



**THE PRACTICE OF MANAGING A MULTICULTURAL WORKFORCE IN MAERSK
ETHIOPIA**

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DECLARATION

By signing below, I certify that the study titled " The Practice of Managing a Multicultural Workforce in Maersk Ethiopia" is written by me independently under the supervision of my adviser, Dr Teklegiorgois. This report paper has not previously been submitted to any certification or degree at any college or university and is being presented in partial fulfilment of the requirement for the award of a Master of Arts Degree in Business Leadership. I would also like to reaffirm that all informational sources used in this study have been properly cited.

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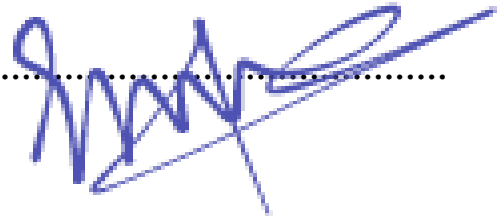
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A handwritten signature in blue ink, appearing to be 'Abera Demsis', written over the signature line for the External Examiner.

Abstract

The research aims are to look at the impact of demographic, educational, and cultural diversity on employee engagement at Maersk Ethiopia. The study questions focus on these multicultural interactions. The study utilized a mixed research approach to investigate the problems and practice of for managing a multicultural workforce in Maersk Ethiopia. The data analysis shows that employees have a generally good attitude towards various areas of diversity and inclusion inside the company. The survey also gave insights into education diversity, indicating that employees had a somewhat positive overall attitude towards educational variety within the company.

The outcomes of a study on the impact of diversity management on employee engagement at Maersk Ethiopia indicated substantial positive connections between demographic diversity, educational diversity, and cultural diversity and employee engagement. The study closes by highlighting positive attitudes towards diversity and inclusion, the strong links between diversity variables and employee engagement, and the significant influence of diversity management on establishing an engaged and inclusive work environment at Maersk Ethiopia. These insights can help to build specific plans for improving diversity and inclusion initiatives and driving long-term organizational success.

Keywords: Multicultural, Educational, Cultural, and Demographic Diversity Employee Engagement, Inclusivity, Workforce Management, Maersk Ethiopia

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CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Workforce diversity is the range of variations between staff members in a business, including age, gender, ethnicity, culture, education, and religion. Workforce diversity management is the process of building and maintaining an inclusive and supportive work environment that recognizes and respects employee diversity while allowing them to reach their full potential (Ali, Mathuva, & Mwenda, 2019). Effective workforce diversity management improves creativity, innovation, problem-solving, customer satisfaction, and social responsibility (Lančarič, Chebeň, & Savov, 2015). However, workforce diversity management presents several problems, including communication barriers, disputes, biases, discrimination, and opposition to change (Dastane & Eshegbe, 2015).

The social identity theory and the similarity-attraction theory serve as the theoretical foundation of this investigation. According to Tajfel and Turner's (1986) social identity theory, people tend to group themselves and other people into distinct social groups according to obvious traits like age, gender, race, and religion. Although these social groups provide people a feeling of identification and belonging, they also draw boundaries between ingroups and outgroups, which can breed biases and discrimination toward other groups.

Secondary characteristics such as parental status, religious affiliations, educational attainment, marital status, and income inequality are also included in the workforce (Pew Research Center, 2023). This knowledge of worker diversity has been improved by recent research. For example, according to a Pew Research Center survey conducted in 2023, the majority of American workers think it is advantageous to prioritize diversity, equity, and inclusion (DEI) at work (Pew Research Center, 2023). Additionally, studies conducted by Harvard Business School have demonstrated the value of diversity across a range of industries, including the effect that diversity has on the execution and efficacy of strategies (Harvard Business School, 2023). The business case for diversity is further reinforced by McKinsey's research, which indicates that

more diverse businesses have higher financial returns than the industry median (McKinsey, 2023).

Diversity in the workforce is a strategic asset that is essential to an organization's existence and success. It makes it possible for an organization to draw in a diverse pool of people, which boosts the organization's capacity for creativity, innovation, and problem-solving (Pew Research Center, 2023). Diversity in the workforce fosters a multicultural workplace by improving the company's brand and ensuring that anti-discrimination laws are followed (Harvard Business School, 2023). The goal of workforce diversity in a business is to maximize the distinctive skills that each worker offers the company. Workforce diversity is now a concept that businesses must adopt for successful operations rather than only a regulatory concern (McKinsey, 2023). It acknowledges and respects individual differences and similarities, resulting in a distinctive workforce where workers feel appreciated and valued for their uniqueness.

When managing workforce diversity, an organization's management must take several issues into account. Religion, gender, and ethnicity are among the constructs of diversity management that Mulu and Zewdie (2021) highlighted. The management of workforce diversity is influenced by internal workforce characteristics such as financial, psychological, technical abilities, and motivation-related problems, according to Maqsoom, Khan, Musarat, Mubasit, and Umer (2020). According to Ali, Mathuva, and Mwenda (2019), selection and hiring practices have a significant role in managing workplace diversity. Key factors considered in the management of workforce diversity were given by Dube and Guvheya (2017) and included gender and executive diversity on the board, diversity in board education, and geographic location diversity. Primary elements like gender, race, age, and ethnicity are significant in managing workplace diversity, according to Muasaa, Egondi, and Mathuvac (2017). In the view of Kaimenyi, Kidombo, and Senaji (2017), managing diversity in the workplace requires careful examination of the current legislative environment.

Diversity at work is influenced by the organizational culture, according to Bbana (2016). Gender and ethnicity were recognized by Dastaneb and Eshegbe (2015) as the essential components in managing workplace diversity. Jepchirchir (2015) pointed out that when it comes to the top management of diversity at the workplace, the presence of gender policies, mainstreaming of concerns about disabilities, and training are crucial. The adoption of diversity management

involves several key components, which were recognized by Lančarič, Chebeň, and Savov (2015). These factors include diversity training, mentorship, and formalizing HRM practices. These factors, according to Kioko (2014), are professional qualifications and generational differences. Ayub, Aslam, and Razzaq (2013) explored the organizational policies, managerial techniques, and views of inequality as variables influencing workplace diversity challenges. The Study has two board factors that represent different dimensions with one concentrating on workplace dynamics within the workforce and the other on interventions and tactics at the organizational level. By examining these variables, the research hopes to shed light on practical methods for handling workplace diversity issues and managing diversity in businesses.

1. **Internal Workforce Factors:** This category includes elements that are specific to the workforce, including income, psychological variables, technical proficiency, and issues with motivation. The impact of these internal determinants on diversity management practices and organizational outcomes may be examined in this study.
2. **Organizational Policies and Practices:** This component entails analyzing the strategies, policies, and practices that organizations have implemented to successfully manage diversity. It considers things like hiring and screening methods, having a diverse leadership team, diversity training, mentorship initiatives, formalizing HRM protocols, and adhering to regulatory requirements. The research may look on the ways in which these company policies and procedures support workforce diversity and the development of an inclusive workplace.

1.2 Organization Background

Maersk, an international company in container shipping and logistics, has a large presence in Ethiopia, helping to build the country's trade and transportation infrastructure. Maersk was founded in 1904 and opened its first office in Ethiopia Addis Ababa in 1998. Maersk is headquartered in Copenhagen, Denmark. It operates in 130 countries and has a fleet of approximately 700 ships. The company offers complete container shipping services that ease the export and import of products to and from Ethiopia, which is critical for the country's trade-dependent economy. Maersk also provides integrated logistics solutions, such as trucking and rail

services, to ensure that commodities are transported smoothly from inland producing locations to ports, and vice versa.

Maersk's participation in Ethiopia includes investment in infrastructure and development initiatives. The organization has been involved in efforts aimed at strengthening Ethiopia's logistics and transportation infrastructure, increasing efficiency, and lowering logistics costs. Maersk Ethiopia operates through the sole agent in Ethiopia called Freighters international PLC. Both companies join hands and collaborate with local and international partners contributing to the development of long-term logistics solutions, which are critical given Ethiopia's landlocked situation and the necessity for efficient trade routes. Maersk is also devoted to sustainability and corporate social responsibility, implementing sustainable methods to lower its carbon footprint, and participating in community projects such as education and health initiatives.

Maersk's impact on the Ethiopian economy is enormous. Maersk's dependable shipping services improve Ethiopia's ability to trade internationally, ensuring that Ethiopian products reach global markets effectively and imports are delivered on time. The firm's presence generates both direct and indirect work possibilities, including positions within the company and in associated industries such as transportation, warehousing, and port services. Maersk supports the skill development of the Ethiopian workforce through a variety of training programs and initiatives, which is critical to the country's economic growth and development.

Maersk's multicultural workforce is an important part of business operations, bringing together talented people from various backgrounds and experiences. This diversity creates a dynamic and inclusive work atmosphere, which boosts creativity and innovation. In Ethiopia, this multicultural approach aids in identifying and solving the market's specific challenges and possibilities, while also encouraging cross-cultural understanding and cooperation.

However, Maersk faces infrastructure problems in Ethiopia, such as poor road conditions and port capacity limits, as well as navigating a complex regulatory system. Despite these obstacles, Maersk intends to continue expanding its services in Ethiopia, leveraging technological improvements to increase logistical efficiency. The company is committed to establishing more sustainable practices, which are becoming increasingly crucial for Ethiopia's environmental and economic viability. Maersk's presence in Ethiopia demonstrates its importance as a vital

participant in the worldwide shipping and logistics business, with important contributions to Ethiopia's economic development.

1.3 Statement of the Problem

A diverse workforce improves employee productivity within an organization and fosters peace. Diversity management should be a key priority for an organization's management since it immediately improves the company's success. An organization's ability to manage diversity should be seen as a strategic concern that helps the business survive in a volatile environment. Understanding the pertinent primary and secondary elements and their significance to the HR professionals in an organization is the first step towards effective management of diversity in the workplace (Mulu & Zewdie, 2021).

Kioko (2014) conducted a regional investigation into the elements that impact diversity management at work. The study used Nakuru National Park as a point of reference to identify professional credentials and generational inequalities. Positive relationships were found when Kaimenyi, Kidombo, and Senaji (2017) examined the legal framework and the execution of policies regarding diversity at the workplace. Using the mining ministry as a case study, Jepchirchir (2015) examined the difficulties in managing diversity at the workplace and concluded that these difficulties were primarily managerial and strategic in nature. Muasaa et al. (2017) aimed to highlight the main workplace diversity characteristics and their relationship to company success. These categories include employee age, gender, race, and ethnicity.

Maqsoom et al. (2020), one of the studies that are now available from a global viewpoint, linked the productivity of labor and diversity elements using a case study of Pakistan. The components that were discovered include technical expertise, holiday training, and financial incentives. To examine the effects of workplace diversity, Dastane and Eshegbe (2015) concentrated on Malaysian hotels, identifying aspects such as gender and race. Gender, education, and geographic location were found to be the characteristics that influence the diversity of the workforce among listed organizations in Zimbabwe, according to Dube and Guvheya's 2017 study. Strydom and Fourie (2018) examined diversity variables in South Africa and their impact on the requirement for higher education institutions to implement strategies. The investigation

overlooked a crucial interaction between the need to put plans into place and diversity-related considerations.

There are gaps in the evaluated papers because some of the research was not done in Ethiopia but rather in other nations including Pakistan, Malaysia, Zimbabwe, and South Africa. Other research compared the diversity management components to other constructs including as productivity, performance, and strategy execution. In addition, other research compared diversity management characteristics to other categories such as strategy implementation, performance, and productivity.

The below are identified gaps, that the present study sought to fill.

1. **Global Perspective:** It seems that the studies referenced concentrate on areas or nations, like Pakistan, Malaysia, Zimbabwe, and South Africa. There is a knowledge gap about how workforce diversity management techniques change globally across various locales and cultural contexts. To give a more thorough grasp of global diversity dynamics, future research might examine diversity management strategies in different nations and areas.
2. **Unexplored Fields** Some industries may have gotten less attention than others, even though studies have focused on industries including higher education institutions, hotels, mining, and national parks. To learn more about diversity management strategies unique to these industries, it would be beneficial to investigate further into manufacturing, technology, healthcare, finance, and the service sector.
3. **Extra Diversity Aspects:** Talk about aspects including age, education, gender, race, and ethnicity. But there are other aspects of diversity that might not have received enough attention, like socioeconomic position, religious views, and disability. Subsequent investigations may explore the handling of these extra characteristics of diversity and how they affect organizational results.
4. **Implementation obstacles:** There hasn't been much research done on the implementation issues that businesses confront. These include managerial and strategic obstacles in managing diversity. Subsequent studies could examine the impediments and enablers of implementing diversity management and pinpoint practical solutions.

5. **Extended-Time Studies** A large number of the cited research seem to be cross-sectional, or case study based, offering glimpses into diversity management procedures at particular moments in time.
6. **How Diversity Elements Interact:** There may be a knowledge vacuum on the interactions between various diversity components in organizations. How, for instance, do age, gender, and ethnicity interact to affect diversity management outcomes and practices? Subsequent investigations may delve deeper into the intricate interactions among diverse aspects in organizational settings.

By addressing the following gaps: How, for example, do ethnicity, gender, and age interact to influence diversity management methods and outcomes? Diversity encompasses more than just characteristics like age, gender, race, and ethnicity; it also includes things like socioeconomic status, religious beliefs, and disability. The study had improved workforce diversity management and advance the creation of more potent plans for fostering diverse and inclusive workplaces.

Maersk Ethiopia branch faces several real difficulties, including:

- **Weak International Perspective:** The absence of diversity management techniques matched to the local cultural context gap in understanding how global diversity dynamics influence organizational practices at Maersk Ethiopia. For example, most employees in the organization are direct reports to managers out of Ethiopia which leaves the Ethiopia team unsupported most of the time.
- **Implementation Difficulties:** managerial and strategic barriers to implementing diversity management initiatives at Maersk Ethiopia, such as leadership resistance and insufficient resources allocated to diversity programs.
- **Short-Term Goal:** Maersk Ethiopia's diversity management efforts are largely focused on short-term goals they do not include a long-term strategy; this indicates a need for more broad and sustained approaches to diversity initiatives.
- **Lack of Recognizing Diversity Interactions:** Maersk Ethiopia struggles to effectively manage the interactions between different diversity dimensions within the company.

1.4 Research Question

1. What kind of multicultural workforce management does Maersk employ?
2. How does demographic, educational/ academic, cultural diversity affect employee engagement in the organization?
3. What cultural obstacles do managers and members of multicultural teams at Maersk Ethiopia have to overcome?
4. What elements influence the application of multicultural workforce management effectively?
5. What methods does Maersk Ethiopia currently use to deal with issues related to culture within its diverse workforce?

1.5 Objective of the Study

1.5.1 General Objective

The researcher discovered that almost all of Maersk Ethiopia's employees report to managers from other countries, resulting in a cultural and understanding gap about how the company operates in Ethiopia. Because most leaders lack a complete view, employees get disengaged. The primary purpose of this study is to assess Maersk Ethiopia's management of a multicultural workforce, including the challenges and solutions encountered while also investigating the Practices of managing the multi-cultural workforce.

1.5.2 Specific Objectives

- To investigate the methods that Maersk Ethiopia is presently using to deal with cultural issues within its multicultural workforce.
- To investigate what influences the application of successful multicultural workforce management.
- To investigate the management Practices used by Maersk to oversee its ethnic workforce. While evaluating the unique cultural difficulties.

1.6 Significance of the Study

Researching the difficulties and methods of managing a diverse workforce at Maersk Ethiopia is valuable for academics, companies, governments, and the body of current literature in several ways.

Academics: The scholarly literature on diversity management, organizational behavior, and cross-cultural management can benefit from an investigation of the difficulties and solutions encountered by Maersk Ethiopia in managing a heterogeneous workforce. In the context of a particular business and sector, it can offer empirical insights, case studies, and theoretical frameworks that increase scholarly understanding of multicultural workforce dynamics. Academic studies on this subject can expand our understanding of leadership styles, organizational tactics, and successful diversity management techniques in multicultural environments. Through an analysis of the distinct obstacles and efficacious tactics employed by Maersk Ethiopia, researchers can produce novel insights that enhance the domain of diversity and inclusion management.

Companies: Alerting Organizational Procedures: Businesses operating in comparable multicultural situations can benefit from an understanding of the obstacles and solutions Maersk Ethiopia faced in managing a diverse workforce. The study's conclusions can guide organizational procedures for hiring, onboarding, developing leaders, and fostering inclusive work cultures, all of which can improve the efficacy of diversity management initiatives. Businesses can find best practices for utilizing diversity to boost innovation, employee engagement, and overall organizational performance by conducting research in this area. The study's conclusions can help companies develop cultures that recognize and build upon the advantages of having a diverse staff.

Governments: Research on this subject can help policy makers by providing them with specific knowledge on the difficulties that companies such as Maersk Ethiopia have in managing diverse workforces. This information can help create regulations and standards for diversity management that are effective by informing the creation of policies and guidelines that support inclusion, equity, and diversity in the workplace. Good diversity management, as implemented by companies like Maersk, can boost economic growth by creating an inclusive workplace that makes use of the skills and viewpoints of people from all backgrounds. Research findings can be

used by policy makers to support programs that promote diversity and maximize the economic advantages of multicultural workforces.

Literature: The body of knowledge on diversity management, multicultural organizations, and cross-cultural leadership can be enhanced and supplemented by research on managing a multicultural workforce at Maersk Ethiopia. It can offer insightful analyses and useful examples that bolster the corpus of current knowledge in this area. The study's conclusions can help validate and improve theoretical frameworks and models pertaining to diversity management and the dynamics of multicultural workforces. This can improve the ideas that already exists relevance and applicability in the context of certain industries and organizations.

1.7 Scope of the Study

Methodological Scope

In order to investigate the difficulties and solutions for managing a multicultural workforce at the Maersk shipping line in Ethiopia, the study has mostly used a mixed research technique. To obtain comprehensive and contextual information about the experiences of leaders, employees, and other stakeholders in the company, several methods such as surveys, in-depth interviews, focus groups, and participant observations may be employed.

Geographical Scope

Maersk shipping line in Ethiopia: The operations and personnel of Maersk Shipping line in Ethiopia was the particular subject of the investigation. The study can take into consideration the distinct cultural, social, and economic aspects that affect diversity management in the Ethiopian setting by limiting its geographical scope to a single nation.

Conceptual Scope

The conceptual framework of diversity management, which includes tactics and obstacles associated with the dynamics of a multicultural workforce at Maersk Ethiopia was the main focus of the study. Investigating topics like cultural disparities, communication obstacles, leadership philosophies, and organizational procedures that affect inclusion and diversity in the workplace are all part of this.

Along with looking at how leaders at Maersk Ethiopia handle the challenges of leading a diverse workforce, addressing cultural differences, and advancing inclusive leadership practices, the study has also taken a conceptual look at cross-cultural leadership.

