptual validity, allowing for the identification of key indicators that represent the theoretical concepts under investigation (Creswell & Garrett, 2008). However, criticisms of the case study design exist. One such criticism is that it cannot generate generalisable findings from a single case study (Yin, 2009). Hamel et al. (1993) argue that the goal of a case study is to provide insights that can inform other studies rather than to make broad generalisations. Bennett (2004) suggests that case studies can be used to test theories, and only a few cases are necessary to obtain meaningful results.

Yin (2003) advises that the case study design should be employed when researchers aim to answer questions pertaining to the “why” and “how”. The objective of this study was to understand how diversity is conceptualised, recognised, and managed, as well as the challenges it presents at the NHIA. There was no intention to influence participant behaviour, and participants were given the freedom to provide their own insights and perspectives on the topic.

A case study embodies a qualitative approach that allows for an in-depth exploration of complex issues (Naumes & Naumes, 2015; Newman, 2000; Schmitt & Klimoski, 1990). Case study research seeks to gain deep understanding and insight, which cannot be achieved through large amounts of data focused on a limited number of variables and constructs typical of

quantitative studies (Newman, 2000). Unlike experiments and surveys, case studies enable research to be conducted within the natural context in which it occurs (Naumes & Naumes, 2015). This quality enables the researcher to comprehend how social entities construct specific realities. Unlike experiments, surveys, or other research methods, case study research allows for the exploration of real-life human relationships within their natural settings (Yin, 1989).

Finally, Creswell (2014) suggests that case studies offer the opportunity to utilise various collaborative sources of information. By adopting a case study design, the researcher was able to gather information and evidence from multiple perspectives through various sources and engage with the participants within their own contexts. In this study, in-depth interviews were conducted in two regions of the country, while focus group discussions were held within the organisation in the same two regions. Additionally, a thorough document review was undertaken to gain a comprehensive understanding of the concept of diversity, diversity management, existing policies, and the challenges faced, as well as the strengths, weaknesses, opportunities, and threats to diversity management at the NHIA. This method proved effective in exploring, testing, and challenging established theories related to diversity and diversity management, and it facilitated direct engagement with the issues within their natural settings (Saunders et al., 2009). This approach is particularly valuable in practice-based research focused on addressing real-world problems, where participants' experiences and contexts are crucial considerations (Hancock et al., 2021).

3.3.3 RATIONALE FOR EMPLOYING A SINGLE CASE STUDY

The decision to employ a single case design for this study was based on the recognition that NHIA met the criteria of a critical case. A critical case refers to a single case that possesses all the essential elements for examining a particular concept (Yin, 1989). Given NHIA's extensive features, its size, and the significant role it plays in Ghana's prominent health sector, it was deemed a critical case (NHIA, 2023).

Furthermore, NHIA can be classified as an indicative case. An indicative case represents a situation where researchers can observe and analyse a phenomenon that has previously received limited scientific investigation (Yin, 1989). NHIA not only served as an indicative case but also enjoyed a high level of visibility. Pettigrew (1990) underscores the value of studying highly visible cases and highlights that research conducted on influential institutions can have positive ripple effects.

3.3.4 RATIONALE FOR CHOOSING THE NATIONAL HEALTH INSURANCE ACT

In 2003, Ghana implemented the National Health Insurance Act (Act 652), which was later replaced by the National Health Insurance Act (Act 852) in 2012. These acts were put in place to replace the previous "cash" and "carry" system, integrate the National Health Insurance Scheme (NHIS), streamline administrative processes, enhance transparency, reduce opportunities for corruption, and promote effective institutional governance (NHIA, 2023). The primary objective of the NHIS is to ensure that citizens have financial access to essential medical treatments without requiring immediate payment. It serves as a crucial component of Ghana's universal health coverage policy. Equity is a fundamental principle of the NHIS, aligning with the health sector's goal of bridging the health equity gap across regions in the country (NHIA, 2023). Diversity management, which focuses on equity for all employees, is

an essential aspect of the NHIS and the NHIA, which oversees its management. Thus, the NHIA represents a suitable context for this study as it embodies the Ghanaian health sector.

As of December 2020, the NHIS had approximately 12.6 million active enrollees, accounting for 40.6% of Ghana's population. Of the registered enrollees, 69% are exempt from premium payments. This includes contributors and pensioners of the Social Security and National Insurance Trust (SSNIT), individuals under 18 years old or over 70 years old, pregnant women, the poor, the mentally ill, the disabled (as designated by the Minister of Social Welfare), and beneficiaries of the Livelihood Enhancement Programme for the Poor (LEAP). These exempt categories constitute nearly 69% of the enrolled members, meaning that only an estimated 31% pay premiums, and these premiums are not fixed at actuarially determined rates. The NHIA benefits package is estimated to cover 95% of reported diseases in Ghana, and all enrollees have access to a wide range of services, from primary curative care to tertiary facility care, without co-payments or usage restrictions. The NHIS is a government-led social intervention programme financed through tax revenues and statutory deductions.

Over the years, the NHIA has developed an extensive structure to ensure nationwide coverage. As the governing body responsible for the administration of the NHIS, the NHIA operates through 16 regional boards, each overseeing offices in their respective regions (NHIA, 2023). The NHIA currently maintains a total of 166 district offices across the country. In comparison to other government agencies such as GRA, GHAOHA, SSNIT, IMMIGRATION, and CUSTOMS, the NHIA has a broader reach, extending into the interior regions of Ghana (NHIA, 2023). It plays a pivotal role in overseeing the universal health care system for residents of the country. Being a prominent public institution and a key player in Ghana's health sector, the NHIA serves as a representative entity for a diverse range of clientele.

The Ghana NHIA has garnered global attention as an impressive model for achieving universal health coverage in Africa, attracting the interest of the international health community (USAID-funded Health Finance and Governance Project, 2015). Given the objectives of this research, conducting an in-depth case study was essential, necessitating the selection of a large, complex, and comprehensive organisation that covers all regions of the country. The NHIA aligns well with these criteria, making it a suitable choice as the focus of this case study. The graph and table presented below illustrate the membership distribution of Ghanaians and the locations of NHIA offices throughout the country.

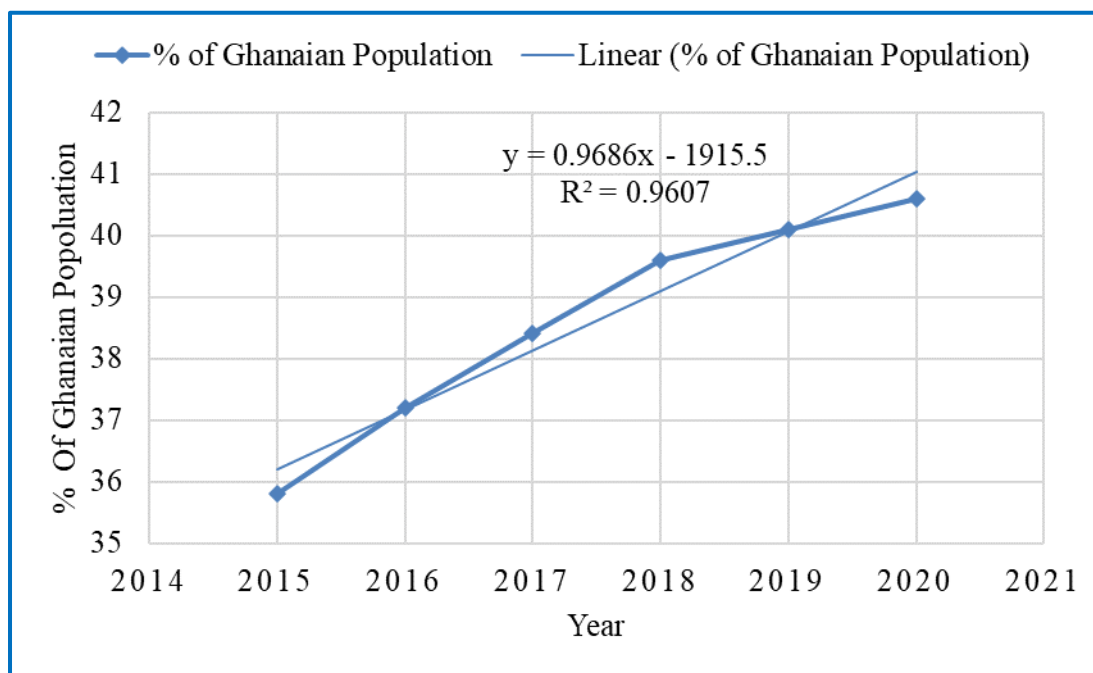


Figure 3.2 : Active Members Enrolled on the NHIS Platform

Source: NHIS Home page

Table 3.1: NHIA Locations in Ghana

Ashanti Region	Upper West Region	Upper East Region	Northern Region	Western Region	
25 offices	8 offices	9 offices	7 offices	10 offices	
Volta Region	Greater Accra	Eastern Region	Central Region	Bono Region	
7 offices	18 offices	18 offices	13 offices	7 offices	
Bono East Region	Savannah Region	North-East Region	Western North Region	Oti Region	Ahafo Region
8 offices	9 offices	4 offices	8 offices	9 offices	6 offices

Source: ghs.gov.gh

3.3.5 THE ORGANISATIONAL STRUCTURE OF THE NHIA

The NHIA is headed by a Chief Executive Officer and three deputies, all appointed by the President. These deputies hold specific roles in areas such as Administration and Human Resources, Operations, Finance, and Investment. As per Section 19 of Act 852, the NHIA's Board of Directors is required to establish the necessary directorates to support the authority's functions. The selection of board members and the board chairman is carried out by the President based on the recommendation of the Minister of Health and other relevant stakeholders. Currently, the NHIA operates through a total of 17 Directorates, 16 Regional Offices, and 166 District Offices. According to the 2020 operational budget of the NHIA, the staff population stood at 4,156 individuals, with 3,248 working in the district offices and 908 in the head offices and regional offices.

3.4 SOCIETAL CONTEXTS

The Ghana NHIA was selected as the case study for this research, and participants were chosen from various positions and levels of staff within the NHIA. Ghana was considered an appropriate choice for this study due to its stable political environment, consistent economic growth, and the presence of multinational companies that contribute to its diverse nature. Specifically, the “Greater Accra and Ashanti” regions were purposively selected based on NHIA data indicating the highest subscription rates in these areas (NHIA Homepage). These regions are known for their high population density, significant diversity, urbanisation, and status as hubs of economic activity in the country (Ghana Statistical Service, 2021). In this regard, the chosen societal context for the study mirrors the diversity in the workforce of the NHIA in Ghana and these regions are a fair representation of the organisation.

3.4.1 GREATER ACCRA REGION

Covering a land area of 3,245 square kilometres, which accounts for 1.4% of Ghana’s total land area, the Greater Accra Region is relatively smaller in size. However, it is the second most populous region, with a population of 5,455,692 people in 2021, representing 17.7% of Ghana’s total population. Serving as the administrative and commercial hub of Ghana, the region showcases the country’s diversity, attracting individuals from various backgrounds and walks of life (Ghana Statistical Service, 2021).

3.4.2 ASHANTI REGION

The Ashanti Region, with a population of 5,440,463 in 2021, is the most urbanised region in Ghana. While the city of Kumasi, the capital of the Ashanti Region, is predominantly Asante-controlled, it also accommodates other ethnic groups from across the country. The region is

characterised by a rich diversity of religions, ancestries, and cultures, making it an ideal location for study as it accurately represents Ghana's diverse nature (Ghana Statistical Service, 2021).

3.5 SAMPLING

This section discusses the sampling approach adopted in this study.

3.5.1 SAMPLING STRATEGY

Sampling is a method used to select participants from a target group for a study. It can be either probability-based (systematic, cluster, simple random, and stratified sampling) or non-probability-based (purposive, quota, snowball, and convenience sampling) (Creswell, 2014; Saunders et al., 2009). This study employs purposive sampling. Purposive sampling is chosen because certain officials are better suited for this study than others. By targeting officials who are most capable of answering the research questions, this sampling method increases the likelihood of obtaining valid inferences (Creswell, 2014).

In qualitative research, purposive sampling is frequently used, and the focus is on the criteria used to select participants rather than the number of participants (Saunders et al., 2009). This sampling method involves assigning participants to groups based on predetermined criteria that are relevant to the study's objectives and questions (Onwuegbuzie & Leech, 2007). When using purposive sampling, the selection criteria are based on the characteristics of individuals, and participants are chosen to represent the range and diversity of the sample population (Silverman, 2019). According to Becker et al. (2012), purposive sampling requires a careful assessment of the sample population to identify participants who possess the necessary knowledge or experience to provide meaningful and significant answers to the interview

questions. This highlights the importance of clearly defining the selection criteria to identify individuals who meet them and can contribute valuable data to the study (Ritchie, Lewis, & Elam, 2013). Purposive sampling is particularly suitable for case study-based inquiries as it allows researchers to select highly informative cases (Palinkas et al., 2015).

The study adhered to the following principles for sample selection:

- All participants had to be current staff members of NHIA.
- Participants were required to have a minimum of five years of experience with NHIA.
- Participants needed to possess a thorough understanding of diversity issues within NHIA.
- Participants' work functions had to be in a diverse environment.

By applying these criteria, the researcher ensured that the collected data would be valuable for achieving reliable results and addressing the main objectives of the study.

In terms of data collection, the study conducted interviews and FGDs at the two regional secretariats of NHIA (refer to Table 3.1). It is important to note that the sampling strategy employed in this study aimed to generate analytical insights rather than achieve statistical representativeness. Although the initial selection of participants was made prior to the commencement of fieldwork, adjustments were made to align with the realities of the investigation (Abrams, 2010).

3.5.2 SAMPLE SIZE

In this study, the researcher purposefully recruited a sample of 47 participants from various levels of the NHIA, including senior management, senior staff, middle-level staff, and junior-level staff, in the two selected regions. The selection of participants was based on their

substantial knowledge of diversity management within the organisation. It is important to note that the sample size of 47 participants was deemed adequate to generate reliable and trustworthy data for addressing the research questions, considering the focus on exploring “meaning” rather than verifying truth or predicting outcomes (Fugard & Potts, 2015; Mason, 2010).

While the appropriateness of the sample size in a single case study design can be debated, the primary objective of this study is to gather and interpret the experiences shared by the selected research subjects regarding diversity management practices at the NHIA (Myers & Avison, 2002). Therefore, the chosen sample size of 47 participants is considered sufficient for achieving the aims of this study, as highlighted in Table 3.2.

Table 3.2: Representative of the Total Sample

Unit of Analysis	Total Number
Senior Management	4
Senior Staff	4
Middle-level Staff	20
Junior Staff	6
Focus Group Discussion	13
Total Sample	47

Source: Author’s construct

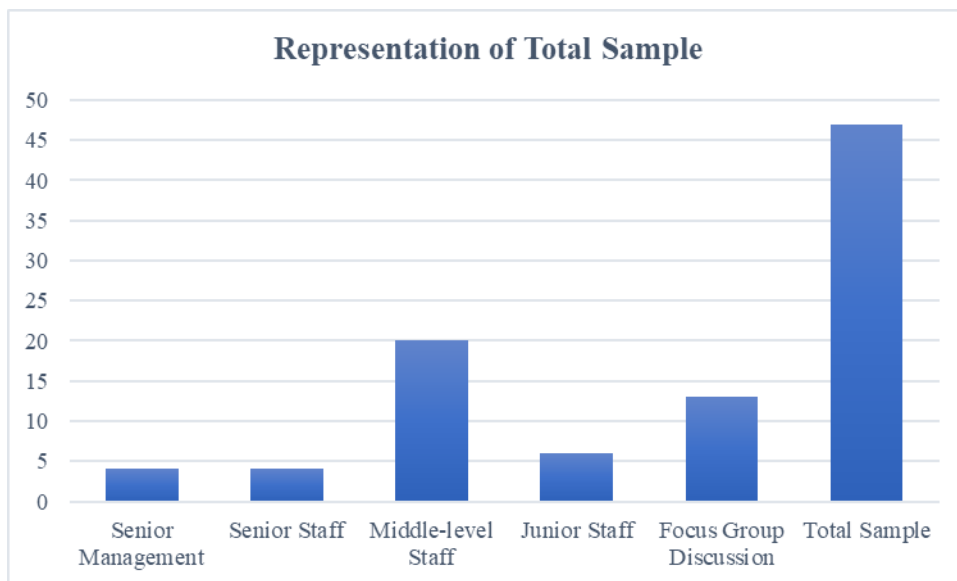


Figure 3.3: Graphical Representation of the Total Sample

Source: Author's construct

3.6 DATA COLLECTION

How data was collected, and the methods used to collect the data are discussed in this section.

3.6.1 DATA COLLECTION SOURCES AND METHODS

Both primary and secondary data sources were used in the study. The primary data was obtained through in-depth field interviews that were conducted at the NHIA regional offices in Kumasi and Greater Accra. Additionally, focus group discussions were held in both locations, which yielded fresh and empirical information from the field. Conversely, the secondary data comprised a comprehensive review of pertinent documents on diversity management and the implementation of the NHIS, including peer-reviewed articles, books, and policy documents. The incorporation of secondary data played a crucial role in the study, contributing significantly to shaping the investigation and refining the research objectives. The utilisation of multiple sources of information facilitated triangulation and established a chain of evidence, thereby

enhancing the accuracy and dependability of the data and conclusions. The data collection process encompassed two distinct phases, namely, one-on-one interviews and focus group discussions.

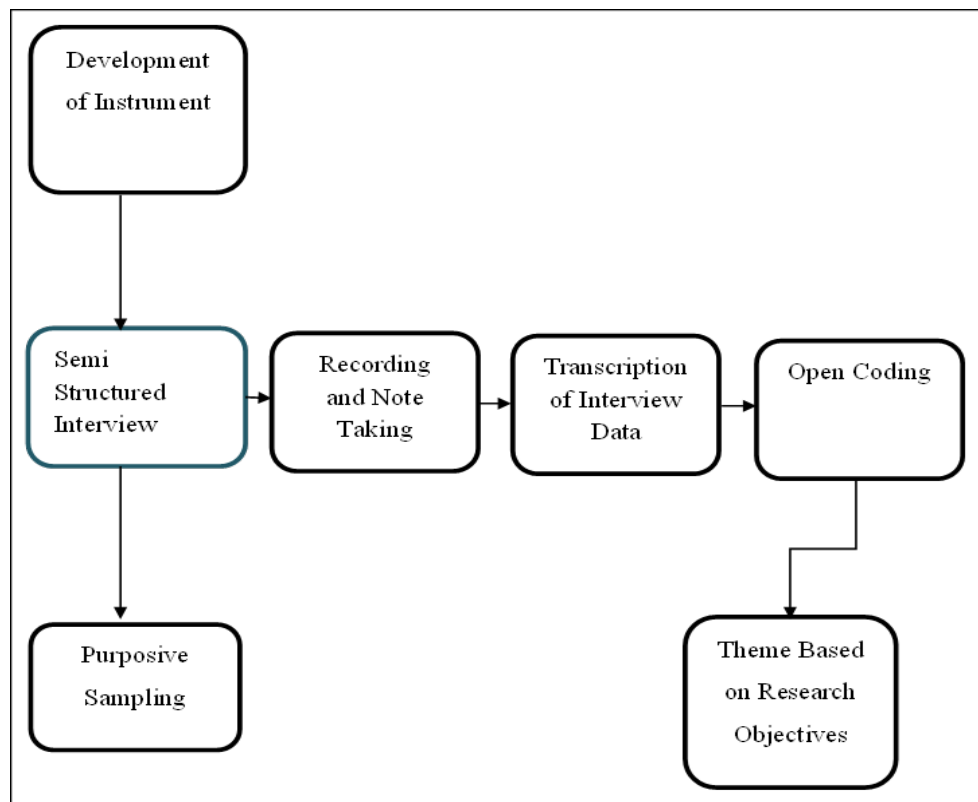


Figure 3.4: Logical Approach to Research

Source: Author's construct

The choice to employ storytelling as a research approach was grounded in its ability to capture individuals' personal narratives, thus providing insights into their perspectives on the world. Notably, storytelling has gained traction in recent organisational research (Saunders et al., 2009). By integrating storytelling in this study, valuable information was obtained regarding the NHIA's experiences, perceptions, and practices pertaining to diversity and diversity management. Consequently, the use of stories as gathered through interviews helps to elucidate aspects such as organisational culture and politics (Saunders et al., 2003).

The diagram presented in Figure 3.4 delineates the narrative process employed for data collection in this study. The process involved the following steps:

- **Instrument Development:** The research instruments encompassed focus groups, interviews, and document reviews, serving as sources for data collection.
- **Semi-structured Interviews:** These interviews were conducted to gather information from participants regarding the phenomenon under investigation. The interviews were recorded, and detailed notes were taken for the purpose of transcription and record-keeping. Subsequently, codes were assigned to each piece of data, and themes were derived based on the research objectives.

To ensure effective contributions to the study's focal concept, purposive sampling was employed to select participants who possessed a minimum of five years of experience within the organisation.

3.6.2 DATA COLLECTION INSTRUMENTS

Data acquisition is an essential component of any research project, and it can be derived from diverse sources, expressed through language or statistics (Blanche et al., 2006). Researchers require access to high-quality data in order to effectively analyse and comprehend information, thereby arriving at robust conclusions (Blanche et al., 2006). The utilisation of multiple data sources is critical in enhancing the depth of investigation in a case study, as it bolsters the study's credibility (Patton, 1990; Yin, 2003).

For this study, three primary sources were employed to gather data:

- Interviews
- Focus groups

- Documentary review

3.6.2.1 EMPLOYING INTERVIEWS

To facilitate a comprehensive exploration of participants' perspectives, the researcher employed a semi-structured interview approach, which ensures that the interview remains focused on the study's subject matter (Becker et al., 2012). According to Becker et al. (2012), it is imperative to consider the interviewee's experiences and encourage adaptability in their responses, as this reveals their prioritised insights. It is essential for the researcher to possess a thorough understanding of the topic under investigation.

Boyce and Neale (2006) highlighted the significance of conducting in-depth individual discussions with a small group of participants through interviews to qualitatively assess their viewpoints on a specific occurrence, circumstance, or idea. In this study, interviews were employed as a data gathering method, given their vital role in qualitative research (Myers & Newman, 2007). The interviews targeted senior management officials who may be involved in the implementation of diversity management strategies at the NHIA. Semi-structured interviews were chosen as they allow researchers to pose probing questions, unlike structured interviews (Creswell, 2014). This approach enables the researcher to gain a comprehensive understanding of participants' perspectives on diversity management and provides flexibility to explore intriguing leads that emerge during the process (Creswell, 2014; Saunders et al., 2009).

The use of a semi-structured interview guide facilitated the researcher in directing the interview towards the research questions while granting participants the opportunity to delve deeply into topics and share personal experiences regarding diversity at the NHIA and its management policies (Yin, 2009). Throughout the interview process, this approach proved valuable as it

encouraged participants to offer insights into the challenges faced and potential strategies to overcome them. The research objectives and existing literature informed the development of the semi-structured interview guides. The interviews were recorded and subsequently transcribed, allowing the researcher to review crucial details, ask follow-up questions when necessary, and address any inconsistencies raised by the interviewee (Becker et al., 2012).

3.6.2.2 USING FOCUS GROUPS

According to Becker et al. (2012), the focus group method involves group interviews that aim to explore a specific subject or concept, with an emphasis on how participants collectively discuss the issue rather than as individuals. For the focus group discussions in this study, a total of 13 participants were selected from various departments, including human resources, information technology, finance, research, operations, and administration. Participants of similar hierarchical positions engaged in cross-sectional focus groups to address the study objectives and provide valuable insights into the research topics. The focus group conversations were recorded to facilitate transcription.

Moreover, the focus group method is considered suitable for qualitative data gathering due to the following reasons, as suggested by Becker et al. (2012):

- It helps in understanding the underlying reasons behind individuals' opinions and emotions.
- Participants can raise issues that they perceive as significant and relevant to the topic.
- It allows for informal interaction with individuals who possess firsthand knowledge of the subject matter.
- The researcher gains insight into how participants collectively evaluate the phenomenon.

- It enables the researcher to draw more accurate conclusions regarding participants' perspectives on the topic, as participants may engage in persuasive arguments to influence others' opinions.

Focus group discussions align with the principles of symbolic interactionism, which asserts that individuals cannot fully comprehend a phenomenon in isolation. Considering the aforementioned explanation, the use of focus group technique was appropriate in this study as it facilitated a deeper understanding of the phenomenon under investigation. The approach helps to gain insight into how the junior staff feel about diversity management in the organisation, which might be openly discussed by the senior management. Through the focus groups individuals can come up with concerns relating to the topic that is consequential and relevant. Using the junior staff helps the researcher to arrive at a more realistic conclusion about the participants' notion about the concept. This happens when they dispute to impress upon others to revise their thoughts. It presents an opportunity for the researcher to comprehend the group interpretation of the phenomenon by the individuals. The essence of a focus group discussion is to obtain diverse views, members of the focus group must be comfortable in expressing their views and this will be feasible when they are of the same level to prevent intimidation. Additionally, the junior staff are policy implementers and have a good sense of how receptive NHIA policies are. In this regard, feedback from the junior staff assists in providing a holistic understanding of the phenomenon.

It is important to receive feedback from the junior staff to assess how effective the policies and procedures are implemented. This augments the feedback from the senior staff who are policy makers to provide an in-depth understanding of the phenomenon.

In addition to interviews, data was acquired through focus group discussions. This approach was employed to gather insights from NHIA employees regarding their perceptions of diversity

in the workplace. Focus groups proved valuable for collecting data that is challenging to obtain through individual interviews alone (Creswell, 2014; Kitzinger, 1995). Due to their capacity to elicit spontaneous and insightful research data through active participant involvement, focus groups serve as a crucial data gathering approach in qualitative research (Kitzinger, 1995; Wong, 2008).

The FGDs provided an avenue for collective thinking and debates regarding participants' perceptions of diversity and its management at the NHIA, as well as an exploration of the intricacies of the challenges faced. The FGDs offered the advantage of engaging multiple participants simultaneously, thereby optimising time efficiency. Furthermore, the FGDs facilitated open discussions among individuals from diverse backgrounds, enabling them to share their perspectives and experiences regarding the policies and processes of diversity management at the NHIA, as well as the associated challenges. Additionally, the FGDs enhanced data triangulation by incorporating fresh viewpoints into the data collection process. Each FGD consisted of six to seven participants and typically lasted for approximately two hours.

In order to ensure informed participation, the researcher provided prospective participants with a summary of the topic area, research questions, and a brief explanation of the nature of focus group discussions prior to the scheduled sessions. However, during the FGDs, precautions were taken to prevent participants from feeling pressured by the researcher or other group members to voice their opinions (Becker et al., 2012). The participants selected for the FGDs were staff members at junior levels within the organisation. They were assured that any information shared would be treated confidentially and would not be used to identify them individually. The composition of the focus group discussions included participants from both regions of the NHIA.

To maintain anonymity, codes were assigned to the participants instead of using their names during the discussions. The researcher took special care to protect the confidentiality of each participant due to the personal nature of the FGDs (Becker et al., 2012). Before commencing the FGDs, the participants verbally agreed on the importance of maintaining the confidentiality of the information shared (Becker et al., 2012). The consent form for the FGDs emphasised the principles of respect for all group members, their opinions, and their privacy (see appendix). Participants were reminded and encouraged to uphold these principles, ensuring a safe and comfortable environment for sharing their thoughts and feelings while maintaining the privacy of the group's discussions.

3.6.2.3 DOCUMENT ANALYSIS

Corporate records from the NHIA were utilised as a source of data, providing insights into their approaches to diversity management. To enhance triangulation and ensure the study's validity, document analysis was employed alongside other qualitative research techniques (Bowen, 2009). Triangulation, as highlighted by Eisner (1991), promotes convergence in findings and safeguards against criticism of relying solely on a single data source. The utilisation of secondary data from documents offers valuable contributions to social science studies (Nachmias et al., 2014). Becker et al. (2012) further emphasise the excellent quality of secondary data, as this approach enables a longitudinal perspective on the topic under investigation.

In light of these considerations, this study extensively reviewed various documents, reports, and existing literature pertaining to diversity management at the NHIA. Through this review, a deeper understanding of diversity management practices, implementation frameworks, and underlying dynamics at the NHIA was achieved. The examined documents encompassed the

NHIA's human resource policy document, Act 852 (2012), annual reports, books, published and unpublished journal articles, as well as internet and media reports specifically focused on the NHIA. Archival materials found at the NHIA were reviewed to assess the scope of diversity and diversity management since its inception. These documents served as a foundational backdrop for comprehending diversity management at the NHIA and were used to validate the responses obtained from the study participants.

3.6.3 DATA COLLECTION PROCESS

According to Creswell (2014), data collection involves a series of interconnected activities aimed at gathering information to achieve research objectives. In this study, data was collected over a period of four months using a combination of field approaches and desk reviews of secondary data sources. The initial phase encompassed a pilot interview study conducted at the NHIA office in Accra. This pilot study was conducted to ensure the clarity and coherence of the research instrument in eliciting suitable answers to the research questions. Preliminary results from the pilot study were discussed with the supervisor, and any emerging issues were incorporated into the instrument.

Data collection took place at the NHIA Secretariats in Accra and Kumasi. All interviews and focus group discussions were audio recorded with the participants' consent. In cases where a participant objected to audio recording, detailed notes were taken during the session. Additionally, the researcher maintained a research journal to document significant concerns, casual conversations, and reflections after leaving the field (Gibbs, 2007). The interview approach commenced with a general discussion to elicit participants' overall perspectives on the concept of diversity at the NHIA. Subsequently, participants were asked to reflect on and recount their experiences related to diversity and its management within the organisation.

Following the initial interaction and ice-breaking phase, discussions delved into more in-depth topics based on the study protocol aligned with the research questions.

After each focus group and interview session, the researcher reviewed the notes to ensure the accurate capture of all relevant information and cross-checked the audio recordings for precision. This process facilitated addressing any potential shortcomings and making necessary adjustments for subsequent interview sessions (De Vos et al., 2011). The data collection techniques used are presented in Table 3.3.

Table 3.3: Data Collection Techniques

Technique	Source	Collection Method	Duration/Period
Semi-structured interviews	NHIA Senior & Middle Level Staff	Audio recording and writing	45 minutes One month
Focus Group Discussions	NHIA Junior Level Staff	Audio recording and writing	120 minutes One month
Document reviews	NHIA Act 852 (2012); NHIS HR Policy; NHIA annual reports, Media, and internet reports	Writing	Two months

Source: Author's construct

3.7 DATA ANALYSIS PROCEDURE

The process of data analysis involves examining, categorising, displaying, and evaluating data through logical and analytical reasoning. For qualitative studies, various analysis techniques are available, such as interpretive and phenomenological analysis (Smith, 2004), grounded theory (Thomas, 2010), conversation analysis (Hutchby, 2020), thematic analysis, and discourse analysis (Braun & Clarke, 2006a). In this investigation, the thematic analysis method was employed. This method entails identifying, categorising, analysing, interpreting, and presenting patterns within a dataset through an iterative and reflective process. Thematic analysis was chosen for two primary reasons. Firstly, it provides researchers with the flexibility to offer a detailed, comprehensive, and nuanced account of social phenomena (Attride-Stirling, 2001; Braun & Clarke, 2006a). Secondly, it offers a practical and systematic approach to condensing large volumes of data into meaningful themes, simplifying analysis and interpretation. Following Braun and Clarke's (2006) six-stage systematic process, the analysis was conducted in the following manner: becoming familiar with the data, coding the data,

generating initial themes, developing, and reviewing themes, identifying, and naming themes, and the final stage of report writing.

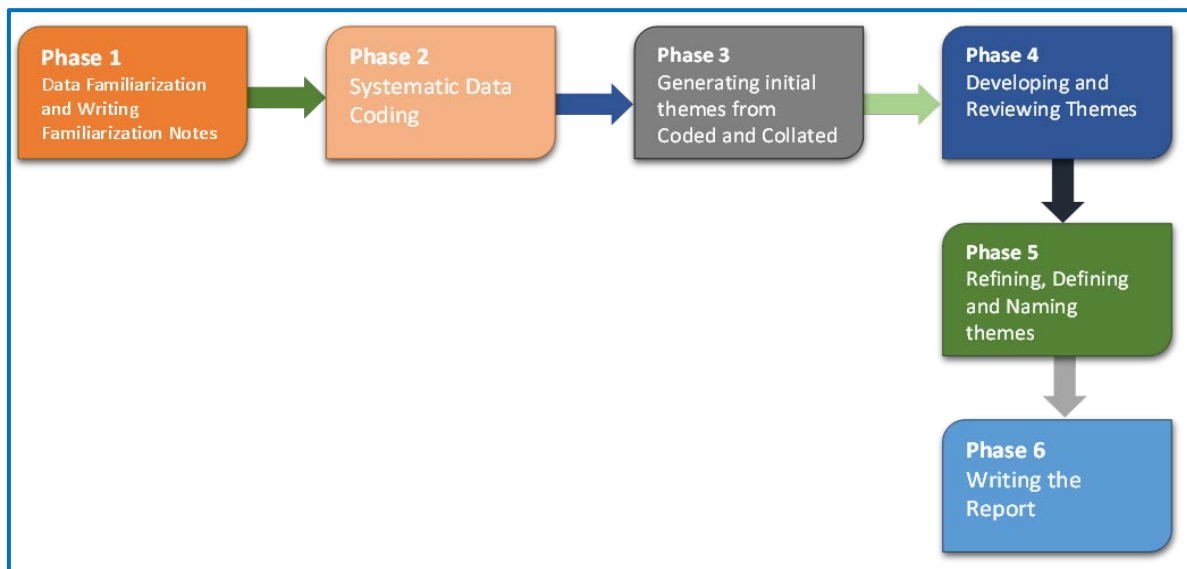


Figure 3.5: Six-Stage Systematic Process

Source: Braun and Clarke (2006)

The process of data analysis can be facilitated by following the six-phase approach outlined by Braun and Clarke (2006), as depicted in Figure 3.5. This approach assists the researcher in identifying and focusing on the essential elements of thematic analysis. However, it is important to note that although the phases are presented in a logical sequential order, data analysis is not a linear process. Rather, it is a cyclical and recursive endeavour, with the researcher revisiting and moving between the phases as necessary (Braun & Clarke, 2021).

