Walden University

College of Management and Technology

This is to certify that the doctoral study by

Kehinde O. Taiwo

has been found to be complete and satisfactory in all respects,
and that any and all revisions required by
the review committee have been made.

Review Committee

Dr. Ronald Black, Committee Chairperson, Doctor of Business Administration Faculty

Dr. Jaime Klein, Committee Member, Doctor of Business Administration Faculty

Dr. Cheryl Lentz, University Reviewer, Doctor of Business Administration Faculty

The Office of the Provost

Walden University
2019

Abstract

Organizational Decision-Making Through Employee Diversity

by

Kehinde O. Taiwo

EMBA, Lagos Business School, 2009

MILR, University of Lagos, 2006

BSc, University of Ado-Ekiti, 2000

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

December 2019

Abstract

The global nature of today's business environment, coupled with technological advances, compels managers to work with an increasingly diverse workforce worldwide. The purpose of this multiple-case study was to explore how bank managers used employee diversity effectively in the organizational decision-making process. Participants were 10 frontline management staff (middle and executive managers) with the required employee engagement skills involved in the decision-making process of a Nigerian bank. The conceptual framework for this study was rational choice theory, also called rational action theory or choice theory. Participants responded to 8 open-ended semistructured interview questions. The data collection process included validating and triangulating information gathered via member checking and review of archival business documents and peer-reviewed journals. Thematic analysis was used to analyze data from the study. Five key themes emerged from data analysis: recruitment, retention, and improvement of diverse talents; education and integration of employees with a divergent institutional heritage; engagement and leveraging of diverse stakeholders; business innovation, and productivity; and decision-making, and profitability. The implications of this study for social change include employee diversity management and strategic practices that contribute to effective decision-making process in the organization to improve socioeconomic development of stakeholders (customers, board of directors, employees, policymakers and business contractors) and promote cohesion within bank staff and stakeholders resulting to improved business relationship and tolerance in society.

Organizational Decision-Making Through Employee Diversity

by

Kehinde O. Taiwo

EMBA, Lagos Business School, 2009

MILR, University of Lagos, 2006

BSc, University of Ado-Ekiti, 2000

Doctoral Study Submitted in Partial Fulfillment

of the Requirements for the Degree of

Doctor of Business Administration

Walden University

December 2019

Dedication

I dedicate this dissertation to God, my parents and my family, for being my anchor and giving me a foundation strong enough to build on. Thank you.

Acknowledgments

I thank God Almighty for his mercy and unflinching love for helping me complete this doctoral study. My sincere appreciation goes to my faculty members, Dr. Ronald Black, Dr. Jamie Klein, Dr. Cheryl Lentz, and Dr. Robert Miller for their amazing support, feedback, and encouragement during this journey. Thank you for your patience, time, and commitment. I would like to thank the participants for their time and my cohorts who proofread my work and helped me reach my best. I thank Prof. Jide and Dr. Mrs. Olorunishola, Jide Taiwo, Dr. Niyi Taiwo, Taiye Taiwo, Dr. Deji West, Dr. Mike Ugbeye, Pastor David Fashakin, Bisola Awoloyo, Victor Willie, Nduka Dike, Taiwo Afolabi, Gbenga Ajiboye, Sone Kolle, Eveline Nange, Helen Okafor, and Ifeoma Okonji for the encouragement and support I received throughout this journey. Finally, I thank God Almighty and my family, Yejide, Temitoni, Temitobi, Temitomi who made this whole journey more bearable and lifted me in times I felt like giving up. I am grateful.

Table of Contents

Section 1: Foundation of the Study 1

Background of the Problem.....1

Problem Statement.....2

Purpose Statement 2

Nature of the Study.....3

Research Question and Interview Questions.....5

Conceptual Framework.....6

Operational Definitions.....7

Assumptions, Limitations, and Delimitations 8

Assumptions 8

Limitations.....8

Delimitations 9

The Significance of the Study 9

Contribution to Business Practice.....9

Implications for Social Change 10

A Review of the Professional and Academic Literature.....11

Application to the Applied Business Problem.....13

The Rational Choice Theory 14

Supporting Theory 16

Contrasting Theory 20

Employee Diversity Management Framework.....21

Dynamics of Employee Program Strategies....24
Challenges of Managing Employee Diversity in the Workplace....25
Legislation Mandating Employee Diversity in Organizations....28
Demographic and Ethical Perspective in the Decision-Making Process....30
Diverse Religious Perspective in the Decision-Making Process....33
Gender Perspective in Employee Diversity Management Decision-Making Process....35
Employee Diversity Management and Profitability in Business....38
Employee Diversity, Competitive Advantage, and Sustainability....40
Summary and Transition....45
Section 2: The Project....47
Purpose Statement....47
Role of the Researcher....47
Participants....50
Research Method and Design....51
Research Method....51
Research Design....52
Population and Sampling....54
Ethical Research....55
Informed Consent Process....56
Procedures to Withdraw and Incentive for Participation....58
Measures for Ethical Protection....59

Data Confidentiality and Protection....60
Protecting Participants' Identities....61
Data Collection Process/Protocols....63
Data Collection Technique....65
Advantages and Disadvantages of Data Collection Techniques....66
Member Checking....69
Data Organization Technique....69
Data Analysis....70
Logical and Sequential Data Analysis Process....71
Plan for Data Coding....72
Correlation of Themes....74
Reliability and Validity....75
Reliability....77
Validity....79
Summary and Transition....82
Section 3: Application to Professional Practice and Implications for Change....84
Introduction....84
Presentation of the Findings....84
Theme 1: Recruitment, Retention and Improvement of Diverse Talents....85
Theme 2: Education and Integration of Employees with a Divergent Institutional Heritage....87
Theme 3: Engagement and Leveraging of Diverse Stakeholders....89

Theme 4: Business Innovation, and Productivity 91

Theme 5: Decision-Making, and Profitability 93

Applications to Professional Practice 95

Implications for Social Change 96

Recommendations for Action 97

Recommendations for Further Research 100

Reflections 100

Conclusion 102

References 104

Appendix A: Interview Protocol 143

Appendix B: Invitation Letter to Participants 146

Section 1: Foundation of the Study

The global nature of today's business environment, coupled with technological advances, compels managers to work with an increasingly diverse workforce worldwide (Weber, Sadri, & Gentry, 2018). The changing demographic composition of the workforce, the expectations of ethical conduct, and the pressure from the global marketplace inspires more organizations to deal with employee diversity (Ravazzani, 2016). Despite the billions of dollars invested in diversity or anti-discriminatory practices training, many protected class workers remain underutilized or marginalized as a result of managers' unfamiliarity with these groups of workers and/or incompetence to harness their talents to achieve organizational goals (Hughes & Brown, 2018). Employee diversity represents both a challenge and an opportunity for business and corporate entities in the advancement and implementation of core strategic business initiatives in the workplace. Congruently, organizational management is crucial to encouraging and promoting employee diversity; however, to create a diverse workforce, managers must be open to overcome their unconscious bias (Sheppard, 2018).

Background of the Problem

Research into employee diversity management transited from simple main effect approaches to examining variables that moderate the effects of employee diversity management (Guillaume, Dawson, Otaye-Ebede, Woods, & West, 2017). Organizations experience the need to diversify managerial talent throughout organizational hierarchies to achieve a global mindset and attain a holistic perspective on how to conduct businesses while recognizing and acting upon the many forces of globalization (Moeller, Harvey, &

Maley, 2017). The globalization of businesses has increased the challenges of managing diversity in the workplace (George & de Akaighe, 2017). Approximately 450 of Fortune 500 companies have employee professional networks (EPNs) developed to comply with U.S. federal legislation mandating diversity in organizations (Gutiérrez & Saint Clair, 2018). The focus of this study was to explore the effective strategies used by bank managers to include employee diversity in the organizational decision-making process to enhance business strategies and profitability.

Problem Statement

The changing demographic composition of the workforce, the expectations of ethical conduct, and the pressure from the global marketplace compel more organizations to deal with employee diversity (Ravazzani, 2016). In the United States, approximately 450 of Fortune 500 companies have employee professional networks (EPNs) developed to comply with federal legislation mandating diversity in organizations (Gutiérrez & Saint Clair, 2018). The general business problem is that some bank managers do not include a diverse population perspective in the decision-making process, which results in a loss of profitability for the business. The specific business problem is that some bank managers lack effective strategies for employee diversity in the organizational decision-making process.

Purpose Statement

The purpose of this qualitative, multiple-case study was to explore how bank managers use employee diversity effectively in the organizational decision-making process. The targeted sample included 10 middle and executive managers of a bank in

Nigeria. The participants were frontline management staff involved in the decision-making process of their organizations with the required employee engagement skills. The results of this study may contribute to social change by creating strategies that may discourage nepotism; discourage racial, gender, and religious discrimination; and promote cohesion and tolerance in society.

Nature of the Study

The qualitative research method was adopted in this study. It is generally associated with an interpretive philosophy (expressing the human experience), which is useful when researchers need to make sense of the subjective and socially constructed meanings expressed about the phenomenon being studied (Denzin & Lincoln, 2011; Saunders, Lewis, & Thornhill, 2016). As a methodology, qualitative research is crucial to the exploratory capability needed to explore and investigate research studies (Alase, 2017). The qualitative methodology enhances the advancement and application of interpersonal and subjectivity skills to research exploratory processes (Alase, 2017). Conversely, a quantitative research methodology is generally associated with positivism, especially when used with predetermined and highly structured data collection techniques (Saunders et al., 2016). A quantitative research methodology was not appropriate for this study.

Mixed methods research is a combination of qualitative and quantitative data collection techniques and analytical procedures (Saunders et al., 2016). Issues of diversity are typically studied and interpreted from the participants’ perspectives. Combining the qualitative and quantitative methods datasets can provide a better understanding of the problem since the researcher has gained additional depth and breadth for understanding phenomena. However, mixed methods are not without drawbacks. There may be problems at the dissemination stage: It may be difficult to present numbers and words coherently on the same page (Brannen, 2005). Mixed methods create complexities in understanding research results. Consequently, mixed research requires more theoretical, conceptual and practical work (Onwuegbuzie, Johnson, & Collins, 2009). Mixed methods research was not appropriate for this study.

Three main qualitative research designs are predominant: ethnography, phenomenological, and case study. I used the case study design in this study. The ethnography design is used to study the culture or social world of a group of people, while the phenomenological design is appropriate for the study of existence, focusing on the meaning of participants' lived experiences (Saunders et al., 2016). The ethnography and phenomenological designs were not appropriate for this research because the study's purpose was to reflect current business realities on the strategies used by bank managers to include employee diversity in the organizational decision-making process. The case study design is an in-depth inquiry into a topic or phenomenon in its real-life setting (Yin, 2014).

A single case method applies where a study represents a critical case, or alternatively, an extreme or unique case (Saunders et al., 2016). However, there is no underlying reality to the social world beyond what social actors attribute to social reality and because each person experiences and perceives reality differently, it makes more sense to talk about a multiple-case study rather than a single case study (Burrell &

Morgan 1979). In addition, the single case study is vulnerable if only because the researcher put all the eggs in one basket (Yin, 2018). Therefore, the multiple-case study was the appropriate design adopted for this research because it enhances the reliability of findings across cases (Saunders et al., 2016).

Research Question and Interview Questions

How do executive and middle-level bank managers use employee diversity effectively in the decision-making process?

The following were the interview questions participants answered in a quest to provide answers to the research question:

1. What strategies do your organization's managers use to effectively include employee diversity in the organizational decision-making process?
2. What were the key barriers encountered in implementing strategies to include employee diversity in the organizational decision-making process?
3. How were key barriers encountered in implementing strategies to include employee diversity in the organizational decision-making process addressed?
4. How does your organization assess the effectiveness of its strategies for the communication systems instituted to track the incidence of diversity in the organizational decision-making process?
5. What strategies were most effective in including employee diversity in the organizational decision-making process?
6. What strategies were least effective in including employee diversity in the organizational decision-making process?

7. Based upon your organization's experience, how have your employees' communication and interaction with each other affected diversity in the organizational decision-making process?
8. What other information would you like to share regarding strategies your organization uses to include employee diversity in the organizational decision-making process?

Conceptual Framework

Rational choice theory (RCT), also called rational action theory or choice theory, assumes that individuals choose a course of action that aligns with their personal preferences (Wright, 2017). The logic of individual behavior in certain situations upholds the premise that people choose a decision among reasoned and exhaustively considered alternatives (Dekker, 2017). The roots of RCT can be traced back to the classical school of criminology and to the work of eighteenth and nineteenth-century philosophers, Cesare Beccaria and Jeremy Bentham (Morgan, 1996). Furthermore, the RCT is an instance of early mathematical formalism in economics that emerged in the late 1940s and early 1950s (Herfeld, 2017). However, RCT theory also refers to various distinct theories of decision-making, and those theories share two core characteristics: first, they rely upon the axiomatic method and, second, they rely on a definition of rationality as *consistency* (Giocoli, 2005).

A rational choice is a consistent choice among a set of alternative options (Dekker, 2017). Operators and managers and other people in organizations make decisions by systematically and consciously weighing all possible outcomes against all relevant criteria, as advocated in RCT (Herfeld, 2017). Operators and managers in organizations understand that failure is always an option; however, the costs of decision alternatives that yield to failure are listed and worked out. People make decisions based on the outcome that provides the highest utility or the highest return on the criteria that matter most: the greatest benefit for the least cost (Herfeld, 2017).

In making wrong organizational decisions, this process reflects the underlining structural faults in how people inside the organizations gathered and weighed information. RCT provides the most promising basis presently available for a unified approach to the analysis of the social world by scholars from different social sciences (Adanali, 2017). In light of the above positing, the RCT may elaborate on the strategies bank managers use to include employee diversity in the organizational decision-making process and explore the rationale propelling the inclusion of diverse population perspectives in the organization. The result is more opportunities, profitability, and improved business performance.

Operational Definitions

Diversity management (DM): The term diversity management is a human resource management (HRM) concept that promotes the hiring, retention and active participation of a diverse workforce to improving organizational performance (McGrandle, 2017).

Employee diversity: The concept of employee diversity is, promoting and rewarding employees based on merit and not based on their gender, race, physical disabilities or any other physical attributes (Sheppard, 2018).

Rational choices: This operational term describes choices that maximize a certain kind of probabilistic expectation of a utility where utility is a measure of subjective preference (Wedgwood, 2017).

Strategic diversity initiative: The term strategic diversity initiative refers to a comprehensive plan, which addresses business and social workplace diversity priorities toward the advancement of global business competitiveness and promotion of brand reputation (Rabl & Triana, 2013).

Assumptions, Limitations, and Delimitations

Assumptions

Assumptions are statements a researcher holds to be true without verification (Kihn & Ihantola, 2015). A well-thought-out and consistent set of assumptions will constitute a credible research philosophy, which will underpin the methodological choice, research strategy, data collection techniques and analysis procedures (Saunder et al., 2016). Two assumptions existed in this study. The first was that all participants understood the interview questions and responded to them accurately. The second was that the participants' responses constituted a direct understanding and reflection of their knowledge of and experiences with employee diversity management practices and strategies.

Limitations

Research limitations involve weakness and general applicability of research findings beyond the scope of the researcher (Marshall & Rossman, 2016). There was one limitation in this study. The participants could have misrepresented themselves or presented biased responses to influence the study findings for personal benefit. This is because of the sensitive nature of the research topic.

Delimitations

The delimitations of a study are those characteristics that arise from limitations in the scope of the study and by the conscious decisions made during the development of the study plan (Simon & Goes 2013). There was one delimitation in this study: Only participants from Nigeria were included in this study.

The Significance of the Study

Contribution to Business Practice

As diversity becomes increasingly common and complex, organizational managers must learn to manage heterogeneity effectively through the development of inclusionary policies and practices (Jordan, Ferris, & Lamont, 2018). Therefore, it is necessary for bank managers to make decisions based on merit, devoid of religious favoritism and nepotism to maximize profitability and sustain competitive advantage. This decision would further create a prosperous and business-friendly environment that promotes the worth, dignity, and development of individuals, organizations, institutions, cultures, and communities (Moeller et al., 2017).