Time Scope

To fully capture the changing nature of diversity management methods and difficulties within Maersk Ethiopia over time, the study was taken a Cross Sectional and highlight contemporary relevance by concentrating on the techniques and problems that Maersk Ethiopia is now facing in managing a multicultural workforce. This guarantee that the conclusions are in line with the dynamics of the industry and the existing organizational setting.

1.8 Organization of the Study

There are five chapters in the research paper: including background, problem statement, research questions and hypotheses, research aims, study limitations, study importance, and term definitions are all included in the first chapter. A review of the literature on the topic area is provided in Chapter 2. The research methodology, which includes the population and sample size, data analysis techniques, and research approach and design, is presented in Chapter 3. The outcomes of data analysis are covered in Chapter 4. Chapter five concludes with a summary of the study's key results, recommendations, and conclusion.

CHAPTER TWO

Introduction

A literature review is a survey of scholarly sources on a particular subject, in this case multicultural work Force. It provides an overview of current knowledge, it helps in finding applicable theories, methodologies, and gaps in existing research that may later apply to the topic of the paper. Managing a multicultural workforce has become a critical topic of study and practice in today's globalized business environment. Effectively leading and supporting people from varied cultural backgrounds is the goal of the theories, techniques, and strategies that make up the Practices of managing a multicultural workforce. The problem is becoming more and more relevant because of the rising variety in workplaces brought about by migration, globalization, and corporate development abroad.

Other research compared diversity management characteristics to other categories such as strategy implementation, performance, and productivity. This topic has a multidimensional relevance. Globalization has caused firms to operate across regional boundaries, resulting in a diversified workforce in terms of ethnicity, culture, language, and social conventions. This diversity can provide major competitive advantages, such as new viewpoints, increased innovation, and a better understanding of varied markets. However, managing a multicultural workforce brings unique obstacles, such as communication breakdowns, cultural misunderstandings, and varying work ethics and practices. Understanding and tackling these problems is essential for effective management in order to create a peaceful and productive work environment.

Cultural competence is an important aspect of managing a multicultural workforce. It refers to managers' and employees' ability to participate effectively with people from different cultures, which includes being conscious of one's own cultural worldview, learning about different cultural practices and worldviews, and acquiring cross-cultural competencies. Organizations that priorities cultural competency are better able to promote an inclusive workplace where all employees feel appreciated and respected.

The following sections has critically examined a key conceptual and theoretical foundations related to the Practices for managing a multicultural workforce, as well as empirical research that has shed light on the challenges and strategies. By synthesizing and analyzing the existing

literature, this review aims to lay the groundwork for a survey study that explore the nuanced the challenges and strategies for managing a multicultural workforce among multinational companies.

2.1 LITERATURE REVIEW

With an emphasis on multinational corporations specifically, this literature review aims to investigate and summarize the body of information regarding the difficulties and solutions associated with managing a multicultural workforce. Through an examination of pertinent theoretical frameworks, empirical research, and business insights, this review seeks to offer a thorough grasp of the mechanisms underlying the difficulties and approaches associated with managing a multicultural workforce in international corporations. In addition, this review looks for gaps in the existing literature and provides information that might help with the planning and execution of a survey study that look at the difficulties and solutions multinational corporations have when managed a multicultural workforce. The critical examination of important theoretical and conceptual underpinnings pertaining to the difficulties and tactics of managing a multicultural workforce, together with empirical research that has illuminated these difficulties and tactics, take place in the following parts. This review attempts to set the stage for survey research that examine the subtle issues and approaches of managing a multicultural workforce in multinational corporations by summarizing and evaluating the current literature.

2.2 Theoretical Review

2.2.1 Examining Concepts

In the past, factors like age, gender, race, and ethnicity have been the main indicators of workforce diversity (Cox Jr. & Blake, 1991). Even while these elements are still important, modern perspectives on diversity acknowledge its complexity and breadth. Numerous studies have looked at the idea of workforce diversity from various angles and viewpoints. For instance, a model of six categories of diversity access and legitimacy, discrimination and fairness, integration and learning, variation, isolation, and disparity that influence organizational performance was put out by Cox and Blake (1991). They maintained that businesses should approach diversity management with a learning-oriented strategy rather to one that is

compliance-oriented. Comparably, a framework comprising three paradigms discrimination and fairness, access, and legitimacy, and learning and effectiveness was proposed by Thomas and Ely (1996) for managing diversity. They stressed that businesses should use diversity to their advantage by using it as a source of knowledge and a competitive edge. In addition, Loden and Rosener (1991) distinguished four categories of diversity: organizational (e.g., seniority, position), cultural (e.g., values, views), secondary (e.g., education, wealth), and primary (e.g., age, gender). They recommended that businesses acknowledge and cherish the various facets of diversity present in their workforce.

A more comprehensive image of diversity inside an organization is painted by acknowledging and appreciating these diverse characteristics. People's identities are a complex tapestry of crossing elements that form their experiences and perspectives; they do not embody a single facet of variety (Crenshaw, 1989). For diversity and inclusion efforts to be designed effectively, it is imperative to comprehend this interconnectedness.

Diversity is not fully captured when its genuine nature is measured by using headcounts of different demographic groupings alone. Creating an atmosphere where everyone feels appreciated, respected, and encouraged to contribute is just as important as having a diverse range of identities (Robinson, 2019). Without inclusion, which entails actively promoting a sense of involvement, belonging, and psychological safety for every employee regardless of background, true diversity cannot thrive (Shore et al., 2018). Eliminating discrimination, bias, and unfair opportunities that frequently prevent diverse people from thriving is necessary for inclusion.

When handled appropriately, a diverse staff may be a source of inspiration, ingenuity, and problem-solving abilities. Organizations can obtain a competitive advantage and more effectively cater to the demands of a broad consumer base by using the unique perspectives and experiences of their members (Hunt et al., 2015).

2.2.2 Theory of Social Identity

People divide themselves and other people into different social groups according to social identity theory on the basis of characteristics such as race, gender, nationality, or religion (Tajfel & Turner, 1979). People can more easily navigate social environments and feel more a part of their own group by using this social categorization process.

Following this, individuals take on the characteristics, norms, and behaviors of their group and adhere to them (Turner et al., 1987). The process of social identification gives the person a feeling of identity, purpose, self-worth, and belonging (McLeod, 2023).

However, social comparison the inclination for individuals to assess their own group in light of other groups is also a result of social identity. Individuals prefer to be part of their own group (in-group) and choose positive distinction for their group over belonging to other groups (out-group). When there is perceived rivalry or danger from out-group members, this can lead to prejudice, bias, and discrimination against them (Hogg & Abrams, 1988).

Numerous areas of social psychology, including leadership, stereotyping, self-esteem, intergroup relations, and group behavior, have been addressed by social identity theory. Additionally, the theory has been applied to explain a number of social phenomena, including social movements, nationalism, racism, sexism, and terrorism (Reicher et al., 2010).

The theory of social identity is a dynamic and intricate concept that is always growing and changing. According to Haslam et al. (2018), there have been recent advancements in the understanding of social identity, such as the recognition of multiple and intersecting social identities, the importance of emotions and motivations in social identification, the impact of context and situation on social identity processes, and the implications of social identity for health and well-being.

2.2.3 Theory of Upper Echelon

According to Hambrick and Mason's (1984) Upper Echelon Theory (UET), top management teams' (TMTs') background traits have an impact on organizational decisions and results. Let's examine this theory in more detail, taking into account recent findings and objections:

The risk tolerance, personality, experience, and education of TMT members influence how they perceive strategic circumstances and make decisions (Hambrick & Mason, 1984). While heterogeneous TMTs (different qualities) may encourage innovation but face coordination issues, homogeneous TMTs (similar characteristics) may make decisions more quickly but lack a variety of viewpoints (Hambrick et al., 2001). The relationship between TMT traits and outcomes is moderated by industry competition, regulatory pressures, and other external variables (Carpenter et al., 2004).

According to a meta-analysis, CEO tenure and firm success are positively correlated, which may indicate that there is a greater cognitive fit between the two (Miller & Kim, 2020). Higher risk-tolerant CEOs were linked to more technological innovation, whereas CEOs with lower risk-tolerance were more concerned with operational effectiveness (Chen et al., 2021). International growth strategies were more likely to be pursued by TMTs with diverse educational backgrounds and career paths (Kishor et al., 2020).

Power dynamics within TMTs and the CEO's social identity influence decision-making processes (Hambrick & Mason, 2008). TMT members' emotional intelligence, including the ability to regulate emotions and manage relationships, has emerged as a crucial factor in organizational success (Mikolajczyk et al., 2022). UET is evolving to consider how TMT characteristics and behavior change over time, adapting to internal and external pressures (Hambrick & Mason, 2010).

Critics argue that organizational performance may influence the selection of TMT members, making it difficult to establish causality (Finkelstein et al., 2005). Neglecting the influence of middle and lower management on organizational outcomes (Kraatz & Mintzberg, 2004). UET needs further refinement to account for cultural and institutional variations impacting managerial behavior (Hitt et al., 2007).

2.2.4 Theory of Strategic Choice

Top executives make decisions that impact organizational performance and results, according to proponents of the strategic choice theory (Child, 1972; Dean & Sharpman, 1996; Hambrick and Mason, 1984; Hrebiniak & Joyce, 1985). The action theory that forms the basis of the strategic-choice approach holds that responses and organizational structures are modeled after the individuals in positions of authority (Astley and Van de Ven, 1983). This viewpoint explains organizational processes by concentrating emphasis on the people in positions of power. The ability to exert authority and the freedom for organizational players to act independently are prerequisites for making effective strategic decisions. CEOs are therefore thought to have a great deal of discretion in directing their companies (Finkelstein & Hambrick, 1996).

A subfield of organizational theory called "strategic choice theory" looks at how leaders or leadership groups shape an organization by making choices in a dynamic political process (Jackson, 2021). This theory holds that organizations are shaped by the agency of individuals and

groups within them, who make decisions that sometimes serve their own interests and sometimes dictate the organization's course. Rather than being determined by their external environment. These decisions are a part of an organizational learning process that adjusts to the political climate both inside and outside the company (Jackson, 2021).

The theory of strategic choice has application in multiple fields, including industrial relations, strategic management, and conflict resolution. Strategic choice theory in industrial relations explains how decisions made by unions, managers, and employees impact industry performance and structure (Child, 1972). Strategic choice theory is useful in strategic management for producing, assessing, and choosing strategic options according to standards including acceptability, feasibility, and suitability (Johnson et al., 2011). Strategic choice theory can be used to explain how people and groups employ various approaches to settle disagreements in a dynamic and interactive manner in conflict resolution (Felstiner et al., 1980).

2.2.5 Workforce Diversity's Aspects

Diversity in the workforce should be addressed from all angles. In their analysis of differences, Gardenswartz and Rowe (2003) highlighted four levels/dimensions of variety, noting that an individual can fall into more than one category, that membership in an identification group is not a fixed or unalterable situation, and that each group is diverse. These dimensions include personality, which describes a person's unique qualities; internal dimensions, which stand for the traditional dimensions (age, physical ability, gender, and ethnic origin); external dimensions, which are those that change over the course of a person's life, such as marriage and career status; and organizational dimensions, which deal with things like functional environments and working conditions.

In *Managing Employee Diversity as a Vital Resource*, Loden and Rosener (1991) defined the categorical distinctions between primary and secondary dimensions of diversity. Primary dimensions of diversity include age, ethnicity, gender, physical abilities/qualities, race, and sexual orientation. Loden and Rosener (1991) defined primary dimensions of diversity as "those immutable human differences that are inborn and/or that exert an important impact on our early

socialization and ongoing impact throughout our lives." Secondary aspects of diversity were classified as controllable factors, such educational background, that are modifiable. When examining individual variety and how each person defines their perception of the world, including how they interact with others and behave, both dimensions are highly significant.

Three paradigms for managing diversity were developed by Thomas & Ely (1996): access and legitimacy, discrimination and fairness, and access and learning and effectiveness. The Equal Employment Opportunity paradigm, which emphasizes employing people from varied backgrounds to increase the number of women and minorities employed, is a means of complying with legal requirements in the discrimination and fairness framework.

Instead of emphasizing abilities, beliefs, and behaviors, the access and legitimacy paradigm match cultural differences with demographics in order to identify with the consumer market and obtain a competitive advantage. The learning and effectiveness paradigm, sometimes referred to as the developing paradigm that combines the diverse differences that people bring to work, was the third paradigm proposed by Thomas and Ely (1996). By recognizing the value of individual variations among employees, this encourages fair opportunity for all. Diversity from the primary (internal) dimension is the study's main focus.

The viewpoints of Jackson et al. (1995) and Loden and Rosener (1991). Rijamampianina and Carmichael (2005) also support this approach, which focuses on gender, race/ethnicity, religion, age, and physical ability and is related to the discrimination and fairness paradigm of Thomas and Ely (1996).

There are two ways to look at cultural and national diversity in organizations: one optimistic perspective holds that cultural diversity promotes learning, problem solving, and information processing (Cox et al., 1991; Ely & Thomas, 2001), while the pessimistic view is derived from social identity (Tajfel, 1982) and similarity-attraction (Byrne, 1971). The definition, measurement, and empirical investigation of the consequences of cultural diversity in companies have proven to be quite difficult, despite the obvious logic behind both the positive and negative effects of diversity (Barinaga, 2007).

Before the 1990s, the majority of research on gender diversity concentrated on bias and discrimination stemming from being different from the majority. Scholars have documented detrimental consequences for women in relation to performance ratings (Tsui & O'Reilly, 1989) and pay discrimination (Bielby & Baron, 1986). These findings are based on the similarity attraction paradigm (Byrne, 1971) and the research of Kanter (1977), who proposed that women face stereotyping and isolation. It has also been discovered that, when it comes to outcomes like attachment to the organization, gender diversity negatively affects males more than women (Tsui et al, 1992).

A thorough analysis of the research on age and employment reveals a strong theoretical focus on negative forecasts. Age discrimination, or at least unjust treatment, is likely to occur for older workers, according to a number of studies that have looked into the function of age perceptions, including self-perceptions of age or perceived age in relation to the work group or management. The underlying presumption appears to be that younger employees are preferred over middle-aged or older employees when decisions are made concerning specific persons (e.g., performance ratings, recruiting decisions, and wage decisions). On the other hand, organizations hardly ever take on activities to broaden age diversity, in contrast to racial or gender diversity. Conventional age distributions in organizational structures resulted from recruiting workers early in their careers and keeping them on staff for the majority of their working lifetimes.

Medical, moral, sociological, and post-modernist viewpoints are among those that highlight disabilities in the workplace (Jaeger & Bowman, 2005). Disability is not presented as either positive or negative; rather, it suggests differences in the ways that individuals with impairments handle work-related issues and the reactions of their colleagues. Discrimination, stigma, stereotypes, and prejudice all tend to present disability as undesirable or troublesome.

Different disabilities prompted distinct attributions or preconceptions, according to Jones and Stone (1995). These findings may also apply to how organizations handle their employees and the results they produce, such as recruiting policies. Although the literature frequently portrays disabilities negatively, managers need to understand the value of fostering an integrated workplace culture, drawing in a varied workforce, and encouraging tolerance at work.

2.2.6 Diversity Management Approaches

In today's Speedy work world, a successful organization is one in which diversity is the rule rather than the exception (Lawrence, 2001), and all organizations must make efforts to manage diversity and adopt a diversity-friendly culture. According to Page and Scott (2007), competent managers understand that certain abilities are required to build a successful, diversified staff.

While prejudice, stereotyping, and discrimination are examples of negative attitudes and behaviors in the workplace that can be barriers to organizational diversity, they should never be used by management for hiring, retention, or termination practices because they can result in costly litigation. Diversity is beneficial to both associates and employers. Although associates are interdependent in the workplace, respecting individual differences can increase productivity. First, managers must understand discrimination and its consequences. Secondly, managers must recognize their own cultural biases and prejudices.

According to Torres and Bruxelles (1992), managing diversity entails creating a diverse workforce that can operate to its fullest potential in a fair workplace where no individual or group of individuals has an unfair benefit or disadvantage. According to Jenner (1994), it involves a process of establishing and preserving an atmosphere that inherently enables every person to realize their full potential while pursuing organizational goals. Diversity management places a strong emphasis on developing specialized talents, formulating rules, and establishing procedures that bring forth the best in each person. In order to gain a competitive edge by hiring and keeping the best candidates for a position, regardless of their age, gender, race, or other personal traits, successful organizations can foster a work environment that draws talent from a variety of labor markets (Cornelius, 1999). All human resource management procedures must be based on organizational and job-relevant criteria without discrimination or biasness in order to meet the goals of good diversity management practices. Managers overseeing these procedures also need to be proficient in evaluating the criteria (Kandola and Fullerton, 1994).

2.2.7 Challenges in Implementation of Workforce Diversity

The topic of diversity has gained significant traction in the business, political, and legal spheres. Managing workforce diversity, for instance, is one of the hardest and most important tasks facing contemporary enterprises. More interaction than ever before is needed between people with

different cultures, beliefs, and backgrounds due to the world's growing globalization (Harvey et al, 2012). Workplace diversity is a crucial issue for management in the modern workplace because of the globalization of business and the unparalleled cross-border movement of labor, which have produced firms with a diverse workforce. Nonetheless, leading a multicultural workforce in an organization has problems that come from the labor market on the outside as well as internal factors like management styles.

Demographic distinctions such as age and sex were traditionally linked to team-level performance (Williams and O'Reilly, 1998). While variety can draw in top talent and increase organizational effectiveness (Carrel et al., 2000), it can also lower morale. An increasing number of chief executives, training specialists, diversity consultants, and academics have developed and passionately endorsed theories and approaches of diversity management (Saji, 2004). It will be necessary for managers in both public and private companies to comprehend, anticipate, and handle this complex demographic landscape. Diversity goes much beyond the obvious, fundamental distinctions between people based on their color or ethnicity. People also have varied viewpoints on life, work, relationships, communication, and other topics depending on their age, cultural history, family background, education, and a host of other things. Every employee contributes a unique cultural perspective to the workplace. Employee decision-making and interpersonal communication are impacted by this. In their essay on diversity in the workplace, Tompkins (2005) provides an example of how employees approach one another differently depending on their cultural expectations and prejudices.

Each worker brings his own cultural perspective into the work environment. This affects the decisions workers make and the communication they have with others. Tompkins (2005) share an example in their diversity in the workplace article to show how employees treat different employees in different ways based on their cultural expectations and biases.

Although a lot of companies have embraced diversity, some still see it as just a matter of following the law. In the past, a company with a diverse workforce has been able to use effective diversity management to gain a legally defensive position. This means that the company could claim that it was not guilty of discrimination because the workforce's demographics represented the local community's demographics, thereby creating a *prima facie* case. According to Howland (2001), maintaining long-lasting diversity reforms requires both strategic planning and

leadership commitment. Since a varied workforce necessitates awareness of variations and adaptability in information delivery and reception, communication management is essential. Different demographics result in disparities in languages and perspectives; thus, it stands to reason that not all employees will speak the same language, which could also be a significant communication obstacle in the workplace. Functional and social category diversities, according to Schneider and Northcraft (1999), foster innovation, adaptability, and creativity. Nonetheless, diversity staffing is sometimes confused with affirmative action or even reverse discrimination, and some people continue to believe the misconception that diversity staffing has never been demonstrated to be effective.