Thematic Analysis (TA) is an intensive process that evolves as the researcher progresses through each stage. This exploration of the data may lead to new insights, which could require revisiting earlier stages. Thus, it is crucial to recognise that the six-phase process serves as a set of guidelines that should be applied flexibly according to the specific circumstances (Braun & Clarke, 2021). The phases encompass data familiarisation, code generation, generating

themes, developing and reviewing themes, theme description and naming, and the final stage of report writing.

The researcher commenced the analysis at the field by collecting the data. During the familiarisation phase, it was imperative to immerse oneself in the data by thoroughly reading and rereading the entire dataset. This process was essential for identifying relevant data that pertained to the study topics (Braun & Clarke, 2013). At the end of each day, the researcher reviewed the recorded interviews to reflect on the progress made, identify any gaps or shortcomings, and address them in subsequent interviews (Gibbs, 2007). Utilising the Video Lan media player, the formal data analysis began with the transcription of all recorded interviews and focus group discussions into text format. The text data was read and reread to uncover underlying patterns and meanings, gaining a comprehensive understanding of the data. At the conclusion of this stage, a preliminary list of concepts pertaining to the content of the data and noteworthy aspects was compiled (Braun & Clarke, 2006; Patton, 2002).

In conjunction with the familiarisation stage, the second stage of data analysis involved the creation of initial codes from the data. During this phase, detailed notes were taken on the texts to identify patterns and examine their potential connections to the theories employed in the study. Codes serve as the foundational elements that later develop into themes. The coding process aims to generate concise and illuminating labels for data points that hold significance to the research topics (Braun & Clarke, 2012). These codes should be succinct yet informative enough to stand alone and reveal the fundamental coherence among crucial data items related to the study's focus (Braun et al., 2016; Braun & Clarke, 2012). The researcher closely monitored the theoretical connections between these concepts and the study. Special attention was given to recurring issues, repeated phrases, prominent words, significant statements, and shared observations among most participants.

After coding and collating all the relevant data elements, the subsequent stage involved the identification of themes. This stage shifted the focus from interpreting individual data points within the dataset to understanding the overall meaning and significance of the dataset (Braun & Clarke, 2021). The importance of a theme should not be solely determined by the number of codes associated with it. Rather, it lies in how the codes and data items collectively convey something meaningful that contributes to addressing the study objectives (Braun & Clarke, 2013). The aim was to condense and refine the data to reduce its volume (Ryan & Bernard, 2003). This stage, primarily concerned with themes rather than codes, entailed grouping the various codes into potential themes and collating all the relevant coded data excerpts under these identified themes. Preliminary thematic maps were created to aid in visualising the relationships between codes, themes, and different levels of themes (Miles et al., 2019).

To complete the fourth stage of the process, the researcher engaged in repeated reviews of each theme, considering both the codes and the entire dataset (Braun & Clarke, 2021). This stage involved two levels of evaluation. At level one, the connections between data items and codes underpinning each sub-theme and topic were examined. The logical coherence of the codes within each proposed theme was assessed, ensuring that they contributed to the overall narrative of the data (Braun & Clarke, 2021). At level two, the proposed themes were evaluated in relation to the entire dataset. The researcher conducted a final review of all the data to determine whether the themes captured the essence of the dataset comprehensively (Braun & Clarke, 2021). This process provided insight into the various themes, the overall story they conveyed about the collected information, and how they interconnected.

Moving on to the fifth stage, the researcher's responsibility was to present a comprehensive analysis of the thematic context. Each theme was articulated, accompanied by a discussion of its relevance to the research questions and supported by evidence from the dataset. Importantly,

the themes needed to form a coherent and logical narrative that accurately reflected the content of the dataset and shed light on the research questions (Braun & Clarke, 2013). A thorough examination of the foundational data elements was necessary to determine which data points would be selected as illustrative extracts for the report writing process.

The selected extracts were carefully chosen to provide a compelling and vivid depiction of the arguments put forth by each theme (Braun & Clarke, 2013). It was important to capture the diverse expressions of significance within these data items and demonstrate the coherence of the underlying data items for each theme by utilising multiple extracts from the comprehensive pool of data (Braun & Clarke, 2013). Each extract was analysed within the context of its corresponding theme and the broader research questions, resulting in an analytical narrative that highlighted the salient features of the extract for the reader's understanding (Braun & Clarke, 2012). The researcher created and named the themes, organising them into a coherent and internally consistent interpretive framework that facilitated comprehension. These descriptions and accounts provided insights into the concept of diversity, the background of diversity management at the NHIA, specific actions or initiatives taken, and the challenges associated with these efforts.

Thorough reporting and vivid descriptions played a crucial role in achieving the study's objectives of comprehending, analysing, and explaining the data, as well as understanding and describing it. Therefore, the report was written in a coherent, concise, succinct, logical, and engaging manner, presenting a compelling narrative grounded in the analysis conducted (King et al., 1994; Patton, 2002). The aim of the report was to deliver a captivating storyline that effectively conveyed the findings derived from the data analysis process (Braun & Clarke, 2012).

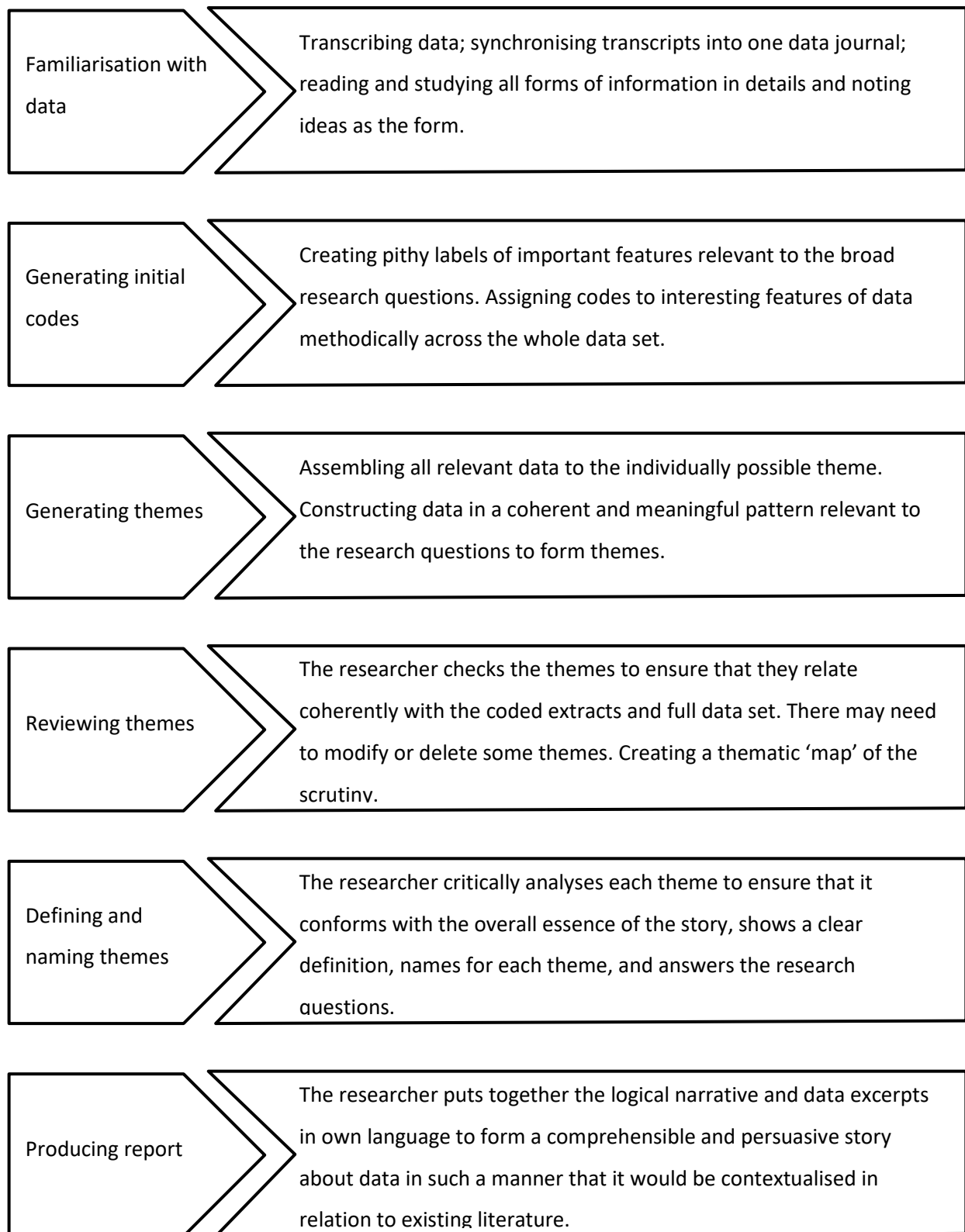


Figure 3.6: Data Analysis Process (Summary of Researcher's Activity)

Source: Adapted from Braun and Clarke (2006)

3.8 QUALITY CRITERIA

There has been a divergence of opinions within literature regarding the appropriate criteria for assessing the quality of qualitative research, particularly in relation to whether it should be evaluated using the same standards as quantitative research. One group of researchers advocates for applying evaluation criteria such as reliability, construct validity, internal validity, and external validity, which are commonly used in quantitative research (Dooley, 1995; Schmitt & Klimoski, 1991; Yin, 1994).

On the other hand, another group of researchers argues that qualitative research possesses non-positivist elements, and thus the positivist standards employed in quantitative research are inappropriate and misleading when applied to qualitative studies (Lincoln & Guba, 1985; Marshall & Rossman, 1995; Remenyi et al., 1998). Guba and Lincoln (1985) proposed an alternative set of criteria for assessing qualitative research, including transferability, credibility, confirmability, and dependability.

Ensuring that the procedures employed in any academic study meet minimum quality standards is essential for evaluating the findings. In the context of qualitative research, particular attention must be given to the validity and reliability of data collection approaches, as these are often points of critique (Creswell & Miller, 2000; Lincoln & Guba, 1985). In this study, validity and reliability were primarily addressed using multiple data sources and the validation of data collected from one source with data obtained from other sources. Additionally, the researcher adhered to the evaluation standards outlined by Lincoln and Guba (1985) to ensure the validity of the research methods. Credibility, dependability, transferability, and conformability are among the factors considered in this evaluation process.

- **Trustworthiness**

To ensure a high degree of trustworthiness in this study, which assesses the credibility and accuracy of the research findings, several measures were implemented. The data management and analysis processes were carried out systematically (Russell, Gregory, Ploeg, DiCenso, & Guyatt, 2005). In order to capture the phenomenon from multiple perspectives, data from three different sources and types were integrated (Curtin & Fossey, 2007; Knafl & Breitmayer, 1991; McMillan, 2011). Moreover, the research delved deeply into the subject matter to establish a strong rapport with the participants and minimise subjectivity during the interview process. This approach facilitated participants' honest and unrestricted expression of their opinions. Multiple researchers were involved in coding the same data to ensure evaluation consistency, and coding rounds were conducted to ensure agreement (Krefting, 1991). Additionally, member checks were conducted with select participants to ensure the accuracy of their data analysis in relation to their experiences (Doyle & Buckley, 2017; Merriam, 1991).

The trustworthiness of this study was established based on the logical methods widely employed to assess the quality of case studies, including dependability/reliability, construct validity, transferability/external validity, credibility/internal validity, and confirmability/objectivity (Yin, 2009). The criteria proposed by Lincoln and Guba (1985) were applied to uphold the trustworthiness of the study, encompassing the following aspects:

- Construct Validity
- Transferability/External validity
- Confirmability/Objectivity
- Credibility/Internal validity
- Dependability/Reliability

In addition, the following fundamental principles were adhered to:

- The research design was appropriate for a case study.
- The research question was clearly stated.
- The research design aligned with the case study approach.
- Purposive sampling was employed.

These measures and principles collectively contributed to the trustworthiness and rigour of the study. It is important to note that the researcher's world view was at the barest minimum to prevent biases.

- **Construct Validity**

The validity of the research methods used to assess the phenomenon under study was crucial in this study (Denzin & Lincoln, 2012). It aimed to ensure that appropriate procedures were employed to accurately measure the concept of interest (Emory & Cooper, 1995; McDaniel & Gates, 1991). To achieve this, data was collected from multiple sources, including focus group discussions, document reviews, and interviews (Gibbert & Ruigrok, 2010). The construct validity of the case study was enhanced by following three recommendations provided by Yin (1994):

- Reviewing the case study draft with key informants.
- Incorporating multiple sources of information.
- Establishing a chain of evidence.

In this study, two of the recommendations were followed: multiple sources of information were utilised, and a chain of evidence was established through focus group discussions, document reviews, and interviews. Data triangulation was employed, and the thematic data analysis

process was explicitly described and rigorously followed. These measures ensured the validity and reliability of the research findings.

- **Credibility/Internal validity**

Credibility, as an important aspect of qualitative research, aims to establish the relationship among variables (Huberman & Miles, 1994; Zikmund, 2002). In qualitative research, credibility refers to the ability to demonstrate that the study was designed and conducted in a manner that effectively explores and identifies the concept under investigation (Remenyi, 2002). It also implies that the researcher did not influence or alter the natural behaviour of the participants (Doyle & Buckley, 2017). In this study, the researcher ensured credibility by providing a clear description of the data collection and analysis processes. Verbatim reports and excerpts from participants' statements were included to minimise any potential misinterpretation. The researcher followed the principles of prolonged engagement and triangulation as recommended by Lincoln and Guba (1985). To further enhance credibility, diagrams were used to illustrate the results, and the findings were linked to relevant theories and concepts in the literature. Lastly, data triangulation and discussions with experienced academics in the field were conducted to validate the results (Lincoln & Guba, 1985).

- **Transferability/External validity**

Transferability, also known as external validity, refers to the extent to which the findings of a study can be applied or transferred to other contexts or populations (Huberman & Miles, 1994; Lincoln & Guba, 1985; Yin, 1989). In the case study method, the aim is to generalise the results of the analysis by demonstrating the repetition of a particular outcome within a broader theoretical framework (Tsoukas, 1989; Yin, 1994). While positivist researchers emphasise external validity, non-positivist researchers focus on providing a detailed description of the case, allowing others to assess the transferability of the findings (Huberman & Miles, 1994;

Lincoln & Guba, 1985). The researcher's responsibility is to provide a comprehensive database that enables readers to evaluate the applicability of the findings in different settings.

- **Dependability/Reliability**

This pertains to the extent to which the findings of a study can be replicated by another researcher (Emory & Cooper, 1995; Huberman & Miles, 1994; King et al., 1994; McDaniel & Gates, 1991). To ensure replicability, a systematic approach was employed in this study to establish a traceable record of the collected data. Specifically, procedures were implemented during data collection to create a comprehensive database that can be accessed and utilised by other researchers (Merriam, 1991; Parkhe, 1993; Yin, 1994). This enhances the reliability of the study's findings and facilitates a comprehensive understanding of the research topic.

- **Confirmability**

This process ensures the adherence to established methodological protocols and the credibility of the study's results, which should be convincing to other researchers (Lincoln & Guba, 1985). It addresses the question of whether the assumptions made are consistent and unbiased. Confirmability refers to the ability of the study's results to persuade other researchers that the research was conducted in a rigorous manner, following the prescribed protocols (Lincoln & Guba, 1985). In this study, the researcher ensured confirmability through explicit documentation of the data collection and analysis procedures. Interpretations and conclusions were traceable to the original data, allowing other researchers to corroborate the patterns of evidence by examining the data and conclusions drawn. To facilitate this, records of the collected data were securely maintained, and a verbatim writing technique was employed (Lincoln & Guba, 1985).

3.9 ETHICAL CONSIDERATIONS

Ethical clearance was obtained by the researcher from the Wits Ethics Committee, as evidenced in the appendix. Approval and permission were granted by the NHIA, and a letter of support for the study was issued (see appendix). The study was conducted independently and objectively, with the aim of exploring conceptualisations of diversity, diversity management, and the challenges associated with diversity management in the NHIA in Ghana. Participants were fully informed that their participation was voluntary, and they had the freedom to withdraw from the study at any time. This principle was clearly communicated to the participants during the introductory statements of the interviews (see appendix). Each participant completed a consent document, indicating their voluntary participation in the study. Confidentiality of all participants was ensured, and measures were taken to maintain this confidentiality. All recordings and transcriptions of data were stored on a password-protected personal computer to safeguard the confidentiality of the information collected. The researcher assured the participants through a confidentiality clause that their involvement in the study would not have any adverse effects on them. Prior to the interviews, the purpose, potential benefits, and risks of the study were carefully explained to the participants, emphasising that the information provided would be used solely for academic purposes.

To protect the confidentiality of participants, codes were assigned during the interview process for identification purposes. Interviews and FGDs were scheduled at the participants' convenience, and they were given the opportunity to ask questions at any point during the interview. Participants were also informed of their right to voluntary participation and to withdraw from the study if they so wished (Tracy, 2010). The importance of avoiding plagiarism and adhering to copyright regulations was duly considered in this study. In

summary, the following guidelines suggested by Bell and Bryman (2007) were followed throughout the process:

- Full permission was obtained from the participants before commencing the interviews.
- Respect for the dignity of participants was maintained.
- Participants were not exposed to any form of anxiety or harm.
- Protection of participants' privacy was ensured.
- Anonymity of individuals was guaranteed.
- Misleading or biased information was avoided.
- The research goal was not misrepresented.
- Discretion in conducting the research was maintained.
- Honesty and transparency were upheld at all stages of the research.

3.10 LIMITATIONS

The researcher focused specifically on diversity management within the Ghanaian health sector, using the NHIA as a single case study. It is important to note that data was collected without making any assumptions, although the selected data sources were chosen for their familiarity with the subject matter. However, it should be acknowledged that these data sources may not fully capture the entirety of the reality. The qualitative nature of this study was aimed at gaining a comprehensive and in-depth understanding of diversity management in Ghana.

The researcher employed purposive sampling techniques for the focus groups and interviews. While efforts were made to eliminate subjectivity, it is important to recognise that the researcher's global perspective may have influenced the study to some extent, as suggested by Brutus et al. (2013). These potential areas of influence include attributing events to the

researcher's work, telescoping actions in time, exaggerating findings beyond what the data supports, and selective memory of events or experiences.

The sampling design utilised non-probability purposive sampling, which means that the findings of this study cannot be generalised to a broader population beyond the specific case study organisation. It is important to note that the qualitative research methodology employed in this study leaves room for researcher bias, as it relies on the researcher's interpretation of participants' perspectives during interviews. Interpretations of reality can be influenced by bias, and it takes a skilled and experienced researcher to navigate potential hidden agendas of participants (Bhattacharjee, 2012).

To mitigate bias, the researcher closely listened to participants' words and focused on capturing their individual experiences, while avoiding imposing the researcher's own preconceptions on the data (Sparkes & Smith, 2009). The findings of this study are context-sensitive and cannot be generalised to the larger population, as statistical testing techniques were not applied. The literature review primarily focused on diversity, diversity management, and related issues, providing valuable insights to address the research questions and meet the research objectives. The research subjects were purposively selected, and it was not the intention of this study to generalise the results.

The researcher paid close attention to the words chosen by participants, ensuring that the focus remained on their individual experiences and avoiding any imposition of the researcher's own interpretations (Sparkes & Smith, 2009). It should be noted that the findings of this study are context-sensitive and cannot be extrapolated to the broader population, as statistical testing techniques were not employed. The literature review predominantly focused on topics related to diversity, diversity management, and associated issues. The review of literature effectively

addressed the research questions and achieved the research objectives. The research participants were purposefully selected, as the intention was not to generalise the study's results.

This research is limited to the primary and secondary data gathered from the selected organisation. Due to budget constraints, the study was limited to only two regions of the NHIA. In addition, another limitation identified was in relation to assessing a larger number of participants who have knowledge of the concept and are willing to participate in the study.

3.11 CONCLUSION

This chapter focused on the research methodology used in this study. The chapter that follows will present the findings of the study.

CHAPTER FOUR: PRESENTATION OF RESEARCH FINDINGS

4.0 INTRODUCTION

The study narratives are based on the experiences and involvement of participants in the operations of the NHIA, providing valuable insights into the NHIA. Organisations strive to foster an office environment that promotes fairness, respect, tolerance, and equal opportunities. However, achieving these goals is not always straightforward due to various factors, including Ghana's dynamic political, social, ethnic, and cultural composition (Atta-Asamoah, 2012; Ntim, 2015). Consequently, the pursuit of equity, equal opportunity, and representative bureaucracy through effective and transparent personnel practices in the Ghanaian context reveals challenges in diversity management (Atta-Asamoah, 2012).

The Ghanaian government has implemented the Ghana Poverty Reduction Strategy (GPRS) as a policy strategy to address poverty in the country. A significant component of the GPRS is the provision of accessible and affordable healthcare to all Ghanaian residents, particularly the poor and vulnerable. To achieve this objective, the government introduced a district-wide mutual health insurance scheme, which has now been unified into the NHIS. The NHIS aims to provide healthcare services in Ghana and was established in 2003 under Act 650. The NHIA is the empowered regulatory body responsible for overseeing the implementation and operation of the NHIS (NHIA, 2019).

The initial legislation that established the NHIA was subsequently replaced by a new law, Act 852, in 2012. The objectives outlined in Act 852 include achieving universal health insurance coverage for non-residents visiting and residing in Ghana and ensuring access to healthcare services for NHIS members. Article 39 of Act 852 establishes the National Health Insurance Fund (NHIF), which primarily serves to cover the health services of NHIS members. The NHIA

serves as the regulatory and operational body for the NHIS. Equity is a fundamental principle of the NHIS, aiming to address health inequities among different regions of the country in alignment with the health sector's goal of bridging the gap (NHIA, 2016).

4.1 DEMOGRAPHIC BACKGROUND OF PARTICIPANTS

The researcher recognised that demographic characteristics, such as gender, age, education, and workplace experience, can impact participants' perceptions and understanding of various issues, including diversity (Sjöberg & Engelberg, 2005). Therefore, in order to obtain a comprehensive perspective on diversity management and its associated challenges at the NHIA, careful attention was paid to selecting participants from diverse backgrounds. This section presents detailed information on the backgrounds of the study participants, including their gender, age, educational background, and years of experience.

4.1.1 GENDER

The researcher categorised gender as either female or male in this study, as the possibility of encountering hermaphrodites among the NHIA employee base was not anticipated. It is important to note that the gender distribution in the study leaned towards males. However, despite this skew, the researcher aimed to obtain a balanced perspective on diversity at the NHIA.

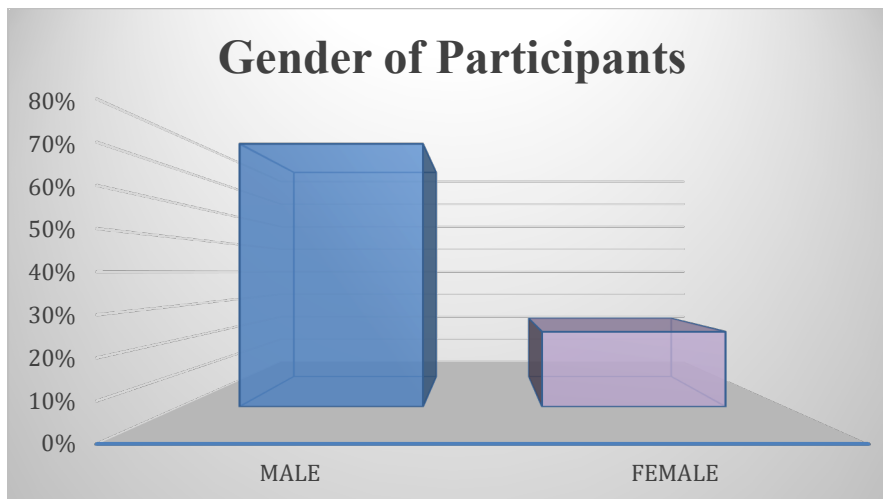


Figure 4.1: Gender of Participants

Source: Author's construct from fieldwork data

4.1.2 EDUCATIONAL BACKGROUND

The majority of participants in the study possessed a minimum educational qualification of a master's degree, indicating a high level of education among the participants. Other participants held bachelor's degrees, diplomas, or alternative qualifications. This significant level of education equipped the participants with the necessary knowledge and expertise to provide valuable insights into the management of diversity at the NHIA.

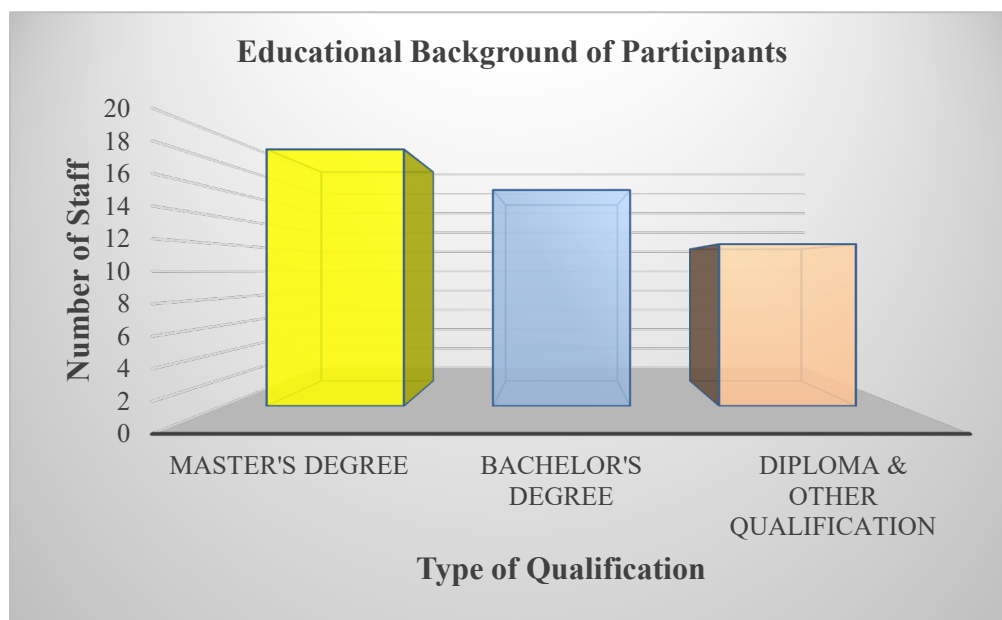


Figure 4.2: Educational Background of Participants

Source: Author's construct from fieldwork data

4.1.3 PARTICIPANTS' YEARS OF EXPERIENCE

The researcher specifically chose participants who had a minimum of five years of experience working at the NHIA. This criterion was implemented to ensure that the selected participants possessed substantial knowledge and experience related to the subject matter and the case study organisation.

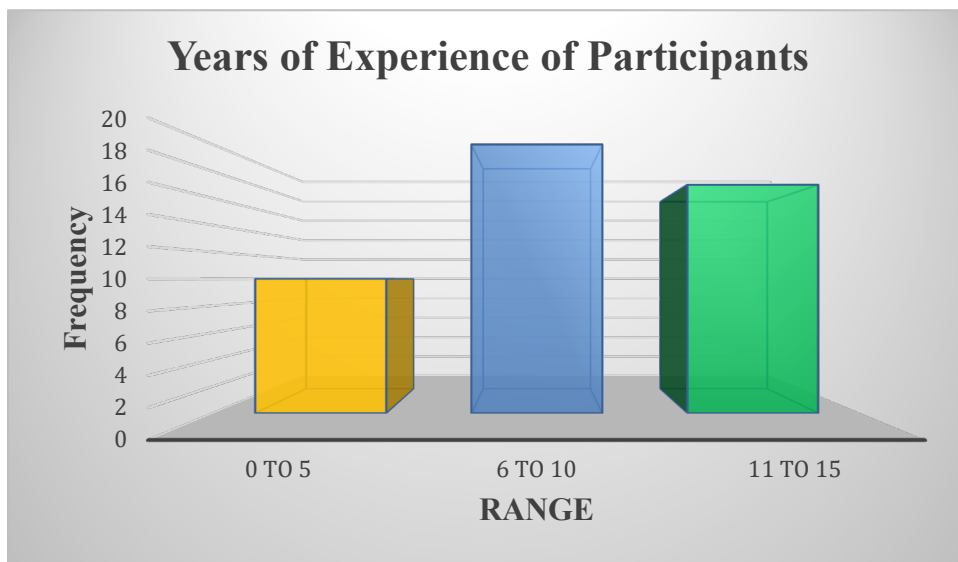


Figure 4.3: Years of Experience of Participants

Source: Author's construct from fieldwork data

4.2 UNDERSTANDING THE CONCEPTUALISATION OF DIVERSITY AT THE NHIA

The study begins with examining the conceptualisation of diversity at the NHIA and later explores the other objectives.

4.2.1 CONCEPTUALISATION OF DIVERSITY AT THE NHIA

The primary objective of the study is to gain an understanding of how diversity is conceptualised at the NHIA. In order to explore this, the study examines the definitions and perceptions of diversity as expressed through the narratives of the participants. These narratives provide insight into the evolving nature of diversity in Ghana, which is influenced by socio-political and socio-ethnic factors encompassing cultural, ethnic, and social identities discussed in the previous chapter. The current chapter delves into the participants' perspectives on diversity, extracting relevant themes from their insights and perceptions.

The findings of the study reveal that the participants perceive diversity in terms of differences in ethnic origin, gender, political affiliation, religion, language, and age. The conceptualisation of diversity at the NHIA is characterised by six main themes. The foremost theme identified is the recognition of diversity based on ethnicity, followed by political affiliations, gender, religion, language, and age, as explained in the next chapter. These themes emerged from the analysis of multiple responses, showcasing a diverse range of viewpoints and interpretations regarding diversity.

It is important to note that while there were varying perspectives among the participants, there was a consensus that diversity encompasses distinctions in ethnicity, gender, political affiliation, religious belief, language, and age. The analysis that follows presents a comprehensive understanding of how diversity is perceived within the NHIA, drawing from a broad spectrum of responses and interpretations.

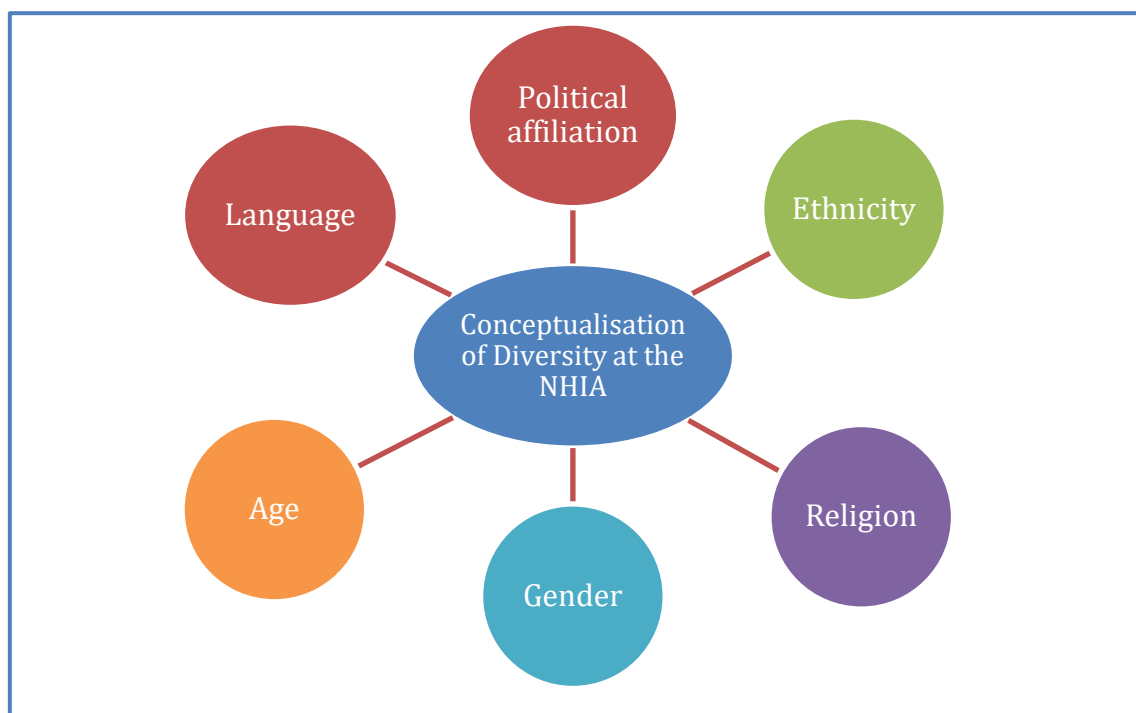


Figure 4.4: Conceptualisation of Diversity at the NHIA

Source: Author's construct

4.2.1.1 THEME: ETHNICITY

The participants' perception of diversity based on ethnicity can be attributed to the diverse ethnic composition of Ghana, which encompasses individuals from various backgrounds with distinct beliefs and value systems. As all the participants in the study were Ghanaian, their perspectives on diversity were shaped by the prevailing understanding of Ghana as an ethnically diverse nation. The study specifically explores the perceptions of NHIA employees regarding diversity, with a particular focus on ethnicity. Ethnicity entails the inclusion of individuals from different cultural, ancestral, and geographical origins. The participants' viewpoints on diversity, conceptualised in terms of ethnic differences, are presented below.

"Diversity is how we are different in terms of ethnic background. Our ethnic background is all unique and should be appreciated" (INT 3; 2020:1).

"The different ethnic groups employed at the NHIA are diverse in practice and this can be perceived as a diversity" (INT 10; 2020:1).

“Diversity refers to the extent of differences in a group concerning the ethnic and cultural background of group members” (FGD 4; 2020:1).

“It is coming from different backgrounds, which can be categorised as cultural and ethnic environments” (FGD 6; 2020:1).

According to the responses of multiple participants, diversity was commonly understood as encompassing distinctions in ethnic backgrounds and the presence of individuals with differences (INT 1, 2, 6, 8, 9; 12-15; 2020; FGD 6, 12; 2020:1).