Optimal composition of managerial talent exists when multiple perspectives or cultures are included in decision-making processes; this allows organizations to compete more effectively (Moeller et al., 2017). This study is potentially significant to business practice in that it may provide a practical model to understand and elaborate on the strategies used by bank managers to include employee diversity in the organizational decision-making process. The results of this study may contribute to business practice and organizational change management by using strategies that may improve decision-making for bank managers who promote fairness and professionalism in maximizing profitability and sustaining competitive advantage in organizations.

Implications for Social Change

Academics and researchers, as well as decision-makers, recognize the relevance of diversity management in societies (Jolanta, 2018). Workforces across nations are increasingly diverse, and thus, the gap and tension between demographic representation in the upper and lower echelons continues to widen (Fujimoto & Hartel, 2017). Multinational organizations experience the need to diversify managerial talent throughout the organizational hierarchies in order to achieve success globally; therefore, the practice of employee inclusion in some organizations promotes competitive advantage over other organizations (Moeller et al., 2017). However, in exploring strategies to understand employee diversity management programs in institutions, organizational managers could acquire knowledge and skills to promote a workplace environment where respect for employee differences and experiences exist—regardless of their social status or ethnic background. Therefore, the result of this study may contribute to positive social change by creating strategies that discourage nepotism, discourage racial, gender, and religious discrimination, and promote the worth, dignity, and development of individuals, organizations, institutions, cultures, and communities.

A Review of the Professional and Academic Literature

Research into diversity management transitioned from simple main effect approaches to examining variables that moderate the effects of diversity management (Guillaume et al., 2017). Organizations experience the need to diversify managerial talent throughout organizational hierarchies to achieve a global mindset and thus attain a holistic perspective on how to conduct businesses, while recognizing and acting upon the many forces of globalization (Moeller et al., 2017). Given the prevailing conditions of contemporary global capitalism, the fundamentals of diversity are politicized into an agenda for building the labor market and for attracting talented individuals and foreign investment (Raco & Kesten, 2018).

The globalization of economies transformed enterprises’ employee structures from monocultural to multicultural business structures (Nart, Yaprak, Yildirim, & Sarihan, 2018). In line with this transformation, there is significant diversification of employee profiles through developments such as the increase in the number of employees with foreign nationalities, the increase in the rate of women participating in the labor force, as well as the number of employees with different cultures, knowledge, skills, and abilities (Nart et al., 2018). All these developments led to the management of the employee diversities, which seeks to manage individual differences within an organization to create a competitive advantage for the enterprise (Nart et al., 2018).

The contemporary work environment with employee diversity encourages new models of management that support influential behavior across teams, and consequently improves team effectiveness and performance (Karriker, Madden, & Katell, 2017).

Increased diversity management results in superior decision-making when the management is free from conflicts and acts as a cohesive group (Van Peteghem, Bruynseels, & Gaeremynck, 2018). Congruently, regulations, as well as the global value chain, remain pertinent to new perspectives that organizations need to embrace to achieve efficient and sustainable diversity outcomes (Ozbilgin, Tatli, Ipek, & Sameer, 2016).

The review of academic literature consists of peer-reviewed research published within the past 5 years on the following topics: *strategic, sustainability and change management, employee diversity, organizational decision-making process, workplace diversity management, organizational performance, mono-cultural to multi-cultural life across enterprises,* and *competitive advantage*. Sources include peer-reviewed scholar-practitioner journals and government databases, websites, and statistical reports. The following databases were used: Thoreau, Emerald Insight, Science Direct, Springer, Business Source Complete, and ProQuest. The keywords were as follows; *diversity management, case study methodology, mixed methodology, employee diversity, diversity at the workplace, rational-choice theory, decision-making process, profitability, management, organizational performance, competitive advantage,* and *sustainable business growth.*

Peer review in academia serves two major purposes: verification and collaboration (Wendelbo, 2017). Peer review provides a unique opportunity for acknowledging the strengths in the manuscript and possible detection of errors or flaws and subsequent correction before publication (Praharaj & Ameen, 2017). The contents of this study and literature search focused on full-text peer-reviewed publications not more than 5 years old from anticipated chief academic officer / designee approval date. Management, businesses (global and local), and societal problems continue to constantly evolve , therefore academic and management researchers and practitioners should accentuate investigating and disseminating of valid and reliable up-to-date research information to understand business and societal problems and ultimately creating appropriate solutions.

However, regarding data, peer review hurts every field, and inconsistent or outright absent where data are not subject to rigorous standards as the manuscript itself (Wendelbo, 2017). Nevertheless, in the absence of alternate methods, peer review, although imperfect, is necessary to maintain the quality of the published manuscripts (Praharaj & Ameen, 2017). The literature review contained 265 references with 215 of the references published within the past 5 years, representing 81.0%. In addition, the literature review contained 260 out of 265 references from scholarly peer-reviewed sources, representing 98%.

Application to the Applied Business Problem

The purpose of this qualitative, multiple-case study was to explore the strategies used by bank managers to include employee diversity in the organizational decision-making process. The targeted population was middle and executive managers of banks in Nigeria. The participants were frontline management staff involved in the decision-making process of the organizations with the required employee engagement skills.

Likewise, the focus organization was a bank that managed employee diversities successfully and achieved significant progress in profitability by developing and deploying adequate strategies to include employee diversity in the organizational decision-making process. The results of this study may contribute to social change using strategies that may improve decision-making for bank managers who promote fairness and professionalism in increasing profitability and sustaining competitive advantage in organizations. Additionally, the study may benefit society by creating strategies that may discourage nepotism, discourage racial, gender, and religious discrimination and, promote cohesion and tolerance in society.

The Rational Choice Theory

The RCT, also called rational action theory or choice theory assumes that individuals choose a course of action, which aligns with their personal preferences (Wright, 2017). A rational choice is a consistent choice among a set of alternative options (Dekker, 2017). This RCT upholds the premise that people choose a decision among reasoned and exhaustively considered alternatives (Dekker, 2017). The RCT originated during the late 18th century with the work of Cesare Beccaria (Wright, 2017). However, the theory as a label refers to various distinct theories of decision-making.

Those theories share two core characteristics: first, they rely upon the axiomatic method and, second, they rely on a definition of rationality as consistency (Giocoli, 2005). Furthermore, the RCTs were an instance of early mathematical formalism in economics that emerged in the late 1940s and early 1950s (Herfeld, 2017). The existence of a well-behaved preference relation guiding rational choice provides the foundation for nearly every standard model of economic behavior (Markey-Towler, 2016). The rational choice model provides the most promising basis presently available for a unified approach to the analysis of the social world by scholars from different social sciences (Zafirovski, 2018).

A rational agent has rational degrees of belief in evaluative propositions, about the degrees of goodness the available prospects have. These degrees of belief in the evaluative propositions determines each of the relevant prospects' expected goodness, which guides the rational agent in making his or her choices and informing and revising his or her intentions (Wedgwood, 2017). The RCT advocates that operators and managers and other people in organizations make decisions by systematically and consciously weighing all possible outcomes along all relevant criteria (Herfeld, 2017).

One persistent criticism of RCT is its failure to match empirical observations of human behavior and the motivation behind behavior (Herfeld, 2018). Critics point out that, human beings motivate in a variety of ways; their reasoning processes are frequently not characterized by rational considerations and their judgments are frequently prone to biases (Herfeld, 2018). According to Adanali (2017), four distinct criticisms are apparent: (a) individuals are not atomic and unconnected entities; (b) individuals are not perfectly rational; (c) instrumental rationality cannot explain fully human behaviour; and (d) institutions and structures cannot be reduced to individual choices. These criticisms underscore the salient irrationality managers exhibit when taking decision that impacts employee diversity.

Operators and managers in organizations understand that failure is always an option; however, the costs and benefits of decision alternatives that make such failure are listed and worked out (Dekker, 2017). People make decisions based on the outcome that provides the highest utility or the highest return on the criteria that matter most, the greatest benefit for the least cost (Herfeld, 2017). Wrong decisions adopted in an organization reflect the underlining structural faults in how people inside the organizations gathered and weighed information (Herfeld, 2017). The cost of human capital is a direct measure of the importance of bounded rationality for human decision-making (MacLeod, 2016).

The RCT remains remarkably resilient remaining a source of analytical inspiration grounded in empirical research in a wide range of the social sciences (Ermakoff, 2017). The RCT is important to this study by demonstrating and maximizing the course of an action, which is the *utility* where utility is a measure of subjective preference or *choice-worthiness* and choice-worthiness is an irreducibly normative notion of a course of action that is good in a certain way (Wedgwood, 2017). In addition, the RCT elaborated on how the management of employee diversity in organization influenced the decision-making process and examined the rationale propelling the exclusion of diverse population perspectives in the organization resulting in missed opportunities to improved business performance.

Supporting Theory

It is important that the issues within this research linked to academic theories. These theories were either supportive or contrasting of the adopted theory of rational choice. Below are some of the supporting theories proposed for this study.

Habitus theory (HT). This theory contains various theorems, concepts, interrelations, and theoretical frameworks to conceptualize social reality. This concept of habitus refers to a system of inner dispositions that guide people's perceptions, thoughts, and actions shaping one's past and present circumstances, affect one's present and future, and express itself in certain lifestyles (Broda, Krueger, Schinke, & Weber, 2018.). The habitus influences, among other things, an individual´s attitude toward choosing alternatives. According to the habitus theory, decisions are part of a social process, influenced by differing types of the social milieu and the social network; therefore, decisions are based on personal values and wishes and on opinions from the social and professional environment (Broda et al., 2018).

The habitus theory designates a cognitive structure socially embedded and gives valuable insight into the social influences on career choice (Vilhjálmsdóttir & Arnkelsson, 2013). Many researchers attract to habitus theory as a framework because it offers an alternative to overly ancient or structural accounts of social phenomena and speak to the lived experiences of researchers who are eager to examine the everyday relational modes of being that offer insights into the invisible workings of power and privilege (Costa & Burke, 2019). Thus, the habitus theory supports this study by extrapolating that; decisions reflect personal values, wishes and on opinions influenced by the social and professional environment.

Social categorization theory (SCT). According to Turner (1987), the SCT describes the categorization of people based on salient attributes like gender, ethnicity or age, resulting in stereotyping based on these differences. The social categorization framework, which includes *social identity theory* and *self-categorization theory*, assists in understanding individual and group processes in various social settings (Melton &

Cunningham, 2014). According to these two theories, people will categorize themselves and others in terms of social groups. A variety of characteristics can be used to distinguish one group from another, including demographic variables (e.g., race, sex), religious beliefs (e.g., Muslim, Christian), political views (e.g., progressive, conservative), or other distinct affiliations (e.g., Yankees fan, Boston Red Sox fan) (Melton & Cunningham, 2014).

Social categorization provides a valuable mechanism for explaining and predicting human behavior and contributes to the development of social stereotyping and prejudice (Rhodes, 2013). This theory emphasizes situational and social view of human nature that explains top managers' discretionary behaviors and influence on firm performance (Knapp, Dalziel, & Lewis, 2011). Thus, social categorization theory supports this study by presenting a theoretical perspective on the development of both business and social structure categories as encountered in their environment.

Similarity / Attraction theory. The similarity/attraction theory asserts that similarity on salient and non-salient attributes like race or values increases interpersonal attraction and attachment (Berscheid & Walster, 1978). The theory predicts that applicants attract potential employers when employees had similar personality traits (Van Hoye & Turban, 2015). The similarity–attraction theory was one of the earliest theoretical perspectives used in relational demography research. This theory suggests that similar personal attributes between individuals directly relates to their interpersonal attraction and forms positive expectations for the future (Van Hoye & Turban, 2015).

This attraction increases as more similarities are discovered, conversely, repulsion occurs when dissimilarities increases (Wells & Aicher, 2013).

According to Kwon, Ha, and Im (2016), the similarity–attraction paradigm advocates that, people are more inclined to be attracted to targets (e.g., people, objects) that possess similar traits with themselves. The paradigm further explains the reason why similar others are considered to entail higher liking: Similar others reward people by reinforcing their own logic and perspective to the world, as perceived to hold similar values, similar cognitive processing and interpretation on surroundings, and affective commitment. Thus, similarity–attraction paradigm supports this study by specifically addressing the fact that, a manager's perceived similarity perception of employees influences his/her satisfaction/decisions in the organization.

Theory of planned behaviour (TPB). Fishbein and Ajzen (1967) developed theory and theory explain purely volitional behavior, assuming that people are likely to follow their intentions (as cited in Othman, Ahmed Al Shami, Mohamad, & Ismail, 2018). This theory advocates three formative predictors of human behavior: (a) attitude toward behaviour–the extent to which a person has a positive or negative appraisal of the given behavior, (b) subjective norms – a person's social expectations or perceived pressure to perform the behavior in question, and (c) perceived behavioral control – a person's perceived competence in performing the behavior based on past experience or anticipated impediments (Ajzen, 1991). With the spread of research concerning behavioral intention, TRA is limited to acknowledging people's willingness and does not consider the resources for exhibiting behavioral intentions.

As a result of this limitation, Ajzen (1991) elaborated on TPB by adding the Behavioral Control variable to TRA, perceived as the objective of capturing the intensity with which the individual believes he/she has the ability to assume a particular behavior and his/her beliefs regarding the existence of factors that can enable this or make it more difficult (dos Santos, Andrade, & Brito de Almeida 2018). The TPB uses three influencing independent variables to predict an individual's behavioural Intentions; behavioral intentions predict an individual's behaviour (Guo, Hermanson, Berkshire, & Fulton, 2019). As indicated above, this theory supports this study by asserting that relationship between intention and behavior is hard to measure in reality because, numerous external factors affect relationship therefore, justifying the need for qualitative analysis.

Contrasting Theory

Considering the vast array of theories in the social and management sciences, researchers have contrasting and alternative views in the study of diversity management. An example of a contrasting theory relevant to this study is the subjective expected utility theory (SEU). While the RCT assumes that individual actors maximize their utility considering constraints, rationalist theory is agnostic about the content of individual preferences; hence, the subjective expected utility theory (Rathbun, Kertzer, & Paradis, 2017).

Subjective expected utility theory (SEU) is the benchmark for decision-making under uncertainty (Mahmoudi & Pingle, 2018). Ellsberg (1961) indicated the degree of ambiguity tend to be a subjective variable; theory asserts the possibilities of identifying objectively some situations likely to present high ambiguity, however, the ambiguity should be expected when the process generating the outcomes are neither well understood nor stable. Authors identified research and development, the performance of a new president, and the tactics of an unfamiliar opponent as situations with inherent ambiguity.

SEU, prospect theory and most other formal models of decision-making under uncertainty are probabilistic: they assume that in making choices people judge the likelihood of relevant uncertainties (Rottenstreich & Kivetz, 2006). The SEU theory suggests there is an interaction between utility and norms, which reflect different patterns of decision-making leading to different probabilities for the occurrence of an action (Mehlkop & Graeff, 2019). The assumptions of this theory contradict the conceptual framework of this study as it presumes decisions are taken with higher level of ambiguity and uncertainties.

Employee Diversity Management Framework

The origins of employee diversity management (EDM) in organizations can be traced back to the 1960s in the United States (Jonsen, Maznevski, & Schneider, 2011), with the advent of equal employment opportunity laws, followed by affirmative action programmes protecting under-represented minorities (Ravazzani, 2016). EDM is a relatively new concept, and much of the researches are either exploratory or empirical, with very little focus on theory (McGrandle, 2017). Research into employee diversity management shifted from simple main effect approaches to examining variables that moderate the effects of employee diversity management (Guillaume et al., 2017). EDM remains confused with employment equity and affirmative action, however, the aforementioned programmes should be considered as accessories to engineer and drive employee diversity management (Mason, Williams, & Cranner, 2009).