A further impediment has been the traditionally lower educational attainment of some minorities compared to other demographic groups. This makes it difficult for a diversity recruitment campaign to be successful because diversity is linked to different jobs and professional qualifications. For instance, Tyers et al. (2003) found that low participation rates among minority ethnic groups in higher education in Pakistan and Bangladesh were caused by differences in age and gender. Consequently, recruiters find it difficult to fill open positions.

Progress in creating a more diverse workplace is nevertheless hampered by a number of issues. Despite the widely acknowledged benefits of diversity, managers and organizational structure have challenges when it comes to effectively integrating other cultures, as some managers have a preference for collaborating with individuals from their own ethnic background. Ensuring appropriate diversity poses a challenge due to the upper echelon theory, which suggests that senior management has an impact on the makeup of the broader workforce. Since diversity focuses on altering human processes, HR must play a crucial role in diversity management if organizations are to benefit from diversity. This means that individuals inside those organizations must modify the way they interact with one another. The introduction of a more diversified workforce raises concerns about the majority's ability to adapt to new cultures as well as the equality of pay and higher-level possibilities for all minorities.

2.3. Empirical Review

One benefit of having a multicultural workforce is that it can encourage creativity and innovation by combining a range of perspectives, experiences, skills, and knowledge. A study by Stahl et al. (2019) examined 85 teams from 33 different nations to determine how cultural diversity impacted team creativity. They found that cultural diversity had a positive effect on team innovation when teams demonstrated high levels of trust, a shared objective, and constructive conflict resolution. However, cultural diversity also increased the possibility of misunderstandings, conflicts, and coordination problems, which, if not resolved effectively, might impede team innovation. Therefore, the authors suggested that managers foster a psychologically safe environment where team members feel comfortable exchanging ideas, expressing their opinions, and picking each other's brains.

Developing cultural intelligence, or the ability to interact with individuals of different backgrounds and adapt to different cultural contexts, is another aspect of managing a workforce that is multicultural. Chen et al. (2018) conducted a new study in 63 multicultural teams from 17 different countries to investigate the impact of cultural intelligence on cross-cultural collaboration and communication. They found that cultural intelligence enhanced collaboration and communication quality, which in turn enhanced team performance and satisfaction. Additionally, they found that communication quality acted as a mediator in the relationship between cultural intelligence and collaboration quality, suggesting that cultural intelligence promoted cooperation by facilitating improved communication. Consequently, the authors recommended that managers provide training and feedback to employees in order to enhance their cultural intelligence and communication skills.

The third aspect of managing a diverse workforce is understanding how diversity impacts organizational outcomes including profitability, productivity, customer satisfaction, and social responsibility. Herring (2019) looked into the relationship between diversity and performance in 506 US organizations in a variety of industries. He found that performance increased when diversity aligned with the goals, culture, and strategy of the company. Businesses that prioritized innovation, individuality, or social responsibility, for example, profited more from diversity than businesses that prioritized cost leadership or efficiency. However, diversity also had a negative

effect on performance when it resulted in social divisions, conflicts, or discrimination within the organization. Therefore, the author argued that managers should align their diversity practices and policies with the strategic objectives and business values.

2.3.1 African Empirical Review

Several recent African studies have examined the difficulties and solutions in various sectors and circumstances, adding to the empirical literature on managing a multicultural workforce. In Ghana's health industry, for instance, Agyemang et al. (2019) looked at the techniques and difficulties of managing a multicultural workforce and discovered that the primary obstacles were prejudice, power dynamics, cultural differences, and language hurdles. The key tactics included policy implementation, mentoring, team development, and cross-cultural training. Similar to this, Okeke et al. (2020) looked at the difficulties and solutions for overseeing a multicultural workforce in the oil and gas industry in Nigeria. They found that the primary difficulties were poor performance, low commitment, ethnocentrism, and communication hurdles. Performance evaluation, employee engagement, leadership development, and diversity management were the key tactics. These studies offer insightful information about the particular difficulties and approaches associated with overseeing a multicultural workforce in various African sectors and contexts.

Jackson et al.'s (2014) survey of 2,059 workers from ten different African nations is one of the most thorough studies on multicultural workforce management in the region. Depending on the level of study, they discovered that cultural diversity had both favorable and unfavorable effects on organizational outcomes. Cultural diversity has been linked to increased learning, creativity, and inventiveness on an individual basis, but it has also been linked to decreased cooperation, trust, and communication. Cultural diversity was linked to both increased conflict and attrition on teams as well as improved performance. Cultural diversity within an organization has been associated with increased social responsibility but also decreased effectiveness and efficiency.

Nkomo and Kriek's (2017) study, which examined the difficulties and solutions for overseeing a multicultural workforce in South Africa, a nation with a history of racial injustice and segregation and eleven official languages. After conducting semi-structured interviews with fifteen managers from various industries, they discovered that the biggest obstacles they

encountered were miscommunication in terms of culture, preconceptions and stereotypes, resistance to change, and a lack of trust. Their primary approaches to overcoming these obstacles were raising awareness of diversity and educating the public about it, facilitating communication and constructive criticism, offering equal chances and recognition, establishing a culture of trust and respect, and encouraging collaboration and teamwork. The authors concluded that a transformational leadership style that can foster a sense of unity, give employees agency, encourage learning, and set an example of moral behavior is necessary for managing a multicultural workforce in South Africa. Additionally, they stressed the significance of developing an inclusive workplace culture that views diversity as a strength rather than a weakness.

The difficulties and methods for overseeing a multicultural workforce in Nigeria nation with over 250 ethnic groups and languages were investigated by Okeke et al. (2019). After surveying 384 workers from different companies, they discovered that the biggest problems they faced were poor performance, low morale and motivation, discrimination and favoritism, communication problems, and cultural conflicts. Their primary coping mechanisms were adjusting to diverse cultural contexts, asking for clarification and input, appreciating cultural variances, enlisting the assistance of coworkers and superiors, and concentrating on shared objectives.

2.3.2 Ethiopian Empirical Review

The possibility of bias and intergroup conflict is one of the biggest obstacles to managing a multicultural workforce. Ethnic diversity in Ethiopian firms is linked to decreased employee trust, cooperation, and performance, according to a study by Alemu and Adugna (2019). The authors propose that Ethiopia's historical and political background, which has historically utilized ethnic identification as a justification for social marginalization and exclusion, is to blame for this. The authors advise firms to take a proactive approach to diversity management to overcome this difficulty. Some of these strategies include developing a common vision and goals, encouraging communication and interaction between groups, and giving all employee equal opportunities and rewards.

Maintaining a balance between organizational standards and principles and respecting cultural diversity presents another difficulty for managers of a multicultural staff. In a 2018 study, Tadesse and Kumie investigated how Ethiopian managers resolve this conundrum in their regular

communications with their subordinates. The authors discovered that managers employ several leadership philosophies based on the cultural background of their subordinates. For instance, managers who work with followers from individualistic cultures typically use a more democratic and participatory approach, whereas they work with followers from collectivistic cultures more directive and authoritarian. According to the authors, this is the result of managers attempting to match their leadership approach with the cultural norms and preferences of those under them. But there could also be drawbacks, such as ambiguity, disarray, and confusion among staff members. The authors advise managers to use a more transformational approach to leadership to overcome this problem. This entails inspiring and encouraging staff members to put aside cultural differences to work toward a shared vision and objective.

The third problem in managing a multicultural workforce is helping staff members become interculturally competent. The capacity to engage and communicate with people from diverse cultural backgrounds in an efficient manner is known as intercultural competence. Mekonnen and Melesse (2017) conducted a study to find out how interculturally competent Ethiopian workers in global companies were. According to the authors, intercultural competency among Ethiopian employees is modest and depends on several factors, including education, language ability, exposure to other cultures, and organizational support. In addition, the authors noted certain deficiencies and opportunities for development in intercultural competency, including awareness of one's own culture, empathy for the viewpoints of others, and situational adaptation. The authors suggest that firms offer training programs, mentorship schemes, exchange programs, and feedback mechanisms to improve the intercultural competency of their workforce.

In addition, the authors noted specific shortcomings and opportunities for development in intercultural competency, including awareness of one's own culture, empathy for the viewpoints of others, and situational adaptation. The authors suggest that firms offer training programs, mentorship schemes, exchange programs, and feedback mechanisms to improve the intercultural competency of their workforce.

Summary Literature And Knowledge Gab

The survey of the literature delves into the theoretical and empirical understanding of managing a diverse and inclusive workforce in various sectors and circumstances. The assessment covers a range of concepts and aspects related to workforce diversity, including organizational, cultural,

secondary, and primary. It also emphasizes the significance of inclusion, which entails fostering an environment where all workers feel included, engaged, and psychologically safe. The review examines many forms of diversity, including variety, isolation, disparity, integration and learning, access and legitimacy, and discrimination and justice, that impact organizational performance. It also acknowledges the diversity and intersectionality of personal experiences and identities.

The assessment looks at a few procedures and guidelines that can assist businesses in capitalizing on the advantages of diversity, including equal opportunity, cross-cultural training, team building, and mentoring. Additionally, it highlights how organizational culture and leadership support a learning-based approach to diversity management. The assessment lists a few of the possible difficulties and roadblocks, including linguistic obstacles, cultural misunderstandings, preconceptions and stereotypes, resistance to change, and a lack of trust, that could prevent the efficient administration of a multicultural workforce. It also offers some solutions to these problems, including encouraging communication and criticism, appreciating cultural variances, looking for assistance and teamwork, and concentrating on shared objectives.

The chapter examines a few pertinent theories, including social identity theory, upper echelon theory, and strategic decision theory, that help to explain the procedures and results of managing a multicultural workforce. It also suggests certain lines of inquiry for further study and challenges some of the presumptions and constraints of these theories. The review examines how diversity affects organizational outcomes including performance, satisfaction, creativity, and social responsibility by synthesizing and analyzing the empirical data from multiple studies. Additionally, it contrasts and analyzes the results from other industries and environments, including multinational corporations, the oil and gas industry, and health. The review examines research from various nations, including Ghana, Nigeria, South Africa, and Ethiopia, to offer a regional perspective on the difficulties and solutions for managing a multicultural workforce in Africa. Additionally, it draws attention to the historical and political elements that influence the dynamics of diversity in Africa and its consequences for social transformation and organizational growth.

2.4 Conceptual Framework

Numerous theories provide useful frameworks for comprehending the difficulties of cultural diversity within organizations. Based on Cultural Intelligence Theory, the study has investigated how Maersk employees develop and apply cultural awareness, knowledge, and abilities to traverse varied work contexts in Ethiopia. Furthermore, Social Identity Theory can give insight on how employees' cultural identities shape their perceptions of the workplace and relationships with coworkers from various backgrounds. Transformational Leadership Theory can shed light on how leadership techniques at Maersk Ethiopia help to foster an inclusive organizational culture that encourages collaboration among various people. Intercultural Communication Theory is useful for investigating how communication patterns and difficulties affect multicultural team dynamics, whereas Organizational Culture Theory can assist Maersk understand how company culture influences its approach to diversity management. Finally, Cross-Cultural Management Theory provides frameworks for understanding best practices in multicultural workforce recruitment, training, and conflict resolution, as well as practical insights for improving organizational effectiveness in a variety of cultural contexts.

The current study's independent variables comprised constructs of workplace diversity, such as demographic, educational, and cultural diversity. The dependent variable is engagement of the employees at Maersk Ethiopia.

- **Demographic Diversity (Age, Gender, Race/Ethnicity):** Research indicate a beneficial relationship between age diversity and employee engagement (Indriyani et al., 2023). However, the impact of other demographic factors varies depending on company culture (Jurnal Manajemen FEB USK, 2021).
- **Academic Variety/ Education Diversity:** While a diverse set of educational backgrounds can contribute a wide range of talents and methods, major educational differences within teams can create communication obstacles and impede collaboration. Effective diversity management emphasizes information exchange and using the benefits of diverse educational backgrounds to increase employee engagement (Van den Brink & Winnubst, 2021).

- Cultural Diversity: A varied workforce can provide a plethora of ideas and viewpoints, promoting creativity and problem resolution (Liu et al., 2020). However, cultural differences might create communication barriers and misunderstandings. Effective diversity management strategies that enhance intercultural competency are critical for realizing the benefits of cultural diversity and increasing employee engagement (Earley & Mosakowski, 2004).
- Employee engagement is a complex phenomenon that includes emotional, cognitive, and behavioral components (Schaufeli and Bakker, 2004). Engaged personnel are highly driven, have a strong sense of belonging, and are excited about their work. According to research, a diverse and inclusive work environment generates feelings of connection and purpose, which leads to increased employee engagement (Shantz, 2013). Schaufeli and Bakker (2004) define employee engagement as having emotional, cognitive, and behavioral components. This comprehensive approach takes into account employees' sentiments and attitudes towards their work, their judgements of how engaging and fulfilling their duties are, and the activities and behaviors they exhibit at work. Engaged individuals are highly motivated, with a strong sense of belonging and passion about their work, which aligns with the psychological conditions required for engagement, such as intrinsic motivation and connection to the organization. Shantz (2013) found that a diverse and inclusive work environment increases employee engagement. Diverse and inclusive workplaces provide a sense of belonging and acceptance, making employees feel valued for their unique contributions while also encouraging loyalty and a desire to succeed. These environments empower individuals to contribute their entire selves to work, which boosts engagement by minimizing feelings of isolation and strengthening loyalty to the organization. Thus, the paragraph is justifiable because it incorporates well-established theories and research findings that link emotional, cognitive, and behavioral aspects of engagement to the positive effects of diversity and inclusion on employee motivation, sense of belonging, and overall engagement.

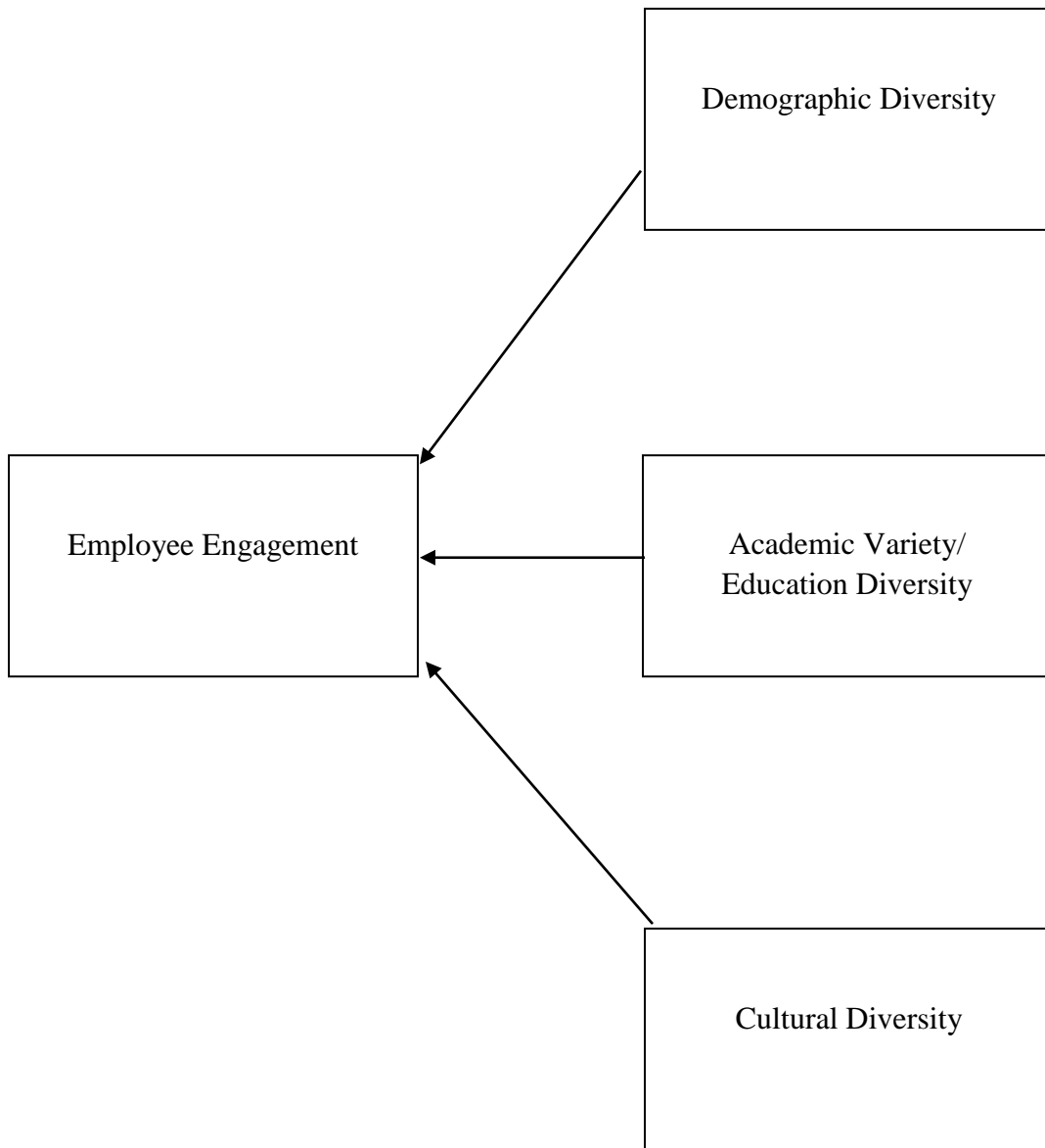


Fig. 1. Conceptual Framework of the Research

Source: Lucy Muthee, (2021)

CHAPTER THREE

Introduction

This chapter outlines the study's research approach, methods, and design. It also discusses the population and sampling techniques, sample size determination, and data collection device.

3.1 Research Methodology

The methodology for exploring the concepts of managing a multicultural workforce is thorough and multifaceted. The study uses a descriptive research design, integrating qualitative methodologies, to get a comprehensive understanding of the practices of managing a multicultural workforce. The mixed-methods technique allows for data triangulation, which increases the validity and dependability of the results. Surveys had been delivered to a varied group of managers and employees within Maersk Ethiopia. The survey includes both closed and open-ended questions to collect data on demographic characteristics, Academic Variety/ Education Diversity, Cultural Diversity and Employee Engagement as well as qualitative information about personal experiences and perceptions using focuses groups as well.

3.2 Research Design

The word "research design," indicate how a study is organized. Data collection and analysis techniques refer to the methods and procedures used to gather and analyze data on the variables indicated in the research question. "To ensure that questions are answered or test theories as clearly as possible, the design process is a logical one. "(Cresswell. 2014). Data and descriptions were used to describe and evaluate its results in a qualitative study that investigated the link between workforce diversity management and employee engagement within Maersk Ethiopia. A descriptive technique is also employed. This research opts for a descriptive research design one.

3.3 Research Approach

A variety of techniques are employed to collect data, which is subsequently processed in compliance with strict requirements for statistical analysis. By examining the relationship between variables, qualitative techniques had been utilized to assess objective hypotheses. These

variables can be measured, frequently with the use of equipment, and the numerical findings can then be subjected to statistical studies (Creswell, 2008).

