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Evaluating the impact of a diversity and inclusion committee on promoting a diverse workforce and building an inclusive environment at Beckman Coulter SA (PTY) Ltd

Tebogo Noge

WITS Business School

A consultancy report presented in partial fulfilment for the degree of Master of Business Administration to the Faculty of Commerce, Law, and Management, University of the Witwatersrand

April 2021

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DECLARATION

I, Tebogo Kagiso Noge, declare that this research report entitled 'Evaluating the impact of a diversity and inclusion committee on promoting a diverse workforce and building an inclusive environment at Beckman Coulter SA (PTY) Ltd' is my own unaided work. I have acknowledged, attributed, and referenced all ideas sourced elsewhere. I am hereby submitting it in partial fulfilment of the requirements of the degree of Master of Business Administration at the University of the Witwatersrand, Johannesburg. I have not submitted this report before for any other degree or examination to any other institution.



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Signed at Johannesburg on 30 April 2021

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ABSTRACT

Key words: Diversity, Inclusion, Inclusive environment, Diversity management, Committee

Diversity and inclusion have long been a challenge in many South African corporate workplaces. This is a reality that stems as far back as the pre-1994 apartheid government, which implemented policies of racial and gender segregation.

The purpose of this study was to determine how effective Beckman Coulter SA (PTY) Ltd's diversity and inclusion committee was at fostering a diverse workforce and creating an inclusive environment.

To address this purpose, this study interrogated research questions centering around the understanding of diversity and inclusion within the company. The questions unearthed perceptions on the state of diversity, the inclusive nature of both the company's leadership and the human resources practices, and lastly, the questions evaluated the impact that the diversity and inclusion committee had on employee engagement at Beckman Coulter South Africa (PTY) Ltd.

The wide field of sociology guided and supported this research study. Furthermore, the study pursued a qualitative case study design with purposive sampling. The data for the analysis was gathered from both primary and secondary sources. The primary data was analysed using the grounded theory method.

Overall, this study found that there has been a noticeable improvement since the appointment of the diversity committee. Moreover, it was concluded that the company is working hard to improve its internal diversity and inclusion position. The majority of employees were found to believe that the committee was effective in raising awareness on diversity and inclusion.

However, this study also determined three main opportunities for improvement. Firstly, the black respondents felt racially excluded from the company's promotion opportunities, top management hiring, career development, and also felt there were significant integration gaps. Secondly, it was noted that there was little modelling of desired behaviours and not enough quick wins to get the necessary buy-in of half of the research respondents. Lastly, the respondents reported a prominent culture of retaliation or no action when discriminatory incidents are raised.

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DEFINITION OF KEY TERMS AND CONCEPTS

Diversity – Esty et al. (1995) define diversity as appreciating, seeing value, understanding, respecting and celebrating the differences between people's age, physical ability, race, gender, ethnicity, religious beliefs, social class and sexual orientation.

Inclusion – The act or practice of including and accommodating people who have historically been excluded because of their race, gender, sexuality or abilities (Merriam-Webster.com Dictionary, 2020).

Committee – Cambridge Dictionary (n.d) explains that a committee is a small group of people representing a larger organisation in either decision-making or information-gathering processes.

The Diversity and Inclusion (D&I) Committee – This refers to a group of employees that are acting on behalf of the company to promote and manage the process of diversity and inclusion.

Diversity and Inclusion (D&I) Sponsors – This refers to a group of senior managers or executives acting on behalf of the company to oversee the D&I Committee and provide the necessary support to ensure the success of the diversity and inclusion mandate.

1. INTRODUCTION TO THE RESEARCH

More generally, this research evaluates the impact of the Diversity and Inclusion (D&I) Committee on the promotion of a diverse workforce and the building of an inclusive environment at Beckman Coulter SA (PTY) Ltd. However, before the conceptualisation of the research (Section 1.2), a brief introduction of the terms and concepts that were used in the conceptualisation of this research are given in Section 1.1- these are outlined at a very high level for the sake of introduction as Chapter 2 offers a more specific and detailed discussion on the research context. The research conceptualisation section sets out the research problem statement (Section 1.2.1), and consequently, the purpose of the research (Section 1.2.2), as well as the research question (Section 1.2.3). The definitions and assumptions of the research study are outlined in Section 1.3. Lastly, the significance of the research study is discussed in Section 1.4 and the preface to the research report is given in Section 1.5.

1.1. Context of and background to the study

1.1.1. South African context and background

South Africa is a diverse country with an estimated population of 58.78 million people as of mid-2019 (Statistics South Africa, 2018, 2019). The population is 49 per cent male and 51 per cent female. Moreover, in terms of race, 80.9 per cent of this population is Black African, 8.8 per cent Coloured, 7.8 per cent White, and 2.5 per cent Indian (Statistics South Africa, 2018). However, as Thompson (2014) narrated, the country has a rich history of segregation. The pre-1994 apartheid government has left behind a legacy of job discrimination, with higher-ranking jobs mostly acquired by Whites and men; low-ranking jobs, primarily awarded to Blacks and women.

This apartheid regime came to an end in 1994, and South Africa saw a new democratic government coming to power in its place. It was not long after their appointment that the new regime introduced the Employment Equity Act (EEA) number fifty-five in 1998, in an attempt to redress past inequalities by creating a level playing field and eliminating unfair discrimination in the labour market (Booysen & Nkomo, 2010; Department of Labour, 2018; Molefi, 2017).

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Tladi (2001) argues that this Act was intended to achieve the listed objectives by applying this legislation as a means of encouraging the transformation of South African organisations in the workplace.

Employment Equity (EE) not only ensures the use of skills of all the employees and potential employees by opening up equal opportunities for all, but it also encourages diverse representation and the inclusion of all South Africans at all levels in the organisation. Unfortunately, despite the introduction of the Act, the pace of racial and gender diversity and inclusion in the country's marketplace has remained bleak and disappointing. (Department of Labour, 2018). The Department of Labour (2018); Molefi (2017) point out that companies use the lack of skills as an excuse for their inability to address internal inequalities and improve the transformation of their top management teams.

However, the year-on-year figures submitted to the Labour Department annually suggest that skills development and training programs are primarily offered to the white male population, which prevents the use of skills development as a tool to address the inequality in the workforce as envisaged by the Government of South Africa. (Department of Labour, 2018). At the Commission for Employment Equity (CEE) Sectoral Commitments meeting in 2016, the Department concluded that this was an apparent resistance from top management, particularly in the private sector (Department of Labour, 2018, 2019).

These details point to a concerning pattern; that there is significant pushback to the promotion of diversity by top-level executives in South African organisations, and among them is also a lack of willingness to encourage the inclusion of all races and genders in the respective workplaces.

1.1.2. Beckman Coulter context and background

Beckman Coulter is an international medical device company that has been owned by Danaher Corporation since the year 2012. Its origins emanate as far back as the year 1935, following the first sale of a pH meter by its founder, Dr Arnold Beckman. (Beckman Coulter Life Sciences, 2020b; Thackray & Myers, 2000).

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The company is currently operating in many countries around the world mainly involved in developing, manufacturing, and marketing biomedical testing products (Beckman Coulter Life Sciences, 2020a).

Moreover, Beckman Coulter primarily cater to medical laboratories, pharmaceutical companies, biotechnology companies, universities and research institutions across the world. (Beckman Coulter Life Sciences, 2020a).

In South Africa, Beckman Coulter first opened its South African operations in June 1963 in Midrand, Johannesburg. (Companies and Intellectual Property Commission, 2019). Its principal operations revolve around sales, marketing, distribution, service, and technical support of all the Beckman Coulter Inc products. (Companies and Intellectual Property Commission, 2019).

The company's structure is considerably flat. In descending order of authority, the structure can be broken down to senior management level, junior management level, senior professional level, junior professional level, technical support level, business and operations support level. (T. K. Noge, 2019a). The senior management level includes people managers that lead supervisors; senior people managers that lead both supervisors and senior professionals; and the directors of the operational company. The junior management level includes supervisors who lead teams in the day to day running of respective departments; employees that are not in management level report directly to this group. The senior professional level includes employees who manage specific products (e.g. product managers), employees who manage channel partners, and employees who are national technical or application experts for a particular product offer by Beckman Coulter South Africa. These professionals have the same authority level as managers on their specialities.

Further, the junior professional level includes professional analysts, engineers and representatives that support other associates and customers with complex analyses of problems. These professionals do not lead people and often escalate more complex issues to senior professionals for further assistance. The technical support level includes hotline employees who act as the first line of response for assisting customers and field technicians who are dispatched when the issue cannot be resolved telephonically.

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Lastly, the business and operations support level includes coordinators, assistants and clerks that help with administrative and clerical duties across the organisation.

In July 2019, Beckman Coulter South Africa (Pty) Ltd established the D&I committee. The establishment of this committee was through an invitation to all permanent associates to participate, and resulted in 14 associates volunteering, all of which were accepted into the committee. (Diversity and Inclusion Committee Charter, 2020).

The Managing Director of Beckman Coulter South Africa was the inviter and asked all the 14 committee members to vote via secret ballot for the committee champion or chair, as well as the deputy - who were both appointed respectfully. (Diversity and Inclusion Committee Charter, 2020).

The newly established committee's purpose was to improve diversity, inclusion, equality, and engagement within the organisation. This was to be achieved by promoting dialogue, providing information, and fostering respect for all associates, thus creating a culture of belonging for all employees, where each person is seen and heard. (Diversity and Inclusion Committee Charter, 2020). The committee reported to the diversity and inclusion sponsors, consisting of the human resources business partner and the board of directors. (Diversity and Inclusion Committee Charter, 2020).

1.2. Research conceptualisation

1.2.1. The research problem statement

South Africa has had a longstanding challenge of diversity and inclusion at many corporate workplaces (Kelly, Wale, Soudien, & Steyn, 2007). One can argue that this challenge is a result of the apartheid government, which was in power until 1994 (Booysen, 2007; Kelly et al., 2007). Researchers and the general public alike, are all in agreement that the apartheid government promoted racial segregation that was mainly to the benefit of the white population. Gwele (2009) also argues that race and culture are interrelated, making them amongst the most challenging topics of engagement in the South African context because of the historical impact of apartheid.

Post the year 1994; a new democratically elected African National Congress (ANC) government got elected to power. This government sought to build a '*rainbow nation'* that was inclusive to all. (Molefi, 2017).

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Through the implementation of the rainbow nation initiative, the ANC-led government laid down progressive legislation aimed at promoting social justice, fairness and the redress of past injustices to the historically disadvantaged. (Molefi, 2017). The legislation included the Labour Relations Act of 1996, the Basic Conditions of Employment Act of 1997, and the Employment Equity Act (EEA) of 1998. The EEA was implemented with provisions of both the Skills Development Act of 1998 and the Skills Development Levies Act of 1999, both addressing the skills gap and promote the training and development of the previously disadvantaged groups (Munetsi, 1999). The purpose of these provisions was to ensure that the Act was not merely focused on affirmative action, but that it also provided positive social redress for the groups previously disadvantaged in the old regime. (Munetsi, 1999; Rautenbach, 2005).

Regrettably, despite all the legislation introduced by the post-1994 South African government, the Department of Labour (2018) noted that there is still little or no support from key stakeholders to bring tangible fruit to the government's mandate. The rate of racial, gender and disability diversity at all levels of organisations across South Africa has been pitifully slow. Moreover, the Department of Labour (2019) also suggested that the slow transformation rate is more pronounced in the private sector.

This lack of diversity and transformation at senior and top management is silently eating away the rainbow nation vision of different genders, races and abilities working together to build a South Africa that everyone feels they belong to. Beckman Coulter South Africa (PTY) Ltd is not different from many private sector companies in terms of slow transformation in racial and gender diversity at the senior management level. However, in the year 2019, the company resolved to proactively establish a Diversity and Inclusion (D&I) committee to address this concern. This D&I committee was formed to improve diversity, inclusion, equality, and engagement within the organisation. They aim to achieve this purpose through promoting dialogue, providing information, and fostering respect for all associates; which will thus create a culture of belonging for all employees, where each person is seen and heard.

The study at hand will therefore interrogate the impact the D&I committee had on fostering a diverse workforce and creating an inclusive environment at the organisation through a qualitative case study design with purposive sampling. The data will be analysed using the grounded theory method.

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1.2.2. The research purpose statement

The study seeks to evaluate the impact of the D&I committee in promoting a diverse workforce and building an inclusive environment at Beckman Coulter SA (PTY) Ltd. This study further builds on the problem Daya (2014) highlighted with the current diversity literature in South Africa, stating that it focuses mainly on employment equity and barely on how inclusive work environments can be built. It is, however, worth noting that an inclusive environment is critical, as is evidenced by the general consensus among most scholars, that employees with a sense of belonging are likely to perform beyond their expected scope (Eldor & Harpaz, 2016; Luu et al., 2018; Young, Glerum, Wang & Joseph, 2018). Young et al. (2018) further argues that this inclusivity is likely to yield improved financial returns for the organisation.

The call for the establishment of the D&I committee was initiated by the incumbent Managing Director of Beckman Coulter SA (PTY) Ltd, who did it to promote a diverse workforce and build an inclusive environment. This decision was influenced by the company's unsatisfactory retention rates, in particular, the losing of Black African employees to competitors; the low year-on-year company-wide engagement survey scores; and lastly, the subtle racial tensions within the organisation.

That highlighted, this research study therefore seeks to understand and inform the leadership of Beckman Coulter SA PTY (Ltd) on the practicality and sustainability of the solution of using a D&I committee as a mechanism for promoting a diverse workforce and inclusive environment. The results will help the organisation to ascertain whether to pivot or persevere with its recently established strategy, assessing its effectiveness thus far.

1.2.3 The research questions

The research questions as derived from the literature review are:

1. What is the understanding of diversity and inclusion?
2. What are the perceptions on the state of diversity at Beckman Coulter SA (PTY) Ltd?
3. What are the perceptions on how inclusive the leadership of Beckman Coulter SA (PTY) Ltd is?

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4. What are the perceptions around diversity and inclusion HR practices at Beckman Coulter SA (PTY) Ltd?
5. What impact does the diversity and inclusion committee have on employee engagement at Beckman Coulter South Africa (PTY) Ltd?

1.3. Delimitations of the research study

Sociology is the broad field of study that supported the foundation of this research. For its purpose, this study will be limited to the following components of sociology: (i) Social exchange theory (Blau, 1964), (ii) Institutional theory (Gacilo, Steinheider, Stone, Hoffmeister, Jawahar & Garrett, 2018), (iii) Social role theory (Eagly, 1987; Eagley & Steffen,1984), (iv) Faultlines theory (Lau & Murnighan, 1998), (v) Social identity theory (Tafjel, 1982), (vi) Social categorisation theory (Turner, 1982), (vii) Realistic conflict theory (Sherif, 1966; Sherif & Sherif, 1953), (viii) Social inequality theory (Giddens, 1993; Townroe & Yates, 1995; Goode, 1977). All of these theories are reviewed to form a theoretical base for the study of diversity and inclusion.

Since the researcher aims to engage employees through inclusion, this study further reviews the literature on the theory of employee engagement as outlined by Kahn (1990), then proceeds to connecting the two concepts and introducing the central theoretical model adopted from Alambos & Holborn (2000). Following the review of the literature, this study proceeds to collect data from the permanent employees of Beckman Coulter South Africa (PTY) LTD as of 31 January 2020.

This selection was based on the presumption that the majority of temporary staff are only employed at the company for a limited time, and a result, may not have fully experienced all the benefits and support the company offers its permanent staff. Additionally, permanent employees are likely to have been at the company longer, thus they would have had sufficient time to experience the value brought about by the D&I committee.

1.4. Significance of the research study

The findings of this study aim to provide insight on the impact of the D&I committee against its given directive; the advantages and disadvantages of using this tool; and how successful it has been in creating a diverse workforce and an inclusive workplace

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environment compared to other approaches available with specific reference to Beckman Coulter South Africa (Pty) Ltd.

With the South African government and policymakers making slow progress and many businesses struggling to diversify their workforces and create an inclusive workplace, this report aims to identify potential barriers and reasons for the current diversity and inclusion gaps in the country's corporates. Policymakers could use the findings to initiate a broader study and ultimately develop a systemic approach that seeks to drive the necessary culture change through meaningful value-driven policies that address the economic and social realities affecting many employees working in South African companies. As a result, South Africa will become one of the most appealing countries to work for, attracting more of the much-needed skills to build a more prosperous nation.

Although there is no basis for extrapolating findings to a larger population such as the entire South African population or any other setting, this study adds to the limited current diversity literature in South Africa, which focuses primarily on employment equity and barely on how inclusive work environments can be built.

The research problem statement in this study highlights the degree to which the issue of diversity and inclusion is in South African corporates and the nation at large. On that note, this study seeks to provide answers to the issues of diversity and inclusion through the D&I committee, using the theoretical framework as a basis for conducting and interpreting the findings of the study.

1.5. Preface to the research report

To this end, there are six chapters in this report. Following this introductory chapter, Chapter 2 provides a literature review covering issues, past studies, the explanatory framework and the conceptual framework. Chapter 3 discusses research strategy, design, procedures, reliability and validity measures as well as limitations. Chapter 4 and Chapter 5 respectively present and discuss the findings of this research, with reference to the stipulated research questions. Lastly, Chapter 6 summarises and concludes the research.

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2 LITERATURE REVIEW

This chapter has three broad objectives: to understand the research problem, to identify the knowledge gap, and lastly, to develop a framework for interpreting the research findings. Specifically, in Section 2.1, the research problem is detailed. Section 2.2 reviews intervention strategies aimed at addressing diversity and inclusion challenges. On the back of this knowledge, Section 2.3 identifies and details a framework that will be used to interpret the research findings.

2.1 Research problem analysis

2.1.1 Definitions

Esty, Katharine, Richard Griffin, and Marcie Schorr-Hirsh (1995) explain promoting diversity as appreciating, seeing value, understanding, respecting and celebrating the difference amongst peoples' age, physical ability, race, gender, ethnicity, religious beliefs, social class and sexual orientation. Schmidt (2009) further elaborates that diversity has primary and secondary dimensions. The primary dimensions are made up of characteristics that are typically easy to identify in the initial encounter with a person. These include age, gender, sexual orientation, etc. The secondary dimensions include religion, education, income, and location - requiring interaction between individuals, thus making them hard to identify on initial encounters (Schmidt, 2009). There are many other diversity classifications in this day and time, such as those identified by Worman, Bland, and Chase (2005), who further classified diversity in three categories, i.e. social category diversity, organisational diversity and value diversity.

Carmeli, Reiter-Palmon, and Ziv (2010); B. Ferdman, Thomas, and Goren (2011); B. M. Ferdman (2010, 2017); B. M. Ferdman and Deane (2014); Hirak, Peng, Carmeli, and Schaubroeck (2012); Molefi (2017, p. 51); Nembhard and Edmondson (2006) describe inclusion as having two fundamental themes, first, feeling safe both psychologically and physically to air views and opinions, even if they are different from those held by others.

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This theme might, of course, require one to feel accepted, respected and requires an environment that is judgement free. The second fundamental theme is the feeling of employees that they belong to that specific organisation; in other words, that they are part of the team (Nembhard and Edmondson, 2006).

This theme might require a level of empowerment as far as resources and critical information are concerned to carry out the job effectively. (Nembhard and Edmondson, 2006).

2.1.2 Diversity and Inclusion: in the South African context

Post-1994, the ANC-led government introduced various policies at a national level, these included the Labour Relations Act of 1996, the Basic Conditions of Employment Act of 1997, and the Employment Equity Act (EEA) of 1998. The EEA of 1998 came with provisions of the Skills Development Act of 1998 and the Skills Development Levies Act of 1999 to address the skills gap and promote training and development of the previously disadvantaged groups.

Later in the year 2003, the ANC-led government introduced Black Economic Empowerment (BEE), which was later changed to Broad-Based Black Economic Empowerment (BBB-EE) in the year 2007, following criticisms around the former legislation (Department of Trade and Industry, 2012). Molefi (2017, pp. 73-74) explains that the BBB-EE policies, EEA and the Skills Development Act aimed to create a level ground through affirmative action. Molefi (2017) further justifies this by arguing that the country ought to first acknowledge how uneven the ground is and how the apartheid government promoted white monopoly at the expense of all the other races. This discriminatory practice negatively affected fair and transparent hiring practices, a reality that makes affirmative action a necessary tool for redress, and not a weapon against the white population. (Molefi, 2017).

Gilbert, Stead, and Ivancevich (1999) caution against the stigma associated with affirmative action, where those who were appointed with all the relevant skills and qualifications are still seen as though they received special favours to be appointed and are therefore not adequately competent. Losyk (1996) also believes that managing diversity is more than just creating opportunities and affirmative action.

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On the other hand, Kreitner, Kinicki, and Buelens (2002) argue that affirmative action legislation does not always equal to good intentions from management.

They argue that most organisations approach it as an artificial intervention to redress injustice, discrimination and imbalance; and it is dangerous because it does not change management's thinking about diversity.

Although there is much criticism against these affirmative action policies, echoing that it is either reverse racism and sometimes tokenism, first, this report acknowledges the observations made by Molefi (2017, pp. 73-74) and Gilbert et al. (1999), that the policies have received much push back from all South African races. This is mostly due to how these policies are perceived, labelled and stigmatised. Black employees are often labelled '*affirmative action appointees',* making them feel like they did not earn or deserve their success. The perception is that they were hired out of pity and special treatment; in other words, the idea is that there is no merit to their appointments (Molefi, 2017), Secondly, this report holds the position that affirmative action aims to give voices back to those whose voices were taken away by the apartheid government, allowing them a chance to be at the table and to have a say.

Considering South Africa's population demographics and the representation thereof in both public and private companies, there ought to be a convincing level of similarities. This position does not in any way mean that incompetent black employees with no relevant skills and qualifications should be promoted based on their skin colour, nor does it mean that the hiring process should bypass merit. What it means is that; there must be a recognition of the fact that the employment ground is currently uneven, and all should be seeking ways of ensuring balance and the availability of equal employment opportunities for all.

To this day and age, it is common to have more white associates in senior management in a South African company, overseeing black employees because of '*relevant skills and experience*' (Department of Labour, 2018; Molefi, 2017). This argument, is of course, short-sighted because the opportunities to gain the said relevant skills and experience were not even open to the black population, because of the past systemic forces of the apartheid regime.

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The use of this circular argument is therefore meaningless and unbeneficial. Moreover, the Department of Labour (2018) highlights how the budget for skills and development in South African corporates mostly benefits white employees; both are clear pushbacks from corporate South Africa and a clear refusal to comply with the government's affirmative action initiatives.

Nevertheless, despite these anti-progressive tactics, the ANC-led government has been pressured to withdraw these racially-based policies because they have not been working and have been said to be tools of reverse racism (Molefi, 2017).

The reality of the matter is that the private sector lacks the necessary, a fact that has been confirmed by the Department of Labour (2019). The Department noted that the people in top or senior management with the authority to effect the necessary change are predominantly white (Department of Labour, 2018, 2019).

Unfortunately, all these anti-progressive pushbacks from corporate South Africa and ineffective policy implementations and control measures by the ANC-led government contributed to the slow transformation and the ever-increasing inequality (Department of Labour, 2018, 2019). Table 1 below depicts the transformation progress over the years in the South African labour force:

Table 1: Gender and race as registered at the Department of Labour in South Africa (Department of Labour, 2018)

Occupational Level	Period	White	African	Coloured	Indian	Male	Female
Top Management	2001	87.0%	6.0%	3.0%	4.0%	87.0 %	13.0%
	2017	67.0%	14.3%	5.1%	9.4%	77.1 %	22.9%
Senior Management	2001	81.0%	9.0%	5.0%	5.0%	80.0 %	20.0%
	2017	56.1%	22.1%	7.7%	10.9%	66.2 %	38.8%
Professionally Qualified	2001	56.0%	33.0%	6.0%	5.0%	62.0 %	38.0%
	2017	36.5%	42.2%	9.6%	8.8%	53.4 %	46.6%
Technical skilled	2001	18.0%	58.0%	18.0%	6.0%	60.0 %	40.0%
	2017	19.6%	61.7%	11.3%	5.6%	52.9 %	47.1%

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The above findings by Department of Labour (2018, 2019) present a very low rate of transformation in the private sector, stating that previously disadvantaged groups are still underrepresented in most top management teams. The Department of Labour (2018, 2019) indicated that year-on-year figures submitted to their department suggest that skills development and training programs are primarily offered to the white male population, thus secluding other races and neutralising the programs as tools for effecting change.

To that extent, this study saw it befitting to determine if Beckman Coulter SA (PTY) Ltd is suffering from the same fate. Two research questions arose from this curiosity, i.e. *"What are the perceptions on the state of diversity at Beckman Coulter SA (PTY) Ltd?"* and *"What are the perceptions around diversity and inclusion HR practices at Beckman Coulter SA (PTY) Ltd?"*

2.1.3 Diversity and Inclusion: Beckman Coulter South Africa (Pty) Ltd context

As mentioned in the introduction chapter, Beckman Coulter South Africa (PTY) Ltd established a diversity and inclusion committee with a purpose of improving diversity, inclusion, equality, and engagement within the organisation.

The Beckman Coulter South Africa (Pty) Ltd diversity and inclusion committee is said to have carried out a survey in July 2019 prior to starting in the committee, with an objective of unearthing the existing problems at that time (Neveling, 2019). The survey indicated that 73 per cent of the Beckman Coulter South Africa (Pty) Ltd employees understood what diversity meant, whilst 27 per cent did not understand (N=55) (Beckman Coulter South Africa Diversity and Inclusion Committee, 2019). Moreover, 78 per cent of the Beckman Coulter South Africa (Pty) Ltd employees understood what inclusion meant, whilst 22 per cent did not understand (N=55). (Beckman Coulter South Africa Diversity and Inclusion Committee, 2019).

With this gap in understanding, this study saw it befitting to determine the understanding of diversity and inclusion because (i) it is important to interpret results from a clear point of the participants' understanding of the terms; (ii) to understand if there has been efforts put into awareness of diversity and inclusion since the last survey was concluded with gaps identified. Studies like that of Manoharan and Singal (2017) has indicated that different meanings have been used to describe diversity and inclusion. Thus, it is possible for incorrect interpretations to be derived if the context of the research participant's point of view is not well understood. To that extent, this study puts forth a research question asking, *"What is the understanding of diversity and inclusion?"*

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Moreover, the fact that the company is diverse and has people coming from diverse backgrounds, a question of whether they fit in to the organisation and whether their views are respected becomes important. As Molefi (2017) alluded, after getting a diverse team; the most critical follow up is getting the diverse team to work well together by creating a judgement free environment where everyone feels safe to air their opinions and feel that they belong. To that extent, this study sees it important to beg the research question asking, *"What are the perceptions on how inclusive the leadership of Beckman Coulter SA (PTY) Ltd is?"*

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2.2 Interventions

2.2.1 Change management initiatives for diversity and inclusion

In this section of the report, this study turns back to literature to learn about intervention strategies that are employed to address diversity and inclusion challenges in organisations.

Green, López, Wysocki, and Kepner (2002), Dike (2013); Molefi (2017, p. 67) agree and point out that there is no single solution to the issue of diversity management due to its complexity and dynamism. Context is essential, and what has worked for other companies might not necessarily work for others given the different environments. With that said, leading diversity and inclusion change in the workplace generally follows principles of change management. This is also echoed by Kreitner et al. (2002); Johnson, Whittington, Scholes, Angwin, and Regner (2017) – who summarise the process of strategic planning that seeks to implement an organisational change as follows:

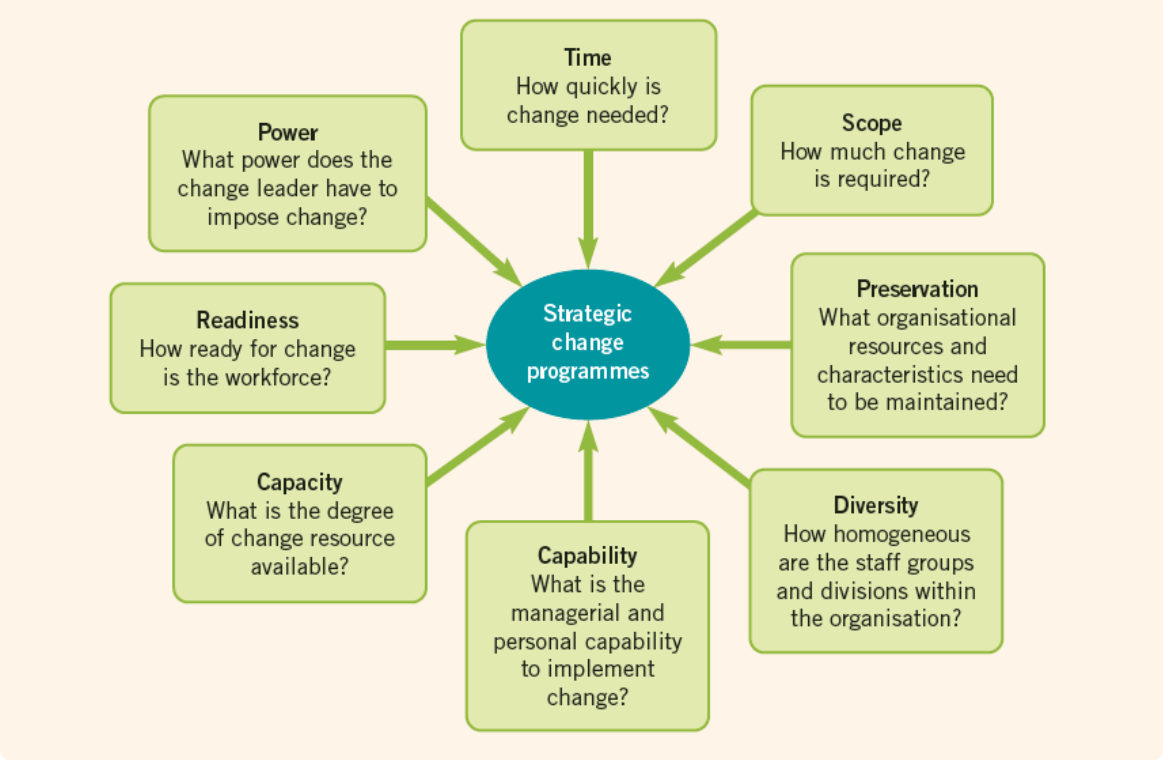


Figure 1: Strategic planning to implement change (Johnson et al., 2017)

Figure 1 above highlights the considerations that an organisation has to make to effect change.

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Since the change effort by Beckman Coulter (Pty) Ltd is not a temporary solution but one that is intended to be a lasting solution, it becomes vital for the organisation to make concerted efforts of preparing well by considering the variables outlined in Figure 2. Kotter, as cited by Johnson et al. (2017), developed an eight-step implementation model for change:

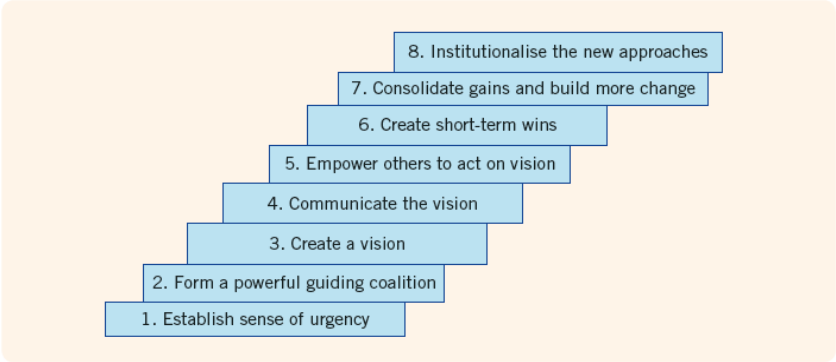


Figure 2: Kotter's eight-step to implement change (Johnson et al., 2017)

Figure 2 above outlines John Kotter's eight-step model to implement change; a model he built based on studies of 100 companies that successfully implemented the change process. (Kotter, 1996). This model puts much emphasis on involving employees (inclusion) and ensuring that they all accept the change, making it sustainable. This model could be particularly good for Beckman Coulter South Africa (Pty) Ltd to adopt, given its step-by-step guide, its relative ease of implementation, and success record.

Harvey and Allard (2015) further pointed out that one of the best implementation strategies is to perform a diversity audit, create a strategic plan such as the change kaleidoscope model, get the buy in from stakeholders by including them in the process, consult with/making use of diversity programs, and lastly, set measurable goals to be achieved by all stakeholders annually.

There is not much of a difference between the two strategy implementation proposals above. One could add that measuring strategy success is organisation specific and depends on that specific environment. A performance review is necessary to measure if the diversity strategy is successful or not, and for this to be achieved, all stakeholders need to be held accountable.