4.2.1.2 THEME: POLITICAL AFFILIATIONS

The influence of political affiliation and partisan politics in Ghana is closely intertwined with ethnicity and regionalism, as previously discussed. Political allegiance is therefore linked to regional identity, ethnicity, and patriotism, making it a significant aspect of diversity in Ghana. However, many employees at the NHIA tend to avoid openly discussing their political affiliations due to the perceived negative consequences such as discrimination and bias. Despite this, Ghanaians often express their support for a particular political party or ideology due to their strong cultural identity. Political affiliations refer to individuals’ loyalty and adherence to the ideology, beliefs, and principles of a specific political party. Participants in the study indicated that diversity is perceived as differences in political ideologies and allegiances to specific political parties. The following is a summary of the participants’ views on diversity as it relates to political affiliations and ideologies:

“Diversity is the difference in our political ideologies, what we believe is right and wrong in contrast to the other political party perspectives. It is how we differ in our political opinions and beliefs” (INT 5; 2020:2).

“Diversity can be described as the diverse range of political views of all the staff at the NHIA. It is how our political perspectives differ from the other person” (INT 34; 2020; 2).

Diversity, as perceived by many participants, is defined by differences in political affiliations or ideologies among employees. According to their viewpoints, diversity encompasses the extent to which individuals demonstrate loyalty and allegiance to specific political parties, influenced by factors such as ethnic, cultural, and social connections (INT 14-19, 28, 32; 2020; FGD 2, 4, 7, 9, 11; 2020:2).

4.2.1.3 THEME: GENDER

The significance of gender diversity in Ghana is evident in the perception of diversity. Advocacy for women's empowerment and their inclusion in the country's resources has led to ongoing gender dialogues. The socio-cultural norms in Ghana influence the management and structure of organisations, with women often expected to fulfil domestic duties, limiting their access to opportunities available to men. In response to these gender challenges, the government has implemented policies to promote gender equality. This study explores the participants' views on diversity, specifically in terms of gender differences, based on their narratives. Participants emphasised the importance of gender dynamics within the organisation, particularly in relation to the higher representation of males compared to females and management efforts to address this imbalance at the NHIA.

Several participants expressed that diversity is characterised by the variations in activities, behaviours, and characteristics that society deems appropriate for men and women. They perceive diversity as the fair representation of employees from different genders within an organisation (INT 11, 16, 19; 24-26, 30; 2020; FGD 5, 6, 10, 13; 2020:3).

Few participants were specific in their opinion:

“Diversity is seen as the composition of employees in an organisation embodied by different genders (INT 17; 2020:3).

“Diversity is the differences in the activities, behaviours and features that society at large feels are suitable for men and women” (INT 32; 2020:3).

4.2.1.4 THEME: RELIGION

Religion holds significant relevance for individuals, manifesting in two primary aspects: belief and practice. Globally, religion plays a prominent role in the lives of many people, including the younger generation. For some individuals, their religious beliefs form the core of their identity, and they are unwilling to act or think in a manner that contradicts their religious principles. These individuals may identify themselves as having a religious worldview or acknowledge that religion strongly influences their identity.

The participants in the study expressed their views on diversity, perceiving it as differences in religion. Their responses are summarised below: (INT 7, 9, 14, 18; 2020; FGD 1, 3, 8, 12; 2020:4).

“Diversity is the diverse ways that individuals express their spirituality and faith in a supreme being” (INT 6; 2020:4).

“Diversity is the different perspectives and expressions of our faith and rituals” (FGD 7; 2020:4).

The participants in the study expressed their perception of diversity, considering it as the representation of various religious beliefs, values, and practices. According to their views, diversity encompasses the interaction among individuals with different religious affiliations within a particular geographical context (INT 14, 21, 24, 26, 30, 34; 2020; FGD 9, 12; 2020:4).

4.2.1.5 THEME: LANGUAGE

The linguistic diversity in Ghana is a testament to the unique nature of Africa. Unlike other regions of the world where language diversity may not be deeply rooted, Ghana stands out with

its abundance of languages. This linguistic diversity reflects Ghana's multireligious, multi-ethnic, and multicultural composition, which encompasses a wide variety of ethnic groups (Ghana Statistical Service, 2021).

In Ghana, individuals from various linguistic and ethnic backgrounds can be found across the country due to societal mobility. Despite this dispersion, they maintain strong connections to their ethnic and linguistic roots. Language plays a vital role in shaping an individual's thinking and identity, showcasing the distinctiveness and differences within the society. As such, language is a significant aspect of a diverse environment.

Participants in the study expressed their perception of diversity as differences in language. Their responses shed light on how language is seen as a key element of diversity. The following are some examples of their perspectives on diversity in relation to language:

"Diversity can be perceived as the differences in the ethnic languages we have in Ghana. It is the way we use languages to convey our shared values, cultural identities, and belief" (INT 3; 2020:5).

"Diversity is having a group of people with different languages and dialects in an environment" (FGD 11; 2020:5).

According to the responses provided by participants, diversity can be understood as the varied modes of communication that stem from our ethnic and cultural backgrounds. These individuals expressed that diversity encompasses the use of different languages to convey our emotions, ideas, and perspectives (INT 7, 11, 19, 27, 29; 2020; FGD 2, 4, 7, 12; 2020:5).

4.2.1.6 THEME: AGE

The growing age diversity in the workforce can be attributed to various factors. One of the primary drivers is the demographic shift and the consequent changes in the age distribution of employees, which contribute to the overall diversity. As the potential labour force becomes

more age-diverse, it will have a significant impact on the dimensions of diversity within workgroups and organisations. The participants' perspectives on diversity, specifically regarding differences in age, are presented below (INT 3, 9, 15, 18, 22; 2020; FGD 3, 8, 11; 2020:6).

“Diversity is differences in the age composition of the staff the NHIA. At the NHIA we have various adult age groups, and the older employees demand and expect respect from the junior employees as the culture demands” (INT 4; 2020:6).

“Diversity is the collaboration and knowledge sharing among employees of different age brackets to achieve a common goal and enhance productivity”.
(INT 7; 2020:6).

“At the NHIA we have both the young and the old. We have people who have been in the organisation for between 1-15 years and the ages range from 23-58 years. Age can be regarded as a dimension of diversity at the organisation” (INT 9; 2020:6).

“We have various adult age brackets represented at every regional office of the NHIA” (FGD 4; 2020:6).

Several participants highlighted that diversity can be perceived as the representation of employees from various age groups within the organisation, working towards achieving the organisation's vision and mission (INT 2, 16, 19, 31, 2020; FGD 6, 9, 13; 2020:6). The narratives from the participants demonstrate that diversity is perceived from multiple dimensions by the participants, which may intersect and create unique combinations of human profiles characterised by both similarities and differences. These dimensions can also influence one another and manifest differently in different contexts, situations, and environments, making diversity dynamic and, in many cases, challenging to manage.

4.3 THE POLICIES AT THE NHIA FOR DIVERSITY MANAGEMENT

The NHIA acknowledges the importance of diversity, recognising that a diverse workforce is crucial for the overall success of the organisation. This is evident in the wide range of employees from diverse ethnic backgrounds. However, there is a notable absence of a comprehensive policy on diversity management, despite the organisation's awareness and efforts to promote diversity (INT 6, 9, 12; 2020). As a result, managers have had to develop their own internal, unwritten strategies and processes to address diversity challenges as they arise, without a formal policy in place. Participants in the study emphasised the significant impact of organisational policy on effective diversity management at the NHIA. The findings reveal that the lack of a coherent diversity policy hinders the establishment of a positive diversity climate, as organisational policies play a vital role in shaping the dynamics and operations of the organisation. One participant noted that Ghanaians are not accustomed to openly discussing their issues, and doing so requires tact and diplomacy (INT 4; 2020). Therefore, the absence of a practical diversity management policy may lead to the suppression of issues, hindering the creation of an open and inclusive environment that fosters diversity. Some participants suggested that while the constitution provides a framework, the organisation should go a step further by implementing policies to safeguard employee differences.

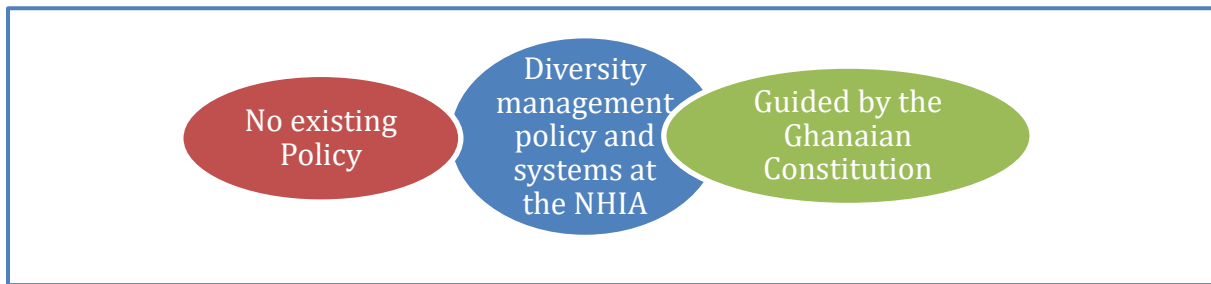


Figure 4.5: Policy on Diversity Management at the NHIA

Source: Author's construct

The participants' responses made this point clear as indicated below.

“Regarding the policy on diversity management, there is none. A lot of discretion is left to whoever is at the head of the organisation depending on his leadership style and priorities. For those who have petitioned in areas of diversity management, they can complain to the board or management sometimes, and committees are set to investigate the matters and then it feeds into major decisions on how to address gaps like these when people think they are short-changed, and their issues are not duly met. So, when they petition the management team or the board normally, they set up committees to address them. And I can say that because of these we have had to even look at our salary structures and all that again, because of these petitions. To some of the extent, a section of discrimination and unfairness is formally addressed” (INT 10; 2020:12).

There is no specific way of managing diversity at the NHIA, the condition of service can be followed in areas of disagreement, but we do not have laid down policies and processes for diversity management. Most of the decisions is left for the top management. (FGD 9; 2020:12).

The NHIA demonstrates a strong awareness of the ethnic and regional diversity within the country and makes efforts to have a workforce that reflects this diversity. Participants indicated that the NHIA strategically employs individuals from different backgrounds to foster creativity, dynamism, and competition within the organisation. However, it is important to note that there is currently no formal policy on diversity management documented in the NHIA. Instead, the

organisation relies on national laws, past experiences, and external examples to address diversity-related issues (INT 1, 6, 7, 9, 14, 22, 30, 33; 2020; FGD 2, 4, 9, 13; 2020:12).

The researcher examined the participants' narratives to gain insights into the organisation's diversity management policy. Some participants acknowledged the absence of a formal policy and expressed limited awareness of its existence. However, they noted that the Ghanaian Constitution serves as a reference point for ensuring the protection of individuals' rights and fair treatment. As a public institution, the NHIA operates in accordance with the provisions of the constitution (INT 16, 19, 26; 2020; FGD 8, 10, 12; 2020:12).

4.4 CHALLENGES OF DIVERSITY MANAGEMENT AT THE NHIA

The purpose of the study was to examine the obstacles encountered in diversity management at the NHIA and the initiatives taken by the management to establish an effective diversity management practice.

The key challenges identified based on the narratives of the participants were as follows:

- Poor Human Resource Practices
- Political Affiliations/Interference
- Lack of Leadership Commitment
- Lack of Diversity-Oriented Culture

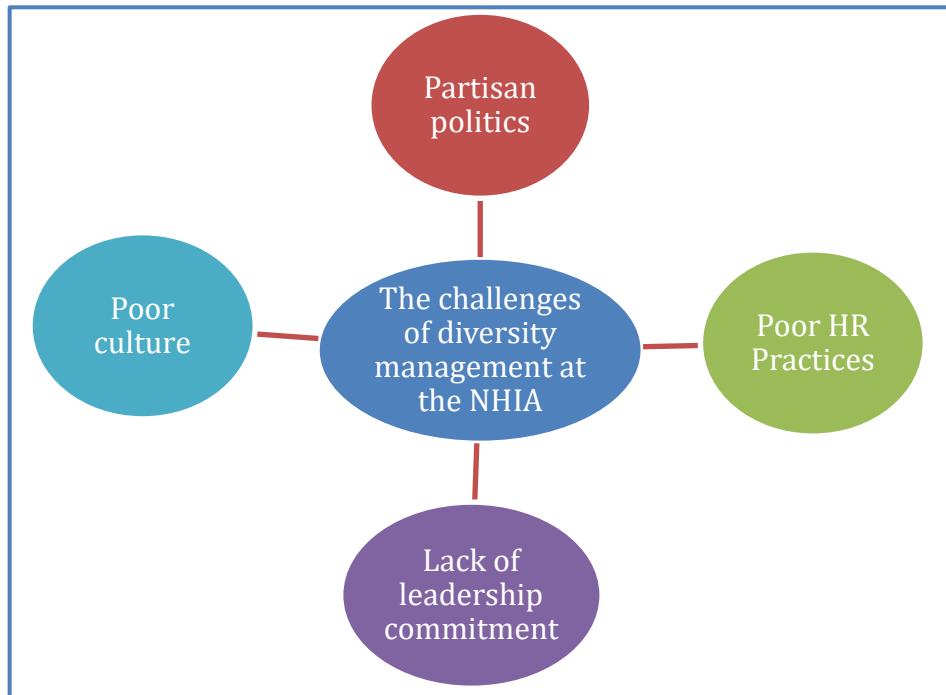


Figure 4.6: Challenges of Diversity Management

Source: Author's construct

4.4.1 POOR HUMAN RESOURCE PRACTICES

According to the participants, the HR systems of the NHIA are frequently employed as a means of discriminating against certain employees due to political interference. Instead of facilitating effective diversity management, these systems are exploited to discriminate based on individuals' political party allegiance and ethnicity. Challenges related to this issue are prevalent in various areas of employee management, including employee recruitment, transfer, and promotion; training and development; as well as appraisals and performance management.

The participants highlighted the following concerns:

“Our challenge is with the human resource unit in terms of recruitment, selections, and promotions, they should put a mechanism and structure in place to consider qualifications and experiences that staff have gained on the job. Most of the staff are agitated with a second degree on the same job for over 10 years. Management should ensure fair salary distribution, in most

cases, a newly recruited manager with first a degree collects a higher salary than a PRO with a second degree which is not fair. The salary gap should be bridged. The Human Resource unit should acknowledge employee qualifications and let them reflect in remunerations. The recruitment process should be open removing political loyalists, alliances, and godfathers because this trend has no future. Party A comes in and changes everything with demotions and unnecessary transfers. Party B takes over. power same process is set in motion. How can we move on as an organisation?” (INT 4; 2020:13).

“The more pressing issue at the NHIA in terms of diversity management is poor human resources practices and political interference where people brought in, employed, and promoted based on your party affiliations. People think they are sacred and untouchable because they are in power. This is a big challenge here it affects staff morale and human resource department must address this” (INT 15; 2020:13).

“There are no clear channels for communicating issues of diversity and diversity management at the NHIA and most employees do not understand what their obligation is in this regard” (FGD 12; 2020:13).

“When the NHIA started, recruitment was at the district levels, until 2012, when everything was centralised. Now you write an application, send it to headquarters and wait forever unless someone is there to push or lobby for you, you will never see the outcome of that application nor get any feedback. Here the process of recruitment is if you do not have anyone to lobby, no political affiliation or party backing then no job for you. For example, there was a manager here who got promoted and four staff here applied hoping to fill the position before we know someone was brought in from outside the NHIA to occupy the position. Formerly any vacant position is shared online for staff to apply but this is no longer the case. Here we have three qualified staff who could have filled the position but someone else is brought from outside with lesser qualifications to occupy. This does not augur well with staff and the human resource unit is supposed to be independent and fair” (INT 19; 2020:13).

Similarly, participants pointed out that the recruitment and selection processes at the NHIA are not consistently carried out in accordance with established guidelines. They highlighted that these processes are sometimes influenced by political factors, resulting in a workforce composition that may disproportionately favour individuals from specific geographic locations. Furthermore, the remuneration of certain staff members is inadequately aligned with their educational qualifications. It was noted that individuals holding master’s degrees may receive remuneration equivalent to that of employees with lower educational qualifications, such as

school certificate holders (clerks). The participants raised concerns about the inconsistency between the NHIA's rhetoric on diversity management and the persistent inequalities in remuneration. They questioned how effective diversity management can be achieved without addressing these disparities (INT 3, 6, 8, 10, 12, 29, 33; 2020:13).

4.4.2 POLITICAL AFFILIATIONS/INTERFERENCE

The majority of the participants highlighted the long-standing issue of political affiliation and partisan politics in Ghana. They observed that party loyalties are often rewarded, and individuals aligned with the ruling party are given favourable positions and opportunities within public institutions across the country. This influence of political power is deeply ingrained in the fabric of public institutions in Ghana. Consequently, with each change in government, the executive leadership of the public service undergoes a significant turnover as new presidential appointees are brought in. These appointees, in turn, extend similar practices to middle and senior-level staff within each organisation, resulting in redundancies, transfers, and demotions of personnel associated with the opposing party. This creates an environment where employees from the same party are favoured for advancement. The participants' views on this matter are presented below.

We have a particular challenge which is politicisation of the organisation as is evident in all government establishments. Politics is played everywhere. Your circle and which party you belong to will influence how you are treated, your promotions and transfers or the employee productivity. (INT 3; 2020:14).

Political affiliations are a challenge at the organisation. When any of the major two political party (NDC and NPP) is in power, they recruit and promote their cronies. I have been opportune to work in 4 different regions and I have noticed that there is staff apathy from political recruitment, appointments, and promotions. Politics should be removed from the operations of the NHIA. Leaders should stop partisan politics and let us work to serve the interest of the public. Transparency and effective communication should be enhanced (INT 7; 2020:14).

“This organisation was set up by the NPP government, at that time all directors and management staff were NPP. After 8 years of their administration the opposition party NDC comes to power, it appoints its directors and management from its party. They remove everyone appointed by the previous government and put their people in strategic places. Each party wants to put in place people who have the same ideology as them. They won’t sack people from the opposition, but they will either transfer you to a remote place or make you redundant” (INT 17; 2020:14).

Likewise, a significant number of participants concurred on the issue of politics within the organisation. According to their accounts, employees expressed strong dissatisfaction with the use of political differences as a means of discrimination. Those perceived to align with the ruling party are favoured with more privileges and opportunities for career advancement. The participants further noted that recruitment practices are often influenced by political affiliations. This cycle continues when there is a change in government, as employees associated with the opposition party face similar challenges. Consequently, political dynamics present a major obstacle at the NHIA. The researcher obtained the following responses from the participants: (INT 10, 23, 26, 28, 31; 2020; FGD 5, 8, 11; 2020:14).

4.4.3 LACK OF LEADERSHIP COMMITMENT

The establishment and effective implementation of a culture of diversity and diversity management within an organisation necessitate strong leadership commitment. Leaders must demonstrate their commitment to diversity to garner the commitment of their diverse employees. This requires the creation of a transparent system that promotes employee dedication and positive performance. The researcher obtained the following responses regarding the current state of leadership commitment to diversity management at the NHIA:

A significant number of participants acknowledged the lack of leadership commitment towards diversity management within the organisation. They emphasised that without leadership belief

in and advocacy for diversity management, it would be challenging to achieve effective diversity management. They emphasised the need for leadership and top management commitment to effectively implement diversity management at the NHIA (INT 4, 6, 8, 12, 14, 17; 23-26; 2020:15).

Furthermore, many participants expressed the need for a leader who possesses expertise in diversity management, knows how to effectively manage diverse employees, and upholds fairness, honesty, and transparency. They emphasised that leadership should transcend mediocrity and political affiliations, and instead promote meritocracy in recruitment and promotion processes based on individual merit rather than political connections (FGD 2, 6-9, 11, 13; 2020:15).

4.4.4 LACK OF DIVERSITY-ORIENTED CULTURE

A well-managed diversity management policy requires the full support of every member of the organisation and is an integral part of establishing a culture of diversity. The researcher summarises the participants' views on a diversity-oriented culture as follows. Many participants strongly emphasised that the lack of a culture that embraces and manages diversity poses a challenge to the organisation. The existing culture fails to address diversity management policies or approaches in any meaningful way. The participants believe that the organisation needs a culture that promotes inclusivity and does not discriminate or intimidate any of its diverse members (INT 3, 9, 12, 24, 27, 31, 34; 2020:16).

Furthermore, the participants stated that the organisation lacks a diversity-oriented culture that truly reflects the diversity of its employees, despite the organisation's

significant role in the healthcare sector in Ghana (INT 19, 26, 32; 2020; FGD 3, 6, 8, 11; 2020:15). One participant further supported this assertion by stating:

Culture is an important part of every organisation. At the NHIA there is nonexistence of a diversity-oriented culture where every political and ethnicity difference are appreciated and valued without discrimination (INT 17; 2020:15).

4.4.5 PARTICIPANTS' SUGGESTIONS FOR ADDRESSING THE CHALLENGES

The earlier sections highlighted the challenges of managing diversity at the NHIA, including the conceptualisation of diversity and the existing diversity management policies. As part of the objectives of this study, the researcher sought to explore the challenges faced by the NHIA in diversity management. The previously identified challenges were presented. In this section, the participants were asked to propose viable solutions to these challenges. The participants shared their views on how to address the challenges faced by the NHIA in managing diversity. Transparency, a fair and unbiased recruitment process, on-the-job training, allocation of resources, effective communication, and a cultural overhaul were among the potential approaches suggested to mitigate these challenges. The participants' views on ways to address the challenges are presented below.

“We need to be fair to everybody regardless of the diversity of variables at play. It is important management displays an open policy that is all-embracing for everybody to feel welcome and be part of the system so we can all deliver on whatever we are hired to do. A conscious effort must be made to ensure there is no form of abuse or antagonism/targeting of people because of diverse political ideologies” (INT 3; 2020:19).

“There must find a way to isolate politics and politicians from interfering in the operations of the NHIA. Most of the issues and challenges of diversity management at the organisation stem from political appointments, transfers, and unfair treatment of minorities and staff in the opposition party” (INT 7; 2020:19).

“I think whenever there is a change in power, management should consider the excellent working processes and policies instituted by the former administration than throwing everything away and starting their agenda. Continuity should be in place. Let them change what is not working but continue with what is tested and proven to work for the organisation. It will be a practical step for the organisation to have a model, template, or framework for diversity management. This should serve as a guide for all stakeholders and will indeed tell people that we value and appreciate our diverse employees” (INT 24; 2020:19).

A small number of participants emphasised the need for fair recruitment and selection processes, where qualifications of employees are given due consideration. They suggested that management and supervisors should enhance communication and transparency. The human resource unit should also provide diversity management training to staff, highlighting its benefits (INT 4, 5, 6, 9; 2020:19).

In addition, several participants expressed the view that the organisational culture should be revised or adjusted by those in leadership positions to reflect the diverse and dynamic nature of the organisation. They believed that an organisation with effective diversity management practices can be recognised through its culture. By transforming our culture, we can serve as a model for other state institutions to follow (INT 12, 15, 17, 18; 2020:19).

Participants emphasised the importance of effective communication in dispelling prejudices and misconceptions. They suggested that management should actively engage in communication and interactions with employees to instil confidence and make them feel valued. The influence of partisan politics on NHIA operations has a detrimental impact on staff morale and is detrimental to the organisation (INT 26, 28, 32; 2020:19).

Furthermore, a few participants highlighted the need for management to create an inclusive environment where everyone feels a sense of belonging and is welcomed, fostering unity and positive relationships among staff. They emphasised the importance of transparently addressing

unacceptable behaviours and establishing policies that define acceptable conduct (FGD 3, 8, 11; 2020:19).

4.5 STRENGTHS, WEAKNESSES, THREATS, AND OPPORTUNITIES TO DIVERSITY MANAGEMENT AT THE NHIA

In this section, the researcher examines the strengths and weaknesses of the NHIA in relation to diversity management. The organisation's recognition of the importance of having a diverse workforce aligns with the perspective presented in the literature, as revealed through the study findings. According to the participants, diversity management is viewed as a positive trend that enables the organisation to benefit from a wide range of knowledge and expertise derived from individuals with diverse backgrounds.

4.5.1 STRENGTHS TO DIVERSITY MANAGEMENT AT THE NHIA

The participants provided valuable insights into the factors that leaders and management of the organisation can utilise to effectively implement diversity management. Their opinions are outlined as follows:

“The good thing for us is that we have varied experiences from employees of different backgrounds nationalities and cultures. Because of this, management must find ways of accommodating everyone, otherwise, the benefits will not be attained” (INT 2; 2020:16).

“Our staff and regional presences are our strength and a factor to be leveraged to preach and implement diversity management so other government organisations can emulate and take a leaf from us” (INT 22; 2020:16).

Similarly, a small number of participants highlighted that the strength of the organisation lies in its people and the services it provides. As the NHIA operates a crucial health insurance scheme for the country, it holds a significant position in shaping health policies. These

participants emphasised that the organisation boasts a competent and experienced workforce spread across different regions, enabling them to effectively serve the population (INT 12, 13, 16, 18; 2020:16).

Furthermore, many participants emphasised that the NHIA's strength stems from its identity as the national health carrier and the role it plays in providing healthcare services. They highlighted the advantage of having regional presence with diverse staff who can communicate in local dialects, facilitating effective interaction with customers and delivering quality service. The NHIA stands out as an organisation with an extensive nationwide coverage unlike any other in Ghana. Its qualified staff, coupled with many Ghanaian populations registered on the scheme, further contribute to its strength. Moreover, the NHIS card allows access to healthcare in numerous hospitals across the country, with NHIA staff readily available to help (FGD 3, 5, 9; 2020:16).

4.5.2 WEAKNESSES TO DIVERSITY MANAGEMENT AT THE NHIA

The weaknesses that participants identified can impede the successful implementation of diversity management if not adequately addressed.

“The NHIA is one public institution that suffers a lot of political interference, and that affects every aspect of the organisation including our diversity management efforts. It makes it difficult to stick to the rules because other political considerations take precedence. For instance, even if you want to ensure gender or ethnic balance in recruitment, the politicians will not make it possible because they bring their people through their protocol lists” (INT 4; 2020:17).

Another participant supported this statement by saying:

The unpleasant truth is that political influences affect our human resource practices in appointments here at the NHIA, particularly at the senior and middle management level. It is not easy to talk about these things but that happens a lot. Some employees are sometimes discriminated against

because they are suspected to belong to a different party or have different political opinions (INT 6; 2020:17).

A significant concern raised by several participants is the potential manipulation and discriminatory practices within HR procedures that are intended to facilitate diversity management. For instance, promotion and transfer decisions can be influenced to favour individuals affiliated with the boss's political party or ethnic group (INT 3, 7, 11, 13, 32, 34; 2020:17).

Additionally, a few participants highlighted the gender imbalance at the NHIA, not only at the head office but also across all regional offices in Ghana. There is a perception that women are deemed less capable of performing certain tasks compared to their male counterparts (FGD 4, 8, 11; 2020:17).

4.5.3 THREATS TO DIVERSITY MANAGEMENT AT THE NHIA

One participant captured the collective sentiment of the participants concerning the potential dangers of political interference, stating:

“The NHIA is one public institution that suffers a lot of political interference, and that affects every aspect of the organisation including our diversity management efforts. It makes it difficult to stick to the rules because other political considerations take precedence. For instance, even if you want to ensure gender or ethnic balance in recruitment and promotion, the politicians will not make it possible because they bring their own people through protocol list” (INT 13:2020:18).

The absence of diversity management programmes, coupled with poor HR practices and a lack of leadership commitment, was highlighted by several participants as a threat to the NHIA (INT 7, 12, 17, 20, 32; 2020:18).

4.5.4 OPPORTUNITIES FOR DIVERSITY MANAGEMENT AT THE NHIA

The participants' perceptions of the opportunities for diversity management at the NHIA are outlined below.

The increasingly complex, and technical nature of health insurance makes it imperative for us to source experts from diverse backgrounds. And once you have them, you must necessarily manage them well by providing a friendly climate for all of them to feel a part of the organisation (INT 11; 2020:18).

The NHIA's widespread presence across the country was highlighted by several participants as a significant opportunity for the organisation's diversity management. These participants believe that the NHIA's national reach provides a favourable context for the implementation of an effective diversity management policy (INT 1, 8, 15, 19, 21, 23, 31; 2020:18).

A participant appeared to sum the opportunity when he stated:

"The NHIA is a health insurance organisation that caters for the whole populace. It will be a huge leap if the leadership practice and adopt diversity management programmes so all offices in the region can implement the same. This will lead to more employee commitment and the enthusiasm will translate to the clients and customers we serve" (FGD 6:2020:18).

4.6 THE INFLUENCE OF CULTURE AND LEADERSHIP ON DIVERSITY MANAGEMENT AT THE NHIA

This section focuses on the influence of culture and leadership on diversity management at the National Health Insurance Authority.

4.6.1 DIVERSITY MANAGEMENT AND ORGANISATIONAL CULTURE

The participants expressed a range of perspectives on the importance of organisational culture in relation to diversity management at the NHIA. Several participants emphasised that culture plays a crucial role in shaping the identity and actions of the organisation. They believed that

the alignment between organisational culture and diversity management goals is essential for success (INT 4, 6, 9, 18, 23, 25, 28; 2020:20).

Supporting this viewpoint, a few participants highlighted that culture influences behaviour and interactions within the organisation. They suggested that management should consider employees' cultural backgrounds and perspectives, fostering a culture of tolerance and acceptance that positively impacts diversity management (INT 12, 14, 20; 2020:20).

Furthermore, participants agreed on the significance of culture in defining the NHIA as an organisation. They stressed the need for employees and stakeholders to observe the organisation's commitment to diversity and its management policies. They also emphasised that culture permeates every aspect of the organisation, playing a vital role in diversity management (INT 16, 17, 31; 2020; FGD 5; 2020:20).

A specific response from one of the participants is as follows:

“Culture has a big effect on diversity management. Culture is visible and we are judged by who we are. We as an organisation need to change our old culture and project a culture that preaches and deepens diversity management and its benefit” (FGD 9; 2020:20).

4.6.2 DIVERSITY MANAGEMENT AND LEADERSHIP

The researcher sought the participants' perspectives on leadership and its relationship with diversity management. The following summarises their views:

“Leadership is a big factor in diversity management because it depends on how the leader is trained and the background. If you are not the type of leader who people can easily approach. Your interpersonal skill is weak, or you are so biased and prejudiced against certain ethnic group, and even if you are also prejudiced against somebody's performance or even the school he attended. It can all affect the way you deal with them; this makes leadership a key factor. The leader predisposition to diversity management will make a lot of difference. Even if you have a lot of resources devoted

towards diversity management, and the person's interpersonal skills and leadership style is weak towards diversity and its management, it can still blow it up" (INT 4; 2020:20).

"Yes, certainly leadership has a role to play because if leadership itself does not understand the need to embrace diversity, it will be very chaotic and divisive, so the leadership part is very crucial. Leadership must be tolerable to any diverse background, and characteristics that any group may have. It is also very important to know people's backgrounds and cultures. From the interview stage, a lot should be ascertained about the individual background, culture, and aspirations. A leader should have an open mind to create an environment where diversity management thrives. It must be a fair playing ground for everyone. Leadership must inculcate this in his style" (INT 8; 2020:20).

"Leadership has an impact on diversity management at the NHIA because the type and style of leadership affect everything. A leader should be measured by his level of integrity and acceptance of the minority. The background plays a part in terms of competencies both educational qualifications, work experiences and interpersonal skills" (INT 9; 2020:20).

"There is no doubt that diversity management at the NHIA is determined by the kind of leadership at every given time. Some of our previous leaders are conscious and tried to engineer a system to manage diversity which wasn't followed through. But there have also been leaders who took diversity for granted and did nothing to address diversity issues within the NHIA workforce" (INT 17; 2020:20).

The importance of leadership in the context of diversity management was recognised by a significant number of participants. They acknowledged that leaders play a crucial role as they are responsible for formulating policies and providing approval for resources within the organisation. According to their perspectives, the leader and top management hold the responsibility of establishing effective human resource practices, policies, and a culture that actively promotes diversity management (INT 7, 13, 16, 20-28, 32; 2020; FGD 7, 13; 2020:20).

4.7 CHAPTER SUMMARY

In this chapter, data collected from the National Health Insurance Authority of Ghana (NHIA-Ghana) was presented. The data obtained from the organisation were analysed individually and

subsequently integrated. Themes and codes were developed to align with the research objectives and questions. The subsequent chapters will analyse the data and establish connections with existing literature. Furthermore, a proposed model will be presented to address the identified challenges. The chapter that follows will interpret the findings of this study.

CHAPTER FIVE: INTERPRETATION OF RESEARCH FINDINGS

5.0 INTRODUCTION

The previous chapter presented the findings of this study. This chapter focuses on interpreting the data collected in relation to the research objectives, which include the conceptualisation of diversity, diversity management and its associated challenges at the NHIA, the influence of leadership and culture on diversity management, and the development of a diversity management model for the NHIA. This chapter serves as a precursor to the next section, which aims to construct a diversity management model based on these findings and evaluate its applicability to other organisations in Ghana and developing countries. The model is based on the identified themes and emphasises the benefits of diversity and diversity management.

The chapter is based on a thematic analysis of qualitative data obtained from 34 individual interviews and two focus group discussions involving six and seven participants respectively. The participants were purposively selected from employees and management at both regional and national levels of the NHIA. The analysis involved comparing the findings from the interviews with the focus group discussions and synthesising them with the relevant documents, literature, and theoretical constructs of the study. By situating the study within the existing literature and theoretical framework, a comprehensive analysis of diversity management within the NHIA and its challenges was achieved.

The results of the study revealed the conceptualisation of diversity at the NHIA and confirmed the existence of challenges in diversity management. These findings align with previous studies conducted by scholars such as Cox and Blakes (1991), Milliken and Martins (1996), Syed (2008), Maier (2002), Gershman and Rivera (2018), and Jones et al. (2000), among others.

Furthermore, it is evident that both national and organisational policies have a significant influence on the efforts towards diversity management within the investigated organisation. These findings align with the arguments put forth by Cheong et al. (2007) and Ferner et al. (2005) regarding the impact of policies and contextual factors. A notable contribution of this research lies in the contextual conceptualisation of diversity, identification of challenges, strengths, and weaknesses of diversity management, as well as an examination of factors affecting diversity management policies and programmes within the organisations under study. Additionally, the findings support the notion that individuals' perceptions of diversity are subjective and shaped by their social constructs, which encompass various interconnected elements (Alderfer & Smith, 1982; Henry & Evans, 2007; Kim, 2006; Maier, 2002; Rijamampianina & Carmichael, 2005).