Under the prevailing conditions of contemporary global capitalism, the "*what*" of EDM is politicized into an agenda for labor market building and the attraction of "talented" individuals and investment. However, this celebratory rhetoric represents part of a wider effort to deflect political attention away from the socially and economically divisive impacts of global models of economic growth and physical development (Raco, & Kesten, 2018). Similarly, Stark (2001) proposed that adaptability of businesses enhances the organization of diversity within an enterprise. This adaptability is, organizing diversity as an enterprise, creating a strategic orientation characterized by minimal hierarchy and maximum heterogeneity. Although institutional homogeneity can lead to adaptation in the short-term, institutional homogeneity can stifle diversity and the strategic structures inside a firm, diminishing its adaptability in the longer term (Smith & Graetz, 2006). Therefore this study supports EDM. Research in EDM cannot be overemphasized. Consistent research is crucial in diversity management. This research will enhance heterogeneity, and business adaptability to the ever changing global business landscape.

Employee diversity management competencies reveal the need for a conceptual model and empirical measure of diversity management at the firm level (Carstens & De Kock, 2017). Recent diversification in Western populations led to the implementation of diversity policies like EDM: a HRM concept that promotes the hiring, retention, and active participation of a diverse workforce to improve organizational performance

(McGrandle, 2017). Employee diversity management can lead to innovation while also offering increased scope for re-deploying firm capabilities toward new targets (Teece, Pisano, & Shuen, 2004). Firms with stronger diversity management on board have better HR expertise in comparison to firms with weak diversity management on board (Mullins, 2018).

The qualities of corporate governance and board diversity proxies have a positive impact on corporate dividend policy (Al-Rahahleh, 2017). However, the proportion of women in the workforce does not affect productivity but significantly explains return on asset (ROA); nonetheless, the low-moderate levels of women in technical positions optimize ROA (Rodriguez-Ruiz, Rodriguez-Duarte, & Gomez-Martinez, 2016). Employee diversity in bureaucracies is a force for good: organizations that are more diverse have significantly higher project completion rates (Rasul, & Rogger, 2015).

Research in the field of EDM revealed that diversity policy alone predicts performance less strongly for employees of a racial minority than for whites. This finding contrasts with the study that reveals inclusive management that predicts performance more strongly for non-Whites. Consequently, the moderating role of managers in diversity management is significant, therefore, management are encouraged to critically assess and provide training for team leaders and middle-level managers to promote diversity in the workplace (Jin, Lee, & Lee, 2017). This literature underscores the grave consequences of not employing employee diversity management strategies in an organization advocating the need for this study.

The evidence from the Nigerian civil service demonstrated theoretically that, EDM can positively influence organizations by matching workers of a variety of perspectives or experiences, enhancing team creativity or problem-solving capacities (Rasul & Rogger, 2015). Therefore, the model for managing workforce diversity in the Nigerian must be *Nigerianised* such that the unique sociocultural realities of Nigeria's society, as well as benefits accrued to diversity, can be fully explored in driving the growth of the country and survival of the *unity-in-diversity* goal (George, Yusuff, & Cornelius, 2017).

Dynamics of Employee Program Strategies

Corporate investments in diversity management programs increased over the past two decades (Madera, Dawson, & Neal, 2018). Altiner and Ayhan, (2018) developed a model to measure both the efficiency and diversity of five teams. Research has demonstrated support for team diversity as a nonlinear characteristic of high-performing teams (Weberg & Weberg, 2014). Rasul and Rogger, (2015) advanced that, theoretically, diversity can positively influence organizations by matching workers of a variety of perspectives or experiences, enhancing team creativity or problem-solving capacities. Diversity indices based on age, experience, education and gender information on each member of each team was analyzed using Simpson's Diversity Index. However, four key performance indicators (KPIs) measure the success rate of the teams.

The correlation between team efficiency and each diversity factor analyzed had a positive correlation with efficiency. Findings of this study reveal that to increase efficiency, teams should be composed of members with diverse characteristics.

Furthermore, education is the diversity factor that had the most positive correlation with team efficiency. This result highlights the importance of different educational backgrounds on team efficiency. The study conducted by Oualid, Halil, Dina, Houshang, and Alper, (2017) on employee diversity management implementation processes in Kuwait reveals that there is a positive significant relationship between diversity management policies and human resources management practices. The ability to manage people from different backgrounds have the most significant effect on HRM practices, followed by the ability to work in harmony with people from different cultures, and the avoidance of discrimination component. The study conducted by Madera, Dawson, and Neal (2018) underscored the importance of investing in diversity management matters. The study revealed that employees attract more to an organization that invests in diversity management.

Challenges of Managing Employee Diversity in the Workplace

The global nature of today's business environment, coupled with technological advances, resulted in organizational managers working with an increasingly diverse workforce worldwide (Weber, Sadri, & Gentry, 2018). The argument for employee diversity is complex, and it is not just about comparing people or groups against one another, but recognition and appreciation of the uniqueness and contribution to the team and organization (Mazibuko & Govender, 2017). Management is crucial to encouraging and promoting diversity in any organization; however, to create a diverse workforce, managers must be open to overcome their unconscious bias (Sheppard, 2018). The diverse workforce presents an array of complexities that necessitates the deployment of specific managerial competencies (Adebukola, 2018). Creating diverse teams with members who have differing influence and viewpoints allows for disruptive convergence of information that may lead to innovation (Weberg & Weberg, 2014).

Despite the billions of dollars invested in diversity or anti-discriminatory practices training, many protected class workers remain underutilized or marginalized because of managers' unfamiliarity with these groups of workers and/or incompetence to harness their talents to achieve organizational goals (Hughes, & Brown, 2018). However, to integrate protected class employees to contribute at their optimum levels, managers need to possess diversity intelligence (Hughes, & Brown, 2018). Workforce diversity management contains employee communication as a mechanism in reducing conflicts and talent availability, which are critical variables amongst others in business management (Olusegun, Abdulraheem, & Nassir, 2018).

Teams with too much diversity in opinion and direction and lacking leadership behaviors tended to become stuck in an argument. In contrast, high performing teams oscillate between diverse discussions with ease, demonstrating the right amount of heterogeneity (Weberg & Weberg, 2014). Employee perceptions of a manager's diversity beliefs relates to supervisor ratings of the target leader's performance, however, the relationship between a manager's diversity beliefs and the target manager's performance rating is stronger in cultures high in performance orientation than in cultures low in performance orientation (Weber et al, 2018). As organizational diversity becomes increasingly common, human resource (HR) departments must learn heterogeneity through the development of inclusionary practices. Although HR diversity and inclusion

(D&I) practices seem like an adequate solution to workplace diversity, employee past experience and anticipatory justice regarding the fairness of HR initiatives may offer an explanation as to why such practices lack success at leading to positive perceptions and outcomes across employees (Jordan, Ferris, & Lamont, 2018).

Workforce diversity represents both a challenge and an opportunity for business and corporate entity in the advancement and the implementation of core strategic business initiatives in the workplace. Hospitality organizations continue to increase their investment in diversity management to address the reality of a diverse hospitality workforce (Madera, 2018). Employee diversity can lead to issues such as communication problems, decreased team cohesiveness, and ineffective management because of cultural differences (Durrani & Rajagopal, 2016). Madera (2018) asserted that the situational perspective taking of discrimination increases the perceived utility and importance of diversity management. However, the mediation analyses reveal that it is through inducing negative affect that situational perspective taking, leads to positive attitudes toward diversity management.

The effectiveness of diversity management highly depends on employee supportive attitudes; however, extant research reveals that not all employees have positive attitudes toward diversity management (Madera, 2018). Top management team diversity exhibits a significant threshold effect on the relationship between business model innovation and firm performance. Consequently, the positive relationship between efficiency-centered business model innovation and firm performance will be significant when TMT tenure diversity increases to a certain level (Guo, Pang, & Li, 2018).

Legislation Mandating Employee Diversity in Organizations

Regulations, as well as the global value chain, are pertinent new perspectives organizations need to embrace to account for diversity outcomes (Ozbilgin, Tatli, Ipek, & Sameer, 2016). By incorporating global talents, organizations have a responsibility to assess current HR policies and practices and build in flexibility to foster a strategic sense of organization citizen's behavior (Moeller et al., 2017). Employee diversity stimulates creativity, encourages discussion, and enlarges the board's knowledge base, however, improved diversity management in the composition of the board and detachment form conflicts results in superior business decision-making (Peteghem, Bruynseels, & Gaeremynck, 2018). As indicated, this study may reveal how employee diversity stimulates creativity and how to harness strategies that encourages robust decision-making that influences productivity in the organization.

Diversity in terms of nationalities matters more than diversity based on parents' origins, giving insights on the underlying mechanisms of diversity management (Hémet, & Malgouyres, 2018). Countries enacted guidelines and/or mandatory laws to increase diversity on the boards of companies with the primary aim of eradicating the social and labor grievances that women have traditionally experienced relegating them to smaller-scale jobs (Reguera-Alvarado, Fuentes, & Laffarga, 2017). Through Executive Order 11246, President Johnson introduced an affirmative action policy requiring government contractors and agencies to attain specific employment quotas of ethnic minorities in the workplace to ensure equal employment (Kurtulus, 2016). Several western countries enacted guidelines and/or mandatory laws to increase the presence of women on the boards of companies; the aim of these regulatory interventions is to eradicate the social and labor grievances that women experienced, regulating them to smaller-scale jobs (Reguera-Alvarado et al., 2017).

The study conducted by Jaime (2018), revealed how large Brazilian companies and transnational corporations operating in the country recycle the idea of race to cope with the politicization of debates on the racial issue within the Brazilian public sphere. This phenomenon depicts the changes in the political actions of the people of color movement in Brazil, absorbing the new socio-political agenda existing within the global network of anti-racism advocacy (Jaime 2018). Furthermore, Canada espouses an official policy of multiculturalism whereby ethnic minorities retain and exhibit elements of their cultural heritage (Tung, Baumann, & Hamin, 2014). EDM encourages political stability as expressed above by the Brazilian company and legislated by Canada emphasizing the import of studies in diversity management.

The Australian government promotes diversity, with the objective of attaining a multicultural Australia that is united in diversity (Commonwealth of Australia, 2003: 1). The Fair Labor Standards Act (U.S. Department of Labor, 2009) governs minimum wage, overtime pay and record-keeping, and employment of minors (under 18 years of age) for federal, state, and local governments, as well as the private sector. The FLSA specifically prescribes regulations that protect workers' rights, specifically those who are minors (under age 18) or groups who are victims of discrimination. The federal law of the United States prohibits workplace discrimination in the following situations: recruiting and hiring, conducting job evaluations, developing promotion policies, conducting training, developing compensation and disciplinary action plans (U.S. Equal Employment Opportunity Commission, 2012). Several federal laws enacted by different countries strengthened the need for continuous studies in diversity management and the propagation of theories that may enhance the provision of appropriate labor laws and regulations.

Demographic and Ethical Perspective in the Decision-Making Process

The changing demographic composition of the workforce, the expectations of ethical conduct, and the pressure from the global marketplace compels more organizations to deal with employee diversity (Ravazzani, 2016). A widespread, unquestioned and unquestionable consent, in both research and practice, of a moral value inherent inequality and related initiatives toward diversity and inclusion persist; however, this is based on political convictions and emotional reasons without any strong ethical grounding (Köllen, Kakkuri-Knuuttila, & Bendl, 2018). The social connections within an organization facilitate the formal structure and encourage personnel to share expertise, insights, and experiences to inform decision-making (Farrell, 2017). The decision-making process in an organization is central to the strategic planning and implementation process. Therefore, it is crucial that decisions that influence this process are on merit devoid of all forms of biases to ascertain credibility, fairness, and professionalism.

Different proportions of men and women in banking institutions lead to different levels of organizational performance (Rodriguez-Ruiz et al., 2016). Sociological and social psychological theory suggests that people prefer to surround themselves with people who positively confirm their social identity or who contribute with higher group status (Bursell & Jansson, 2018). Demographic diversity on boards of a given firm, such as ethnic diversity and gender diversity have positive effects on employer/employee relationship, however, contextual factors such as a firm's financial situation moderate the relationship between demographic diversity on boards and the employer/employee relationship (Li, Zhang, Chen, Jiang, Wen, & Hu, 2018). Managers assume the responsibilities for ensuring that the company's ethical values become the moral compass for decent behavior throughout the workplace (Sheppard, 2018). Therefore, understanding manager’s demographic perspective in diversity management is important in this study.

Bizri, (2018) postulated that there is an empirical affirmation of the positive impact of diversity management on employees' feelings of affective commitment to the organization and engagement at work, which in turn positively influence employees' organizational citizens' behavior. This postulation is in line with different works that point out that the relationship between demographic variables and corporate success is more complex than a simple positive or negative linear relationship (Rodriguez-Ruiz et al., 2016). Isotalus and Kakkuri-Knuuttila, (2018) argued for the interconnected nature of performance and ethical goals in diversity management.

The study conducted on ethics and intercultural communication in diversity management has revealed that creating shared meanings in dialogical communication is crucial for diversity management if it is to fulfill the double promise of promoting both business and ethical goals (Isotalus & Kakkuri-Knuuttila, 2018). Furthermore, the findings of the study demonstrated that the negotiating reality program, originally developed for international business, is relevant to diversity management, serving to deconstruct value hierarchies embedded in diversity categorizations, and hence, enhances seamless and productive cooperation and learning such communication skills involves personal emotional-cognitive growth. This finding underscores the need for studies in diversity management. Adequate knowledge in diversity management enhances international and cross-cultural businesses.

A positive correlation exists between emotional intelligence and diversity management competency; however, gender, ethnicity, and age do not moderate the relationship between emotional intelligence and diversity management competency (Adebukola 2018). The idea that high proportions of both genders are better than unbalanced distributions is the basis for the value in diverse perspectives; nevertheless, the gender parity propels economic performance (Rodriguez-Ruiz et al., 2016). Malik, Madappa, and Chitranshi (2017) argued that without awareness and understanding of diversity, many problems arise in terms of effective intercultural communication between managers and employees, and employees and the customers. Therefore, the different dimensions of cultural diversity and policies and programs to manage employee diversity management must be carefully implemented and integrated. In addition to understanding employee diversity management, managers must identify gaps in the organization in terms of employee diversity management to take the necessary steps for building a harmonious relationship between expatriates and the local employees (Malik et al., 2017).

Ethno-racial workplace segregation increases existing ethnic-racial inequality (Bursell & Jansson, 2018). In today's increasingly rapid changing business environment, countries such as Afghanistan changed drastically to accommodate the increasingly diverse workforce in most, if not all, of its organizations (Rasool, Khatir, & Nadir, 2018). Therefore, it is common to find business professionals simultaneously fluent in several languages, such as English, French, German, and of course Dari, while coming from a highly diverse training and educational backgrounds. Overall, organizational outcome and employee satisfaction depend on the group of factors such as culture, communication, information, and demographics in an organization.

The culture factor and demographic alignment in an organization have a superior effect on the performance of the organization and employee satisfaction (Rasool et al., 2018). Perceived organizational ethical virtue transmits the effect of employees' perceptions of organizational integration and learning approach to diversity on both organizational citizenship behavior toward the organization and interpersonal workplace deviance (Rabl et al., 2018). Managers' employing decision-making through diversity management must understand that culture factor and demographic alignment in an organization have a superior effect on the performance of employees.

Diverse Religious Perspective in the Decision-Making Process

Conventional wisdom suggests that organizations should avoid taking a stance on controversial issues, such as those dealing with politics or religion (Cowart, Ramirez, & Brady, 2014). Identifying the potential influence of religious tradition on work and employee attitudes brings complex issues of structure and agency to the fore. Religious traditions contain a wide spectrum of teachings, theologies, structures, and practices that may affect organizational employee commitment (Kent, 2017). Employee diversity engagements influence the relationship between secure attachment to God and affective organizational commitment.