Qualitative research methodologies were used to investigate employees' diverse viewpoints, experiences, and perceptions. In-depth interviews, focus group discussions, and participant observation were used to document employees' real-life experiences and relationships with one another. This study provides significant insights and practical suggestions for organizations navigating the complexity of a diverse and globalized workplace by qualitative methodologies.

3.4 Sources of Data

A questionnaire was the main tool utilized to collect data for this study, along with primary sources of information. The questionnaire was distributed to the company's main office, which serve as the focal point for distributing and collecting the questionnaires from the chosen respondents at each of their field offices. The researcher has gathered the questionnaires from the respondents and brief the Human Resource Director about its distribution. The researcher has received the completed questionnaire for additional analysis. Likert's scale of assessment, which goes from strongly agree to strongly disagree, has been used to frame the questions (strongly agree 5, agree 4, neutral 3, disagree 2, and strongly disagree 3).

A focus group was also Part of the data collecting method used.

3.5 Sampling Design

3.5.1 Target population

Population consists of the entire group of events, elements and individuals that have a common observable characteristic (Lewis, 2015). The target population is the population that the researcher was interested in to participate in the study as they had the requisite knowledge which was used in responding to the research questions. The study's target group consists of Maersk Ethiopia employees. According to the companys own human resource record, there are more than 100 employees working in different areas of the company. Below are the classification and respective number of workers in each department.

Department	Number of Employees	%
Management Team	6	4.23%
Admin and Assistant	2	1.41%
Office drivers	4	2.82%
Customs and clearance team	8	5.63%
Finance Team	6	4.23%
Documentation team	5	3.52%
IT Team	2	1.41%
security	5	3.52%
Cleaners	5	3.52%
Sales / Commercial team	3	2.11%
Ocean customer service Team	3	2.11%
Operation and execution team	4	2.82%
Procurement and vendor management team	1	0.70%
Warehouse team at different destinations (Different Dry Ports in Ethiopia)	10	7.04%
Truck workshop (Garage) team	6	4.23%
Cross country truck drivers	30	21.13%
In House consultants	2	1.41%
Outsourced Cross country Truck drivers	20	14.08%
Outsourced tally representatives at customers designated Warehouse	10	7.04%
Escort and Convoy team for High/special Value cargo	10	7.04%
Total	142	100%

Table 1 - Source: Human Resource Record of Maersk Ethiopia, 2023

3.6.2 Sample frame

Stratified sampling was the most suitable sampling technique to examine Maersk Ethiopia personnel. By creating subgroups (or strata) within the population according to relevant characteristics like department, years of service, or job role, stratified sampling has been applied. By ensuring that each subgroup is fairly represented in the sample, this technique makes it possible to draw more accurate conclusions about Maersk Ethiopia's whole workforce. Stratified sampling allows the researcher to make sure that different employee demographics and work functions are appropriately represented in the sample when examining Maersk Ethiopian employees. This methodology result in a thorough comprehension of the backgrounds, viewpoints, and traits of workers in various organizational levels.

The use of stratified sampling is especially important when the researcher want to guarantee that different subgroups within the sample are represented proportionately and when the population under study is diverse in terms of relevant traits. This approach had enabled a more thorough and precise examination of Maersk Ethiopia's personnel, offering insightful information about the organization's workforce dynamics and employee experiences. All things considered, stratified sampling is the best approach for researching Maersk Ethiopia personnel since it allows the researcher to fully grasp the variety and subtleties present in the workforce, producing more reliable and insightful results.

3.7.3 Sample size

When determining the sample size for a finite population and wanting to make sure the sample is representative of the total population, Yamane's formula is especially useful. An acceptable sample size for the research project may be determined by considering the size of the population and the desired margin of error.

When working with a known limited population, Yamane's formula offers the researcher an easy way to figure out how big of a sample size that is needed to get the required level of precision in the study or survey.

Thus,

$$n=N/(1+N (e) ^2)$$

Where:

(n) = corrected sample size

(N) = population size

(e) = margin of error (0.05)

$$n = 142 / (1 + 142 \cdot [(0.05)]^2)$$

$$n = 142 / 1.355$$

$$n = 104.79 \approx 105$$

The sample of 105 respondents has been selected from the target population of 142 employees using Yamane's formula. Assigning the right quantity of sample to each stratum is crucial once the sample size has been determined.

3.8 Instrumentation and Data Collection

Primary data for this study has been gathered through structured questionnaires as well as a focus group. The researcher has asked closed-ended questions in line with the objectives of the study. The questionnaire was divided into sections for the four independent research variables and the demographic information. All closed-ended questions had a five-point Likert scale, with points ranging from 1 to 5. The researcher had employed drop and select later to increase the response rate by giving respondents adequate time to finish the instrument. The respondents had five working days to respond to the questions before the data is analyzed.

3.9 Measurement Instruments

To obtain the information, the researcher employed data gathering tools such as distributing surveys. The questionnaire was closed-ended. To collect information about the relationships between workforce diversity management and employee engagement in Maersk Ethiopia, respondents were asked questions and filled out questionnaires, which were collected from each respondent according to the time frame specified for data collection. The questions were sent and collected individually by the researcher via Outlook email (with the help of a Google application) for employees that are allocated on site a link was shared of the questionnaire via

telegram and whats app for easy access. The questions in the instruments were in the form of affirmative statements about the relationships between workforce diversity management and employee engagement at Maersk Ethiopia, to measure the respondent's perspectives.

The questionnaires were designed to include closed-ended questions, and responses to the questions were measured on a five-point Likert rating scale where: Strongly Agree (SA) = 5, Agree (A) = 4, Neutral (N) = 3, Disagree (D) = 2, and Strongly Disagree (SD) = 1; the use of the Likert scale is to make it easier for respondents to answer questions in a simple manner. Furthermore, this study tool enabled the effective use of statistics for data interpretation.

The questionnaire was separated into two pieces. Section I collected basic demographic information from respondents, including gender, age, Role/Position, and years of experience. Section II gathered information on the nature of the linkages between workforce diversity management and employee engagement at Maersk.

3.10 Validity and Reliability of Instruments

3.10.1 Validity

The technique, constraints, and materials to be used in the larger-scale study was established in the pilot project. Mertler (2018) asserts that a pilot test is essential for spotting research design issues and implementing the required changes to guarantee that the data collected is reliable and correct.

During the pilot project, 10 staff members from Maersk Ethiopia's Office where tested the questionnaire. According to Flick (2014), an acceptable pilot group should consist of 1-10% of the total sample size, hence the research employs 10% of the total sample size. The goal of the pilot test is to make the required changes to the questionnaire so that participants in the main study would have no trouble answering the questions. The final research had not contained the findings of the pilot study, including Participants in the pilot test.

The phrase "instrument validity" describes the degree to which a measuring device measures what it is intended to (Yin, 2013). The validity of the instrument used in this study had been evaluated through content validity testing. The effectiveness of indicators or the core of a certain

concept in representing the data collected with a specific instrument had been evaluated (Lewis, 2015). To ensure that the questions tested or measured what would be intended, an expert university supervisor and additional advisors had been consulted.

3.10.2 Reliability

The extent to which a measurement can be repeated and produce the same findings is known as dependability. The Cronbach's alpha coefficient, a frequently used metric of internal consistency, was calculated in this study. Cronbach's alpha, a reliability statistic that measures the relationship between item answers produced from the scale, can be used to evaluate scale correlations. This variable's value ranges between 0 and 1. Shelby (2011).

Cronbach's alpha has no predetermined range, although the closer it is to 1, the better. Previous research has employed Cronbach's alpha values ranging from 0.4 to 0.9. (George and Mallery, 2003; Nunnally, 1978; Nunnally & Bernstein, 1994; Gregory, 1999; Houser and Bokovoy, 2008; Kline, 2000; Makhitha & Dlodlo, 2014). It is exceedingly doubtful that the findings of Malhotra and Birks (2007) and Malhotra & Birks (2007) have a sufficient level of internal consistency. The researcher utilized the Cronbach's alpha test to examine the reliability and consistency of the research.

3.11 Methods of Data Analysis

Descriptive data received from the survey questionnaire in this study. The survey questionnaire data was evaluated using descriptive method, specifically the respondents' profile, to describe their attributes using percentile and frequency calculations. The remaining data had been evaluated by evaluating the central tendency and dispersion (i.e., mean, and standard deviation) to assess respondents' perceptions.

3.12 Ethical Consideration

The study's goal was conveyed to people who inquire, and their agreement had been secured. The information gathered had not been utilized for any reason other than this study. Nonetheless, the firm and the graduating school will have access to the research results. Prior to the distributing the questionnaire candidates and responses were made aware of the meeting's

purpose, which is to safeguard both the groups and their own interests. The researcher wants data gathering tactics and analysis tools to be as reliable as feasible. This is just one viewpoint on the subject; there are many others. Reliability, which is frequently employed in questionnaire design, is an indicator of internal consistency. The degree of consistency or cohesiveness among the components that make up each scale is examined via reliability analysis.

CHAPTER FOUR; Response Analysis

4.1 Introduction

The target population for this study includes employees of Maersk Ethiopia, both local and expats from various departments, as well as staff from branch offices. Demographic variables such as age, gender, organizational function, and years of experience at Maersk Ethiopia are among the key variables investigated in this study. In addition, the study investigated academic/educational diversity, cultural differences, and outcome variables such as employee engagement. This analysis provides a detailed understanding of the effects of multiculturalism on Maersk Ethiopia's workforce, supporting informed decision-making and strategic planning.

4.2 Results and Discussion Form the Focus Group

When selecting participants for a focus group, the researcher chose a total of ten representatives and divided them into two groups. The participants were chosen based on their educational background and job experience in the business environment, where people from all cultures come together to work together. The members of the organization who are best able to give the most accurate information were chosen for the aim of the research.

The first group includes leaders and line managers, while the second group consists of regular personnel from various departments. This was done on purpose, as it is well known that regular employees do not speak openly in the presence of managers and leaders.

4.2.1 Data Analysis on Information Gathered from The Focus Group – From a Management Perspective

As a line manager at Maersk Ethiopia, the representative had numerous communication challenges owing to cultural differences. For example, some employees prefer indirect communication styles, which leads to confusion when direct communication is essential for clarity and efficiency. These communication issues slow down decision-making and cause frustration among team members. It occasionally causes disagreements or redundant efforts since team members do not fully comprehend each other's expectations or feedback. One of the participants described a rare instance in which a local employee felt mistreated by an expatriate colleague who unintentionally violated local cultural standards during a meeting. To resolve this,

the organization conducted a mediation session during which both parties could voice their viewpoints, followed by a cultural awareness workshop for the entire workforce. This improved mutual understanding and avoided future misunderstandings.

Maersk Ethiopia has made efforts in raising cultural awareness, but there is still room for growth. Some employees, particularly those new to the country, may not fully grasp cultural nuances. Maersk Ethiopia can improve cultural sensitivity by holding more frequent and comprehensive training sessions that focus on the cultural norms and values of all employee backgrounds. Furthermore, establishing a mentorship program in which local employees advise expats could promote greater understanding.

When it comes to Academic Diversity, different educational backgrounds can have a significant impact on team collaboration and project performance. While it provides a broad range of ideas and problem-solving approaches, it may also cause variations in work procedures and expectations. The management also agrees that personnel with diverse academic backgrounds contribute distinct perspectives that stimulate creativity and innovation. However, it might be difficult when there is a gap in core knowledge or technical abilities, which may necessitate further training or changes in project planning. Line managers agree that ability levels vary due to different academic backgrounds. Employees educated in different educational systems, for example, may possess variable levels of skill with specific technologies or approaches.

Maersk Ethiopia addresses these discrepancies by providing specific training program to fill knowledge gaps. The organization also encourage team cooperation so that staff may learn from one another while using their different skills and knowledge bases, but this was only adopted in the last year, so the personalized program has not yet demonstrated its usefulness.

Leaders at Maersk Ethiopia regularly encourage staff to offer their distinct academic insights during brainstorming meetings and project planning. This diversity of opinion frequently yields novel answers and a more thorough approach to issue solving. One prominent example occurred

when an employee team with backgrounds in logistics, engineering, and business management collaborated to optimize supply chain procedures. Their combined experience resulted in a more streamlined procedure that cut costs and increased efficiency.

Maersk Ethiopia organizes variety of engagement initiatives, including cultural festivals, diversity workshops, and inclusive team-building exercises. For example, Yammer is widely used within the organization. Yammer is a platform that allows employees to discuss their cultural and academic experiences. Yammer is a commercial communication application that allows employees to communicate and collaborate in real-time. Users can exchange information, ideas, and files, as well as interact with their colleagues within the organization.

The organization also provides regular opportunity for feedback through a yearly survey and one-on-one meetings with direct reports on a quarterly basis.

Management frequently acts on proposals, but execution can be delayed. Continuous improvement in responsiveness would increase trust and engagement.

4.2.2 Data Analysis on Information Gathered from The Focus Group – From an Employee Perspective

As a Maersk Ethiopia employee, several regular employees experience communication challenges due to language obstacles and diverse communication styles. These communication issues can cause dissatisfaction and delays in project timelines. These issues have an impact on team dynamics by leading expectations to be misaligned and, in certain cases, producing a sense of separation among members.

A participant described an event in which a colleague's comments was misinterpreted as personal criticism due to cultural differences in delivering and receiving feedback.

While there is some level of cultural sensitivity and awareness, the researcher noticed it differs by individual. Some colleagues and managers are acutely aware and sensitive, whereas others could benefit from additional training and experience.

The organization capitalizes on distinct academic perspectives by encouraging diverse teams to work on complicated projects. This method leverages the capabilities of diverse educational backgrounds to promote innovation.

4.3 Data Analysis from Surveys collected.

Data analysis is the study's foundation, with a focus on summarizing and interpreting collected data to identify patterns, correlations, and trends. This study investigated how multiculturalism influences team interactions and employee engagement at Maersk Ethiopia. The key data gathering methods were standardized questionnaires, which allowed for a complete examination of the organization's management, as well as a focus group of employees who were chosen to gain insight into diverse views and understand the impact group dynamics play in making decisions. Furthermore, a verbal discussion is generally more fruitful than a written survey since it allows people to converse and interact without the mediation of pen and paper, resulting in deeper, more accurate statements.

4.3.1 Population and Sample

The population and sample encompass all events, elements, and individuals with common observable attributes (Lewis, 2015). The target population includes those with the necessary information to answer the research questions, specifically employees of Maersk Ethiopia, both local and expatriate, from various departments, and staff from Joint Venture Freighters International PLC, Maersk Ethiopia's sole agent in Addis Ababa.

4.4.2 Data Collection

Data was collected over a month, from April to May 2024, using surveys and personal observations. The survey assessed Maersk Ethiopia's management of a multicultural workforce, focusing on cultural concerns, challenges encountered, effective management variables, and other insights. The questionnaire consisted of two sections:

- Part One: General information (demographic data).
- Part Two: Problems and Practices for managing a multicultural workforce at Maersk Ethiopia.

4.5.3 Variables

❖ Demographic Variables:

- Age range of employees
- Gender

- Role within the organization
- Years of experience at Maersk Ethiopia
- ❖ Academic/ Education diversity
- ❖ Cultural difference

Outcome Variables:

- Employee satisfaction/ engagement

4.6.4 Focus of the Study

The study concentrates on Maersk Ethiopia's operations, particularly at the Ethiopia office and adjacent logistics hubs, including offices at all dry ports in Ethiopia. The analysis was limited to staff who had been with Maersk Ethiopia for at least six months to ensure sufficient experience in a multicultural work environment. Additionally, only employees willing to participate in the surveys were evaluated.

This data analysis had provided a comprehensive understanding of the effects of multiculturalism on Maersk Ethiopia's workforce, supporting informed decision-making and strategic planning. The analysis was confined to staff who had been with Maersk Ethiopia for at least 6 months to ensure they had sufficient experience in a multicultural work environment.

4.7 The Rate of Response

There were 100 questionnaires issued, and all 59 of them were returned to the researcher in their whole.

4.8 Descriptive Statistics

Zaidaton and Bagheri (2009) developed a classification approach for evaluating responses from a 5-point Likert scale survey. The classification system is based on the average score of survey questions. The mean score of 3.39 or lower is regarded low, 3.40 to 3.79 is considered moderate, and 3.80 or higher is deemed high.

This classification system is useful for understanding survey respondents' attitudes and opinions

on a specific issue using the Likert scale. For example, if the survey is intended to assess employee satisfaction, the mean score can be used to categorize the level of satisfaction among employees.

4.8.1 Demographic Diversity

After a carefully selecting target population the researcher has gone through all the survey collected and found the below results.

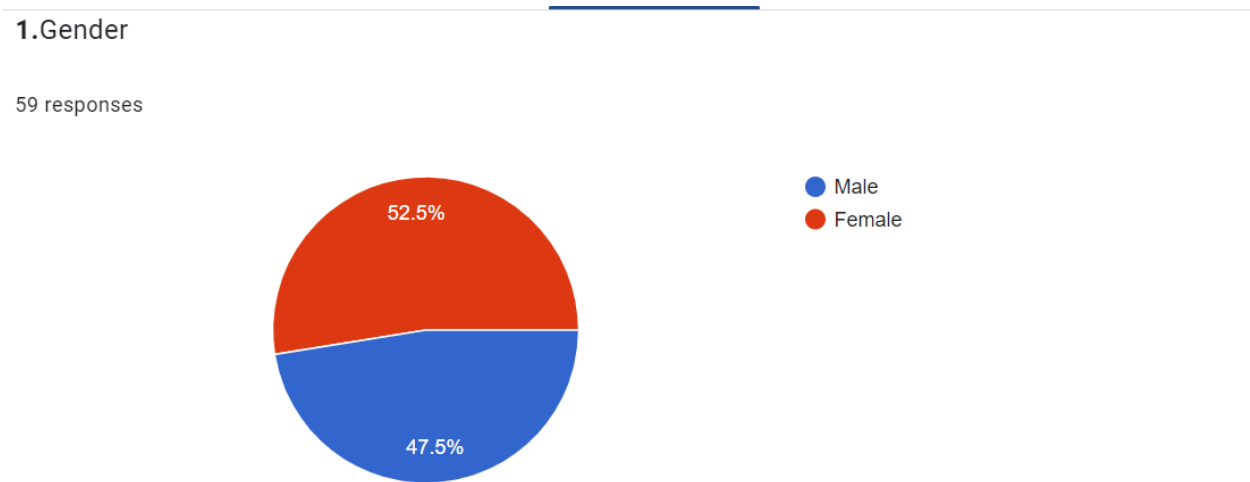


Fig 2. Gender distribution in Maersk Ethiopia
Source: survey result, 2024

The gender distribution of 59 respondents is represented by a pie chart from the questionnaire for the study paper "Multicultural Workforce Management at Maersk Ethiopia". It demonstrates a roughly balanced representation, with 52.5% identifying as female and 47.5% as male. This suggests a modest female majority among the participants, indicating that the study's sample population is diversified and gender inclusive.