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Molefi (2017, pp. 141-156) explains her ten-step model, which requires the simultaneous engagement of the head, heart, and hands to employ intellectual buy-in, emotional buy-in, and, lastly, stimulate the employees to become part of the change. In this ten-step model, Molefi (2017) highlights that to efficiently engage the head (Step 1-4); management needs to first establish the custodians and change champions. This step is then to be followed by communicating the strategy to the established custodians and change agents, thereafter performing stakeholder mapping. The assessments and diagnostic conversations soon follow, done to determine the current/existing issues in-depth, which will then inform the vision and strategy that the custodians and change champions will employ.

In step 5 – 6, Molefi (2017) further points out that it is critical to also engage the hearts of both the management and employees through sensitising and skilling them. This can be done through company-wide workshops and discussions that enbale crucial conversations that would be ordinarily overlooked but are impactful.

Molefi (2017) highlights step 7- 9 as the time of engaging the hands by consolidating action plans and eliminating the barriers identified in the assessments and workshops. This is then followed by the frequent measurement of impact, done to evaluate whether or not the change goal was achieved, allowing the team to find alternative ways of addressing the barriers where the goal falls short and sustaining the culture where the goal was achieved.

In step 10, Molefi (2017) concludes the model by pointing out that the organisation needs to take time for a full post-intervention assessment to reflect on lessons learnt, areas of improvement, and sustaining change actions. Figure 3 below summarises the Molefi (2017) ten-step iterative culture model to ensure change sustainability.

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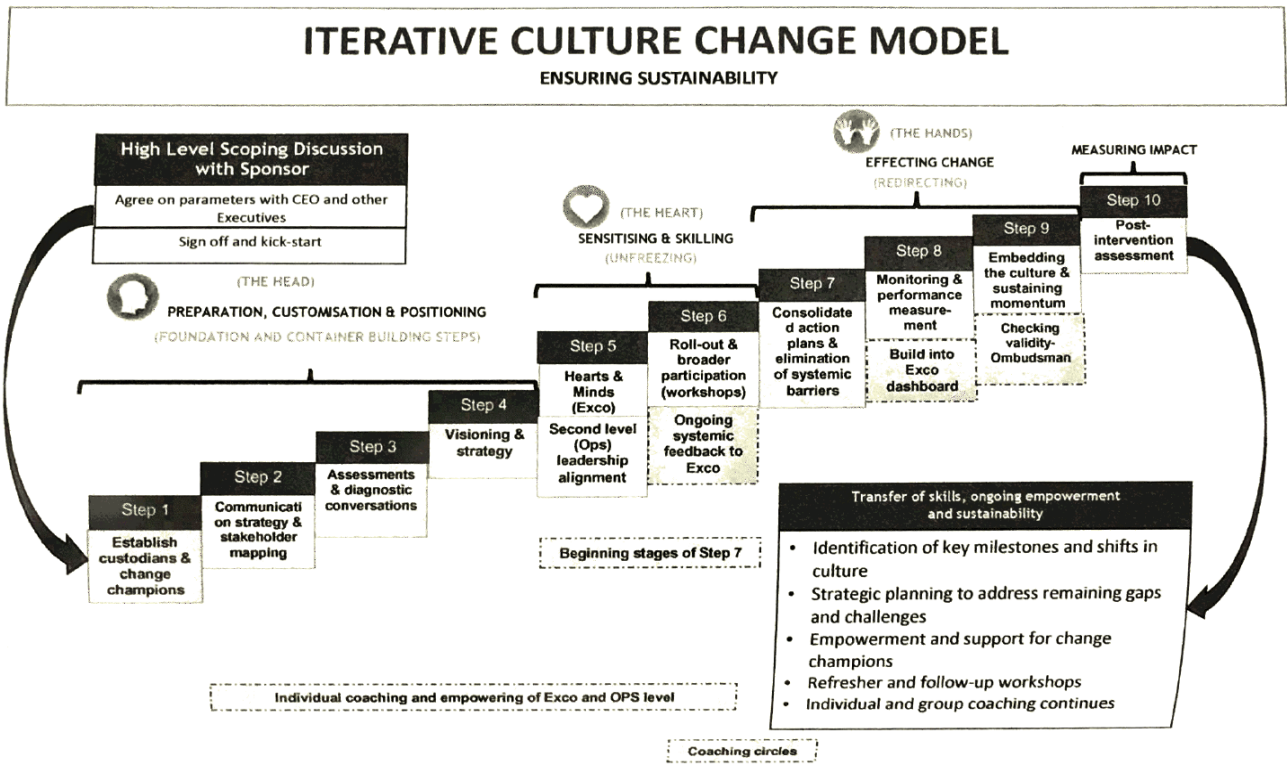
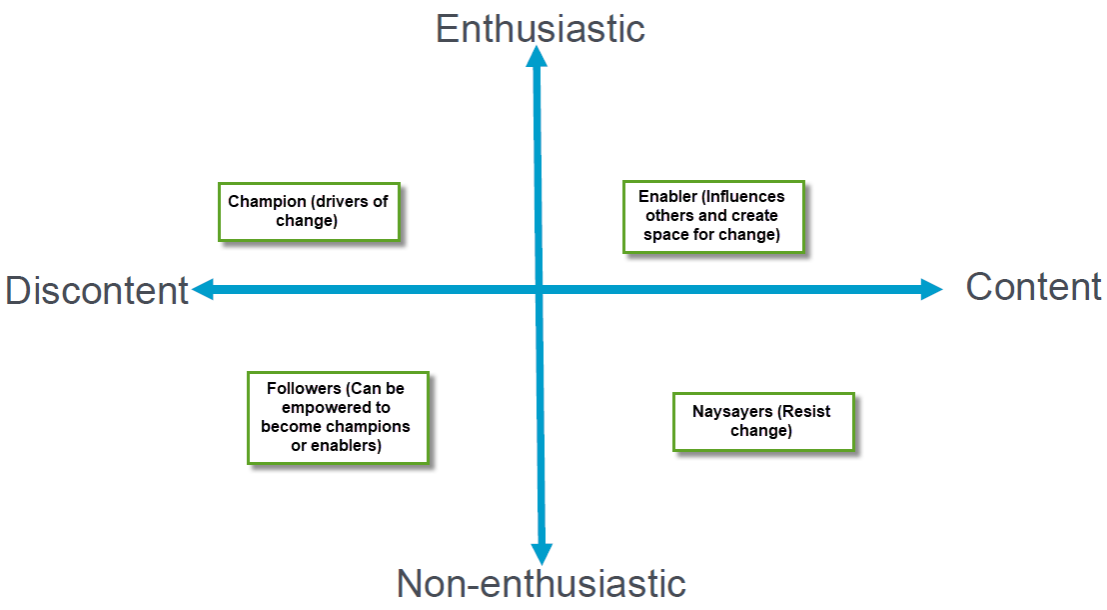


Figure 3: Iterative culture change model (Molefi, 2017, p. 142)

T. K. Noge (2019b) also supports the iterative culture model by Molefi (2017); however, he adds that the second step of stakeholder mapping can be done as per below figure 4 to determine change enablers, change champions, change followers and change naysayers whom needs different efforts and strategies to drive change:



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Figure 4: Change management stakeholder mapping (T. Noge, 2019a)

Moreover, T. K. Noge (2019b) proposes considering what he terms '*the sophisticated dynamic systems approach to change management*' in presenting results with a clear link as per below:

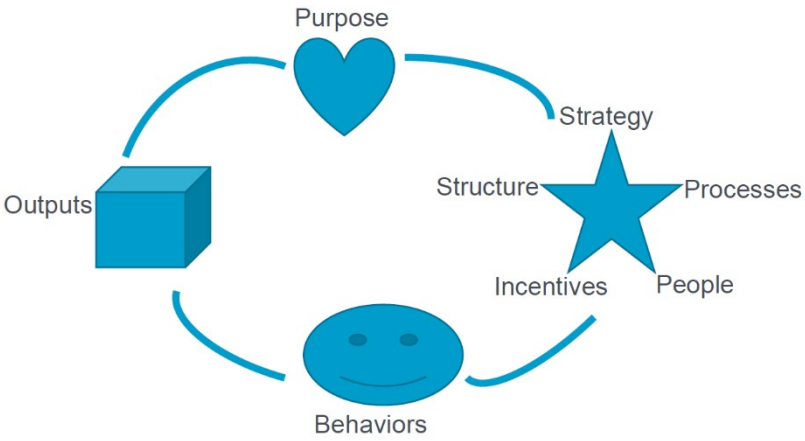


Figure 5: Sophisticated Dynamic Systems Approach to change management framework (T. Noge, 2019c)

Figure 5 is a framework that argues that the four variables are dependent on one another. To effect sustainable change on any one of them, the other three remaining variables also need to change to yield the desired sustainable change (T. K. Noge, 2019b).

2.2.2 Case study: Eskom South Africa

Molefi (2017, pp. 73-79) recalls how Eskom South Africa began changing to become more welcoming towards black people in the year 1992, the company sought to initiate change themselves and not wait for the new ANC-led government to force transformation on them. The author was working in her new role in the Human Resources (HR) department and now had the privilege of serving both black and white clients – she no longer only served black clients as per her previous social worker role at both Red Cross hospital and Eskom.

Molefi (2017, pp. 73-79) notes that the leadership of Eskom had established a sound strategy aiming at creating an environment that was enabling to change. Her role in this change process was to prepare the staff to be part of this change initiative across all levels of the organisation.

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Molefi (2017, pp. 73-79) also states that Eskom sought to drive this change through various processes which included the raising of awareness through training and workshops; the establishment of an employment equity committee and its necessary training; the use of affirmative action (quotas) with full support from the chief executive officer (CEO); and the conduction of anti-racism workshops that were to be attended by everyone to discuss barriers caused by racism and creating a unified understanding of racism in the workplace and how it affects the minorities. Additionally, the CEO was actively involved and was at the forefront of piloting this transformation at the company. He did this meticulously, recalls Molefi (2017, pp. 73-79), adding that he collaborated with all stakeholders because he understood that if he speaks rightly and gets the buy-in and hearts of most stakeholders, they will then likely offer their heads and brains on strategies to tackle this complex issue and will most probably be committed to the course.

One of the critical issues was that all executive directors were white men and to redress this, Ian created a new layer of senior general managers, all of which were black (Molefi, 2017, pp. 73-79). The plan was to create a succession plan and foster a space for these newly appointed senior general managers to shadow the executive directors and be ready to take over from them when the time is right (Molefi, 2017, pp. 73-79). Moreover, Eskom introduced the accelerated development programme. This was a formalised program that aimed at speeding up the learning process and offered mentorship to newly qualified black professionals for leadership positions. Molefi (2017, pp. 73-79) explains that this program was primarily teaching staff on the challenges of leadership, loosely called '*rough edges*' at the time; as well as teach members how to behave in leadership, speaking up, assertiveness, and the etiquette of business dinners amongst many other attributes.

Eskom also established the Black Consultative Forum (BCF) in 1994 as a support group for black professionals under full support of Ian (Molefi, 2017, pp. 73-79). Ian din not only support the BCF but allowed direct communication from the forum to him, the CEO would also ask for a recommendations of candidates from the forum whenever a promotion was available; furthermore, he asked the forum to nominate a replacement CEO to take over when he is gone (Molefi, 2017, pp. 73-79) . Despite all the mentioned interventions and clear drive for transformation from the CEO, the initiative did not progress as planned and Molefi (2017) attributes these anti-progressive hurdles to an overwhelming resistance from the middle management.

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2.3 Research knowledge gap analysis

There have been many studies investigating diversity management in the workplace. However, there is little or inconclusive literature on the assessment of the impact of diversity and inclusion committees in the workplace.

One study similar in nature to the current study is that of Elder, Damiani, and Okongo (2016), titled 'Tangible First Steps: Inclusion Committees as a Strategy to Create Inclusive Schools in Western Kenya'. This study had the objective of introducing an inclusion committee and empirically assessing how it impacted children with disability accessing primary school and to assess the impact of community-based participation on the general support for disability in western Kenyan communities. (Elder et al., 2016). The researchers pursued a qualitative case study wherein data was retrieved from two inclusion committee meetings over two weeks in the form of regular written memos coded for inclusion committee references. Additionally, the researchers retrieved data from quotes and participant statements throughout the process; pictures showing the activities taking place within the inclusion committee process; and subsequent email communications with the participants. Upon the analysis of the results, Elder et al. (2016) point out that they used qualitative coding procedures to document the entire process and the results suggested that the inclusion committee was an innovative strategy to promote access to schools for all children, including the disabled.

In the conclusion of their study, Elder et al. (2016) acknowledged that inclusion committees are resource-dependent. As the initiative was so strained for resources, the committee was subsequently discontinued indefinitely. This current study posits that despite funding, the research design employed was not conclusive. However, this is a mere assumption, and no generalisations and conclusions can be made until broader research has been conducted. Furthermore, as outlined above, due to the discontinuation, the study had insufficient data to cover the knowledge gap nor to clearly articulate the interpretive framework required to carry out this study.

Since the study failed to demonstrate impact of the Inclusion Committees as a Strategy to Create Inclusive Schools in Western Kenya.

The research knowledge gap remains unaddressed. In an attempt to address the knowledge gap, this study asks, "What impact does the diversity and inclusion committee have on employee engagement at Beckman Coulter South Africa (PTY) Ltd?"

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2.4 Explanatory frameworks for diversity and inclusion

Several theories built over time by academics provide some insight into diversity and inclusion. Each theory is considered in the context in which it was established and the circumstances that were prevailing at the time it was established are measured. Some theories are closely associated with diversity, while others are more associated with inclusion. That said, this section includes a broader framework of sociology for interpreting research findings. The components of sociology that were used for this study include:

2.4.1 Social exchange theory

Social exchange theory developed by George Homans in 1958, later advanced by Blau (1964), is formulated based on the notion that '*obligations are formed by a sequence of interactions between parties in a state of mutual interdependence*'. (Saks, 2006, p. 603). Cropanzano and Mitchell (2005) argue that the social exchange theory is one of the most influential philosophical paradigms for understanding organisational behaviour.

The advantages of this theory include the fact that it is a scientific theory that describes how individuals reduce their costs while maximising their reward in a mutually benefiting relationship (Saks, 2006). Although the theory does not go into great detail regarding business relationships, it does include guidance about how to keep and maintain relationships (Blau, 1964). The theory accomplishes this by teaching that when persons offer something in a relationship, they expect something in return in order to keep the relationship going (Blau, 1964).

In the field of diversity management literature applicable to this study, the social exchange theory has been used to argue that organisations that can handle diversity well often manage to entrench a sense of responsibility on employees and this increases the genuine commitment of employees to organisational diversity management (Guillaume et al., 2013; Downey, Werff, Van Der Thomas, & Plaut, 2015; Luu et al., 2018).

Consequently, employees with this genuine commitment to diversity management not only feel the need to embrace diversity, but they feel more engaged and included. (Downey et al., 2015; Luuet al., 2018). Centred on the argument put forth in the social exchange theory literature and the fact that Beckman Coulter SA (PTY) Ltd seeks to promote a diverse workforce and build an inclusive environment, this study adopts the

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social exchange theory as the overarching and guiding theory. Figure 6 provides a graphic representation of both the positive and negative values that may result from a social exchange.

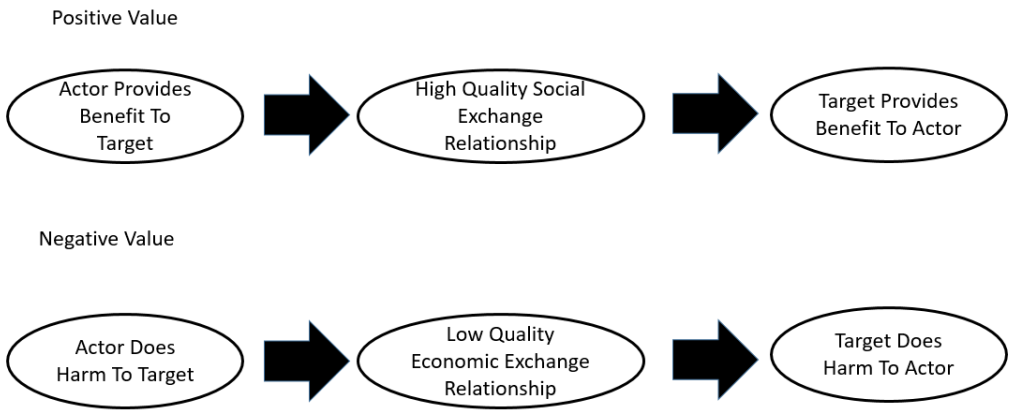


Figure 6: Positive and negative value of social exchange (Cropanzano, Anthony, Daniels, and Hall, 2016)

Figure 6 above presents that if an organisation provides value and benefit to the employee, there will be a high-quality social exchange organisation-employee relationship. Thus, will result in a positive value, that is, the employee will also provide benefit to the organisation.

Moreover, it can also be seen that if the organisation harms the employee in one way or the other, there will be a low-quality economic exchange employee-organisation relationship. This will result in a negative value, that is, the employee economically harming the organisation.

This means that if some of the employees feel they were harmed by means of inequality, discrimination, or any other means, they are likely to become less productive and consequently bring less economic value to the organisation.

2.4.2 Institutional theory

The institutional theory is a theory of the deeper and more resilient dimensions of the social system. It consists of regulatory, normative and cognitive layers that, together with the associated activities and services, give stability and meaning to social life (Kostova & Zaheer, 1999).

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To bring this meaning to social life in return for organisational survival, Scott (1995) points out that organisations tend to comply with environmental laws and/or belief social structures to promote their overall legitimacy (DiMaggio & Powell, 1983; Meyer & Rowan, 1977; Dacin, 1997; Deephouse, 1996; Suchman, 1995).

Building on to this argument, Chu et al. (2018) argue that the institutional theory is focused on the notion that business decisions are guided by '*standards, principles and norms*' (Chu et al., 2018, p. 393) and that, as companies seek to obtain recognition and legitimacy to access limited capital, they encounter coercive, normative, and mimetic pressure.

It is for this reason of complying to standards, principles and norms, that the institutional theory can be a rewarding theoretical approach for an organisation. In the case of Beckman Coulter South Africa (Pty) Ltd, its customers, general society, and employees play a crucial role in assessing the organisation's credibility and have much more influence in its operations. If the organisation operates to the detriment of the accepted '*standards, principles and norms*', it will have less productivity and retention of its employees; less market share, profitability and revenue attributable to poor recognition, legitimacy and competitive performance as judged by the customers (Chu et al., 2018).

Summary of the positive value of employees in the context of the institutional theory, depicted in Figure 8 below:

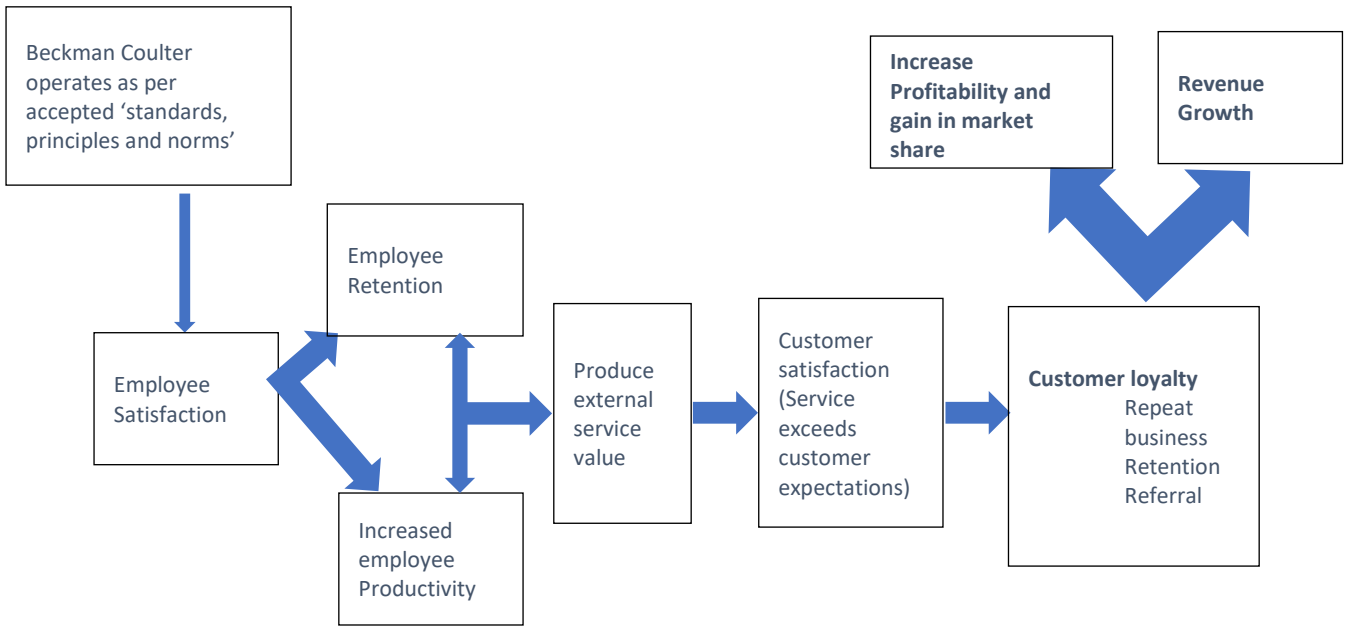


Figure 7: Summary of positive value of institutional theory (Chu et al., 2018), adapted by (Noge, 2019c)

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In essence, the positive value showcases the advantage that the institutional theory brings from the lens of the employees and the associated impact on customers. The central argument Chu et al. (2018) puts forward is that if the organisation operates in standards, principles and norms accepted by the society, customers and employees, the employees will have high respect for the organisation and gain job, consequently becoming more engaged in their roles.

Having the employees engaged will contribute to increased employee productivity and retention, which will, in turn, impact the service performance and value the employees exhibit to the external customers. With increased service performance, customer satisfaction is also likely to increase because the service offering will be exceeding their expectations. This value further translates to the "*three R's*", that is, repeat business, retention and referral (T. Noge, 2019b).

Many other organisational theories do not offer stakeholders the same degree of authority, and the stakeholders do not get to set the criteria. It is for this reason that, despite its flaws, the institutional theory is adopted for this study. However, it is worth mentioning that this theory will not beneficial to all organisations. Before applying the institutional theory, it is critical to compare an organisation's mission, objectives, vision, and strategic strategies to the core concepts of the theory in order to decide whether the theory best matches one's organisational needs.

The limitation is that generally, so far as diversity management is concerned, some organisations seek to achieve their minimum diversity slates to obtain legitimacy, and once this has satisfied expectations set by either the government and/or industry peers, organisations will then recruit from the diverse groups applicants at a slower pace (Chang, Milkman, Chugh & Akinola, 2019). This is the central argument put forward by the Labour Department (2018), that the transformation of South African corporate organisations to include more diverse candidates has been very slow, implying that South African corporate organisations, in general, tend to be unwilling to drive the transformation to genuinely include those that were previously excluded in the higher ranks of the workforce. They merely hire diverse candidates to comply with the bare minimum as required by law.

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2.4.3 Realistic conflict theory (RCT)

Realistic conflict theory assumes that people act to advance their interests, and intergroup conflicts are therefore triggered by people's drive to increase their own or group gains to the detriment of the interests of other groups (Sherif, 1966; Sherif & Sherif, 1953). In other words, this theory holds that people are wired to be biased to themselves or those whom they closely identify with.

This translates to those whom they closely identify with in their subgroups getting preferential gains at the detriment of those that do not form part of their subgroups and those that they do not identify with.

Once again, this theory is one amongst others that support the Department of Labour's (2018) findings on most of private or corporate South African organisations being predominantly led by white South Africans.

The RCT is similar to social categorisation in that individuals of a particular group categorise themselves and '*others*' separately (Tajfel, 1982; Turner 1982). People often identify themselves into social categories that they can relate with and bring meaning to, which influences the way they communicate with those who belong to their group and those from other groups (Tajfel, 1978, 1982; Tajfel & Turner, 1986; Turner, 1987).

In the social categorisation process, individuals include those who belong to their social categories while excluding those from other categories (Turner, 1982). That highlighted, Shelma *et al.* (2016) concluded that when individuals see team members as similar, they will categorise them as part of their group, and when they see team members as different, they will categorise them as not part of their group. Moreover, individuals are more likely to accept and agree with the perspectives of those they see as team members or within-group than those they cannot identify with. (Shelma *et al.*, 2016).

Academics have also applied the theory with faultlines, since faultines are characterised as hypothetical dividing lines that divide the group into relatively homogeneous subgroups based on the group members' demographic affiliation with one or more attributes. (Lau & Murnighan, 1998). Gratton, Voigt, and Erickson (2007) further argue that the faultline theory describes how the combination and configuration of the team members' characteristics can affect the team's actions and, ultimately, its results.

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Easily noticeable attributes include ethnicity/race, gender, age, nationality, educational level and much more. (Gratton et al., 2007). The underlying attributes include, amongst others, beliefs, personality, and awareness. (Gratton et al., 2007).

Once individuals categorise themselves into subgroups formulated as "us" and "them", and not as simply human beings, inevitably, within-group favouritism and discrimination against those that do not form part of the group will emerge as in the case of the social role theory. Past research on the theory of social roles is limited in scope since it primarily addressed gender-based stereotypes. (Diekman & Eagly, 2000; Eagly & Steffen, 1984, 1986; Yount, 1986; Eagly, 1987).

Over the years, the social role theory was developed and was subsequently applied to other characteristics such as age (Kite, 1996); income (Johannesen-Schmidt & Eagly, 2002), and most recently, race/ethnicity, sexual orientation, educational qualifications, and political affiliation (Koenig & Eagly, 2014).

Moreover, as individuals are categorised into groups based on their social role and identity, the within-group members are likely to attempt to preserve or gain dominance over the out-group persons in several dimensions, as is evident and detailed on the social inequality theory (Giddens, 1993; Townroe & Yates, 1995; Goode, 1977).

Social inequality is the product of a society that is organised by class, race, and/or gender hierarchies that distribute access to wealth and rights unequally (Giddens, 1993; Townroe & Yates, 1995; Goode, 1977). This phenomenon often manifests itself in a number of ways, such as income and/or wealth inequality, unequal access to education and power, coupled with unfair treatment, among others (Crossman, 2020).

Further to the social inequality theory, there is also the social identity theory, developed by Tafjel (1982) to explain intergroup relations further.

Social identity is described as an individual's awareness that he or she belongs to certain social groups, along with some emotional and valued significance to him or her as a member of that group (Tajfel, 1978).

Further, Tajfel (1978); Tajfel and Turner (1986); and Turner (1987), argue that people want to belong to groups that enjoy distinct and complementary identities.

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When people socially identify with such groups, they tend to act or behave in a way that is similar to that of the group's collective identity, thereby leading to stereotypical perceptions about themselves and others (Tajfel, 1978; Tajfel & Turner, 1986; Turner, 1987).

By social distinctions between those that form part of the group (or those they can identify with) and those seen not to form part of the group, the within-group members will attempt to preserve or gain dominance over the out-group persons in several dimensions (Tafjel, 1982). This simple categorisation of persons, either voluntary or allocated, is all that is required for the development of within-group favouritism and discrimination against those that do not form part of the group, such as the idea of racism or sexism (Tajfel, 1978; Tajfel & Turner, 1986; Turner, 1987).

Turner (1987) further argues that the consequence is that those who belong to the groups with a higher perceived social status may welcome and include those whom they consider being like them or those with whom they can identify with, while excluding and discriminating towards those who they perceive to be different from them.

In conclusion, the realistic conflict theory and its supporting theories mentioned herein were chosen in this research because of the link to discrimination and categorisation/group classifications based on race, gender, ethnicity, and all other forms of social identities in the context of making Beckman Coulter South Africa (Pty) Ltd a more diverse and inclusive workplace. The goal is to explore if discrimination based on categorisation exists at Beckman Coulter South Africa (Pty) Ltd and if hierarchies are consequently formed to dominate out-group individuals. For this reason, the study sees it important to ask the question *"What are the perceptions on how inclusive the leadership of Beckman Coulter SA (PTY) Ltd is?"* and *"What are the perceptions on the state of diversity at Beckman Coulter SA (PTY) Ltd?"*

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3 RESEARCH STRATEGY, DESIGN, PROCEDURE AND METHODS

In Section 1.2.3, the five research questions that this research investigation aims to answer were outlined — that is: 'What is the understanding of diversity and inclusion?'; 'What are the perceptions on the state of diversity at Beckman Coulter SA (PTY) Ltd?'; 'What are the perceptions on how inclusive the leadership of Beckman Coulter SA (PTY) Ltd is?'; 'What are the perceptions around diversity and inclusion HR practices at Beckman Coulter SA (PTY) Ltd?'; and, 'What impact does the diversity and inclusion committee have on employee engagement at Beckman Coulter South Africa (PTY) Ltd?'.

Since then, there has been a presentation of literature and the established interpretative and conceptual structure that will guide the choices of techniques that will be used. This chapter outlines and explains the research approach, design, procedures, and methodologies that were used in this research to gather, process, and evaluate empirical evidence. Broadly speaking, it has three objectives: to identify and explain the research strategy (Section 3.1), the research design (Section 3.2), and the methodology and procedures (Section 3.3). The chapter also points out the reliability and validity measures (Section 3.4) that this study applies to make it credible and the technical and administrative limitations of the choices made (Section 3.5).

3.1 Research strategy

Prenger (2018) explains that the research strategy is a breakdown of how the study will be carried out and details how the selected approach is the most appropriate for the understudy. There are three most common research strategies, i.e. qualitative research, quantitative research, and mixed methods, which is a combination of both the quantitative and qualitative research studies (Wotela, 2017).

This study pursued the qualitative research strategy. Aspers and Corte (2019) explain qualitative research as an iterative mechanism in which the researcher obtains a better understanding of the scientific community through new significant distinctions arising from closer contact with the studied phenomenon.

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Given the fact that this study employed the case study research design, the researcher will be engaging in email interviews with the participants to unearth the perceived usefulness of the D&I committee.

One study closest to the current study is that of Elder et al. (2016), titled 'Tangible First Steps: Inclusion Committees as a Strategy to Create Inclusive Schools in Western Kenya'. This study had the objective of introducing an inclusion committee and empirically assessing how it impacted children with disability accessing primary school and to also assess the impact of community-based participation on the general support for disability in western Kenyan communities (Elder et al., 2016). The researchers pursued the qualitative case study wherein data was retrieved from two inclusion committee meetings over two weeks, in the form of regular written memos coded for inclusion committee references; quotes and participant statements throughout the process; pictures showing the activities taking place within the inclusion committee process; and, subsequent email communications with participants.

Upon the analysis of the results, Elder et al. (2016) point out that they used the qualitative coding procedures as a systematic way of documenting the entire process, and the results suggested that the inclusion committee was an innovative strategy to promote access to schools for all children, including the disabled. The benefit of using this research strategy is that one can get rich data on the '*how*' part of the diversity and inclusion committee and further gain deeper insights into what could be the barriers that can then be used to put recommendations forward.

3.2 Research design

The research design is an integral part of the research that enables the provision of a solution to the research problem as clearly as possible (Sacred Heart University, 2019). According to Bell, Bryman, and Harley (2018), there are five generic research designs that can be adopted, these are: experimental design, cross-sectional design, longitudinal design, case study design, and comparative design.

Seeing that this study is that of a consultancy report, it resembles the principles of the purposeful case study design, and as such, this study will employ the purposeful case study design. A case study is an in-depth study that goes beyond the general statistical survey of a particular research issue (Sacred Heart University, 2019).

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The case study is often used to narrow a vast field of research into one or several instances that can be investigated (Sacred Heart University, 2019). This research design is also useful in checking whether a particular theory and model applies to real-world phenomena; if there is limited knowledge on a particular subject, it is a useful style (Sacred Heart University, 2019).

As a consultant to Beckman Coulter South Africa (Pty) Ltd, it makes sense to design this study as a case study to dive deep into whether or not using a diversity and inclusion committee is a viable strategy to create an inclusive workplace. Once again, due to lack of similar studies investigating the use of diversity and inclusion committees as a strategy to drive an inclusive work environment, the study closest to this is of Elder et al. (2016), titled 'Tangible First Steps: Inclusion Committees as a Strategy to Create Inclusive Schools in Western Kenya'. This study had the objective of introducing an inclusion committee and empirically assessing how it impacts children with disability accessing primary school and assessing the impact of community-based participation on the general support for disability in western Kenyan communities (Elder et al., 2016).

3.3 Research procedure and methods

The benefit of using the case study research design is such that this study will provide guidance and insight into Beckman Coulter SA (PTY) Ltd through a practical and academic approach from intense literature consultation and '*live*' interviews with relevant stakeholders. This will deliver accurate and relevant recommendations to Beckman Coulter SA (PTY) Ltd. The timing required to complete this study is limited, very much similar to Elder et al. (2016), who also opted for this approach because of their timing and lack of resources.

This section documents the actual procedure and methods employed in this research to collect, collate, process, and analyse empirical evidence. This section describes the actual technique and procedures for gathering, collating, storing and evaluating empirical evidence used in this research.