Recent studies indicated that the religious beliefs and viewpoints of most of the inhabitants in a county will be reflected in corporate decisions without demonstrating a channel through which the county's culture affects firm decisions (Baxamusa & Jalal 2016). Religion provides a meaning for existence through which adherents interpret their circumstances and make decisions on how to act and interact within the wider society based on religious teachings (Clarke & Ware, 2015). The study conducted by Goel and Srivastava (2016) revealed that an individual's investment behavior depends on his/her religious affiliation. Investors of different religious groups have different opinion and behavior with relation to their investment objectives, investment needs/obligation, mode of fulfilling these investment needs, choice of financial instruments, sources of investment information used. Catholics evince higher levels of organizational commitment than Evangelicals do, and the firm size significantly moderates the relationship between attachment to God and organizational commitment across religious affiliations. However, those emotionally connected to God, are committed emotionally to fellow employees. This principle explains why, most managers are religious and exhibit affiliations to a particular faith (Kent, 2017).

Religious affiliation can attract favor. However, managers must be mindful that revelation of religious affiliation may heighten customer expectations of ethical behavior from stakeholders (Cowart et al., 2014). Religious affiliation reflects a positive attribute, which motivates a degree of absolution when outcomes are less than favorable. Firms with a religious affiliation allow certain amount of grace if a transgression occurs (Cowart et al., 2014).

Gender Perspective in Employee Diversity Management Decision-Making Process

The gender inequality in the labor force participation reflects the growing gap in disparities of different counties in the world (Adeyemi, Odusina, & Akintoye, 2016). However, ethnic diversity in the top management team, as well as in a board of directors has no impact on firm return on equity (ROE). The results of gender diversity have a positive impact on ROE in top-level management teams and board of directors (Hassan, Marimuth, Tariq, & Aqeel, 2017). However, the experimental design (N = 693) conducted by Windscheid, Bowes-Sperry, Mazei, and Morner (2017) to examine the effects of identity blind and identity-conscious gender diversity initiatives on people's pursuit intentions toward organizations using them reflect the under-representation of women in the upper echelons of management in most countries. Despite the effectiveness of identity conscious initiatives for increasing the proportion of women, many organizations are reluctant to implement such initiatives because potential employees may perceive them negatively.

Adeyemi, Odusina, and Akintoye (2016) argued that the increase in female labor force participation will emancipate women from the trap of poverty and give them a voice in decision-making. Given the increasing competition for labor, attracting talent is relevant for the long-term success of organizations. Results reveal a diversity management paradox such that initiatives perceived effective made organizations using them less attractive. However, a government-mandated quota mitigated these negative perceptions (Windscheid et al., 2017).

Gender constitution and distribution influences the efficiency and deliverables of the trustees board in the management of an institution. Elmagrhi, Ntim, Malagila, Fosu, and Tunyi, (2018) have submitted that (a) trustee-board gender diversity has a negative effect on capital structure, but this relationship holds only up to the point of having three women trustees but relatively weak results in the presence of Black, Asian, and minority ethnic trustees, (b) The trustee board diversity—capital structure nexus depends on the quality of corporate governance, with the relationship being stronger in charities with a higher frequency of meetings, independent corporate governance committee, and larger trustee and audit firm size, and (c) Capital structure has a positive effect on financial performance, but this is moderated by trustee board diversity and corporate governance quality.

Usman, Farooq, Zhang, Abdul Majid Makki, and Khan, (2019) suggest that the presence of female directors on the board reduces managerial opportunistic behaviour and information asymmetry. Effiezal, Madah, Jaafar, and Masron (2018) argued that there is a positive and significant relationship between gender-diverse boards and remuneration, but a negative and significant relationship between ethnically diverse boards and remuneration. In addition to this submission, the interaction between gender and ethnically diverse boards results in a weaker negative relationship between ethnically diverse boards and remuneration with an increased presence of women directors. Finally, the study revealed a positive and significant impact on remuneration when there are at least three women and three Bumiputras directors.

Gull, Nekhili, Nagati, and Chtioui, (2018) investigated the relationship between female directors and earnings management by considering specific statutory and demographic attributes. The first finding of this research reveals the presence of female directors deters managers from managing earnings. However, this finding does not hold when the statutory and demographic attributes of female directors are considered. Therefore, the detection and correction of earnings management require particular competencies and skills. Second, business expertise and audit committee membership are key attributes of female directors that promote the effective monitoring of earnings management. Lenders charge 4% less from borrowers that have at least one female board member than they do from borrowers with no female board members (Usman et al., 2019).

The result of the study conducted by Luanglath, Ali, and Mohannak (2019), indicates a positive effect of top management team (TMT) gender diversity on employee productivity. An important implication of this is; the decision to appoint women on corporate boards is based on statutory and demographic attributes rather than on blind implementation of gender quotas. In addition, female chief executive officers (CEOs) and chief financial officers (CFOs) are strongly inclined to reduce earnings management. The result of the study conducted by Báez, Báez-García, Flores-Muñoz, and Gutiérrez-Barroso, (2018) revealed gaps in the presence, salary, and seniority of establishments. Presumptuously, women focus only on corporate tasks related to marketing and human resources management. The findings above underscore the import of gender considerations in organizational diversity management.

Employee Diversity Management and Profitability in Business

Company growth is a topic of concern for company founders and operators and the core of management studies (Pan & Chen, 2014). As companies and nations consider sustainable development considering employee diversity, social changes, and environmental pressures, many improved their innovation efforts to remain competitive and drive profitable growth (Waite, 2014). Although most studies focus on diversity management, there is a gap in establishing the empirical link between employee diversity, employee diversity management and organizational effectiveness that translates into business performance (Mazibuko & Govender, 2017). Employees add greater value to the organization when employee diversity management is effective (Luu, Rowley, & Vo, 2018).

Understanding people's work values, norms, mores, and ethics in the workplace is believed to help improve relationships with employees, increase commitment and improved organizational citizens' behavior. Moon (2018) described workforce diversity as a double-edged sword that leads to both positive and negative work-related outcomes. Mazibuko and Govender (2017) ascertained that understanding and managing diversity played a pivotal role in organization's performance and effectiveness in recent years and created appreciation, innovation, and creativity that give organizations an edge to tackle diverse markets. Therefore, issues in diversity research should be concerned with enhancing the benefits and reducing the detriments of heterogeneity within organizations work behaviors. Promoting diversity within any given organization is profitable for business (Sheppard, 2018). Effective management leads to innovation, where innovation leads to change and in turn change leads to an improvement in business performance (Stanley, 2012). For company organizations that continually seek growth, company growth becomes particularly crucial when companies achieve a stable profit and a leading status in the industry (Pan & Chen, 2014). The findings above validates that, firm understanding of workplace ethics and effective diversity management by managers, will lead to innovation an improvement in business performance.

Inclusive management strengthens the positive relationship between racial diversity and innovative behavior and attenuates the positive relationship between gender diversity and turnover behavior (Moon, 2018). Bernile, Bhagwat, and Yonker (2018) posited that increased board diversity leads to lower volatility and improved performance. The lower risk levels are large because of diverse boards adopting more persistent and less risky financial policies. However, consistent with diversity fostering efficient risk-taking, firms with improved board diversity invest persistently more in research and development (R&D) and have more efficient innovation processes. Innovation is crucial to business profitability. Congruently, management dictates which parties participate together and what information is shared (Stincelli, 2016). Successful innovation requires a diversity of interest groups brought together and encouraged to share information and participate in innovative efforts to achieve profitability (Evans, 2012).

According to Oyler and Mildred (2009), an important factor in innovation is the support of management in encouraging team employee diversity to enhance creativity and problem solving through collaborative efforts, not competition. Page (2011) argued in favor of diversity and different levels of experience for performance improvement, however, he pointed out that diversity in terms of success attribute, innovative solutions, and diverse customer need does not reflect the productivity of an organization. Comparatively, Kochan, Bezrukova, Ely, Jackson, Joshi, and Jehn (2003) posited that diversity does not necessarily engender productivity. The study conducted by Carstens, and De Kock (2017) on firm-level diversity management competencies revealed that firms' overall diversity management competency associates with proximal diversity-related perceptions such as a climate of inclusion, perceptions of equal power distribution and perceived advancement opportunities which, in turn, correlates with perceptions of firm performance. The submissions above emphasize the role of managers in enhancing business innovation and productivity through diversity management.

Employee Diversity, Competitive Advantage, and Sustainability

Employment correlates positively with local labor market diversity, but negatively with neighborhood diversity (Hémet & Malgouyres, 2018). Dahanayake, Rajendran, Selvarajah, and Ballantyne (2018) argued that employee diversity management interventions, underpinned by principles of justice and fairness, create a powerful force that drives sustainable outcomes. The findings of the study conducted by these researchers reveal that justice and fairness principles influence the continuum of EDM, including identifying dimensions of diversity, executing EDM programs and realizing outcomes of EDM. The argument above reveals that adequate research in the field of EDM drives sustainable outcomes.

Sustainability. Many scholars view sustainability the strategic economic development that meets the needs of the present generation without compromising the ability of future generations to meet their own needs (Epstein & Buhovac 2014). Longoni and Cagliano (2015) suggested sustainability consists of the preservation, use, and management of environmental, social, human, and financial capital in ways that benefit society. Most executives know that how they respond to the challenge of sustainability will profoundly affect the competitiveness of their organizations. However, sustainability is an emerging megatrend, and thus, its course is to some extent predictable (Lubin & Etsy, 2010). A sustainability framework inextricably links to competitive performance, thus sustainable infrastructure and initiatives are vital tools for enhancing competitive advantage (Galpin et al., 2015). The issue of whether companies should consider their sustainability or the impacts of their activities on their stakeholders is thus no longer up for discussion. On the contrary, these issues, and many more like them, have become a central part of the creation of shareholder value and the management of both global and local enterprises (Epstein & Buhovac, 2014).

The proponents of business acceleration are influenced by social, environmental and economic entities. Therefore, it is crucial for business entities to understand and consider these factors to develop and implement strategic business decisions. The challenges of sustainability have moved from *whether* to *how* to integrate corporate social, environmental, and economic impacts. It is how to be more socially responsible or sustainable and how to engage corporate stakeholders more effectively (Epstein &

Buhovac, 2014). Some of the identified limits to growth propelled by social, environmental, and economic entities include racial, gender, and religious discrimination and nepotism that negatively affect the maximization of profitability and sustenance of competitive advantage in the business landscape.

Global warming, scarce resources, climate change, population explosion, inflation, influences the disposable income of bank customers. Corporate sustainability performance implies that a company contributes to the sustainable development of society, which includes economic growth, environmental protection, and social progress. Furthermore, sustainability strategy relates to a set of strategic activities by which companies are following sustainability principles and contributing to sustainable development.

The impetus for implementing a corporate strategy to integrate social, environmental, and economic impacts may be driven by internal factors, such as a management commitment to sustainability as a core value or by management recognition that sustainability can create financial value for the corporation through enhanced revenues and lower costs. The relationship between social networks and ecological and business systems in today's business world cannot be overemphasized. Stakeholders and customers are better enlightened; and for business to succeed there is a need for a synthesis between social networks and business systems (Chou, Chen, & Conley, 2015; Nidumolu, Prahalad, & Rangaswami, 2009). The submission above reflects the strategic importance of management’s corporate strategy on improved economic and ecological environment.

While it is true that products and services by themselves provide some degree of inherent sustainability, it is also true that it is necessary to determine, clarify and highlight its business contribution for creating sustainability values (Chou et al., 2015; Nidumolu et al., 2009). A sustainable strategy is more than just a profit-seeking strategy. Rather, sustainability involves implementing strategic market-based approaches to maximize organizational value in three-tier areas: economically, socially, and environmentally (Ansted & Dent, 2015). The findings and recommendations of this study may enhance the strategies adopted in organization in improving business sustainability by employing the benefits of employee diversity management in the administration of business organizations.

Employee diversity management and decision-making. People often use simple rules to make decisions because they do not have enough time, knowledge, information, or cognitive capacity to solve the problem using more sophisticated procedures that would consider all the relevant information (Bílek, Nedoma, & Jirásek, 2018). Many choices reflect subconscious thoughts and prejudices. These choices are often so powerful that people act in ways inconsistent with their own values (Bowman, 2018). Managers are constantly exposed to, and influenced by choices; this reflects the overall decision-making mechanism of the organization.

Decisions taken by people are rational, particularly in the Cartesian sense, when decisions taken are on knowledge, or, on mathematical formulas (Galanc, Kolwzan, Pieronek, & Skowronek-Gradziel, 2017). A manager's role in an organization includes the promotion of cultural diversity to influence productivity and decision-making processes (Elele & Fields, 2010). A well-established body of research shows that judgmental evaluations reflects the decision maker's pre-existing mood state both inside and outside organizations, however, important managerial decisions with ethical implications usually involve a high degree of ambiguity, complexity, and uncertainty (Noval & Stahl, 2017).

People constantly make decisions, but often do not reflect on the process of decision-making. Philosophical and economic rational choice models work well—except when they do not: almost no one operates with perfect information and calculates all costs and benefits. Both intuition and rationality can play important roles in strategic decision-making, however, a framework that specifically accounts for the interplay between intuition and rationality are still missing (Calabretta, Gemser, & Wijnberg, 2017). Not only do orthodox approaches place considerable cognitive demands on decision-makers, but they also devalue unconscious, emotional, and tacit elements in making judgments (Bowman, 2018).

In a multinational service organization, managers will benefit from being mindful of the power of diversity incorporated into business decisions to achieve a desirable performance outcome (Labucay, 2015). Decision-makers in multinational enterprises need to be prepared to execute business decisions within the context of the respective local settings and traditions to achieve desirable outcomes (Zarzu & Scarlat, 2015). Employee diversity decision-making in organizations including multinational service companies must be business driven and diversity decisions need to support the overall business competitive differentiation strategy of the enterprise to enhance productivity (Roh & Kim, 2016).

Many important human activities associate with making certain decisions, likewise, all our every move can be adduced to being a decision (Galanc et al., 2017). The social connections within an organization facilitate the formal structure and encourage personnel to share expertise, insights, and experiences to inform decision-making. Such a highly interactive organization requires management that supports and encourages knowledge management practices (Farrell, 2017).

Summary and Transition

Section 1 of the study contains the foundation and background of the study, laying out how bank managers use employee diversity in the organizational decision-making process. The purpose statement and research question in Section 1 reflect on the study problem. The research question extrapolates how executive bank managers use effective employee diversity in the organizational decision-making process. The conceptual framework for this study is the RCT, which assumes that individuals choose a course of action thataligns with their personal preferences. The literature review includes information on employee diversity management and the decision-making process.

Section 2 includes an explanation on conducting the research study, the mechanics of each role (researcher and participants), research method, research design, population, sampling, ethical concerns, and the steps involved in collecting the data. Section 2 also includes specifics related to the data collection, including data collection instruments, data collection and data organization techniques, and data analysis. This section includes discussion of reliability and validity and the plan to ensure that the study meets quality standards.

The discussion in Section 3 includes the presentation of the findings, applications to professional practice, and implications for social change. Also, Section 3 includes recommendations for future study, reflections, summary, and study conclusions.

Section 2: The Project

Section 2 includes the research purpose, the role of the researcher, the method and design of the research, participants, population, and sampling. Each segment contains content relevant and supportive in addressing the research question through a multiple-case study design. This section also includes information on ways to assure ethical research, objective data collection, data organization, data analysis, research reliability, the validity of this research study's findings, and conclusions.

Purpose Statement

The purpose of this qualitative, multiple-case study was to explore how bank managers use employee diversity effectively in the organizational decision-making process. The targeted population was middle and executive managers of a bank in Nigeria. The participants were frontline management staff involved in the decision-making process of the organizations with the required employee engagement skills. The results of this study may contribute to social change by creating strategies that may discourage nepotism, discourage racial, gender, and religious discrimination, and promote cohesion and tolerance in society.