2. Age

59 responses

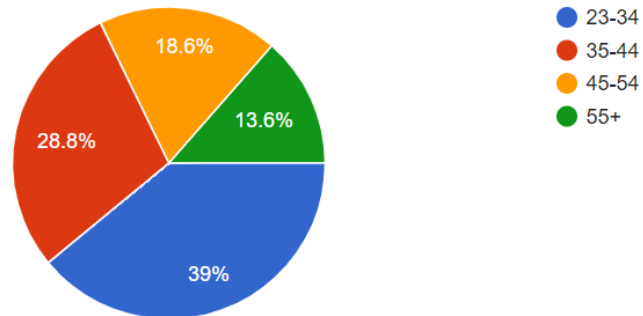


Fig 3. Age distribution in Maersk Ethiopia

Source: survey result, 2024

The pie chart above depicts the age distribution of 59 respondents. The largest age group is 23-34, comprising 39% of the respondents, followed by 35-44 at 28.8%, 45-54 at 18.6%, and those aged 55 and above at 13.6%. This distribution indicates a diverse age range among the participants, with a significant representation of younger employees.

Years of Experience at Maersk Ethiopia

59 responses

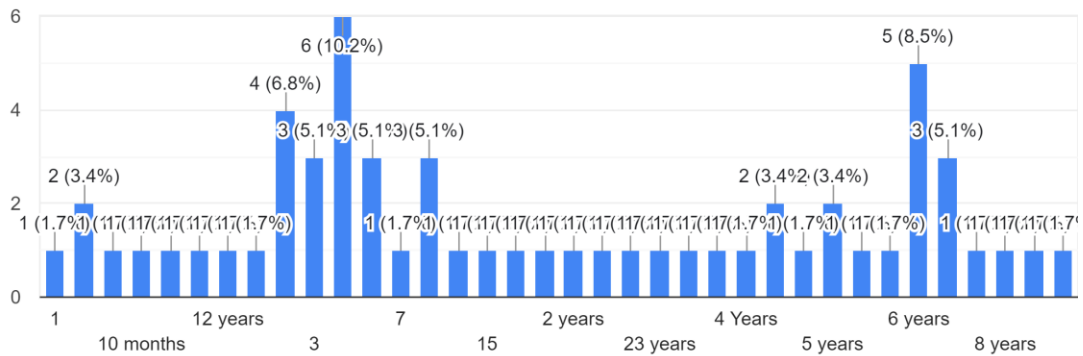


Fig 4. Years of Experience in Maersk Ethiopia

Source: survey result, 2024

The bar chart from the questionnaire for the study paper "Multicultural Workforce Management at Maersk Ethiopia" depicts the 59 respondents' years of experience at the organization. The distribution indicates that the most prevalent lengths of employment are 3 years (10.2%), 6 years (8.5%), and 7 years (6.8%). Additionally, smaller groups of employees have varying terms of service, ranging from 10 months to 23 years. This data shows that Maersk Ethiopia's personnel has a varied variety of experience levels.

59 responses

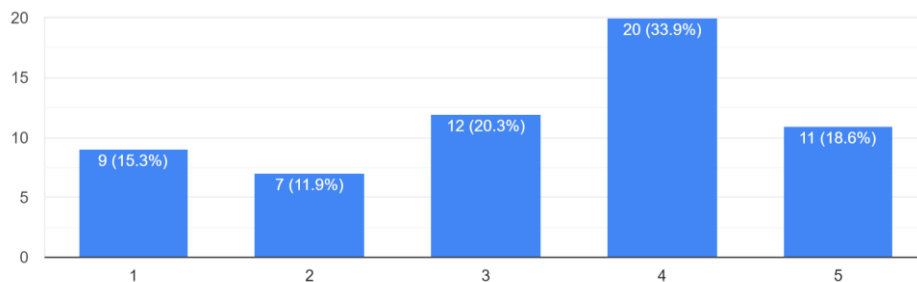


Fig 5. Professional Progression in Maersk Ethiopia

Source: survey result, 2024

The bar chart above measures 59 respondents' perceptions of equitable opportunities for professional progression. The ratings go from one (ineffective) to five (very effective). The replies were divided as follows: 15.3% rated 1, 11.9% rated 2, 20.3% rated 3, 33.9% rated 4, and 18.6% rated 5. This implies that a considerable majority of respondents believe the opportunities for professional progress are effective, with the biggest concentration of replies at ratings 4 and 5.

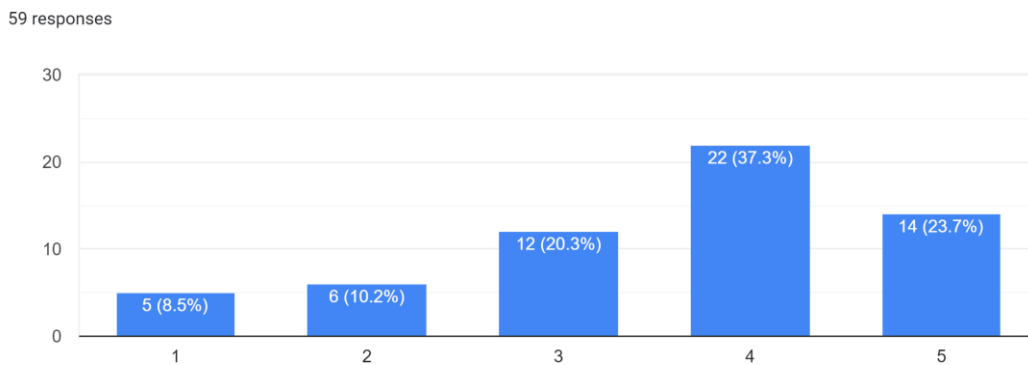


Fig 6. Equal Possibilities for Professional Development in Maersk Ethiopia

Source: survey result, 2024

The bar chart above assesses perceptions of equal possibilities for professional development and promotion. Among 59 responders, the ratings are as follows: 8.5% rated 1 (ineffective), 10.2% rated 2, 20.3% rated 3, 37.3% rated 4, and 23.7% rated 5 (very effective). This implies that most respondents believe Maersk Ethiopia is effective to extremely effective in ensuring equitable chances, with the highest proportion of replies at grades 4 and 5.

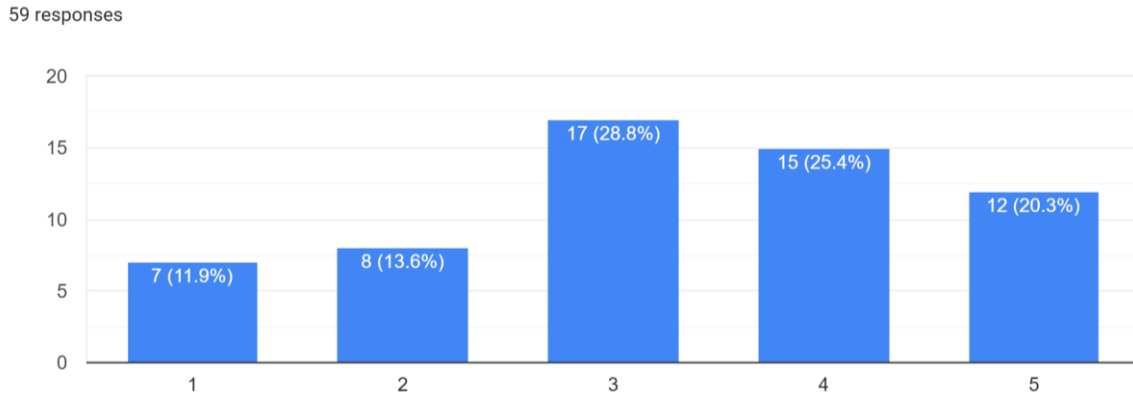


Fig 7. Efficacy of Actions That Promote Intergenerational Participation and Knowledge Exchange in Maersk Ethiopia

Source: survey result, 2024

The bar chart above investigates the efficacy of actions that promote intergenerational participation and knowledge exchange. Out of 59 responders, the ratings are as follows: 11.9% rated 1 (ineffective), 13.6% rated 2, 28.8% rated 3, 25.4% rated 4, and 20.3% rated 5 (very effective). This distribution demonstrates a diverse perception, with the majority evaluating these activities as moderately to extremely effective, as evidenced by the higher scores of 3, 4, and 5.

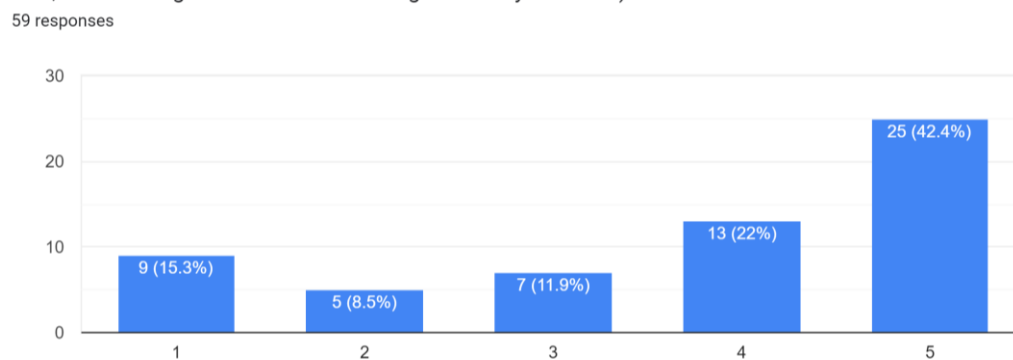


Fig 8. Efficacy of Actions That Promote gender identity in Maersk Ethiopia

Source: survey result, 2024

The bar chart above investigates the efficacy of actions that promote gender identity. Out of 59 responders, the ratings are as follows: 15.3% rated 1 (ineffective), 8.5% rated 2, 11.9% rated 3, 22% rated 4, and 42.4% rated 5 (very effective).

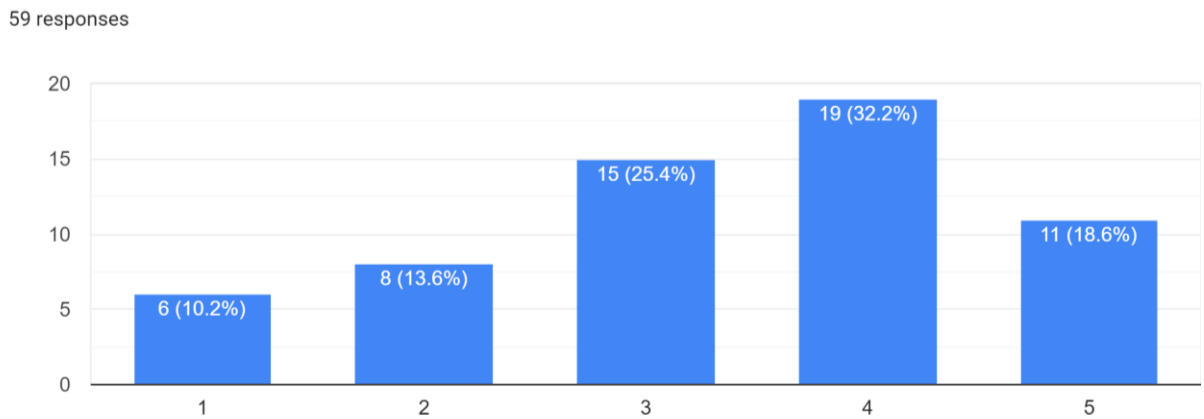


Fig 9. Efficacy of Actions That Promote Recruiting Managers Resource for Diversity training in Maersk Ethiopia

Source: survey result, 2024

The bar chart above investigates the efficacy of actions that promote recruiting managers resource for diversity training. Out of 59 responders, the ratings are as follows: 10.2% rated 1 (ineffective), 13.6% rated 2, 25.4% rated 3, 32.4% rated 4, and 18.6% rated 5 (very effective).

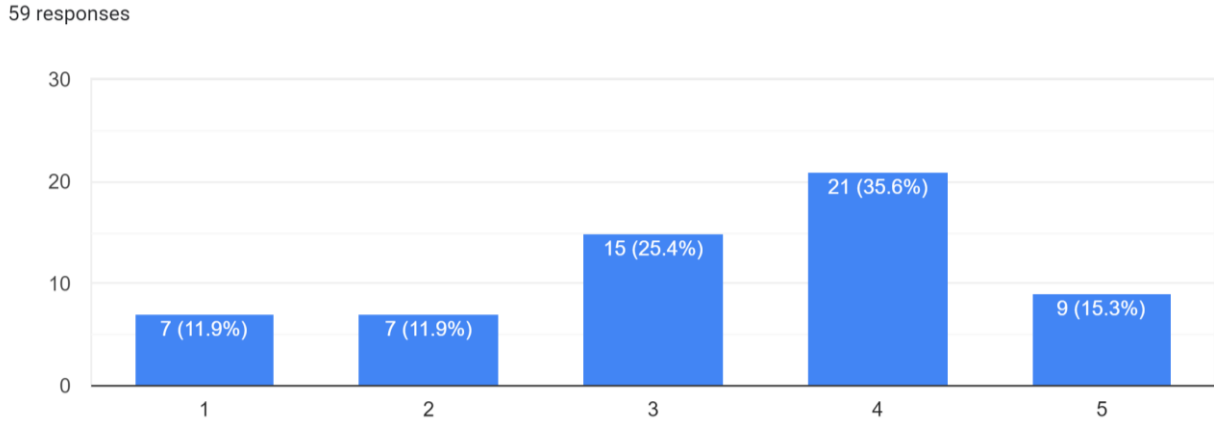


Fig 10. Efficacy of Metrics Related to Gender Diversity in Maersk Ethiopia

Source: survey result, 2024

The bar chart above investigates the efficacy of metrics related to gender diversity. Out of 59 responders, the ratings are as follows: 11.9% rated 1 (ineffective), 11.9% rated 2, 25.4% rated 3, 35.6% rated 4, and 15.3% rated 5 (very effective).

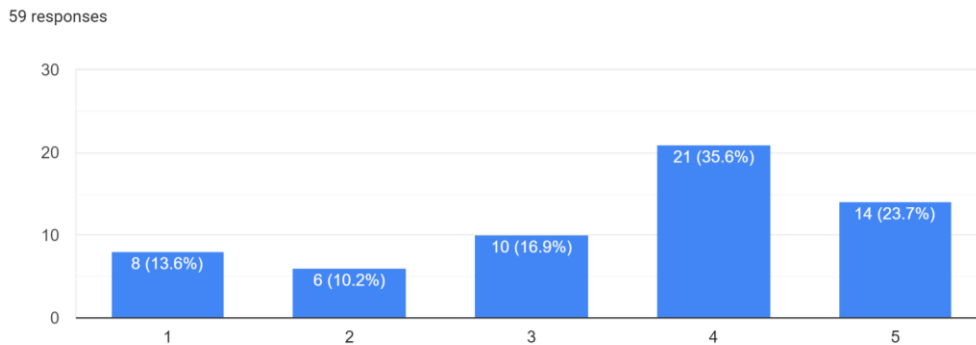


Fig 11. Integration And Cultural Adjustment Among Workers in Maersk Ethiopia

Source: survey result, 2024

The bar chart above investigates the integration and cultural adjustment among workers. Out of 59 responders, the ratings are as follows: 13.6% rated 1 (ineffective), 10.2% rated 2, 16.9% rated 3, 35.6% rated 4, and 23.7% rated 5 (very effective).

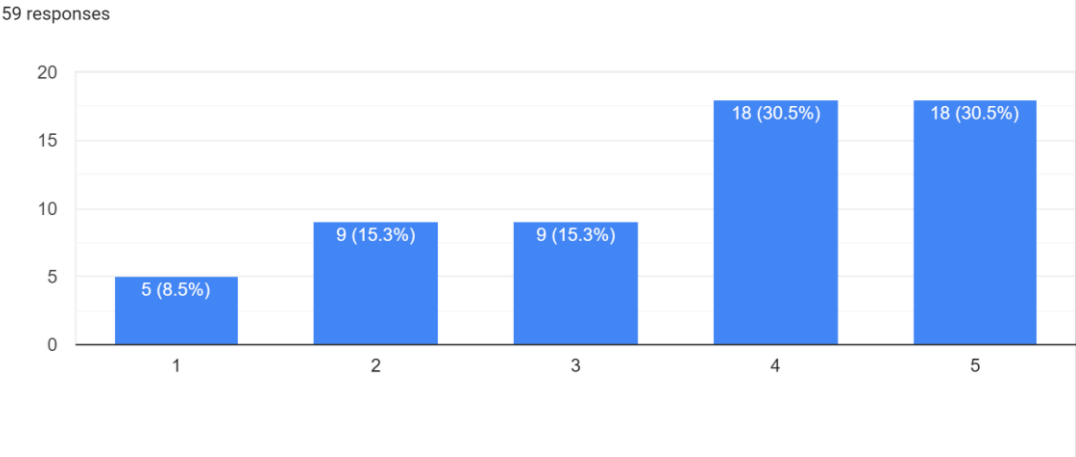


Fig 12. Employees On How They Work Together Across Different Structures

Source: survey result, 2024

The bar chart above investigates the infrastructure of employees on how they work together across different structures. Out of 59 responders, the ratings are as follows: 8.5% rated 1 (ineffective), 15.3% rated 2, 15.3% rated 3, 30.5% rated 4, and 30.5% rated 5 (very effective).

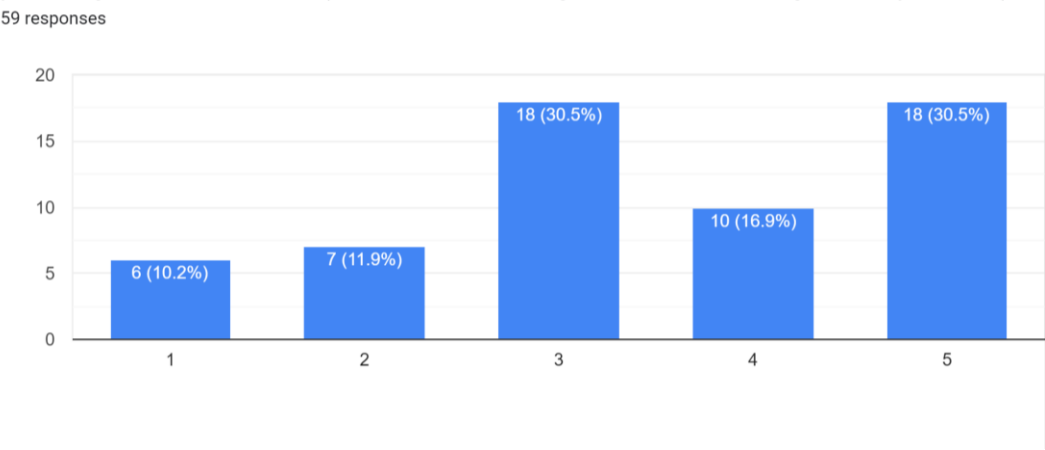


Fig 13. Maersk Ethiopia's performance addressing ethnic prejudice and establishing an inclusive culture reflect. Source: survey result, 2024

The poll results on Maersk Ethiopia's performance in addressing ethnic prejudice and establishing an inclusive culture reflect a wide range of perspectives. On a scale of 1 to 5, with 1 representing ineffectiveness and 5 representing extraordinary effectiveness, 59 individuals submitted input. The data show that 10.2% of respondents rated the performance as one, indicating ineffectiveness. Another 11.9% assigned a rating of 2. A sizable proportion (30.5%) ranked the performance as a 3, indicating a view of moderate efficacy. Furthermore, 16.9% of respondents ranked it as a 4, while 30.5% rated it as a 5, indicating exceptional effectiveness.