3.3.1 Data collection instruments

W Lawrence Neuman (2016) explains that a research data collection instrument is a tool that retrieves data that is specifically needed for analysis.

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There are typically two types of data collection instruments, which include the observation schedule and the interview schedule. (Wotela, 2017).

This study provides answers to the research questions through primary and secondary sources of information. The primary sources of information involve email interviews with current Beckman Coulter SA (PTY) Ltd associates across all levels of the organisation, as well as the D&I committee members as of 21 February 2021. The secondary sources of information involve internet sources, journals, articles, company reports of other organisations, Beckman Coulter SA (PTY) Ltd diversity and inclusion survey reports, and investigations that have been carried out before this study.

It is also vital to include observation as part of the secondary sources of information to gain a deeper understanding of the theoretical background, as well as a critical review of the work that has been done by the committee thus far, i.e., have they met their set targets? Equally, there will be email interviews conducted to gain more insight into how the impact is internally perceived and what the perceived hurdles (if any) to this initiative are?

Research data collection structure assesses the extent to which the study undertaken will be structured, as far as the interviews are concerned (Wotela, 2017). There are three structures that are generally used, these are: the structured, the semi-structured, and the unstructured (Wotela, 2017). This purposeful case study will follow the semi-structured data collection structure. This is because the study aims to have a standard approach to the different participants, allowing for an 'apple to apple' comparison. Furthermore, having it not being fully structured, allows the researcher to obtain richer context that can explain the answers received, explaining the different perceptions and to get richer and contextual recommendations for the best way forward.

3.3.2 Target population and sampling

3.3.2.1 Target population

Burns and Groves (1997, p. 236) describe the target population as the persons that meet set criteria. In other words, the target population encompasses the entire group of interest from which the sample will be drawn. This study's target population consists of Beckman Coulter South Africa employees across all levels of the organisation (N=87), including the members of the D&I committee.

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Elder et al. (2016); Israel, Schulz, Parker, and Becker (1998); Stanton (2014) hold that community-based reforms ought to include perspectives as well as the participation of the population that the study or project seeks to benefit.

3.3.2.2 Sampling

In the case of Beckman Coulter SA (PTY)Ltd, generally, its employees across all levels, as well as its D&I committee, have a shared vision of realising an inclusive environment, thereby making them the appropriate target population.

Sampling is the process of choosing representative units such as people or organisations from a population that will allow the study to make inference or generalisation about that particular population (Trochim & Donnelly, 2001). Simply put, sampling produces a subset of the population, the target population, that the study will investigate to draw conclusions.

Figure 8 highlights the primary sampling considerations as well as options available for the study:

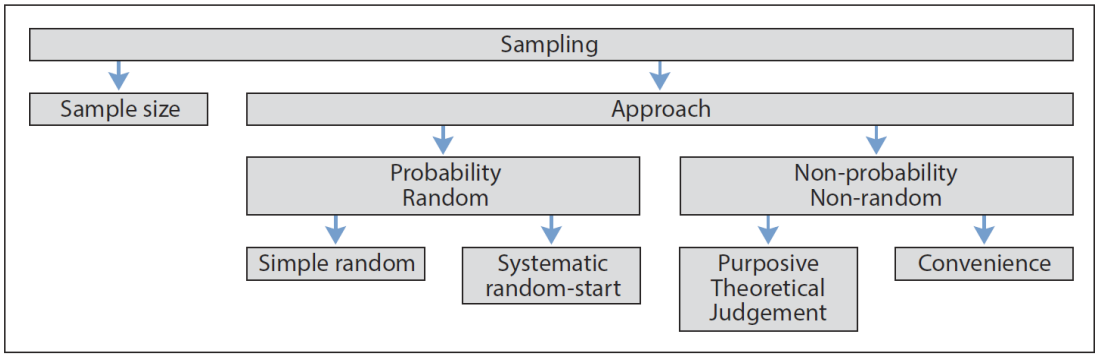


Figure 8: Sampling considerations and options (Wotela, 2017)

In essence, Wotela (2017) suggests that in making sampling considerations; first, it is critical to understand the sample size sufficient to represent the entire target population. Secondly, the approach for the selection of units or samples is different. This selection depends on: the type of study, that is, quantitative or qualitative; results from the study's interpretive framework; and, what the study aims to achieve (Wotela, 2017). Third, the approach can either be based on probability, i.e. random approach or non-probability, i.e. non-random (Bryman, 2012; Wotela, 2017). Wotela (2017) highlights that random sampling methods include simple random and systematic random sampling approaches.

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These two approaches are about each unit or person of the target population having an equal chance of being chosen to participate in the study, therefore minimising the researcher's bias and arguably making the sampling method objective (Goodenough & Waite, 2012; Wotela, 2017).

In this study, purposeful sampling was used to get a broader and more precise picture from all levels since the study wanted to understand the perspective of the entire population, which includes management, general associates, and the D&I committee.

The non-random (purposeful) approach is not uncommon to related researches. Elder et al. (2016) followed the same technique in their study titled 'Tangible first steps: Inclusion committees as a strategy to create inclusive schools in Western Kenya'. The idea was to create an inclusive school for the disabled, and in order to achieve that, Elder et al. (2016) sought to include the community, teachers from the special schools, teachers from the primary school, parents of the disabled, etc. to include perspectives from all relevant stakeholders purposefully.

3.3.3 Ethical considerations when collecting research data

Resnik (2011, p. 1) describes ethics as '*norms for conduct'* that differentiate between what is acceptable behaviour and what is not. Pera and Van Tonder (1996, p. 4) define ethics as '*a code of behaviour that is considered correct.*' These two definitions centre around what is considered acceptable behaviour and conduct when carrying out research. Essentially, one can conclude that ethics are about the obligations and responsibilities researchers have when carrying out a research study.

Furthermore, the definitions imply that the basic rights of the participants ought to be protected. William Lawrence Neuman (2014) and Pera and Van Tonder (1996) agree with the given definitions, adding that when a researcher is ethical in their research, their research procedures and methods becomes both legitimate and morally acceptable.

Ethical considerations are increasingly becoming a significant research factor because they considerably affect the output of the research. In a quest to clarify and simplify ethical considerations, Bryman (2012) broke it into four components, i.e. the research process should not cause harm or stress to the research participants in any way; and the research conductor should not in any way deceive the research participant.

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Furthermore, the research conductor must provide honest and accurate information to the research participant at all times, and the research conductor should not under any circumstances invade the privacy of the research participants and respondents. The research conductor also has a responsibility and obligation to obtain signed permission of participation from the research participant before involving them in the study. Wotela (2017) suggested that the fifth component to be added is that the research conductor must disclose their interest as well as sponsors (if any) in pursuing the research to the research participants and respondents.

This study aims to evaluate the usefulness of establishing a D&I committee to promote a diverse workforce and build an inclusive environment at Beckman Coulter SA (PTY) Ltd. The findings may be helpful in providing insight on the impact of the committee; the benefits and limitations of using this tool; and answer how effective the committee is in growing a diverse workforce and an inclusive work environment in comparison to other available intervention approaches.

The knowledge and experience of the research participants at Beckman Coulter South Africa will add significant value in providing this insight, therefore the email interview will be of great help in learning all about these insights.

This study will, under no circumstance, deceive the research participants and respondents. All the information contained herein is honest and truthful to the best knowledge of the research conductor. This study will not in any way harm the research participants and respondents. Moreover, this study will not, at any time, stress the research participants physically or developmentally; and will not drive the research participants and respondents to a point where they lose their self-esteem.

A copy of the research declaration and the participant's ethical rights will be shared with the respondents prior to the commencement of the study. An e-signed informed consent will be obtained from the research participants by the time the study concludes. The research participants will be protected during the interview process. The research conductor and research participant will engage in a private setting Microsoft Forms website that has controlled access only for those granted permission by the research conductor.

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Since this will be an email interview, the study believes the research participant's privacy and safety will be better managed as their participation will be from their own private spaces such as home and there is no worry about possible victimisation for participating in the study (at work). Furthermore, the interview will be completely confidential, and the research conductor will not disclose the research participants' names or any information that can positively identify them. Anything the research participants tell the research conductor will be kept electronically on a double-password protected document on the research conductor's computer and will not be shared with anyone else. Further, the research conductor will use codes to represent the participants' answers in the documents and the final research report or any article resulting from it.

3.3.4 Research data and information collection process

Burns and Groves (1997, p. 383) describe data collection as a structured way of collecting information that is relevant to the research questions the study is trying to answer or is relevant to the research purpose.

Figure 9 highlights the different ways and approaches to collecting research data and information

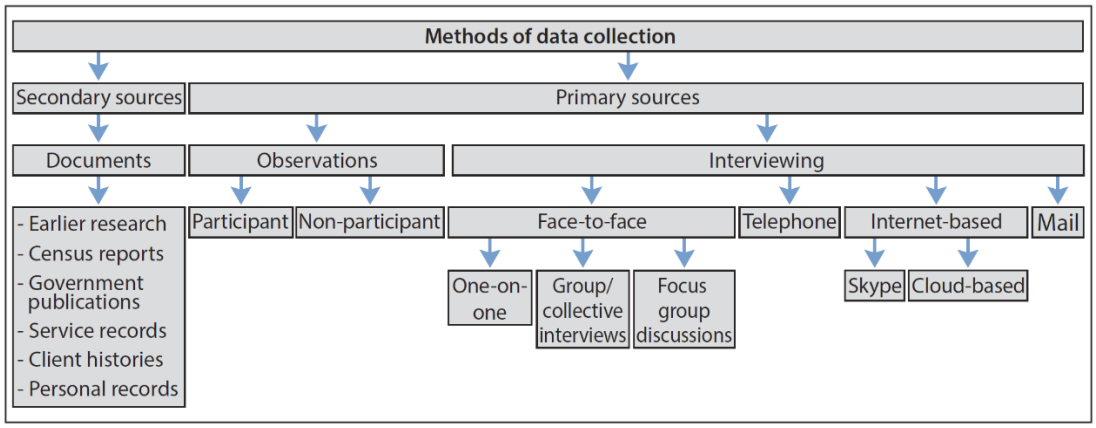


Figure 9: Different ways and approaches to collecting research data and information (Wotela, 2017, p. 235)

According to Wotela (2017) there are two sources of data collection:

- Primary sources, which include observations (participant or non-participant) and interviewing (face-to-face, telephone, internet-based, or mail);

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- Secondary sources include earlier research, census reports, government publications, service records, client histories, and personal records.

Kumar (2019) points out that interviews are the most common method used for collecting data in qualitative studies. Asoba and Tengeh (2016) add that interviews allow the researcher to answer the 'why and how' of the research problem, a perspective that the quantitative study is not able to give. This study is qualitative in nature and will also follow the interview schedule of data collection.

The in-depth understanding of what the perception is and understanding of why it is held necessitates the face-to-face interviews to allow for more prompting follow-up questions that will go a long way in giving a richer perspective.

The initial aim of the study was to collect information from the primary sources through face to face interviews; however, because the study was conducted at a time when the researcher was residing in a different country, with research participants residing in South Africa, during a COVID-19 global pandemic that limited travel, the study had to revise the approach. The initial approach was not ideal due to the risk of infection between the research participant and the researcher; (Beckman Coulter SA (PTY) Ltd employees' limited availability due to remote working conditions; the inflicted travel ban which limited mobility between the two countries. As a result, the study evaluated other possible data collection instruments that subscribe to the interview schedule and found the best alternative to be the asynchronous email interview.

The choice is guided by many benefits that outweigh the drawbacks. These benefits include: (i) the creation of a 'safe' environment to those who do not have the courage to participate in a recorded face-to-face video interview for the benefit of anonymity and intimacy of their home environment; (ii) the allowance for the researcher to interview several participants at one time, increasing efficiency in data collection and also allowed the access to more participants in the same limited time period; and (iii) the allowance for the researcher to obtain richer and more accurate data from the participants, as they are in their comfortable and safe environments. Additionally, it helps that some people generally express themselves better when writing than verbally and there are no travel costs involved.

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As far as the structure of the interviews is concerned, this study assumed semi-structured interviews to ensure that specific vital questions were asked to all research participants in a standard way, followed up by interactive questions based on the research participant's answers (Bhattacherjee, 2012; Dawson, 2002).

Asoba and Tengeh (2016) also pursued the interview data collection mode in their qualitative research, seeking to understand the start-up challenges of African immigrant-owned businesses in selected craft markets in Cape Town. The researchers wanted to understand *'why and how'* the start-up challenges existed for African immigrant-owned businesses in selected craft markets of Cape Town.

This necessitated the need to interview key participants with a relatively good understanding of the situation and for the interview to be face-to-face, to allow for follow-up interactive questions.

The main advantage of pursuing semi-structured interviews in this study is that it allows further recording of additional comments as well as reactions of the research participants. It also has flexibility in that the researcher can ask follow up questions to better understand and get rich information from a particular answer. Moreover, Saunders et al. (2009) suggest that literature review should be done intensively to establish themes when one pursues exploratory research. These themes will then guide the formulation of the interview questions that the researcher needs to reach the research objectives.

Interview questions were sourced from Skosana (2019) and the conducted literature review. They were organised into themes that corresponded to the research questions. This ensured that the research themes and questions asked during the interview were consistent with the research problem mentioned in Section 1.2.1. Data collected from the study will be kept electronically on a double password-protected folder on the research conductor's computer and not shared with anyone else. The research conductor will use a code to represent the participant and respondent's answers in the documents and the final research report or any article resulting from it. The mapping of the interview questions to the study questions is shown in Table 2.

Table 2: The relationship between the interview questions and the research questions used in this study:

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Research question	Interview question(s)
What is the understanding of diversity and inclusion?	• What is your understanding of diversity? • What is your understanding of inclusion?
What are the perceptions on the state of diversity at Beckman Coulter SA (PTY) Ltd?	• In your opinion, to what extent does BCSA consider diversity and inclusion in employee career development? • To what extent do you feel that you fit in at BCSA and your views are respected?
What are the perceptions on how inclusive the leadership of Beckman Coulter SA (PTY) Ltd is?	• In your opinion, to what extent do you feel BCSA management adequately manage diversity among the workforce? • In your opinion, to what extent do you think training opportunities are open to employees of all backgrounds at BCSA?
What are the perceptions around diversity and inclusion HR practices at Beckman Coulter SA (PTY) Ltd?	• In your opinion, to what extent does BCSA employ and/or promote people of diverse backgrounds? • To what extent do you feel informed about channels available for reporting discrimination?

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What impact does the diversity and inclusion committee have on employee engagement at Beckman Coulter South Africa (PTY) Ltd?	• In general terms, to what extent does BCSA diversity and inclusion efforts impact how engaged you feel? • What would you suggest for improving diversity and inclusion at BCSA? • How do you perceive the role of the diversity and inclusion committee at BCSA? • In your opinion, to what extent do you trust that the organisation is actively working on a plan to make BCSA more diverse and inclusive?

3.3.4.1 Data gathering challenges

One of the biggest challenges was getting appropriate time with employees to be interviewed due to:

- Staff retrenchments in December 2020 that affected the remaining employees negatively and the missed opportunity of interviewing the retrenched staff.
- The research conductor being located in a different country and the research participants being located in South Africa.
- The travel bans between the researcher's location and South Africa that disrupted the plan for face-to-face interviews.
- Data and poor network signal which affected most employees who were working from home and willing to participate; which interrupted plans to conduct online video interviews and led to the ultimate decision of using email interviews.

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3.3.4.2 Pilot testing

The first pilot test was done to find out if the interview questions were possibly misleading, not too long (to avoid deterring participants), and to make sure they were understandable to the research participants for purposes of soliciting relevant feedback from participants.

Research interview questions were shortened from 33 questions to 23 interview questions, with questions inferring the same thing merged. Research questions were changed to avoid a simple 'yes' or 'no' answer by adding 'to what extent', instead of leaving the research questions as is. For example, 'Is diversity considered in development of employees?' was rephrased to 'In your opinion, to what extent does BCSA consider diversity and inclusion in employee career development?'. The first question of the research was initially phrased as 'what does diversity and inclusion mean to you?'. This was later broken down into two sub-questions, i.e. 'What is your understanding of diversity?' and 'What is your understanding of inclusion?'.

This was a strategic change to prevent research participants from using the term interchangeably and/or the loss of opportunity to capture the research participant's lack of understanding of either of these two terms.

Furthermore, to avoid participants skipping questions because they cannot answer on behalf of the company, the research added 'in your opinion' to the beginning of all questions that aimed at soliciting a general perception on matters that are not only affecting the research participant, but other employees as well.

3.3.5 Data processing and analysis

3.3.5.1 Research data processing

Wotela (2017) describes research data processing as a structured process to prepare raw data collected by the study for analysis. The process and approach are different for qualitative and quantitative research frameworks. Table 3 below highlights these differences in approach:

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Table 3: Qualitative information processing versus quantitative information processing (Wotela, 2017)

Qualitative information processing		Quantitative data processing	
1	Transcribing data from audio to text	1	Editing questionnaires for completeness and consistency
2	Conceptualising themes from theory 'literature review'	2	Coding open-ended responses
3	Fragmenting data into themes derived from literature review	3	Entering data onto computer
4	Conceptualising themes from data or information that is 'empirically driven'	4	Further editing for completeness and consistency
5	Fragmenting data into themes derived from data or information		

Given the exploratory qualitative nature of this study, the grounded theory, also known as the inductive research approach, is used by this study to build theories about the phenomenon under investigation – this is done based on the research results' interpretation (Bhattacherjee, 2012).

This study uses a constant comparative method for qualitative information processing, as has been suggested by Kolb (2012, p. 83). This process allows the researcher to transcribe or code the raw data, identify and classify key themes and concepts from the literature review.

These can then be broken down into sub-themes from the data or information in a way that can be driven empirically. Kulondi (2018, p. 59), in his qualitative research to unearth the effects of outsourcing on the logistics performance of selected small and medium manufacturing enterprises in Cape Town, South Africa, grouped the study's themes into four. The themes were how frequent outsourcing was done and the level of outsourcing thereof; the logistical process of outsourcing; the factors determining the logistical outsourcing; and lastly, the implications of logistical outsourcing on logistical performance.

3.3.5.2 Research data analysis

Data analysis can be described as the transforming of raw data collected by the study into more meaningful information (Wotela, 2017). There are several methods available for both qualitative and quantitative data analysis. Data analysis for qualitative methods include the grounded theory, narrative analysis, content analysis, and hermeneutic analysis (Bhattacherjee, 2012; Wotela, 2017).

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Data analysis for quantitative methods include regression analysis, cluster analysis, discriminant analysis, and confirmatory factor analysis (Bhattacherjee, 2012; Wotela, 2017).

This study uses grounded theory as its primary analysis tool due to the study's qualitative nature. Glaser and Strauss (1967) developed this phenomenon as an inductive technique of interpreting data that has been recorded about a particular social quest to build a theory on that particular social quest. Corbin and Strauss (1990) further refined this technique to classify data segments into concepts, constructs and relationships. The interpretations are 'grounded' or driven by the empirical data, hence the name grounded theory (Bhattacherjee, 2012).

In applying the grounded theory, this study used a five-step process to analyse data, that is (i) data collection through email interviews; (ii) data was coded into initial codes that help to link data; (iii) data was then arranged around concepts; (iv) concepts that were related were then grouped together to form themes; (v) the themes were then presented cohesively to best narrate the message of the data collected. Empirical findings were then used to build new theories for Beckman Coulter SA (PTY) Ltd to either pivot or persevere with the initiative, hence the grounded theory framework. Similarly, Kulondi (2018) used this technique to analyse data for his study of unearthing the effects of outsourcing on the logistics performance of selected small and medium manufacturing enterprises in Cape Town, South Africa.

IBM SPSS Statistics software version 27 was used to analyse all descriptive statistics of this study's research respondents. Pearson's correlations, statistical significance and frequencies of the research respondents is analysed using this statistical software.

3.4 Reliability and validity measures

William Lawrence Neuman (2014) details that research reliability and validity measures are of paramount importance if the research is to be believed, taken to be credible and deemed to be citing the truth. Joppe (2000); William Lawrence Neuman (2014) describe reliability as an accurate representation of a studied population that can be reproduced consistently over time using the same methodology.

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Essentially, the researchers centre their argument on how reproducible the results are over time, using the same research tool. Kirk, Miller, and Miller (1986) and Bryman (2012) broke down the concept of reproducibility into three components: the extent at which the measurement remain the same over time, the stability of the measurement over time, and the extent at which these measurements agree over time.

On the other hand, William Lawrence Neuman (2014) holds that a study that lacks reliability is one that has results that are erratic and inconsistent over time. That said, since most research studies seek to contribute to growing knowledge on the studied phenomenon, it is with no doubt that attaining research reliability is critical.

This study sought to meet the reliability requirements by using the same research methodology to unearth the diversity and inclusion status of corporate South Africa just as Skosana (2019) did.

Skosana (2019) was conducting his study titled 'Diversity and employee engagement in professional services firms' and since much has not been done on transformation since his study was conducted, the findings between these two studies were consistent and reproduced well; therefore, highlighting how reliable both studies are.

Skosana (2019) pursued similar research objectives, i.e. (i) to contribute to the existing literature on diversity management, and (ii) to investigate the relationship between employee engagement and their perception of diversity status in South African firms. Skosana (2019) pursued the interview approach and reasoned it through the views of Nkomo, Bell, Roberts, Joshi, and Thatcher (2019), who argued that the theory is informed by the context of the research setting.

Skosana (2019) further cited the reasoning held by Nemoto et al. (2015) that interviews and observations provide an opportunity to discover mechanisms and relationships within and/or between the research population that cannot be unearthed through quantitative research. Furthermore, Skosana (2019) subscribed to the views of Sauders and Lewis (2018), who suggested that in-depth interviewing is useful for exploratory research through the asking of semi-structured questions, which allow the researcher to probe participants to go into more detail on the topic. The benefit of using this approach observed on both the study conducted by Skosana (2019) and this current study is that using the semi-structured interview approach allowed for the same set of main questions

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to be asked to respondents. This allowed the researcher to analyse each research participant's context and to analyse the differences between the research participants themselves.

Joppe (2000) and William Lawrence Neuman (2014) describe validity as a test any usable research study has to pass to be deemed 'valid'. This test centres around two core requirements, i.e. (i) the extent that the research study truly measures what it intends to measure; and (ii) the extent to which this is done accurately. William Lawrence Neuman (2014) argues that if a study lacks validity, then the study failed to demonstrate a clear fit between the research constructs that were used to demonstrate the social reality vs what actually is happening in the real social world. Simply put, if the study lacks validity, it has lost its plot or has failed to succeed in what it was meant to achieve. This, without a doubt, highlights the importance of reflecting on the research objectives and keeping them on the target radar throughout the study to achieve the intended purpose of the research.

For a quantitative research strategy, there are four main types of validating measures: (i) measurement validity, (ii) internal validity, (iii) external validity, and (iv) ecological validity for a quantitative research strategy (Wotela, 2017). For a qualitative research strategy, the research is validated through: (i) credibility, (ii) dependability, (iii) transferability, and (iv) conformability (Wotela, 2017).

This study achieves its objectives and validity by getting insights through interviewing all Beckman Coulter South Africa (Pty) Ltd employees who have the necessary dependability as detailed in Section 4.1. Employees were then interviewed using the five critical research questions that sought to answer the intended objective. That said, since this study employed the case study design, it could not capture external validity to interrogate the generalisability of the empirical research results and findings.

This study also followed a similar path to that of Skosana (2019) in ensuring validity, i.e. searching for methodological coherence through peer reviews and iterative updates of the methodology prior to the start of the research and specifying the qualifying criteria for the sample to be met before the conduct and acceptance of the interview.

The codes generated and the analysis used is to be peer-reviewed. Lastly, literature will be studied to explain the emergence of new themes during the interviews against the theoretical framework proposed for the research (Skosana, 2019).

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3.5 Research weaknesses

3.5.1 Technical limitations experienced by this study

- The study lacks scientific rigour, i.e. since it cannot capture the external validity that interrogates the generalisability of the empirical research results and findings, there is no basis for extrapolating findings to a larger population, such as generalising to the entire South Africa.

- The case study may be influenced by the researchers' own subjective feelings (researcher bias) since the study is qualitative (descriptive). The interpretation or formulation of themes is consequently based on the researcher's discretion and bias.

- The study is difficult to reproduce in a different setting because the context will be different.

- The study is time-consuming and costly because of bureaucratic limitations by company employees to divulge all company information and getting participants to respond or participate.

- Time constraints limited the depths the researcher could go into while conducting the research.

Therefore, to sum up, it can never be certain whether the case study investigated represents the greater body of 'similar' instances since the case study deals with only one company with completely different circumstances to other companies. This implies that the results reached in this case may not be reproduced in other situations.

This study's administrative limitations include getting appropriate time with the employees to be interviewed due to: (i) short research period time frame of two months which limited the ability to get to all the respondents, and (ii) accessing employees since the researcher is based in a different country and the research participants are based in South Africa. Overall, the interactions between the researcher and respondents were limited due to the respondents' schedule challenges and availability.

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4 PRESENTATION OF RESEARCH RESULTS

This chapter presents the qualitative data obtained from semi-structured interviews with Beckman Coulter South Africa (Pty) Ltd employees who worked in various functional roles of the company, such as business support, operational support, senior management, technical support, supervisory roles (junior/middle management), junior and senior professional roles.

To ensure continuity between the research themes, questions, and methods, the findings are presented according to the research framework presented in Chapter 2, and in accordance with the research questions and interview questions outlined in Chapter 3.

To begin, the first research question dealt with the understanding of diversity and inclusion by the employees. This research question was designed to determine the research respondent's personal definition of diversity and inclusion as grounds or the foundation to interpreting the context of the 'perceptions' the research participants hold. Moreover, this research question is important to map out the level of understanding that informed the research participant's view point for ease of analysis and comparison of responses between the research participants.

The second set of research questions probed the participants' perceptions on the state of diversity, inclusive leadership, human resources practices, and the impact of the D&I committee.

Before dealing with the research questions, this study starts by describing research respondents.

4.1 Description of the research respondents

As mentioned previously, this study targeted the entire permanent employee population of Beckman Coulter South Africa across all levels of the organisation (N=87), including the members of the D&I committee. The research conductor did not use any discretion or any form of prejudice to exclude potential research participants. However, from a target population of 87 permanent employees, only 22 employees responded to the Email interview.

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Respondents included both men and women as per below:

Table 4: Respondents per Sex/Gender

Sex/Gender

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Female	11	50.0	50.0	50.0
	Male	8	36.4	36.4	86.4
	Prefer not to say	3	13.6	13.6	100.0
	Total	22	100.0	100.0	

The age of respondents ranged from 26 - 45 years old, not including those who preferred to not disclose their ages. This is depicted below:

Table 5: Respondents per age (in years)

Age (in years)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	26 - 35	4	18.2	18.2	18.2
	36 - 45	11	50.0	50.0	68.2
	46 and above	3	13.6	13.6	81.8
	Prefer not to say	4	18.2	18.2	100.0
	Total	22	100.0	100.0	

These respondents had a wide range of experience working for Beckman Coulter South Africa (Pty) Ltd, i.e. from one year to more than 11 years. This can be seen below:

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Table 6: Respondents per Years of experience at BCSA

Years of experience

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 - 2 years experience	3	13.6	13.6	13.6
	> 2 - 6 years experience	10	45.5	45.5	59.1
	> 6 - 11 years experience	1	4.5	4.5	63.6
	> 11 years experience	4	18.2	18.2	81.8
	Prefer not to say	4	18.2	18.2	100.0
	Total	22	100.0	100.0	

Moreover, respondents came from different levels in the organisation, these ranged from the lowest level of operational support roles to the highest level of senior management in the organisation. Table 7 and Figure 27 below depicts this:

Table 7: Respondents per Career level at BCSA

Career level

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	O1 - O4 (Operations support level)	1	4.5	4.5	4.5
	B1 - B4 (Business support level)	1	4.5	4.5	9.1
	T1 - T4 (Technical support level)	6	27.3	27.3	36.4
	P1 - P2 (Professional level)	3	13.6	13.6	50.0
	P3 - P4 (Senior professional level)	4	18.2	18.2	68.2
	M1 (Supervisor/middle management level)	2	9.1	9.1	77.3

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	M2 - M5 (Senior management level)	2	9.1	9.1	86.4
	Prefer not to say	3	13.6	13.6	100.0
	Total	22	100.0	100.0	

It is worth noting that some respondents were previously part of the D&I committee, whilst most were not. This is depicted below:

Table 8: Respondents per membership of diversity and inclusion committee at BCSA

Are you/ have you ever been part of the diversity and inclusion committee at BCSA?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	No	14	63.6	63.6	63.6
	Yes	5	22.7	22.7	86.4
	Prefer not to say	3	13.6	13.6	100.0
	Total	22	100.0	100.0	

Lastly, respondents who revealed their races were coming from White, Black, and Coloured populations. It needs to be noted that were a number of people who were not comfortable revealing their race due to personal reasons.

Table 9: Respondents per race at BCSA

Race

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Black	11	50.0	50.0	50.0
	White	5	22.7	22.7	72.7
	Coloured	1	4.5	4.5	77.3
	Prefer not to say	5	22.7	22.7	100.0

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Total	22	100.0	100.0	

The respondents answered based on their daily experiences and perceptions of diversity and inclusion at Beckman Coulter South Africa (Pty) Ltd. As such, this study will present the perceptions and experiences from their lenses.

The respondents provided answers from their different angles or perspectives, i.e. (i) from junior and senior managers who establish and implement rules, policies as well as the diversity and inclusion committee; (ii) from a perspective of diversity and inclusion committee members; (iii) from a perspective of ordinary employees of all other career levels who are not part of management or diversity and inclusion committee. This, therefore, is a good mixture of views which will help capture and address gaps as well as blind spots that could be subjective on the angle that one is looking at the initiatives to grow a diverse and inclusive Beckman Coulter South Africa (Pty) Ltd

4.2 Understanding of diversity and inclusion

4.2.1 Presentation of empirical results

4.2.1.1 Discussion of key themes

This study undertook to separate this question into two during the interview phase. This also helped with the fact that the terms are almost indistinguishable and often used interchangeably (Roberson, Ryan, & Ragins, 2017). The themes that this study adopts for diversity have been previously discussed in Chapter 2, and are those held by Schmidt (2009), who breaks diversity into two dimensions (themes), i.e. primary and secondary.

Primary dimensions are made up of characteristics that are typically easy to spot in the initial encounter with a person. These include age, gender, sexual orientation, etc. (Schmidt, 2009). The secondary dimensions include religion, education, income, location, and require interaction between individuals; thus, not easy to spot on initial encounters (Schmidt, 2009).

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The themes that this study adopts for inclusion are those described in Chapter 2, held by Carmeli et al. (2010); B. Ferdman et al. (2011); B. M. Ferdman (2010, 2017); B. M. Ferdman and Deane (2014); Hirak et al. (2012); Molefi (2017, p. 51); Nembhard and Edmondson (2006) which fundamentally describe inclusion as having two fundamental themes:

- Feeling safe both psychologically and physically to air views and opinions, even if they are different from those held by others. Feeling safe requires one to feel accepted, respected and that the environment is judgement free.

- Feeling that one belongs to the workplace; in other words, they feel that they are part of the team. The feeling of belonging is not only limited to feeling that one is part of a team but encapsulates a great level of empowerment. It relates to the employee receiving the necessary resources and critical information they require to carry out one's job effectively.

4.2.1.2 Response to the interview questions

4.2.1.2.1 Interview Question 1

When asked of their understanding of diversity, all the respondents' descriptions of diversity included both the primary and secondary themes described by Schmidt (2009). This, therefore, demonstrates that the research participants fully understood what diversity meant. A random example of this understanding is how Respondent 10 described diversity. The respondent's understanding was,

'*We are all different. We have different preferences, different ideas, different backgrounds, different languages, different ages, different genders and different skin colours.*'

It is worth mentioning, that Respondent 20 opted not to answer this question, which means the feedback is based on 21 responses.