Role of the Researcher

It is through the researcher's facilitative interaction that a context where the respondents share rich data regarding their experiences and life-world is created (Chenail, 2011). My primary role as the researcher was collecting data and maintaining objectivity with the data and participants to minimize personal bias and safeguard research quality and integrity (Nelson, London, & Strobel, 2015). Karagiozis (2018) argued that, at the first instance, the researcher should acknowledge that situated subjectivity informs the research and shapes the methodology, the analysis, and the treatment of the data gathered. In this study, the rights of the participants were respected. Maintaining a nonjudgmental attitude toward the participants proved to be a key factor in eliciting information.

The ethical conduct of research rests largely on researchers, and as such, an understanding of how they perceive and enact their role in research is paramount (Cumyn, Ouellet, Côté, Francoeur, & St-Onge, 2018). The researcher is the key person in obtaining data from respondents; therefore, it is important the researcher is knowledgeable and adequately prepared before conducting a qualitative research study and scheduling a series of interviews. Researchers not only have the duty to conduct research but also have to do the best with the collected data. Consequently, researchers must become models of integrity, both scientifically and ethically.

Yin (2018) advocated the following core values that a researcher must adopt in the process of data collection: asking good questions, being a good listener, staying adaptive, having a firm grasp of the issues being studied, and conducting research ethically. Throughout this study, the goal was to exercise care by maintaining an unbiased and professional relationship with the participants in form and appearance. However, there was no personal or prior working relationship with the study participants nor with the study topic. According to Cumyn et al. (2018), a discourse pertaining to the researcher's role in the ethical conduct of research focused on the importance of participant protection and respect. Researchers enact this ethical role when participants are actively engaged in the research project. This is illustrated in different ways, including (a) considerations on how to minimize harm, (b) the continuous process of informed consent, and (c) ongoing communication from the research team until the study results are finalized. In addition to the above, the tenets of the *Belmont Report* protocol are crucial for researchers; adopted at every stage of this research process.

The *Belmont Report* —now more than 30 years old— serves as a guide for every research plan and provides important distinctions between research and practice (Miracle, 2016). The first principle of the *Belmont Report* is respect for persons (Miracle, 2016). People are autonomous beings and have the right to decide whether they want to participate in a clinical trial. The second principle of the *Belmont Report* is beneficence, which incorporates the principle of doing good and, the third principle of the *Belmont Report* is justice, which demands equal treatment and fairness for all people (Miracle, 2016). The consent form and the interview protocol as attached in Appendix A and member checking are the procedure that were administered to all the participants to follow the three principles in the *Belmont Report*.

The interview protocol was crucial for this study to attain in-depth data collection. The research interview is a purposeful conversation between two or more people, requiring the interviewer to establish rapport and ask concise and unambiguous questions, to which the interviewee will respond, and listen attentively (Saunders et al., 2016). For example, conducting a study on data collected through interview work suggests that the researcher value personal interaction with respondents more highly than their views expressed through an anonymous questionnaire (Saunders et al., 2016). The following were the steps adopted in the interview protocol. (a) A brief introduction of myself and the purpose of the research topic under study; (b) Set the stage to get the interviewee at ease by asking about their background; (c) Explain the informed consent form process and address any concerns the participant may have; (d) Receive consent to begin the interview and remind participants that the interview will be recorded to ensure data accuracy and remind and assure participants of anonymity and confidentiality; (e) Start the audio recording and/or be prepared to take notes; (f) Introduce participant with code, the date, time, and location; (g) Ask the predefined open–ended interview questions, and probe further with targeted questions when necessary to ensure in-depth exploration; (h) Follow-up with probing question; (i) Stop audio recording; and (j) End interview, let the participant know the next step. Please refer to the interview protocol as attached in Appendix A.

Participants

The targeted population in this study was executives and managers of a bank in Nigeria. The targeted sample in this study was 10 middle and executive managers of a bank in Nigeria. The choice of 10 participants was to ensure data saturation was attained. The participants are frontline management staff with an average of 15-20 years working experience in the decision-making process of the organizations with the required employee engagement skills.

Eligibility criteria are often necessary to ensure valid answers to scientific questions being studied; however, researchers should consider which eligibility criteria are truly necessary, and avoid the use of criteria not vital to the research question (Storbjork, Garfield, & Larner, 2017). Adopting appropriate interviewing techniques in addressing participants' difficulties will enhance the reliability and the validity of data collected. The eligibility criteria for selecting participants in qualitative research include knowledge, competency, experience, and worldview of the subject phenomenon (Wittmayer & Schäpke, 2014).

The levels of access to participants may vary depending on the nature and depth of the access that a researcher intends to achieve. The predominant type of access is the traditional access, which involves face-to-face interactions, telephone conversations, correspondence or visiting data archives (Saunders et al., 2016). Having worked in a bank, I leveraged my contacts in these institutions to identify potential participants (whom I do not know personally) and thereafter, fixed appointments with each participant to meet in person. For those who may not be available for face-to-face meetings, a request was made for the option of a phone or video call to gain access and establish a working relationship with these participants. On each of these meetings, there was an introduction, a statement of purpose for this research, and a request for email addresses of all the participants to forward an introduction letter as attached in Appendix B. Delivery of the introduction letter was made in person for those who preferred this alternative.

Research Method and Design

Research Method

Qualitative research methodology generally associates with an interpretive philosophy, useful when researchers need to make sense of the subjective and socially constructed meanings expressed about the phenomenon being (Denzin & Lincoln, 2011;

Saunders et al., 2016). As a research methodology, qualitative research methodology accentuates the exploratory capability needed to explore and investigate research studies (Alase, 2017). Qualitative methodology advances the application of interpersonal and subjectivity skills to research exploratory processes (Alase, 2017). Qualitative research methodology is important when a researcher wants to deepen the breadth of study and ascertain credibility; therefore, it was appropriate for this study.

Quantitative research methodology generally associates with positivism, especially when used with predetermined and highly structured data collection techniques (Saunders et al., 2016). Quantitative research methodology was not appropriate for my study because ethnographic issues are typically expressed with in-depth interpretations of the social phenomenon. Mixed methods research is a combination of the qualitative and quantitative data collection techniques and analytical procedures (Saunders et al., 2016). Issues of diversity are best studied and interpreted typically from the participants' perspectives. Combining the qualitative and quantitative methods datasets can provide a better understanding of the problem through the investigator gaining additional depth and breadth for understanding phenomena. However, mixed methods are not without drawbacks. Therefore, mixed-methods was not appropriate for this study.

Research Design

A research design is a logical sequence that connects the empirical data to a study's initial research questions and, ultimately to its conclusions (Yin, 2018). Three main qualitative research designs are predominant: ethnography, phenomenological, and case study. The purpose of this study was to reflect current business realities on the strategies used by bank managers to use employee diversity in the organizational decision-making process. Therefore, ethnography and phenomenological design methods were not appropriate for this research. Multiple-case study method was the appropriate design to adopt for the research because the multiple-case study method enhances the reliability of findings across cases (Saunders et al., 2016). The multiple-case study design is an exploration of a *bounded system* over time through detailed, in-depth data collection involving multiple sources of information, each with its own sampling, data collection, and analysis strategies (Creswell, 2013).

An aspect common to the assessment of qualitative research quality is the need to gauge the saturation of a data set, signifying that the data contain all information necessary to answer the research questions (Lowe, Norris, Farris, & Babbage, (2018). Attaining data saturation is crucial in ensuring validity and reliability of qualitative studies. Failure to reach data saturation has an impact on the quality of the research conducted and hampers content validity (Fusch & Ness, 2015). Determining the number of participants to be included to obtain data saturation is one of the most frequent questions in qualitative methodology (Tran, Porcher, Tran, & Ravaud, 2017). To achieve data saturation in a qualitative research study, Saunders et al. (2016) suggested a minimum non-probability sample size of 10 participants researchers should adopt to attain data saturation. Based on this suggestion, 10 participants were selected from a Nigerian bank.

Population and Sampling

The population of this study was executives and managers of a bank in Nigeria. The sample in this multiple-case study consisted of 10 middle and executive management staff from a bank in Nigeria. The participants were frontline management staff involved in the decision-making process of the organizations with the required employee engagement skills. Likewise, the focused organization was a bank that managed employee diversities and achieved significant progress in profitability by developing and deploying adequate strategies to include employee diversity in the organizational decision-making process.

According to Saunders et al. (2016), the sample size of 10 participants is prudent to attaining data saturation. A selection of 10 participants was adequate for this research to attain data saturation, reflect, and accommodate the varying bank business and management cultures. The primary population sampling techniques available to qualitative researchers include purposive and snowball methods (Ishak & Bakar, 2014). Researchers use purposive sampling to select participants based on certain predetermined qualities such as age, skills, or experience (Hagaman & Wutich, 2017). Researchers use the snowball sampling method as a referral system when the initial contact recommends or refers other potential participants to the researcher (Robinson, 2014). The purposeful sampling method was adopted in this study. Participant's selection was based on experience, ranking/level, job description (managerial), the influence and roles participant play in employee diversity in the organizational decision-making process.

The criteria for selecting participants and the interview setting appropriate for this study was informed by the need to reduce biases and collect valid and reliable data. Having worked in a bank (not the participating bank), I leveraged on my contacts in the banking system to gain access and establish a working relationship with participants in the bank. Participants' interviews were conducted in their offices and during work hours, however, the interviews were conducted at venues and business hours that participants have chosen as conducive.

Ethical Research

Ethical conduct was ensured as a responsibility of this study from conception to completion. Whether a person was involved in identifying the participants, collecting data, performing data entry, analyzing results, providing an intervention, identifying or leading the project as the principal investigator (PI), anyone participating in the research process shared responsibility for study ethicality (Byerley et al., 2017). Reasons to act ethically can be categorized into three arguments. First, ethical behavior ensures the protection of the rights of individuals or communities affected by the research. Second, researchers maintain popular public opinion and public trust, which allows future academics to carry out new research. Third, universities can be held accountable for the actions of their students or employees, and therefore need to protect their institutions, which reinforces the emphasis on acting ethically (van den Bemt, Doornbos, Meijering, Plegt, & Theunissen, 2018).

Ethical conduct requires creating a culture of respect and dignity, whereby each member of the research team feels empowered to raise ethical concerns and question the research process (Byerley et al., 2017). Research ethics' approval goes beyond submitting a well-written informed consent form. Obtaining research ethics approval prior to a study provides assurance that the proposed research was reviewed to ensure; (a) the study has the potential to contribute scientific, clinical, or socially valuable knowledge, (b) the rights and welfare of study participants are protected, and (c) the risks inherent in the research study can be reasonably justified relative to the potential benefit gained from the study (Lee, 2018). The results of research studies are the fundamentals for further researches and the building block of the societies. Therefore, the evaluation of ethical consideration for independent scholars within the doctoral research process is critical in attaining validity, reliability, generalizability, and transferability.

Informed Consent Process

The informed consent is a process a researcher sensitizes the participant about nature, procedures, risks benefits, treatment schedules, etc of the study in a language that is nontechnical and understandable by the study participant (Sil & Das, 2018). Informed consent process provides essential trial information to potential participants and empowers them to make a rational and informed decision about participation (Kadam, 2017). Informed consent is a moral imperative in research. However, in many instances of consent to participation in research, it is acknowledged that participants do not employ the provided information in their decision to consent, but rather consent based on the trust they hold in the researcher or research enterprise (Kongsholm & Kappel, 2017).

Ross, Iguchi, and Panicker (2018) argued that when potential research subjects are provided with information about the study, they actually base their decision on precisely this information. However, numerous studies on this topic disprove this assumption: provision of participants with relevant information does not imply that this information is what serves as grounds for the decision made. The requirement for voluntary, informed consent from potential research participants— based on the principle of respect for persons—considered the bedrock of ethically responsible research with human participants (Ross et al., 2018).

Among other relevant documents deployed in this study is the informed consent form, which addressed the following concerns: (a) Informed consent will be appropriately documented; (b) Participants will be provide adequate time to review the study information and ask questions before giving consent; (c) Written using language that will be understandable to the potential participants; (d) The consent form will explain the sample's inclusion criteria in such a way that the participants can understand how/why they are participating; (e) Understandable explanation of the research purpose; (f) Clearly state that participation is voluntary; (g) Convey that the participant has the right to decline or discontinue participation at any time; (h) Describe how privacy will be maintained and disclose all potential conflicts of interest; and (i) The consent document will preserve the participant's legali rights and explain how the participant can contact the researcher and the university's Research Participant Advocate. The informed consent form was subject to approval by the Institutional Review Board before administration. However, consent should be obtained without any coercion (Sil & Das, 2018).

Procedures to Withdraw and Incentive for Participation

The right not to participate in a research project is unchallengeable and it is unacceptable to attempt to extend the scope of participation beyond that freely given (Saunders et al., 2016). Those taking part continue to exercise the right to determine how they will participate in the data collection process, including rights: not to answer any question, or set of questions; not to provide any data requested; to modify the nature of their consent; to withdraw from participation and possibly to withdraw data they have provided (Saunders et al., 2016). Voluntary participation is the implied principle of informed consent (Lie & Witteveen, 2017). These rights guarantee the liberty of participants to withdraw from participation voluntarily.

In this study, participants had the right to withdraw and decline to take part in a particular aspect of the study. It is the responsibility of the researchers not to ask participants to participate in anything that will cause harm, intrude on their privacy, or go beyond the scope of the access agreed by the participants or authorizing institution. During the interview, participants were reminded of their right of withdrawal from the interview at any time without any liabilities. The right to withdraw procedure included personal contact information so that participants could directly contact me via email and phone if they decided to terminate their participation. Participants had a choice to withdraw by declining scheduled interview appointments. Voluntary participation and withdrawal is the implied principle of informed consent (Lie & Witteveen, 2017).

Payments to research participants are ubiquitous and made for a variety of reasons. Nevertheless, such payments continue to engender controversy, and the payment-related policies and practices of institutional review boards (IRBs) often reflect some discomfort with payment (Gelinas, Largent, Cohen, Kornetsky, Bierer, & Fernandez 2018). Participation was voluntary with no remuneration to participants. All participants received a thank you note for their participation in the study.

Measures for Ethical Protection

Ethical protection is a key principle that links to or underpins several other principles in a research study (Saunders et al., 2016). Respect for others, the avoidance of harm, the voluntary nature of participation, informed consent, ensuring confidentiality and maintaining anonymity, responsibility in the analysis of data and reporting of findings, and compliance in the management of data linked to or motivated by the principle of ensuring the privacy of participants (Saunders et al., 2016). Study participants are essentially volunteers who to agree to comply with a defined set of procedures within a specific period. Decisions about patient eligibility, inclusion and exclusion criteria must be based on a scientific rationale and be guided by the principles of respect for fairness, justice, and inclusiveness, as well as the principle of free and informed consent (Lee, 2018).

The process of obtaining informed consent to assure participants that all the information they provide during the research study will be kept confidential to the extent permitted by law, with access restricted to members of the research team is now standard practice. Furthermore, depending on the sensitivity of the data, researchers might provide additional assurances regarding how the data will be published or shared with the academic community (Ross et al., 2018). Researchers have a legal and moral obligation to protect and safeguard the interest of participants before, during, and after interviewing and along with the entire research process (Wolf, Patel, Williams, Austin, Dame, & Beskow, 2015). Reliability of data is enhanced where confidentiality and anonymity of participants are assured (Saunders et al., 2016).

The protocol measures for protecting participants in the study included showing respect, beneficence, and justice towards participants during the data collection and research process (Vanclay, Baines, & Taylor, 2013). Respect for participants includes showing no favoritism towards a particular group of participants but rather taking measures to protect participants' interests by gathering and recording all input as accurately as possible (Vanclay et al., 2013). I do not have any direct supervisory or working authority over any participants. Not having any direct working authority or direct supervisory over participants will further boost the subjectivity and reduce participant bias. The researcher is the key person in obtaining data from participants; therefore, it is crucial the researcher is knowledgeable and adequately prepared before embarking on conducting a qualitative research study and scheduling series of interviews. Furthermore, the required approvals supporting the understanding of ethical procedural privacy and protections for human subjects in research was acquired before embarking on data collection.