With the aim of enhancing knowledge about the phenomenon, including the conceptualisation and challenges of diversity and diversity management within the Ghanaian context, the researcher selected the NHIA, a prominent public health institution, as the case study. This decision was motivated by the expectation that the NHIA, being a high-profile organisation and playing a crucial role in the Ghana Health Sector, should demonstrate inclusivity and diversity that aligns with its diverse customer base. To achieve the research objectives, an in-depth case study of a large, complex, and comprehensive organisation spanning all regions of the country was deemed necessary. The NHIA met these criteria, thus justifying its selection as the case study. Furthermore, as the NHIA operates under the umbrella of the Ministry of Health and has a significant impact on the nation, the dynamics within the organisation mirror those of the broader society, making it an appropriate context for addressing the research objectives and questions (Becker et al., 2012).

5.1 CONCEPTUALISATION OF DIVERSITY AT THE NHIA

Diversity is a multifaceted concept that has been defined in various ways by scholars from different perspectives. Given its multidimensional nature, diversity carries different meanings depending on the social and research context, as well as individual perceptions (Maier, 2002; Rijamampianina & Carmichael, 2005). To comprehend and contextualise diversity within the NHIA, this theme aimed to explore how employees and management of the NHIA perceive diversity and assess the dimensions and extent of diversity within the organisation. The objective was to gauge how employees view diversity and its manifestations as a preliminary step in understanding how it is managed. The collected data reveals diverse responses and interpretations of diversity by the participants. Therefore, different participants provided varying perspectives on the meaning of diversity. Despite these differences, however, there was a consensus that diversity encompasses differences among people in terms of ethnicity, gender, language, religion, age, and political ideology (INT 1-3; 6, 7, 8, 9, 16, 19, 24-26, 31, 32; FGD 3-13; 2020). Thus, while participants approached diversity from different angles, there was a degree of consistency in defining diversity as differences among individuals based on specific factors.

These conceptualisations offered by NHIA employees shed light on the understanding of diversity. Firstly, the diverse views on diversity expressed by the participants suggest that there is no single definition of diversity, and that individuals have differing interpretations of the concept. These findings align with the perspective of Cox and Beale (1997), who argue that diversity is a concept with multiple interpretations. Secondly, although diverse, the conceptualisations of diversity share common ground, as they generally focus on the differences that exist among people. They highlight the variations and distinct characteristics of individuals, emphasising the notion of variety and the presence of diverse elements. This

understanding closely aligns with the general definition of diversity found in the literature. It is consistent with the views of Kim (2006), for instance, who considers diversity as the coexistence of individuals with various socially significant group affiliations within a single social environment. Like Kim, NHIA employees conceptualise diversity as the primary differences among individuals across various dimensions such as ethnicity, gender, age, religion, languages, and political affiliations.

Mullins and Christy (2010) assert that differences are an essential component of diversity. This understanding of diversity elucidates that an organisation's unique qualities stem from its diverse workforce, comprising individuals with both overt and subtle distinctions.

The participants also highlighted a comprehensive range of demographic dimensions when describing diversity, including age, gender, and ethnicity. Furthermore, they expanded on the concept of diversity to encompass differences in language, political ideology, and religion, as defined by Henry and Evans (2007) (INT 4, 7, 14-19, 28, 32, 34; 2020; FGD 2-7, 11-12; 2020). These dimensions illustrate the multidimensionality of diversity, as hypothesised by previous researchers, encompassing primary, secondary, and tertiary dimensions as outlined by Rijamampianina and Carmichael (2005).

It is noteworthy that initially, many participants conceptualised diversity in more general terms until they were prompted to relate it specifically to the workplace. This finding validates the viewpoint of diversity scholars such as Ravazzani (2016) that the concept of diversity can be delineated independently from a population and bio-demographic standpoint, allowing for a definition without direct connection to a particular environment, such as the workplace. Within the NHIA, the concept of diversity appears to encompass ethnicity, gender, age, religion, language, and political ideology.

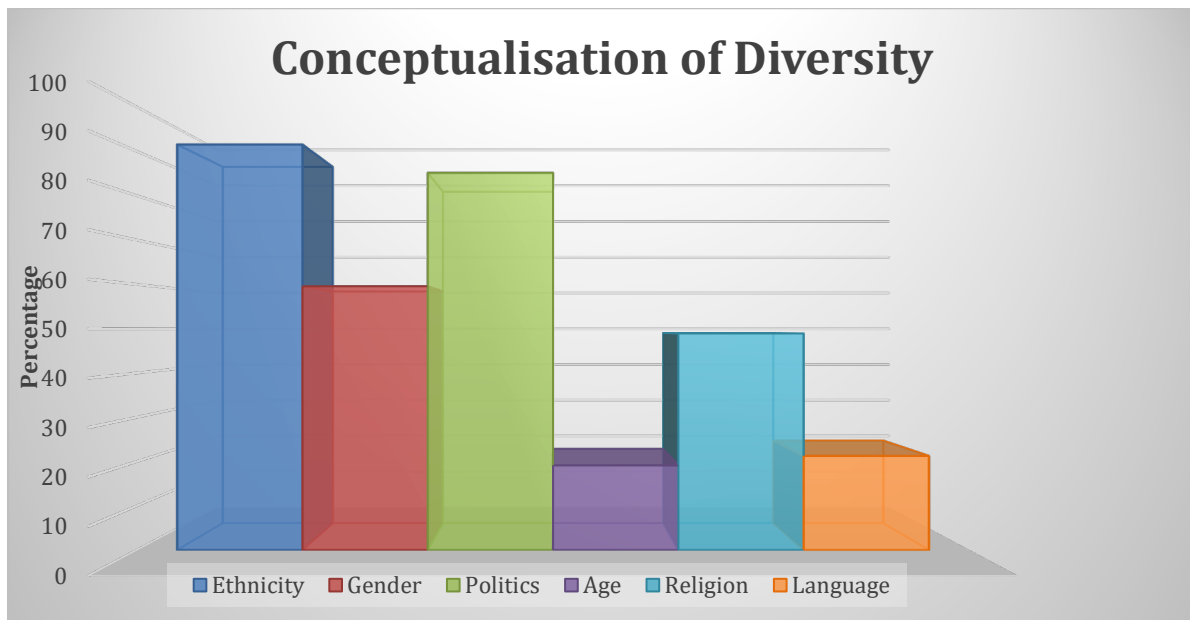


Figure 5.1: Conceptualisation of Diversity

Source: Author's construct

The participants of the study expressed that the conceptualisation of diversity encompasses various dimensions, including ethnicity, gender, politics, age, religion, and languages. The findings indicate that a significant number of participants considered ethnicity as the primary aspect of diversity at the NHIA, followed by politics, gender, religion, language, and age.

5.1.1 THEME: ETHNICITY

The significance of ethnicity in diversity management cannot be overstated, as it holds a primeval nature (Appiah et al., 2018). Ethnicity is often associated with a sense of shared ancestry, encompassing elements such as religion, history, nationality, and culture (Bulmer & Solomos, 1996; Platt, 2011). Consequently, ethnicity becomes deeply ingrained in individuals and challenging to change. The distinct characteristics stemming from ethnicity contribute to the diversity within organisations, making diversity management crucial in the NHIA, which comprises employees from various ethnic groups in Ghana (Asante & Gyimah-Boadi, 2004).

Ethnicity can be defined as a cultural uniqueness shared among a group of people, encompassing linguistic practices, characteristics, beliefs, and traditions (Chogugudza, 2008). As a fundamental demographic element, ethnicity assumes a prominent role in diverse organisations. Due to its primordial nature, ethnicity is considered an inherent trait that resists easy modification (Stack, 1986). Moreover, ethnicity represents a self-claimed identity rooted in the perception of shared ancestry, which incorporates historical, cultural, national, and religious aspects (Platt, 2011). Therefore, ethnicity emerges as a significant feature in organisations, underscoring its importance in fostering effective diversity management.

Recognising the deep-rooted nature of ethnicity and its profound impact on individual consciousness (Appiah et al., 2018) highlights the need to appreciate and acknowledge ethnicity to promote employee engagement and ensure successful diversity management within the organisation. Similarly, Deng (1997) asserts that neglecting to appreciate and recognise an individual's ethnicity diminishes their sense of purpose and belonging.

“Diversity is how we are different in terms of ethnic background. Our ethnic background is all unique and should be appreciated” (INT 3; 2020).

“The different ethnic groups employed at the NHIA are diverse in practice and this can be perceived as a diversity” (INT 10; 2020).

“Diversity refers to the extent of differences in a group concerning the ethnic and cultural background of group members” (FGD 4; 2020).

The perspective shared by the participants aligns with Deng's (1997) assertion that African societies thrive on ethnic groups, forming the foundation for socio-economic relationships within organisations and communities. This viewpoint is also supported by Kamoche (2002), who argues that in multi-ethnic African states such as Ghana, individuals are more likely to associate with those who share their cultural and ethnic roots rather than solely identifying with the state or country. Such dynamics can have implications at both the national and

organisational levels. Kamoche further highlights the significance of the family unit as a primary agent of socialisation in many African countries, encompassing both the extended family and the ethnic group.

Consequently, there is a potential for favouritism along ethnic lines and kinship, as cultural norms often entail seeking care and support from individuals belonging to the same ethnic background. In this context, participants identified ethnicity as a dimension of diversity within the organisation (INT 2, 6, 8, 9, 12-15; 2020; FGD 6, 12; 2020). During the data collection process, it was observed that power dynamics played a role in certain forms of diversity, such as politics and ethnicity. Employees who belonged to influential and dominant ethnic or political groups often leveraged their position to marginalise individuals from other groups.

5.1.2 THEME: POLITICAL AFFILIATION

According to Rosenwald et al. (2012), political philosophy encompasses an individual's perspectives on various policy matters, encompassing economic and social issues. Furthermore, Bruchmann et al. (2018) discover that individuals perceive political ideology as an indicator of a person's morality and character, influencing their evaluations and willingness to engage with that individual.

This perspective supports the impression shared by the participants:

“Diversity can be described as the diverse range of political views of all the staff at the NHIA. It is how our political perspectives differ from the other person” (INT 34; 2020).

The influence of similarity-liking is particularly pronounced when it comes to political sentiments (Chambers et al., 2006). Individuals tend to have a greater affinity for those who share their political attitudes, exhibiting preferences for their political in-group. This preference

manifests in various ways, including increased enthusiasm, financial support, appointment of subordinates, and sharing office space with members of their political group. Such preferences can even extend to the extent that individuals are willing to engage in these behaviours. Importantly, individuals can categorise others' political affiliations without explicit awareness, highlighting the significance of this factor in shaping their perceptions of others (Pietraszewski et al., 2015). Furthermore, individuals tend to hold a negative view of those with different values, attitudes, and beliefs (Chambers et al., 2006), and the discovery of political heterogeneity has the potential to alter their initial positive impressions of others.

“Diversity is the difference in our political ideologies, what we believe is right and wrong in contrast to the other political party perspectives. It is how we differ in our political opinions and beliefs” (INT 5; 2020).

The findings align with the perspectives discussed in the literature by Chambers et al. (2006), which suggests that individuals perceive those with differing political opinions as more dissimilar to themselves than they are. Moreover, even minor and irrelevant distinctions between groups can result in preferential treatment for members of the in-group, with this bias intensifying as group divisions become more pronounced (Bruchmann et al., 2018).

A participant succinctly captured this general observation by stating:

“The unpleasant truth is that political influences affect our human resource practices in appointments here at the NHIA, particularly at the senior and middle management level. It is not easy to talk about these things but that happens a lot. Some employees are sometimes discriminated against because they are suspected to belong to a different party or have different political opinions” (INT 6; 2020).

The findings are consistent with the literature discussed by Chambers et al. (2006), who observed that individuals tend to perceive those with differing political opinions as more diverse compared to themselves. Additionally, even minor, and irrelevant distinctions between

groups can result in preferential treatment of in-group members, with the degree of favouritism increasing as group divisions become more pronounced (Bruchmann et al., 2018).

The participants' narratives align with the literature, suggesting that out-group bias and in-group favouritism are prevalent within organisations (Bruchmann et al., 2018). However, it has been argued that the difference between out-group and in-group members may be an extension of the similarity-favouritism effect, where individuals determine group membership based on perceived similarity to themselves (Pietraszewski et al., 2015). In other words, people may use stereotypes about an employee's political beliefs to guide their future decisions. It is not surprising that individuals hold political stereotypes about the attitudes of members belonging to specific political parties towards certain issues (Chambers et al., 2006). While stereotypes typically influence our actions and judgements, political stereotypes differ from stereotypes based on gender, religion, or race, as they may have fewer inhibitions and potentially exert a greater downstream effect (Pietraszewski et al., 2015).

5.1.3 THEME: GENDER

The participants in the study identified gender as a key aspect of diversity at the NHIA. This refers to the extent of variation within a group based on the gender of its members. Many participants highlighted gender as one of the dimensions that contribute to diversity. This is particularly relevant for a national institution such as the NHIA, which recognises the importance of achieving gender balance among its employees and has implemented various initiatives to address this issue (INT 11, 16, 19, 24-26, 30; 2020; FGD 5, 6, 10, 13; 2020).

Gender is a well-established social system that shapes interpersonal relationships and exhibits disparities among individuals (Risman, 1999). It is a concept widely applied in real-world contexts (Linstead & Pullen, 2006). According to West and Zimmerman (1987) and Chambers

et al. (2006), the construction of gender involves socially driven cognitive, micro-level, and interactional elements. Cultural values also play a significant role in shaping gender dynamics. The presence of shared cultural norms and stereotypes reinforces and perpetuates gender norms in various interactions and relationships (Ridgeway & Correll, 2004). Changes in social relationships between men and women have resulted in disparities in opportunity structures and resources, which influence the perceived credibility of female applicants in hiring and promotion decisions (Cabrera & Thomas-Hunt, 2007). It is worth noting that gendered leadership, gendered domains, and gender stereotypes are prevalent in most countries and have an impact on women in organisations. However, the national context in which these organisations operate also influences the lives and careers of women, as cultural differences contribute to variations in beliefs about childcare responsibilities and the division of family activities (Schneid et al., 2016).

“Diversity is the differences in the activities, behaviours and features that society at large feels are suitable for men and women” (INT 32; 2020:3).

The perspectives shared by the participants align with the assertion of Solakoglu and Demir (2016) that effective management of gender diversity yields positive outcomes for organisations, such as enhancing corporate branding, increasing employee commitment, and accessing new markets. This supports the findings of Farrell and Hersch (2005) and Nielsen et al. (2017), who establish a positive relationship between organisational performance and gender diversity. Vanderbroeck and Wasserfallen (2017) recognise the challenge of selecting the right candidates for specific job roles in today’s organisational landscape and emphasise the need for routine competency evaluations to ensure equitable career advancement regardless of gender. Larkin et al. (2012), Ajala and Alonge (2013), Atta-Asamoah (2012), and Perrault (2015) further highlight the significance of gender equality in employment, which has become

a prominent focus in the economic and socio-political agendas of many African and Western governments.

Furthermore, Ghana's socio-cultural context significantly influences management practices and organisational structures (Sackey et al., 2011). In this context, women in Ghana often prioritise domestic duties over other responsibilities outside the home, which can limit their professional growth (Sackey et al., 2011). As more women enter the workforce, they face the challenge of balancing household and organisational responsibilities on a full-time basis (Sackey et al., 2011). This imbalance often leads to the reservation of top positions for their male counterparts (Sackey et al., 2011). Gender is recognised as a significant dimension of diversity at the NHIA, and the participants highlighted its importance in creating an inclusive environment for all employees. According to the participants, male employees may have certain expectations of women to consistently perform at their best without considering factors such as natural cycles, emotional well-being, and psychological state, which can occasionally impact productivity.

In response to gender-related challenges in Ghanaian organisations, the government has developed policies aimed at achieving gender equality (GNA, 2015). However, the findings indicate that female employees continue to face challenges related to equality in their organisations, indicating a gap between policy adherence and actual implementation (Thomas & Ely, 1996). These gender-related challenges reflect the societal context and underscore the importance of promoting gender equality and reducing gender role disparities, as conceptualised by House et al. (2002).

5.1.4 THEME: LANGUAGE

Ghana, as a linguistically diverse nation, is home to around 80 languages (Lewis et al., 2013). However, English serves as the lingua franca for communication, while Akan is widely spoken as a local dialect (Osam, 2004). Moreover, Ghana comprises more than 70 distinct ethnic groups, each with its own language (Asante & Gyimah-Boadi, 2004). The existence of diverse languages within the country signifies the wide array of differences present in the society. Notably, the linguistic aspect of Ghana contributes to its socio-cultural diversity. This linguistic diversity, with its unique characteristics, poses the need for effective management within the NHIA. Hence, adopting strategies to efficiently manage language diversity can foster employee engagement and enhance productivity at the NHIA.

“Diversity can be perceived as the differences in the ethnic languages we have in Ghana. It is the way we use languages to convey our shared values, cultural identities, and belief” (INT 3; 2020).

“Diversity is having a group of people with different languages and dialects in an environment” (FGD 11; 2020).

The response from the participants aligns with the viewpoint put forth by Giles and Johnson (1987) that language diversity holds significant importance in various aspects of life in Ghana as it contributes to distinctiveness (Giles & Johnson, 1987). This perspective supports the argument presented by Dirienzo et al. (2007) that the greater the diversity within a country or group, the lower its competitiveness. Language, being a fundamental component, accentuates diversity, and effective management of language diversity can enhance organisational competitiveness.

Language can be regarded as a traditional and structured mode of communication utilised by societies. While there may be similarities across languages due to their dissemination (Blažek,

2013), notable differences exist, influencing the socio-cultural nuances within a society. Moreover, empirical research has demonstrated that language diversity can serve as a breeding ground for political and socio-cultural instability (Anneti, 2001; Mauro, 1995).

Furthermore, Mauro (1995) and Anneti (2001) have revealed that tensions arising from language diversity can have a negative ripple effect, leading to disengagement, underdevelopment, and corruption. Similarly, Barro (1999) argues that language diversity does not enhance business operations and diminishes the efficacy of public policy.

The presence of numerous ethnic groups corresponds to a plethora of languages and dialects, highlighting the significance of managing this linguistic diversity as a driving force behind the NHIA's efforts to create a more inclusive and harmonious working environment.

Table 5.1: Major Ethnic Groups and Language Diversity in Ghana

Ethnic Group	Language	Region
Akan	Twɩ (Kuapem, Mfantse, Asante)	The most widely spoken language; it cuts across almost all the regions. However, it is predominantly spoken in the southern half of the country
Ewe	Ewe	Widely spoken in the Volta Region
Ga-Adangbe	Dangme	Greater Accra Region
Gaun	Larteh, Kyerepong, Okere, Buem, Nkonya, Awutu, Senya, Gonja, Nzema, Sefwi, etc.	The ethnic group is scattered all over Ghana, likewise the language
Mole-Dagbane	Dagbani and Dagaare	Northern, Upper West and Upper East Regions

Source: Ghana Statistical Service (2013)

Language diversity holds a significant role in various aspects of life in Ghana as it contributes to the uniqueness and distinctiveness of the culture (Giles & Johnson, 1987). The major ethnic groups in Ghana, including Akan, Ewe, and Ga-Adangbe, are associated with distinct languages that are deeply intertwined with individuals' identities (Chriost, 2003). This highlights the importance of language as a fundamental component of cultural uniqueness (Ofosu-Mensah & Ansah, 2012).

Considering the relevance of language in diversity management, it is crucial to recognise language as a key differentiating factor within society. Managing language diversity requires a strategy that aligns with the societal context, contributing to the social development of an

organisation where all members can thrive. Participants in the study revealed that employees tend to gravitate towards others who speak the same local language, transcending their ethnic backgrounds (INT 27–29; FGD 2-4; 2020). However, this language-based alignment can also lead to division within the organisation (Gershman & Rivera, 2018), thereby influencing the management of diversity in the investigated organisation.

5.1.5 THEME: RELIGION

The definition of religion remains a topic of ongoing debate among researchers. It is often described as a system of worship and faith based on deeply held beliefs, historical traditions, and practices passed down through generations (Lynn et al., 2011; Van der Walt et al., 2016). While some researchers view religious diversity as a form of deep-level diversity due to its non-visible nature, others argue that when religious expressions are visibly displayed in the workplace, such as through religious attire (Grekova et al., 2013), decoration of workspaces, and prayer practices (Weaver & Agle, 2002), it becomes a surface-level diversity (Gebert et al., 2014). Consequently, if not effectively managed, visible religious diversity can have either negative or positive consequences, influencing organisational effectiveness.

Research suggests that religious diversity in the workplace can have positive outcomes by allowing employees to freely express their religious beliefs and not feel marginalised (Wuthnow, 2007). This, in turn, enhances employee commitment to organisations that support their non-work-life obligations (Anand et al., 2017). Additionally, studies have found that religious practices in the workplace are negatively related to work-related stress and fatigue, leading to improved performance, well-being, and productivity (Kutcher et al., 2010).

Furthermore, employees' religious practices and beliefs have been positively associated with job satisfaction (Dodd & Gotsis, 2007; Ekpendu et al., 2019; Marques, 2010), well-being

(Achour et al., 2015), self-esteem (Kutcher et al., 2010), happiness (Dodd & Gotsis, 2007), effective decision-making (Albrecht et al., 2008; Dodd & Gotsis, 2007), mental health (Noor, 2008), and organisational engagement (Messarra, 2014). These findings offer insights into the factors contributing to reduced burnout in religiously diverse settings (Kutcher et al., 2010).

Religion holds significance for individuals in two main ways: as a belief system and as a practice. Globally, religion is important to many people, including young individuals. A study conducted in 2011 across 24 nations revealed that 73% of participants under the age of 35 (66% in Christian-majority countries and 94% in primarily Muslim countries) considered their religion or faith to be central to their existence (Ipsos MORI, 2011). Correspondingly, a participant expressed the following sentiment:

“Diversity is the different religions we have at the NHIA. During meetings and conferences, a member of different religion can be called upon to pray and it shows tolerance and acceptance of who we are individually” (INT 2; 2020).

Moreover, a significant number of participants acknowledged that religious diversity in Ghana promotes solidarity and unity among its people (INT 13-16, 21, 24, 26, 30, 34; 2020; FGD 9, 11, 2020). Their narratives revealed that religious diversity guarantees the freedom to practice one’s religion and fosters the development of each religious community. People in Ghana exhibit tolerance towards one another, respecting their individual beliefs while maintaining an open-minded approach to social networking and interaction. The participants emphasised that religious diversity in Ghana has contributed to fostering tolerance within the society.

For many individuals, their religious beliefs form the foundation of their existence. They cannot imagine acting or thinking in a way that contradicts their religious principles any more than they can imagine not eating. In other words, religion plays a central role in their identity, shaping their worldview. This aligns with the perspectives of the participants who highlighted

the presence of religious diversity as an element of diversity at the NHIA, emphasising the importance of effectively managing this aspect (INT 1, 6, 12, 21, 24; FGD 5; 2020).

5.1.6 THEME: AGE

This narrative underscores the significance of age as a distinguishing characteristic within the various ethnic groups in Ghana. The theory of social identity (Tajfel & Turner, 1986), which posits that individuals tend to categorise themselves and others based on dimensions such as age, cultural background, or gender, supports the NHIA's recognition of age as a form of diversity and the existence of age-related subgroups within the organisation. Consequently, individuals may exhibit discrimination towards out-group members and display favouritism towards their in-group counterparts (Tajfel & Turner, 1986; Turner, 1987). Such group affiliations can coexist within the organisational context. However, the development of subgroups based on age seems to depend on the specific organisational setting, and there is debate on whether such subgroups ultimately emerge (Ensher et al., 2001; Kearney & Gebert, 2009; McKay et al., 2008).

As age diversity increases, the significance of age as a basis for identification and categorisation is likely to be amplified. The growing heterogeneity in age composition can contribute to this process. Consequently, the value associated with belonging to a particular age group within the workforce may increase when a company transitions from having an equal distribution of ages (older and middle-aged employees) to becoming more age-diverse (including the hiring of younger employees). The concept of career progression programmes (Lawrence et al., 2015) suggests that certain age-related expectations regarding employees' attainment of management positions at specific ages may exist within an organisation. This further highlights the importance of age diversity.

The participants expressed the following sentiments:

“Diversity is differences in the age composition of the staff the NHIA. At the NHIA we have various adult age groups, and the older employees demand and expect respect from the junior employees as the culture demands” (INT 4; 2020).

“Diversity is knowledge sharing among employees of different age brackets to achieve a common goal and enhance productivity” (INT 7; 2020).

At the NHIA we have both the young and the old. We have people who have been in the organisation for between 1-15 years and the ages range from 23-58 years. Age can be regarded as a dimension of diversity at the organisation (INT 9; 2020).

“We have various adult age brackets represented at every regional office of the NHIA” (FGD 4; 2020).

The narrative aligns with the argument put forth by Lyons and Kuron (2014) that age diversity has gained recognition and appreciation in organisations, as it is perceived to significantly impact employees’ productivity, values, and motivation (Kooij et al., 2009). This supports the assertion made by Farndale et al. (2015) that the conceptualisation of age has evolved to be strongly associated with one’s work-related mindset.

The demographic shifts and increasing age diversity in organisations can create situations where age norms are frequently disrupted, with some employees falling behind the expected timeline. As mentioned by a few participants, the NHIA has seen a growing number of older employees diligently working and awaiting retirement, while being supervised by younger colleagues. This can be viewed as a disruption to their career trajectory, as experienced employees may find it challenging to adjust to the presence of younger entrants in the organisation (Shore & Goldberg, 2005). The participant highlighted the importance of effectively managing age diversity and the dynamics between younger and older employees within the organisation. Thus, it can be argued that age, ethnicity, and gender are all crucial

factors for organisational success, as they intersect and influence various aspects of the workplace.

5.2 THE POLICIES AT THE NHIA FOR DIVERSITY MANAGEMENT

This section discusses the policies at the NHIA for diversity management.

5.2.1 POLICIES

An organisation's commitment to promoting diversity and equal opportunities is reflected in its diversity policy, which serves as a strategic approach to human resource management. Diversity policies provide guidelines on how diversity should be implemented, as it goes beyond understanding the concept of diversity. Supporting legislation that promotes diversity is believed to enable individuals to reach their full potential and foster a more enriching, productive, and creative work environment (Van Ewijk, 2011). Ely and Thomas (2001) argue that establishing organisational policies that are applicable to all employees, fostering positive intergroup relationships, and ensuring employees feel respected and valued create the conditions for sustainable and significant diversity benefits. Furthermore, by ensuring all employees are aware of the organisation's commitment to diversity, the organisation can better meet the needs of its dynamic and diverse workforce and enhance performance incentives for all employees (Pitts, 2009).

While having established diversity policies and procedures can be advantageous in promoting a diverse workplace (McKay et al., 2008), Shore et al. (2009) argue that these measures are just the initial step towards creating a productive work environment for employees. Cox and Blake (1991) contend that the involvement of team leaders and supervisors is crucial for the success of diversity management initiatives. Similarly, Agars and Kottke (2004) posit that human

resource managers should take a proactive approach in cultivating a positive organisational culture. Within the NHIA, there is a high level of awareness regarding the importance of workforce diversity and the need for effective diversity management to achieve organisational goals.

Most participants strongly believe that a diverse workforce is essential within the NHIA as it brings different perspectives and fresh ideas to address issues and challenges (INT 2-12, 16-29; FGD 4-8; 2020). This awareness is put into action by ensuring diversity at all levels of the organisation, from the boardroom to the labourers and security guards. Through interviews and review of NHIA documents, it was observed that the workforce of the authority comprises individuals from diverse ethnic backgrounds, religions, genders, ages, political ideologies, and languages. This perspective supports the narrative of workforce diversity in the NHIA, which is widely acknowledged by majority of the participants within the organisation.

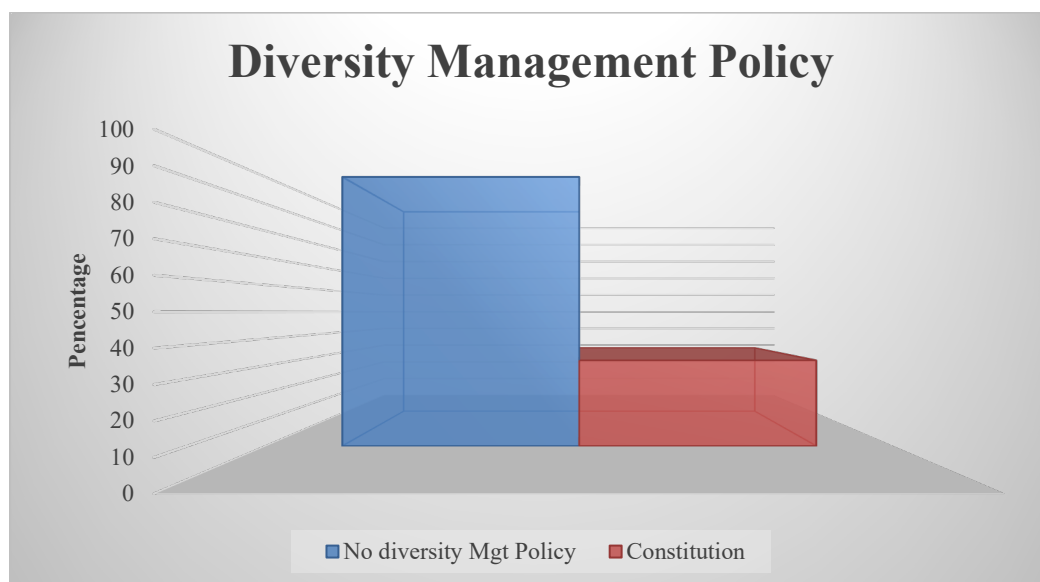


Figure 5.2: Diversity Management Policy at the NHIA

Source: Author's construct

According to the responses provided, it is evident that there is a divergence of opinions among the participants regarding the presence of a diversity management policy at the NHIA. While some participants believe that such a policy does not exist, others contend that the management relies on the provisions outlined in the Ghanaian Constitution to address diversity issues within the NHIA (INT 5, 20, 26, 27, 31; FGD 7, 9, 13; 2020).

The researcher acknowledges the perspectives shared by the participants, as indicated below.

“Regarding the policy on diversity management, there is none. A lot of discretion is left to whoever is at the head of the organisation depending on his leadership style and priorities. For those who have petitioned in areas of diversity management, they can complain to the board or management sometimes, and committees are set to investigate the matters and then it feeds into major decisions on how to address gaps like these when people think they are short-changed, and their issues are not duly met. So, when they petition the management team or the board normally, they set up committees to address them. And I can say that because of these we have had to even look at our salary structures and all that again, because of these petitions. To some of the extent, a section of discrimination and unfairness is formally addressed” (INT 10; 2020).

There is no specific way of managing diversity at the NHIA, the condition of service can be followed in areas of disagreement, but we do not have laid down policies and processes for diversity management. Most of the decisions is left for the top management. (FGD 9; 2020;12).

The NHIA appears to have achieved a commendable level of workforce diversity in various dimensions such as ethnicity, gender, age, political and religious affiliations, regional representation, and educational qualifications. This comprehensive representation aligns with the concept of workforce diversity described by Shen et al. (2009), which encompasses both observable characteristics and unseen aspects that differentiate individuals based on age, culture, gender, marital status, ethnicity, religion, and social status.

The NHIA’s commitment to creating an inclusive work environment conducive to effective diversity management is evident in its deliberate efforts to diversify its employee base. This

strategic approach is driven by the recognition that a diverse workforce not only helps promote the NHIS policy to the public and garner their support but also enhances its overall acceptability throughout the country. Consequently, diversity is perceived as the norm at the NHIA, prompting the management and leaders of the organisation to proactively foster a workforce that encompasses a broad range of employees from diverse backgrounds. A participant highlighted this perspective:

The NHIS is a national policy; one that is based on solidarity, love, and compassion for our fellow countrymen. The authority is very mindful of the diversity of the Ghanaian community and therefore goes about our work in a manner that accommodates everybody, especially within the Ghanaian context. Everything that is done here is based on the simple premise that our policies should reflect the Ghanaian diverse population and should be as inclusive as the possible. Building a diverse and inclusive workforce is fundamental to our vision, which requires us to include everybody in our work” (INT 19; 2020).

The NHIA, being a crucial national institution responsible for healthcare, recognises the importance of having a diverse workforce, given the complexity of its tasks and the need for specialised expertise. With employees hailing from different regions of the country, the authority naturally benefits from a diverse pool of knowledge and skills. While there is no formal policy in place to achieve this diversity, recruitment and appointments are conducted fairly and based on merit. Initially, the NHIA relied on international expertise during its early stages, but it has since nurtured local talent from all parts of the country, reducing its reliance on external resources.

These findings not only shed light on the level of diversity within the NHIA but also highlight the underlying rationale for pursuing diversity. They align with Cox’s (1993) perspective that organisations with a positive attitude towards diversity tend to derive significant benefits from it. They also support the arguments put forth by Cox and Blake (1991) regarding the role of

diversity in enhancing marketing efforts, fostering creativity, and promoting effective problem-solving. The NHIA's conscious efforts to maintain a diverse workforce stem from the belief that it enables the organisation to attract the best human and technical resources for the successful implementation of the NHIS programme. Existing empirical research further reinforces the desirability of diversity in the workplace (Bedi et al., 2014; Mayhew, 2013).

Joshi and Roh (2009) argue that workplace diversity is essential for organisations, both in terms of inclusiveness and performance. However, effectively managing a diverse workforce remains a challenge for many organisations, as they struggle to implement the necessary policies and strategies to address the associated challenges. Syed and Özbilgin (2009) point out that there is often a lack of clear incentives or enthusiasm to adopt diversity management practices, as organisations may perceive it as complex and costly. They suggest that some organisations may merely go through the motions of diversity management without genuine commitment unless there are compelling reasons to do otherwise.