4.2.1.2.2 Interview Question 2

All research respondents demonstrated a clear understanding of inclusion by at least describing either one or both the themes of inclusion, i.e. 'feeling safe' and 'belonging.' That said, 59 per cent of the research respondents described both themes whilst 41 per cent described only one theme of inclusion. Figure 10 distributes the respondents' responses per theme:

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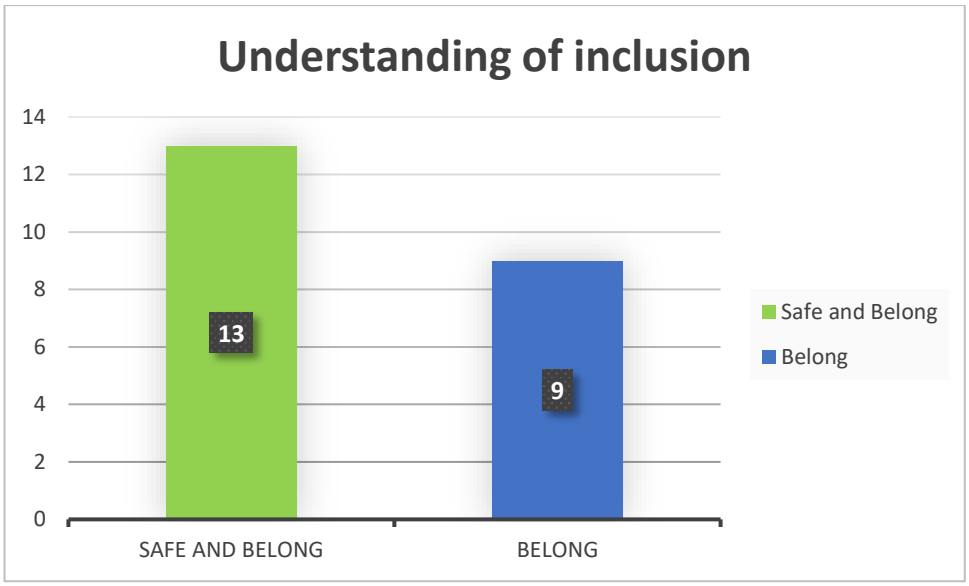


Figure 10: Understanding of inclusion by research respondents

Respondent 21, who demonstrated an understanding of both the themes of inclusion, replied:

'*Inclusion is about focusing on the needs of every individual and enduring the right conditions are in place for each person to achieve their full potential. Being valued, respected and supported. Inclusion is also a feeling of belonging.*'

On another example, Respondent 16, who only demonstrated an understanding of the 'belonging' theme as it pertains to inclusion, responded:

'Inclusion is to be a part of something.'

4.2.2 Summary of findings

It is quite evident that the research respondents understood what diversity and inclusion meant. This, therefore, means that their answers can be interpreted in the context of the definitions of diversity and inclusion as outlined in Chapter 2.

4.2.3 Comparison of research results to previous survey results

The Beckman Coulter South Africa (Pty) Ltd diversity and inclusion committee is said to have carried out a survey in July 2019 prior to starting in the committee, with an objective of unearthing the existing problems at that time. (Neveling, 2019). The survey indicated that 73 per cent of the Beckman Coulter South Africa (Pty) Ltd employees understood what diversity meant, whilst 27 per cent did not understand (N=55). (Beckman Coulter

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South Africa Diversity and Inclusion Committee, 2019). Moreover, 78 per cent of the Beckman Coulter South Africa (Pty) Ltd employees understood what inclusion meant, whilst 22 per cent did not understand (N=55) (Beckman Coulter South Africa Diversity and Inclusion Committee, 2019). Although the number of participants in the survey conducted by the D&I committee is almost double that of this study, there is evidence of general improvement of the understanding of these terms in the time between the two studies.

4.2.4 Comparison of research results to other similar studies

A recent study in a similar context is that of Skosana (2019). As has been previously mentioned, his study was entitled 'Diversity and employee engagement in professional services firms' and pursued similar research objectives to that of this current study. Skosana (2019) also found that all his research participants understood diversity and inclusion. However, the researcher did not break his respondents' feedback into the themes that inform the two concepts, as this study did; meaning, he generalised. The generalisation prevents a direct comparison between the two set of results.

4.3 Perceptions on the state of diversity at Beckman Coulter SA (PTY) Ltd

4.3.1 Presentation of empirical results

4.3.1.1 Discussion of key themes

The themes that surfaced from this research question were:

(i) Discrimination (race) – That there is discrimination in the organisation and this discrimination is mainly racial, gender based, and discrimination based on where the employee is at on their career level. This aspect has been discussed in Section 1.1.

(ii) No discrimination – This theme opposes the above theme. The research respondents who subscribe to this theme believe that Beckman Coulter South Africa (Pty) Ltd is fair in training and development opportunities, i.e., empowering everyone equally and they believe that there is no discrimination.

(iii) Commitment to addressing existing barriers – On this theme, research respondents acknowledge that diversity and inclusion barriers and/or challenges exist; however, Beckman Coulter South Africa (Pty) Ltd has demonstrated its commitment to addressing these barriers and/or challenges.

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(iv) Legislation/compliance – On this theme, the research respondents acknowledge that there is internal action towards working on diversity and inclusion barriers in the company; however, this action is merely to comply with BBB-EE legislations discussed in Section 1.1. By achieving a good BBB-EE level, Beckman Coulter South Africa (Pty) Ltd is able to get a competitive advantage in being a preferred supplier to the Government of the Republic of South Africa.

(v) Box ticking exercise – On this theme, research respondents believe that the company is not putting diversity and inclusion efforts into action, they merely communicate about diversity and inclusion. Put simply, respondents in this theme believe that the company is all talk and no action.

The other set of themes that this study adopts for inclusion are those described in Chapter 2, held by Carmeli et al. (2010); B. Ferdman et al. (2011); B. M. Ferdman (2010, 2017); B. M. Ferdman and Deane (2014); Hirak et al. (2012); Molefi (2017, p. 51); Nembhard and Edmondson (2006), which fundamentally describe inclusion as having two fundamental themes:

(i) Feeling safe both psychologically and physically to air views and opinions, even if they are different from those held by others. Feeling safe requires one to feel accepted, respected and that the environment is judgement free.

(ii) Feeling that one belongs to the workplace - in other words, they are part of the team. The feeling of belonging is not only limited to feeling that one is part of a team but encapsulates a great level of empowerment so far as resources and critical information are required to carry out one's job effectively.

(iii) Safe and belonging - This theme represents respondents who feel that they feel safe and that they feel they belong to Beckman Coulter South Africa (Pty) Ltd.

(iv) Excluded (race, career level, gender, culture, trust) – This theme opposes all three themes above. That means that the research respondent does not have a feeling that they fit in to Beckman Coulter South Africa (Pty) Ltd and that their views are not respected.

(v) Feeling safe and belonging to a certain extent – This theme covers respondents who feel safe and belonging only to a certain limited extent.

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4.3.1.2 Response to the interview questions

4.3.1.2.1 Interview Question 3

To simplify and augment the views held by the research respondents, this study has sought to map the constructs both with the gender and racial perspectives to get a feeling of those two contexts since the Department of Labour (2018) stresses the challenges caused by gender and racial exclusion. According to Department of Labour (2018, 2019), training and career development opportunities are mainly awarded to white males in private sector companies. The employees were asked, 'In your opinion, to what extent does BCSA consider diversity and inclusion in employee career development?'

Table 10 below highlights the perceptions held by the different respondents of different races on how Beckman Coulter South Africa (Pty) Ltd considers diversity and inclusion in the career development of its employees.

Table 10: Perceptions of different races on diversity and inclusion considerations for career development

Construct	Black respondents	Coloured respondents	White respondents	Unspecified race respondents	Total per construct
Racial discrimination	3	0	0	1	4
No discrimination	2	0	0	2	4
Commitment to addressing existing barriers	3	1	3	0	7
Legislation/compliance	0	0	1	2	3
Box-ticking exercise	3	0	1	0	4
Total per race	11	1	5	5	22

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From Table 10 above, several observations can be made. These include that 27 per cent of Blacks perceive that there is a racial exclusion on career development, which was not observed by both the Coloureds and Whites. To this extent, Respondent 20 expressed:

'To a less extent, I think that white people are still considered first for career development, then the rest thereafter, and because of this, they always have an advantage when promotions are available'.

In all races, the majority, i.e. 31.8 per cent acknowledges that challenges exist in career development at Beckman Coulter South Africa (Pty) Ltd; however, the company is actively demonstrating that they are working on eliminating these challenges for a chance for equal career development of all its employees. To this extent, Respondent 17 indicated:

'BCSA has clear intentions for creating and maintaining D&I, especially based on correcting the history of our past in SA and is very eager to develop previously disadvantaged people without making others feel like they are now being side-lined or marginalised.'

The other career development concern highlighted by the Department of Labour (2018) was that of gender exclusion. Table 11 below highlights the perceptions held by the respondents of different genders on consideration of diversity and inclusion in career development at Beckman Coulter South Africa (Pty) Ltd**.**

Table 11: Perceptions of different genders/sex on diversity and inclusion considerations for career development

Construct	Male respondents	Female respondents	Unspecified gender respondent	Total per construct
Racial discrimination	1	2	1	4
No discrimination	2	1	1	4
Commitment to addressing existing barriers	2	5	0	7
Legislation/compliance	0	2	1	3

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Box-ticking exercise	3	1	0	4
Total per gender	8	11	3	22

None of the research respondents raised any concern with gender exclusion in the career development of Beckman Coulter South Africa (Pty) Ltd employees. Just as with racial classification, 31.8 per cent acknowledged that challenges existed in career development at Beckman Coulter South Africa (Pty) Ltd; however, the company is actively demonstrating that they are working on eliminating these challenges for the equal career development of all its employees. To this extent, Respondent 2 indicated:

'The D&I Committee has a special Sub-Committee to assist in identifying and driving initiatives to address barriers to employee development. They completed 80 per cent of their action plans.'

About 18.2 per cent of the sample believed that discrimination in career development exists in the form of race. These respondents agreed with the Department of Labour (2018), that investment in career development is designed for white employees to the exclusion of others. To this extent, Respondent 13 indicated:

'BCSA have been driving the awareness of diversity and inclusion very well; but it is failing to implement the D+I high level priorities. Example; the management is too white and there are opportunities for the BCSA to consider none white candidates for some management positions; but they are not considerate to the none white associates.'

Also, approximately 18.2 per cent of the sample believed that discrimination in career development does not exist, i.e. Beckman Coulter South Africa (Pty) Ltd develops everyone fairly and equally. To this extent, Respondent 1 indicated:

'Beckman has gone out of its way to develop and train people, there is always training programs that HR send out per mail and it is available to all the people working at Beckman Coulter.'

Another 18.2 per cent of the sample believed that Beckman Coulter South Africa (Pty) Ltd have policies that are not discriminating, whilst in practice, they discriminate. This means that this is a box-ticking exercise for the company to look good on record, but in actuality, being the exact opposite.

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To that extent, Respondent 3 indicated:

'According to the policies it's well considered, but in practice it the direct opposite.'

Lastly, 13.6 per cent of the sample acknowledged that there is action from Beckman Coulter South Africa (Pty) Ltd, as far as career development is concerned. However, they believed it is only because the company wants to comply with BBB-EE legislation and get a good score for its future work opportunities with the Government of the Republic of South Africa. To that extent, Respondent 22 indicated:

'In my opinion, Beckman Coulter SA is bound to comply with the principals of D&I due to the business climate in South Africa, and in particular the requirements of BBBEE in order to further secure business in both the public and private sector. The general feeling is that D&I is simply a tick box, and that feelings of 'ubuntu' is not the driving force in these decisions. Whilst i concede that 'feelings' cannot be quantified for the purpose of this exercise, it should carry some weight in terms of it being an opinion. It is my opinion and feeling that D&I is simply lip service, and is being done in an effort to 'comply' with what is required to do business rather than what is right.'

4.3.1.2.2 Interview Question 4

This interview question seeks to understand the experiences of the employees in so far as fitting in and feeling respected is concerned. The employees were asked, 'To what extent do you feel that you fit in at BCSA and your views are respected?'. Table 12 below highlights feelings held by different respondents of different races on how they fit in and their views are respected at Beckman Coulter South Africa (Pty) Ltd.

Table 12: Personal experiences of different races on feeling they fit in and their views being respected

Construct	Black respondents	Coloured respondents	White respondents	Unspecified race respondents	Total per construct
Feeling safe	3	0	1	0	4
Feel of belonging	0	0	0	1	1

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Feeling both safe and belonging	1	1	3	1	6
Feeling safe and belonging to a certain limited extent	2	0	0	2	4
Excluded	5	0	1	1	7
Total per race	11	1	5	5	22

Table 12 depicts a concerning pattern, that the majority of research respondents, i.e. 31.8 per cent feel excluded, i.e. that they do not fit in and that their views are not respected. It was mainly black respondents who held this feeling. To that extent, Respondent 22 indicated:

'Typically, I do not feel that I fit into the dominating Afrikaans culture of this Company. I sometimes feel that other cultures and races play second fiddle, and subtle remarks made by random individuals leave you feeling disrespected and of lower importance. It is of course difficult to quantify or prove this.'

On the other hand, 27.3 per cent of the research respondents had a completely different experience, i.e. they felt they fit in, and their views are respected. These views were mainly held by white respondents. To that extent, Respondent 14 indicated:

'I always feel appreciated by BCSA. Everybody works well together and there is no prejudice based on our background, culture, etc.'

About 18.2 per cent of the respondents felt at least safe to air their views at Beckman Coulter South Africa (Pty) Ltd. To that extent, Respondent 6 indicated:

'I feel that I have the opportunity to express my views and my opinion at Beckman Coulter, it is also within our mind that we need to come up and stand for our rights not to fear for the unknown.'

Approximately 18.2 per cent of the respondents felt they fit in and that their views are respected to a limited extent. To that extent, Respondent 20 indicated:

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'To some extent, I think that if you are quiet and don't ask too much questions and not considered causing trouble then you fit in'.

Lastly, 4.5 per cent of the respondents felt that they fully fit in at Beckman Coulter South Africa (Pty) Ltd. To that extent, Respondent 1 indicated:

'I feel that I fit 100% in at BCSA.'

Based on the fact that the vast majority of the research respondents, notably the black respondents, felt excluded, the researcher found it necessary to elaborate on his questioning, breaking the exclusion construct into further sub-constructs, which are highlighted in Table 13 below. The table illustrates that of the employees who feel excluded, 42.9 per cent feel excluded from Beckman Coulter South Africa by virtue of their race/culture and/gender. This can be seen below.

Table 13: Personal experiences of different research respondents from different races on why they feel excluded

Sub-Construct	Black respondents	White respondents	Unspecified race respondents	Total per construct
Culture/ Race and/or gender	2	0	1	3
Views not valued or not trusted	3	0	0	3
Career level	0	1	0	0
Total per race	5	1	1	7

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To this extent, Respondent 9 indicated:

'The on black on white yes I am respected, I reality NO, not only respected and also not trusted because I'm a black female. One incident that was never attended and when I follow-up was when I reported an associate, who was only not rude to me but disrespect me and did not trust me. Our telephone lines were down and because he is IT we logged the call and he said the lines are working he tested them, he then asked me to retest the line when i need him to hear that they are still not working he told me I DONT HAVE TIME FOR THIS AND HE DROPPED THE PHONE WHILE I HAVE THE CUSTOMER WHO WAS ASSITSTING TO TEST THE LINE. I felt so little and shame covered my whole career because how then do i face the customer.

I REPORTED THIS TO MY DIRECT MANAGER AND HR AND I WAS TOLD THE MATTER IS ADDRESSED HE IS GOING THROUGH A LOTS OF STRESS.'

Moreover, 42.3 per cent of the 'excluded' research respondents felt excluded because their views are generally not valued. To that extent, Respondent 15 indicated:

'I feel like other views are more respected than others in such a way that as an individual you end up feeling lost and not fit in.'

Lastly, about 14.3 per cent of the 'excluded' research respondents felt excluded because of their career level. In other words, they believe those that are heard are those that are at higher organisational levels in the company. To that extent, Respondent 4 expressed:

'I think there is still a lot of work that needs to be done regarding me fitting in and been respected. I have said this before, listen with intent for change. People at all levels need to have a voice and not just the voices of higher levels of the company. Higher management levels been to open their doors to more than just their close team members a see the bigger picture'.

The other inclusion concern highlighted by Department of Labour (2018) was that of gender.

Table 14 below highlights the experiences observed by respondents of different genders on fitting in and their views being respected at Beckman Coulter South Africa (Pty) Ltd. From the table, it can be drawn that more women feel excluded than the men, even when taking into consideration the fact that there were more women respondents than men respondents. However, only one respondent felt excluded because of her being a female.

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Table 14: Experiences of research respondents of different genders/sex on fitting in and their views being respected at Beckman Coulter South Africa (Pty) Ltd

Construct	Male respondents	Female respondents	Unspecified gender respondent	Total per construct
Feeling safe	2	2	0	4
Feel of belonging	0	0	1	1
Feeling both safe and belonging	2	4	0	6
Feeling safe and belonging to a certain limited extent	2	1	1	4
Excluded	2	4	1	7
Total per gender	8	11	3	22

As has been included, Respondent 9 exclaimed:

'The on black on white yes I am respected, I reality NO, not only respected and also not trusted because I'm a black female. One incident that was never attend and when I follow-up was when i reported an associate, who was only not rude to me but disrespect me and did not trust me. Our telephone lines were down and because he is IT we logged the call and he said the lines are working he tested them, he then asked me to retest the line when i need him to hear that they are still not working he told me I DONT HAVE TIME FOR THIS AND HE DROPPED THE PHONE WHILE I HAVE THE CUSTOMER WHO WAS ASSITSTING TO TEST THE LINE. I felt so little and shame covered my whole career because how then do I face the customer. REPORTED THIS TO MY DIRECT MANAGER AND HR AND I WAS TOLD THE MATTER IS ADDRESSED HE IS GOING THROUGH A LOTS OF STRESS.'

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Equally, more women feel that they fit in, and their views are respected. However, their male counterparts did not quite agree. Respondent 14 indicated:

'I always feel appreciated by BCSA. Everybody works well together and there is no prejudice based on our background, culture, etc.'

4.3.2 Summary of findings

The overall results from Research Questions 3 and 4 indicate that:

(i) There is an overall agreement that Beckman Coulter South Africa (Pty) Ltd discriminates in so far as career development is concerned. Some argued that this discrimination is racially motivated to the benefit of white employees. It is however, notable that the majority of the research respondents believe that the company is committed to addressing these existing barriers. In the same argument, some respondents displayed doubts in the company's execution and accused Beckman Coulter South Africa (Pty) Ltd of creating adequate awareness whilst doing nothing to practically correct existing barriers. There were also respondents that suggested that the company is only investing in diversity and inclusion initiatives to comply with the BBB-EE legislation and to attain a great BBB-EE score, allowing them a competitive advantage.

(ii) The majority of the respondents feel racially excluded, with Black respondents citing that they generally do not fit in and that their views are not respected by virtue of their race, they do not feel trusted and/or valued.

This, therefore, means that the respondents generally did not perceive the state of diversity to be inclusive to black employees. However, the company is perceived to be working on these barriers either from its own genuine accord or to comply with BBB-EE laws.

4.3.3 Comparison of research results to previous survey results

The previous survey conducted by the diversity and inclusion committee indicated that 64 per cent of the study participants (N=55) indicated that they do not feel safe enough to express their opinions and views, citing the fear of victimisation from management as the main reason (Beckman Coulter South Africa Diversity and Inclusion Committee, 2019).

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Figure 11 below highlights this above phenomenon.

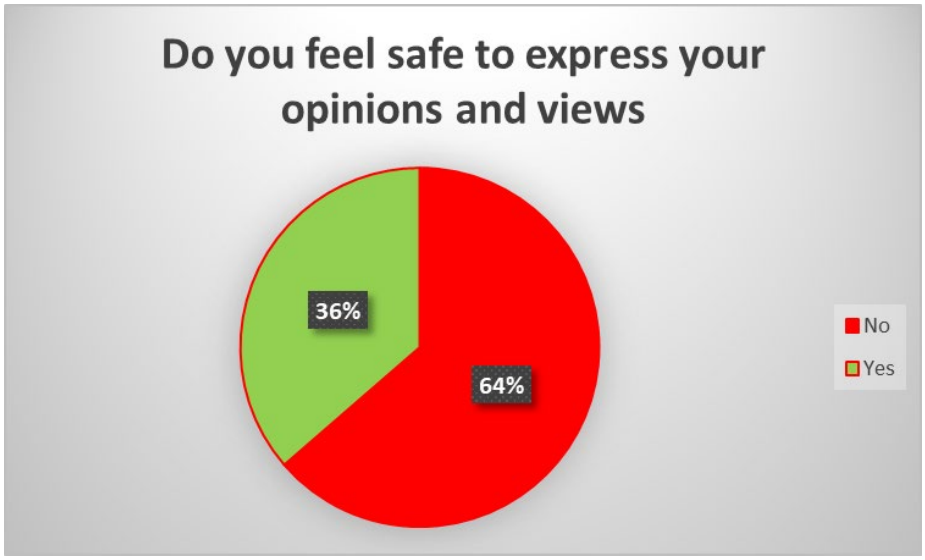


Figure 11: Feeling safe expressing opinions and views (Beckman Coulter South Africa Diversity and Inclusion Committee, 2019)

Moreover, the same survey indicated that 62 per cent of the employees feel excluded. They feel racially excluded from growth opportunities, decision making due to the culture of working in cliques, and that there lack of transparency and therefore did not trust management (Beckman Coulter South Africa Diversity and Inclusion Committee, 2019). Figure 12 below highlights this.

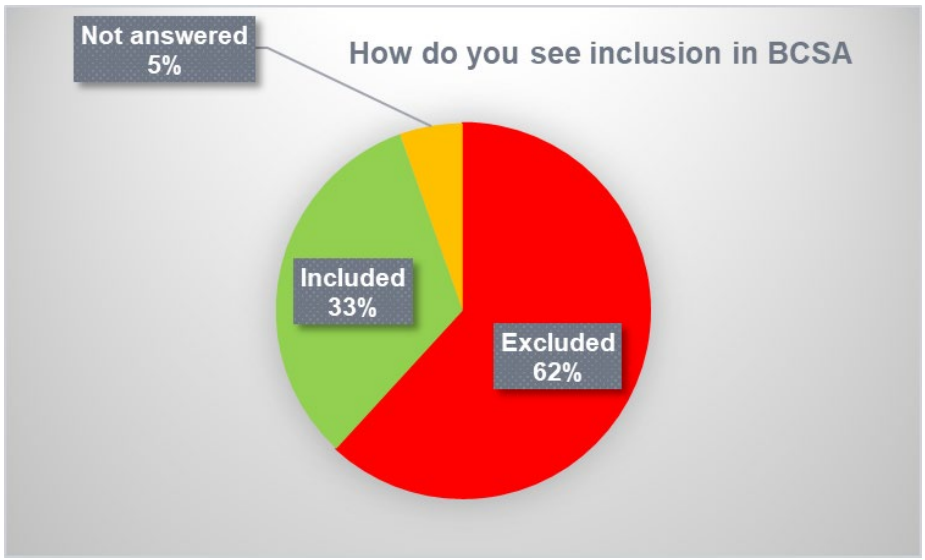


Figure 12: Inclusion in BCSA (Beckman Coulter South Africa Diversity and Inclusion Committee, 2019)

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4.3.4 Comparison of research results to other similar studies

Similar to this study, Skosana (2019) found that the research participants did not perceive the state of diversity in their companies to be inclusive, particularly to black employees. Discrimination was the major challenge faced by his research participants.

4.4 Perceptions on inclusivity of the leadership of Beckman Coulter SA (PTY) Ltd

This research question posed evaluates how inclusive the leadership of Beckman Coulter South Africa (Pty) Ltd is by assessing how they manage their diverse employees and providing equal opportunities to all.

4.4.1 Presentation of empirical results

Below table depicts the gender and race diversity slates as at December 2019.

Table 15: Beckman Coulter South Africa's diversity slate for each career level as of 11 December 2019 (Neveling, 2019):

Occupational Level	Period	White	African	Coloured	Indian	Male	Female
Senior Management	2019	60%	10%	10%	20%	60%	40%
Junior Management	2019	50%	25%	0%	25%	75%	25%
Senior Professionals	2019	73%	23%	0%	4%	59%	41%
Junior Professionals	2019	54%	46%	0%	0%	46%	54%
Technical Support	2019	64%	30%	3%	3%	83%	17%
Business & Operational Support	2019	22%	57%	17%	4%	52%	48%

The above data appears to support Kelly, Wale, Soudien, and Steyn (2007) as well as Thompson (2014)'s claims that corporate South Africa has longstanding issues with diverse representation of South African demographics. The Department of Labour (2018) adds further support for the observation that there has been little progress made in gender and racial transformation in corporate South Africa, all of which appears to be particularly true for Beckman Coulter South Africa (Pty) Ltd.

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4.4.1.1 Descriptive statistics

To better understand and investigate the diversity slate above, this study turns to descriptive statistics to assess demographics of the research respondents and evaluate if they agree with the diversity slate presented above.

The study starts by correlating the race and career level of the research respondents. Table 16 below highlights the correlation between the race of the research respondent and their career level.

Table 16: Correlation between race and career level of research respondents

Correlations

		Career level	Race
Career level	Pearson Correlation	1	.617**
	Sig. (2-tailed)		.002
	N	22	22
Race	Pearson Correlation	.617**	1
	Sig. (2-tailed)	.002	
	N	22	22

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

Table 16 depicts a Pearson Correlation of 0.617. This means that there is evidence that a relationship between race and the respondent's career level exists. In contextualizing this, white Beckman Coulter South Africa (Pty) Ltd employees are likely to be hired at a higher level than the other races. However, conclusions about this relationship cannot be made without testing the significance.

The study found the significance level (Sig. 2-tailed) to be 0.002, which is less than 0.05. As a result, this study can conclude that there is a statistically significant correlation between race and the career level of the respondents. Thus, consistent with the diversity slate presented above as well as the findings of Department of Labour (2018, 2019) as discussed in literature review.

The second finding by the Department of Labour (2018, 2019) indicated that gender is also a challenge in the transformation of the private sector. The study proceeds by correlating the sex/gender and the career level of the research respondents.

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Table 17 below highlights the correlations between the sex/gender of the research respondent and their career level**:**

Table 17: **Correlation between sex/gender and career level of research respondents**

Correlations

		Career level	Sex/Gender
Career level	Pearson Correlation	1	.401
	Sig. (2-tailed)		.064
	N	22	22
Sex/Gender	Pearson Correlation	.401	1
	Sig. (2-tailed)	.064	
	N	22	22

This study could not establish a correlation between gender and career level at Beckman Coulter South Africa (Pty) Ltd. Since this relationship could not be established, this study cannot determine whether or not Beckman Coulter South Africa (Pty) Ltd has achieved good transformation efforts in balancing gender throughout the different career levels.

Other interesting significant correlations which were observed about the research respondents was the evident relationship between age and career level, i.e. the older a research respondent is, the more likely they are to have a higher career level. This is likely linked to the fact that older research respondents have had longer experience with Beckman Coulter South Africa (Pty) Ltd. The increased years of experience with Beckman Coulter South Africa (Pty) Ltd significantly correlated with their career level.

In summary, the correlations suggest that a person who is older in age is likely to stay and work longer (more experience) for Beckman Coulter South Africa (Pty) Ltd and consequently, have a higher career level. Table 18 below summarises the correlations between age, years of experience, and career level.

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Table 18: Correlation between age, years of experience and career level of research respondents

		Age (in years)	Years of experience	Career level
Age (in years)	Pearson Correlation	1	.692**	.830**
	Sig. (2-tailed)		.000	.000
	N	22	22	22
Years of experience	Pearson Correlation	.692**	1	.664**
	Sig. (2-tailed)	.000		.001
	N	22	22	22
Career level	Pearson Correlation	.830**	.664**	1
	Sig. (2-tailed)	.000	.001	
	N	22	22	22

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

4.4.1.2 Discussion of key themes

The themes that surfaced from this research question were:

(i) Discrimination (race) – That there is discrimination in the organisation and this discrimination is mainly racial. Section 1.1 covers this theme in great length, from a national perspective and from studies done at private sector companies.

(ii) No discrimination – This theme opposes the above theme and the research respondents who subscribe to this theme believe that Beckman Coulter South Africa (Pty) Ltd's leadership manages diversity well.

(iii) Commitment to addressing existing barriers – Research respondents acknowledge that diversity and inclusion barriers and/or challenges exist, however, they perceive that Beckman Coulter South Africa (Pty) Ltd has demonstrated active commitment to addressing these barriers through robust actions to change the status quo.

(iv) Legislation/compliance – Research respondents acknowledge that there is action being targeted at remedying the diversity and inclusion barriers in the company, however, these actions are merely for BBB-EE legislation compliance.

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(v) Box ticking exercise – Research respondents believe the company is not putting diversity and inclusion efforts into action; they merely communicate about diversity and inclusion. Put simply, respondents in this theme believe the company is all talk and no action.

(vi) To a certain extent - Research respondents believe the company is managing diversity at times.

(vii) No views – Research respondents did not want to comment.

4.4.1.3 Response to the interview questions

The interview questions that feed this research question seek to unearth perceptions of how adequately the leadership manages diverse employees and whether or not they invest equally in training opportunities for the Beckman Coulter South Africa (Pty) Ltd employees.

To simplify and augment the views held by the research respondents, this study has sought to map the constructs both with the gender and racial perspectives to get a feeling in those two contexts since the Department of Labour (2018) stresses the challenges faced by gender and racial exclusion are of grave concern. According to Department of Labour (2018, 2019) training and career development opportunities are mainly awarded to white males in private sector companies. This is why it is critical to interrogate the themes in this fashion.

4.4.1.3.1 Interview Question 5

The respondents were asked, 'In your opinion, to what extent do you feel BCSA management adequately manage diversity among the workforce?' Table 19 below highlights the perceptions held by different respondents of different races on how Beckman Coulter South Africa (Pty) Ltd leadership manages diversity among the workforce.

Table 19: **Perceptions of different races on how leadership manages a diverse workforce**

Construct	Black respondents	Coloured respondents	White respondents	Unspecified race respondents	Total per construct

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Racial discrimination	1	0	0	0	1
No discrimination	0	0	1	1	2
Commitment to addressing existing barriers	2	1	4	1	8
Legislation	0	0	0	1	1
Box-ticking exercise	3	0	0	1	4
To a certain extent	2	0	0	1	3
No views	3	0	0	0	3
Total per race	11	1	5	5	22

From Table 19 above, several observations can be made. These include that majority, i.e. 27 per cent of the black respondents perceive the management's way of managing diversity as a box-ticking exercise, i.e. management talk about diversity and inclusion, but nothing changes in reality, and no action is taken. To this extent, Respondent 3 indicated for example:

'This is not well managed at all, because there is very little or no change at all, when it comes to reporting structures.'

Concerning also, was Respondent 9's reply:

'So far there is still racial issues which are affecting the process because some people feel superior because of the colour of their skin. The truth is that they had privileges and therefore they think there are much better off.'

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Thus, suggesting that racial discrimination still remains a problem in the company.

The majority, i.e. 80 per cent of the white employees, perceive management's way of managing diversity to be an active commitment to managing diversity better. To this extent, Respondent 4 indicated for example:

'This is for sure the intent and a difference have been seen already and this is getting better.'

The same was observed for the only coloured research respondent who pointed out that:

'D&I is foremost in the minds of BC management, therefore the D&I Committee exists.'

Overall, most of the research respondents, i.e. 36.36 per cent, believe that problems do exist in so far as diversity management is concerned. However, there is a clear active role management is demonstrating to manage the diverse employees better. This is the only theme where all races have at least one research respondent agreeing towards.

The other career development concern highlighted by Department of Labour (2018) was that of gender exclusion. Table 20 below highlights the perceptions held by respondents of different genders on how Beckman Coulter South Africa (Pty) Ltd's leadership manages diversity.

Table 20: **Perceptions of different genders/sex on how leadership manages diversity**

Construct	Male respondents	Female respondents	Unspecified gender respondent	Total per construct
Racial discrimination	0	1	0	1
No discrimination	1	0	1	2
Commitment to addressing existing barriers	2	6	0	8
Legislation	0	0	1	1

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Box-ticking exercise	2	1	1	4
To a certain extent	2	1	0	3
No views	1	2	0	3
Total per gender	8	11	3	22

The majority of females, i.e. 54.55 per cent, perceive the management's way of managing diversity as actively committed to managing diversity better. To that extent, Respondent 11 indicated:

'I think they really try to manage diversity, but unfortunately it does not always filter down to the ground, and there are still instances where a person will be treated differently. This seems to be more an individual's behaviour towards someone and could be better managed by addressing the individual for his behaviour.'

The male research respondents were equally split between management being somewhat committed to managing diversity better and management just talking about diversity and inclusion but not actually putting it into practice. The majority of 36.36 per cent of research respondents held the same views as the female research respondents, i.e. the company is committed to managing diversity better.

None of the research respondents raised any concern with gender exclusion in so far as diversity management at Beckman Coulter South Africa (Pty) Ltd is concerned.

4.4.1.3.2 Interview Question 6

As has been highlighted that development programs have been found to mostly be awarded to white males, this excuse then gives companies a reason to justify why they cannot transform the company and why they exclude other races and females when hiring for top management roles, citing the lack of skills and experience to do the job as a primary reason.

To evaluate this observation at Beckman Coulter South Africa (Pty) Ltd, this study will evaluate research respondents' experiences per race and gender. The respondents were asked, 'In your opinion, to what extent do you think training opportunities are open to employees of all backgrounds at BCSA?'