This distribution shows that, while 47.4% of respondents rate Maersk Ethiopia's efforts as above average to extremely effective (ratings of 4 or 5), 22.1% rate the company's performance as ineffective (ratings of 1 or 2). Most respondents assessed the company's performance as moderate (3), indicating a mixed perception overall. This response indicates that, while many employees recognize the company's positive moves towards inclusivity, there is still significant opportunity for improvement in addressing the concerns of those who evaluated the performance lower.

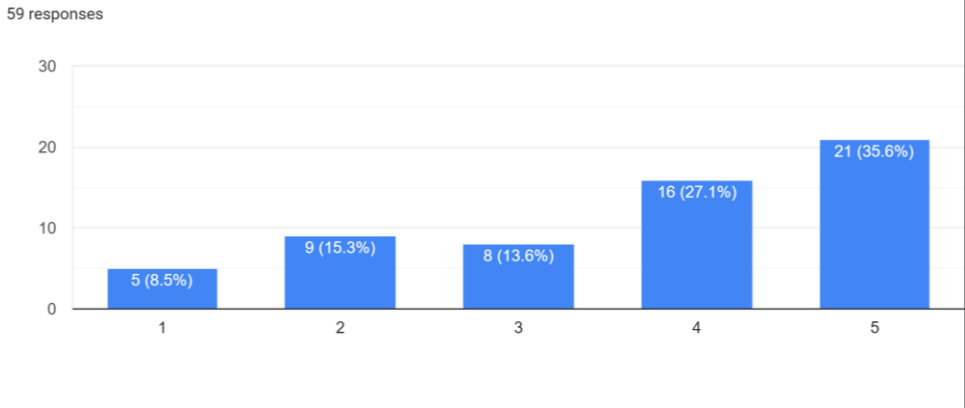


Fig 14. Maersk Ethiopia's policies and processes for dealing with and combating ethnic bias and discrimination.

Source: survey result, 2024

The bar chart assesses respondents' perceptions of Maersk Ethiopia's policies and processes for dealing with and combating ethnic bias and discrimination. On a scale of 1 to 5, with 1 representing ineffectiveness and 5 representing extraordinary effectiveness, the input from 59 participants is distributed as follows: 8.5% ranked the policies as 1 (ineffective), 15.3% as 2, 13.6% as 3, 27.1% as 4, and the majority, 35.6%, as 5 (very effective).

This data reveals a generally good opinion of the company's efforts, with 62.7% ranking the policies as 4 or 5, showing a strong belief in the success of Maersk Ethiopia's actions to combat ethnic bias and discrimination. However, a significant proportion, 23.8%, scored the policies as 1 or 2, indicating some discontent and perceived ineffectiveness. The 13.6% of respondents who ranked the policies as 3 have a neutral or moderate viewpoint. Overall, while the majority approve of the company's practices, there is still opportunity for change to meet the concerns of those who are dissatisfied.

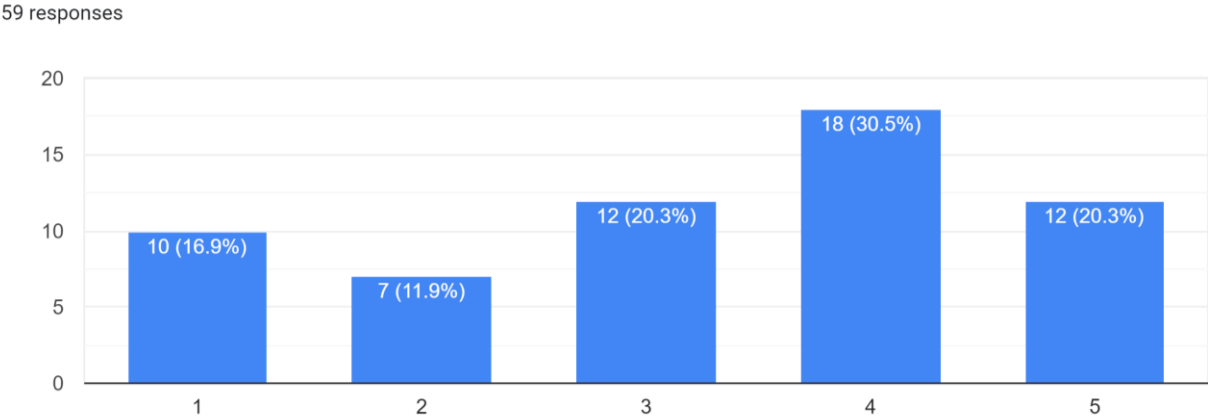


Fig 15. Evaluating Maersk Ethiopia's processes for dealing with how racial background are represented within the company.

Source: survey result, 2024

Most respondents assessed the steps taken as effective, with the greatest proportion (30.5%) giving a grade of 4. Ratings of 4 and 5 account for 50.8% of responses, indicating that half of the respondents are happy about the actions. Meanwhile, 28.8% assessed the effectiveness as low (1 or 2), while 20.3% gave a neutral grade of 3.

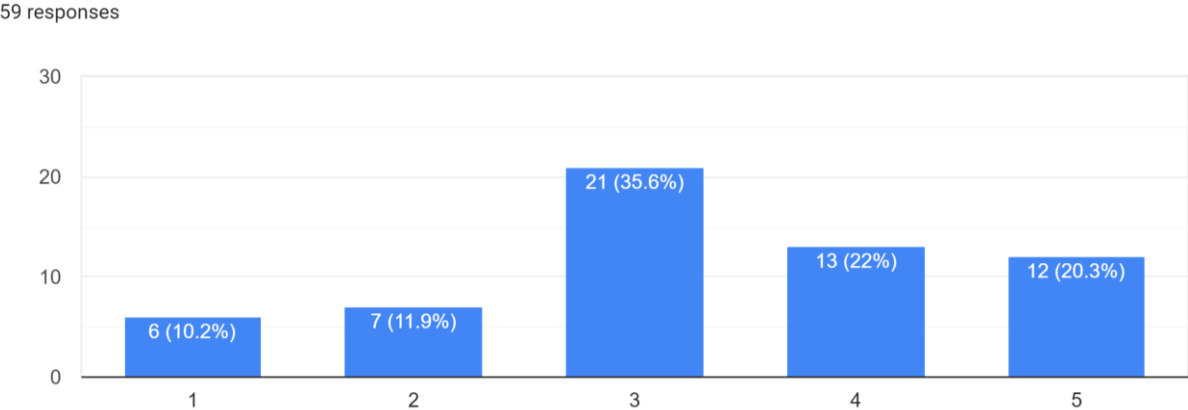


Fig 16. The Workforce's perceptions of the accessibility of demographic information regarding the racial composition of Maersk Ethiopia.

Source: survey result, 2024

The poll results show how the workforce perceives the accessibility of demographic information on Maersk Ethiopia's racial mix. With 59 responses, the ratings ranged from 1 (ineffective) to 5 (very effective). The majority of respondents, 35.6%, gave the accessibility a rating of 3, indicating a moderate level of efficacy. Furthermore, 22% thought the accessibility was fairly good (ranked 4), with 20.3% rating it highly effective (rated 5). However, some respondents assessed accessibility negatively, with 11.9% rating it fairly ineffective (rated 2) and 10.2% rating it extremely ineffective (ranked 1). This distribution indicates that, while opinions differ, many employees consider the accessibility of racial demographic information to be at least moderately beneficial, with a tilt towards positive efficacy overall.

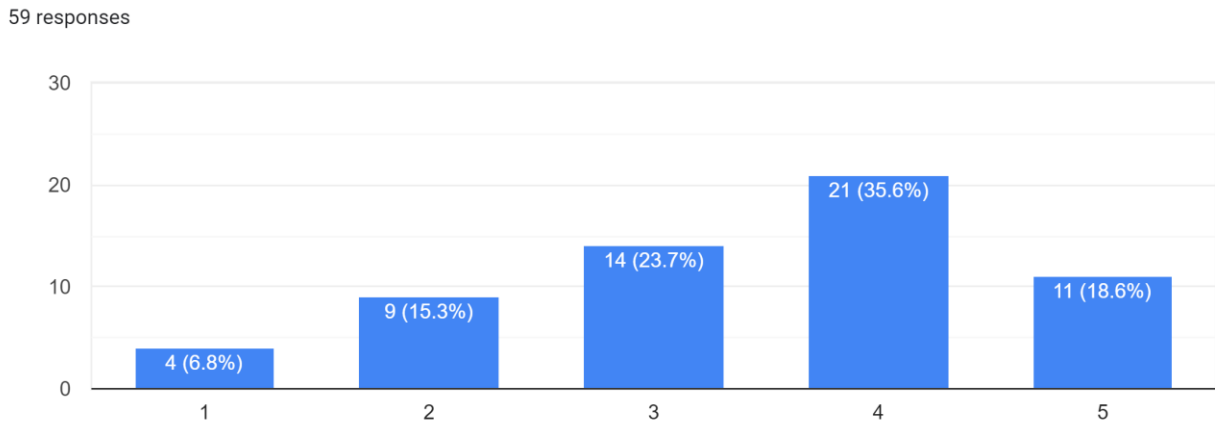


Fig 17. Maersk Ethiopia's performance in eliminating structural barriers and promoting fair hiring, advancement, and retention policies.

Source: survey result, 2024

The bar graph depicts survey results that evaluate Maersk Ethiopia's success in removing structural barriers and encouraging equitable recruiting, progression, and retention policies. Out of 59 participants, scores ranged from 1 to 5, with 1 indicating "ineffective" and 5 indicating "extremely effective." The majority of respondents, 35.6%, scored the company's performance as a 4, indicating high support for its efforts. Furthermore, 18.6% provided the maximum grade of 5, indicating that a considerable fraction of participants is highly happy about the company's objectives. On the neutral side, 23.7% gave the performance a 3. Some respondents, however, were less satisfied, with 15.3% awarding it a 2 and a smaller minority of 6.8% rating it a 1. Overall, the study demonstrates a generally positive assessment of Maersk Ethiopia's attempts to promote fair work standards, however there are differing perspectives on the effectiveness of these measures.

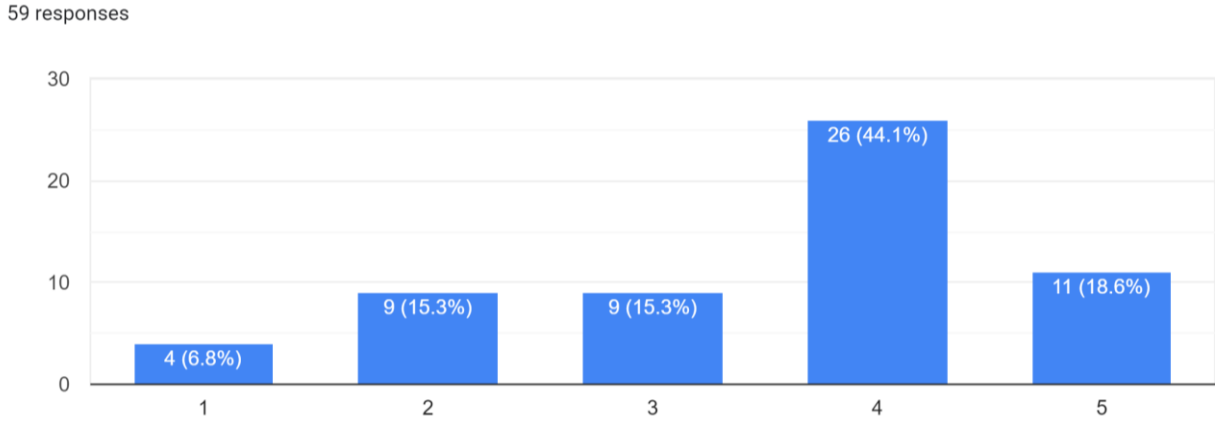


Fig 18. Maersk Ethiopia's initiatives to recognize and celebrate the contributions and cultural heritage of its workforce.

Source: survey result, 2024

The bar graph depicts survey results evaluating Maersk Ethiopia's efforts to recognize and honor its employees' achievements and cultural heritage. From 59 respondents, 44.1% scored these efforts as a 4, showing substantial support for the company's program in this area. A further 18.6% provided the highest grade of 5, indicating that nearly one-fifth of the participants believe these initiatives are extremely beneficial. Meanwhile, 15.3% ranked the efforts as 2 and 3, indicating a mixed or moderate opinion. The smallest group, 6.8%, ranked the efficacy as one, signifying displeasure. Overall, the replies indicate a good perception, with the majority of employees recognizing Maersk Ethiopia's successful initiatives to promote cultural heritage and individual contributions.

The survey results at Maersk Ethiopia show a favorable organizational attitude towards diversity and inclusion, indicating a culture that values and embraces demographic variety in all dimensions.

4.3.2 Academic Variety/ Education Diversity

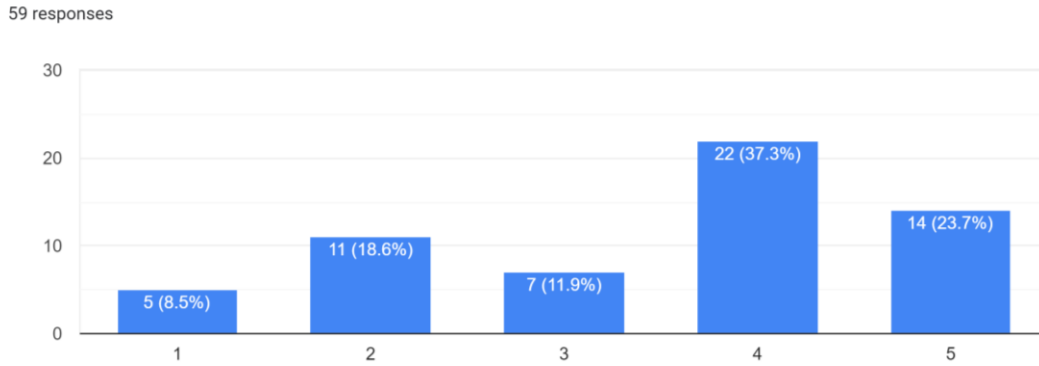


Fig 19. Maersk Ethiopia's job matching

Source: survey result, 2024

The majority of respondents assessed the job matching attempts as effective, with the highest proportion (37.3%) giving a rating of four. Ratings of 4 and 5 account for 61% of all responses, indicating that the majority of respondents are satisfied with the matching process. Meanwhile, 27.1% assessed the effectiveness as low (1 or 2), with 11.9% giving a neutral grade of 3.

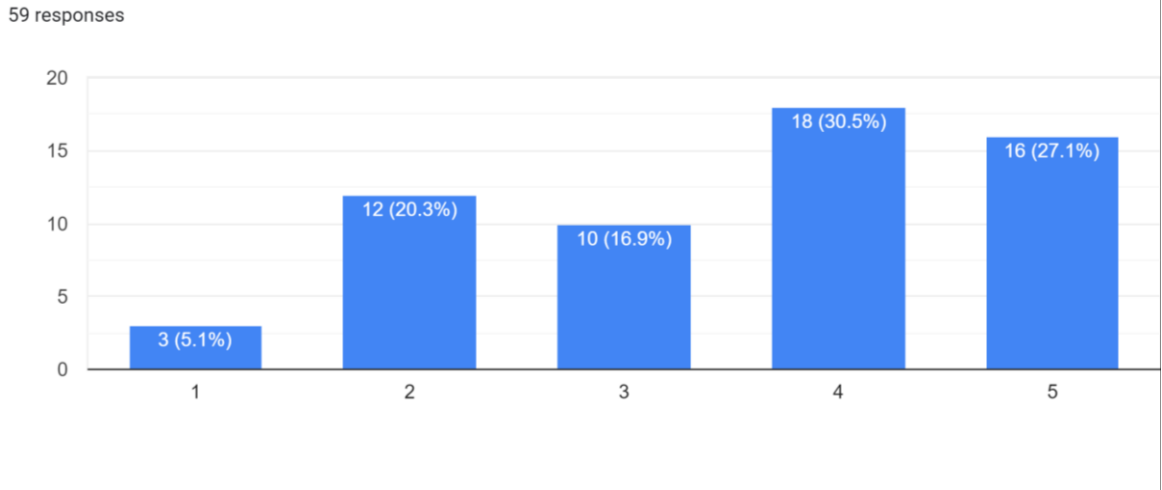


Fig 20. Maersk Ethiopia's on the job trading to improve skill and competence.

Source: survey result, 2024

The majority of respondents assessed the on-the-job trading to improve skill and competence with the highest proportion (30.5%) giving a rating of four. 27.1% accounting for, 20.3% accounting for 3, 20.3% accounting for two and 5.1% accounting for one.

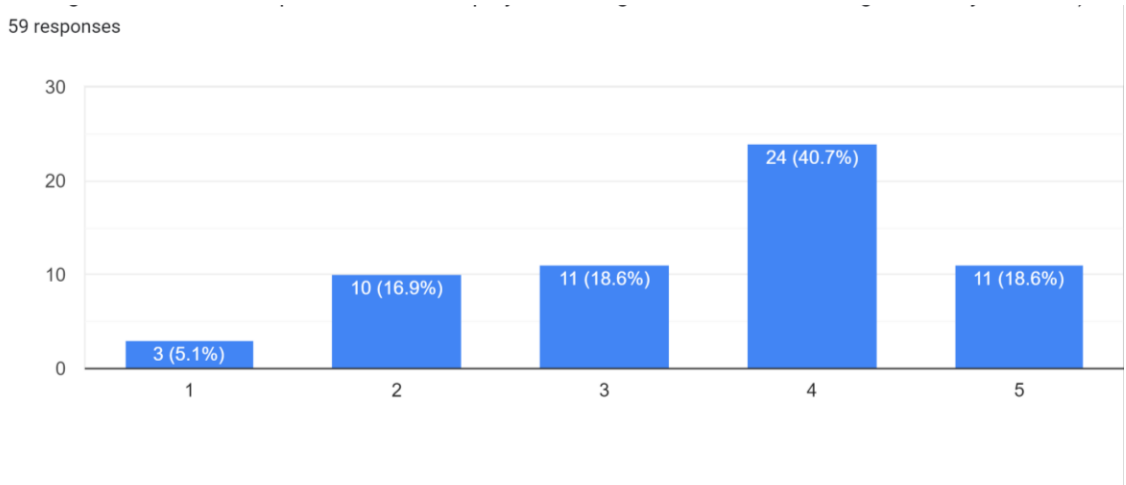


Fig 21. Maersk Ethiopia's internal structure when it comes to managerial duties.