One may wonder: Can a diversity policy enhance work group performance? By incorporating diversity management into the strategic plan of human resource management, organisations demonstrate their commitment to providing equal treatment and opportunities for all employees, thus fostering diversity. A diversity policy outlines the practical implementation of diversity management, answering the question of how it should be carried out alongside the recognition of its importance (Van Ewijk, 2011). Creating an environment where employee performance is evaluated without bias based on gender or minority status, as stipulated in documented policies, can contribute to increased trust and satisfaction among employees (Rubin, 2007). According to Ely and Thomas (2001), fostering long-lasting and substantial benefits from diversity requires developing organisational values that engage all employees, promote equality, encourage intergroup relationships, and ensure that all workers feel

respected. Furthermore, raising awareness and providing training on an organisation's commitment to diversity not only enhances employee performance and motivation but also enables the organisation to effectively respond to the needs of its dynamic workforce (Pitts, 2009).

Based on the comments of the participants, it is evident that there are mixed reactions regarding the presence of a diversity management policy within the organisation. While some participants acknowledged the inclusion of diversity-related language in their service manuals, a significant number of participants expressed unawareness of any existing diversity policy. Despite recognising the importance of a diverse workforce for achieving their overall goals, the organisation lacks a clearly articulated and written policy on diversity management.

In the absence of a formal diversity management policy, the management has relied on internal, unwritten, and uncoded strategies and mechanisms to address diversity-related issues as they arise. Over the years, they have developed their own approaches to managing workforce diversity. A participant highlighted this aspect:

“The NHIA is very much aware of our different needs and therefore try to have a diverse workforce. We have strategically employed people from all spectra of society as a means of ensuring creativity, dynamism, and competition in our workforce. That presents its own challenges and there have often been issues emanating from the composition of our workforce. But as it stands now, we do not have a documented policy on diversity management in the NHIA. We are guided by the national laws, our own experiences, and precedence from within and outside the organisation to address such issues” (INT 9; 2020).

When questioned about the existence of a diversity management policy at the NHIA, another participant confirmed the absence of such a policy and provided additional insights:

“Policy on diversity management? No, not that I know of. We may not have a stand-alone document, but I know in our conditions of service and other

letters of agreement and policy documents, matters of this nature are provided for but they may not be on a large scale but there is no policy document that deals with or talks specially or solely on diversity” (INT 13; 2020).

The results indicate that while the NHIA recognises the importance of diversity, it does not have a formal diversity management policy in written form. Instead, the authority relies on various existing national policies, such as labour laws and constitutional provisions, as well as internal strategies and accumulated experience to effectively manage diversity within the organisation. These strategies encompass the establishment of an inclusive work environment, fostering tolerance and respect for diverse cultures, and implementing a reporting mechanism for instances of abuse and discrimination (INT 18, 21, 24, 31, 33; 2020; FGD 11, 12; 2020). The subsections that follow delve into these strategies in more detail.

5.2.2 TOLERANCE AND RESPECT FOR DIFFERENT CULTURES, BELIEFS, AND PERSONALITIES

The research on diversity management suggests that it goes beyond merely accommodating and recognising individual differences. It entails transforming the organisational culture to foster respect and appreciation for diversity. At the NHIA, employees are exposed to and encouraged to embrace different ideas, perspectives, beliefs, and cultures. The authority incorporates activities such as durbar and regional interactions into its calendar to promote tolerance and understanding. For instance, the last Friday of each quarter is designated as a cultural day, during which employees dress in accordance with their respective cultures. They are also given the opportunity to bring traditional foods to the office and share them with their colleagues. These initiatives aim to create an inclusive and culturally diverse work environment at the NHIA.

“The NHIA has several techniques uses to manage its workforce. There are regular picnics and other socialisation programmes, and every employee is mandated to attend funerals and other programmes of colleagues. This helps to deal with discrimination and negative attitude amongst the employees” (INT 11; 2020).

The activities and procedures implemented at the NHIA serve a dual purpose: fostering employees’ appreciation and understanding one another’s backgrounds while also instilling a sense of value and belonging in the workplace. Participants unanimously agreed that the NHIA is an organisation where the diverse backgrounds of individuals are respected and embraced. The numerous opportunities for interaction and engagement with colleagues gradually break down prejudices and enable employees to develop tolerance and collaborate effectively as a team.

These findings align with Maier’s (2002) proposition that embracing the unique perspectives of individuals contributes to a diverse reality – a reality that encompasses multiple viewpoints. As confirmed by the participants, this reality does not diminish differences but rather acknowledges and gives significance to the multitude of perspectives. It promotes open exchange, mutual understanding, and the validation of diverse experiences. By creating such an inclusive environment, the NHIA exemplifies Cox’s (1993) recommendation that management should establish a work environment where every employee can actively participate, contribute, thrive, and realise their full potential.

5.2.3 INCLUSIVE WORK ENVIRONMENT

The NHIA has implemented an inclusive work environment as a key strategy for managing diversity among its workforce, although there are some shortcomings and challenges, as indicated by the findings. The top management has endeavoured to create a working environment where all employees, regardless of their level or background, can participate in

the decision-making process. However, there are gaps in the implementation and communication of this strategy. According to employees, regional offices are often excluded from certain meetings, and the opinions of minority groups and those with different party ideologies are not actively sought during general meetings. Even when their opinions are solicited, they are often disregarded and not put into action.

While some participants acknowledged the efforts of management in creating an inclusive environment where everyone feels valued, they also highlighted that the impact is not fully realised due to the presence of different camps and alignments within the organisation. The notion of an inclusive culture is evident in words and documents, emphasising respect for individuals' backgrounds and the recognition of their valuable contributions to the organisation's talent pool.

A senior management staff member reiterated this point, stating:

We understand that our workers have diverse cultures, views, and backgrounds. We have therefore tried to build a corporate culture that promotes such diversity. For example, we are aware of the different religious inclinations of employees and therefore we try to put people of different religious backgrounds together when there are team related activities. We used to organise durbars and cultural programmes for staff to participate and get to interact with one another (INT 1; 2020).

The perspectives shared by the participants indicate a commonly held belief that the management of the NHIA promotes workplace integration in relation to religion and ethnicity. However, when it comes to politics, the situation is perceived differently. This finding aligns with earlier studies suggesting that effective management of a diverse workforce requires proactive leadership, as it brings new responsibilities to leaders (Barak, 2016). Creating a fair and impartial environment that fosters teamwork and motivates employees to work together more effectively is crucial for leveraging the differences and similarities within the workforce.

However, it is important to note that a significant number of participants expressed contrasting opinions. They emphatically stated that marginalisation and discrimination are prevalent within the organisation. This is evident in the preferential treatment given to certain ethnic groups in terms of promotions and participation in national activities (INT 12, 17, 18, 21, 33; 2020; FGD 5, 8, 13; 2020). Such practices contradict the principles of diversity management, which emphasise embracing both visible and invisible differences to ensure employee engagement and inclusion (Cho et al., 2017).

Furthermore, participants indicated that marginalisation and discrimination are perpetuated by the exclusion of middle managers from important meetings due to their affiliation with ethnic groups that are not highly regarded (INT 20, 23, 24, 26, 29, 31; 2020). Consequently, individuals belonging to these groups are vulnerable to negative and discriminatory employment outcomes simply based on their group membership. Despite the progress made in increasing the representation of diverse ethnic groups within the organisation, the segregation of these groups from influential positions hinders their full support and prevents them from fully benefiting from being part of the organisation.

Gajjar and Okumus (2018) have posited that diversity can be categorised into two levels: deep level, which encompasses aspects such as religion, education, and sexual orientation, and surface level, which includes characteristics such as gender and age. In public institutions in Ghana, biases often arise due to pronounced disparities in deep-level diversity, such as political affiliations. Individuals tend to gravitate towards those who share similar deep-level attributes, which can be reflected in personality and affect displays, thereby giving rise to deep-level biases (Harrison et al., 2002). When managers and employees share deep-level similarities, it can foster positive working relationships, leading to enhanced performance, compensation, and satisfaction. However, when individuals with significantly different attitudes, values, and

beliefs come together in groups, these deep-level differences can create psychological and emotional barriers (Harrison et al., 2002). The extent to which employees from diverse backgrounds feel included within the organisation can significantly impact their job commitment, engagement, motivation, and satisfaction.

As a result, this sense of exclusion, coupled with the overall organisational culture and environment, can have implications for employees' mental health, social interactions, and productivity.

5.3 CHALLENGES OF DIVERSITY MANAGEMENT AT THE NHIA

Diversity management within the NHIA is accompanied by various challenges that hinder effective management of the organisation's diverse workforce. These challenges arise both internally, stemming from the NHIA's own processes, and externally, influenced by the broader Ghanaian context in which the NHIA operates. The impact of these challenges on the NHIA is contingent upon the level of commitment exhibited by leadership and the implementation of diverse strategies to manage diversity within the organisation. Key challenges highlighted during the data collection process include communication issues, lack of trust, insufficient diversity-focused human resource practices encompassing areas such as performance management, recruitment and selection, promotions, and training and development. Additionally, limited financial resources, ethnic differences, partisan politics, and a lack of leadership commitment pose significant obstacles to effective diversity management.



Figure 5.3: Challenges of Diversity Management

Source: Author's construct

Employees are increasingly prioritising organisations that demonstrate recognition, understanding, and respect for individual differences (Kundu & Mor, 2017). Consequently, organisations have begun to consistently review and revise their diversity-related activities and policies to establish an inclusive work environment that promotes fairness, tolerance, engagement, and equal opportunities for all employees, irrespective of their differences (Cho et al., 2017). This aligns with Thomas's (1990) assertion that the ultimate objective of diversity management practices should be the creation of an organisational culture that values individual uniqueness and appreciates diversity. It is crucial for organisations to leverage employee differences and address the challenges hindering effective diversity management.

This study focuses on the challenges to diversity management at the NHIA. Participants identified HR practices, political influence, leadership commitment, and organisational culture as potential barriers to diversity management within the NHIA (INT 4, 6, 8, 12, 14, 17, 19, 23-34; 2020; FGD 2, 4, 7, 8, 9, 11, 13; 2020). The findings indicate that political influence poses the most significant challenge to diversity management, followed by leadership commitment,

HR practices, and finally, existing organisational culture. The next subsection outlines how these challenges manifest in hindering diversity management at the NHIA.

5.3.1 POLITICAL AFFILIATIONS

According to Lewis-Beck et al. (2008), party affiliation plays a significant role in shaping individuals' political attitudes and behaviours. In the context of social identity, it represents one of the many social identities that individuals mentally activate to highlight the distinctiveness and status of their in-group in comparison to the out-group (Tajfel & Turner, 1986).

Political affiliation emerges as a challenge to diversity management at the NHIA, as indicated by some participants:

“We have a particular challenge which is politicisation of the organisation as is evident in all government establishments. Politics is played everywhere. Your circle and which party you belong to will influence how you are treated, your promotions and transfers or the employee productivity” (INT 3; 2020).

“Political affiliations are a challenge at the organisation. When any of the major two political party (NDC and NPP) is in power, they recruit and promote their cronies. I have been opportune to work in 4 different regions and I have noticed that there is staff apathy from political recruitment, appointments, and promotions. Politics should be removed from the operations of the NHIA. Leaders should stop partisan politics and let us work to serve the interest of the public. Transparency and effective communication should be enhanced” (INT 7; 2020).

“This organisation was set up by the NPP government, at that time all directors and management staff were NPP. After 8 years of their administration the opposition party NDC comes to power, it appoints its directors and management from its party. They remove everyone appointed by the previous government and put their people in strategic places. Each party wants to put in place people who have the same ideology as them. They won't sack people from the opposition, but they will either transfer you to a remote place or make you redundant” (INT 17; 2020).

“At the NHIA, you will find some people belonging to the NDC, NPP which are the key political parties in the country. I can say that political affiliation

is one of the challenges of diversity management at the organisation because almost all the political appointed management team wants his or her people at every key position. Political divide and partisan politics are a critical challenge at this organisation. When any of the party is in power, the recruit and promote their cronies” (INT 23; 2020).

The comment provided by the participant aligns with the argument presented by Gyimah-Boadi and Yakah (2012) that the effectiveness of Ghana’s bureaucracy is undermined by the politicisation and pervasive favouritism based on partisan politics. They assert that senior public sector officials are typically appointed by the President primarily based on political affiliation rather than merit. In support of this, Gyimah-Boadi (2004) suggests that successive governments in Ghana often disband the boards of state-owned institutions and appoint their own party loyalists to those positions.

Appiah and Abdulai (2017) further explain that during government transitions, the President and ruling elites appoint individuals aligned with their goals and objectives. These individuals are typically party loyalists who are expected to help sustain political support from various groups and individuals associated with them (Hirvi & Whitfield, 2015).

Moreover, a significant number of participants expressed agreement that it would be challenging to eliminate partisan politics at the NHIA. According to them, political interference is pervasive and affects almost all aspects of operations. It was revealed that whenever a new political party comes into power, they appoint their own party members as directors and managers, replacing those appointed by the previous government and placing party loyalists in key positions within the organisation (INT 5, 8, 14, 21, 32; 2020; FGD 2, 9, 13; 2020).

These comments from the participants highlight the observation made by Appiah and Abdulai (2017) that when a new political party assumes power in Ghana, the entire executive class of the public service is typically replaced with new presidential appointees. These appointees

extend this practice to middle-level and senior-level staff in each organisation through redundancies, transfers, and demotions of personnel belonging to the opposing party, thereby creating opportunities for employees from the same party to occupy those positions.

5.3.2 LACK OF LEADERSHIP COMMITMENT

The concept of commitment has been approached in various ways within the literature. Some studies have focused on commitment to policy decisions (Salancik, 1977; Staw & Ross, 1978), while others have emphasised commitment to the organisation (Meyer & Allen, 1997). According to Salancik (1977), commitment is a state in which individuals are driven by their actions and beliefs to support organisational activities and actively participate in them.

The commitment of leaders to diversity management is crucial for several reasons. Firstly, leaders hold a central position within the organisation and have the authority and discretion to establish strategies that can significantly impact organisational success or failure (Pfeffer, 1981b). Leaders are responsible for shaping the organisational structure, allocating resources, and making decisions related to diversity management (Cox & Blake, 1991). They also serve as symbolic figures within the organisation and should personally advocate for change, contribute to organisational development, and model the necessary behaviours for change (Pfeffer, 1981a).

Despite the limited research on inclusive leadership within the diversity management literature, several scholars have recently proposed that leadership commitment provides consistent support for diversity management in an inclusive environment (Hollander, 2012; Ng, 2008; Nishii & Mayer, 2009). Furthermore, diversity management often requires long-term efforts, and many of its benefits, such as innovation and creativity, take time to materialise (Watson et al., 1993). Therefore, leader commitment is vital in sustaining the financial and emotional

support necessary for diversity management to yield benefits over the course of time (Gilbert et al., 1999).

Considering this, leader commitment is crucial as it motivates employees to continue their actions and behaviours even in the absence of immediate rewards or positive reinforcements (Salancik, 1977). Despite the absence of tangible incentives, commitment shapes individuals' thinking and helps them maintain their behaviours.

According to Cox and Beale (1997), leaders need to understand the impact of diversity on organisational productivity to bring about improvements through organisational and individual actions. Hopkins et al. (2001) argue for a fundamental link between managers' beliefs and values and an organisation's commitment to diversity management. Therefore, leaders' personal traits, convictions, and values are expected to translate into action and mobilise the organisation's resources towards diversity management, as supported by the strategic choice perspective and the Upper Echelon theory.

The inclusive leadership theory proposed by Hollander (2012) emphasises the importance of considering the organisation's members, the groups being led, and the followers, as well as their perceptions of issues such as fair rewards (both tangible and intangible) and opportunities for recruitment, advancement, and career development. Inclusive leadership focuses on removing barriers that hinder full participation of employees in the organisational environment (Wentling & Palma-Rivas, 2000). Therefore, it is expected to play a significant role in predicting the performance of individuals who typically face obstacles and challenges, such as women and minorities.

While developing a policy on diversity management is a crucial first step towards creating an inclusive environment, it should be noted that having a diversity policy alone may not be

sufficient to achieve the desired outcomes, as they are not designed to change or enhance people's attitudes towards diversity (Pitts, 2009).

The lack of leader's commitment emerged as a significant challenge to diversity management at the NHIA, as highlighted by several participants. They expressed the need for a leader who is genuinely enthusiastic about diversity management and capable of implementing policies and structures to ensure its effective implementation. However, the current leaders and top management staff were perceived to lack this commitment (INT 4, 6, 8, 13, 14, 17, 23-26; 2020; FGD 2-5; 2020). These views align with the importance of leadership commitment emphasised by Ng (2008), Hollander (2012), Nishii and Mayer (2009), and Cox and Beale (1997) in achieving effective diversity management.

According to the participants, a leader's role is to ensure that every employee in the organisation feels respected, valued, acknowledged, and accepted. Moreover, they emphasised the need for a leader who possesses deep knowledge in diversity management, can effectively manage diverse employees, and demonstrates fairness, honesty, and transparency. It was suggested that the leader should transcend mediocrity and political affiliations, and instead introduce a merit-based approach to recruitment and promotion (FGD 2, 6-9, 11, 13; 2020:15).

To truly embody diversity as an effective human resource management strategy, diversity management must be integrated into an inclusive organisational culture that values and celebrates diversity beyond providing mere access to career opportunities and the job market (Shore et al., 2009). As noted by the participants, the role of leadership commitment in diversity management cannot be overstated. It is through the active involvement and support of leaders that favourable diversity management practices can be implemented and sustained (Shore et al., 2009).

5.3.3 HUMAN RESOURCE PRACTICES

The researcher notes that using HRM as a strategy for diversity management necessitates a strong commitment from top-level management. This commitment should be reflected in the development of an HR strategy that includes a comprehensive policy document covering recruitment, selection, discrimination, stereotyping, and the adoption of HR practices that address these issues and promote employee involvement (McKay et al., 2008). The absence of written policies, processes, and structures that can be effectively tracked and monitored undermines the effectiveness of diversity management. HRM practices are integral to the proposed model of diversity management due to their potential to support other variables in the model and their overall significance in ensuring effective diversity management (McKay et al., 2008). For instance, implementing policies to address inequities and fostering an inclusive environment can bolster the diversity management process.

According to Meier and Nicholson-Crotty (2006), the concept of representative bureaucracies suggests that public institutions are more likely to make decisions that benefit the public when their workforce is broadly representative of the public they serve. Bradbury and Kellough (2008) argue that diversity in the workforce, particularly in terms of ethnicity and gender, can help ensure that all groups are fairly represented in the policymaking and implementation processes. This is because considering the demands of all ethnic groups during policy formulation can foster agreement building. Given Ghana's diverse ethnic composition, there is potential for heightened commitment among public officials (INT 19, 28, 30; 2020).

Scholars recognise both passive and active representation in the literature on representative bureaucracy. In terms of passive representation, the focus is on whether minorities and women are adequately represented and whether the demographics of the bureaucracy align with those

of the general population (Kellough, 1990; Riccucci & Saidel, 1997). Therefore, from the perspective of passive representation, the composition of the public institution should mirror the demographics of the population it serves (Mosher, 1982).

Active representation focuses on how representation influences policymaking and implementation. In the absence of a written document specifically addressing diversity management at the NHIA, the organisation relies on its HR practices and procedures as the primary means of managing its diverse workforce (FGD 9, 11, 13; 2020). These HR practices and structures provide a guiding framework through which management strives to create an inclusive work environment where employees appreciate and respect one another's differences while working towards a shared objective. To adapt to the evolving multicultural context in which they operate, the organisation has periodically revised its human resources practices. This has contributed to an improved overall work climate and a sense of safety and belonging among employees.

The HR management practices of organisations play a crucial role in diversity management by serving as a bridge between employees and the organisation's goals and objectives. These practices act as a unifying force, ensuring that every employee finds their rightful place within the organisation. Therefore, it is vital to establish appropriate diversity programmes and structures that can effectively manage employees from diverse regional and national backgrounds. To promote increased ethnic diversity within the organisation, HRM professionals themselves need to undergo a mindset shift towards embracing diversity. They should adopt innovative and creative thinking, anticipate forthcoming changes, and cultivate new approaches (INT 3, 8, 11; 2020). Given the varied ethnic perspectives among employees regarding commitment, qualifications, ambition, and competence, it is important to consider

these diverse viewpoints when setting goals, evaluating performance, and determining rewards to ensure equitable treatment for all.

The responsibility for enabling the success of diversity management lies with every line manager. Therefore, the implementation of diversity management should start at the management level, with efforts to make the management team more politically and ethnically diverse. Fairness and equity play a significant role in the recruitment process for effective diversity management at the NHIA, as HRM establishes the values for recruitment and evaluates the credentials and competence of applicants (INT 21, 23, 29; 2020). Job advertisements should be designed to spark the curiosity of the target audience while also aligning with the organisation's values, vision, image, and management culture. People-centred and strategic thinking policies are key to effective diversity management. While HRM supports the procedures related to people management, diversity management specifically focuses on fostering an inclusive environment for employees. There is a substantial overlap between these two functions, as both share a common goal of leveraging human resources to achieve organisational success.

The primary focus of both HRM and diversity management is the role of human resources in the overall corporate strategy. Additionally, they address employee diversity, well-being, and personal growth, all of which are crucial considerations (INT 1, 2, 14, 17; 2020). Effective HR strategies aim to enhance organisational learning, knowledge generation, adaptability, and the development of a work environment that supports diversity management. Diversity management should be deeply integrated into human resource practices and policies, as it plays a central role in promoting ethnic diversity within companies. HRM professionals themselves must undergo a transformation towards embracing diversity, adopting innovative and creative thinking to anticipate and adapt to upcoming changes (INT 2, 5, 7; 2020). Given the diverse

backgrounds of employees, their varied perceptions of commitment, qualifications, ambition, and competence must be considered when evaluating goals, performance, and rewards, ensuring equitable treatment for all. Policies that are people-centred and strategically oriented are key to effective diversity management.

Diversity management places emphasis on the needs of employees, while HRM serves as an advocate for people management processes. Both are crucial in overcoming individual and group challenges, leading to improved organisational performance (INT 1, 2, 14, 17; 2020). The study revealed several challenges associated with the HR practices of the NHIA (INT 6-10,19; 2020). These practices not only exhibit deficiencies in various areas but also lack alignment with diversity management best practices. Furthermore, the inadequate enforcement of HR standards renders them ineffective in managing diversity within the organisation (FGD 4, 7, 12; 2020). These challenges manifest in specific areas of HR management.

5.3.3.1 RECRUITMENT, SELECTION, AND PROMOTION

The adoption of best practices in the hiring process is crucial for successful diversity management as it promotes balance, fairness, and informed decision-making regarding the recruitment of qualified individuals. By considering diversity management during recruiting and selection, organisations can contribute to the advancement of underrepresented groups, such as women and racial minorities, into leadership positions. The HR code of the NHIA explicitly outlines the requirement for recruitment, selection, and promotion processes to comply with Ghana's labour laws and be conducted in a fair, transparent, and equitable manner. It emphasises the importance of merit while ensuring gender, regional, ethnic, and other demographic balance within Ghana (Atta-Asamoah, 2012). Moreover, the NHIA's annual HR

action plans aim to recruit and manage a diverse pool of talent to enhance the organisation's workforce and build human capacity (NHIA, 2019).

Despite the existence of these codes, guidelines, and plans, the reality is that recruitment, selection, and promotions sometimes occur without adherence to these standards. Participants expressed concern that political affiliations often influence these processes.

“Our challenge is with the human resource unit in terms of recruitment, selections, and promotions, they should put a mechanism and structure in place to consider qualifications and experiences that staff have gained on the job. Most of the staff are agitated with a second degree on the same job for over 10 years. Management should ensure fair salary distribution, in most cases, a newly recruited manager with first a degree collects a higher salary than a PRO with a second degree which is not fair. The salary gap should be bridged. The Human Resource unit should acknowledge employee qualifications and let them reflect in remunerations. The recruitment process should be open removing political loyalists, alliances, and godfathers because this trend has no future. Party A comes in and changes everything with demotions and unnecessary transfers. Party B takes over. power same process is set in motion. How can we move on as an organisation?” (INT 4; 2020).

“Recruitment and selection are not done according to the laid down rules. They are sometimes done under political influences. Because of this, the effort to balance the workforce along gender, ethnic and regional lines is not achieved. So, you can see that depending on the interests of those doing the recruitment or other political interests the workforce can only come from a particular place” (INT 13; 2020).

“The more pressing issue at the NHIA in terms of diversity management is poor human resources practices and political interference where people brought in, employed, and promoted based on your party affiliations. People think they are sacred and untouchable because they are in power. This is a big challenge here it affects staff morale and human resource department must address this” (INT 15; 2020).

This perspective highlights the potential impact of inadequate HR policies on hindering the implementation of diversity standards within an organisation. In addition to acknowledging the importance of diversity, the Ghanaian Constitution outlines necessary measures to translate this principle into action. Article 35 6a and b stipulates the need to:

- Foster a sense of loyalty to Ghana that surpasses sectional, ethnic, or other affiliations.
- Attain a balanced representation of gender and regions in the selection of candidates for public office.

These constitutional provisions underscore the significance of diversity in Ghanaian public administration and provide a strong rationale for its effective management. One key strategy employed by the NHIA to manage its workforce is through recruitment and selection. The organisation's recruitment practices and policies aim to cultivate a diverse workforce and mitigate employee differences. The findings indicate that the NHIA prioritises gender balance, job fit, and familiarity with the system in its recruitment and selection processes. Employees confirmed the organisation's strong emphasis on recruiting women, suggesting a multifaceted approach to hiring. A senior staff member expressed the following sentiment:

“The NHIA has tried to balance its workforce especially along gender lines. Previously, there were a few females but now the number increased dramatically. I think that they try to increase the recruitment of the females and to give more chances to females than before. The policies on gender diversity, for example, seems to be working they are now increasing the number of females” (INT 7; 2020).

Similarly, numerous participants expressed a similar viewpoint regarding the absence of a clear diversity management policy at the NHIA. However, they believe that the organisation's recruitment and selection policies and terms of service can compensate for this deficiency. According to these participants, certain recruitment advertisements at the NHIA give preference to women and actively encourage them to apply, aiming to achieve a gender balance in the workforce. Furthermore, the staff code of conduct mandates that employees respect one another regardless of their backgrounds (INT 17, 21, 23, 32, 34; 2020; FGD 9, 11, 12; 2020).

These perspectives suggest that the organisation is striving to promote and advance the representation of women. However, it is noted that the recruitment and selection practices fall

short of fully integrating nuanced diversity management practices into the core beliefs, values, and culture of the organisation (Gelfand et al., 2007; Jayne & Dipboye, 2004). For instance, it is observed that leaders may hold preconceived notions about which employees are the most competent and which behaviours align with these preconceived notions (Gelfand et al., 2007). Managers are more inclined to promote or give higher evaluations to individuals who share their cultural background and experiences, undermining the significance of recruitment and selection in effectively managing diversity.

5.3.3.2 COMMUNICATION

Effective communication plays a crucial role in fostering cohesion within an organisation. It serves as a vital tool for achieving the organisation's goals, missions, and operational activities. Recognising and valuing the diverse characteristics of individuals in the workplace is essential for attaining these objectives. Everyone brings unique perspectives and contributions that can enhance work quality, productivity, relationships, and commitment to the organisation. Conversely, inadequate communication can result in low morale, confusion, and a lack of teamwork within the work environment. Similarly, when the organisation fails to effectively communicate its objectives regarding diversity management and the associated benefits, it can lead to missed opportunities, inaccurate goal understanding, and eventual conflicts in the workplace.

“There are no clear channels for communicating issues of diversity and diversity management at the NHIA and most employees do not understand what their obligation is in this regard” (FGD 12; 2020).

The lack of effective communication and feedback on diversity management issues poses a significant challenge to the successful implementation of diversity management at the NHIA. Participants expressed concerns about the negative consequences resulting from

communication and feedback gaps, including a lack of trust, interpersonal conflicts, stereotyping, and negative perceptions towards others within the organisation.

Empirical studies support these findings, highlighting the importance of effective communication and feedback in managing diversity. Ting-Toomey and Chung (2012) discovered that organisations that foster diverse employee populations through effective communication, built on mutual trust and a shared belief in the value of diversity management, are more likely to achieve their diversity management goals. Such communication practices enable employers to clearly convey roles and responsibilities to employees, while also emphasising the importance of appreciating colleagues from different ethnic backgrounds. Furthermore, it encourages employees to express their challenges, concerns, and expectations to management. According to Ting-Toomey and Chung (2012), effective communication of diversity management information plays a crucial role in reducing workplace friction and fostering greater tolerance.

The issues raised by the participants regarding communication and feedback affirm the concerns raised by Lussier and Achua (2015) about the potential negative outcomes of diversity if not managed effectively. Hodgetts and Luthans (2000) emphasise that without improved communication, diversity can disrupt cohesion and hinder an organisation's ability to take decisive action and be productive. Similarly, Barak et al. (2016) highlight that the absence of effective diversity management can lead to low team cohesion and increased conflict, resulting in negative effects on organisational productivity. Therefore, the ability to harness the potential positive impact of a diverse workforce depends on the organisation's capacity to manage diversity, necessitating the importance of maintaining open communication channels for employees to address challenges and feelings of insecurity. Effective communication is a key component of diversity management, as it is believed to enhance performance and outcomes

related to diversity. Regardless of the specific diversity objectives, communication plays a crucial role in fostering employee commitment and loyalty by promoting understanding of individual circumstances.

To prevent violations of the psychological contract, it is essential to establish appropriate communication channels within an organisation. Effective communication ensures the inclusion of all diverse groups in the organisation's communication processes, thereby facilitating the achievement of diversity goals. Based on the study's findings regarding the positive impact of communication on diversity, this variable is incorporated into the framework being presented.

5.3.3.3 DIVERSITY TRAINING

Formal training is a commonly employed approach by organisations to establish an effective environment for diversity, as noted by Kreitz (2008). Employees are often required to participate in diverse training programmes consisting of educational and collaborative modules. These modules encompass various activities such as film screenings, lectures, discussions, and role-playing scenarios, with the aim of equipping employees with the necessary skills and knowledge to thrive in a diverse workforce (Pendry et al., 2007).

Training and development serve as integral components of diversity management within organisations. Kreitz (2008) identifies training, development, and employee engagement as best practices for effectively managing workplace diversity. However, this study reveals that the NHIA lacks dedicated training specifically focused on diversity management. Instead, diversity management is typically integrated into the broader human resource training provided to employees. The extent of diversity management activities within the organisation depends on the discretion of management and the individual responsible for training at any given time

(Kreitz, 2008). Participants consistently highlight the absence of specific training and development programmes dedicated to diversity management at the NHIA, posing a challenge to the effective management of diversity within the organisation.

A participant succinctly summarises this observation, stating:

“Not that we know of; there is no formal or specific training on diversity management for us at the NHIA” (INT 10; 2020).

The absence of dedicated diversity management (DM) training at the NHIA was acknowledged, with the researcher noting that some employees were occasionally chosen for training opportunities abroad. However, it was highlighted that the selection process for these opportunities was not based on merit. The HR officials lacked control over these selections and were unable to intervene due to their limited authority, as their actions were subject to the directives of the politically appointed CEO.

A participant reiterated this concern, stating:

“The HR standards do not work because officials and management will have to do the bidding of some political master somewhere. That is how political interference affects everything we do here” (INT 22; 2020).

Upon further investigation of the challenges related to diversity management training, the data revealed two primary factors contributing to its absence: leadership commitment and financial constraints. The researcher found that leadership commitment played a crucial role, as some leaders demonstrated a level of dedication to promoting and organising diversity management programmes, while others did not prioritise such initiatives. Additionally, the availability of financial resources was identified as a significant obstacle. The NHIA often faced financial constraints, leading to the prioritisation of other activities over diversity management training.

The organisation commonly cited limited finances as the reason for the absence of such training programmes.

“That is part of the problem we have here. The organisation is conscious of the importance of diversity and the need for training and development to orient employees to appreciate each other’s differences and accommodate them. But they are unable to support the training activities because of the usual excuse that there is no money” (INT 3; 2020).

The researcher finds the insight into the financial challenge of diversity management training at the NHIA to be significant. This aligns with the cost argument presented by Cox and Blake (1991), which suggests that although the assimilation of workers can incur costs, diversity management yields long-term cost-benefit. In the case of the NHIA, resource-constrained organisations in Ghana may struggle to allocate resources to training and development activities, despite recognising their importance. As Cox and Blake (1991) propose, the NHIA and similar organisations must prioritise resources for diversity management training activities, as they yield long-term benefits for the organisation. Suleman (2017) further emphasises the need for appropriate training and staff development programmes, including refresher training, to maximise the outcomes of diversity management goals and reap the benefits of a diverse workforce.

Nevertheless, the NHIA employs various mediums, such as posters, notices, signs, and stickers, to raise awareness among employees and cultivate a consciousness of respecting diverse genders, ethnic backgrounds, religions, cultures, and age differences in the workplace. These initiatives aim to equip employees with the knowledge and skills to navigate diversity-related issues in their work.

Training and development play crucial roles in human resource management, and research has recognised their significance (Shen et al., 2009). Diversity management training facilitates the

effective integration of diverse employees and promotes shared understanding, fostering a sense of belonging and inclusivity that can enhance both individual and organisational outcomes. In the absence of an effective diversity management policy within the organisation, managers and human resources personnel are more likely to exhibit bias towards employees who share similar backgrounds and ideologies (Shen et al., 2009).

Organisations are increasingly recognising the need to invest in diversity training programmes to thrive amid demographic changes. These training initiatives serve a dual purpose of not only aligning with company policies but also promoting appropriate behaviour towards individuals from diverse ethnic backgrounds. The aim is to equip stakeholders with the strategies and knowledge to address any challenges that may arise among employees. Diversity training should be viewed as a strategic tool and incorporated into the organisation's policy document on diversity management. This approach will facilitate the cultivation of a more diverse workforce, thereby challenging and dismantling discriminatory practices and norms that may exist within the organisation (Green et al., 2002).

5.3.4 LACK OF DIVERSITY-ORIENTED CULTURE

The significance of organisational culture in diversity management cannot be overstated (Thomas, 1991). Diversity management requires an exploration of the organisational culture, specifically identifying the foundational elements that shape corporate behaviours (Thomas, 1991). Leaders within the organisation must assess whether these foundational elements hinder or support diversity management goals. The insights provided by participants highlight the absence of a diversity-oriented culture as a challenge to diversity management within the organisation.