Data Confidentiality and Protection

Research transparency, reproducibility, and data sharing uphold the core principles of science at a time when the integrity of scientific research is being questioned (Alter & Gonzalez, 2018). Confidentiality of data is a common concern among both researchers who share and those unwilling to share (Elsayed & Saleh, 2018). It is helpful to think of the risks to subjects from the disclosure of information in a data set as the product of two dimensions: (a) potential harm and (b) probability of reidentification (National Research Council, 2014). Given the sensitive and personal information research data might include, researchers have an ethical obligation to maintain confidentiality and restrict unauthorized access to research data (Wolf et al., 2015).

Participants' information such as (a) signed consent forms, (b) interview transcripts, and (c) field notes, and personal logs were stored in a secured file on my laptop and will remain for a minimum of 5 years. When conducting qualitative research, participants usually share personal and private information with the researcher. As researchers, one must preserve participants' identity and confidentiality of data collected (Leyva-Moral & Feijoo-Cid, 2017). Researchers must develop and adopt strategies that enable promise of confidentiality while effectively disseminating sensitive results (Turcotte-Tremblay & McSween-Cadieux, 2018).

Protecting Participants' Identities

Business and management research almost inevitably involve human participants. The experience of taking part in case study research is complex to describe; it requires detailed explanation to ensure full understanding. Involvement in research may leave an impact on participants' emotional stability. Furthermore, there is a risk that other participants might reveal potentially damaging information, which may involuntarily influence the researcher (Celestina, 2018). Therefore, ethical concerns are most significant where research involves human participants. Amundsen, Msoroka, and

Findsen (2017) argued that the challenges faced by researchers to accessing research sites and participants are not a new issue, however, the process of accessing the research site and participants is paramount to the successful achievement of educational research outcomes.

Planning is the key to protecting research subjects for responsible data sharing at the beginning of a project. However, one of the most frequently expressed objections to sharing research data is concern that confidential information about research subjects will be compromised (Alter & Gonzalez, 2018). While data sharing is increasingly common in quantitative social inquiry, qualitative data are rarely shared, albeit, one of the major factors inhibiting data sharing is a concern about human participant protections and privacy (Kirilova & Karcher, 2017). One way to protect participants is confidentiality. This seems particularly important in situations where participants hide their membership in a stigmatized group or when they are critical of persons or institutions on which they depend. However, revealing the identity of study participants based on their request may empower participants in certain circumstances when their voices are being heard (Adrianna, 2018). Albeit, having difficult participants in the interview process arises, it is therefore important an interviewer is vast in knowledge about the topic, and organizational or situational context in which the interview is to take place (Saunders et al., 2016).

To ensure total compliance to the stipulated research procedures and to protect participants, informed consent of participants was obtained prior to deployment of interviews at the point of disclosure of the purpose of the study. This document contained details of participants' expected levels of involvement, duration of process, any possible benefits or consequences of participation, in addition to any other likely conditions. In this study, verbal and written assurances were given to guarantee that any information given by participants would be treated in strict confidence. In addition to the above, the informed consent document includes the assurance of the freedom to exit from the study at will whenever the participants so desire. Participants were assured that any information that they may wish to know in relation to the research study will be given to them at any time the need arise.

The ability of the researcher to obtain either primary or secondary data will depend on gaining access to an appropriate source, or sources where there is a choice. According to Barocas and Nissenbaum (2014), the use of anonymous identifiers can help protect the identity of individual participants or organizations involved in research. I employed coding (P1, P2, P3 . . . , etc.) to identify each participant. Data collected from participants were saved with passwords to avoid compromise or unauthorized access.

Data Collection Process/Protocols

Formulating and clarifying the research topic is the starting point of a research project. However, a clear understanding of this process enables the researcher to choose the most appropriate research strategy, data collection, and analysis techniques (Saunders et al., 2016). The primary role of the researcher is to focus on collecting data and maintaining objectivity with data and participants in an effort to minimize personal bias in order to safeguard research quality and integrity (Nelson, London, & Strobel, 2015). For this semi structured qualitative research, I was the primary data collection instrument.

Therefore, I acted in various capacities as observer, interviewer, and interpreter. In this study, semi structured interview data collection was administered to people who are knowledgeable in the subject area of employee diversity management. A sample of 10 participants was identified who responded to open-ended, semistructured questions.

The semistructured interview provides an opportunity for qualitative researchers to ask participants open-ended and follow-up questions when appropriate to facilitate in-depth exploration and obtain a deeper understanding of the study phenomenon (Elo, Kääriäinen, Kanste, Pölkki, Utriainen, & Kyngäs, 2014). In this study, questions were designed to investigate how bank executives and managers use employee diversity in the organizational decision-making process and the impact this process have on profitability. These questions were specifically designed to cover strategies used by organization's managers to include employee diversity in the organizational decision-making process. Questions were open-ended and developed with a view to encouraging participants to objectively volunteer their work experiences in relation to diversity issues. Participants were encouraged to feel relaxed so that they may freely provide useful contributions in the course of the interview.

Interviews began with informed consent to enable the respondents to become familiar with the subject and scope of the study. Questions were asked progressively. Data collection was conducted at separate occasions, and interview durations spanned between 45 and 60 minutes depending on how much detail the respondent had to offer. Data and information collected were recorded in a voice recorder and notebook. In addition, the relevant documents of this company were analyzed to support the interview process. Snyder (2012) recommended analyzing company documents and archival reports to supplement semistructured interview transcripts.

Carter, Bryant-Lukosius, DiCenso, Blythe; and Neville (2014) noted that combining interviews with documentation could help the researcher to triangulate data sources to improve the research rigor, quality, and understanding. The public company documents such as (a) the annual reports, (b) diversity management reports, or HR Policy documents, and (c) strategic policy documents available through company's websites or filings on the security exchange commission (SEC) website was used to elaborate (compare/contrast), triangulate and supplement the research interview data. My data collection strategies was through any of the aforementioned means to capture pertinent information, which would serve to support the fulfillment of the desired research objectives.

Data Collection Technique

Modern data collection techniques allow for intensive measurement within subjects (Revelle & Wilt, 2019). Although guidelines for conducting qualitative research exist, each project is unique, and the researcher must decide how to proceed. In addition, the researcher is the primary instrument of data collection and analysis in qualitative research, focus and interpretive thinking is critical (Clark & Vealé, 2018). All data collection for this study commenced after receiving IRB approval (08-28-19-0745967 and it expires on August 27th 2020). Interviews were conducted in conducive environment devoid of all forms of distractions. An audiotape recorder was used to record the proceedings of the interview with another tape recorder as a backup to avoid loss of data.

Note taking in the course of interviews can generally be a source of distractions and should be avoided as much as possible. However, a notebook was handy for note-taking only when necessary as a complement to the audio taping as long as the participants were not distracted. Field notes are central component of qualitative research since the early 1900s, originating in the field of ethnographic anthropology and are widely recommended in qualitative research as a means of documenting needed contextual information (Phillippi & Lauderdale, 2018). With growing use of data sharing, secondary analysis, and metasynthesis, field notes ensure rich context persists beyond the original research team (Phillippi & Lauderdale, 2018). To provide effective analysis after the interviews, clear and proper records were maintained from the interview process. The records that were acquired from the interviews were clearly delineated and labelled with relevant demographic information such as the participant's assigned identification number, interviewer, date, time, location and any other relevant codes allocated to each interviewee respectively for ease of identification.

Advantages and Disadvantages of Data Collection Techniques

There are advantages and disadvantages in using interviews as a data collection process. Semistructured interviews may be used in order to understand the relationships between variables, such as those revealed from a descriptive study. A benefit in using a semistructured interview as a data collection technique is researchers can engage respondents in a deeper conversation guided by open-ended and follow-up questions about the research phenomenon (Sincar, 2013). There are situations in which collecting data using a semistructured or in-depth research interview may be advantageous. These situations are grouped into four categories: (a) the purpose of the research; (b) the importance of establishing personal contact; (c) the nature of the data collection questions; (d) length of time required and completeness of the process (Saunders et al., 2016).

Elo et al. (2014) argued that research participants could share in-depth personalized views and experiences to broaden the research knowledge base of a topic through semistructured interviews. Flexibility is another benefit of semistructured interviews for gathering data, as researchers can easily change the wording and ordering of questions depending on the direction of the interview (Doody & Noonan, 2013). Interviewing research participants can involve a unique and different experience among interviewees (Parker, 2014). The freedom for investigators to adapt and ask relevant probing questions even in challenging interview situations makes the semistructured interview a favorable data collection technique among qualitative researchers (Dikko, 2016). However, a drawback of flexibility is that the interview process can be time-consuming and exhausting for the researcher (Doody & Noonan, 2013). Hurst et al. (2015) argued that lengthy interview proceedings could add unnecessary fatigue and pressure on participants.

The lack of standardization in semistructured interviews can lead to concerns about reliability/dependability and whether alternative researchers would reveal similar information (Saunders et al., 2016). The concern about reliability/dependability in a semistructured interview relates to issues of bias. According to Saunders et al., (2016), there are three types of potential bias to consider: (a) interviewer bias; (b) response bias; and (c) participation bias. Another potential shortcoming of using semistructured interview technique is that an inexperienced researcher may fail to ask appropriate follow-up questions and valuable information might be lost in the data gathering process (Doody & Noonan, 2013).

According to Saunders et al. (2016), the advantages of using secondary sources of data include: (a) fewer resource requirements; (b) they provide an unobtrusive measure; (c) longitudinal studies may be feasible; (d) can provide comparative and contextual data; (e) can result in unforeseen discoveries; (f) permanence of data. However, the disadvantages of analyzing secondary sources of documents include: (a) Collection of data may be for a purpose that does not match a researcher's need; (b) access may be difficult or costly; (c) aggregations and definitions may be unsuitable; (d) no real control over data quality; (e) initial purpose may affect the presentation of data (Saunders et al., 2016).

The disadvantage of data collection by reviewing archival documentation could be inadequate, inaccurate, and/or incomplete data (Soltes, 2014). Researchers who over-rely on archival data sources could misinterpret, misinform, or be misguided by the information (Snyder, 2012). As the development of archival documents can have a predefined purpose, use of archival data sources in research might not provide relevant information to answer the research question (Soltes, 2014).

Member Checking

Member checking involves the researcher presenting data transcripts or data interpretations to all or some participants for comment (Varpio, Morouxe, O'Brien, & Rees, 2017). This information sharing with participants is designed to enhance the credibility of data analysis and participant involvement. Member checking applies at two stages of the research process. First, participants may be asked to review their transcripts to consider if their words match intended meanings, rather than if the articulations are accurately recorded. Second, participants may be asked to review the initial or final data analyses to validate the researchers' interpretations of the data (Varpio et al., 2017).

Where appropriate, participants may be asked to offer reasons for particular patterns observed by the researcher or to offer contextual considerations, thereby contributing to the developing interpretations of the findings. In this research, the following was done. First, the initial interview was conducted. Second, what the participants shared was interpreted. Third, the interpretation of data collected was shared with the participant for validation. This process enhances the reliability and the validity of the data gathering process (Varpio et al., 2017).

Data Organization Technique

Data organization technique provides the means to manage the research project throughout its progress by being able to import any relevant files and organize the qualitative data collected to facilitate analysis (Saunders et al., 2016). Database filing system was used to keep track, process, and organize the research data. To ensure appropriate filing of each participant's data, the information in the interview folder included (a) signed consent forms and emails, (b) audio recording of interviews, (c) transcripts, (d) participants' response summary, and (e) interview field notes, and personal logs.

For ease in the retrieval of documents, the company documentation folder contains relevant company information from articles, interviews, and business websites, which included (a) annual reports, (b) diversity management reports, or (c) strategy policy documents. In line with standard research protocols, data was securely stored for 5 years and made accessible to only the relevant authorities. To provide effective data organization after the interviews, MS Excel and MS Word was utilized to store, organize, and analyze data for exploration and identification of the study themes. Clear and proper records were maintained from the interview process. The records that were acquired from the interviews were clearly delineated and labeled with relevant demographic information. This process of data collection was adopted because this process aligns with IRB standards.

Data Analysis

Qualitative data analysis is the process of reviewing, analyzing, and identifying research evidence such as interview transcripts and field notes to explain the research phenomenon (Elo et al., 2014). Qualitative data are likely characterized by their richness and fullness, based on the opportunity to explore a subject in as real a manner as is possible (Saunders et al., 2016). Researchers can use pattern matching to compare and contrast data to identify similar and repeatable patterns, variances, or gaps across multiple datasets (Baškarada, 2014). Triangulation adds depth to the data collected (Fusch, Fusch,

& Ness, 2018). The data analysis plan in this study contained the methods and steps to reduce biases that can obstruct the integrity of participant responses and interpretations of the research.

The data analysis technique that was used in this study was content analysis. I categorized, tabulated, tested, and recombined evidence to help with the analysis. Methodological triangulation approach for analyzing data was utilized to support this study. Content analysis was adopted to determine the usage of certain words, phrases, and concepts within the text and transcribed data collected. MS Excel and MS Word were used to help store, organize, and analyze data for exploration and identification of the study themes. In addition, the summation of respective interviews and the interpretation of the themes and shared experiences of participants, particularly noting statements and words that were repeated by multiple participants were analyzed. These procedures were to ensure the safety, reliability, ease of retrieval and accessibility to participants' data.

Logical and Sequential Data Analysis Process

Theory building is often described as the ultimate goal of qualitative research, an examination of articles in qualitative research shows that themes are actually the typical format for reporting results (Morgan, 2018). Moser and Korstjens (2018) posited that, in making sense of qualitative data, the researcher need to study the data. In this process of incubation, the researcher searches the transcripts for meaning and essential patterns and collects legitimate and insightful findings.

To identify themes in qualitative studies, the researcher uses a thematic analysis by finding repeated patterns and common meaning of a dataset (Percy, Kostere, &

Kostere, 2015). Themes convert codes into the core concept that represents the most important aspects of the result. Themes are meaningful patterns in the data, which researchers use to interpret that data for an audience (Morgan, 2018).

In this study, the first step adopted was to start at a more general level by carefully reading the entire transcript before narrowing down to specific research question(s) and objectives. The second step was to provide a brief overview of key ideas and themes and create a matrix of themes. The third step was to summarize, compare and contrast the information of the respondents by analyzing and interpreting the major common concepts to form themes. The fourth step was to narrow down to highlighted themes and content most relevant to this research. The fifth step was to provide a detailed account of the findings of this research and show how the themes are related. The sixth step was to highlight those aspects where research provided fresh insights and the seventh step was to lead the reader into subsequent sections of this project report. Thereafter, the summarized steps in analyzing and identifying the major concepts or themes to support the study findings was established (Morgan, 2018). This process is crucial to ensuring a seamless logical and sequential data analysis.

Plan for Data Coding

The rigorous process of coding qualitative data is imperative for obtaining research trustworthiness (van den Berg & Struwig, 2017). Although qualitative data analysis software can aid with coding data sets, much of the software functionality are analyst-driven and does not negate the researcher's role in analyzing and interpreting data (Baškarada, 2014). van den Berg and Struwig (2017) also stressed the importance of coding and analyzing qualitative data in the following stages, first, by preparing the data collected, followed by defining the coping unit to be analyzed and developing categories and coding scheme or conceptual framework. The researcher then tests the coding schemes on sample data and follows with coding all the data. The data is assessed, and conclusions drawn from the coded data.

Morse, Lowery, and Steury (2014) and Ose (2016) recommended researchers use MS Word and MS Excel spreadsheets to record, organize, track codes, and to identify research themes. Maher, Hadfield, Hutchings, and de Eyto (2018), argued that the experience of data analysis combined with consultation with other researchers pointed to coding with color pens, paper, sticky notes, and large format display boards as the most beneficial form of coding.