Source: survey result, 2024

The majority of respondents assessed the internal structure when it comes to managerial duties highest proportion (40.7%) giving a rating of four. 18.6% accounting for 3 and 5, 16.9 % accounting for 2, and 5.1 accounting for one.

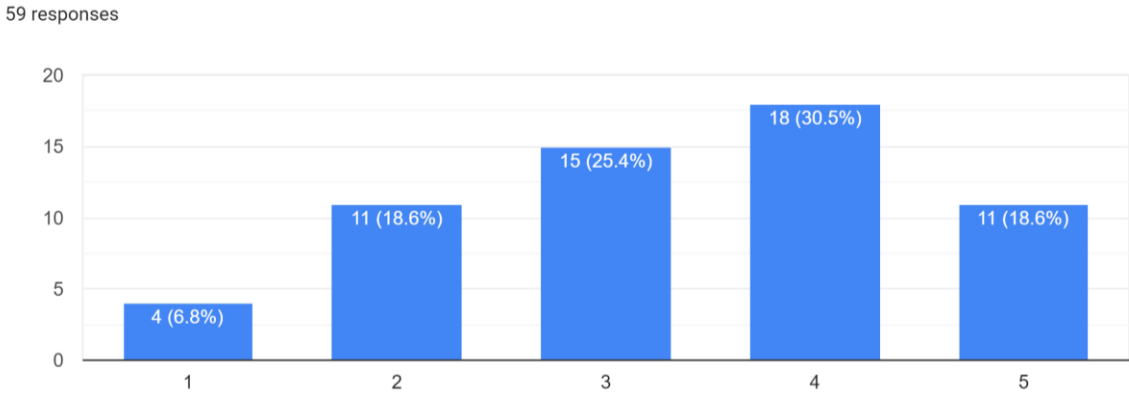


Fig 22. Maersk Ethiopia's opportunity of staff to develop their careers.

Source: Survey Results, 2024

The majority of respondents assessed the opportunity of staff to develop their careers with the highest proportion (30.5%) giving a rating of four. 25.4 % accounting for three, 18.6% accounting for 2 and 5, 6.8% accounting for one.

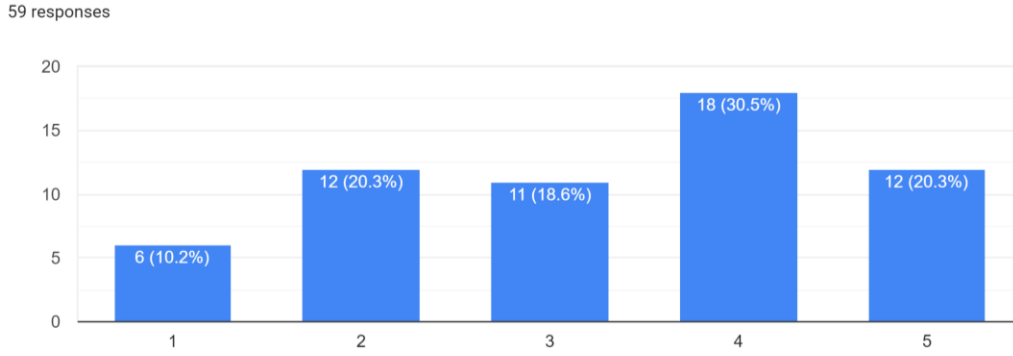


Fig 23. Maersk Ethiopia's skill of the staff, Source: survey data 2024

The majority of respondents assessed the skill of the staff with the highest proportion (30.5%) giving a rating of four. 20.3 % accounting for two and five, 18.3% accounting for three, 10.2 accounting for one.

4.3.3 Cultural Difference

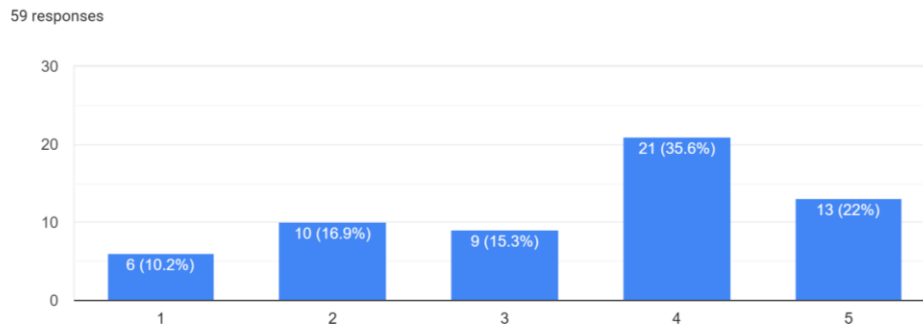


Fig 24. Maersk Ethiopia's religious background of employees

Source: Survey Results, 2024

The majority of respondents assessed the religious background of employees within the company with the highest proportion (35.6%) giving a rating of four. 22% accounting for five, 16.9% accounting for two, 15.3% accounting for three and 10.2% accounting for one.

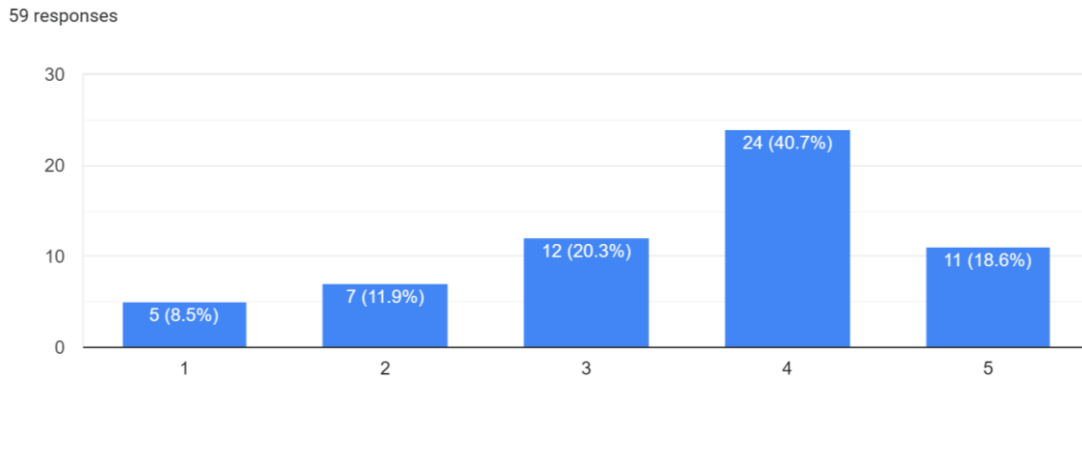


Fig 25. Maersk Ethiopia's gender party Representation

Source: Survey

The majority of respondents assessed the promotion of the gender party in representation within the company with the highest proportion (40.7%) giving a rating of four. 20.3% accounting for three, 18.6% accounting for five, 11.9% accounting for two and 8.5% accounting for one.

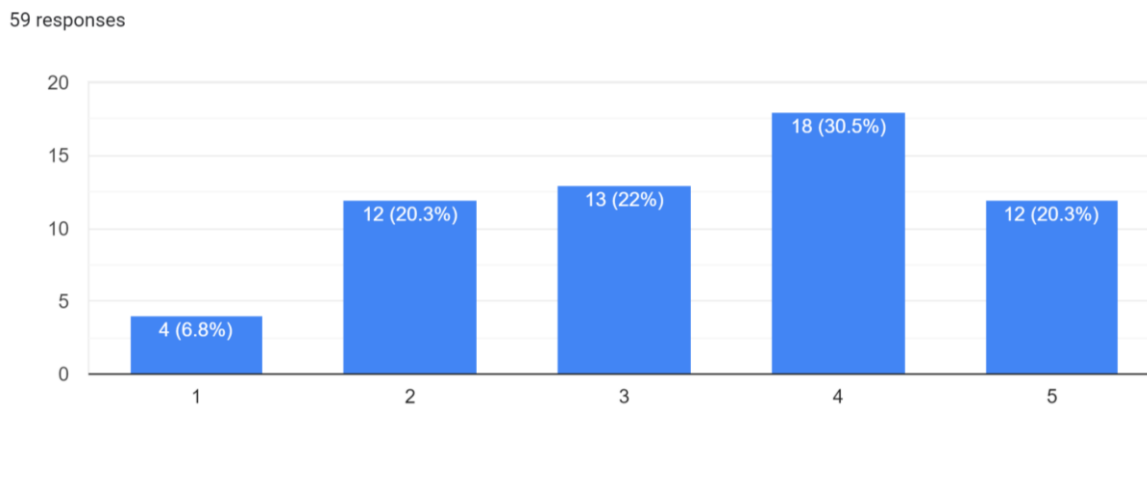


Fig 26. Promotion of equal chances when it comes to disability within Maersk Ethiopia

Source: Survey Results 2024

Many respondents assessed the promotion of equal chances when it comes to disabilities within the company with the highest proportion (30.5%) giving a rating of four. 20.3% accounting for five and two, 22% accounting for three, 6.8 % accounting for one.

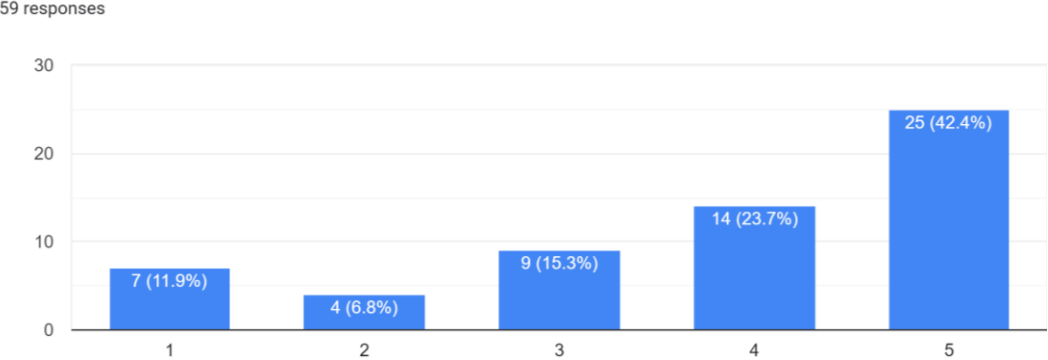


Fig 27. Maersk Ethiopias staff nationality, Source: Survey Results 2024

Most respondents assessed that nationality is not a factor in staff members of the company with the highest proportion (42.4%) giving a rating of five. 23..7% accounting for four 15.3 accounts for three, 11.9 accounts for one and 68.8 for two.

4.3.4 Employee Engagement

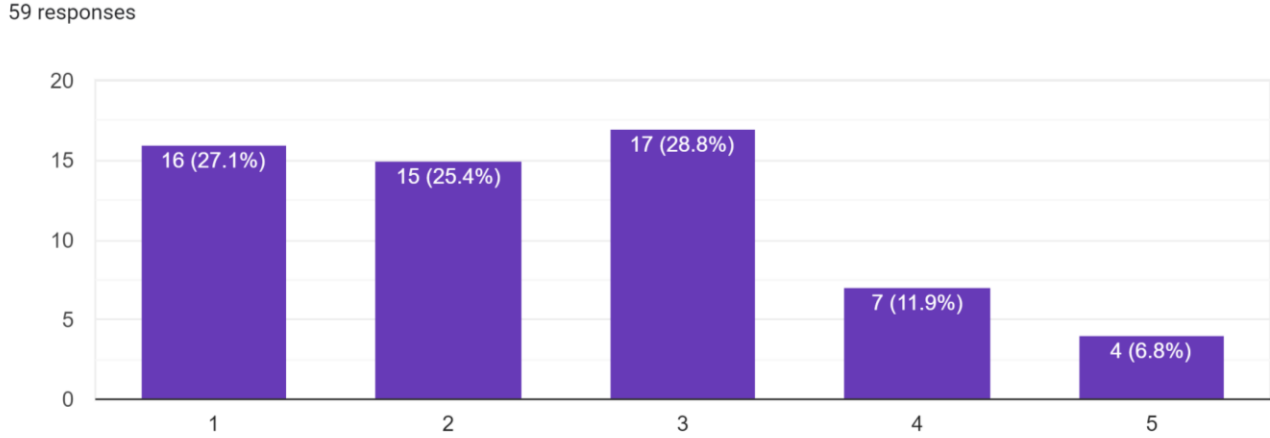


Fig 28. Maersk Ethiopia’s staff urge to leave a company. Source: Survey Results 2024

The majority of respondents disagree (27.1% for 1 and 25.4% for 2) or are neutral (28.8%) about not wanting to quit the organization. This suggests that a sizable proportion of employees either want to go or are unsure. Only a small minority of employees agree (11.9%) or strongly agree (6.8%) with the statement, implying low overall employee satisfaction or engagement in relation to retention.

The statistics indicate that employee retention is a concern. There may be underlying concerns such as job unhappiness, a lack of professional advancement prospects, or other workplace challenges that must be addressed.

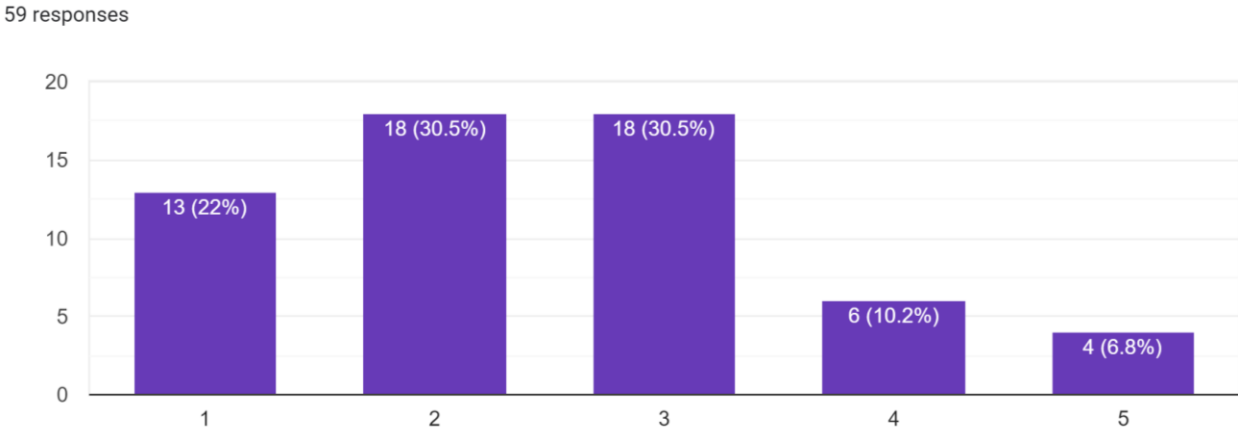


Fig 29. Maersk Ethiopias staff satisfaction

Source: survey result, 2024

The graph above depicts employee satisfaction or job performance, and the goal is to increase employee contentment and engagement. The graph shows a large difference between desired and present levels of employee satisfaction. The majority of responders (52.5%) expressed negative sentiments (responses 1 and 2). This suggests a high level of unhappiness among employees with their job duties. A sizable proportion of respondents (30.5%) are neutral regarding their job

responsibilities. This group may not be extremely dissatisfied, but they are also not thrilled, indicating a chance to boost engagement and satisfaction. Only 17% of respondents had favorable feelings about their job activities (responses 4 and 5). This suggests that there is still potential for development in making job duties more interesting and rewarding for employees.

59 responses

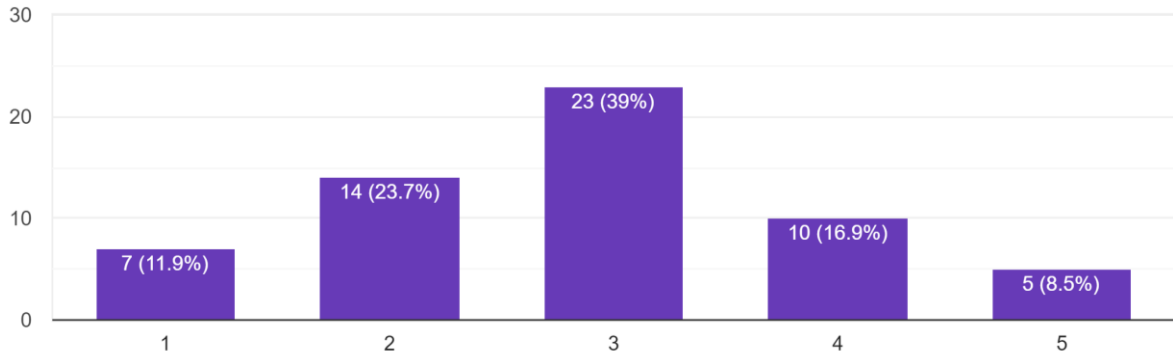


Fig 30. Maersk Ethiopias staff motivated by the organization's level of job responsibilities.

Source: survey result, 2024

The majority of responders (39%) feel neutral about being motivated by the organization's level of job responsibilities. This suggests that a large proportion of employees are conflicted about the motivation given by their job obligations. A total of 35.6% of respondents strongly disagreed (11.9%) or disagreed (23.7%) with the statement, indicating that a significant number of employees are unmotivated by their job responsibilities. Only 16.9% agree, with 8.5% strongly agreeing, for a total of 25.4%, indicating that fewer people feel motivated by their job obligations.

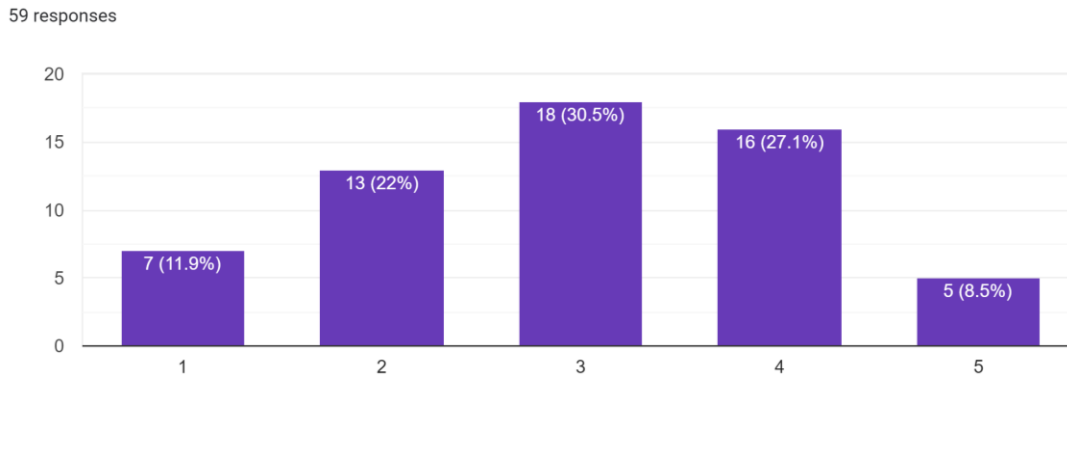


Fig 31. Maersk Ethiopias staff strongly connected with and motivated to attaining the organization's goals.