Numerous participants strongly emphasised that the lack of a culture that embraces and reflects diversity poses a significant hurdle for the organisation (INT 3, 9, 12, 24, 27, 31, 34; 2020). The prevailing culture fails to address policies or approaches for effectively managing diversity. Participants expressed the need for an inclusive culture that treats all members of the organisation without discrimination or intimidation.

Moreover, the participants indicated that the NHIA lacks a diversity-oriented culture that appropriately reflects the diverse composition of its employees, considering the organisation's broad scope and importance within Ghana's healthcare sector (INT 19, 26, 32; 2020; FGD 3, 6, 8, 11; 2020). This aligns with Schein's (1992) proposition that organisational culture comprises the fundamental assumptions that underpin an organisation's functioning. Whether the cultural transformation involves implementing new diversity recruitment and retention processes, reviewing existing policies, enhancing communication and feedback mechanisms, mitigating the influence of partisan politics, or improving the treatment of minority groups, the overarching goal is to reshape the organisational culture and integrate diversity management into every aspect of the organisation.

Schein (2010) asserts that organisational cultures are primarily shaped by three sources:

- The beliefs, values, and assumptions of new members.
- The presumptions, ideals, and convictions of organisational leaders.
- The learning experiences of group members as the organisation undergoes change.

While all three sources are significant, the influence of leaders is the most crucial in shaping cultures (Schein, 2010). Leaders play a vital role in selecting organisational members, developing diversity management policies, and providing the new group with a competitive advantage. They also determine the organisation's core mission and the environment in which

it operates. These leadership actions are evident in HR structures and practices, resource allocation, role modelling, communication, feedback, and conflict resolution. Any conflicts or inconsistencies within these dynamics can be perceived negatively by some organisational members and pose challenges to diversity management.

Effective leadership necessitates an understanding of the complexities of organisational culture and the ability to influence its evolution. Leaders must be willing to challenge the existing culture to create an inclusive environment where no one feels excluded. This requires a strong commitment to the organisation's well-being beyond personal interests. The leader should engage others and encourage their active participation. Change cannot be imposed on people; their involvement and contribution are vital in understanding the current situation, determining the way forward, and effecting the necessary transformations (Schein, 2010).

Thomas argues that diversity management fosters an inclusive atmosphere that enables all organisational members to feel comfortable and empowers them to reach their full potential. According to Thomas (1999), the responsibility for change should not be placed on new members who bring their own cultural backgrounds, but rather on the organisation itself. Diversity management involves transforming the organisational culture to embrace and celebrate diversity. It requires creating an environment where all individuals are valued and respected.

5.4 STRENGTHS, WEAKNESSES, THREATS, AND OPPORTUNITIES TO DIVERSITY MANAGEMENT AT THE NHIA

This section examines the strengths, weaknesses, threats, and opportunities of diversity management at the NHIA within the framework of a SWOT analysis. The participants'

narratives regarding these aspects are shared to provide a basis for interpreting the findings and formulating relevant policy recommendations in the following sections of this chapter.

5.4.1 STRENGTHS OF DIVERSITY MANAGEMENT AT THE NHIA

Consistent with existing literature highlighting the benefits of a diverse workforce, the study's findings indicate that the NHIA's major strength in diversity management lies in its preference for employees from diverse backgrounds. According to the management's perspective, employees with diverse backgrounds bring a wide range of knowledge, ideas, experiences, and skills that contribute to achieving the organisation's objectives.

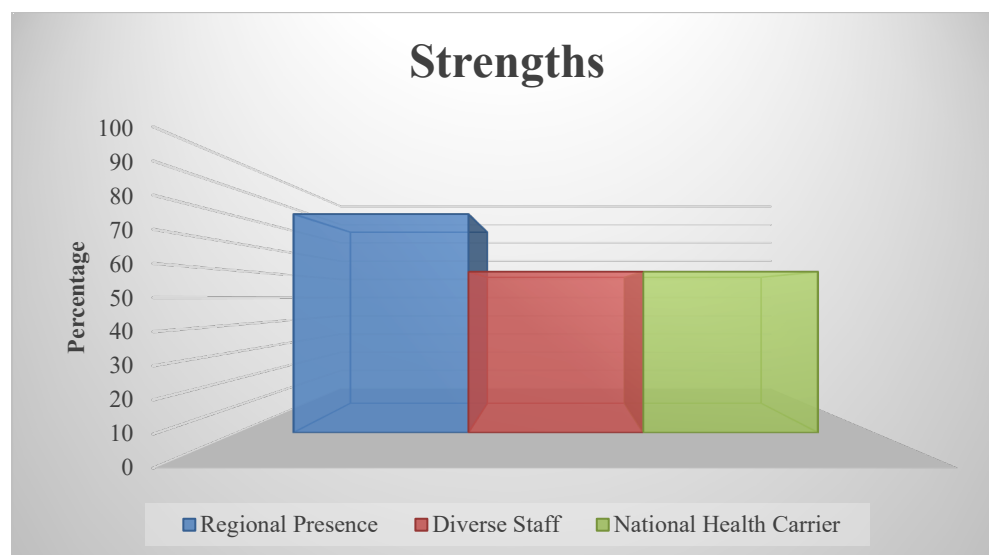


Figure 5.4: The Strengths of Diversity Management at the NHIA

Source: Author's construct

The strengths of the NHIA, as perceived by the participants, include its regional presence, diverse staff, and national health coverage. The majority of participants highlighted the regional presence as the primary strength, closely followed by the diverse staff and the organisation's provision of national health coverage. The participants expressed their views as follows:

“The good thing for us is that we have varied experiences from employees of different backgrounds nationalities and cultures. Because of this, management must find ways of accommodating everyone, otherwise, the benefits will not be attained” (INT 2; 2020).

“Our staff and regional presences are our strength and a factor to be leveraged to preach and implement diversity management so other government organisations can emulate and take a leaf from us” (INT 22; 2020).

Furthermore, a few participants highlighted that the strength of the NHIA lies in its people and the services it provides. As an organisation running a national health insurance scheme, the NHIA holds a crucial position in shaping health policies in the country. The participants emphasised that the organisation boasts competent and experienced staff, dispersed across various regions, who can deliver services to the population (INT 12, 13, 16, 18; 2020:16).

The presence of a diverse workforce at the NHIA allows for the integration of different perspectives and insights from employees with varied backgrounds. This not only brings fresh ideas and solutions to the table but also imbues the policies with a national character, fostering a sense of belonging among all staff members and promoting employee engagement and commitment. Recognising this, the strength of diversity management at the NHIA lies in its commitment to exploring and implementing strategies to effectively manage such diversity.

“The good thing for us is that we have varied experiences from employees of divergent backgrounds nationalities and cultures. Because of this, it is mandatory for management to find ways of accommodating everyone, otherwise, the benefits will not be attained” (INT 30; 2020).

The findings of this study highlight the significance of diversity at the NHIA, emphasising its importance not only as a desirable aspect but also as a crucial element for the organisation’s long-term success. It is imperative for the NHIA to acknowledge, effectively manage, and appreciate the diverse perspectives and contributions that individuals bring to the workplace.

Creating a positive work environment that recognises and values both the differences and commonalities among employees is where the strength of diversity management lies.

5.4.2 WEAKNESSES OF DIVERSITY MANAGEMENT AT THE NHIA

The findings of this study have also shed light on several weaknesses in diversity management at the NHIA. Four key weaknesses emerged from the participants' narratives, namely: lack of leadership commitment, absence of diversity policies, and inadequate HR systems and practices. Participants consistently expressed concerns about the lack of commitment from leaders, a deficient organisational culture, subpar HR practices, and undue political interference. Rather than fostering inclusivity and managing diversity effectively, HR practices were being used as discriminatory tools against individuals based on political affiliations, ethnicity, and tribal backgrounds. These weaknesses manifested in various HR areas such as recruitment, staff transfer and promotion, training, compensation, career advancement, and performance management. Multiple participants concurred that HR practices, which should promote diversity management, were often manipulated to discriminate against certain individuals. Instances of favouritism towards employees affiliated with the ruling political party or a specific ethnic group were particularly evident during recruitment, promotions, and transfers (INT 9, 15, 18, 19, 2020; FGD 5, 9, 13, 2020).

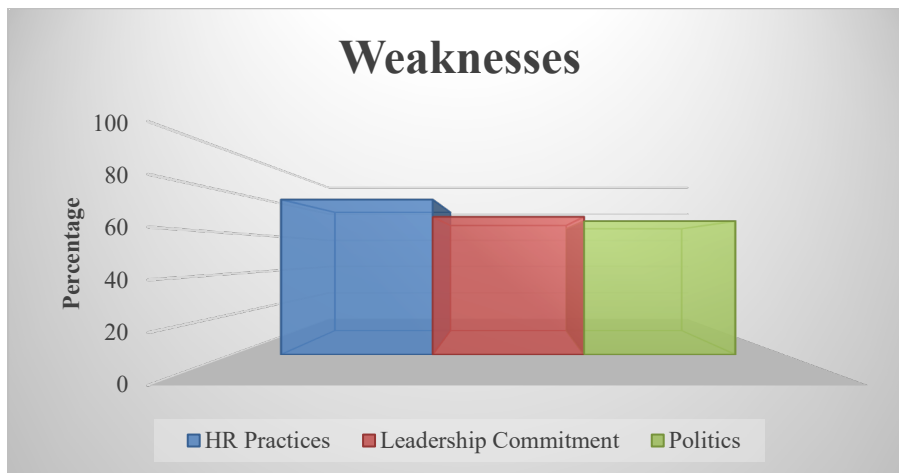


Figure 5.5: Weaknesses of Diversity Management at the NHIA

Source: Author's construct

According to the participants, the NHIA faces significant weaknesses in its diversity management, namely, poor HR practices, lack of leadership commitment, and political interference. The primary concern expressed by many participants is the presence of inadequate HR practices and a lack of commitment from leaders. These weaknesses undermine the effectiveness of diversity management efforts within the organisation. Additionally, political interference has been identified as a key factor influencing the operations of the NHIA. A participant succinctly captured these concerns, stating:

“The unpleasant truth is that political influences affect our human resource practices in appointments here at the NHIA, particularly at the senior and middle management level. It is not easy to talk about these things but that happens a lot. Some employees are sometimes discriminated against because they are suspected to belong to a different party or have different political opinions” (INT 6; 2020).

This perspective is highly significant as it highlights the detrimental effects of political interference on HR practices in relation to diversity management. It demonstrates how political influences can undermine established HR rules and procedures, thus impeding the organisation's ability to effectively leverage diversity. Instead of fostering unity and

coexistence among employees, HR systems become sources of division, exacerbating existing differences in the workforce. Tamunomiebi and John-Eke (2020) argue that such distortions are undesirable, as the benefits of a diverse workforce can only be realised in an environment free from interference and discrimination.

Based on these findings, HR-based approaches to diversity management discourage political interference and advocate for the use of formalised criteria devoid of external influences. This helps neutralise the divisive tendencies that can arise from political influences on a diverse workforce.

These findings align with existing literature, as other studies have produced similar results. For example, Akinnusi et al. (2017) found that political interference poses a threat to diversity management in Nigerian organisations, although it is inevitable given the inextricable link between HRM and the political and social contexts of the nation. In contrast, Kundu and Mor (2017) demonstrated that the absence of state interference in the IT industry in India has led to effective diversity management and positive organisational performance.

Furthermore, many participants emphasised the challenge of political diversity at the NHIA. According to their observations, whenever a new political party assumes power, there is a complete overhaul within the organisation. Rules, policies, staff movements, transfers, and redundancies are all affected. The actions taken by the previous administration are discarded, and a new political agenda is implemented. Participants expressed concern that while it is reasonable to change ineffective policies, discarding proven policies and processes simply because they were implemented by the opposition is unjustifiable (INT 7, 10, 26, 28, 31; FGD 8, 11; 2020).

In recent times, Ghana has witnessed the politicisation of its state organisations through the practice of patronage appointments, leading to significant consequences for the capacity of these institutions. Each transfer of power in Ghana's highly competitive electoral environment is accompanied by widespread removal of public servants perceived to be affiliated with the previous government (Appiah & Abdulai, 2017). The politicisation and persistent clientelisation of democratic politics in Ghana undermine the effectiveness of the country's public institutions, as appointments to the public sector are often made by presidential decree based primarily on partisan political considerations rather than merit (Gyimah-Boadi & Yakah, 2012).

5.4.3 OPPORTUNITIES FOR DIVERSITY MANAGEMENT AT THE NHIA

Although the weaknesses paint a challenging picture for diversity management at the NHIA, there are also opportunities to be explored. The study's findings indicate that the NHIA has a significant opportunity in its need for diverse expertise to effectively fulfil its mandate of providing comprehensive health insurance to the Ghanaian population. Both management and employees acknowledge the technical nature of their tasks, which requires them to tap into a wide range of expertise. Therefore, the NHIA recognises the importance of having a diverse workforce to meet the demands of delivering and managing the objectives of the NHIS successfully.

With a diverse workforce, the NHIA is compelled to establish the necessary structures to effectively manage differences, and this presents an opportunity for diversity management. Given the diverse workforce and the NHIA's crucial role in the health sector in Ghana, there is a strong opportunity to implement diversity management programmes and structures within the organisation.

Many participants emphasised the growing complexity and specialisation of health insurance, which highlights the need for the NHIA to recruit capable and competent individuals from diverse backgrounds. Once these staff members are integrated into the organisation, management should ensure a supportive and inclusive diversity management climate, where all employees feel a sense of belonging.

The participants also highlighted that implementing diversity management policies would create numerous opportunities for the organisation, allowing it to project a positive brand image to citizens rather than being perceived as a political tool of the government. By embracing diversity management, the NHIA can establish itself as an attractive and inclusive workplace.

5.4.4 THREATS TO DIVERSITY MANAGEMENT AT THE NHIA

The most notable threat to diversity management at the NHIA is political interference, which arises from politicians meddling in the internal processes of the organisation. This interference is driven by their desire to exert control over public organisations for political gain. The impact of political interference on the NHIA is significant, as it distorts the established HR procedures and structures (INT 3-8; 15-29; FGD 4-12; 2020). As a result, it becomes challenging, and at times impossible, for the HR department to effectively develop and implement policies and manage rules, processes, and procedures related to diversity management, including recruitment and selection, communication, change management, personnel development, and adaptability (INT 3-8; 15-29; FGD 4-12; 2020).

Throughout the interviews, the participants consistently highlighted that political interference at the NHIA leads to the misuse of HR practices, which are meant to foster inclusivity, as tools for discrimination against certain employees. Consequently, these practices become counterproductive to effective diversity management within the organisation. Discrimination

based on political affiliation and ethnicity is prevalent due to the dominance of political influences in internal rules and procedures (INT 27, 31-33; 2020).

Political interference is evident in cases of discrimination and favouritism among employees, particularly in matters of employment, promotion, transfer, redundancy, and dismissal. The participants cited numerous instances where political interference had influenced these decisions, particularly in the appointment of top management positions. They agreed that such interference undermines diversity management efforts as it not only disregards established procedures but also breeds discontent, suspicion, and division among employees. One participant captured this sentiment succinctly.

“The NHIA is one public institution that suffers a lot of political interference, and that affects every aspect of the organisation including our diversity management efforts. It makes it difficult to stick to the rules because other political considerations take precedence. For instance, even if you want to ensure gender or ethnic balance in recruitment, the politicians will not make it possible because they bring their own people through their protocol lists” (INT 13; 2020).

This perspective highlights the significant threat of political interference and its incongruity with HR structures for diversity management at the NHIA. It emphasises that political interference undermines diversity management by eroding management’s ability to enforce established norms. While political interference and its associated threats may not be exclusive to the NHIA, it holds particular importance in this study due to the extensive political influence the NHIA has encountered over the years. In the context of Ghana, where politics often intertwines with ethnic and tribal affiliations, with certain political parties aligned with specific ethnic groups, this influence can have far-reaching effects on the organisation. As a result, the negative consequences arising from political interference also impact ethnic and regional differences within the organisation, posing challenges for effective diversity management.

Instead of diversity being harnessed to benefit the organisation, it becomes a platform for discriminating against employees based on their political affiliations and, by extension, their ethnicity.

Multiple participants echoed the view that political interference poses a significant threat to the NHIA as an organisation (INT 3-8, 11, 12, 15-22, 31-34; FGD 4-13; 2020). They expressed the hope that measures could be implemented to separate politics from the organisation's operations, thereby enabling better motivation of employees and improved service delivery to customers. They emphasised that a system where recruitment and promotions are influenced by political ideologies and partisan politics is detrimental to the organisation.

These insights align with earlier research on Ghana's NHIS conducted by Agyepong and Adjei (2008), which identified political interference as a barrier to the successful implementation of the policy. Recent work by Fusheini (2016) also revealed persistent political influence on the NHIA, disrupting the internal mechanisms of its institutions.

Cox and Blake (1991) had previously identified political influences as factors that shape work environments and pose a threat to diversity management. This is because political interference leads to disunity and exacerbates existing biases and beliefs associated with having diverse individuals working together within an organisation. Therefore, mitigating the threat of political interference is crucial in order to insulate public organisations from political control. The "discrimination and fairness" diversity viewpoint proposed by Ely and Thomas (2001) emphasises the prevention of discrimination and the promotion of fairness among diverse employees. By adopting this perspective, organisations can enhance effective diversity management in the workplace and maximise its benefits.

5.5 LEADERSHIP, CULTURE, AND DIVERSITY MANAGEMENT AT THE NHIA

This study investigates the effects of leadership and culture on diversity management within the NHIA. The findings demonstrate that both leadership and culture play a significant role in shaping diversity management practices at the NHIA, with leadership having a particularly substantial influence.

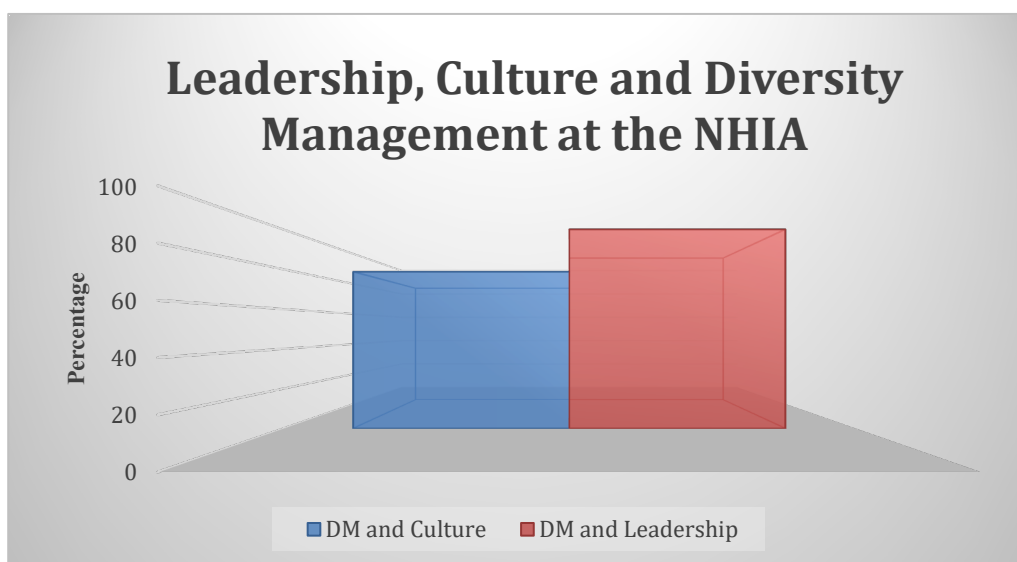


Figure 5.6: The Influence of Leadership and Culture on Diversity Management at the NHIA

Source: Author's construct

Leadership is widely recognised as an ongoing process involving self-assessment and the acquisition of relevant experience (Bass & Bass, 2008). It encompasses selfless charisma and a dedication to those being led (Jenkins, 2013). Moreover, leadership is understood as a process through which an individual influences other to achieve a common goal (Rowe, 2013). The fundamental purpose of leadership is to realise the vision, goals, and well-being of the individuals involved (Abbasialiya, 2010). Throughout society, leadership has served as the foundation for economic and socio-cultural aspects of human existence, although its systematic study commenced about a century ago (Griffin et al., 2017). Initial investigations into

leadership focused on identifying traits and personal qualities exhibited by leaders (Amanchukwu et al., 2015; Yukl & Van Fleet, 1992). This trait-based approach sought to establish enduring and stable characteristics that differentiate effective leaders from their ineffective counterparts (Griffin et al., 2017).

Subsequently, attention shifted towards assessing behaviours that distinguish effective leaders from ineffective ones (Avolio et al., 2009; Podsakoff & MacKenzie, 1995). Thus, the concept of leadership can be understood in various ways, primarily as a property and a process (Amanchukwu et al., 2015; Yukl & Van Fleet, 1992). Leadership as a property refers to the individual characteristics of someone who intends to exert productive influence (Jago, 1982). As a process, it entails the application of non-coercive force to coordinate and guide the activities of individuals within a group towards a common objective. In both conceptions, influence is the fundamental element of leadership, shaping the beliefs, behaviours, attitudes, perceptions, and motivations of group members (Griffin et al., 2017).

Literature on management extensively explores the pivotal role of leadership as a key determinant of organisational outcomes (Homan & Greer, 2013). Effective leadership is crucial for achieving organisational goals, including the successful management of diversity (Visagie et al., 2011). Diversity management ensures that employees feel a sense of belonging within the organisation (April & Blass, 2010), which in turn motivates them to contribute their best efforts, resulting in improved performance. Moreover, effective diversity management does not occur in isolation; it is largely driven and advocated by leadership. In this regard, leadership can be seen as a vehicle for harnessing the benefits of diversity. Empirical evidence supports the notion that a positive diversity management climate is contingent on effective leadership (Dotson & Nuru-Jeter, 2012). Therefore, leadership provides guidance (Jacobs & Jaques, 1990) and plays a significant role in determining the success of diversity management. Examining

the relationship between diversity management and leadership, the level of success in diversity management is directly proportional to the competence demonstrated by the organisation's leadership.

The views of a few participants are presented below.

“Yes, certainly leadership has a role to play because if leadership itself does not understand the need to embrace diversity, it will be very chaotic and divisive, so the leadership part is very crucial. Leadership must be tolerable to any diverse background, and characteristics that any group may have. It is also very important to know people's backgrounds and cultures. From the interview stage, a lot should be ascertained about the individual background, culture, and aspirations. A leader should have an open mind to create an environment where diversity management thrives. It must be a fair playing ground for everyone. Leadership must inculcate this in his style” (INT 8; 2020:20).

“Leadership has an impact on diversity management at the NHIA because the type and style of leadership affect everything. A leader should be measured by his level of integrity and acceptance of the minority. The background plays a part in terms of competencies both educational qualifications, work experiences and interpersonal skills” (INT 9; 2020:20).

According to Cox (2001), leadership is a fundamental element in organisational development as it ensures the alignment of the organisation's vision and creates a conducive environment for achieving its objectives. Many participants acknowledged the significant role of leadership in diversity management, as leaders are responsible for establishing effective human resource practices, policies, and a culture that promotes diversity management (INT 7, 13, 16, 20-28, 32, 34:2020; FGD 3, 7, 13; 2020:20).

In line with existing literature, the narratives from the field affirmed that leadership has played a crucial role in shaping diversity management within the NHIA throughout its history. Participants unanimously emphasised that leadership has influenced diversity management through the implementation of approaches aimed at fostering unity and tolerance among staff

while mitigating any potential conflicts arising from religious, ethnic, or other social differences among employees. They recognised that effective leadership involves establishing relevant structures to minimise conflicts arising from workforce diversity. One participant, who had been with the NHIA for over seven years, strongly reiterated this point.

“There is no doubt at all that diversity management at the NHIA has been determined by the kind of leadership pertaining at any point in time I worked under different leaders, and I can tell you that some are conscious and spare no efforts to engineer a system to manage diversity effectively. But there have also been leaders who took diversity for granted and did nothing to address diversity issues within the NHIA workforce” (INT 17; 2020).

Effective leadership is essential for developing and overseeing mechanisms such as policies and systems for diversity management in organisations. This role of leadership in diversity management is particularly relevant in Ghana, where socio-cultural factors influence the organisational and national levels. It is crucial to establish a harmonious and supportive work environment that promotes mutual respect and reduces prejudice, which can otherwise lead to social conflicts (Syed & Özbilgin, 2009).

Diversity management requires strong commitment and dedication from top management to guide a motivated workforce in adopting and integrating diversity management practices in a sustainable manner. Leadership plays a pivotal role in the success of diversity management in organisations, as evident in empirical studies (Nishii & Özbilgin, 2007). These studies highlight the significance of leadership in resource allocation and implementing interventions necessary for the effective implementation of diversity management practices. Research has also examined the relationship between different leadership styles and their impact on diversity management outcomes (Amanchukwu et al., 2015; Griffin et al., 2017). Transformational leadership, for instance, has been found to facilitate cultural change programmes that promote

diversity management practices and lead to positive transformational outcomes (Amanchukwu et al., 2015; Griffin et al., 2017; Weber, 2009).

However, despite the role of leadership in diversity management at the NHIA, it can also pose challenges when leadership fails to recognise the importance of diversity management. In such cases, lack of support for diversity management activities can hinder progress. One participant expressed this concern.

“There is lack of leadership support for diversity management both the management level and the supervisory levels. It all depends on the commitment of the leader to implementation and support for diversity management” (INT 11; 2020).

The lack of support from leadership may have contributed to the absence of clear diversity management policies at the NHIA. While some leaders demonstrated commitment and attempted to implement measures, the majority showed apathy towards diversity management issues and took them for granted. The participants noted that the level of commitment and support for diversity activities, such as diversity training programmes, varied depending on the leader’s style and dedication to diversity management. Leaders with more positive perceptions of diversity management were more likely to support such initiatives, while those with negative views were less inclined to do so. The commitment of a leader is crucial as they have the power and influence to shape the strategic direction and impact organisational outcomes (Pfeffer, 1981a).

As stated by Cox and Blake (1991), leaders are expected to champion the corporate plan, allocate resources, and make decisions that are vital for effective diversity management. A leader should personally commit to the need for change, serve as an example for others to emulate, and provide support for all activities necessary for the growth and development of the

organisation (Pfeffer, 1981a). Furthermore, diversity management often requires long-term efforts, and benefits such as innovation and creativity may not be immediately realised (Watson et al., 1993). Therefore, the leader's commitment is essential in sustaining the financial and psychological support for diversity management over extended periods (Gilbert et al., 1999). Considering this, the leader's commitment ensures that both management and employees continue working towards improving diversity management processes and practices, even when the immediate results may not be evident. Cox and Beale (1997) argued that leaders must acknowledge the impact of diversity on organisational outcomes and drive change through both organisational and personal actions.

According to the Upper Echelon theory, a leader's individual characteristics, beliefs, and values are expected to translate into commitment to action, which is crucial for allocating resources to diversity management efforts. Consistent with this theory, the commitment of top management is vital in defining the organisation's priorities, allocating necessary resources, and ensuring the implementation and sustainability of diversity management practices. Without the dedication of senior management, it is unlikely that an organisation will allocate the required financial, technical, and human resources, review human resource management systems and practices, and set the pace for achieving diversity management goals. The leader's commitment is significant as they provide guidance and direction to all employees. When employees perceive the leader's support for diversity and diversity management, they are more likely to align themselves with these principles (Downey et al., 2015). Employees tend to follow the examples set by their leaders and align with their support for diversity. Additionally, top management plays a crucial role in establishing human resource policies that reflect the organisation's commitment to fair employment practices and equal opportunities.

When leaders take the initiative to discuss and communicate the benefits of diversity, employees pay attention. The formulation of corporate policies is the responsibility of leaders and top management, who strategically outline the objectives that guide the implementation of the policy (Sharma, 2016). Likewise, Ting-Toomey and Chung (2012) argue that leaders should foster self-awareness, bridge diversity gaps, leverage similarities and differences among employees, and avoid stereotyping to effectively manage diversity.

In organisations, leadership influence is paramount as it directly impacts the behaviour of individuals and groups (Sorcher & Brant, 2002). The effective use of influence by leaders enhances diversity and enables the implementation of effective diversity management practices in a diverse organisation. This highlights the interconnectedness between diversity management and leadership. Therefore, the recognition of one's abilities, motivation, and inspiration by both leaders and members of the organisation reflects an understanding of differences and a sense of belonging, which underpins the concept of diversity management.

The influence of organisational culture on diversity management has been extensively explored in the literature (Özbilgin, 2007; Thomas, 1999). Organisations, while shaped by the cultural environment in which they operate, also develop their own distinct culture through various processes and inputs (Fey & Denison, 2003). Thomas (1991), one of the pioneering researchers in diversity management, presented a theoretical framework highlighting the impact of organisational culture on diversity management. Thomas and Ely (1996) emphasised the significance of organisational culture in shaping diversity management outcomes. If the organisational culture does not embrace and incorporate diverse values and characteristics, attempts at diversity management are likely to be unsuccessful (Bernardi & De Toni, 2009). Therefore, organisational culture plays a decisive role in diversity management (Kirton, 2003). Thomas (1991), in his book "Beyond Race and Gender", explicitly stated the close connection

between managing diversity and corporate culture. Drawing on Schein's work (1992), Thomas underscores the importance of underlying beliefs that often go unnoticed but profoundly shape an organisation's culture. Thomas (1991) metaphorically depicts organisational culture as the roots of a tree, which, although invisible, give rise to all the visible parts of the tree (see Figure 2.8). Thomas (1991) presents a framework for diversity management, viewing it as a change process comprising four essential steps:

- Identify the roots: The researcher highlights the importance of identifying the fundamental elements of the organisational culture, particularly the deep-seated assumptions that shape the company's perspective on diversity. This necessitates a comprehensive culture audit that provides extensive information about the visible aspects of the organisation, enabling an understanding of its underlying roots.
- Assess the roots: The management must evaluate whether these roots are supportive or inhibitory to the goals of diversity management.
- Change hindering roots: Effecting change in the roots requires a strategic plan and decisive actions. The process of changing the roots is challenging and requires persistence.
- Change the systems: This step involves reviewing the existing systems and modifying them in a way that aligns with the new roots and promotes diversity management. This may include initiatives such as sponsorship programmes, performance appraisals, promotions, and mentoring programmes.

Several participants in the study shared the perspective that organisational culture plays a defining role in shaping diversity management. They emphasised the importance of employees and stakeholders perceiving the organisation's commitment to diversity and being aware of the policies in place to support it. According to the participants, culture runs deep within an

organisation and significantly influences diversity management (INT 16, 17, 31; 2020; FGD 5; 2020).

Furthermore, participants stressed that culture permeates all aspects of organisational life, influencing how people behave and interact. They expressed the belief that management should take into consideration employees' cultural backgrounds and diverse perspectives, and foster a culture of tolerance and acceptance, as this has a profound impact on diversity management (INT 12, 14, 20; 2020).

One participant provided this concise statement regarding the significance of culture in diversity management:

“Culture has a big effect on diversity management. Culture is visible and we are judged by who we are. We as an organisation need to change our old culture and project a culture that preaches and deepens diversity management and its benefit. A culture that values and accepts all ethnic backgrounds and reflects structures and systems for diversity management” (FGD 9; 2020:20).

The perspective aligns with the views of Thomas (1990) regarding the role of culture in diversity management. Thomas emphasises the need for a new organisational culture that can effectively accommodate and integrate diverse individuals. Effective diversity management creates an inclusive environment where all members of the organisation feel comfortable and are able to reach their full potential. In his book “Building a House for Diversity” (1999), Thomas uses the parable of a giraffe and an elephant to illustrate the importance of a supportive culture and a shared commitment to diversity on the part of organisational management. The story depicts the giraffe inviting the elephant to its home, which is designed specifically for giraffes with tall but narrow doors and a staircase made of light material. The elephant, being large, faces difficulties in freely navigating the house and feels uncomfortable. The giraffe

suggests that the elephant should undergo a physical transformation by losing weight, but the elephant proposes that the giraffe should make changes to the house to accommodate its needs. The underlying message of Thomas's work is that the burden of change should not be placed on new employees with diverse cultural and personal backgrounds; rather, it should be borne by the organisation itself. Managing diversity entails transforming the corporate culture to embrace and value all members, creating an inclusive environment for diversity to thrive.

5.6 A MODEL OF DIVERSITY MANAGEMENT FOR THE NHIA

The establishment of a culture of diversity management requires a significant commitment of resources and strong leadership. It is essential to implement and create awareness of effective HR policies. Reskin and McBrier (2000) argue that organisations with well-documented records for recruitment, selection, promotions, and dismissals tend to have a higher representation of minorities in top management positions. Assessing and reviewing an organisation's diversity management practices is considered a crucial step in the HR diversity management process (Kossek et al., 2006). The absence of structures for recognising and implementing diversity management at the NHIA indicates that the leadership is not positioned to fully leverage the benefits of diversity inherent in the organisation's employees. Therefore, it is recommended that organisations examine the demographics or profiles of specific work groups (Cox, 1993), the prevailing corporate culture, and the sensitivities of various employee groups to identify barriers that may hinder effectiveness and employee participation (Kossek et al., 2006). It is important to evaluate the NHIA's current hiring and selection procedures, as well as other HR practices, performance appraisal systems, reward systems, and diversity training programmes. Such assessments will facilitate the elimination of discrimination, prejudice, and glass ceilings, while promoting inclusion and participation (Human, 2005). Consequently, these practices will help identify areas that require improvement to effectively

implement diversity management programmes and processes through sound HR practices and committed leadership.

Based on the conducted research, several major factors have emerged as significant influences on diversity management within the investigated organisation. The developed model highlights the key components that have a substantial impact on the organisation's diversity management. Within this framework, diversity management is categorised into four main elements: organisational culture, HR practices, leadership, and national policies. Organisational culture, as it relates to diversity management, encompasses the vision statement, values, strategies, processes, and systems established by the leadership and embraced by the employees. The influence of organisational culture and leadership commitment on HR practices is also evident. These HR practices, including performance management, fair appraisal, fair recruitment, remuneration, and promotion, as depicted in the model, are supported by the narratives obtained from the field, illustrating their influence on diversity management. Leadership is depicted as playing a central role in effective diversity management within the organisation, as shown in the model (Figure 5.6). The leadership style influences attitudes of tolerance, patience, empathy, and emotional intelligence, which are vital for fostering diversity management. The model further acknowledges the impact of national policies, corporate culture, and legal frameworks on achieving effective diversity management. HR policies are shaped by the national and organisational culture, as well as the leadership's commitment to implementing effective diversity management. The significance of leadership in the success of diversity management in organisations is supported by the findings of Nishii and Özbilgin (2007), who highlighted its role in resource allocation and the implementation of various interventions necessary for successful diversity management.