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Table 21 below highlights the perceptions held by the different respondents of different races on whether or not Beckman Coulter South Africa (Pty) Ltd provided training opportunities equally to all:

Table 21: **Perceptions of different races on training opportunities**

Construct	Black respondents	Coloured respondents	White respondents	Unspecified race respondents	Total per construct
Racial discrimination	2	0	0	0	2
No discrimination	7	1	5	5	18
It depends on the training	2	0	0	0	2
Total per race	11	1	5	5	22

From Table 21 above, several observations can be made. These include that the majority, i.e. 63.64 per cent of black respondents believe that training opportunities are available to all without discrimination. To this extent, Respondent 18 indicated,

'To be honest, training opportunities are open to all. I am studying currently and in my view most people are studying at BCSA especially from diverse backgrounds.'

The remaining black respondents are equally split between training opportunities being denied to them by virtue of their race and that only certain training opportunities are available to all without prejudice. To this extent Respondent 3 indicated:

'When it comes to training, all white people are trained abroad and none or a couple of other ethnic groups are trained abroad. Since I've joined the company in 2016, I have seen 2 black people being trained abroad, all other people are trained inland.'

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Respondent 20 also indicated:

'To a less extent, internal leadership programs and training information is not public knowledge, only selected people have this information. These are programs that get people mentored and developed. There are open opportunities, to further your studies for all.'

All white, coloured and non-specified race respondents all agree that training opportunities are given to all without discrimination and/or prejudice. To this extent, Respondent 2 indicated:

'There are loads of training opportunities open to all BC employees, irrespective of their background. The ball is in their court, they just have to grab it …. it is up to each individual to improve themselves.'

Respondent 8 also indicated:

'Every person can train regardless of background as HR also makes information regularly available.'

Respondent 19 added to this by indicating:

'BCSA is open to and encourage all employees to partake in the training and development opportunities.'

Overall, an overwhelming 81.82 per cent of the research respondents believe that there is no discrimination and/or prejudice in so far as training opportunities are concerned. Table 22 below highlights the perceptions held by respondents of different genders on how Beckman Coulter South Africa (Pty) Ltd leadership manages training opportunities.

Table 22: Perceptions of different genders/sex on how leadership manages training opportunities

Construct	Male respondents	Female respondents	Unspecified gender respondent	Total per construct
Racial discrimination	1	1	0	2
No discrimination	7	8	3	18
It depends on the training	0	2	0	2

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Total per gender	8	11	3	22

None of the research respondents raised any concern with gender exclusion in so far as training opportunities are concerned at Beckman Coulter South Africa (Pty) Ltd.

4.4.2 Summary of findings

There is strong evidence from research respondents that there is no discrimination and/or prejudice on the offering of training opportunities to Beckman Coulter South Africa (Pty) Ltd employees. Furthermore, the majority of the research respondents acknowledge diversity management issues from the management; however, the management of Beckman Coulter South Africa (Pty) Ltd has demonstrated clear active actions to correct these challenges.

It remains a concern that there were black respondents (although not the majority) who felt racially excluded from training opportunities and how they are managed by the Beckman Coulter South Africa (Pty) Ltd management. This feeling is only prevalent amongst the black respondents.

4.4.3 Comparison of research results to previous survey results

The question that is related to how well the management is managing diversity and inclusion on the previous survey done by the D&I committee is:

'Do you feel belonging/Included to the department/company irrespective of race/culture/gender/language/religion?'

Figure 13 below shows the results of the survey respondents (N=55):

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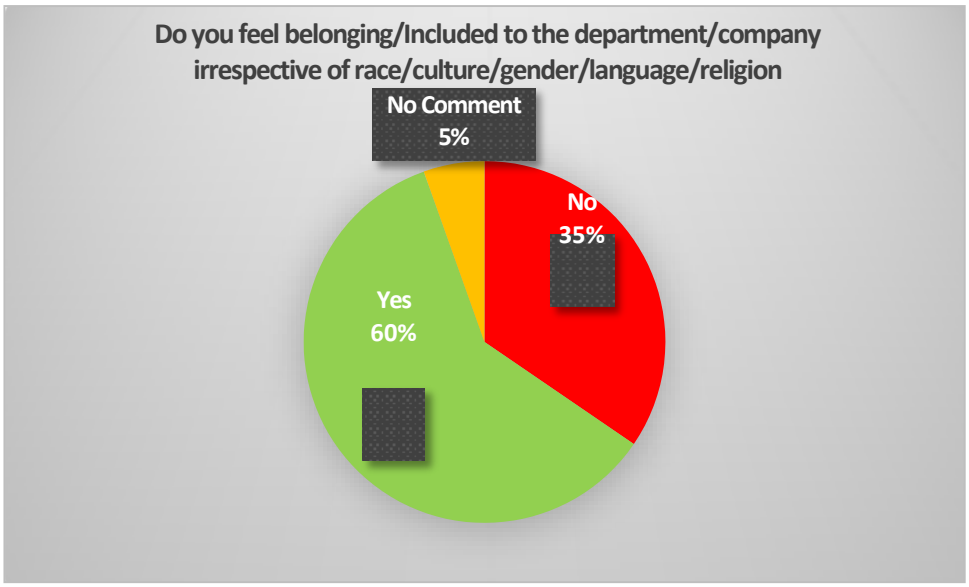


Figure 13: Feel of belonging/Included (Beckman Coulter South Africa Diversity and Inclusion Committee, 2019)

The majority of 60 per cent felt included in the company, with 35 per cent feeling excluded by virtue of being socially excluded, e.g. people sit in racial groupings during events, language exclusion, e.g. Afrikaans used in meetings, disrespect based on job level and excluded in decision making (top-down approach) (Beckman Coulter South Africa Diversity and Inclusion Committee, 2019). The situation has somewhat improved from the survey in 2019 to this study in so far as diversity management is concerned. Most research respondents believe that the company is working actively to make the situation better.

Unfortunately, the survey conducted by the committee did not question training opportunities, so, therefore, a comparison in this regard cannot be made.

4.4.4 Comparison of research results to other similar studies

Skosana (2019) found that the top leadership composition was a key indicator of how committed the organisation is to diversity and how employees will be able to fit into the organisation. This study demonstrated how black respondents felt that management was mainly white and got deterred from believing that the organisation is committed to making diversity work and including everyone. These respondents believe diversity and inclusion are what the organisation preaches, but nothing changes in reality.

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Skosana (2019) also indicated that his research participants expressed that their views were solicited but not hardly valued. This led to his research participants feeling that the leadership was not good at managing a diverse workforce.

4.4.5 Comparison of research results to descriptive stats

Descriptive statistics found a statistically significant correlation between race and the respondent's career level. This is consistent with the Department of Labour's (2018, 2019) findings and those of some of the black research respondents who felt white employees are given preferential treatment so far as management and training opportunities are concerned. As the Department of Labour (2018, 2019) pointed out, investing in training white employees only gives them critical skills and an unfair advantage to take up more senior roles whilst slowing down transformation.

This study's descriptive statistics could not establish a correlation between gender and career level at Beckman Coulter South Africa (Pty) Ltd. Since this relationship could not be established, this study cannot determine whether or not Beckman Coulter South Africa (Pty) Ltd has achieved good transformation efforts in balancing gender throughout career levels. That said, no research respondents raised gender-related discrimination in diversity management and training opportunities. This leans more towards the positive gender transformation efforts made by the company.

4.5 Perceptions around diversity and inclusion HR practices at Beckman Coulter SA (PTY) Ltd

4.5.1 Presentation of empirical results

4.5.1.1 Discussion of key themes

The themes that surfaced from this research question were:

(i) Discrimination (promotion opportunities) – There is discrimination in how the organisation promotes its employees to higher roles. This study's background covers this topic extensively at a national level and from studies done at private sector companies.

(ii) No discrimination – This theme opposes the above theme. The research respondents who subscribe to this theme believe that discrimination does not exist so far as recruitment and promotion are concerned at Beckman Coulter South Africa (Pty) Ltd.

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(iii) Commitment to addressing existing barriers – The research respondents acknowledge that diversity and inclusion barriers and/or challenges exist; however, Beckman Coulter South Africa (Pty) Ltd has demonstrated its commitment to addressing these barriers and/or challenges.

(iv) Legislation/compliance – The research respondents acknowledges that there is action to working on recruitment and promotion. However, this action is merely to comply with BBBEE legislation discussed in the background of this study.

(v) Limited – The research respondents believe that Beckman Coulter South Africa (Pty) Ltd employs and/or promote people from diverse backgrounds only sometimes or not enough.

4.5.1.2 Response to the interview questions

4.5.1.2.1 Interview Question 6

The research respondents were asked, 'In your opinion, to what extent does BCSA employ and/or promote people of diverse backgrounds?' Table 22 below highlights the perceptions held by different respondents of different races on whether or not Beckman Coulter South Africa (Pty) Ltd recruits and/or promotes people from diverse backgrounds.

Table 23: **Perceptions of different races on diverse recruitment and/or promotion**

Construct	Black respondents	Coloured respondents	White respondents	Unspecified race respondents	Total per construct
Discrimination	7	0	0	2	9
No discrimination	1	1	3	1	6
Commitment to addressing existing barriers	2	0	1	1	4

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Legislation/compliance	0	0	1	0	1
Limited	1	0	0	1	2
Total per race	11	1	5	5	22

The majority of Black research respondents, i.e. 63.64 per cent, perceive Beckman Coulter South Africa (Pty) Ltd to be recruiting candidates of all backgrounds, whilst in the same breath discriminating in promotion opportunities. To that extent, Respondent 6 indicated:

'Promotions still a challenge at BCSA as sometimes it seems to be more of a certain colour not about the skills of the individual, there are certain instances where you see that bias.'

Respondent 21 also indicated:

'So far I think only whites are the only ones that gets promotions to higher positions while the blacks get employed for lower positions, e.g. Hotline and warehouse.'

The only Coloured research respondent that participated in the study perceived the contrary, stating that here is no discrimination and indicated. Respondent 2 noted:

'BC management does their best to employ and promote people of diverse backgrounds, ensuring they choose the best person for the position.'

The majority of the white research respondents, i.e. 60 per cent agreed with Respondent 2, stating that they perceived no discrimination in recruitment and/or promotion opportunities for all employees. To that extent, Respondent 11 indicated:

'*I feel they provide good opportunities to all of their employees, regardless of background.'*

Respondent 10 also indicated:

'Everyone has an equal opportunity at BCSA.'

These findings highlight a concern that most black research respondents have similar experiences at Beckman Coulter South Africa (Pty) Ltd regarding being excluded from

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promotional opportunities to which the white and coloured respondents did not experience.

Similar to other research questions, there was a comment from Responded 14 about Beckman Coulter South Africa (Pty) Ltd recruiting and promoting diverse employees for the purposes of BBB-EE compliance only. Respondent 14 indicated:

'*BCSA will look at what is expected of them in terms of the BEE act, and then look for candidates of that background.'*

About 18.18 per cent of the research respondents believed that Beckman Coulter South Africa (Pty) Ltd has challenges in the recruitment and/or promotion of diverse employees because of historical issues that the organisation is committed to addressing. To this extent, Respondent 22 indicated:

'In the last few years, BCSA has aggressively driven the employment of people from diverse racial and ethnic backgrounds that corresponds in terms of ratios to the racial demographics of SA. Historically BCSA employees were predominantly White, and this has changed over in more recent years.'

Respondent 17 added to this context:

'It's always ongoing, but of course limited resources and career structure also has an impact as you cannot dismiss a person from a position just for the sake of achieving diversity.'

Table 24 below highlights the perceptions held by different respondents of different sex/gender on whether or not Beckman Coulter South Africa (Pty) Ltd recruits and/or promotes people from diverse backgrounds.

Table 24: **Perceptions of different sex/gender on diverse recruitment and/or promotion**

Construct	Male respondents	Female respondents	Unspecified race respondents	Total per construct
Discrimination	3	5	1	9

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No discrimination	2	3	1	6
Commitment to addressing existing barriers	2	1	1	4
Legislation/compliance	0	1	0	1
Limited	1	1	0	2
Total per gender	8	11	3	22

None of the research respondents raised any concern with gender exclusion in so far as recruitment and/or promotion opportunities are concerned at Beckman Coulter South Africa (Pty) Ltd.

4.5.1.2.2 Interview Question 7

The participants were asked, 'To what extent do you feel informed about channels available for reporting discrimination?' This research interview question seeks to interrogate the control measures that Beckman Coulter South Africa (Pty) Ltd has put in place to protect its employees and for its employees to report discrimination whenever one arises as part of its transformation efforts.

An overwhelming majority of 90.91 per cent of the research respondents indicated that they are well informed about the channels that are available for reporting discrimination. It was only 9.09 per cent of the research respondents that indicated that they only know limited channels for reporting discrimination.

That said, this study found it concerning that a quarter or 25 per cent of the research respondents who indicated that they were well informed of channels available for reporting discrimination indicated that despite knowing where to report these discriminations, they fear retaliation from the people they report. To that extent, Respondent 4 indicated:

'*I think is quite clear as to where we can go but the fear of micro-regressions as a real thing still here.*'

Respondent 3 also indicated:

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'There is always a fear that comes indirectly from management with reporting discrimination, though communication of such is relayed with very fine lines of disagreements.'

There is also about 10 per cent of the research respondents who indicated that they are well informed of channels available for reporting discrimination indicated that despite knowing where to report these discriminations, they would not report them as they believe nothing will be done. This was iterated by Respondent 11 who indicated:

'I know are they there, but I do not have confidence that anything would be done.'

Respondent 9 also indicated:

'The informing is great the action is poor.'

4.5.2 Summary of findings

This study learnt that Beckman Coulter South Africa (Pty) Ltd includes all diverse backgrounds when recruiting employees. Furthermore, this study also uncovered that most of the black respondents have similar experiences at Beckman Coulter South Africa (Pty) Ltd, with being excluded from promotional opportunities to which the white and coloured respondent did not experience.

As far as having measures for protecting employees against discrimination, this study has learned that Beckman Coulter South Africa (Pty) Ltd has discrimination reporting platforms to which of 90.91 per cent of the research respondents were aware of. What is concerning was that more than a third (35 per cent) of the research respondents who indicated that they were well informed of channels available for reporting discrimination, indicated that despite knowing where to report discrimination, they would not report these occurrences due to the fear of retaliation from the people reported and they also did not trust that anything would be done.

4.5.3 Comparison of research results to previous survey results

The closest question to that of this study asked:'Do you feel some positions are suitable for certain race/culture/gender/language/religion?' (Beckman Coulter South Africa Diversity and Inclusion Committee, 2019).

Findings from the survey (N=55) conducted by Beckman Coulter South Africa Diversity and Inclusion Committee (2019) indicated that:

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- 49% of the surveyed associates felt that everyone is given equal opportunity, one needs only the relevant skills and qualifications for the role.
- 45% of the surveyed associates felt that some recruitments were made based on prejudice. A large portion felt it is a racial prejudice and cited the lack of racial diversity in management (predominantly white), and that some departments are formed on racial foundations e.g. WH admin-Indians, Orders-Coloureds, CC blacks. Other prejudices pointed out were favouritism, males, earmarked positions e.ga DBS position having a name before it was advertised and how the associate was sent for training before the position was advertised. Additionally, a position being opened for BBB-EE purposes.
- 6% of the surveyed associates were either unsure/did not answer the question

During the time of the Beckman Coulter South Africa D&I Committee (2019) survey, there were deeper problems that included recruitment discrimination, which appear to have improved by the time of this study.

4.5.4 Comparison of research results to other similar studies

Similar to the findings of this study, Skosana (2019) found that there are issues with HR practices within organisations and that discrimination was used to limit opportunities for black participants to advance in the organisation and address the skills gap.

Similar findings were also made by the Department of Labour (2018), which suggests that this problem has been ongoing for a long time throughout many private sector companies in South Africa and not only Beckman Coulter South Africa (Pty) Ltd.

4.6 Impact the diversity and inclusion committee have on employee engagement at Beckman Coulter South Africa (PTY) Ltd

4.6.1 Presentation of empirical results

4.6.1.1 Response to the research questions

4.6.1.1.1 Interview Question 8

The participants were asked, 'In general terms, to what extent does BCSA diversity and inclusion efforts impact how engaged you feel?' This research question sought to understand how the diversity and inclusion efforts that Beckman Coulter South Africa (Pty) Ltd was using impacted the employees' engagement levels.

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Table 25 below highlights the views held by the different respondents of different races on how Beckman Coulter South Africa (Pty) Ltd's diversity and inclusion initiatives impact how engaged they feel.

Table 25: **Perceptions of different races on how current diversity and inclusion efforts affect their engagement levels**

Construct	Black respondents	Coloured respondents	White respondents	Unspecified race respondents	Total per construct
Little/No impact	3	1	0	2	6
Positive Impact	5	0	3	2	10
To a certain extent, depending on circumstance	2	0	2	0	4
No response	1	0	0	1	2
Total per race	11	1	5	5	22

The majority of black research respondents, i.e. 45.45 per cent, had their engagement levels positively impacted by the company's diversity and inclusion initiatives. To this extent, Respondent 18 indicated:

'*In order to be engaged, the D&I must operate efficiently. Associates can only be engaged if they are allowed to have a sense of belonging within BCSA. In the last year, I think it has a positive impact, however there is a big room for improvement.'*

However, worth mentioning is that 18.18 per cent of the black respondents felt the impact was to a certain extent. Respondent 20 indicated:

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"*To a large extent the efforts impact how I feel engaged, I will feel either very engaged or very dis-engaged depending on what is happening.'*

On the other hand, 27.27 per cent of the black respondents felt that there was little to no impact. Respondent 3 indicated:

'*I feel disengaged and even though I want to see a positive relationship between the all ethnic people there is no room to put it to practice, there is an old practice used that whites are right and other opinions will be dominated by what white people say.'*

The only coloured research participant indicated that the current diversity and inclusion efforts did not have an impact on engagement levels. Respondent 2 therefore indicated:

'I do not need BC D&I to influence me as I always feel engaged. I love what I do and am very happy to work at BCSA who have given me loads of opportunities over the years.'

About 60 per cent of the white research respondents were positively impacted by the company's diversity and inclusion initiatives. To that extent, Respondent 4 indicated:

'*it has a Huge impact on me. If I feel D&I is not making me feel so to same 'Left Out', I do not offer the same efforts doing my job or contribute toward BCZA's success.'*

The remaining 40 per cent of the white respondents indicated that the impact was only limited to a certain extent. Respondent 11 indicated:

'*I think it depends on the situation, there are instances you feel engaged, and in other you do not.'*

Overall, 63.64 per cent of the respondents' engagement levels were positively impacted by the diversity and inclusion initiatives.

Table 26 below highlights the views held by different respondents of different sex/gender on how Beckman Coulter South Africa (Pty) Ltd's diversity and inclusion initiatives impacted their engagement levels.

Table 26: **Perceptions of different sex/gender on how current diversity and inclusion efforts affect their engagement levels**

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Construct	Female respondents	Male respondents	Unspecified sex/gender respondents	Total per construct
Little/No impact	2	2	2	6
Positive Impact	5	4	1	10
To a certain extent, depending on circumstance	3	1	0	4
No response	1	1	0	2
Total per race	11	8	3	22

From the above table, it is clear that the majority of the respondents' engagement levels were positively impacted by the diversity and inclusion initiatives by Beckman Coulter South Africa (Pty) Ltd.

4.6.1.1.2 Interview Question 9

The participants were asked, 'What would you suggest for improving diversity and inclusion at BCSA?' There were various suggestions from the respondents and although the study will not cover all of them, these included:

- A suggestion to audit the current management skills as well as their qualifications, and review the current promotion criteria to make it fair and inclusive for all. This is described in depth by Respondent 3, who indicated:

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'It's improbable at this stage, but a start will be to audit management's qualifications, performance and the criteria used to promote or employ them in their positions. The criteria that is used to select candidates during interviews with any other rank or position. Mean when a command centre position is advertised how many of black people versus white people were interviewed and why a white person was not successful in that position. It mentioned before that white people should not be employed for customer support position at all and it is proven because there is no white employee in customer support.'

- A clear call to action from various research respondents indicated that it is about time the organisation started showing equality through opportunities and having a racially diverse structural composition. This is described in different wordings by different respondents, such as the following:

'That all departments be the embodiments of D+I both in their structural and racial composition.' - Respondent 5

'*Equal access to opportunities'* - Respondent 7

'*Actions speaks louder than words, I want to see implementation.*' - Respondent 13

- A request for continuous training and discussions on diversity and inclusion to deeply embed awareness to all employees. This is described in different wordings by different respondents such as:

'More trainings and workshops will bridge the gap eventually, the more we speak about it the more we understand' - Respondent 6

'More awareness and drive but this also has to come from the associates' - Respondent 8

'*We should be reminded frequently. We all have blind spots and therefore should always keep D&I front of mind.'* - Respondent 10

'Intensive training on diversity and inclusion' - Respondent 19

- A suggestion for the company to create a safe, transparent and trustworthy environment. This is described in different wordings by different respondents such as:

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'*Provide a safe space or platform for employers to voice concerns.'* - Respondent 15

'*Transparency, communication and trust.'* - Respondent 20

'Also, to ask the committee members to be approachable. Some committee members are very well known to be super rude, how then can you approach someone who is rude and doesn't not treat people equally.' - Respondent 9

'*Perhaps we can start paring with someone else for a day. Everyone gets a chance to work with someone else for a day, and see not only their daily work experience but who they are, what value they bring to the company, and as colleagues. I feel we often see very little of each other, and don't really get to know one another beyond our differences.'* - Respondent 11

'*To continue encouraging more employees with the main goal of D&I.'* - Respondent 12

- Lastly, there were research respondents who were happy with the status quo and did not have any other improvement suggestions. These included:

'*I have no suggestions as I think the D&I Committee, under the leadership of Thomas Rafundisani, is doing a sterling job.*' - Respondent 2

'*I think it is pretty good.'* - Respondent 14

'*No suggestion.'* - Respondent 1

4.6.1.1.3 Interview Question 10

The respondents were asked, 'How do you perceive the role of the diversity and inclusion committee at BCSA?' This interview question seeks to assess the impact of the D&I committee on the research respondents. To rule out bias, the themes' answers will be broken down to those who were part of the D&I committee and those who were not.

Table 27 below highlights the views on the impact of the D&I committee held by different respondents who were members of the committee and those who were not at.

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Table 27: **Perceptions on the impact of diversity and inclusion committee**

Construct	Diversity and Inclusion committee member respondents	Non-member respondents	Unspecified respondents	Total per construct
Created awareness	0	1	0	1
Create awareness and implement diversity and inclusion	0	3	1	4
Created a safe platform to raise concerns	1	1	0	2
Commitment to address the existing barriers	0	3	0	3
Put diversity and inclusion to practice	0	3	0	3
Members needed empowerment	0	1	2	3
Issues with the committee	4	0	0	4
No response	0	2	0	2
Total	5	14	3	22

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The majority of the diversity and inclusion committee members respondents, i.e. 80 per cent, indicated that there were issues within the committee itself, and these issues included:

'*it is one of the hardest things...I believe in the role but I have learnt things that have saddened me, made me so angry and then again passionate about the cause but I will not do it again. Lots of efforts are made to drive this cause but no well received and people did not make the amount of effort we needed to drive a difference. The Teams also needs to be a bit smaller and team member need to be actively involved.* - Respondent 4

'*Firstly, the committee itself must be diverse - they must encourage associates to be active and voice out issues when they encounter them. We need to have open conversations...as they matter.'* - Respondent 18

'*As part of this committee I think it needs people who are committed and willing to bring change without fear.*' - Respondent 21

On the other hand, the majority of the research respondents who were not part of the committee, i.e. 78.57 per cent, believed that the committee had a positive impact on the organisation, by creating awareness of diversity and inclusion, putting diversity and inclusion to action, and showing commitment to addressing current diversity and inclusion challenges. Examples of these views include:

'*Their role is important as it gives those who are always ready to complain, a platform to do something about their complaint.*' - Respondent 2

'*It is trying it's best to initiate changes, as hard as it may be, it will require perseverance and maybe one day it will succeed*' - Respondent 3

'*The committee trains, guides, aligns, motivates all aspects of D and I.'* - Respondent 15

'*I think that their role is important to drive the initiatives that will bring the company closer to achieving the goals of diversity and inclusion'.* - Respondent 20

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4.6.1.1.4 Interview Question 11

The respondents were asked 'In your opinion, to what extent do you trust that the organisation is actively working on a plan to make BCSA more diverse and inclusive?' This interview question seeks to evaluate the level of trust and buy-in the company has with its employees to assess the likelihood of success.

Table 28 below highlights the views held by the different respondents of different races on how Beckman Coulter South Africa (Pty) Ltd's employees trust that the organisation is working on a plan to make them more diverse and included.

Table 28: **Perceptions of different races on employees' trust that the organisation is working on a plan to become more diverse and inclusive**

Construct	Black respondents	Coloured respondents	White respondents	Unspecified race respondents	Total per construct
Trust	6	1	3	1	11
Don't trust	3	0	0	1	4
More work needed	2	0	1	2	5
No response	0	0	1	1	2
Total per race	11	1	5	5	22

The majority of the black respondents, i.e. 54.55 per cent, trust that the organisation is working on a more diverse and inclusive plan. The views included:

'I have faith in the organisation as they have made amendment to company policies after employees raised their concerns on some of the policies, with this this the is hope.' - Respondent 12

'I do trust the organisation but I also know that where resources and opportunities are limited there will be always a survival of the fittest phenomenon and the process will be extra slow.' - Respondent 17

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'*I trust that the organisation is taking part on this and they are willing to make things better and diversity is being practiced all over South Africa.'* - Respondent 6

On a different note, 18.18 per cent of the back respondents felt that the organisation needs to do more work to become more diverse and inclusive, whilst 27.27 per cent felt that they do not trust that the organisation is working on a plan to become more diverse and inclusive. Views regarding these included:

'*Well, till this far a committee was established, meaning a rollout plan is in place. I would rather not say that it is working on a plan because the head of the company BCSA is also stuck in the stone ages which is something that we cannot force her to change as her upbringing is part of not acknowledging diversity nor inclusion.*' - Respondent 3

'*I don't trust my local management, I think they say one thing and then do the opposite, and I also don't think that our local management trusts their associates.'* - Respondent 20

'*Zero'* - Respondent 9

The Coloured research respondent indicated that she trusts the organisation completely, stating, '*I trust them completely!*' - Respondent 2

Approximately 60 per cent of the white respondents indicated that they trust that the organisation is working on a plan to become more diverse and inclusive. The views include:

'*I am confident they are trying, and even if not always getting it right, they are slowly improving. Just the fact that the company has such a programme, makes you, as an individual, take a close look at your views on these issues and you can identify where you may be lacking in this area as well.'* - Respondent 11

'*This is a big focus for BCSA.*' - Respondent 10

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4.6.2 Summary of findings

Overall, 63.64 per cent of the research respondents' engagement levels were positively impacted by the diversity and inclusion initiatives. This clearly demonstrated that the organisation had taken the right trajectory and path by establishing the diversity and inclusion committee.

Furthermore, the majority of the respondents who were not part of the D&I committee, i.e. 78.57 per cent, believed that the committee had a positive impact in the organisation by: creating awareness of diversity and inclusion through training programs; putting diversity and inclusion to action; and showing commitment to address current diversity and inclusion challenges.

That said, only 50 per cent of the research respondents fully trusted that the organisation is working on a solid plan to make the company more diverse and inclusive. There were a series of suggestions to aid this. These included: organisation starts showing equality through a presentation of equal opportunities and having a diverse racial and structural composition; organisation to create a safe, transparent and trustworthy environment; the organisation to reinforce the culture of diversity and inclusion through continuous training and discussions on diversity and inclusion.

4.6.3 Comparison of research results to previous survey results

The only question similar to the research question of this study from the diversity and inclusion survey was:

'What actions could BCSA/Danaher take to improve D&I?' (Beckman Coulter South Africa Diversity and Inclusion Committee, 2019).

According to the Beckman Coulter South Africa Diversity and Inclusion Committee (2019), the recommendations put forward in this survey included:

• BCSA must establish good relationships with the associates.

• BCSA must create an environment of trust (through genuine/authentic and transparent leadership, clear and evident in actions and not just words and having D&I at the core of it all).

• Attain deeper understanding of current barriers to D&I at BCSA.

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• D&I workshops for all associates.

• Formulate solid implementation plan of strategies.

• Review and monitor progress of the plan.

• Send another survey and keep the process continuous.

4.6.4 Comparison of research results to other similar studies

Similar to the findings of this study, Skosana (2019) found the top-ranking theme was once again the composition of the leadership, with participants arguing that the composition of the leadership was mainly white and that was a problem. Similarly, the participants advocated for training programs and practices to reduce discrimination and promote equal opportunities for all. Interesting, was the fact that the participants further recommended leadership should paint a clear vision of a clear future for their firms, drive change, foster the right behaviour, be bold, and that there should be internal ownership of the diversity agenda to drive change from within the organisation.

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5 INTERPRETATION OF RESEARCH FINDINGS AND CONSULTANCY REPORT (STATUS QUO)

Chapter 5 aims to discuss the research findings presented in Chapter 4 and will further compare them to the literature and interpretive framework outlined in Chapter 2 of this paper.

5.1 Research Question 1

What is the understanding of diversity and inclusion?

This research question asked about the participants' understanding of the definitions of diversity and inclusion. The motivation behind the question was the fact that many people understand the terms differently and sometimes use them interchangeably (Manoharan & Singal, 2017). Unearthing the respondent's understanding of the terms was without a doubt, critical, because if the respondent's intention is not well understood in their context, incorrect interpretations of the results will result.

Since the last survey conducted by the D&I committee in the year 2019 indicated that approximately 73 per cent of the survey participants understood what diversity meant, this study found that all of its research respondents understood what diversity meant. Likewise, for inclusion, the D&I committee's study indicated that 78 per cent of the survey participants understood what inclusion meant. This study found that all of its research respondents understood one or both elements of inclusion. This, therefore, suggests that there was a clear improvement in the understanding of diversity and inclusion in the company.

As research respondents of this study indicated, the D&I committee did excellent work in driving the awareness of diversity and inclusion at the company, which ultimately improved the understanding of the initiatives that Beckman Coulter South Africa (Pty) Ltd seeks to drive and achieve. This improvement brought the understanding levels on par with those of the professional services firms investigated by Skosana (2019).

The respondents' understanding of diversity is supported by Esty, Katharine, Richard Griffin, and Marcie Schorr-Hirsh (1995), who explain diversity as appreciating, seeing value, understanding, respecting and celebrating the difference amongst peoples' age,

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physical ability, race, gender, ethnicity, religious beliefs, social class, and sexual orientation. Furthermore, all the research respondents described both the primary and secondary dimensions of diversity that Schmidt (2009) and that are outlined in Chapter 2 of this paper.

The respondents' understanding of inclusion is supported by Carmeli, Reiter-Palmon, and Ziv (2010); Ferdman, Thomas, and Goren (2011); Ferdman (2010, 2017); Ferdman and Deane (2014); Hirak, Peng, Carmeli, and Schaubroeck (2012); Molefi (2017) and Nembhard and Edmondson (2006), who all describe inclusion as a concept having two fundamental themes. These themes are: feeling safe both psychologically and physically to air views and opinions, even if they are different from those held by others; and feeling that one belongs to the workplace; in other words, they are part of the team.

In summary, it is clear that this study's respondents understand diversity and inclusion well. This means that the interpretations of the respondents' perceptions can be interpreted in the same context as the respective definitions of these terms as outlined in Chapter 2. There has also been a clear overall improvement of the understanding of the terms diversity and inclusion at Beckman Coulter South Africa (Pty) Ltd. This is following the appointment of the D&I committee. This could also be interpreted as their success in creating awareness of diversity and inclusion, thereby taking an excellent first step to managing diversity and inclusion.

5.2 Research Question 2

What are the perceptions on the state of diversity at Beckman Coulter SA (PTY) Ltd?

Having contextualised the understanding of the term diversity and inclusion from the respondents' lens; this question dived into the actual perceptions of how diversity and inclusion are put into practice at Beckman Coulter South Africa (Pty) Ltd.

When evaluating perceptions held by respondents on career development, this study uncovered a general agreement that Beckman Coulter South Africa (Pty) Ltd either racially discriminates or discriminates its employees based on other unmentioned forms. It is particularly worrying, that the majority of black respondents held that they are being discriminated against by virtue of the colour of their skin.

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They felt that the company started diversity and inclusion initiatives merely to look good on paper and/or for legislative purposes. In practice, there is no appetite from management to address these pressing issues.

Some research respondents argued that this discrimination mainly gives white employees an advantage at the cost of other races' career development. Whilst this is the case, most research respondents believe that the company is committed, one way or the other, to addressing these existing barriers. In the same breath, some respondents felt that Beckman Coulter South Africa (Pty) Ltd is doing well at creating awareness whilst doing nothing to put their words to action and actually correct the existing barriers.