Source: survey result, 2024

A total of 33.9% of respondents had low commitment (responses 1 and 2), implying that almost one-third of employees do not feel strongly connected with and motivated to attaining the organization's goals. The majority of responders (30.5%) are neutral (answer 3), meaning they are neither committed nor uncommitted. This neutrality may be due to imprecise goals, a lack of drive, or other organizational problems. Approximately 35.6% of respondents (responses 4 and 5) exhibit strong commitment to accomplishing the organization's goals, which is encouraging but also suggests that there is space for development.

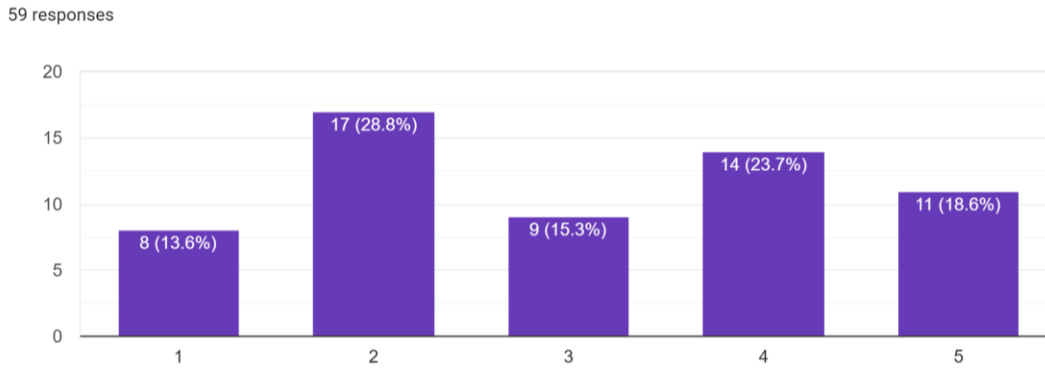


Fig 32. Maersk Ethiopias staff excitement about their respective role, Source: survey result, 2024

A total of 42.4% of respondents had low commitment (responses 1 and 2), implying that almost half of employees do not strongly feel excitement towards their respective Roles. The 15.3% responders are neutral (answer 3). 42.3 % of respondents (responses 4 and 5) exhibit strong excitement about their respective role, which is encouraging but also suggests that there is space for development.

In overall terms, the results show that employees have a neutral attitude towards their jobs and the organization, with modest positive inclinations in areas such as goal commitment and workplace excitement. The variation in replies demonstrates that, while some employees are satisfied and driven, a sizable proportion may feel disengaged or apathetic. This offers possible areas for organization improvement, notably in terms of increasing job satisfaction and decreasing staff turnover intentions.

CHAPTER FIVE; SUMMARY, CONCLUSION AND RECOMMENDATION.

5.1 A Summary of Methods Maersk Ethiopia is Presently Using to Deal with Cultural Diversity

Maersk Ethiopia adopt a variety of approaches to efficiently handle cultural diversity within the organization. One of the key initiatives is to provide monthly cultural awareness training courses to all staff. These sessions seek to teach employees about various cultural norms, values, and communication styles in order to improve mutual understanding and respect, hence minimizing cultural misconceptions and fostering inclusivity.

The organization also develops inclusive leadership programs, which train managers and team leaders to value and lead diverse teams. These programs guarantee that executives have the skills required to support a multicultural workforce while also establishing an inclusive and respectful culture. In addition, Maersk Ethiopia has implemented comprehensive diversity and inclusion policies that are integrated into its HR operations, including recruitment, performance reviews, and promotions. These policies promote equal opportunity and prohibit discrimination, ensuring that all employees receive fair treatment and have equal access to professional growth.

In addition, mentorship and buddy programs exist, in which new employees, particularly those from different cultural backgrounds, are partnered with more experienced colleagues. This method helps new personnel adjust to the corporate culture and provides continuing assistance and direction, resulting in a smoother integration into the team. To enhance cultural understanding, Maersk Ethiopia hosts a variety of cultural events and festivals throughout the year, enabling employees to share their customs and practices. This develops a sense of belonging among employees while also educating them about diverse cultures, promoting mutual tolerance and understanding.

Multicultural team-building exercises are another important strategy employed by the organization. These events are intended to bring together individuals from various backgrounds to collaborate on common goals and projects, so enhancing team cohesiveness and collaboration and breaking down cultural barriers via shared experiences. Maersk Ethiopia also maintains open communication channels so that staff can openly voice their problems, ideas, and input on cultural issues. This ensures that employees feel heard and respected, allowing the organization to respond promptly to any cultural misunderstandings or disputes.

Furthermore, Maersk Ethiopia provides worldwide mobility and exchange programs, allowing employees to work in a variety of nations and cultural contexts. These programs extend employees' cultural perspectives while improving their adaptability and awareness of global business processes.

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Lastly, the organization conducts surveys to get employee feedback on their experiences and opinions of cultural diversity and inclusion. This feedback method serves to assess the performance of diversity program and identify areas for improvement, ensuring that strategies stay relevant and effective. Collectively, these strategies demonstrate Maersk Ethiopia's commitment to building an inclusive workplace in which cultural diversity is recognize, valued, and used to drive organizational success.

5.2 Factors affecting Successful multicultural workforce management Within Maersk Ethiopia

Investigating what influences the implementation of successful multicultural workforce management entails analyzing several aspects that improve the efficacy of managing a diverse

workforce. These components include organizational policies, leadership practices, communication techniques, training programs, and cultural awareness.

Effective ethnic workforce management begins with robust diversity and inclusion policies. These policies should clearly express the organization's commitment to diversity, laying out specific strategies for recruitment, retention, and career promotion that encourage equal opportunities for all employees. Transparent and equitable human resource practices are critical. This includes neutral recruitment processes, fair performance appraisals, and clear professional growth paths. Maersk Ethiopia must guarantee that these procedures are free of discrimination and bias in order to establish an inclusive work environment.

Senior leadership's commitment to diversity and inclusion has a substantial impact on the success of multicultural workforce management. Leaders of Maersk Ethiopia must not only support, but also actively participate in diversity programs, proving their significance through actions and policy. Leaders that practice inclusive leadership can effectively manage a multicultural staff. This includes being open to different viewpoints, encouraging cooperation, and creating a workplace in which all employees feel appreciated and included.

Clear and effective communication is vital in a multicultural workplace. Offering linguistic assistance, such as translation services or language instruction, can also be advantageous. Establishing open and accessible communication channels via which employees may voice their problems, ideas, and criticism without fear of repercussions promotes transparency and trust within the organization.

Engaging employees in diversity and inclusion efforts, such as diversity councils, affinity groups, and inclusive team-building events, fosters a sense of belonging and community in the workplace. Implementing frequent surveys and feedback systems to evaluate employee opinion and experiences with diversity and inclusion enables organizations to make educated decisions about their strategy and practices.

Compliance with local and international legislation on diversity and inclusion is critical. Organizations must maintain current on applicable laws and ensure that their practices meet or surpass these standards. Society's attitudes on diversity and inclusion can also have an impact on organizational practices.

To successfully manage a multicultural workforce, a multifaceted approach is required, including inclusive organizational policies, committed and inclusive leadership, effective communication strategies, comprehensive training and development programs, increased cultural awareness and sensitivity, active employee engagement and inclusion, and consideration of the external regulatory and societal environment. By addressing these issues, organizations may foster a supportive and dynamic work environment that capitalizes on the assets of a diverse staff to improve performance and innovation.

5.3 Key Results of the Research

The survey findings at Maersk Ethiopia show that employees have a generally good attitude towards various areas of diversity and inclusion inside the organization. The grand mean value for the demographic diversity variable was 3.42, indicating a generally positive attitude towards demographic diversity.

The survey also revealed insights into education diversity, with a grand mean of 3.44 indicating a moderately positive view of Maersk Ethiopia's efforts to align job duties, training opportunities, internal structures, career advancement, and operational reliance on employee skills.

Furthermore, the survey revealed a wide range of attitudes among employees towards cultural diversity within the organization, with a grand mean value of 3.515, indicating that Maersk Ethiopia's diversity and inclusion policies are moderately successful.

The Grand Mean of 2.768 suggests an overall sense of moderate unhappiness and poor motivation among employees. The results show that, while there are pockets of slightly better satisfaction (for example, job excitement), the workforce does not feel particularly devoted, focused, or happy with their jobs. This could be a hint that the organization should look into the underlying issues and devise ways to improve employee engagement, satisfaction, and retention.

The ANOVA results revealed that perceived cultural diversity had no significant influence on various dimensions of employee engagement at Maersk Ethiopia. The p-values for the various measures of employee engagement, including the desire to leave the organization ($p = 0.318$), satisfaction with job tasks ($p = 0.564$), motivation by job duties ($p = 0.906$), commitment to organizational goals ($p = 0.738$), and job excitement ($p = 0.279$), all exceed the 0.05 level. These findings show no substantial variations in employee engagement depending on perceived cultural diversity. Furthermore, effect sizes, as evaluated by eta-squared values, ranged from 1.8% to 8.8%, indicating that cultural diversity explains just a small percentage of the variation in employee engagement.

Several tests were carried out to assess the validity and robustness of the regression analysis. To begin, the study's sample size of 59, with five independent variables, meets the minimum threshold for multiple regression analysis, ensuring sufficient power for the statistical tests. Second, multicollinearity was examined, which revealed moderate levels, with some variables having high Variance Inflation Factor (VIF) values. Despite this, none of the VIF values above the crucial threshold of 10, demonstrating that multicollinearity is insufficient to invalidate the results. Histogram analysis verified normality and linearity, with a symmetric, bell-shaped distribution centered on the mean. Additionally, the homoscedasticity assumption was met, as evidenced by the scatterplot of standardized residuals, which revealed no obvious trend.

Finally, the Durbin-Watson statistic of 1.613 is within the allowed range (1.50 - 2.5), suggesting that the residuals are distributed independently.

The correlation analysis of the independent variables and employee involvement indicated both positive and negative associations. Positive correlations, with coefficients ranging from 0.354 to 0.892, suggest that in some cases, more cultural differences can improve employee engagement. On the other side, negative correlations (coefficients ranging from -0.162 to -0.539) indicate that increased cultural diversity can have a detrimental impact on employee engagement. These findings show the complex relationship between cultural diversity and organizational involvement.

5.4 Recommendation

Fostering an inclusive culture is critical for increasing employee engagement while taking demographic, cultural, and educational diversity into account. This can be accomplished by implementing comprehensive diversity and inclusion training programs, encouraging inclusive leadership styles, and facilitating the formation of Employee Resource Groups (ERGs) for various demographic groups. Maersk Ethiopia may foster a more supportive and engaging workplace by encouraging mutual tolerance and acceptance for different points of view.

Another important tip is to tailor engagement techniques to the specific demands of different staff groups. Offering personalized development programs and flexible work arrangements can accommodate employees' diverse objectives and backgrounds. These tactics ensure that all employees feel valued and supported in their professional development.

Improving communication and feedback channels is critical to engaging a diverse staff. Maersk Ethiopia should set up several avenues for employees to express their ideas and concerns, ensuring that all voices are heard. Implementing regular, structured feedback mechanisms promotes ongoing improvement and serves the different demands of employees.

Promoting equity and fairness in all HR policies and procedures is critical. Ensuring equitable and transparent procedures, as well as applying objective criteria in performance assessments and promotions, helps to reduce impacts and give equal chances for all employees.

Recognizing various accomplishments can dramatically increase engagement. Creating recognition program that highlight the distinctive qualities of different demographic groups, as well as inclusive incentive program that take into account varied cultural values, can help to encourage staff.

Facilitating cross-cultural collaboration through team-building events and initiatives promotes mutual understanding and respect among personnel from various backgrounds. These efforts stimulate collaboration and contribute to a more unified and engaged staff.

Continuous monitoring and adaption of engagement tactics is also necessary. Conducting regular employee engagement surveys with questions customized to understanding the impact of

diversity, analyzing the data to identify patterns, and making action plans based on the findings can assist organizations in being responsive to the requirements of their diverse workforce.

Implementing these principles allows Maersk Ethiopia to establish an environment in which all employees feel appreciated, respected, and motivated, hence increasing employee engagement.

5.5 Conclusion

The survey findings at Maersk Ethiopia indicate a generally positive attitude among employees towards various aspects of diversity and inclusion within the organization. The grand mean values for demographic diversity, education diversity, and cultural diversity reflect overall positive attitudes, suggesting that the organizational culture at Maersk Ethiopia is perceived favorably by its employees in terms of diversity and inclusion. Additionally, the survey results indicate a moderately positive overall attitude among employees towards their engagement with their roles and the organizational goals, reflecting a workforce that is engaged, motivated, and committed to the organizational goals and their individual responsibilities.

Furthermore, the study revealed significant positive correlations between demographic diversity, education diversity, and cultural diversity with employee engagement. These strong positive relationships underscore the substantial impact of diversity management on employee engagement within the organization.

Overall, the association between cultural, academic, and demographic diversity and employee engagement at Maersk Ethiopia is complex, with both good and negative findings. However, the impact of perceived cultural diversity on many aspects of employee engagement is statistically inconsequential. The low eta-squared values support this finding, demonstrating that cultural diversity accounts for just a small portion of the variation in employee engagement measurements. These findings indicate that, while cultural differences have a role in employee engagement, their impact is limited, and other factors may have a greater impact on employee engagement inside the organization.

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ANNEX
Addis Ababa University
Graduate Studies

Prepared by: Yabtsega Aynekulu

Dear Sir/ Madam

This survey had been used to gather data for Addis Ababa University's partial master's degree program in Business Leadership.

I, Yabtsega Aynekulu, am here to conduct a research survey on the topic of "The Practice of Managing a Multicultural Workforce in Maersk Ethiopia," under the direction and assistance of my advisor.

There are two sections to this questionnaire. The purpose of Part One is to gather general data, and the purpose of Part Two is to learn the Managing Practice for managing a multicultural workforce at Maersk Ethiopia. Please answer all the questions; rest assured that there is no right or incorrect response. Your truthful and comprehensive response is crucial to the accomplishment and precision of this research.

Thank you so much for your time, and please know that your answers remain confidential and used exclusively for this research.

Thank you in advance.

Questionnaire: In answering this part of the Questionnaire, please use a tick(x) mark in the respective and for the black spaces please fill them out box provided.

Part I: General Information				
1. Gender	Male <input type="checkbox"/>		Female <input type="checkbox"/>	
2. Age	23-34 <input type="checkbox"/>	35-44 <input type="checkbox"/>	45-54 <input type="checkbox"/>	55+ <input type="checkbox"/>
3. Position/Role at Maersk Ethiopia -				
4. Years of Experience at Maersk Ethiopia-				

Scale: 1– 5, with 1 being ineffective and 5 being extremely effective). Please use a tick (√) or across (×) on the following scale to indicate the level of agreement with the following statements					
PART II: Multicultural Workforce Management at Maersk Ethiopia.	1	2	3	4	5
Demographic Diversity					
1. Are there fair prospects for Professional Advancement and Improvement Regardless of Age Group in Maersk Ethiopia?					
2. Please rate the degree to which Maersk Ethiopia guarantees equitable opportunity for professional development and advancement for all age groups.					
3. please rank the existence of Maersk Ethiopia activities that are meant to foster intergenerational engagement and knowledge exchange.					
4. How inclusive is Maersk Ethiopia's hiring procedure when it comes to gender identity?					
5. Please assess the accessibility of the Maersk Ethiopia recruiting managers' resources for diversity training.					
6. Please evaluate the degree to which Maersk Ethiopia monitors and reports metrics related to gender diversity to measure its success and pinpoint areas for improvement.					
7. please rate the Integration and Cultural Adjustment of Workers with					

Diverse National Experiences					
8. Please rank the steps that Maersk Ethiopia has in place to help staff members better understand and work together across cultural boundaries.					
9. Please rate Maersk Ethiopia's performance in tackling ethnic background prejudice and promoting an inclusive culture.					
10. Evaluate whether Maersk Ethiopia has policies and processes in place to stop and deal with bias or discrimination based on a person's ethnicity.					
11. Evaluate the steps Maersk Ethiopia has done to guarantee that a range of racial backgrounds are represented.					
12. Please rank the accessibility of demographic information regarding the racial makeup of Maersk Ethiopia's workforce.					
13. Please evaluate Maersk Ethiopia's performance in removing structural obstacles and advancing fair hiring, promotion, and retention policies.					
14. Please assess the existence of Maersk Ethiopia's efforts and programs that highlight the contributions and cultural heritage of its personnel from various racial backgrounds.					
Academic Variety/ Education Diversity					
15. To what degree does Maersk Ethiopia provide job duties that are matched with the employee's educational background and qualifications?					
16. To what extent does Maersk Ethiopia offer opportunities for on-the-job training to improve staff skills and competencies? (Scale: 1– 5, with 1 being ineffective and 5 being extremely effective)					
17. To what level has Maersk Ethiopia built an internal structure that is consistent with the managerial duties and responsibilities of employees?					
18. How far does Maersk Ethiopia provide opportunity for employees to enhance their careers?					
19. To what level has Maersk Ethiopia based its operations on the skills and expertise of its employees?					
Cultural Differences					

20. How much has Maersk Ethiopia drawn employees with a range of religious backgrounds?					
21. How far along is Maersk Ethiopia's policy of promoting gender parity in representation?					
22. How far advanced is Maersk Ethiopia's policy of providing equal chances for individuals with disabilities?					
23. How well does Maersk Ethiopia make sure that nationality isn't a factor in employment discrimination?					
Employee Engagement					
24. As an employee I have no current urge to leave the organization.					
25. As an employee I am quite delighted with my job tasks inside the organization.					
26. As an employee am driven by the organization's degree of job duties.					
27. As an employee am committed to achieving the goals of the organization.					
28. As an employee I am excited about my job.					

Focus Group Discussion Questions

The following set of questions were used in guiding the focus group conversation. These

questions were intended to investigate cultural issues, academic differences, and general engagement among workers.

1. Can you detail any communication issues you've faced while working with coworkers from diverse cultural backgrounds?
2. How do you believe communication challenges affect your daily job and team dynamics?
3. Have you ever encountered any cultural misunderstandings in the workplace? If yes, could you provide an example? What actions were taken to address these misunderstandings, and how effective were they?
4. Do you believe your colleagues and management have enough cultural sensitivity and awareness?
5. What changes could be done to improve cultural sensitivity within the organization?
6. How do educational backgrounds affect team collaboration and project outcomes?
7. Can you share any positive or negative experiences with academic diversity on your team?

8. Have you seen any known variances in skill levels or knowledge bases because of differing academic backgrounds?
9. How does your organization deal with these variances to promote successful teamwork and productivity?
10. How does your organization use the different academic viewpoints of its staff to foster innovation and problem solving?
11. Can you think of a specific example when academic diversity resulted in a successful outcome?
12. What engagement efforts or activities does your organization implement to promote cultural and intellectual diversity and inclusion?
13. How effective are these measures in increasing staff morale and engagement?
14. How often are you given the opportunity to provide feedback on multicultural and academic management practices?
15. Do you believe your feedback is taken seriously and acted upon? Please explain.