MS Excel and MS Word were used to help store, organize, and analyze data for exploration and identification of the study themes. Furthermore, the four steps stated below was adopted to formulate my coding process. First, the coding process started by reading and reflecting on the data transcripts. Second, the relevant phrases and words to support the answers to the research question were highlighted. Third, textboxes and typing codes to summarize the highlighted text or concepts to describe data were embedded. Fourth, the transcripts were revised and the coding processes for a second and third time to ensure coding were done efficiently (Morse et al., 2014).

After completing the second and third iterations of coding, a word table was constructed to compile, summarize, and organize the main concepts from participants and look for relationships among participant responses. Consequently, the information was organized to find common themes and record them into a Microsoft (MS) Excel spreadsheet for further analysis. Thereafter, summary and groupings of the common themes, according to the objective of the research question was actualized. After the final summary and grouping, a master theme list from which the major themes emerged supporting the objective of the study was developed. The process above was adopted to attain seamless data coding process.

Correlation of Themes

Morgan (2018) opined that themes are meaningful patterns in the data, which researchers use to interpret data to an audience. The search for themes begins fully with coded data set (Saunders et al., 2016). Identifying key themes from research data for correlation to the conceptual framework is vital to qualitative research (Morse et al., 2014). The objective of the constant comparative method in qualitative data analysis involves distinguishing the relationship of the main themes to the research theory and research question (Baškarada, 2014). In conducting a literature review, researchers can establish a conceptual basis for supporting research evidence. The research evidence, literature, and the major underpinnings of RCT and EDM framework were correlated to support the study.

The RCT and EDM framework supported the study findings. The RCT principle helped assessed the coordination and collaboration between diversity system perspectives and strategies used to improve organizational decision-making to enhance profitability, organizational growth, and sustainable development. Themes were created and integrated with the framework by comparing and contrasting literature findings. Focus in this study was understanding the strategies bank managers use to improve organizational decision-making through employee diversity to enhance profitability, organizational growth, and sustainable development.

Correlation of research findings to the literature helps to bridge the knowledge gap between theory and practice (Trainor & Graue, 2014). The rationale for the choice of thematic analyses was due to its ability to analyze large qualitative data sets, as well as smaller ones, leading to rich descriptions, explanations, and theorizing. Saunders et al. (2016) explained the importance of correlation of themes: (a) Comprehends large and disparate amounts of qualitative data; (b) Integrates related data drawn from different transcripts and notes; (c) Identifies key themes or patterns from a data set for further exploration; (d) Produces a thematic description of these data; (e) Develops and tests explanations and theories based on apparent thematic patterns or relationship; and (6) Draws and verifies conclusions.

Reliability and Validity

Reliability and validity are two key aspects of all research (Cypress, 2017). Research studies are the building blocks of academia and society. It is therefore pertinent that the foundation and fundamentals of research studies are reliable, valid, authentic, transferable, and generalizable or else, the core fabrics of the academia which is the advancement and institutionalization of knowledge would be threatened and consequently, submissions extracted therewith, will be erroneous and amount to a gross waste of resources. Congruently, adopting succinct data collection procedures devoid of biases as advanced by Yin, (2018) which are; (a) use of multiple sources of evidence, (b) creating a case study database, (c) maintaining a chain of evidence, and (d) exercising care with using data from the social media is crucial.

The choice of data analysis technique for doctoral qualitative research studies is consequent on the need to achieve reliable, valid, transferable, and generalizable results. Saunders et al. (2016) identified some sources for data quality issues that could negatively impact a doctoral research study some of which are: participant error, participant, researcher error and, researcher bias. However, Morse (2015) recommended the appropriate strategies to achieve rigor in data collection quality as; prolonged engagement, persistent observation, and thick rich description; inter-rater reliability, negative case analysis; peer review or debriefing; clarifying researcher bias; member checking; external audits; and triangulations. The attainment of validity and reliability are central tenets of ensuring good quality research (Jordan, 2018).

Reliability and validity are central to judgments about the quality of research (Saunders et al., 2016). Therefore, the strategies and quality criteria adopted within the context of doctoral research is crucial in establishing credibility and acceptability in the academic circle. Exploring strategies and quality criteria to determine validity and reliability is sacrosanct in qualitative studies. Instituting a rigorous data quality framework is critical to ascertaining that comprehensive and consistent evaluations form the basis of increasingly complex data analyses, and it is important for secondary users of information, as they often have little control over the data collection and maintenance processes (Smith et al., 2018).

Attaining reliable and valid research result is one of the cardinal goals of research studies, consequently, the principle and methods of data gathering and analysis, the adoption of multiple sources of evidence and triangulation are crucial to achieving this goal. Unreliable research is also invalid since any error or bias will affect the results and subsequent interpretation of the phenomenon being studied (Saunders et al., 2015). However, these biases are platforms for advancing new knowledge. According to Black (2018), it is in this interaction between the researchers and research that new knowledge is created.

Reliability

In the social sciences, the whole notion of reliability in and of itself is problematic (Cypress, 2017). Reliability is measured by the amount of variation that would occur if repeated measurements were done (Smith et al., 2017). Research rigor, trustworthiness, and quality are aspects research-practitioners consider when evaluating the reliability and dependability of a qualitative study (Cypress, 2017). Reliability in qualitative studies involves dependability of the research procedure, which includes the method, design, and concept that the researcher used to facilitate the study (Dikko, 2016). However, the triangulation method was adopted in this research to achieve reliability.

The appropriate use of research method, concept, and design could help researchers with data trustworthiness (Yin, 2014). The more times the findings of a study can be replicated, the more stable or reliable the phenomenon is thought to be. In other words, it is the idea of replicability and repeatability (Cypress, 2017). The hallmark of data trustworthiness in a qualitative study is the consistency of researcher findings and conclusions with a similar context over time and across different populations (Noble & Smith, 2015).

A qualitative researcher can assure trustworthiness by triangulating the data source used in the research (Fusch & Ness, 2015). Triangulation is the way in which one explores different levels and perspectives of the same phenomenon. It is one method by which the validity of the study results are ensured (Fusch & Ness, 2015). To ensure trustworthiness, the triangulation strategy was adopted in this study, by utilizing interviews and company documents as data sources.

Dependability. The stability of findings over time. Dependability involves participants' evaluation of the findings, interpretation, and recommendations of the study such that all are supported by the data as received from participants of the study (Korstjens, & Moser, 2018). In a qualitative study, dependability is a way to establish rigor and trustworthiness of research findings (Henry, 2015). The dependability of a qualitative study stems from the consistency of research results studied under comparable investigations, procedure, and conditions (Anney, 2014).

To ensure dependability, an audit trail by discussing the underlying assumptions, limitations, method, and design applied was provided in this study. Data dependability for this study was attained by reconfirming the accuracy of the data transcripts through member checking. More so, the dependability of this study was enhanced by triangulating the interview data via company documentation review and academic literature about employee diversity strategies for decision-making in the banking sector.

Validity

The dichotomous debate between objectivity and subjectivity in the social sciences and the differences between qualitative and quantitative approaches in research are related to the strong demand for validation and accreditation of studies (Abdalla, Oliveira, Azevedo, & Gonzalez 2018). Validity defines as the state of being well grounded or justifiable, relevant, meaningful, logical, confirming to accepted principles or the quality of being sound, just, and well-founded (Cypress, 2017). The concept of validity in qualitative studies involves accurate reflection and representation of the research data by the researcher (Kihn & Ihantola, 2015). Although validity originated from quantitative research, the concept is equally relevant in qualitative research to evaluate research data rigor and soundness (Cypress, 2017).

Judging the quality and soundness of qualitative research findings requires the appropriate use of method, design, and alignment of the research problem (Yin, 2014). In qualitative research, validity can involve the researcher legitimizing and confirming data accuracy (Morse, 2015a). Interviewee transcript reviewing and verifying data from multiple sources are some practical validation strategies among qualitative researchers (Elo et al., 2014; Fusch & Ness, 2015). The quality criteria for all qualitative research are credibility, transferability, dependability, and confirmability (Korstjens & Moser 2018).

Credibility. Credibility establishes whether the research findings represent plausible information drawn from the participants’ original data and is a correct interpretation of the participants’ original views (Korstjens, & Moser, 2018). Researchers ensure credibility through various strategies including note taking, memorandums, member checks, peer debriefing, prolonged engagement, and persistent observation (Henry, 2015; Stewart et al., 2017). Also investing sufficient time to become familiar with the setting and context, to test for misinformation, to build trust, and to get to know the data to get rich data (Korstjens & Moser, 2018).

Another strategy researchers use to achieve data credibility in qualitative studies is through data triangulation. Triangulation is the way in which one explores different levels and perspectives of the same phenomenon. It is one method by which the validity of the study results are ensured (Fusch & Ness, 2015). Researchers use triangulation strategy to enhance diverse perspectives and sources of evidence to support quality research and enhance understanding (Fusch & Ness, 2015). In this study, the data triangulation technique of gathering research information through interviews and company documents analyses was employed to support the study findings.

Transferability. This is the degree to which the results of qualitative research can be transferred to other contexts or settings with other respondents (Korstjens & Moser, 2018). When researchers have a limited number of cases to represent the general population, researchers have difficulty in generalizing findings of the qualitative research methodology, specifically case study design (Yin, 2014). In qualitative studies, transferability involves applicability rather than a generalization of the study findings to the general population (Prion & Adamson, 2014). The researcher facilitates the transferability judgment by a potential user through thick description (Korstjens & Moser, 2018).

To assess the transferability of this study, provision was made for exhaustive literature on research ethics, data collection, and sampling techniques in qualitative studies, which might be relevant to qualitative researchers. Researchers can enhance transferability criteria of their study by providing rich descriptions of the research procedure used under the discussed phenomenon (Morse, 2015a). In a qualitative study, transferability is achieved through the applicability of the study to other contexts. Researchers were provided with information to determine the study applicability and practitioners recommendations for developing workplace employee diversity management.

Confirmability. The degree to which the findings of the research study could be confirmed by other researchers. Confirmability is concerned with establishing that data and interpretations of the findings are not figments of the inquirer’s imagination, but clearly derived from the data (Korstjens & Moser, 2018). Accurate record keeping and interpretation of data are some ways to limit data bias and improve research data confirmability (Houghton et al., 2013). Confirmability for this study was achieved through accurate recording and interpretation of the data to support the research themes.

Data saturation. Failure to reach data saturation has an impact on the quality of the research conducted and hampers content validity (Fusch & Ness, 2015). Qualitative researchers can also gain credibility and dependability of their study findings by reaching data saturation (Morse, 2015b). Data saturation attains when there is enough information to replicate the study and the ability to obtain additional new information for further coding exhausted (Fusch & Ness, 2015).

Data saturation determines sample size and is different for each study (Moser, & Korstjens 2018). For this study, data saturation was attained by asking participants to clarify their responses during interviews and member checking to ensure the complete representation of their views. To ensure data saturation and support research credibility and dependability for this study, participants were asked additional and follow-up questions to obtain any new perspectives or supplementary information to fully understand the research topic. More so, the 10 participants answered all the interview questions.

Summary and Transition

In Section 2, the purpose of the case study was discussed, which is to explore strategies bank managers use to improve organizational decision-making through employee diversity. Discussion in this section includes the role as the researcher and, the population and characteristics of targeted participants for the study. Other descriptive contents in this section are the information on research method and design including qualitative case study, ethics, data collection techniques, and analysis. Information in this section contains in-depth discussions and justifications to support research decisions and actions to assure validity and protect participants while ensuring research quality. In addition is, member checking and triangulation of data strategies, achieving data saturation and improving credibility and dependability of the study.

Section 3 contains relevant information regarding the final project. The information in Section 3 includes the research findings and conclusions, application to professional practice, and the potential for effecting social change. Recommendations for future research and a call to action both in the academic and practice of employees diversities in business and management.

Section 3: Application to Professional Practice and Implications for Change

Introduction

The purpose of this qualitative, multiple-case study was to explore how bank managers use employee diversity effectively in the organizational decision-making process. I interviewed 10 middle and executive managers of a bank in Nigeria. Participants are frontline management staff involved in the decision-making process of the organization with the required employee engagement skills. Each of the participants received and completed a consent form conveying the purpose of the research, the voluntary and confidential nature of participation, and their rights to participate and/or withdraw.

The participants responded to eight open-ended, semistructured, interview questions, which were based on the interview protocol (see Appendix A). The research findings showed that employee diversity management and strategic practices contribute to an innovative, robust, and effective decision-making process in the organization while improving the socioeconomic development of stakeholders, discouraging nepotism, discouraging racial, gender, and religious discrimination, and promoting cohesion and tolerance in society.

Presentation of the Findings

In this multiple-case study, detailed semistructured interview questions were administered to 10 middle and executive bank managers; the answers formed the basis of the research findings and provided information that answered the central research question: How do executives and middle bank managers use employee diversity effectively in the decision-making process? Participants were identified as P1, P2, P3... P10. The data collection process included validating and triangulating information gathered via member checking, the use of archival business documents and peer-reviewed journals. I transcribed and shared responses with each participant for validity. I used Microsoft Word and Microsoft Excel to facilitate data analysis and accuracy in the coding and separation of data into themes.

The summary of participants' responses were intriguing and based on these submissions and the thematic analysis, five major themes emerged. These themes were: (a) recruitment, retention, and improvement of diverse talents; (b) education and integration of employees with a divergent institutional heritage; (c) engagement and leveraging of diverse stakeholders; (d) business innovation and productivity; (e) decision-making, and profitability. The conceptual framework for exploring the overarching research question of this qualitative, multiple-case study was the RCT (Wright, 2017). The findings from analysis of the interview data, the available archival business documents, and the peer-reviewed journal articles were aligned with the conceptual framework and the literature review.

Theme 1: Recruitment, Retention and Improvement of Diverse Talents

Talent management represents one of the fastest-growing areas of both academic research and human resources development practice (Sheehan & Anderson, 2015). The first major theme drawn from the analysis of participants' responses is recruitment, retention, and improvement of diverse talents. This provides answers to the cardinal question of how executives and middle bank managers use employee diversity effectively in the decision-making process. The effective management of employee diversity allows organizations to attract and retain well-qualified employees, and develop the flexibility to respond to the demands of increasingly diverse markets (Cukier & Smarz, 2012). Most participants submitted that the elements of recruiting, retaining and improving diverse talents are most crucial in employee diversity management.

P1 asserted that “the process of recruitment is transparent and designed to capture the required employee diversity data. This process is designed to achieve a structured and successful career path for bank employees with the right support systems.” P2 agreed, stating that “a culture of equity is dominant in the recruitment, training and retention process to encourage all employees commit to assigned responsibilities.” P3 submitted that “our recruitment policy is based on merit. We recruit the right people irrespective of inclination to diverse backgrounds and philosophies. P4 asserted that “no preferences to the recruitment of more male or female. Recruitment, training, and retention opportunities are opened equally to everyone.” P5 asserts, “we ensure the recruitment and training process is transparent and based on the competency level of each employee.” P6 stated, “a high consideration is attached to employee diversity in the bank; therefore, deliberate policies are enacted to enhance and protect issues relating to recruitment, training, and retention of best talents in the bank. P7 opined, “our recruitment strategy is inclusive. We adopt this strategy to initiate a robust employee base to drive smoothly the activities of the bank. P10 submits, “our recruitment policy covers employee recruitment from all over the world. This is deliberate to have a mix of employees from diverse background to solve global banking problems.”