In a question of fitting in and their views being respected; the respondents generally felt racially excluded, with the black employees citing that they generally do not fit in and their views are not respected. This is primarily because of their race, and the fact that they do not feel trusted and/or valued. This, therefore, means that the black respondents did not perceive the state of diversity to be inclusive to black employees. However, the company is believed to be working on these barriers either from its own genuine accord or merely to comply with BBB-EE laws.

On the survey previously conducted by the D&I committee, 64 per cent of the study's participants (N=55) indicated that they do not feel safe to express their opinions and views, citing the fear of victimisation from management as the main reason. Furthermore, on the same survey conducted by the committee, the committee found that 62 per cent of the employees felt excluded - mainly because of the racial exclusion from growth opportunities and decision making. This means that generally, there has not been much improvement in how Beckman Coulter South Africa (Pty) Ltd employees feel about inclusion at their workplace. Both studies hold that there is racial discrimination and that participants do not feel they fit in, and they also feel that their views are not valued. There is also an evident fear of retaliation that employees have, which needs to be addressed if the environment is to be more inclusive.

In a similar South African study conducted by Skosana (2019)gte titled 'Diversity and employee engagement in professional services firms', the researcher found similar results, positing that the work environment was discriminating against the black population and was not inclusive. This highlights that this problem is larger than just Beckman Coulter

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South Africa (Pty) Ltd; as the Department of Labour (2018) indicated, it is prevalent in all the private sector companies across South Africa.

From the literature's perspective, Kelly, Wale, Soudien, and Steyn (2007) and Thompson (2014), argue that corporate South Africa has longstanding issues with a diverse representation of South African demographics and that there are no concerted efforts to make diversity work through inclusive transformation. The Department of Labour (2018) adds that there has been little investment made in the career development of non-white races and women in South Africa. Corporate South Africa's budget for skills and development primarily benefits white male employees (Department of Labour, 2018, 2019). The discriminatory treatment of black people in career development is supported by the relational demography theory and research done by Lukyste et al. (2013), as cited in Guillaume et al. (2013), who show that black people are more susceptible opportunity denials, while their white counterparts would likely be afforded those same opportunities.

Moreover, the perceptions held by some research respondents that Beckman Coulter South Africa (Pty) Ltd's is working on diversity and inclusion for compliance to BBBEE laws is well described on the institutional theory by Kostova and Zaheer (1999). In applying institutional theory, Chang, Milkman, Chugh and Akinola (2019) note that some organisations seek to achieve their minimum diversity slates to obtain legitimacy. Once this has satisfied expectations set by either the government and/or industry peers, organisations will then recruit and develop different applicants at a slower pace.

The racial exclusion to career development is also described in the social inequality theory. It is described as an outcome that is observed because a society or group of people is organised by class, race, and/or gender hierarchies that distribute access to wealth and rights unequally (Giddens, 1993; Townroe & Yates, 1995; Goode, 1977). Crossman (2020) expanded this definition and application and indicated that this phenomenon often manifests itself in several ways, such as income and/or wealth inequality, unequal access to education and power coupled with unfair treatment, among others. In this case, the black respondents experienced racially motivated unequal access to career development, consistent with the social inequality theory.

The other theory that could help interpret the findings is the realistic conflict theory by Sherif (1966) and Sherif and Sherif (1953). This theory assumes that people act to advance their own interests.

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Therefore, intergroup conflicts are triggered by people's drive to increase their own or group gains to the detriment of other groups' or persons' interests. In the context of Beckman Coulter South Africa (Pty) Ltd, this could suggest that since the overwhelming majority of the company's management is of the white population, they could be biased to those with whom they closely identify with, that is, white employees. As a result, the management could be investing consciously or unconsciously in white employees' career development to the detriment of non-white employees.

In summary, more efforts are required to make the environment at Beckman Coulter (South Africa) Pty Ltd more inclusive to all, offer equal career development opportunities, safe and judgement-free environment to encourage freedom of expression to all. There has not been much improvement since the last diversity and inclusion survey by the committee. The same is true for some South African private companies, as Skosana (2019) pointed out.

5.3 Research Question 3

What are the perceptions on how inclusive the leadership of Beckman Coulter SA (PTY) Ltd is?

Research question three evaluated the general state of diversity at Beckman Coulter South Africa (Pty) Ltd. This research question particularly takes a closer look at how the respondents perceive management's way of managing diversity and handling the training opportunities available. In general terms, issues of this nature could be due to single or multiple causes, including poor strategy and/or poor structural issues, and/or inadequate incentive payments, and/or poor processes, and/or people behaviours and skills.

What differentiates this research question to research question two, is that it focuses solely on people, that is, management behaviours as well as actions and skills to manage diverse employees and give an equal training opportunities to all employees of Beckman Coulter.

Before this study analysed feedback from the interviews, descriptive statistics were run on the demographics of the respondents provided during the interview. These descriptive statistics revealed a statistically significant correlation between race and the career level of the research respondent.

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In other words, being a white employee at Beckman Coulter South Africa (Pty) Ltd is generally associated with a higher career level than that of a black employee. The opposite is also true, more black employees are found at lower career levels than their white counterparts at Beckman Coulter South Africa (Pty) Ltd.

Similar findings were observed for the entire company as at 11 December 2019 from the Neveling (2019) in Chapter 4 of this research paper. These descriptive findings are consistent with the Department of Labour's (2018, 2019) findings, indicating that white South African citizens are dominating at senior positions of the private sector companies.

That said, descriptive statistics found no correlation between gender and the respondents' career levels. This means that neither gender is not associated with a higher or lower career level and that gender transformation at the company was achieved. This descriptive finding was inconsistent with the Department of Labour's (2018, 2019) findings, which indicated that private sector companies are dominated by male South Africans, a factor that is critical and previously inherited from the pre-1994 Apartheid government.

The descriptive statistics also found a correlation between age and career level and also uncovered a correlation between the years of experience and career level. This means that in general, older employees are the ones with more experience in the company, and as a consequence, the ones at higher career levels. These findings are consistent with the decision tree in Chapter 2 of this study. It holds that Beckman Coulter South Africa (Pty) Ltd inherited historical racial segregation and classification, which classed white South Africans as superior to all other races, and black South Africans as the most inferior race of all. This, by design, makes non-whites (particularly black employees) have a higher staff turnover because of lacking the feeling of belonging. White employees, on the other hand, see clear career opportunities and can socially identify with management. As a result, they stay longer in the organisation, get more work experience, relevant skills, and are trusted that they are loyal to the company. This then presents them with higher chances of future job promotions to higher roles, thereby keeping racial diversity at its minimum at more senior levels. Black employees feel demotivated as a result, and the majority leave the company for alternative employment elsewhere.

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This phenomenon was also observed by Skosana (2019). The researcher found that the top leadership composition was a key indicator of how committed the organisation was to diversity and how employees will be able to fit into the organisation. The study demonstrated how black research respondents felt that management was mainly white and got deterred from believing that the organisation is committed to making diversity work and including everyone. The respondents believed diversity and inclusion are what the organisation preaches, but nothing changes in day-to-day realities of their lives.

On the research interview questions, respondents held that there is no discrimination or prejudice in providing training opportunities to Beckman Coulter South Africa (Pty) Ltd's employees. Furthermore, most respondents recognise that management's diversity management issues exist; however, Beckman Coulter South Africa (Pty) Ltd management has demonstrated clear active actions to address these challenges that the company is facing.

It is still a cause of concern that some black respondents (though not the majority) felt racially excluded from training opportunities; that is, they feel that white employees are given preferential treatment so far as how they are managed and the training opportunities available. This feeling is only prevalent among the black respondents. This concern could be anticipated since the Department of Labour (2018, 2019) pointed out that there is a major pushback on transformation from private sector management, who continue to invest in training white employees only - thereby giving them critical skills and unfair advantage to take up more senior roles at the detriment of Black counterparts.

Contrary, Bourke and Espedido (2019) assert that inclusive leadership not only inspires collaboration but positively influences the increase in performance by 17 per cent, reduces absenteeism by one day, increases decision making by 20 per cent, and increases efficient collaboration amongst team members by 29 per cent. Newton (2017) also argues that leaders who preach one thing but do something else lose credibility from their followers, which can fuel disengagement and lead to low productivity levels, thus affecting the organisation's performance as a whole. For this reason, effective leadership becomes vital to growing the organisation through committed and engaged employees.

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In the literature on diversity management, the social exchange theory has been used to argue that organisations that handle diversity well often manage to instil a sense of responsibility in their employees, which increases their genuine commitment to organisational diversity management (Guillaume et al., 2013; Downey, Werff, Van Der Thomas, & Plaut, 2015; Luu et al., 2018). As a result of this genuine commitment to diversity management, employees not only feel the need to embrace diversity, but they also feel more engaged and included (Downey et al., 2015; Luuet al., 2018).

An individual's social identity is defined as his or her awareness that he or she belongs to certain social groups, as well as some emotional and valued significance to him or her as a member of that group (Tajfel, 1978). Tajfel (1978), Tajfel and Turner (1986), and Turner (1987) further contend that people want to belong to groups with distinct and complementary identities.

When people socially identify with such groups, they tend to act or behave in ways that are similar to the collective identity of the group, resulting in stereotypical perceptions of themselves and others (Tajfel, 1978; Tajfel & Turner,1986; Turner, 1987). Through social distinctions between those who are part of the group (or with whom they can identify) and those who are not seen to be part of the group, within-group members will attempt to maintain or gain dominance over the out-group in several dimensions.

This simple categorisation of people, whether voluntary or not, is all that is required for the development of within-group favouritism and discrimination against those who do not belong to the group - such as the concept of racism or sexism, which are inferred by the research respondents of this study (Tajfel, 1978; Tajfel and Turner, 1986; Turner, 1987). Turner (1987) goes on to argue that as a result, those who belong to groups with a higher perceived social status may welcome and include those who are similar to them or with whom they can identify while excluding and discriminating against those who are perceived to be different from them. Given the research respondents' perceptions, this cannot be ruled out as an applicable theory to explain the current environment.

In summary, compared to before the D&I committee was appointed, the working environment has improved. What has improved is that most research respondents believe that training opportunities are given equally to all employees regardless of their background. The majority of the Beckman Coulter South Africa (Pty) Ltd employees believe that the company is actively working on improving the situation for the better.

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The perception of being racially excluded remains at the centre of some of the black respondents' experiences. This feeling is consistent with that held by black employees in Skosana's (2019) research study. It is also consistent with the lack of diversity at top management level observed both in the descriptive analysis of the respondents as well as the Beckman Coulter South Africa December 2019 employment records in Chapter 2.

5.4 Research Question 4

What are the perceptions around diversity and inclusion HR practices at Beckman Coulter SA (PTY) Ltd

This research question was seeking to unearth the perceptions related to Human Resources processes and strategies that the company follows to recruit and promote its employees, fairly and equally. Furthermore, this research question sought to establish if there are control measures put in place to protect employees by providing a channel to report discrimination.

According to this study's findings, Beckman Coulter South Africa (Pty) Ltd recruits employees from a diverse range of backgrounds. The study additionally found that the majority of black respondents at Beckman Coulter South Africa (Pty) Ltd had experiences of being excluded from promotional opportunities that the white respondents and one coloured respondent did not have.

In terms of anti-discrimination measures, this study discovered that Beckman Coulter South Africa (Pty) Ltd has discrimination reporting platforms, which 90.91 per cent of the research respondents were aware of. What is concerning is that more than a third (35 per cent) of the research respondents who indicated that they are well informed of the channels available for reporting discrimination indicated that, despite knowing where to report these discriminations, they would not report them due to fear of retaliation from those who were reported and lack of trust that anything would be done.

During the Beckman Coulter South Africa Diversity and Inclusion Committee survey (2019), there were deeper problems that included recruitment discrimination, which appear to have improved at the time of this study. Moreover, somewhat similar to the findings of this study, Skosana (2019) found that there are issues with HR practices within organisations and that discrimination was used to limit black participants and women's opportunities to advance in the organisation and address the skills gap.

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This led to the affected research participants feeling uncared for, which consequently affected their engagement levels. Similar findings were made by the Department of Labour (2018), which indicates that this problem has been ongoing for a long time throughout many private sector companies of South Africa and not only Beckman Coulter South Africa (Pty) Ltd.

Bortini, Paci, Rise, and Roj (2016) highlight the importance of having well thought policies and procedures and trained human capital on the value of inclusion. These policies and procedures are put in place to hold those who exclude or discriminate against others accountable and disciplined for their actions in a structured and unbiased way. Of course, the idea is to create a safe space where diverse ideas and skills can be showcased for the greater good of the organisation.

Overall, there is an improvement on the perceptions of inclusive HR practices compared to the findings detailed in the D&I survey conducted in 2019.

5.5 Research Question 5

What impact does the diversity and inclusion committee have on employee engagement at Beckman Coulter South Africa (PTY) Ltd?

At the heart of this research question was a curiosity on whether or not the diversity and inclusion committee has (i) impacted the respondents' engagement levels at work; (ii) has their efforts made visible to the research respondents; (iii) whether the level of trust and buy-in the company has from employees will lead to success; (iv) and how can the company can improve their efforts of growing diverse teams and have a more welcoming, inclusive environment.

The diversity and inclusion initiatives had a positive impact on most of the respondents' engagement levels. This clearly demonstrated the organisation's appropriate trajectory and path by establishing the diversity and inclusion committee. Furthermore, the majority of research respondents who were not members of the D&I committee believed the committee had a positive impact in the organisation, which included; (i) raising awareness of diversity and inclusion through training programs, (ii) putting diversity and inclusion into action, and (iii) demonstrating a commitment to addressing current issues.

However, only half of the survey respondents were confident that the organisation is working on a solid plan to become more diverse and inclusive.

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There were several suggestions to help with this. These included: (i) the organisation begins to demonstrate equality by presenting equal opportunities and having a diverse racial and structural composition; (ii) the organisation creates a safe, transparent, and trustworthy environment; and (iii) the organisation reinforces the culture of diversity and inclusion through ongoing training and discussions on diversity and inclusion.

Skosana (2019) discovered, similar to the findings of this study, that the top-ranking theme was once again the leadership composition, with participants arguing that the composition of the leadership being primarily white was a problem. Participants also advocated for diversity and inclusion in training programs and practices to reduce discrimination and promote equal opportunities for all.

The wider picture of inclusive leadership, as echoed by George (2007); George, Sims, McLean, and Mayer (2007), is that it fosters a culture of respect and fosters a safe space for creative ideas, both of which are critical for an organisation's survival in the complex and dynamic world of today. Maslow and Lewis (1987) add that when the environment is safe and solid relationships have been established among employees, silos will break down. Information sharing and collaboration will become stronger, resulting in strong, confident teams with self-actualisation, which is required to bring the company's vision to life. Moreover, Molefi (2017) asserts that companies that have inherited historical imbalances from the Apartheid regime and are willing to change the racial structural composition ought to seek ways to redress these imbalances by creating a level playing field through affirmative action strategies or policies.

A large number of researchers generally support affirmative action. However, there has been much criticism of the affirmative action policies, with many claiming it to be either reverse racism or tokenism. Gilbert, Stead, and Ivancevich (1999) also warn about the stigma of the affirmative action label for those appointed with all relevant skills and qualifications, as they may be seen to having received special favour when being appointed, thus not adequately competent. Losyk (1996) similarly argues that managing diversity entails more than just providing opportunities and affirmative action. However, noting that, affirmative action was designed to give those whose voices were silenced by the apartheid government a chance to sit at the table and have a say. Sitting back and doing nothing will just create disengagement, low morale, and low retention rates on the disadvantaged black employees.

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As Molefi (2017), Skosana (2019) and some scholars such as Roberson, Ryan, and Ragins, (2017) argue, when management is not diverse and mainly homogenous or white, the organisation inherently adopts a culture that is biased to that homogenous group of managers. This, as a consequence, makes employees that identify with that culture feel they belong, whilst those that cannot identify with the culture feels excluded and disengaged, just as narrated by the research respondents of this paper; where all of the white employees felt included, whilst some black employees felt excluded in one form or the other.

Furthermore, scholars Guillaume, Dawson, Woods, Sacramento, and West (2013) argue that this lack of diversity at top management represents a lack of top management commitment to transform, as echoed by the Department of Labour (2018, 2019) and observed in this research study.

5.6 Organisational resources, core operation, processes, and deliverables

The D&I committee's purpose was to improve diversity, inclusion, equality, and engagement within the organisation. This was to be achieved by promoting dialogue, providing information, and fostering respect for all associates, thus creating a culture of belonging for all associates where each person is seen and heard. (Diversity and Inclusion Committee Charter, 2020).

The objectives of the diversity and inclusion committee and included:

- To increase awareness of diversity and inclusion in support of Beckman Coulter's leadership, to maximise active contributions and role-playing towards a diverse and included workforce, where associates feel valued.

- To help identify diversity and inclusion barriers in hiring, promotions, physical environment, and professional development.

- To collaborate with associates and Beckman Coulter's leadership in jointly creating an environment that is safe, judgement-free, and inclusive to all.

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The responsibilities of the diversity and inclusion committee included:

- Coordinate training, workshops, interviews and surveys on diversity and inclusion.
- Escalating any report of concern or dissatisfaction by associates to the D&I sponsors.
- Review and comment on policy related issues including ways in which current policy strengthens or detracts from the diversity and inclusion of the associates and management teams.
- Present recommendations to the D&I sponsors that encourage continuous improvement of the current diversity and inclusion state.
- Being a channel of communication for diversity and inclusion feedback to associates.

The scope of the diversity and inclusion committee included:

In scope:

- Operational oversight and support in the development, implementation and progress tracking of diversity and inclusion strategies as well as initiatives.
- Communicating progress feedback of diversity and inclusion initiatives to associates and leadership in agreement with diversity and inclusion sponsors.
- Guiding associates on available platforms to raise concerns or dissatisfaction.
- May be consulted by management for any new policy or local initiative that relates to diversity and inclusion efforts.
- Serve as a channel through which employees can express ideas as they relate to diversity and inclusion.

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Out of scope:

- To initiate an investigation and take it upon the committee to resolve issues raised by any associate without any consultation and approval from the diversity and inclusion sponsors.

The budget of the committee:

Funding for the necessary D&I initiatives which include, but are not limited to: external consultation, training and events proposed by the committee must be approved by the D&I sponsors prior to the request of such services. The committee is required to submit at least two quotations to the diversity and inclusion sponsors for approval.

Authority of the diversity and inclusion committee:

The diversity and inclusion committee had no executive powers other than those delegated explicitly in this charter and/or by the diversity and inclusion sponsors and/or Beckman Coulter South Africa (Pty) Ltd management.

Selection, structure, duration and Composition of the diversity and inclusion committee:

The diversity and inclusion sponsors select the D&I committee through an open invitation to all the permanent Beckman Coulter South Africa (Pty) Ltd associates. The selected diversity and inclusion committee consists of a minimum of six and a maximum of 15 members, who reflect the organisation's diversity, including but not limited to demographic, functional roles, and organisational levels. The incumbent D&I committee will serve for not more than two consecutive years. However, it may apply again after a minimum two-year gap to allow a diversity of perspectives within the D&I committee.

Diversity and inclusion sponsors included the Managing Director of Southern African operations, Managing Director of African operations and the Human Resources Manager for Southern Africa.

5.7 Human capacity and skills

The selected 14 D&I committee members all have primary job roles they need to perform daily. D&I committee duties are voluntary functions added to the committee members.

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Furthermore, there was no formal, structured development plan in place to upskill the committee to carry out their functions in their capacity as objective D&I committee members. This suggests that the skill level was relatively low and left to the diversity and inclusion committee members to upskill themselves at their own time.

5.8 Effectiveness and efficiency

The committee's effectiveness can be noted from the research respondents, who, in their majority, believe the committee had a positive impact on their engagement in the workplace.

However, to measure efficiency and effectiveness, one ought to measure performance against the objectives. The planned objectives were to: (i) increase awareness of diversity and inclusion in support of Beckman Coulter's leadership; (ii) help identify diversity and inclusion barriers in hiring, promotions, physical environment, and professional development; and (iii) collaborate with associates and Beckman Coulter's leadership in jointly creating an environment that is safe, judgement-free, and inclusive to all.

Against these, the committee succeeded in creating awareness of diversity and inclusion committee as alluded to in the above research questions. There is a clear improvement from the time the diversity and inclusion conducted the survey in 2019 to the time this study was conducted. The remaining area for improvement is in making black employees feel included in promotions, physical environment, and professional development. The white and coloured research respondents did not display any concerns over the matters mentioned above by the black research respondents. Lastly, the other area for improvement is creating an environment that is safe, judgement-free and inclusive. It was quite clear that more than a third of the research respondents did not feel comfortable airing their views in fear of retaliation and not trusting that anything will be done about their complaints. This issue was identified in the first survey conducted by the diversity and inclusion committee in the year 2019 and should have been given the necessary attention to correct.

5.9 Predicted and unpredicted interruptions

Predicted interruptions included that since the D&I committee did not have authority, no one was going to listen to them. This interruption had a countermeasure of giving the committee strong support through direct access to the managing directors' intervention.

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Unpredicted interruptions included (i) committee members not having time to carry out their committee functions due to their primary job's demands; and (ii) the diversity and inclusion committee functions seen as 'voluntary' work and some members not being committed to help drive the initiative.

5.10 Management interventions

Management's intervention in driving diversity and inclusion included:

- Establishing a diversity and inclusion committee.
- Initiating compulsory internal training on diversity and inclusion for all employees of Beckman Coulter South Africa (Pty) Ltd.
- Seeing that all Beckman Coulter South Africa (Pty) Ltd employees receive an internal training of 'Speak-up', which is an internal legal platform to raise complaints and discriminations.
- Seeing to it that they create a slot for diversity and inclusion committee on their monthly company meetings.
- Providing external diversity and inclusion workshops for all managers and top-performing employees.
- Creating direct access for the diversity and inclusion committee chair and vice-chair to report uncooperative behaviour from both employees and managers.

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6 SUMMARY, CONCLUSIONS, LIMITATIONS, AND RECOMMENDATIONS

6.1 Summary

Diversity and inclusion have long been a challenge in many corporate workplaces in South Africa. These challenges can be traced back to the apartheid regime, where the pre-1994 government of South Africa orchestrated race and gender segregation policies aimed at helping white South Africans, mostly men. When the new democratic government took power in 1994, these policies were replaced by affirmative action transformational policies. However, these new policies were faced with strong opposition in the private sector that there was little or no improvement in the senior or top management composition, which remained predominantly white, like that of Beckman Coulter South Africa (Pty) Ltd.

In this study, the research problem statement highlighted the degree to which diversity and inclusion remain concerns at Beckman Coulter South Africa (Pty) Ltd, other South African corporates, and the nation at large. The aim of this study was to therefore investigate the effectivity of the diversity and inclusion committee at fostering a diverse workforce and creating an inclusive atmosphere at Beckman Coulter SA (PTY) Ltd.

The wide field of sociology guided and supported this research study. The data for the analysis was gathered from both primary and secondary sources. The primary data was analysed using grounded theory method.

On the first research question about the understanding of diversity and inclusion, this study discovered that the study's research participants had a good understanding of the terms diversity and inclusion. Following the D&I committee's appointment, there had been a clear overall improvement in the understanding of the terms diversity and inclusion at Beckman Coulter South Africa (Pty) Ltd, according to this study. This could also be interpreted as success in raising awareness of diversity and inclusion, which would be a great first step toward managing diversity and inclusion.

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The second research question was about the state of diversity at the organisation, and this study learnt that more efforts are required to make the environment at Beckman Coulter (South Africa) Pty Ltd more inclusive to all, offer equal career development opportunities, safe and judgement-free environment to encourage freedom of expression to all. There has not been much improvement since the last diversity and inclusion survey by the committee. The same is true for some South African private companies, as Skosana (2019) pointed out.

On the third research question about inclusive leadership, this study discovered that the situation at the organisation has improved since the D&I committee was appointed. The majority of respondents believe that all employees, regardless of background, are given equal access to training opportunities. Additionally, the majority of Beckman Coulter South Africa (Pty) Ltd employees believe that the company is working hard to improve the situation.

The perception of being racially excluded continues to be at the heart of some of the black research respondents' experiences, raising concerns about why they are having this experience with the same management structure that overlooks all other respondents. Black employees share this sentiment in Skosana's (2019) research study. It is also consistent with the lack of diversity in top management observed in both the descriptive analysis of research respondents and the Beckman Coulter South Africa (Pty) Ltd overall employees composition highlighted in Chapter 2.

In response to the fourth research question about inclusive human resource practices, this study discovered that, in general, employment opportunities are available to all without discrimination. However, some black research participants believed that they were racially excluded from promotion opportunities. Furthermore, it is encouraging that almost all respondents are aware of at least one platform for reporting discrimination experiences. Regrettably, a quarter of these survey respondents say they would never use this platform because they are afraid management will retaliate and/or nothing will happen after reporting the incident.

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This study discovered that the diversity and inclusion initiatives had a positive impact on the engagement levels of the majority of research respondents when it came to the fifth and final research question about the impact of the diversity and inclusion committee in the organisation. By establishing the diversity and inclusion committee, the organisation clearly demonstrated its appropriate trajectory and path.

Furthermore, the majority of research respondents who were not members of the diversity and inclusion committee believed the committee had a positive impact on the organisation, which included (i) raising awareness of diversity and inclusion through training programs, (ii) putting diversity and inclusion into action, and (iii) demonstrating a commitment to addressing current issues.

Several suggestions were also made to assist in improving the state of diversity and inclusion in the company. These included: (i) the organisation should begin demonstrating equality by providing equal opportunities and having a diverse racial and structural composition; (ii) the organisation should create a safe, transparent, and trustworthy environment; and (iii) the organisation should reinforce the culture of diversity and inclusion through ongoing diversity and inclusion training and discussions.

Skosana (2019) discovered, similarly to this study's findings, that the top-ranking theme was once again leadership composition, with participants arguing that the leadership with primarily white composition was a problem. Participants also advocated for diversity and inclusion training programs and practices that would reduce discrimination.

6.2 Conclusions

Inherited from our historical past, White South Africans were traditionally associated with higher perceived social status groups. This inherited imbalance led to most senior managers being white South Africans, and due to this fact, the social identity theory by Tajfel (1978); Tajfel and Turner (1986) and Turner (1987) predicts that they are more likely to welcome and include those whom they perceive to be similar to them or with whom they can identify.

As a result, not much change can be seen in the composition of corporate management teams, because those in power belong to the same social group.

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The realistic conflict theory by Sherif (1966); Sherif and Sherif (1953) also assumes that people act to advance their interests, and intergroup conflicts are therefore triggered by people's drive to increase their own or group gains to the detriment of the interests of other groups. In the context of Beckman Coulter South Africa (Pty) Ltd, this could imply that since the overwhelming majority of the company's management is white, they may be biased towards those with whom they closely identify as their group, that is, white employees, and that as a result, management may be investing consciously or unconsciously in white employees' career development to the detriment of other the other races.

In conducting its primary research, this study relied heavily on email interviews with Beckman Coulter South Africa (Pty Ltd employees, a diversity and inclusion committee survey, similar studies in South Africa, sociology interpretive frameworks, government reports, and general literature. Empirical findings were then used to develop new theories that Beckman Coulter SA (PTY) Ltd could use to pivot or continue with the initiative.

The diversity and inclusion committee was tasked with three objectives: (i) to increase awareness of diversity and inclusion in support of Beckman Coulter's leadership; (ii) to help identify barriers to diversity and inclusion in hiring, promotions, physical environment, and professional development.; and (iii) to collaborate with associates and Beckman Coulter's leadership in jointly creating an environment that is safe, judgement-free, and inclusive to all.

This study discovered that generally, diversity and inclusion initiatives attributable to the diversity and inclusion committee positively impacted most research respondents' engagement levels. Be that as it may, the study also learned that racial discrimination, particularly among black research respondents in career development and promotion opportunities, exist and that participants do not feel like they fit in and that their opinions are not valued. One might question, but why don't they report these discriminations? The study learnt that there is a fear of retaliation among employees, which must be addressed if the environment is to become more inclusive.

This means that despite an improvement from the previous survey, the diversity and inclusion committee did not fully achieve its goal of creating a safe, judgment-free, and inclusive environment for all, notably on black research respondents. None of the other races or gender raised similar concerns.

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The diversity and inclusion committee had successfully bridged the existing gap by raising awareness about diversity and inclusion, which is a great first step in the right direction. Many research respondents demonstrated a clear understanding of diversity and inclusion. Many further went as far as commending the diversity and inclusion committee on the great work they have done to drive awareness in the organisation.

What is also a great positive was that the study learnt that employees at Beckman Coulter South Africa (Pty) Ltd have confidence and believe that the company is actively working to improve the situation.

This was iterated by the fact that all research respondents felt that employment opportunities are open to all without discrimination. This is a substantial improvement attributable to the diversity and inclusion committee compared to the previous diversity and inclusion survey, which identified recruitment discrimination.

However, some black research respondents in the study believed that although recruitment is open to all without discrimination, promotion to higher positions is a different experience. They felt racially excluded from promotion opportunities, and about half of the research respondents were trusting that the organisation is improving their strategy to overcome these challenges; hence the senior management is still predominantly white after so many years.

Sadly, these findings are not unique to Beckman Coulter South Africa (Pty) Ltd; they are consistent with the findings by Skosana (2019) in four other private sector firms and those of the Department of Labour (2018, 2019) about private sector companies in general.

6.3 Limitations

The purposive sampling approach and the fact that this research was restricted to Beckman Coulter South Africa (Pty) Ltd are the study's main limitations. Other limitations include:

- Since the analysis is qualitative, the case study may be affected by the researchers' own subjective feelings (researcher bias). As a result, the researcher's discretion and bias are used to interpret and formulate themes. (Chenail, 2011).

- There is no basis for extrapolating findings to a wider population, such as the entire population of South Africa or any other setting.

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This analysis fails to capture external validity, which explores the generalisability of empirical research results findings. (Saunders, Lewis, & Thornhill, 2009).

- The researcher lacks interviewing expertise and training, which may affect the quality of the study and data obtained, as interviewing requires skill on the part of the researcher. (Brayda & Boyce, 2014).

- Due to the absence of face-to-face social cues, the study lacks face-to-face social cues, resulting in greater cultural and language barriers. (Elron & Vigoda, 2003).

- Responses were not given in real-time, and the researcher cannot guarantee that the research respondents provided answers without the assistance of others. (Taher, 2002).

- The research lacks scientific rigour, resulting in a high risk of bias and a low degree of reliability. (Mays & Pope, 1995).

- The researcher is a former Beckman Coulter South Africa (Pty) Ltd employee who is a black South African. Due to observer bias, this may affect the analysis of the results. (Saunders et al., 2009).

6.4 Recommendations

Green, López, Wysocki, and Kepner (2002), Dike (2013) and Molefi (2017) pointed out that there is no single solution to the issue of diversity management due to its complexity and dynamism. Context is essential, and what has worked for other companies might not necessarily work for others given the different context. That said, in the case of Beckman Coulter South Africa (Pty) Ltd, this study recommends a 12 step implementation model for change, created by Kottler, cited by Johnson et al. (2017), and adapted by Lee (2019) as summarised in Figure 14 below:

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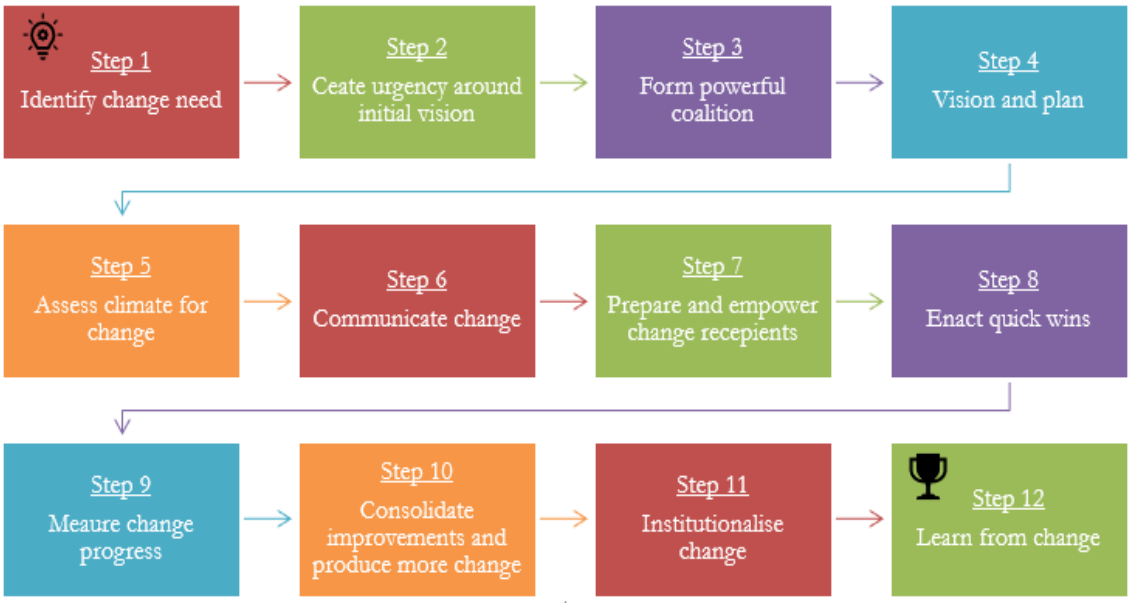


Figure 14: A 12 step implementation model for change, created by Kotter (1995), cited by Johnson et al. (2017), and adapted from Lee (2019)

In Step 1, Beckman Coulter South Africa (Pty) Ltd leadership takes a close look at why it began the diversity and inclusion initiatives in the first place and where does it want to go with these, that is, the vision. Once the vision has been established, leadership then assesses the gaps between this vision and where the organisation is today. Knowing where the organisation needs to change is the first critical step to converting gaps into opportunities.