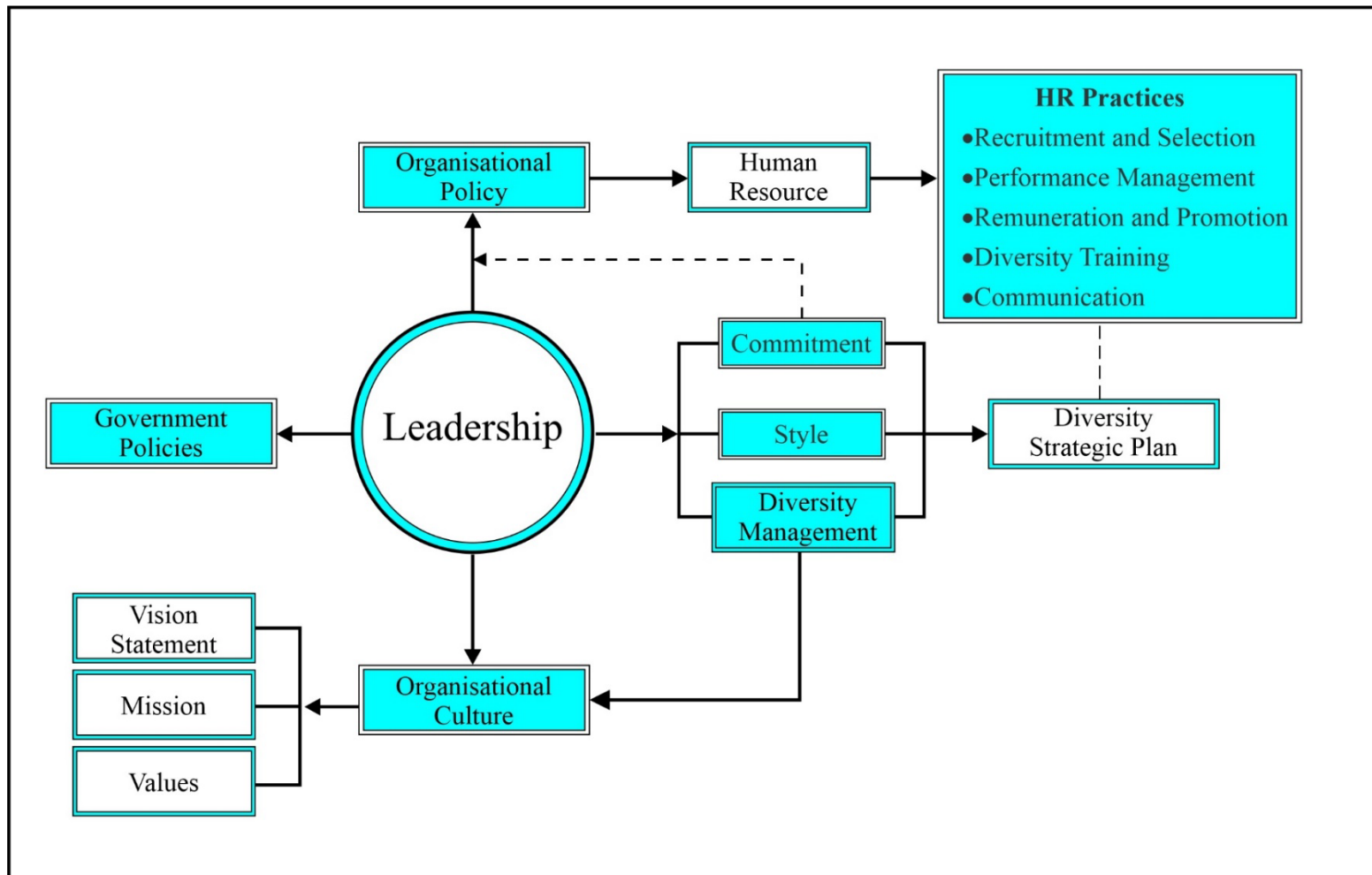


Figure 5.7: The NHIA Diversity Management Model

5.6.1 GOVERNMENT POLICIES

The government plays a significant role in the societal context in which organisations operate. The policies formulated by the government indirectly influence organisational policies, which in turn regulate the organisation's ability to establish effective diversity management policies and programmes that value and appreciate all employees. The extent to which government policies embrace and support diversity and its management is reflected in the actions of organisations within the country (Gyimah-Boadi, 2003).

5.6.2 ORGANISATIONAL POLICY

Organisational policy has a direct impact on the success of diversity management as it governs the internal dynamics of the company (Osei-Amponsah et al., 2006). The absence of a diversity management policy was revealed through the narratives, with participants criticising this gap (INT 1, 6, 7, 9, 14, 22, 30, 33; 2020; FGD 2, 4, 9, 13; 2020). The alignment of corporate strategic policies with the goals of diversity management is crucial in establishing an effective diversity management system and a supportive environment where diverse groups can thrive. In this study, it was found that important components of organisational policy are human resource strategies. The organisational policy, which determines the level of inclusiveness and value placed on diversity, regulates the dynamics within the organisation. The sense of belonging has a significant impact on managing diversity in the workplace, underscoring the importance of organisational policy. To support these management principles, a range of HRM diversity policies can be developed at the operational level. Surveys of employees' expectations and perceptions of current HRM diversity practices can help inform the development of policies (INT 19, 21, 25; 2020). Top management should carefully consider HRM diversity policies implemented in the workplace, with a focus on employee education, identity-based

networking groups, targeted communications for specific affinity groups, flexible employment, and support for achieving work-life balance.

5.6.3 ORGANISATIONAL CULTURE

The researcher acknowledges the significant impact of corporate culture on diversity management (Thomas, 1991). Thomas argues that without understanding the connection between diversity management and culture, it is impossible to grasp the concept or successfully implement diversity management. The organisational culture serves as a reflection of the organisation's commitment and seriousness towards diversity management. During the interviews and focused group discussions, participants emphasised the need for management and leadership to transform the culture of the NHIA to accommodate diverse employees and address their needs. Creating a welcoming and inclusive environment where all individuals are valued and appreciated is the objective of diversity management (INT 3, 9, 12, 24, 27, 31, 34; 2020). The organisational culture should align with the vision statement, mission, core values, and the people it encompasses. It should address how minorities are treated, the organisation's identity, the messages conveyed to the public, and the presence of discrimination, unfair practices, ethnic biases, and partisan politics in decision-making processes. By addressing these issues, the organisational culture can positively contribute to diversity management (INT 2; 2020).

VISION STATEMENT

The vision of the NHIA is significantly influenced by the organisational culture. To reiterate, the NHIA's vision is to provide timely, high-quality, and comprehensive healthcare delivery in Ghana. This vision embodies the principles of organisational culture within the diversity and diversity management framework. The NHIA recognises the importance of organisational culture in its operations as it strives to deliver comprehensive healthcare to Ghana's ethnically

and racially diverse population. Managing organisational culture is a complex task that requires a deep understanding, appreciation, and responsiveness to the diverse individuals within the organisation. However, culture plays a crucial role in achieving the organisational vision. Consequently, leadership assumes paramount importance in ensuring the realisation of the organisation's vision. Cox (2001) emphasises the criticality of leadership in successful organisations, as leaders establish and uphold the organisational culture necessary for achieving the company's vision. The organisational vision should be aligned with leadership's commitment to diversity to overcome psychological and operational barriers in managing diversity (INT 9, 14, 32; 2020).

MISSION STATEMENT

The organisational culture reflects the mission of the organisation in a similar manner to its vision. The various job functions performed to advance the organisation's mission are integral components of its organisational culture. Cox (2001) emphasises the critical role of leaders in translating the organisation's mission into tangible financial benefits, all within the framework of the established organisational culture. Leaders bear the responsibility of motivating the workforce and cultivating an organisational culture that supports the achievement of the mission. To be truly effective as a human resource management approach that embraces diversity, diversity management must be ingrained in an inclusive organisational culture that not only acknowledges diversity but also directs it towards the desired goals. It should go beyond being a mere mission statement and become an integral part of the organisational culture (INT 1, 23, 25, 26; 2020).

VALUES

Shared values and a strong organisational culture are integral to the success and functionality of an organisation. In the absence of a robust organisational culture that values equality, the contributions, and experiences of individuals from marginalised groups in the workplace may be overlooked and undervalued. In this context, managers should implement novel values that prioritise support, recognition, and celebration of the successes of underrepresented groups. Valuing individual differences and providing reasonable accommodations are fundamental aspects of organisational culture, allowing it to reflect the diverse backgrounds of its employees. There are striking parallels between individual and organisational cultures, with the latter exerting a profound influence on an organisation in much the same way that unique cultures shape an individual's values. Therefore, in accordance with the Upper Echelon theory, a leader's values are expected to translate into actionable commitment, which is critical for shaping the organisational culture. Without an active effort to embrace and reflect the diverse values and traits it possesses, any initiatives in diversity management are likely to falter.

5.6.4 LEADERSHIP

The significance of leadership in effectively implementing diversity management and fostering a culture of change within the NHIA cannot be overstated. It is imperative for the NHIA to reconsider its approach to leadership, teamwork, and decision-making in order to support staff integration. Both management and employees in the organisation play crucial roles in setting the stage for change by facilitating the process of defining an inclusive culture, clarifying the vision, and implementing it through activities such as raising awareness, rewriting policies, and effective communication. The literature on management theory and empirical research extensively addresses the importance of leadership as a key determinant of organisational outcomes (Homan & Greer, 2013). Within the model, leadership takes centre stage as it is

where critical decisions originate. The leader's dedication, leadership style, and knowledge are instrumental in shaping a positive diversity strategy plan and an organisational diversity management policy, with all employees relying on these aspects for guidance (Appiah & Agboola, 2021). The discussions above suggest that a management philosophy that values diversity at the strategic level is essential for organisational success. The vision, goals, and business strategy of the organisation should reflect the top management's commitment to diversity, thus reducing psychological and practical barriers to effectively managing diversity (INT 14, 23, 29, 31; FGD 2, 4, 5; 2020). To foster an environment where mutual respect among employees is valued, a significant cultural shift may be necessary if such commitment diverges from the current organisational culture.

LEADERSHIP COMMITMENT

The dedication of a leader to diversity management holds significant importance for several reasons. According to Pfeffer (1981b), a leader serves as the substantive captain of an organisation, possessing the authority and discretion to chart the strategic course that influences organisational outcomes. Cox and Blake (1991) assert that leaders are responsible for making decisions, allocating resources, and setting the corporate agenda necessary for diversity management. Robinson and Dechant (1997) emphasise that diversity management often requires sustained efforts, with benefits such as creativity and innovation not immediately apparent (Watson et al., 1993). Therefore, the leader's commitment to diversity management within the NHIA is crucial to maintain long-term emotional and financial support. Despite the absence of tangible rewards and positive reinforcements, commitment shapes the leader's mindset and ensures consistency in actions. Given that top executives determine how an organisation's time and resources are allocated, a leader's commitment is vital. Without such commitment, it is unlikely that the organisation will dedicate time and resources to diversity

initiatives, drive changes in human resource management systems (e.g., goal setting and performance appraisal), or provide the necessary technical, financial, and human resources.

The link between managers' beliefs and values and an organisation's commitment to diversity management has been highlighted by Hopkins and Mallette (2001). This assertion aligns with the viewpoints of Law (2012), Hollander (1990), Nishii and Mayer (2009), and Cox and Beale (1997), who emphasise the necessity of leadership commitment for successful diversity management. A leader's responsibility is to ensure that every employee in the organisation feels respected, valued, recognised, and accepted. Diversity management should go beyond providing access to career opportunities and the job market; it should be an integral part of an inclusive organisational culture that takes pride in diversity and its management (Shore et al., 2011). Only then can diversity management be recognised as an effective human resource management approach that embraces diversity. The significance of leadership commitment to diversity management cannot be overstated, as indicated by the participants (INT 4, 6, 8, 12, 14, 17, 23-26; 2020). Positive diversity management practices can be implemented when leaders actively engage in and support them (Shore et al., 2009).

LEADERSHIP STYLE

Leadership styles are believed to have an impact on organisational outcomes. For example, Kets de Vries and Miller (1986) argue that organisational structures reflect the leadership philosophies of the executive team. Burns (1978) distinguishes between transactional and transformational leadership styles. Transactional leadership relies on legitimate power and bureaucratic authority within the organisation. Transactional leaders emphasise task assignments, employee compliance, and adherence to work standards. They use rewards and punishments to influence employee behaviour. On the other hand, transformational leadership is characterised by inspiring individuals through higher ideals and moral principles.

Transformational leaders can articulate and communicate a company's vision, inspiring followers. They exhibit charisma, which elicits strong responses from group members, including increased enthusiasm, commitment to shared values, loyalty to the leader, above-average performance, and a willingness to prioritise collective goals over personal interests (Finkelstein & Hambrick, 1996).

Amanchukwu et al. (2015) define transformational leadership as a collaborative process that inspires and motivates subordinates, followers, and leaders alike. Transformational leaders foster excitement, drive, and inspiration by helping group members understand the importance of the organisation's vision and mission. They also ensure that everyone in the group reaches their full potential (Amanchukwu et al., 2015). Transformational leaders can persuade organisations that managing diversity is not only a moral imperative but also a business necessity (Gilbert et al., 1999). Therefore, a leadership approach can effectively communicate and promote values that encourage a pluralistic perspective within the organisation. Appreciating diversity and fostering a sense of belonging, which are fundamental aspects of diversity management, influence the realisation of individual potential and inspire both leaders and followers (INT 5, 8, 13, 21; FGD 2, 6, 2020).

DIVERSITY MANAGEMENT

Proponents of diversity management (Cox, 1992; Thomas, 1990) argue that it is crucial to respect the uniqueness of every individual. By implementing effective diversity management at the NHIA, potential conflicts and tensions within the organisation can be mitigated (INT 6, 9, 12; 2020). Therefore, the organisation should develop a comprehensive approach that embraces equal opportunities and diversity management to enhance organisational effectiveness and gain a competitive advantage. The concept of diversity management is based on a set of principles that recognise the value of individual differences as a strength for the

organisation. It has the potential to create an inclusive environment where all employees can contribute to organisational objectives and experience personal growth. Through its diversity management initiatives, the NHIA aims to achieve the following:

- Foster a positive work environment for both employees and external stakeholders.
- Promote personal and professional development among staff members.
- Empower all employees to realise their full potential without bias.
- Eliminate barriers that hinder positive interactions and progress.
- Prevent discrimination, ensure equal opportunity, and promote fair treatment.

DIVERSITY STRATEGIC PLAN

In the current competitive business environment, the senior management of the NHIA should consider their diversity capabilities to differentiate themselves from other organisations and gain a competitive edge. To achieve this objective, it is imperative for the organisation to integrate diversity consistently and confidently into their vision, strategy, and outcomes. This can be initiated by incorporating diversity into the formal vision, mission, and value statements of the organisation. By including diversity in the mission statement, the NHIA demonstrates a strong and enduring commitment, serving as a foundation for other diversity management initiatives. These statements should provide a clear understanding of diversity and its implications for all levels of NHIA staff. By prioritising diversity in the vision and mission statements, the leadership establishes a symbolic, lasting, and visible context for allocating resources, time, and energy towards strategic diversity planning efforts. The commitment of senior management is crucial as they should guide the implementation of the plan. It is essential to ensure that all staff members are well-informed about the benefits of diversity management, as the potential for organisational transformation can be fully realised when there is a shared vision of the NHIA's future. To facilitate this, the existing culture at the NHIA, which currently

does not reflect the principles of diversity and diversity management, needs to undergo transformation (INT 1, 16, 23, 30; 2020). Moreover, senior management should appoint diversity champions from various departments and regions within the NHIA. The diversity strategic plan should be thoroughly discussed and shared with all staff members to ensure their active involvement before implementation.

5.6.5 HUMAN RESOURCE PRACTICES

This section will discuss the human resource practices considered in this study.

5.6.5.1 RECRUITMENT AND SELECTION

Increasing workforce diversity and ensuring a higher representation of women and minorities in the organisation are crucial HRM strategies for most businesses (Thomas & Ely, 1996). When recruiting and promoting employees, human resource managers often consider candidates who align with the company's culture or ideals as perceived by decision-makers. However, the research findings indicated dissatisfaction with the recruitment and promotion practices within the organisation. Therefore, revising the recruitment and selection strategy is necessary to improve this situation and ensure the human resource department operates with impartiality, giving every qualified candidate an equal opportunity to participate in the selection process.

5.6.5.2 PERFORMANCE MANAGEMENT

In effective diversity management, performance appraisal techniques should be objective rather than subjective, relevant to the role and the organisation, fair to all employees, and devoid of any preferential treatment (Schuler et al., 1993). Having minority representation on review panels can facilitate the development of fair performance appraisal systems and processes. The language used in the appraisal should focus on employees' performance rather

than their personal attributes, gender, or ethnicity. Continuous feedback and communication from supervisors should be provided throughout the appraisal cycle, ensuring that employees are aware of areas where improvement is needed. Additionally, after the appraisal, it is recommended that supervisors or managers engage in one-on-one discussions with subordinates to address any shortcomings and provide guidance on how to improve in the future.

5.6.5.3 REMUNERATION AND PROMOTIONS

The management of diversity and organisational performance is facilitated by pay equity. In terms of diversity management in compensation, it is crucial to fully implement the principle of equal pay and incorporate performance-based pay systems. Research findings revealed discrepancies in salary structures, with some participants expressing concerns about unequal pay among individuals with similar qualifications (Cox, 1991). Such disparities can significantly impact employee morale and create feelings of marginalisation and exclusion. Moreover, participants expressed challenges and concerns regarding professional development and career planning. To address these issues, diversity management policies should be designed to prevent discrimination. It is essential to have minority representation on review panels responsible for assessing, selecting, and promoting managers. Furthermore, the organisation should ensure that all employees have equal opportunities for promotion and personal growth (Richard et al., 2013).

5.6.5.4 DIVERSITY TRAINING

Enhancing diversity through awareness training is a crucial HR function that promotes the successful integration of individuals from diverse cultural backgrounds. Training fosters a shared appreciation of the value of diversity and contributes to the development of social cohesion, which enhances the performance of individuals and organisations. Research by Rynes and Rosen (1995) indicated a positive shift in attitudes towards diversity among trainees who participated in diversity training, with 75% reporting positive attitudes after the training compared to only 9% before the training. Additionally, only 7% of employees reported scepticism after the training, a significant decrease from the initial 78%. It is important for organisations to define their training objectives and systematically assess their training needs (Kulik et al., 2007). Training programmes should explicitly aim to improve multiculturalism or raise diversity awareness. Furthermore, incorporating social psychological research on stereotyping and its connection to prejudice reduction is crucial in the design of training programmes (Williams et al., 2022). A top-down training approach at the NHIA would be beneficial, starting with awareness training for senior managers and concluding with team-building training. Additionally, the unique needs of the organisation, divisions, levels, teams, or individuals should be considered when designing education and training programmes.

5.6.5.5 COMMUNICATION

Effective communication is a crucial tool for fostering cohesion in the workplace. It plays a vital role in achieving the goals, missions, and operational activities of an organisation. The unique qualities and diverse perspectives that individuals bring to the workplace are instrumental in realising these objectives. Each person's contributions can enhance work quality, productivity, relationships, and commitment to the organisation. Conversely, a lack of effective communication regarding the firm's objectives on diversity management and its

benefits can lead to missed opportunities, inaccurate goal assumptions, and conflicts in the workplace. The narratives from participants consistently highlighted concerns about the challenges posed by ineffective communication and feedback on diversity management issues within the organisation (INT 5-13, FGD 3-7; 2020). These communication and feedback problems often resulted in interpersonal conflicts, a lack of trust, and inaccurate perceptions of others.

To address these challenges, top management should strive to create a non-discriminatory atmosphere where every individual has an equal opportunity to thrive and fully realise the benefits of diversity and employee engagement (Torres & Bruxelles, 1992). This inclusive approach not only promotes commitment, engagement, and motivation for all employees (April & Blass, 2010) but also enables the achievement of diversity management objectives by harnessing the power of differences, motivating individuals, and unleashing their full potential to contribute to the success of the organisation (April & Blass, 2010). Allocating sufficient resources and supporting measures that promote diversity and involve all employees can further enhance a company's competitive advantage and bottom line (Harris, 1989; Jackson et al., 1992).

5.7 APPLICATION OF RESEARCH FINDINGS TO NIGERIA'S NHIA

In the pursuit of universal health coverage and fair financial mechanisms, both Nigeria and Ghana have implemented NHIS. This section of the study explores the potential for adapting and applying the research findings to the Nigerian context in relation to diversity management, while also acknowledging the limitations of such an adaptation. Ghana was selected as a comparative nation due to its NHIA, which serves as empirical evidence. Additionally, existing research indicates that the two countries share similarities in terms of the NHIA and, more importantly, in terms of diversity. The historical background of healthcare in Ghana and

Nigeria, particularly in the post-colonial era, displays remarkable similarities (Nguyen et al., 2011). In both countries, the NHIS was implemented after the year 2000. As part of Nigeria's health insurance reform, the top management of Nigeria's NHIS visited Ghana for a three-day working visit in March 2020 (Naatogmah, 2020). The purpose of engaging with Ghana was to afford Nigerian officials an opportunity to learn from the NHIS in Ghana, which is considered a leading example in the sub-region. During the visit, the Nigerian NHIA Chief Executive emphasised that the NHIS remained Ghana's primary vehicle for achieving Universal Health Coverage (UHC) (Naatogmah, 2020). The Chief Executive of the Nigerian NHIA also highlighted the significant success of the Ghanaian NHIS in rural areas, with a current coverage rate of 55% in Northern Ghana (Naatogmah, 2020). In his remarks, he acknowledged that there is no perfect health insurance scheme and expressed the hope to glean insights from Ghana's NHIS success (Naatogmah, 2020). Consequently, given the context and the exchange of knowledge between the NHIA in Nigeria and Ghana, it is justifiable to consider adapting and applying the study findings to the NHIA in Nigeria.

When considering diversity, it encompasses various aspects, one of which emerged as a significant theme in this study: ethnicity. The ethnic diversity observed in the Nigerian context shares similarities with that of Ghana. The Ghanaian NHIA comprises individuals from diverse ethnic backgrounds, each with their own beliefs and value systems. Nigeria, on the other hand, exhibits a rich tapestry of ethnic diversity, consisting of three distinct territorial and politically divergent ethnic groups, as well as an estimated 250-400 ethnolinguistic clusters (Sowell, 2004). This raises the question of how an organisation such as Nigeria's NHIS can effectively cater to such a diverse population and fulfil its objectives while taking into account the complexities of ethnic diversity.

According to Hino et al. (2012), ethnic diversity contributes to approximately 35% of the challenges experienced in sub-Saharan Africa, impeding development and growth. These challenges often arise when there is a strong allegiance to ethnic tribes, which can have detrimental effects on the broader society's development and growth, particularly in the presence of individuals from different ethnic backgrounds. Considering this, managing ethnicity within a heterogeneous country such as Nigeria, specifically within the NHIS, requires an adaptation of the findings from this study. It is essential for Nigeria's NHIS to acknowledge and address ethnic diversity, recognising its impact on performance, commitment, organisational productivity, job satisfaction, and other related factors.

At the NHIA in Ghana, diversity encompasses various dimensions, including gender. The narratives provided by the participants shed light on how men and women interact within the Ghanaian NHIA and how these dynamic impacts their current employment status, with a noticeable male predominance in leadership positions. The study's findings reveal that efforts have been made by the authorities to achieve a more balanced gender representation within the organisation, although male dominance persists. The findings also indicate that the recruitment and selection process is driven by considerations of job fit, gender balance, and familiarity with the business system. This approach is rooted in a local tradition of candidate selection, placing specific emphasis on the inclusion of women. This targeted approach suggests a more polycentric approach to recruitment and selection, particularly in relation to women and local candidates.

In the Nigerian context, evidence suggests that women face marginalisation (IFC annual report, 2011). Women continue to be underrepresented in both the workforce and higher education in Nigeria (Adeosun & Owolabi, 2021). Consequently, businesses in Ghana and Nigeria

encounter challenges in maintaining gender balance while simultaneously increasing the representation of women in senior management positions.

In addition to ethnic and gender diversity, religious and political diversity is also present at the NHIA in Ghana. Both Nigeria and Ghana are religious countries, with the population practising Islam, Christianity, and African traditional faiths. Managing religious and political diversity is particularly sensitive due to the interplay between ethnic and religious identities and the history of communal conflicts. This underscores the importance, as stated by Bosco (1998 cited in Syed & Özbilgin), of having a deep understanding of individuals' backgrounds in the formulation of diversity management strategies. From the study's findings, it is evident that religious diversity is less prominent compared to other dimensions of diversity, such as political affiliation, ethnicity, and gender.

Political affiliation is another dimension of diversity that is being considered at the NHIA. The findings of this study indicate a significant level of political diversity within the Ghanaian NHIA. This is not surprising, as many state-owned institutions in Ghana are predominantly managed by individuals loyal to specific political parties. A similar trend is observed in the Nigerian context, where managerial positions are often occupied by political party loyalists (Ijewereme, 2015). Therefore, when adapting the findings of this study to the Nigerian context, it is essential to consider the role of political diversity in the country and its potential impact on the NHIS.

The study's findings suggest that the NHIA in Ghana has a diverse and reasonably balanced workforce in terms of ethnicity, religion, and political affiliations, with some imbalance observed in terms of gender representation. In addition to demonstrating the diversity of the NHIA workforce, the study reveals that the authorities have made deliberate efforts to diversify their employee base. This approach is seen as a marketing strategy to effectively promote the

NHIS policy among citizens and gain their support. The NHIA views diversity not only as a necessity to fulfil its mission of providing adequate health insurance to all Ghanaians but also to enhance acceptance and inclusivity within the country. Therefore, it is crucial for the authorities to take proactive measures to ensure a diverse workforce. The findings of this study can serve as a valuable reference for the Nigerian NHIS, as they consider the Ghanaian NHIA as an exemplary model in the sub-region.

Interestingly, the study reveals that the NHIA in Ghana does not have a formal written policy on diversity management. Instead, the management has relied on internal methods and processes to address diversity-related challenges as they arise. These approaches, although not explicitly documented, draw upon other national policies such as the labour law and the organisation's internal strategies and expertise (Gyimah-Boadi, 2003). These strategies include creating an inclusive work environment, demonstrating tolerance and respect for individuals from diverse cultures, beliefs, and backgrounds, and establishing a transparent system for reporting instances of abuse and discrimination.

The success of diversity management is heavily influenced by the leadership of the organisation. According to the Upper Echelon theory, a leader's traits, beliefs, and values should translate into a commitment to action, which is crucial for effective diversity management (Appiah & Agboola, 2021). The findings of this study reveal that leadership has played a significant role in shaping how diversity is managed at various stages in the history of the NHIA in Ghana. Leadership impacts diversity management by determining the strategies and initiatives implemented to foster unity and tolerance among employees, while also addressing issues related to ethnic, political, religious, and other social differences. Conscious leadership seeks to establish mechanisms that minimise the likelihood of conflicts arising due to employee diversity. The study's findings underscore the importance of strong and dynamic

leadership that promotes diversity consciousness within the workforce at the NHIA in Ghana. A similar need for strong leadership exists in Nigeria's NHIS to effectively manage diversity, considering the significant influence of social and cultural factors at both the national and organisational levels. Strong leadership in Nigeria's NHIS is crucial for creating a positive and harmonious work environment that emphasises mutual respect and reduces intolerance, which can otherwise contribute to societal conflicts.

Organisational culture plays a significant role in diversity management at the NHIA in the Ghanaian context (Pfeffer, 1981a). It is crucial to consider organisational culture in relation to diversity management because the management of diversity shapes the type of culture that exists within an organisation (Thomas, 1991). Globalisation, economic advancements, and a growing population have led to the reflection of societal culture and diversity in organisational culture. Even within small work groups, it is highly likely to encounter individuals from diverse cultural backgrounds and upbringings, including co-workers, business partners, or clients. Regardless of the scenario, this diversity has the potential to influence organisational culture. The findings of the study demonstrate the presence of a strong organisational culture at the NHIA in the Ghanaian context. An organisation with a strong culture is better equipped to compete with its counterparts as it operates and coordinates more effectively. Furthermore, a strong organisational culture fosters collaboration among individuals with diverse skills to achieve shared objectives. Such a culture ensures long-term success for the organisation and enhances employee performance, motivation, and overall effectiveness. In adapting the findings of this study, Nigeria's NHIS should strive to build a robust organisational culture that emphasises shared values, beliefs, and behaviours among its members.

The NHIA, in the Ghanaian context employs the technique of building an inclusive work environment to effectively manage diversity among its employees. Over time, the management

has created a conducive atmosphere where every employee, regardless of their position or background, is included in the decision-making process. The study's findings reveal that employees at the NHIA in the Ghanaian context experience a sense of belonging and are treated with respect and dignity. When employees feel a sense of belonging in their work environment, they are more likely to exhibit increased dedication and produce higher-quality work. Therefore, in adapting the findings of this study, Nigeria's NHIS should focus on creating a supportive work environment where employees feel a strong sense of belonging. For example, Akinnusi et al. (2017) found that political interference poses a threat to diversity management in Nigerian organisations, although it is inevitable given the inseparable link between HRM and the political and social environments of the country. In contrast, Kundu and Mor (2017) highlighted that the absence of state interference in the IT industry in India has led to effective diversity management and positive organisational performance.

It is important to emphasise that while diversity within the NHIA in the Ghanaian context is generally considered advantageous and applicable to the Nigerian NHIS, its management has encountered significant challenges that warrant discussion. These challenges stem from both the NHIA's internal operations and the broader Ghanaian context in which the organisation operates. Communication emerges as a major challenge (Adler, 1985; Loden & Rosener, 1991; Sandberg, 2019), as highlighted by this study's findings that can be applied to Nigeria's NHIS. Effective communication is a crucial element in fostering and maintaining team cohesion in the workplace. The achievement of the organisation's objectives, missions, and operational activities relies heavily on clear and effective communication. Insufficient communication in the workplace can result in low employee morale, confusion, and a lack of cooperation among team members. Similarly, if the objectives and benefits of diversity management are not effectively communicated within the firm, missed opportunities, erroneous assumptions about goals, and conflicts may arise. The findings of the study indicate a lack of information on

diversity management strategies and limited feedback, hindering effective diversity management at the NHIA in the Ghanaian context. It is important to note that communication and feedback regarding workforce diversity in Nigeria's NHIS can yield unfavourable outcomes if not professionally managed. Therefore, Nigeria's NHIS should consider the communication challenges faced by the NHIA in Ghana and enhance their communication practices when adapting the findings of this study.

It is worthy to note here that there might be contextual elements that may influence the transferability of these findings to a different context. Notable contextual elements that may influence transferability are:

- Vision and Mission of the Organisation
- Organisational structure
- Resource Constraints
- Organisational culture

	Contextual Factors	Challenges	Opportunities
1	The vision and Mission of the organisation	Organisational goals may not always align with the objectives of the research finding, resulting in defiance or lack of support to implement.	Clear communication and demonstrating the likely benefits can help align organisational goals with research findings.
2	Organisational Structure	Multifaceted organisational arrangements and bureaucratic hurdles can inhibit the transfer of these research findings.	Establishing a dedicated team to streamline and navigate the bureaucratic processes can facilitate the research finding transfer.

3	Resources Constraints	An organisation may lack essential resources (human. Technological, financial) to effectively transfer the findings into practical applications.	Securing funding, making a business case to shareholders or external partners on the importance of the findings can alleviate resource constraints.
4	Organisational Culture	Employees may resist implementing new ideas due to fear of change or lack of understanding (Resistance to Change).	Providing training and change management courses, fostering a culture of innovation and ensuring that the employees are part of the process can mitigate resistance.

Table 5.2: Contextual elements that could impact transferability

Source: Author's construct

By addressing these challenges and leveraging the opportunities, organisations can benefit from transferring these findings into practical applications in their context.

5.8 A SYNOPSIS OF THE NOTION OF DIVERSITY FROM A GHANAIAN PERSPECTIVE

The study's exploration of diversity reflects the attitudes and behaviours that were critically assessed in earlier empirical sections. According to the findings of this study, Ghana's understanding of diversity encompasses various socio-cultural differences that hold significance for individuals and the broader society. In the Ghanaian context, diversity factors such as religion, gender, ethnicity, and partisan politics prominently feature at the national level (Appiah & Adeyeye, 2020a). This notion aligns with the understanding that Ghana's economic and political structures are intertwined with contemporary socio-cultural forms. Thus, Ghana's human resource development should consider fostering capacity building, economic growth,

political stability, and social progress. To achieve organisational development objectives, diversity management policies, structures, and practical implementation are crucial. Diversity is seen as a dynamic paradigm shaped by society's understanding of its racial, political, and economic needs in Ghana, where social structures continuously evolve in response to regional, ethnic, political divides, cultural positioning, and individual awareness (Appiah & Adeyeye, 2020a; Hofstede, 2001).

Moreover, diversity management can serve as a tool for promoting democratic social responsibility due to the enduring influence of politics on diversity in the Ghanaian context (Starkey, 2002). Starkey (2002) links these concepts to individuals seeking engagement in society based on shared heritage, religion, ethnicity, or goals. This supports the notion that Ghana's diversity is not only a socio-cultural distinctiveness that accentuates differences but also a party-political distinctiveness of the population that shapes regional and ethnic conceptions (Agundu et al., 2007). It is inherent to people's economic endeavours to work towards the advancement and empowerment of marginalised groups.