As discussed above, the three main challenges faced by Beckman Coulter South Africa (Pty) Ltd are (i) Black research respondents feel racially excluded in so far as promotional opportunities, top management hiring, career development and fitting in with views being respected is concerned; (ii) There is little modelling of desired behaviours and not enough quick wins to get the necessary buy-in of half of the research respondents (iii) There is a reported culture of retaliation or no action when discriminatory incidents are raised.

In Step 2, the Beckman Coulter South Africa (Pty) Ltd leadership creates a sense of urgency around the initial vision. Simply put, how the leadership prioritises diversity and inclusion efforts as well as how much time and efforts are invested to attend to the gaps identified in step 1, will affect the outcome of the initiative.

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In Step 3, the Beckman Coulter South Africa (Pty) Ltd leadership forms a powerful coalition with a diversity and inclusion team with enough power and influence to effect change. To an extent, this diversity and inclusion team has three roles, that is,

(i) Diversity and inclusion sponsor(s) - Who can help gain permission to participate in the change project, provide resources such as budget and time-off from regular work to enable members to have the needed time and resources to focus on effecting change.

(ii) Diversity and inclusion change leaders – These leaders (typically senior managers) will strategise and oversee the diversity and inclusion committee. They will define what the priorities are, how to address gaps, track and monitor change efforts, and defend the initiative to both the sponsors and the employees.

(iii) Diversity and inclusion change implementers – These will be diversity and inclusion committee members who will be proposing and implementing change at Beckman Coulter South Africa (Pty) Ltd.

Over and above the above powerful coalition, the leadership ought to find ways to get broader buy-in from the organisation. This can be achieved through the stakeholder mapping of the employees and focusing on identifying change champions as well as change enablers who can help to role model and influence fellow colleagues positively. Figure 15 below from Chapter 2 of this paper highlights once again the process of stakeholder mapping:

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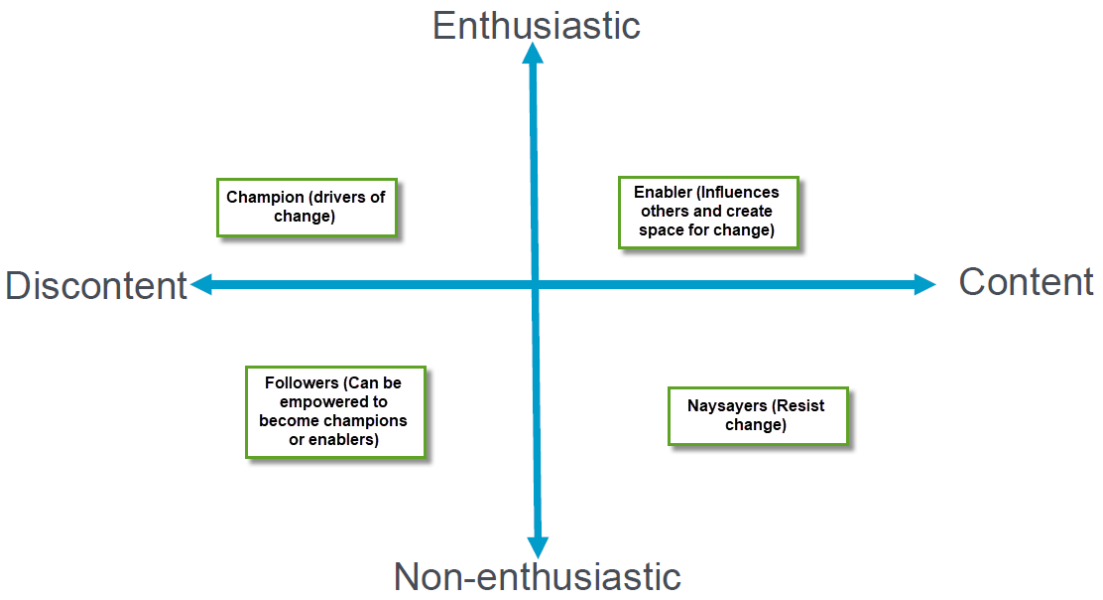


Figure 15: **Stakeholder mapping**

Moreover, this study recommends skill development of the powerful multi-tier coalition through ADKAR model by Hiatt (2006). According to Hiatt (2006), the aim of ADKAR is to provide each person with the knowledge and resources they need to be effective in change. The model can be used to determine where a company stands in terms of change preparation – 'to create change competency.' In this model, the diversity and inclusion sponsors, leaders and committee honestly evaluate themselves by filling out the ADKAR profile table below. As they successfully complete each ADKAR stage, they proceed to the next stage through to the reinforcement stage. This model is there to improve the change team's competency, thereby increasing the likelihood of success for the change.

Table 29 below highlights ADKAR profiling for the competency of the change team

Table 29: **ADKAR profiling for the change team. (Hiatt, 2006)**.

ADKAR stage	**Score**	**Action steps to develop**
Awareness		
Desire		
Knowledge		

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Ability		
Reinforcement		

Figure 16 below describes each ADKAR stage for building competency

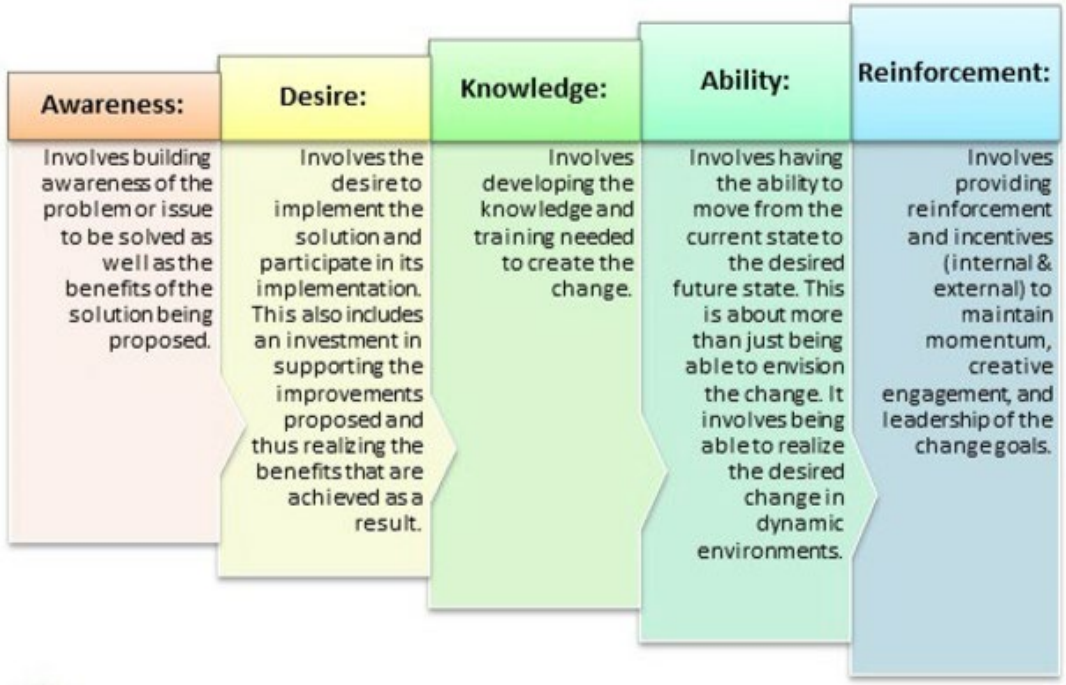


Figure 16: ADKAR model for building change competency. (Hiatt, 2006).

Moving back, in Step 4, the competent diversity and inclusion team defines a multi-layered vision and plan for change. They do this by refining the broader vision and detailing the strategy and implantation plan for how and when they anticipate realising the vision.

In Step 5, the diversity and inclusion team assess and review the organisational structure as well as processes to see if these are ready and can handle change.

In Step 6, the diversity and inclusion team communicate the vision and plan to all Beckman Coulter South Africa (Pty) Ltd employees through all available channels. This vision is not only verbally communicated, but the desired behaviours are modelled through visible actions of the diversity and inclusion leaders and committee.

In Step 7, the diversity and inclusion leaders and the committee prepare the Beckman Coulter South Africa (Pty) Ltd employees for change.

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Worth mentioning is that there will be those who will resist change and those who will need to be empowered to receive and accept change. It is a no brainer that some of those that will not benefit from this change will naturally resist, and this needs to be anticipated. Counselling and an action plan will be needed to support those that will not benefit from this change. Those that will benefit from change will need mentorship and empowerment to receive change.

In Step 8, the diversity and inclusion leaders and committee plan for and brings about quick wins to demonstrate to the sponsors and employees that change is really happening and there is more to come. Such quick wins could include amongst others, mentorship for leadership of black employees, preferential hiring in senior management roles, leadership programs and scholarships for black employees, creating an honest open-door policy for reporting discrimination with a clear zero retaliation policy in place, et cetera.

This act will likely bring about enthusiasm, excitement, and buy-in to some of half of the research respondents and many other employees who did not believe that the company is working on a plan to bring about change.

In Step 9, the diversity and inclusion leaders and the committee members measure the impact of the quick wins and progress made in the organisation to reflect and recalibrate the strategy.

In Step 10, the diversity and inclusion leaders incorporate the feedback from measuring the impact to assess the fit between the vision and the organisation's current structure and policies.

In Step 11, if there is a success, these new approaches need to be institutionalised to formulate a new company culture. If there was no success, it is critical to determine the cause of the failure. Was it the structure or policies or vision that is not aligned to the reality of the company structures and policies or incompetent diversity and inclusion team? Wherever the defect is observed, this needs to be addressed and start the process again.

In the last step, Step 12, the diversity and inclusion team learn from change through deliberate reflections and a debrief of both success stories (to learn best practices), as well as failures (to learn the root cause and opportunities for improvement).

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This cycle will then continue over and over to champion the transformational change and foster continuous growth of diverse teams and an ever-inclusive environment at Beckman Coulter South Africa. A place where everyone, regardless of their background, feels they belong, and where they are free to voice their opinions without fear of retaliation.

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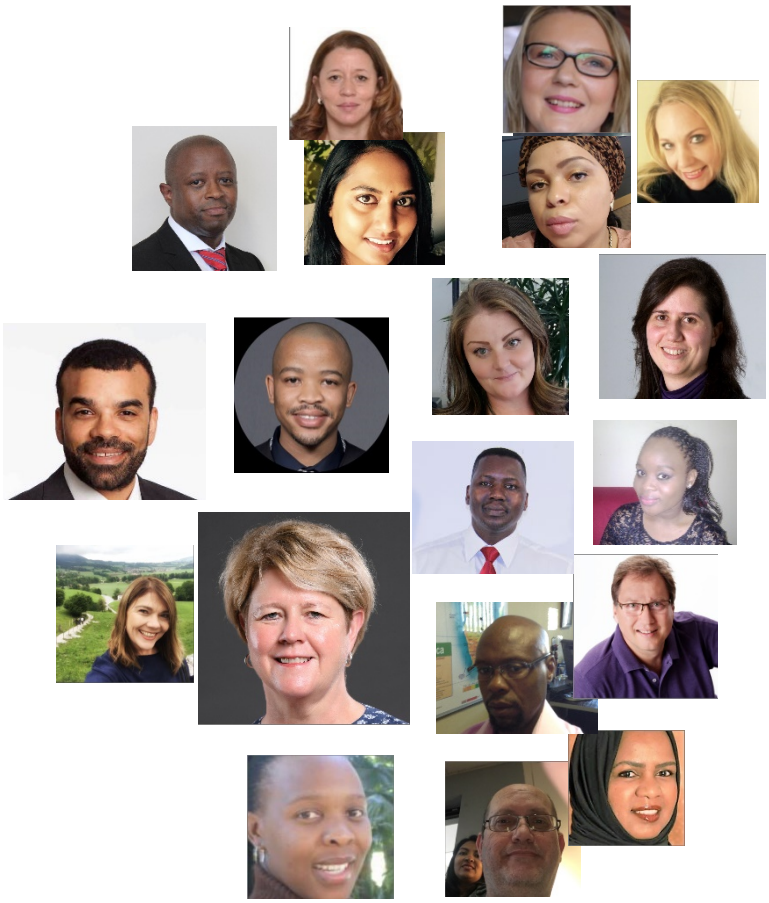
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APPENDICES

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Appendix 1.1: Diversity and Inclusion Committee Charter



Diversity and Inclusion Committee Charter
Beckman Coulter South Africa

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D+I Committee Charter

Purpose

Our purpose is to improve diversity, inclusion, equality, and engagement within the organization by promoting dialogue, providing information, and fostering respect for all associates thus creating a culture of belonging for all associates where each person is seen and heard.

Definitions

Diversity – Any dimension that can be used to differentiate groups or people from one another. It means respect for and appreciation of differences that we all bring to the table: diverse perspectives, work experiences, lifestyles, abilities, education, religion or culture.

Inclusion – A state of being valued, respected and supported. It's about making sure we create a working environment that allows for the needs of every person to be taken into consideration allowing them to reach their full potential.

Objectives

- To **increase awareness** of diversity and inclusion in support of Beckman Coulter's leadership, to maximise active contributions and role-playing towards a diverse and included workforce, where associates feel valued.
- To help **identify barriers** to diversity and inclusion in hiring, promotions, physical environment, and professional development.
- To **collaborate** with associates and Beckman Coulter's leadership in jointly creating an environment that is safe, judgement-free, and inclusive to all.

Responsibilities

- Coordinate training, workshops, interviews and surveys on diversity and inclusion.
- Escalating any report of concern or dissatisfaction by associates to the D&I sponsors.
- Review and comment on policy related issues including ways in which current policy strengthens or detracts from the diversity and inclusion of the associates and management teams
- Present recommendations to the D&I Sponsors that encourage continuous improvement of the current diversity and inclusion state.
- Being a channel of communication for diversity and inclusion feedback to associates.

Scope

In scope

- Operational oversight and support in the development, implementation and progress tracking of D&I strategies as well as initiatives.

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- Communicating progress feedback of diversity and inclusion initiatives to associates and leadership in agreement with D&I sponsors.
- Guiding associates on available platforms to raise concerns or dissatisfaction.
- May be consulted by management for any new policy or local initiative that relates to diversity and inclusion efforts.
- Serve as a channel through which employees can express ideas as they relate to diversity and inclusion.

Out of scope

1. To initiate an investigation and take it upon the committee to resolve issues raised by any associate without any consultation and approval from the D&I sponsors.

Budget

Funding for the necessary D&I initiatives which includes, but are not limited; to external consultation, training and events proposed by the D&I committee must be approved by the D&I sponsors prior to request of such services. The D&I committee is required to submit at least two quotations to the D&I sponsors for approval.

Authority

The D&I Committee has no executive powers other than those delegated explicitly in this charter and/or by the D&I sponsors and/or BCSA management.

Meetings

The D&I Committee will meet (virtually or physically) at least once a month and report to the D&I sponsors at least once a quarter.
The minutes will be recorded and made available to the D&I committee members and sponsors by the D&I committee secretary.
Minutes can be made available to any BCSA associates on request.

Selection, structure, duration and Composition

Selection of the D&I committee will be done by the D&I sponsors through an open invitation to all the permanent BCSA associates. An inclusive selection criterion used thereof, will be detailed on the D&I sponsor charter or standard work document.
The D&I Committee will consist of a minimum of 6, and a maximum of 15 members, who reflect the diversity of the organisation, including but not limited to demographic, functional roles, and organisational levels.
The incumbent D&I committee will serve for not more than two consecutive years; but may apply again after a minimum two-year gap to allow diversity of perspectives within the D&I committee.

D&I Champion, D&I Vice-Champion, and Secretary

Members comprising the new selected D&I committee will vote for the new D&I committee Champion. The nominee receiving most votes shall be declared elected D&I committee Champion; the nominee with the second highest votes shall be declared the D&I committee Vice-Champion.

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The secretary is also nominated and voted in by the D&I committee members on a separate voting poll.
D&I committee sponsors may assist in facilitating the voting proceedings of the D&I committee champion, vice-champion, and secretary; but may not cast their votes.
The D&I Committee champion and vice-champion:

- Generally exercises supervision over the affairs of the D&I committee.
- Communicate necessary feedback to the D&I sponsors or company on behalf of the D&I committee.
- Collaborate with other local Danaher Opco D&I champions to drive D&I initiatives for the local Danaher Opcos.

The D&I Committee secretary

- Liaise with the D&I champion before, during and after the meeting.
- Take responsibility for the preparation of venue, amenities, facilities, and organisation of the documentation required before a meeting, including notice of the meeting, agenda, pre-read documentation, apologies, proxies, quorum, attendance register and shall send a notice of the meeting in writing to each member at least 5 days before the meeting.
- Present the previous minutes at the meeting and record any amendments and ensure that they are signed after ratification.
- Keep records of the meeting discussions, motions, resolutions, amendments, voting, adjournments etc.
- Helps the D&I committee champion compile interim and annual reports.
- Arrange for the transcription of the minutes (in whatever form is required), the distribution of minutes, the safekeeping of the minute file etc.

D&I Sub-committees
Other remaining members of the new selected D&I committee may voluntarily participate and serve in the following sub-committees:

1. **DBS Sub-Committee** – Establish Daily management initiatives, identifies DBS tools we can use to achieve D&I goals and manages the selection, implementation and monitoring of initiatives. Have full authority to delegate roles for initiative execution.
2. **Data Management Sub-Committee –** Data collection and analysis to determine the need for change. Design and lead employee surveys and all other metrics outside DBS to reach D&I objectives. Also responsible for data analysis and interpretation. Have full authority to delegate roles for initiative execution.
3. **Engagement Sub-Committee** – Responsible for proactive engagement events related to D&I.

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4. **Employment Equity Sub-Committee -** Responsible for policy consultation with D&I sponsors or BCSA leadership. Also helps to create D&I initiatives or events (including trainings) that promote inclusion to all associates.
5. **Skills development Sub-Committee** – Assisting in identifying and driving initiatives to address barriers to employee development and skill set.

Rules of engagement

D&I committee members shall be collaborative and respectful to other members with different viewpoints.
Within the D&I committee, decision-making methods appropriate for the task will be used, including consensus and respectful majority.

Non-disclosure

Confidential information learned through carrying out the duties of the D&I committee will be handled with the necessary care, sensitivity and respect. Non-compliance will result in disciplinary action.

2020 D+I Team

1. Sponsors		
Executive Sponsors:	Rene Snyman, Jongi Mdekazi, Anneleen Neveling	
Regional Sponsors:	Manuela Adamoli and Amechi Nwachuku	
Impact of project:	**Increase Retention, engagement and productivity**	
2. Project Team		
	Name	**Department**
D&I Champion:	Tebogo Noge	Applications
D&I vice Champion	Thomas Rafundisani	Product Support
Sub-committee D&I team leaders	Astrid Over	DBS
	Kesh Moodley	Applications
	Helena Lategan	Sales Intelligence
	Shaun Kennedy	Tender Specialist
	Valencia Mthenjiwa	Finance
	Thando Nhlapo	Hotline
	Dorothy Mugwena	Admin Customer Support
	Eugene Nkomonde	RBM
	Chrisle Du Plessis	LS Sales
	Johan Dicks	Finance
	Nomfundo Radebe	Sales

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Appendix 1.1: Data collection instrument(s)

Research question	Interview question(s)
What is the understanding of diversity and inclusion?	• What is your understanding of diversity? • What is your understanding of inclusion?
What are the perceptions on the state of diversity at Beckman Coulter SA (PTY) Ltd?	• In your opinion, to what extent does BCSA consider diversity and inclusion in employee career development? • To what extent do you feel that you fit in at BCSA and your views are respected?
What are the perceptions on how inclusive the leadership of Beckman Coulter SA (PTY) Ltd is?	• In your opinion, to what extent do you feel BCSA management adequately manage diversity among the workforce? • In your opinion, to what extent do you think training opportunities are open to employees of all backgrounds at BCSA?
What are the perceptions around diversity and inclusion HR practices at Beckman Coulter SA (PTY) Ltd?	• In your opinion, to what extent does BCSA employ and/or

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	promote people of diverse backgrounds? • To what extent do you feel informed about channels available for reporting discrimination?
What impact does the diversity and inclusion committee have on employee engagement at Beckman Coulter South Africa (PTY) Ltd?	• In general terms, to what extent does BCSA diversity and inclusion efforts impact how engaged you feel? • What would you suggest for improving diversity and inclusion at BCSA? • How do you perceive the role of the diversity and inclusion committee at BCSA? • In your opinion, to what extent do you trust that the organisation is actively working on a plan to make BCSA more diverse and inclusive?

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Appendix 1.2: Study participation summary

Forms(https://www.office.com/launch/forms?auth=2) Interview Questions for Diversity and Inclu... - Saved

Interview Questions for Diversity and Inclusion

22	84:52	Closed
Responses	Average time to complete	Status

1. What is your understanding of diversity?

21 Responses

Latest Responses

"Diversity means to have a broad spectrum of people who share differ...

"Diversity is a practice of addressing and supporting multiple lifestyles and personal characteristics within a group. Educating individuals and provid"

"Diversity is what makes us different and unique , this can be race, sex...

2. What is your understanding of inclusion?

22 Responses

Latest Responses

"The act of creating a practice of equal opportunity, resources, tools et...

"Inclusion is about focusing on the needs of every individual and endu...

"Inclusion is ensuring every single person is welcomed, accepted and tr...

3. In your opinion, to what extent does BCSA consider diversity and inclusion in employee career development

22 Responses

Latest Responses

"In my opinion, Beckman Coulter SA is bound to comply with the princ...

"I feel that the is no clear indication of what it takes to advance your c...

"To a less extent, I think that white people are still considered first for e...

4. To what extent do you feel that you fit in at BCSA and your views are respected?

22 Responses

Latest Responses

"Typically i do not feel that i fit into the dominating Afrikaans culture ...

"I feel that i am there to do what i am being required to do and my vie...

"To some extent, I think that if you are quiet and don't ask too much q...

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5. In your opinion, to what extent does BCSA employ and/or promote people of diverse backgrounds?

22

Responses

Latest Responses

"In the last few years, BCSA has aggressively driven the employment of...

"So far i think only whites are the only ones that gets promotions to hi...

"To a less extent in the management roles, but lower positions that are...

6. In your opinion, to what extent do you feel BCSA management adequately manage diversity among the workforce?

21

Responses

Latest Responses

"I feel that the promotion of diversity in the BCSA workplace is not as ...

"Diversity must work for each and every person at BCSA, I an saying th...

"I am not sure "

7. In your opinion, to what extent do you think training opportunities are open to employees of all backgrounds at BCSA?

22

Responses

Latest Responses

"Yes i feel that there is no discrimination to provide training to the vari...

"All employees at BCSA have equal opportunities when it comes to trai...

"To a less extent, internal leadership programs and training informatio...

8. To what extent do you feel informed about channels available for reporting discrimination?

22

Responses

Latest Responses

"Beckman Coulter has a Speak Up facility to report any issues. I feel th...

"Well i feel that we are all well informed about various channels that ...

"Information is available, not sure if one can trust these channels "

9. In general terms, to what extent does BCSA diversity and inclusion efforts impact how engaged you feel?

20

Responses

Latest Responses

"A very low extent because i feel that these efforts are not genuine. "

"I believe that associates are not included in decision making process, ...

"To a large extent the efforts impact how I feel engaged, I will feel eith...

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10. What would you suggest for improving diversity and inclusion at BCSA?

22

Responses

Latest Responses

"People should be genuine and embrace ubuntu in their own hearts be...

"All associates to must attend workshops and not only management ot...

"Transparency, communication and trust "

11. How do you perceive the role of the diversity and inclusion committee at BCSA?

20

Responses

Latest Responses

"The committee should be given the platform to champion D&I across ...

"As part of this committee i think it needs people who are committed a...

"I think that their role is important to drive the initiatives that will brin...

12. In your opinion, to what extent do you trust that the organisation is actively working on a plan to make BCSA more diverse and inclusive?

20

Responses

Latest Responses

"I honestly do not know. I know that from the US, it is clear that D&I is...

"I cannot say, from my point of view this is a long road and it will take...

"I don't trust my local management, I think they say one thing and the...

13. Sex/Gender

Insights

Male	8
Female	11
Non-binary	0
Prefer not to say	3



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14. Age (in years)

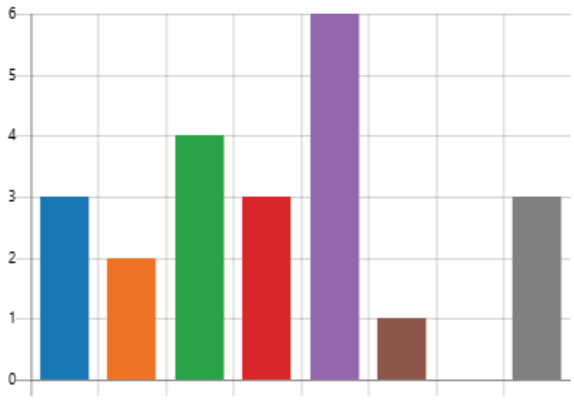
Insights

25 and below	0
26 - 35	4
36 - 45	11
46 and above	3
Prefer not to say	4



15. Career level

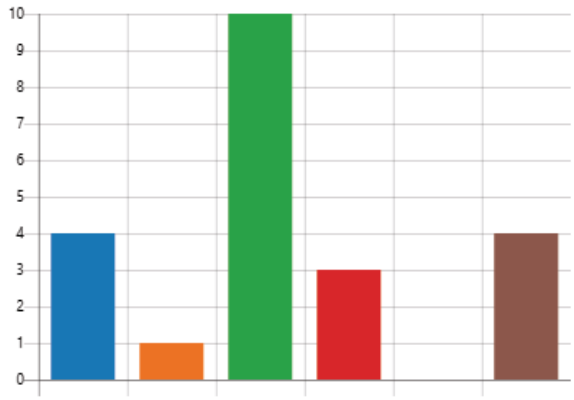
M2 - M5	3
M1	2
P3 - P4	4
P1 - P2	3
T1 - T4	6
B1 - B4	1
O1 - O4	0
Prefer not to say	3



16. When did you join BCSA?

Insights

Before January 2010	4
Between February 2010 and Ja...	1
Between February 2015 and Ja...	10
Between February 2019 and Ja...	3
After February 2020	0
Prefer not to say	4



17. Race

Insights

Coloured	1
White	5
Black	11
Indian	0
Prefer not to say	5



18. Are you/ have you ever been part of the D&I committee at BCSA?

Yes	5
No	14
Prefer not to say	3



19. I _____(Name and Surname) agree to participate in this study. The study has been explained to me, and I understand what my participation will involve.

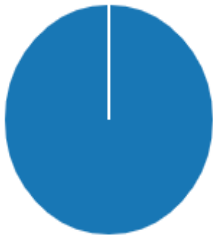
22
Responses

Latest Responses
"Kritesh Bhooshun"
"Mugwena Hangwani"
"Lebogang Kopong"

20. I understand that my participation will remain confidential.

Insights

Yes	22

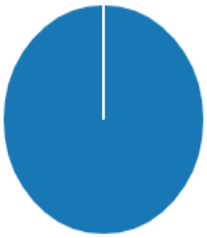


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21. I understand that my participation is voluntary and that I can withdraw anytime without consequence

Insights

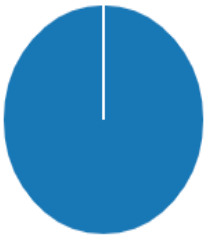
Yes 22



22. I understand that the researcher may use anonymised quotes from my responses in the research report and publications

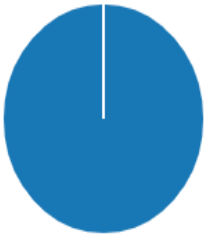
Insights

Yes 22



23. I understand that I will not be remunerated for participating in this study

Yes 22



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Appendix 2.1: Bio of the researcher including declaration of interest in the research and funders, if any

The researcher's journey began in 2009 when he enrolled in the National Diploma in Biomedical Technology program at Vaal University of Technology, which he completed in record time by 2012. In July 2011, the researcher began working as a student medical technologist at Pathcare Laboratory in Klerksdorp, South Africa, and in 2013 he passed the Health Professional Council of South Africa (HPCSA) professional board exam for Independent practice: Medical Technologist (Clinical Pathology).

Throughout the years, the researcher advanced his career within Pathcare Laboratory as a permanent employee, managing the medical pathology laboratory at night until July 2015. During his time at Pathcare, the researcher was also studying part-time at Vuselela FET College (2014) for a career in electrical engineering as a development strategy for transitioning from being a medical technologist to working in the field system role of support analyst which was highly specialised, requiring both electrical and medical science backgrounds.

In August 2015, the researcher relocated from Klerksdorp to Pretoria (South Africa) to work as a medical technologist supervising interns and medical technicians at Vermaak and Partners pathologist for six months to market himself better. During this time, the researcher earned a Bachelor of Technology in Biomedical Technology from Vaal University of Technology, which he completed in April 2017.

The researcher joined Beckman Coulter South Africa in March 2016 as an Analyst II field system support to train and support Medical Technologist (end users) and Field Service Engineers (internal customers/staff). The researcher was also heavily involved in sales initiatives to help the company grow and provided technical expert opinion as needed in this role. The researcher was appointed as a Diversity and Inclusion champion for Beckman Coulter South Africa in June 2019, and by July 2019, he was a Danaher certified Diversity and Inclusion trainer.

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In September 2019, the researcher was promoted to Senior, and in July 2020, he was promoted to an international role of Staff Technical Support Specialist in Munich, Germany, where he was in charge of Beckman Coulter entities in Europe and High Growth Markets for Immunohaematology and Clinical Chemistry.

In addition, the researcher earned a Post Graduate Diploma in Business Administration from Wits Business School in March 2019 and is currently enrolled as an MBA student at the same university.

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Appendix 2.2: Ethic documentation

UNIVERSITY OF THE WITWATERSRAND, JOHANNESBURG

SCHOOL OF GRADUATE SCHOOL OF BUSINESS ADMINISTRATION ETHICS COMMITTEE
CONSTITUTED UNDER THE UNIVERSITY HUMAN RESEARCH ETHICS COMMITTEE (NON-MEDICAL)

CLEARANCE CERTIFICATE **PROTOCOL NUMBER: WBS/BA1872564/833**

PROJECT TITLE The role of a diversity and inclusion committee in promoting a diverse workforce and inclusive environment at Beckman Coulter SA (PTY) Ltd

INVESTIGATOR	Mr Tebogo Noge
SCHOOL/DEPARTMENT OF INVESTIGATOR	MBA (Consultancy Project)
DATE CONSIDERED	11 February 2020
DECISION OF THE COMMITTEE	Approved unconditionally
RISK LEVEL	LOW RISK
EXPIRY DATE	~~28 FEBRUARY 2021~~ 2021-04-30

ISSUE DATE OF CERTIFICATE 14 April 2020 **CHAIRPERSON** _____
(Dr MDJ Matshabaphala)

cc: Supervisor: Ms Tamara Mughogho

DECLARATION OF INVESTIGATOR

To be completed in duplicate and **ONE COPY** returned to the Chairperson of the School/Department ethics committee.

I fully understand the conditions under which I am are authorized to carry out the abovementioned research and I 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.

_____ **Signature** **Date** 30 / 04 / 2020

PLEASE QUOTE THE PROTOCOL NUMBER ON ALL ENQUIRIES

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Appendix 2.3: Invitation to participate in the study

Noge, Tebogo K

From: Noge, Tebogo K
Sent: Thursday, January 28, 2021 7:13 AM
Subject: D&I Survey for my thesis

Dearest Colleague,

It has been quite some time since we last saw one another. I hope you have been keeping well, safe, and I would like to start by wishing you a prosperous 2021.

As you might or might not know, I am a Master of Business Administration (MBA) student at Wits Business School. As part of my studies, I am researching about evaluating the usefulness of establishing a diversity and inclusion committee to promote a diverse workforce and build an inclusive environment at Beckman Coulter SA (PTY) Ltd.