Therefore, this argument supports the researcher's assertion that diversity management should be embedded in the creation, administration, and planning of national policies. Hence, the preceding discussion, in line with the analytical chapters, recognises other important variables that impact Ghana's understanding of diversity. The absence of ethnic homogeneity across the country is one of Ghana's distinctive social characteristics. The ethnic division between the north and south, where the former holds a significant advantage in politics and business, is another key factor. Consequently, ethnic, and geographical disparities exist in Ghana (Asante & Gyimah-Boadi, 2004). Prior administrations have implemented programmes and policies to address the political and economic imbalances (Osei-Amponsah et al., 2006). These initiatives and policies aimed to resolve these inequalities stand out in terms of government resource

distribution and regional equity, particularly concerning political power and government personnel (Gyimah-Boadi, 2003).

The relationship between national and ethnic identity is crucial for diversity management as it demonstrates how differences are valued to foster national progress, peace, and productivity. According to Afrobarometer (Zoogah, 2016), 23% of Ghanaians exclusively identify with their ethnic background, 8% exclusively identify with their national identity, 6% exclusively identify with their ethnic identity, and 8% exclusively identify with their national identity, while 59% classify themselves based on political, nationality, and ethnic identities.

In the context of gender, the research findings highlight the significant role that this dimension plays in developing an effective diversity management strategy and plan within the organisation. The cultural context dictates the way female employees carry out their roles within the establishment (Aycan, 2005; Farndale et al., 2015). In response to the gender disparities in the country, the Ghanaian government implemented a gender equality policy (GNA, 2015). The findings also indicate a weak adherence to the discrimination and fairness paradigm, as female employees face barriers to equal opportunities in the workplace (Thomas & Ely, 1996). Egalitarianism, defined by House et al. (2002, p. 12) as “the degree to which a society minimises gender role disputes while advocating gender equality”, emerges as an important concept in addressing gender-related issues.

Ethnicity emerges as a prominent and subtle dimension of diversity, often accompanied by a culture of silence in discussing it. In Ghana, instances of ethnic diversity may not always be overtly visible within the organisation, but they do exist. People tend to unconsciously associate with others from the same ethnic background, contributing to ethnocentric tendencies (Joshua & Taylor-Abdulai, 2014). These inclinations can permeate even at management levels, without top executives fully comprehending the impact on personal self-worth and interactions with

others. Such dynamics can create tension, affect morale, and foster negative work attitudes, including miscommunication, mistrust, and workplace anxiety. The findings suggest the presence of individual labelling, which further exacerbates tension (Gershman & Rivera, 2018). For example, the dominance of the Akan ethnic group in society often leads to friction in both the broader society and organisations (Dei, 2005).

The prevailing societal conditions support Zoogah's (2016) assertion that ethnic dynamics are indeed significant, as evidenced by the fact that 59% of Ghanaians identify with both their nationality and ethnicity. This suggests that multiple interconnected social identities in Ghanaian society raise concerns regarding the need to ensure equality for marginalised individuals based on various social attributes. Considering this, the researcher believes that awareness and understanding of these social nuances at the organisational and national levels can influence the formulation of policies and legal frameworks aimed at promoting equality for diverse ethnic groups and individuals with different political ideologies. Hence, it is reasonable, albeit debatable, to acknowledge that diversity policies focused on employee equality, fair human resource practices, and human resource development in the Ghanaian context, encompassing both the private and public sectors, should emphasise recognition, respect, and protection of the rights of diverse groups within society.

One might question whether societal norms should be separated from the recognition, conceptualisation, and practice of diversity, particularly when considering international influences. An example of this is the ongoing debate in Ghana regarding the potential signing of an LGBT law by the President, which has sparked discussions in parliamentary sessions, civic societies, and church groups advocating for opposing viewpoints. In a Ghanaian setting shaped by deeply ingrained values, one could argue that national culture, rather than globally standardised and defined social characteristics, has a more pronounced impact on diversity at

the national level. This highlights the importance of contextualising diversity and diversity management rather than imposing universal perspectives. Moreover, the divergence between the Ghanaian context and Western nations regarding gay rights, as well as the influence of international and state institutions on diversity management practices, raises a pertinent issue for organisations in terms of reconciling conflicting expectations (Tempel & Walgenbach, 2007), especially when they have a diverse workforce encompassing various dimensions of diversity. Therefore, while advancing diversity management policies that are suitable for Ghana, it is crucial to promote strategies that are contextually relevant and can contribute to human resource development, organisational performance, national progress, and organisational productivity.

5.9 DISCUSSION AND CONCLUSION

Diversity management has gained significant attention in recent times due to the global competitiveness of businesses, increased awareness of human resource management's role, shifts in the composition of the labour force, and the demand for equal treatment of all employees within organisations (Adcock, 2021). This study explores the conceptualisation of diversity, policies, challenges, strengths, weaknesses, threats, and opportunities of diversity management at the NHIA. The findings indicate that individual differences are rarely considered during policymaking and the formulation of human resource practices within the organisation. Unfair treatment, political interference, gender imbalance, and pay inequality are prominent issues in diversity management at the NHIA. Employees with diverse ethnic and political backgrounds often feel uncomfortable expressing their opinions (INT 4, 9, 12, 17, 24; 2020). The concept of fairness, which encompasses workplace discrimination, is emphasised in HR diversity management, as discussed in earlier chapters. Effective diversity management strategies that recognise, value, and respect diversity are lacking at the NHIA. The application

of diversity management practices is primarily aimed at improving marketing effectiveness and appealing to diversified markets represented by various stakeholder groups, including ethnic minorities.

To fully leverage the potential of its diverse workforce, the NHIA needs to develop and implement an effective diversity management programme that harnesses the resources, capabilities, and potentials of its employees. The study findings underscore the importance of operational diversity management, with the human resource management unit playing a crucial role in this regard. Therefore, organisational leaders should prioritise diversity management in building an inclusive organisational culture, shaping the organisational vision, and integrating it into all HRM practices. While many organisations view diversity solely as a compliance requirement and the mere presence of different ethnic groups in the workplace, it is crucial to strive for enhanced HR diversity approaches that focus on valuing, recognising, appreciating, and embracing diversity (Adcock, 2021). In line with the recommended model, leadership at the strategic level should embody an attitude that recognises diversity, promotes diversity management HR practices, and allocates resources to support diversity management policies. At the decision-making level, top management should embrace diverse management systems and policies that emphasise fairness, employee engagement, effective performance management, and equitable pay structures that reflect employees' qualifications. At the operational level, organisations should prioritise diversity training, emphasising employee education, tolerance, acceptance, effective communication, and feedback. Importantly, all managers should actively participate in implementing HR diversity management practices to ensure their integration into the organisational culture.

The researcher would like to highlight some important points from this chapter. Firstly, it is evident that the NHIA demonstrates a high level of diversity consciousness, although there is

a lack of clear, written diversity management policy, possibly due to the absence of a national policy on diversity management. The chapter explores the conceptualisation of diversity within the NHIA and provides an in-depth analysis of the organisation's diversity management policies. It also discusses the challenges faced in managing diversity, as reported by the participants, and presents a comprehensive SWOT analysis of diversity management at the NHIA.

Moreover, the chapter examines the factors that influence diversity management and aligns them with relevant theories. It proposes a model for diversity management at the NHIA and assesses the feasibility of applying the study's findings to other public organisations in Ghana and developing countries. The identified factors influencing diversity management are integrated into the proposed model. The chapter further delves into the impact of leadership and organisational culture on diversity management.

The findings discussed in this chapter hold relevance and applicability to similar environments. It is important to consider these insights when developing diversity management strategies in organisations. Finally, the next chapter provides a conclusion of the study, highlighting its contributions, offering recommendations, and presenting concluding remarks based on the research conducted.

CHAPTER SIX: SUMMARY OF FINDINGS, CONTRIBUTIONS, AND RECOMMENDATIONS

6.0 SUMMARY OF FINDINGS

A summary of findings of the research objectives is presented below.

- **To understand the conceptualisation of diversity at the NHIA**

According to the participants, diversity encompasses a range of factors including ethnic background, political affiliation, gender, religious beliefs, languages, and age. This description highlights the complexity of the Ghanaian context and reflects the diversity landscape found throughout the African continent. It emphasises that individuals cannot be solely defined by one characteristic, but rather possess multiple dimensions of diversity. Consequently, addressing diversity management becomes imperative on a broader spectrum in Ghana.

- **To examine the existing policies for diversity management at the NHIA**

The NHIA lacks a comprehensive diversity management policy and primarily operates based on constitutional provisions. However, this approach may not fully encompass the multifaceted nature of individuals, as outlined in the first objective. Furthermore, the promotion of tolerance and respect for diverse cultures, beliefs, and personalities within the NHIA is not rigorously enforced. While the NHIA does encourage its staff to strive for an inclusive environment, a more structured approach to diversity management is needed to effectively address the complex dynamics of diversity within the organisation.

To examine the challenges, strengths, weaknesses, threats, and opportunities to diversity management at the NHIA.

- **CHALLENGES**

The human resource practices at the NHIA lack elements of effective diversity management, which results in the promotion of political, cultural, and religious intolerance. This situation can be attributed to the lack of leadership commitment and a diversity-oriented culture that integrates effective diversity management policies into the overall operations of the NHIA.

- **STRENGTHS**

Although there is a need for leadership to foster an inclusive work environment, there have been some improvements in certain areas. The NHIA has ensured regional representation by establishing branches across the country. There is also an indication of efforts to cultivate a diverse workforce to harness the benefits of diversity and diversity management. These steps have the potential to create an inclusive national health carrier.

- **WEAKNESSES**

It is evident that HR practices need to be revamped to accommodate the complexities of diversity in the nation, and leadership needs to enhance their commitment to fostering an inclusive work environment. A crucial aspect of this process is allocating resources to promote effective diversity management, which can help bridge the political and cultural divides entrenched in society.

- **THREATS**

A notable threat is the politicisation of NHIA management. Several participants expressed concerns regarding political interference within the organisation, which hampers the effective implementation of diversity policies.

- **OPPORTUNITIES**

The existence of diversity in Ghanaian society permeates every aspect of social life. This underscores the importance for the NHIA to ensure the effective management of diversity to fully leverage its benefits. Properly managed diversity promotes societal competitiveness, and thus, the presence of diverse staff at the NHIA presents an opportunity for increased efficiency and productivity through employee inclusion. The effective management of a diverse workforce at the NHIA will enhance the organisation's mandate as a major driver of inclusive healthcare in Ghana.

- **To assess how leadership and culture influence diversity management at the NHIA**

The implementation of diversity management at the NHIA is significantly influenced by leadership and culture. Therefore, it is crucial for the NHIA to enhance diversity education among its management team to foster an understanding of the advantages of an inclusive workforce. Ghanaian culture, deeply ingrained in society, shapes the mindset of its people. Hence, it is essential for diversity education and its practical application to align seamlessly to achieve inclusivity and promote employee engagement.

- **To create a model of diversity management for the NHIA**

Based on the empirical findings, the researcher developed a comprehensive model of diversity management. This model integrates the key diversity concepts and the specific findings of the study to facilitate the conceptualisation and implementation of diversity management in the

NHIA. It serves as a valuable tool to promote diversity management practices and enhance employee engagement within the NHIA.

6.1 CONTRIBUTIONS TO KNOWLEDGE

The primary objective of this study is to serve as a valuable resource and guide for management in comprehending diversity management and developing strategies to effectively address the challenges associated with managing diversity. The study aims to provide a model that can be utilised by management when dealing with diversity and implementing diversity management initiatives, thus ensuring a smoother and more successful process.

6.1.1 THEORY

The study employs various pertinent theories to enhance understanding of how diversity is conceptualised and managed within the Ghanaian NHIA. By providing context-specific data, it prevents the application of inappropriate diversity strategies and management approaches. Furthermore, the study establishes theoretical connections between existing theories and the generated conceptual ideas, thereby advancing theoretical perspectives within the social context.

Building upon the study's findings, an empirical model for managing diversity within the Ghanaian NHIA in the healthcare industry has been developed, contributing to the existing body of knowledge on diversity management. The model encompasses four overarching themes: corporate culture, HR practices, leadership, and national policies, providing comprehensive insights into the factors that influence diversity management practices within the Ghanaian healthcare sector from the perspective of NHIA employees. Importantly, the model is tailored to the specific organisational and societal context under investigation, making

it highly applicable to the NHIA and potentially relevant to both public and private sectors in Ghana, as well as in other West African and developing countries globally.

6.1.2 POLICY

In terms of contributions to diversity management in Ghana, it is important to acknowledge the limitations of previous research efforts, which have primarily focused on examining the impact of effective diversity management on employee performance and organisational nature, while neglecting the diverse range of organisations and their management in a developing country such as Ghana. This study addresses this gap by exploring various themes related to diversity, with a particular emphasis on ethnicity, gender, religion, and politics. Therefore, to effectively manage diversity in a heterogeneous country such as Ghana, it is crucial to give due consideration to these diverse elements and their impact on factors such as commitment, productivity, job satisfaction, and performance.

One significant contribution of this study is highlighting the need for a written policy on diversity management within organisations. The findings indicate that the NHIA lacks a clear policy in this regard, suggesting the importance of developing a documented framework that aligns with national policies. Such a policy would provide guidance and structure for managing diversity in a consistent and inclusive manner.

Furthermore, the findings of this study contribute to a deeper understanding of the role of leadership in a diverse environment, which is essential for fostering a harmonious and positive work atmosphere that promotes mutual respect and reduces intolerance. The study demonstrates a significant relationship between diversity management at the NHIA in the Ghanaian context and leadership, emphasising the importance of having strong and dynamic leaders who actively support diversity consciousness throughout the workforce. These findings

underscore the significance of effective leadership in creating an inclusive and supportive organisational culture.

Furthermore, the identified themes in this study contribute to a better understanding of organisational culture and aid in the development of effective diversity management strategies. The research findings indicate that the NHIA in Ghana possesses a strong organisational culture characterised by shared values, beliefs, and behaviours among its members. Such a healthy organisational culture enhances employee performance, motivation, and overall company effectiveness. While previous studies have explored the relationship between diversity and employee and organisational performance in Ghana, they have primarily overlooked the broader concept of diversity in organisations and its management, particularly in developing countries such as Ghana. This study fills this gap by providing empirical evidence and advancing knowledge in the field of diversity management in Ghana.

Moreover, the research has practical implications for diversity management practices in the Ghanaian health sector. By highlighting the challenges and perceptions surrounding diversity management, the study sheds light on previously unexplored aspects of the phenomenon. This contributes to a deeper understanding of the current reality of diversity and diversity management, informing the development of effective strategies to address these challenges. Consequently, the research facilitates a more comprehensive understanding of diversity management in the public sector, bridging the gap between academia, policymakers, and practitioners. It generates policy-relevant knowledge by examining the policies, processes, and systems in place at the NHIA for managing diversity. One important policy implication is the need for a written policy specifically addressing diversity management in Ghanaian public sector organisations, as underscored by the study's findings. This policy-relevant knowledge

can inform the formulation of government policies on diversity management in public sector organisations in Ghana.

6.1.3 PRACTICE

The study provides valuable insights and guidance for the practice of diversity management in a multicultural public organisation. The model developed in this study serves as a practical framework for diversity management strategies in the Ghanaian context. By analysing qualitative data, the model enhances the implementation of diversity management in the NHIA, leading to improved efficiency and effectiveness in serving the Ghanaian public. Additionally, the model positions the NHIA as a benchmark for diversity management in Ghana, helping managers foster an inclusive culture that drives organisational performance.

The model developed in this study not only benefits the NHIA but also serves as a guide for other managers, organisational leaders, human resource practitioners, and organisational development consultants. It offers practical insights and strategies for enhancing diversity management programmes and improving skills in managing diversity. Moreover, the model provides valuable guidance for the health sector and other organisations operating in similar contexts, assisting them in effectively managing diversity and promoting an inclusive work culture.

Furthermore, this research contributes to a deeper understanding of the concepts of diversity and diversity management within the organisation. It highlights the importance of recognising and accommodating diverse perspectives and experiences to create an inclusive workplace. Human resource management professionals can draw upon the findings of this study to foster a more inclusive environment that embraces the diverse backgrounds and identities of employees.

This study's model for diversity management serves as a practical guide for enhancing diversity management practices in the NHIA and beyond. It provides valuable insights and strategies for creating an inclusive organisational culture and improving performance. The research contributes to a broader understanding of diversity and diversity management, offering practical implications for human resource management professionals and organisations seeking to foster inclusive workplaces.

6.2 RECOMMENDATIONS

In summary, the study findings indicate that diversity encompasses various dimensions, including age, gender, and ethnicity. However, the NHIA lacks a clear policy regarding diversity management. The analysis of the data also identified significant factors such as government policy, human resource practices, and organisational culture that influence diversity management. Based on these findings, the researcher provides practical applications and recommendations outlined below.

6.2.1 PRACTICAL APPLICATION FOR ORGANISATIONS

The study unequivocally demonstrates the significance of diversity in management and business, thereby emphasising the necessity for organisations to actively establish policies and structures within their human resource practices to achieve effective diversity management. Moreover, the study highlights the potential value and usefulness of diversity management training for organisations to embrace and effectively manage diversity, thereby reaping its numerous benefits. Considering these findings, the following actions are recommended for consideration within the organisation:

- Alignment of diversity training with the organisation's vision, culture, strategies, and relevant policies is paramount. It is crucial to define, redefine, or reframe diversity and

diversity management training to address any prevailing negative perceptions within the organisation.

- Leaders and top management must undertake a comprehensive review of the organisational culture and introduce developmental changes and learning initiatives throughout the organisation. This top-down approach, rather than merely endorsing equal treatment, will foster a cultural transformation that aligns with the desired change.
- Human resource managers should proactively and deliberately implement measures to manage and integrate diversity education, raise awareness, and develop interpersonal skills that contribute to positive outcomes. Utilising available methods, approaches, and networks, these managers can effectively promote diversity within the organisation.
- The leadership of the organisation must exhibit a strong commitment to implementing diversity management processes and systems. It is crucial for employees to witness these actions, as they serve as role models and inspiration for fostering a diverse and inclusive environment.

By implementing these recommended actions, the organisation can pave the way for effective diversity management and ensure that diversity becomes a core element of its overall strategy and operational practices.

6.2.2 RECOMMENDATIONS FOR FUTURE RESEARCH

The study identifies four key challenges (political influence, leadership commitment, HR practices, and organisational culture) encountered in managing diversity within the NHIA. Consequently, it becomes imperative to develop effective policies and frameworks based on conclusive research to address these challenges. However, it is important to note that this study is limited in scope as it is a single case study employing qualitative methods, resulting in a small sample size that may not fully capture the complexities of the phenomenon under investigation. Therefore, future studies should consider employing a mixed-methods approach

and expanding the number of cases to provide a broader perspective that more comprehensively reflects the dynamics of diversity within the entire nation of Ghana. Additionally, further research is warranted to explore the relationships between the identified variables to inform the development of effective diversity management strategies. Future research is needed to cover areas and population not included in this study. This study employed purposive sampling; other researchers can use different sampling methods to investigate the phenomenon. A study of diversity management in the private health organisation in Ghana is also relevant to draw comparison and gain deeper understanding into the concepts.

6.3 CONCLUDING REMARKS

The study has identified several key areas that require attention in order to ensure effective diversity management at the NHIA. The work environment at the NHIA is characterised by a high degree of diversity, resulting in complex dynamics. The entrenched socio-cultural, religious, and political differences necessitate the development of a robust diversity framework that incorporates essential elements such as appreciation of uniqueness and a sense of belonging. As a result, a model has been formulated based on the study's findings, highlighting the critical elements that drive diversity management dynamics at the NHIA. These identified elements can serve as tools to address the challenges encountered in promoting effective diversity management not only at the NHIA but also in similar environments.

Furthermore, the absence of a clear diversity management framework at the NHIA exacerbates the complexity of the situation, underscoring the need to develop a model to mitigate these challenges. The complexity is further compounded by human resource practices that do not embrace the principles of diversity and diversity management. Notably, leadership at the NHIA is predominantly influenced by socio-cultural and ethnic biases, overlooking the diversity present within the work environment. Considering this, it is crucial to raise awareness among

NHIA's leadership and management about the significance of diversity management. This awareness should be driven by a context-specific diversity strategy to ensure the desired outcomes are achieved.

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APPENDIX

NATIONAL HEALTH INSURANCE AUTHORITY

No. 36 - 6th Avenue, Ridge Residential Area, Accra

Private Mail Bag, Ministries, Accra, Ghana

T: +233 302 228503 / 233555 / 235211

F: +233 302 232325

E: info@nhia.gov.gh W: www.nhis.gov.gh

Our Ref. No: NHIA/DCE/AHR/THSS/01/2019

Your Ref. No:



January 21, 2019

**CYNTHIA INWEREGBU
5 EAST LEGON
BY OGBONGLO TRAFFIC LIGHT
ACCRA**

Dear Cynthia,

**RE: RESEARCH STUDY – THE CHALLENGES OF CULTURAL DIVERSITY MANAGEMENT:
CASE STUDY OF NATIONAL HEALTH INSURANCE AUTHORITY (NHIA)**

We refer to the letter dated **12th June, 2018** requesting for our consent to use the National Health Insurance Authority as a case study for your research work. We are pleased to inform you that, you have been granted permission to do as requested.

Upon receipt of this letter, please contact the Director, Research, Policy, Monitoring & Evaluation Directorate (RPM&E) for further direction.

We shall require a copy of your project work upon completion.

Yours faithfully,

A handwritten signature in black ink, appearing to be 'Yaa Poku Aa Baiden', written over a horizontal line.

**YAA POKUAA BAIDEN (MRS.)
(DEPUTY CHIEF EXECUTIVE, ADMIN & HR)
FOR: CHIEF EXECUTIVE**

cc: Chief Executive
Director: RPM&E
Deputy Director: T&D

UNIVERSITY OF THE
WITWATERSRAND,
JOHANNESBURG



Research Office

HUMAN RESEARCH ETHICS COMMITTEE (NON-MEDICAL)
R14/49 Inweregbu

CLEARANCE CERTIFICATE

PROTOCOL NUMBER: H19/07/13

PROJECT TITLE

Diversity management in the Ghanaian Health Sector: A case study of the NHIA

INVESTIGATOR(S)

Mrs C Inweregbu

SCHOOL/DEPARTMENT

Wits Business School/

DATE CONSIDERED

19 July 2019

DECISION OF THE COMMITTEE

Approved

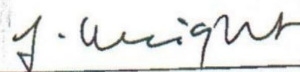
EXPIRY DATE

04 September 2022

DATE

05 September 2019

CHAIRPERSON

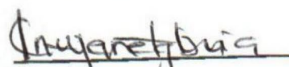

(Professor J Knight)

cc: Supervisor : Dr C Maier

DECLARATION OF INVESTIGATOR(S)

To be completed in duplicate and **ONE COPY** returned to the Secretary at Room 10004, 10th Floor, Senate House, University. Unreported changes to the application may invalidate the clearance given by the HREC (Non-Medical)

I/We fully understand the conditions under which I am/we are authorized to carry out the abovementioned research and I/we guarantee to ensure compliance with these conditions. Should any departure to be contemplated from the research procedure as approved I/we undertake to resubmit the protocol to the Committee. **I agree to completion of a yearly progress report.**


Signature

05/09/19
Date

PLEASE QUOTE THE PROTOCOL NUMBER ON ALL ENQUIRIES

2 St David's Place, Parktown, Johannesburg, 2193, South Africa
PO Box 98, WITS, 2050
Website www.wbs.ac.za



Wits Business School
Sculpting global leaders

PARTICIPANT INFORMATION SHEET (Focus Group Discussion)

Dear Sir/Madam,

My name is Cynthia Inweregbu, and I am a Ph.D. student in Faculty of Commerce, Law, and Management at the University of the Witwatersrand, Johannesburg. As part of my studies, it is required that I carry out a research project, and I am exploring the nature of diversity management in Ghana using your organisation, National Health Insurance Authority, as a case study. The goal of this research project is to find out the challenges and nature of diversity management at the NHIA.

I would like to invite you to take part in an interview as a part of this research project. Please note that your participation is voluntary, there are no benefits, advantages or disadvantages involved in participating or not participating.

This activity will involve answering questions on the nature, challenges, personal experience, and opinions sharing, on diversity management at the NHIA. The focus group discussion process will last for 2 hours. If you will permit, I would like to record the session with an audio recorder.

Please note that there will be no direct benefits from participating in this research and there are no consequences for not participating. You are not obliged to answer questions that you deem uncomfortable and can withdraw your participation anytime during the interview process. The participants will be required to keep all discussions in the group completely confidential, and the information you give will be held securely. I also want to state that no names or any information that will identify the participants will be used in the final research report.

If you have any questions during or after the process about this research, feel free to contact the researcher or her supervisor on details below.

Yours Sincerely,
Cynthia Inweregbu (Researcher)
1948240@students.wits.ac.za
+233249267430

Dr. Christoph Maier (Supervisor)
Christoph.maier@comazo.de
+27824675096/+4974327019-0

2 St David's Place, Parktown, Johannesburg, 2193, South Africa
PO Box 98, WITS, 2050
Website www.wbs.ac.za



PARTICIPANT INFORMATION SHEET- INTERVIEW

Dear Sir/Madam,

My name is Cynthia Inweregbu, and I am a Ph.D. student in Faculty of Commerce, Law, and Management at the University of the Witwatersrand, Johannesburg. As part of my studies, it is required that I carry out a research project, and I am exploring the nature of diversity management in Ghana using your organisation, National Health Insurance Authority, as a case study. The goal of this research project is to find out the challenges and nature of diversity management at the NHIA.

I would like to invite you to take part in an interview as a part of this research project. Please note that your participation is voluntary, there are no benefits, advantages or disadvantages involved in participating or not participating.

This activity will involve answering questions on the nature, challenges, personal experience and opinions sharing, on diversity management at the NHIA. The interview process will take about 30 minutes. If you will permit, I would like to record the interview session with an audio recorder.

Please note that there will be no direct benefits from participating in this research and there are no consequences for not participating. You are not obliged to answer questions that you deem uncomfortable and can withdraw your participation anytime during the interview process. The interview will be completely confidential, and the information you give will be held securely and not disclosed to anyone else. I also want to state that no names or any information that will identify the participants will be used in the final research report.

If you have any questions during or after the process about this research, feel free to contact the researcher or her supervisor on details below.

Yours Sincerely,

Cynthia Inweregbu (Researcher)
1948240@students.wits.ac.za
+233249267430

Dr. Christoph Maier (Supervisor)
Christoph.maier@comazo.de
+27824675096/+4974327019-0

Note: If you have any concerns or complaints regarding the ethical procedures of this study, you are welcome to contact the University Human Research Ethics Committee(Non-Medical) telephone: +27 (0)11 717 1408, email: Shaun.Schoeman@wits.ac.za

UNIVERSITY OF WITWATERSRAND BUSINESS SCHOOL, JOHANNESBURG

Interview Guide

This interview guide is meant to facilitate data collection on the concept of diversity and challenges to Diversity Management in Ghana's National Health Insurance Authority (NHIA), towards fulfilling the requirement for the award of PhD Degree at the University of Witwatersrand, South Africa. I humbly crave your indulgence to ask you a few questions. Please be assured that any information collected is solely for academic purposes and you are guaranteed strict confidentiality.

Demographic

- Please, briefly tell me about yourself.
- How long have you been working for NHIA?
- What is your current position and level at the NHIA?

Objective 1: To understand the conceptualisation of diversity at the NHIA.

- What does the word diversity mean to you?
- How do you consider diversity here in the NHIA?

Objective 2: To examine the existing policies for diversity management at the NHIA.

- Does the NHIA have a diversity management policy?
- What are the main components of the policy?
- How does the NHIA address diversity related issues among its workforces?
- To what extent is the policy aligned to the national policy on diversity management in Ghana?

Objective 3: To examine the challenges, strengths, weaknesses, threats, and opportunities, to diversity management at the NHIA.

- What do you see as the challenge(s) in managing diversity at NHIA?
- How do you think these challenges should be addressed?
- What could be done by management to achieve effective and efficient diversity management at the NHIA?
- Could you please share with me the strengths and weaknesses of diversity management at the NHIA?
- What do you think are the threats and opportunities to diversity management at the NHIA?

Objective 4: To assess how leadership and culture influence diversity management at the NHIA.

- Do you think that the organisational culture has an impact on diversity management?
- How would you describe the organisational culture of NHIA towards diversity management?
- Do you think that leadership has an influence on diversity management?
- How would you describe the leadership of NHIA towards diversity management?
- Any questions, suggestions or other contributions based on our discussions towards this research?

Interview Code	Staff Level	Date	Location	Time
INT 1	Senior Management	January 13, 2020	Accra	09.00am
INT 2	Senior Management	January 13, 2020	Accra	10.35am
INT 3	Senior Management	January 13, 2020	Accra	11.25am
INT 4	Senior Management	January 14, 2020	Accra	10.00am
INT 5	Senior Staff	January 14, 2020	Accra	11.30am
INT 6	Senior Staff	January 14, 2020	Accra	01.05pm
INT 7	Senior Staff	February 3, 2020	Kumasi	09.30am
INT 8	Senior Staff	February 3, 2020	Kumasi	10.45am
INT 9	Middle Level	January 15, 2020	Accra	10.30am
INT 10	Middle Level	January 15, 2020	Accra	11.55am
INT 11	Middle Level	January 15, 2020	Accra	01.45pm
INT 12	Middle Level	January 16, 2020	Accra	09.45am
INT 13	Middle Level	January 16, 2020	Accra	11.15am
INT 14	Middle Level	January 16, 2020	Accra	02.30pm
INT 15	Middle Level	January 17, 2020	Accra	11.25am
INT 16	Middle Level	January 17, 2020	Accra	01.15pm
INT 17	Middle Level	January 17, 2020	Accra	03.30pm
INT 18	Middle Level	February 3, 2020	Kumasi	1.15pm
INT 19	Middle Level	February 3, 2020	Kumasi	2.24pm
INT 20	Middle Level	February 4, 2020	Kumasi	09.45am
INT 21	Middle Level	February 4, 2020	Kumasi	10.55am
INT 22	Middle Level	February 4, 2020	Kumasi	01.30pm
INT 23	Middle Level	January 21, 2020	Accra	09.15am
INT 24	Junior Level	January 21, 2020	Accra	11.25am
INT 25	Junior Level	January 22, 2020	Accra	02.15pm
INT 26	Junior Level	January 22, 2020	Accra	04.15pm
INT 27	Middle Level	February 5, 2020	Kumasi	10.45am
INT 28	Middle Level	February 5, 2020	Kumasi	01.00pm
INT 29	Middle Level	February 5, 2020	Kumasi	02.15pm
INT 30	Middle Level	February 5, 2020	Kumasi	03.30pm
INT 31	Middle Level	February 6, 2020	Kumasi	09.25am
INT 32	Junior Level	February 6, 2020	Kumasi	11.00am
INT 33	Junior Level	February 6, 2020	Kumasi	12.35pm
INT 34	Junior Level	February 6, 2020	Kumasi	02.45pm

Focus Group Discussion Accra				
Interview Code	Staff Level	Date	Location	Time
FGD 1	Junior Level	January 23, 2020	Accra	01.00pm
FGD 2	Junior Level	January 23, 2020	Accra	01.00pm
FGD 3	Junior Level	January 23, 2020	Accra	01.00pm
FGD 4	Junior Level	January 23, 2020	Accra	01.00pm
FGD 5	Junior Level	January 23, 2020	Accra	01.00pm
FGD 6	Junior Level	January 23, 2020	Accra	01.00pm
Focus Group Discussion Kumasi				
FGD 7	Junior Level	February 20, 2023	Kumasi	02.00pm
FGD 8	Junior Level	February 20, 2023	Kumasi	02.00pm
FGD 9	Junior Level	February 20, 2023	Kumasi	02.00pm
FGD 10	Junior Level	February 20, 2023	Kumasi	02.00pm
FGD 11	Junior Level	February 20, 2023	Kumasi	02.00pm
FGD 12	Junior Level	February 20, 2023	Kumasi	02.00pm
FGD 13	Junior Level	February 20, 2023	Kumasi	02.00pm

Focus Group Discussion (2 hours)		
S/No	Respondents	Staff Level
Focus Group Discussion Accra Region (2 hours)		
1	FGD Respondent 1	Junior level
2	FGD Respondent 2	Junior level
3	FGD Respondent 3	Junior level
4	FGD Respondent 4	Junior level
5	FGD Respondent 5	Junior level
6	FGD Respondent 6	Junior level
Focus Group Discussion Kumasi Region (2 hours)		
7	FGD Respondent 7	Junior level
8	FGD Respondent 8	Junior level
9	FGD Respondent 9	Junior level
10	FGD Respondent 10	Junior level
11	FGD Respondent 11	Junior level
12	FGD Respondent 12	Junior level
13	FGD Respondent 13	Junior level

Code Categories

Objective 1: To understand the conceptualisation of diversity at the NHIA.

- A - Diversity as differences in ethnic background.
- B - Diversity as differences in political affiliation.
- C - Diversity as differences in gender.
- D - Diversity as differences in religious belief.
- E - Diversity as differences in Languages.
- F - Diversity as differences in Age.

Objective 2: To examine the existing policies for diversity management at the NHIA.

- G - No existing policy.
- H - Guided by the constitution.
- I - Tolerance and respect for each other's background
- J - Inclusive work environment

Objective 3: To examine the challenges, strengths, weaknesses, threats, and opportunities, to diversity management at the NHIA.

Challenges

- K - Challenges attributed to poor HR practices.
- L - Challenges attributed to political affiliation and political interference.
- M - Challenges attributed to lack of leadership commitment.
- N - Challenges attributed to lack of diversity-oriented culture
- How to address the challenges
- O - Effective HR practices.
- P - Elimination of political interference
- Q - Modification of existing organisational culture
- R - Effective communication

Strengths

- S - Experiences and diverse employees
- T - Regional Presence
- U - Pivotal role in the country health industry

Weaknesses

- V - Political interference
- W - Gender Imbalance

Threats

- X - Political interference
- Y - Lack of diversity management policy
- Z - Poor human resource practices
- AA - Lack of leadership commitment

Opportunities

- BB - Regional presence
- CC - Country's health scheme

Objective 4: To assess how leadership and culture influence diversity management at the NHIA.

- CC - Culture influence on diversity management
- DD - Leadership influence on diversity management