That said, I am writing to you on my capacity as a student of Wits Business School, and would like to kindly ask you to please support my research by completing a short survey about your own insights and experience of diversity and inclusion at Beckman Coulter SA (PTY) Ltd (BCSA).

Although I got the necessary permission to conduct this study from BCSA leadership; this study is not in any way a BCSA study; It is a study for my MBA thesis with Wits Business School, and if you have questions regarding the study, feel free to reach out to me directly.

My findings will help provide an insight into the impact of diversity and inclusion initiatives that BCSA undertook in recent years. Given the wealth of your knowledge and experience at Beckman Coulter South Africa, I am inviting you to please be a participant in this study and respond to the interview questions which will take approximately eight (8) minutes of your time.

Your responses will be completely confidential, and I will not disclose your name or any information that can positively identify you. I will use a code to represent your participation in my final research report. Also, your responses will be completely erased from the below link once my research has been completed.

Your participation is entirely voluntary, and you may decline to answer any specific questions or withdraw from the study at any time without any negative consequences whatsoever. Moreover, there is no money or other forms of rewards that will be given for participating in this study.

Once again, if you have any questions about the study, please do not hesitate to reach out to me or my supervisor using the details below. Also, If you would like a summary of the findings, let me know, and when the study is completed and authorized, I will gladly let you have it.

Many thanks in advance for your valuable input. Take care ☺

Interview questions are available here:
https://forms.office.com/Pages/ResponsePage.aspx?id=R5wcdyR_3ESVjjT4cTqDlEzRRYsmXMNElvg5ZaVF_t1UOUo2SkRTVUxYTkRYTUg3Nk1RWlFUNlkzQi4u

Yours sincerely,
Tebogo Noge
+4915208448150
1872564@students.wits.ac.za

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Appendix 2.4: Research Topic approval

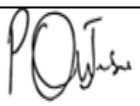
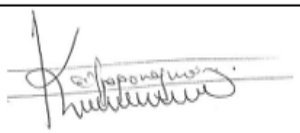
MBA Project Proposal Review – Research Article **24/01/2020**

Note: this form is to be used for Research Articles only. Separate forms must be used for Consultancy Projects, Business Venture Proposals and Social Entrepreneurship Projects.

Student name: Tebogo Kagiso Noge	**Proposed title: Evaluating the usefulness of establishing a diversity and inclusion committee to promote a diverse workforce and build an inclusive environment at Beckman Coulter SA (PTY) Ltd**
Student number: 1872564	

Criterion	Comment and / or Specific Recommendations / Improvements Required
Academic journal has been nominated; structure, headings and style consistent with the nominated journal	
Appropriate research problem and sub-problems, include a verb at or near the beginning and align with each other	
Integrated literature review based on problem and sub-problems, citing a minimum of 20 peer-reviewed academic journal articles	
Hypotheses, propositions or research questions arise directly from the literature review, clearly related to the applicable sub-problem and stated at end of the relevant literature section	
Research methodology section detailing research design, population and sample, participants, research instrument (survey, interview guideline, etc.) and method of analysis	The methodology is adequate.
APA 6th referencing including in-text citations, reference list and alignment between the two	
Appropriate academic style including level of formality, formatting, grammar and spelling; figures and tables clearly legible and in the style of the nominated journal	
Additional comments and instructions:	

Decision	
Proceed with Supervisor	X
Revise and re-submit	

	Panel Member	Panel Chair	Panel Member	Panel Member
Name:	Tonderai Sibanda	Jones Odei Mensah	Petersen Owusu Junior	Maurice Omane-Adjepong
Signature:				

Note: this form is to be returned to the student immediately after the panel session.

Proposed examiner†:	

† For completion by the research office only.

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Appendix 3.1: Dully filled in data collection instrument(s)

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Respondent

1 Anonymous

56:39
Time to complete

Diversity and Inclusion at BCSA

1. What is your understanding of diversity?

Diversity is the appointment of different cultural people.

2. What is your understanding of inclusion?

Inclusion is to be part of all activities, and not left alone to struggle on your own.

3. In your opinion, to what extent does BCSA consider diversity and inclusion in employee career development

Beckman has gone out of its way to develop and train people, There is always training programs that HR send out per mail and it is available to all the people working at Beckman Coulter.

4. To what extent do you feel that you fit in at BCSA and your views are respected?

I feel that I fit 100% in at BCSA.

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Leadership practices at BCSA

5. In your opinion, to what extent does BCSA employ and/or promote people of diverse backgrounds?

100%

6. In your opinion, to what extent do you feel BCSA management adequately manage diversity among the workforce?

100%

7. In your opinion, to what extent do you think training opportunities are open to employees of all backgrounds at BCSA?

100%

8. To what extent do you feel informed about channels available for reporting discrimination?

100%

Diversity and Inclusion Committee's impact on the organisation

9. In general terms, to what extent does BCSA diversity and inclusion efforts impact how engaged you feel?

BCSA diversity and inclusion got nothing to do on how engaged I feel. I feel engaged by doing my work, I don't get asked to do my work, I get paid to deliver a service.

10. What would you suggest for improving diversity and inclusion at BCSA?

No suggestion.

11. How do you perceive the role of the diversity and inclusion committee at BCSA?

There role is to make everyone aware of diversity and inclusion and to have diversity and inclusion programs trough out the year to make all feel engaged.

12. In your opinion, to what extent do you trust that the organisation is actively working on a plan to make BCSA more diverse and inclusive?

100%

Demographics

Thank you for taking the time to finish the interview. It is very much appreciated. Finally, tell me about yourself, please?

13. Sex/Gender *

- ○ Male
- ○ Female
- ○ Non-binary
- ◉ Prefer not to say

14. Age (in years) *

- ○ 25 and below

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- ○ 26 - 35
- ○ 36 - 45
- ○ 46 and above
- ◉ Prefer not to say

15. Career level *

- ○ M2 - M5
- ○ M1
- ○ P3 - P4
- ○ P1 - P2
- ○ T1 - T4
- ○ B1 - B4
- ○ O1 - O4
- ◉ Prefer not to say

16. When did you join BCSA? *

- ○ Before January 2010
- ○ Between February 2010 and January 2015
- ○ Between February 2015 and January 2019
- ○ Between February 2019 and January 2020
- ○ After February 2020
- ◉ Prefer not to say

17. Race *

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- ○ Coloured
- ○ White
- ○ Black
- ○ Indian
- ◉ Prefer not to say

18. Are you/ have you ever been part of the D&I committee at BCSA? *

- ○ Yes
- ○ No
- ◉ Prefer not to say

Consent

Consent to participate

19. I _____(Name and Surname) agree to participate in this study. The study has been explained to me, and I understand what my participation will involve. *

Prefer not to say

20. I understand that my participation will remain confidential. *

- ◉ Yes

21. I understand that my participation is voluntary and that I can withdraw anytime without consequence *

- ◉ Yes

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22. I understand that the researcher may use anonymised quotes from my responses in the research report and publications *

Yes

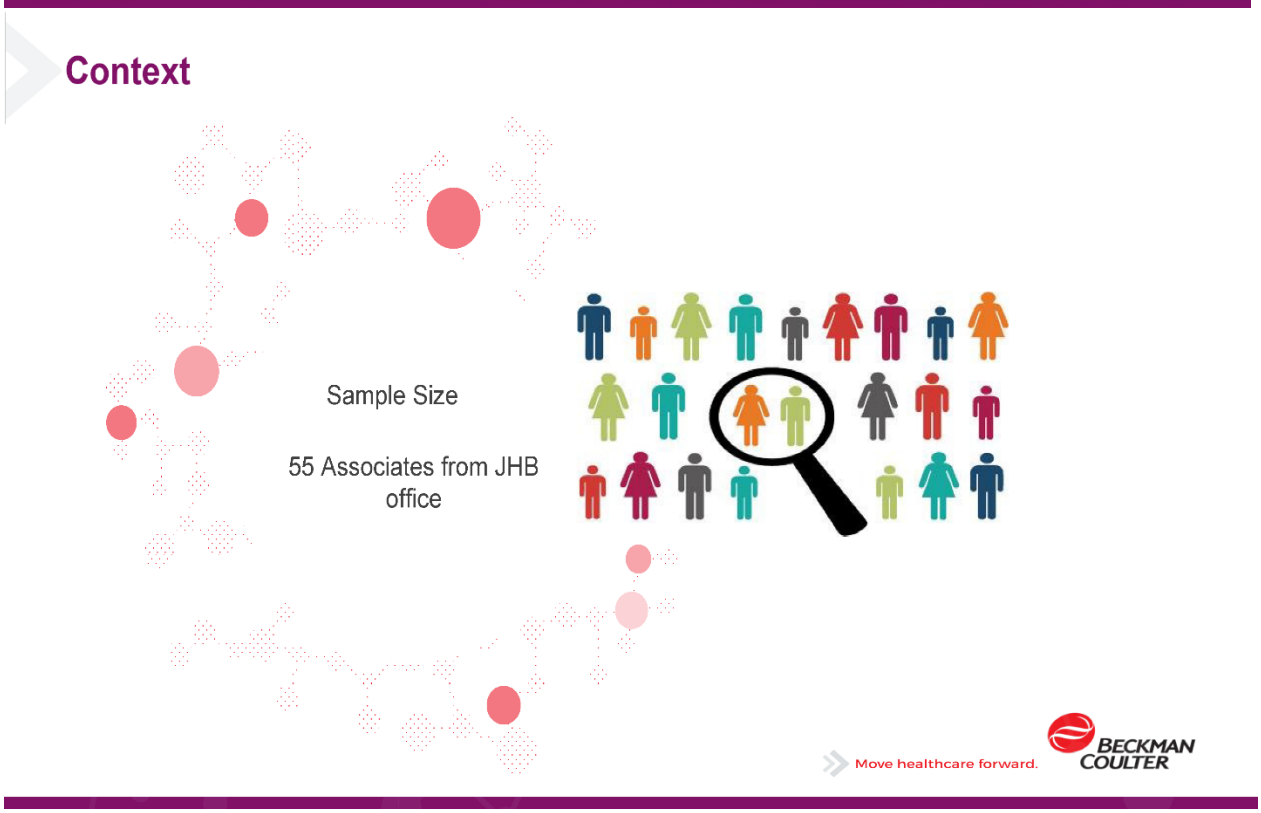
23. I understand that I will not be remunerated for participating in this study *

Yes

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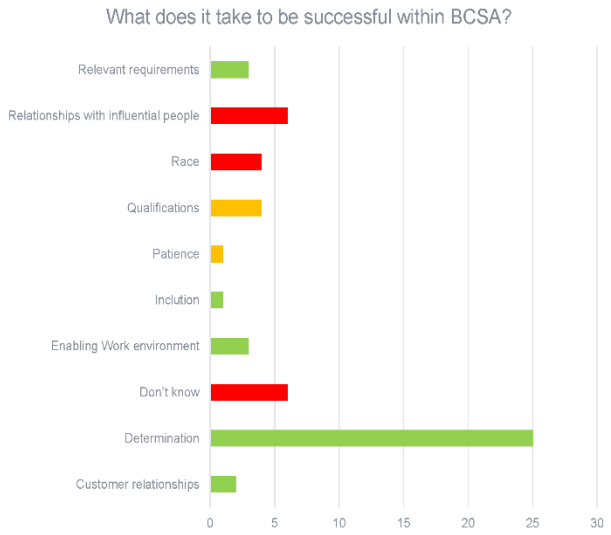
Appendix 3.2: Diversity and inclusion committee survey in 2019





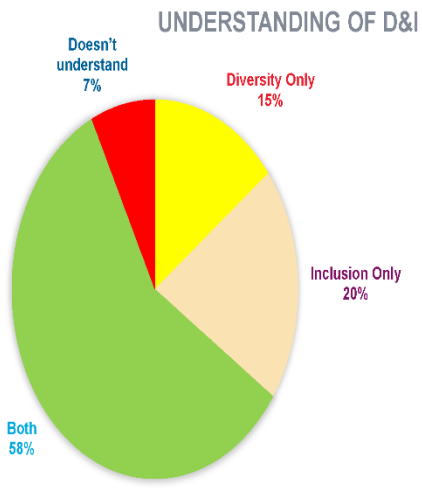
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What does it take to be successful within BCSA



- An overwhelming amount of people believe that it takes determination, enabling environment and relevant requirements to succeed in BCSA,
- There is a concerning significant number of people who believes that an associate need to form relationships or be noticed/liked by influential people in management roles to be successful, questioning transparency and procedures followed to promotion and appointments.
- Moreover, there are people who believe you need to be of certain race to grow, implying they feel excluded on racial grounds.
- A significant number doesn't know what it takes to be successful, suggesting there is not enough emphasis on career development from both associates and management

What does D+I Mean to you



- 7% of associates didn't know what is meant by Diversity and Inclusion
- 35% demonstrated understanding of only one aspect of D&I
- 58% of people surveyed clearly understood what D&I meant

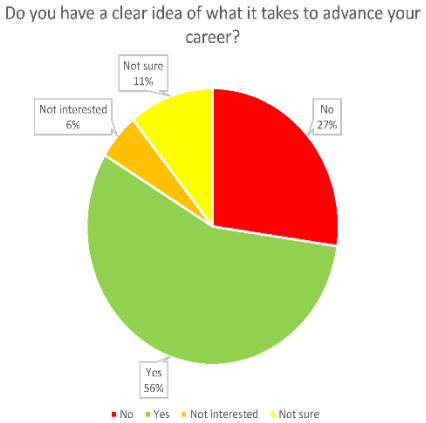
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Do you think you need to change yourself in some way to be a strong leader Within BCSA?



- Majority of associates believe they need to develop themselves one way or the other to effectively manage the team. Out of this (yes) population 1 feel that although this is the case, management hinder growth of others in fear of being surpassed.
- A significant portion of people (29%) believe that the don't need to change themselves in anyway. Majority of this (no) population feels that the company culture needs to change. Minority of this population (no) are content with not being leaders.
- There were participants who were unsure/didn't answer

Do you have a clear idea of what it takes to advance your career?

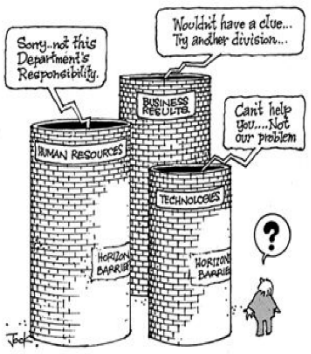


- Majority of the associates have a clear idea of what it takes to advance career. There is a minority from this (yes) population who thought you need to know the relevant people to advance career.
- A significant amount of people have no idea what it takes to advance career. Examples given included BC not creating positions, Warehouse staff being overlooked, A need to be close to an influential manager and positions already having a name before being advertised, questioning transparency and appointment protocols amongst others.
- 6% didn't see a benefit in growing citing that there is no room for growth. These are the same people who believes that the company advances people based on racial grounds as well as being close to influential manager.
- 11% are not sure citing lack of budget for studies/trainings and no clear guidance on development plans from managers/supervisors.

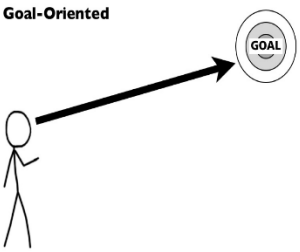
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What are the 3 words you would use to describe Beckman Coulter SA's culture?

- Associates gave too different views on this questions. The top 3 common answers were:



- We are separated and working in silos and cliques



- BCSA is largely driven by goals and focused on achieving them



- Hardworking

What are the 3 words you would use to describe Danaher's culture?

- Associates gave too different views on this questions. The top 3 common answers were:



- No sense of belonging and collaboration with other DHR Opcos

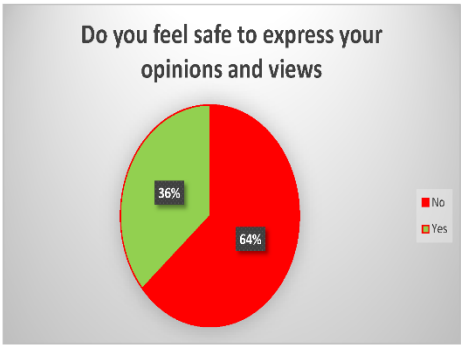


- Profit



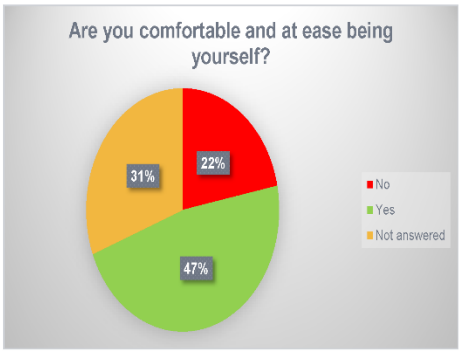
- Growth

Do you feel safe to express your opinions and views?



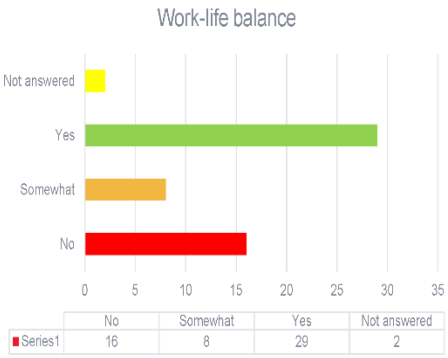
- 64% Majority do not feel safe to express their views, with many of these citing fear of victimization by management as the main reason.
- 36% of people indicated that they are free to express their opinions within BCSA

Do you feel comfortable and at ease being yourself?



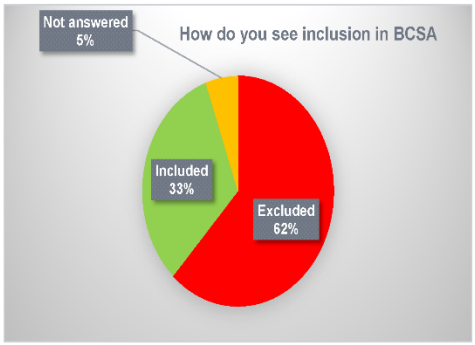
- 47% of surveyed associates are comfortable and at ease to be themselves within the organisation especially amongst peers and customers
- 22% of surveyed associates indicated that they are not comfortable and at ease being themselves because they fear to offend other associates, so it depends on the situation and the people they interact with.
- 31% of surveyed associates did not answer, some it was deliberate, and some it was because of incorrect D&I survey form sent out by 2 committee members

Do you feel you can attain level of work life balance right for you?



- 29% of surveyed associates feel they cannot attain the level of work-life balance citing staff shortage and expectations by management to be the key drivers of this. >90% of these associate are in Service and Customer Support.
- 15% feel that they can somewhat attain work-life balance depending on demands at that point in time.
- 53% of surveyed associates feel they can attain work-life balance in their current roles.
- 4% didn't answer the question for unknown reasons.

Describe how you see/experience Inclusion at BCSA



- 33% of the surveyed associates feel included at BCSA. Some of the outlined reasons included everyone being notified of internal vacancies and the company going all out to make everyone included.
- 62% of the surveyed associates feel excluded and reasons provided includes; racial exclusion on growth, being excluded in decisions that affect associates, how people work in cliques/groups and being divided, lack of transparency by management and thereby questioning trust in management.
- 5% of the surveyed associates opted not to answer this question.

What actions could BCSA/Danaher take to improve D+I

This question brought about the interesting thoughts of associates on how they believe BCSA can improve Diversity and Inclusion within the organisation.

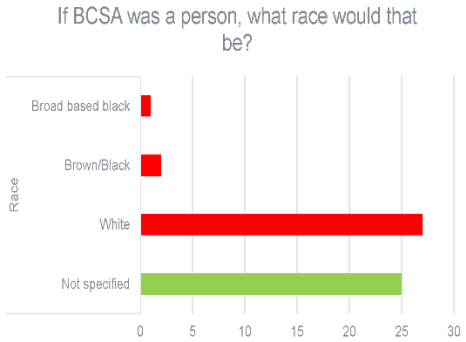
The high-level plan according to associates may be:

- BCSA establish good relationships with the associates
- Create an environment of trust (Through genuine/authentic and transparent leadership, clear and evident in actions and not just words and having Diversity and Inclusion at the core of it all)
- Deeper understanding of current barriers to diversity and inclusion at BCSA
- D&I workshop for all associates
- Have a solid implementation plan
- Review and monitor progress of the plan
- Send another survey and keep the process continuous

Other valuable suggestions included:

- Promoting Inter-cultural exchange education amongst employees
- Equal distribution of resources amongst associates of the same job function
- Fair chance to opportunities and further education/training
- Promoting a culture of respect and professionalism
- Genuine inclusion and engagement from management and not just superficial (e.g through events)
- Regular D&I audits with evident action to address concerns
- Consistent policy application across departments
- Have more women recruits and HR ensure that all races are treated the same
- Have mentorship programs and assist with development plans for associates
- Have more open conversations with D&I committee for people to be freer to voice their opinions without fear. It is these voices that will yield better D&I culture within BCSA
- Have team building events and promote racial diversity across all job levels
- Break silos, communicate better to associates, be transparent and uphold integrity from management level
- Create a better working environment where employees don't have to work excessive hours and have relieve and backup

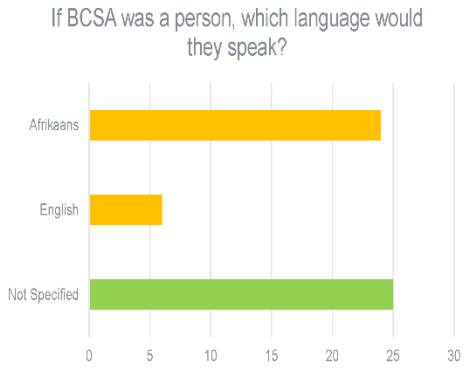
If BCSA was a person how would you classify them in terms of race



- 45% of surveyed associates felt that BCSA is diverse and made up of mixed races
- 49% of the surveyed associates felt that if BCSA was a person, it would be a White person
- 4% of the surveyed associates felt that if BCSA was a person, it would be Brown/Black person
- 2% of the surveyed associates felt that if BCSA was a person, it would be a broad based black person. This is a grouping of Blacks, Coloureds, and Indians.

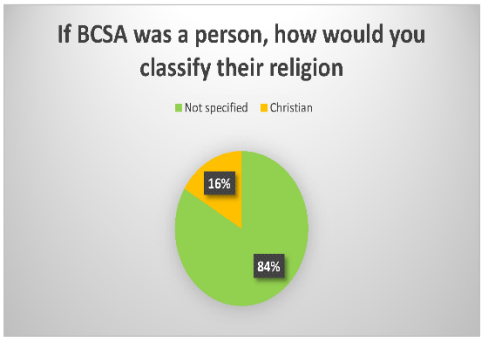
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If BCSA was a person how would you classify them in terms of language



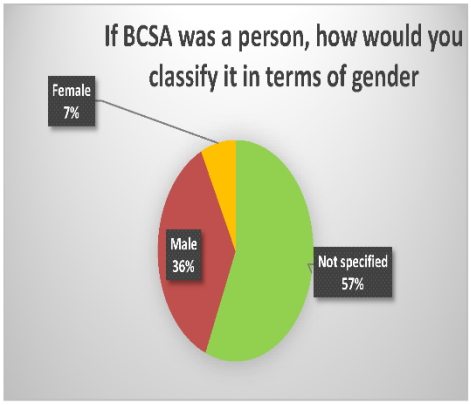
- 45% of surveyed associates felt that BCSA is diverse and made up of mixed languages.
- 11% of the surveyed associates felt that if BCSA was a person, they would speak English
- 44% of the surveyed associates felt that if BCSA was a person, they would speak Afrikaans

If BCSA was a person how would you classify them in terms of religion



- 84% of the surveyed associates did not indicate how they would classify the religion, which could mean they don't know or its mixed or they can't relate BCSA culture to any religion.
- 16% of the surveyed associates indicated that they would classify BCSA as a Christian

If BCSA was a person how would you classify them in terms of gender



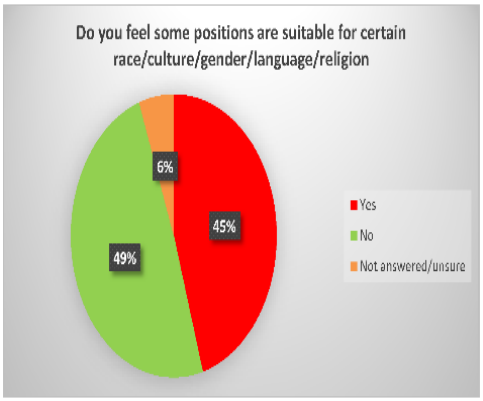
- 57% of the surveyed associates indicated that BCSA is a mixture of genders and can't be reduced to a single gender.
- 36% of the surveyed associates indicated that they would classify BCSA as a male.
- 7% of the surveyed associates indicated that they would classify BCSA as a female.

Are you comfortable in expressing your culture, religion, sexual orientation and language?



- 71% of the surveyed associates are comfortable in expressing their culture, religion, sexual orientation and language
- 36% of the surveyed associates are not comfortable one way or the other to either express their culture, religion, sexual orientation and language. The most common cited reason was fear of offending others and a feeling of exclusion when you are in minority e.g religion and language

Do you feel some positions are suitable for certain race/culture/gender/language/religion



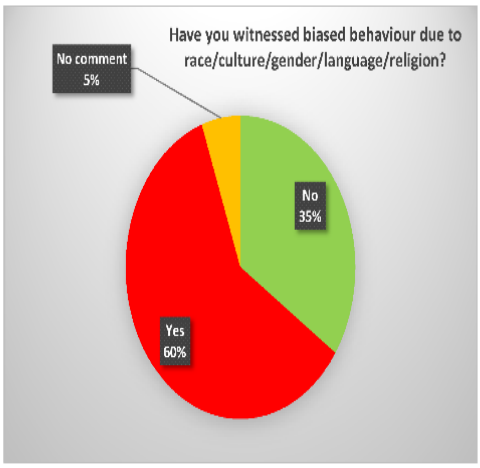
- 49% of the surveyed associates felt that everyone is given equal opportunity, one needs relevant skills and qualifications for the role.
- 45% of the surveyed associates felt that some recruitments were made based prejudice. A large portion felt it is a racial prejudice and cited lack of racial diversity in management (White), and that some departments are formed on racial foundations e.g WH admin-Indians, Orders-Coloureds, CC blacks. Other prejudices pointed out were favoritism, males, earmarked positions e.g a DBS position having a name before it was advertised and how the associate was sent for training before the position was advertised/ a position being BBBEE
- 6% of the surveyed associates were either unsure/did not answer the question

Would you recommend a friend to work at BCSA ?



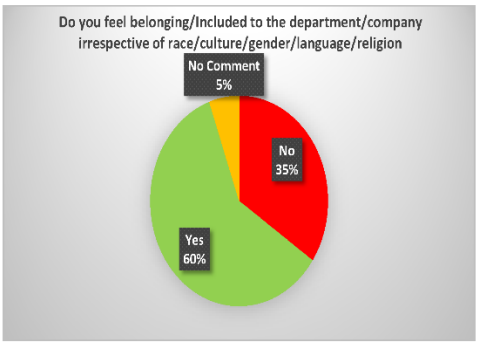
- 71% of the surveyed associates would recommend a friend to work at BCSA citing growth opportunities, care, empowerment, benefits and overall fact of the company taking care of associates as reasons for their choice.
- 29% of the surveyed associates felt they would not recommend a friend to work for BCSA and cited a non inclusive/not welcoming hirachial structure of the company, verbal and emotional abuse, racism, favouritism, poor salaries, poor work-life balance and toxic work environment as main reasons for their choice.

Have you witnessed biased behaviour due to race/culture/ gender/language/religion?



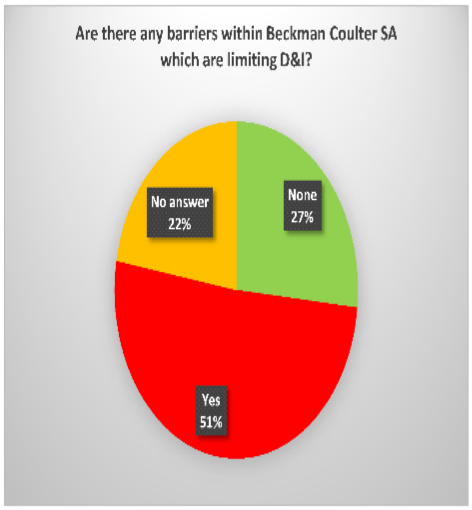
- 60% of the surveyed associates indicated that they have witnessed bias due to various factors such as:Lack of respect especially in management and how they fight one another, BBBEE, Women are empowered enough comment made by a male, Appointments based on race, Appointments based on favoritism, Swearing Afrikaans words used loosely, Earmarked positions, BEE that is out of control HR allowing some races to move before 18 months such as Applications Manager position, and Language inconsideration by both Afrikaans and other African language speakers
- 35% of the surveyed associates never witnessed any biased behavior.
- 5% of surveyed associates did not comment.

Do you feel belonging/Included to the department/company irrespective of race/culture/gender/language/religion



- 60% of the surveyed associates felt that they are not excluded in either the company or department on the basis of their race/culture/gender/language/religion
- 35% of the surveyed associates felt excluded. These included socially excluded e.g people sit in racial groupings during events, language exclusion e.g Afrikaans used in meetings. Disrespect based on job level. Excluded in decision making (top-down approach)
- 5% of surveyed associates did not comment.

Are there any barriers within Beckman Coulter SA which are limiting D&I?



- 51% of the surveyed associates felt that there are barriers. The most common raised barrier was management of the company being dominated by White associates. Other common barriers included lack of transparency and trust in management, cultural and language differences, lack of respect, lack of effective communication and fear of expression of views
- 27% of the surveyed associates felt there are no barriers to D&I
- 22% of surveyed associates did not comment.



Key issues

- Lack of trust in management
- Fear of victimization by management if an opposing view is held
- Favouritism/ being liked by an influential person or forming cliques is what some associates believe is needed to succeed in BCSA
- Underlying cultural/racial tensions
- Earmarking of positions and appointments based on racial grounds
- Some associates feel/believe certain positions/job levels are meant for certain races e.g management for white associates
- Little or no efforts put on Career development from both associates and managers
- Disengaged associates, threatening talent retention
- Warehouse staff needs urgent attention from D&I Sponsors

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Where to from here?

The main objective is to build a culture of trust, respect and appreciation where associates are free to voice their constructive opinions and they are their authentic selves.

Engagement team
- Team building events aimed at breaking silos
- Go beyond events and promote engagement on day to day basis
- Encourage differences through inter-cultural events such as bringing a dish that is special for associates
- Create a culture of diversity, positivity, and welcomeness by leading a culture of greeting each other, breaking silos and encouraging people to mix during company events and ensuring when playing/working in teams, they are as diverse as possible

D&I committee
- Go to people if associates are uncomfortable approaching supervisors/managers
- Help Engagement team in promoting engagement on daily basis and seek to resolve D&I conflicts that arise in BCSA
- Make D&I a continuous process by keeping the culture of D&I alive and probing continuous feedback from associates to resolve issues at their earlier stages
- Intercultural and working in a diverse workplace education
- Departmental roadshows to educate, listen and intervene on departmental issues
- Join HR and D&I Sponsors roadshows

D&I Sponsors
- Roadshows to each department in the absence of their managers, hear their concerns and commit to a constructive resolution
- Market the seriousness of D&I to both associates and managers and lead the D&I culture and highlight how it is not just a tick box exercise through actions
- Reach out to individual associates randomly where possible to create a culture of listening and care. Also to get a sense of BCSA from an associate's lens
- Promote open door policy and invite troubled associates to come see you if they feel the need to.
- Management workshop on inclusive leadership and having a measurable KPI to monitor progress

Supervisors/Managers (Main responsibility is to make associates feel heard, valued, motivated and appreciated)
- It starts with simply listening and creating a safe platform for associates to speak
- Trust is the main concern and will take time to build (for those who have lost it). But it is a two-way street (give-and-take). Managers need to create a way to delegate tasks, stop micromanaging, and receive feedback regularly and not holding grudges or punishing negative feedback in anyway for their own self-development. This will show associates that their managers appreciate their perspective and that they're taken seriously as members of the company.
- Respect associates and treat them as equal human beings
- Mentor or coach associates on development goals and guide them to ownership of their goals. Listening effectively to associates by asking the right questions that go beyond the surface. Then, follow up this conversation with real action and assistance on career mapping in consultation with HR. Follow through on the things you say and promote open door policy.
- Create regular informal meetings to touch base and educate associates on issues such as succession planning.
- Use KPIs to constructively nurture skills in an objective manner and not as a form of retaliation
- Team building events to build relationships with associates and include them in decision making
- Don't overlook conflict, problems, and misunderstandings amongst teammates and intervene

HR Roadshows (departmental)
- Training and development policy, including budget allocation
- Code of conduct and where to go if this is not upheld
- Recruitment and appointment process and policy
- Succession planning
- Company benefits
- Promote open door policy in company meetings if associates have issues or concerns



Thank you

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