Participants' viewpoints aligned with the RCT perspective that explains the behavior of hiring managers from the standpoint of preferences. This theoretical concept enables recruitment managers and decision-makers to take cognizance of the important role of attracting, recruiting and retaining employees from a wider range of views, backgrounds, and experiences which may contribute directly to a more innovative problem-solving business structure. There is evidence that employee diversity and pro-diversity policies improve corporate performance. First, a more pro-diversity hiring policy increases the depth of the potential employee pool from which the firm can hire talent. Second, a wider range of views, backgrounds, and experiences contribute directly to more innovative problem solving (Horwitz & Horwitz, 2007). Finally, being more pro-diversity, a firm may attract and retain talents even if these talents are not among the groups that are typically the focus of diversity policies (Mayer, et al., 2018).

Theme 2: Education and Integration of Employees with a Divergent Institutional Heritage

Education and integration of employees with a divergent institutional heritage represents the core of employee diversities management framework in organizations. One reason advanced by Grillitsch and Chaminade, (2018) is that integrating individuals with a divergent institutional heritage is a social learning process of communicating and interacting without misunderstandings, building relationships and trust, and exchanging knowledge despite employee diversities. This communication and learning process potentially builds the capabilities of individuals, stakeholders, and organizations to overcome institutional employee diversities barriers that exist within and outside the organizations. This is important not only for establishing global business and institutional networks but for making a successful learning experience contributing to the innovation performance of the organization (Grillitsch & Chaminade, 2018).

All participants emphasized as important the need for educating and integrating employees with a divergent institutional heritage for the sustenance of employee diversity management in the organization. P1 submitted “we have a department that ensures the effective communication and indoctrination of the bank’s culture and heritage across the bank’s employee platforms” P2 agreed that “culture is one thing, the person is another. You can set a culture but it takes concerted effort of the institution to imbibe the culture in people.” P3 submitted, “a part of the report generated by HR is the variations in employee diversity, which shows largely how diverse the employee population is. This report is used in creating and channeling policies that integrate people and infuse the culture in the bank's employees."

Educating and integrating employees with divergent institutional heritage is crucial in enforcing employee diversities in the organization. P4 noted that “one barrier to educating and integrating employees with a divergent institutional heritage is communication. The employees at the head office are privy to first-hand communication while those at the branches are secondary.” P5 assumed that “educating and integrating employees with divergent institutional heritage is a reflection of the board’s composition. A well diverse board will reflect efficient integration and indoctrination of employees with divergent institutional heritage.” P6 indicated that “the bank adopts different communication departments and software to disseminate the culture of the bank. For example, the Microsoft teams, Whatsapp groups Microsoft outlook and emails to communicate and integrate the bank's culture in the employees.” P7 stated that “we use e-systems to communicate the bank's policies and values to the employees and stakeholders" P8 asserts that “the induction program is specifically arranged to introduce and integrate new hires with the bank's divergent institutional heritage" P10 noted “we use technology to capture and analyze the peculiarities of employees. Thereafter, we develop policies that serve as templates for behavioral expectations in the bank."

The above positing by participants aligns with the RCT perspective advocated by Khalil, (2017) that social norms can assist in reinforcing and streamlining the decisions of autonomous agents in some issues of important moral decisions so the outcome is a set of spontaneous norms held commonly in a community or a wider society. In response to increasing demographic diversity in the workplace, various formal and informal mechanisms have evolved in many societies that tend to expect organizations to incorporate and promote diversity (Cole & Salimath, 2013). Therefore, educating and integrating employees with a divergent institutional heritage, that includes treating all employees with dignity and respect, is an intangible, goodwill asset for the organization that can lead to stress-free and improved employee’s health (Ganster & Rosen, 2013).

Theme 3: Engagement and Leveraging of Diverse Stakeholders

Diverse representation on the boards in terms of gender, nationality and race/ ethnicity is generally associated with effective stakeholder management (Fernandez, & Thams, 2019). Participants identified the engagement and leveraging of the potentials of diverse stakeholders as best in advancing employee diversity framework strategies. The development and implementation of employee diversities framework or strategic action plans would be ineffective without the adequate support and engagement of diverse stakeholders including employees, customers, and investors. The construct of diversity climate offers one possible way to assess the effectiveness of working relationships among diverse sets of stakeholders (Yang & Konrad, 2011).

Engaging and leveraging of diverse stakeholders strengthens employee diversities practices in the organization. P2 and P3 noted, "developing employee diversity framework involves the constant engagement of stakeholders and employees to deploy effective business strategies. P4 emphasized, "the adoption of town hall meetings, efficient customers' feedback channels, e-sessions, and board meetings accentuates the bank's policy on integrating diversity management principles." P5 explained "I think diversity has helped the bank a lot. We serve different customers from different tribes, religions and all. Our customers are more comfortable with diversity." P6 "stakeholders can be biased, therefore, it is important to engage stakeholders in issues bordering on the bank's employee diversity management." P7 asserted "Engaging and leveraging of diverse stakeholders is crucial in creating balance and improving unity and peace within the bank. P10 opined, "The bank's stakeholders drive the vision of the bank. It is important, therefore, to consistently engage and leverage the huge potentials of stakeholders to attain commendable employee diversity management in the bank."

Engaging and leveraging of diverse stakeholders in the management of employee diversities, perspectives, and supports systems are central to business productivity and development. Overall, the themes in this study align with the principles of the RCT, which includes the rational process of balancing benefits and costs, and choosing the alternative with the highest utility, or usefulness and economic behavioral model of *Homo oeconomicus*, which perceives people as rationally acting individuals that strive to maximize own success and productivity (Broda et al., 2018).

Theme 4: Business Innovation, and Productivity

The competitive market propels companies to think of new strategies to generate more profit or revenues. The fourth theme that emerged is the impact of employee diversity on business innovation and productivity. Employee diversity enhances the relationship between efficiency-centered business model and firm performance by reducing the information asymmetry problems (Guo, et al., 2018). For example, P1 believed that “employee diversity creates a real structure of ideas and innovation, drawing from people who are exposed to different cultures" P2 asserts "with different diversities come uniqueness, diversities bring an add-on that can't be valued or measured physically, so diversity is the way to go, I haven't seen any problems that couldn't be solved involving employee diversities."

Employee diversity, business innovation, and productivity is more pronounced in the submissions of the other participants. P3 believes that “employee diversity propels business and productivity” P4 opined that “employee diversity enhances exposure.” P6 asserted “stability and innovation are balanced, with the inclusion of diverse levels of employees; consequently, improving the productivity of the bank.” Employee diversity has a great influence on the decision-making process and the performance outcomes of business model innovation within a firm (Guo et al., 2018). Corporate policies that promote pro-diversity cultures, within minorities, increase firm value by stimulating innovative efficiency (Mayer, Warr, & Zhao, 2018).

Organizations attracted to a diverse workforce and a culture of inclusion have greater innovative efficiency, ultimately leading to greater productivity. Employee diversity practices enhance innovative efficiency by diverse hiring policies, which increase the potential pool from which a firm recruits talented and creative employees. A wider range of views, backgrounds, and expertise can enhance innovative problems solving retention (Mayer, et al., 2018).

Cooke and Kemeny (2017) and Kemeny and Cooke (2018) finds that the diversity of the workforce and a migrant culture relates positively to higher productivity, particularly in jobs that require complex problems solving and are of high relational nature, thus suggesting a possible link between inclusion and talent attraction. Addressing the role of diversity in a study of the banking industry, Richard (2000) asserts that racial diversity appeared to add value as measured by productivity, return on equity, and market value. This theme relates with RCT, which states that possible alternatives are rationalized against each other by balancing benefits and costs, and the alternative with the highest utility, innovative tendencies or productivity is chosen (Broda, et al., 2018).

This theme also provided answers to the question of how executives and middle bank managers use employee diversity effectively in the decision-making process. Though there is business case for diversity, the link between diversity and positive organizational outcomes is not direct, and there is dissension about the effects of diversity on an individual, group and organizational performance (Cukier & Smarz, 2012).

Besides, too much diversity in an organizational network might also influence negatively the performance of the firm insomuch as network complexity increases (Bahlmann, 2014). Nevertheless, a wider range of views, diverse backgrounds, and expertise can help innovative problem solving, and a culture of inclusion may help attract and retain talent (Mayer et al., 2018).

Theme 5: Decision-Making, and Profitability

The impact of employee diversity on decision-making and profitability is a common theme among participants' responses. All participants were of the opinion that using employee diversity in organizational decision-making leads to greater business efficiency and profitability. However, P4 added that organizational decision-making through employee diversity might create friction, conflicting personal and business interests; it might be time-consuming, expensive, and counter-productive under some circumstances.

Global diversity in the workforce is a business imperative in today's business environment; it is an economic issue that provides a competitive edge in corporate success—a business requirement essential to improving customer relations, enhancing team effectiveness, and providing high quality and innovative products and services (Ruiz, 2002). People make different decisions depending on preferences and budget constraints. Nevertheless, social norms assist in reinforcing and streamlining the decisions of autonomous agents in some issues of important moral decisions, so that the outcome is a set of spontaneous norms held commonly in a society (Khalil, 2017).

For example, P1 stated "employee diversity has exposed the bank to different ideas, cultures and improved ways of doing things." P2 also note “employee diversity is the way to go because it offers a fresh perspective to solving institutional problems." P3 asserted "employee diversity gives business strength in different areas" P4 opined that "diversity has helped the bank a lot; we serve different customers from different tribes, religions, and gender and customer feel more comfortable to bank with people they can relate with culturally." P5 thought “if an organization can take care of its biases and become more diversified; limitations are easily defeated."

P6 stated "diversity is important and should be established not only for increased profitability but improved unity in the workplace." P7 asserted "diversity has advantages considering the diverse people and backgrounds the bank serves; it is strength" P8 submitted "we discovered over time that employees recruited from various ethnic background work better, share ideas, relates better, and form a more cohesive team leading to better profits." P9 stated “it is wiser to recruit a diverse team to work; enhances profitability.” Employee diversity in organizations delivers higher profits and improved efficiency. P10 asserted that “decision-making and profitability are enhanced using employee diversities.”

All participants agree employee diversity infuses efficiency in the decision-making process and enhances profitability. This theme aligns with RCT, which implies that decision-makers strive to minimize choices that elicit regret— the disappointment that occurs when they fail to choose the available option they most prefer (Robert, 2018). The inclusion of employee diversity in decision-making process results to; better problem solving, creative solutions within an organization and competitive advantage among employees (Hamid, 2018).

Applications to Professional Practice

The changing demographic composition of the workforce, the expectations of ethical conduct, and the pressure from the global marketplace compels more organizations to deal with employee diversity (Ravazzani, 2016). The emergent credence of all research process is the applicability of the findings of research to improving professional practice. The findings from this study could benefit organizational managers and accentuate positive professional practices, by improving managers' understanding and offer practical strategies for effective decision-making using employee diversities in organizations and enhancing optimal composition of managerial talent, which exists when multiple perspectives or cultures are included in the decision-making processes (Moeller et al., 2017).

Findings in this study underscore strength in diversities and the need to manage diversities efficiently in organizations. First, managers may acquire a new insight to the import of employee diversities on global business. In addition, managers may attain an improved understanding of dynamic business complexities between employee diversities and profitability. Secondly, using employee diversity in the decision-making may create friction, conflicting personal and business interest, time-consuming, expensive and counterproductive. However, all participants agree that managers can achieve robust and efficient decision-making with the inclusion of employee diversity. Thirdly, business managers could identify strategies for developing employee diversity initiatives to support workforce competitiveness and organizational profitability. Fourthly, the inclusion of employee diversity in decision-making opens new frontiers for vibrant, innovative and sustainable business opportunities.

Furthermore, the global nature of today's business environment, coupled with technological advances, compels managers to work with an increasingly diverse workforce worldwide (Weber, Sadri, & Gentry, 2018). The research findings might be helpful to organizational managers as they develop policies to support and improve employee diversity in the workplace. Managers can adopt the information from this study to propel employee diversity strategies to improve organizational decision-making, emphasize workforce diversity through inclusive culture to facilitate and sustain profitability and the business future.

Implications for Social Change

The implications for social change include the promotion of the worth, dignity and development of individuals, organizations, institutions, cultures, and the communities. Workforces across nations remain increasingly diverse, and, simultaneously, the gap and tension between demographic representation in the upper and lower echelons continue to widen (Fujimoto & Hartel, 2017). However, in exploring strategies to understand employee diversity management program in institutions, organizational managers could acquire knowledge and skills to promote a workplace environment where respect for employee differences and experiences regardless of social status or ethnic background exist.

The study information could help organizational managers affect social change by building a vibrant and inclusive workplace environment that discourage nepotism, racial, gender, and religious discrimination but promote the worth, dignity, and development of individuals, communities, organizations, institutions, cultures, or societies. The study findings include employee diversity and impact on business development and productivity, business innovation, recruiting, retaining and improving diverse talents, educating and integrating employees with a divergent institutional heritage and engaging and leveraging diverse stakeholders.

Organizational managers could find this information useful in advancing employment opportunities and career development for inherently marginalized and discriminated employees and thereby improving business growth. Another potential social implication for this study is that managers' can institute employee diversity framework and strategic practices which may contribute to an innovative, robust and effective decision-making process in the organization while improving the socioeconomic development of stakeholders. Finally, through the implementation of diversity management strategies, managers could affect social change by advocating for workforce diversity devoid of nepotism, racial, gender, and religious discrimination, but strengthened in cohesion and tolerance in society to support organizational change and improved business practices.

Recommendations for Action

Organizations are increasing their proactive efforts to manage diversity to enhance the inclusiveness of underrepresented individuals (Akanksha & Senthil, 2018).

Diversity management and inclusion are required for organizational survival to attain the dictates of globalization around the world (Ohunakin, Adeniji, Ogunnaike, Igbadume, & Akintayo, 2019). Organizational Managers can incorporate diversity education into the organizational culture to attract and retain diverse and competent talents. This study advocates strategies for developing organizational decision-making through employee diversity. Based on the study findings, I have presented below recommendation for action to organizational managers and diversity practitioners in developing organizational decision-making through employee diversity:

- Constructive and deliberate infusion of diversity focused programs to promote inclusion, respect, and equal treatment of people in the workplace to enhance effective intergroup collaboration, innovation, and productivity.

- The consistent and conscious emphasis of diversity awareness using formal and informal communication channels such as social media and blogs to broaden the strategic importance of diversity and employee inclusion practices to the organization's objectives and awareness among stakeholders.

- Creation and adoption of policies targeted at recruiting employees from diverse background and ensuring balanced representation of employee diversity in groups and teams in the organization

- Build efficient 360-degree information feedback and intervention process. This process will provide managers with feedback from multiple sources such as supervisors, peers, subordinates, customers and themselves. Timely, effective, and continuous feedback will help channel policy framework in the right direction. However, management must ensure data gathered are from reliable sources to ascertain authenticity in strategy and policy framework formation.

- Institution of elaborate and comprehensive reward and punitive systems to drive and sustain the diversity policies instituted in the organization.
- Consistent and informative stakeholder’s engagement in steps taken by organizations to include employee diversities in the organizations’ activities and ensure diversity practices reflects the customers’ base and supports the activities of the communities they operate.
- Government and policymakers should continuously enact, implement and upgrade laws to reflect the reality of employee diversity management in organizations. This will drive the social implications of employees’ diversity in society.
- Adoption and indoctrination of the tenets and principles of diversity and inclusion in educational institutions and the schooling curricula
- Religious and cultural institutions should be encouraged to adopt and embrace the infusion of institutional behaviors that advocate and accentuate principles of diversities and inclusion in our society.

The appropriate dissemination of the information extracted in this study could be a useful resource to organizational managers and practitioners of diversity management in the strategic development and management of employee diversity practices to support business demographic changes and productivity. I will publish the summary of findings of this study, share with study participants, stakeholders and practitioners of diversity management.

Recommendations for Further Research

Based on the findings of this study, recommendations for further research should include a deeper and extensive examination of the impact and influence of employee diversity on organizational decision-making and business productivity. This study revealed the import of employee diversity on all aspect of business organizational structures and by extension, the societal stability. Participants advocated that employee diversity impacts business productivity and profitability, therefore studies in diversity management should extend to all strategic business frontiers. Future research may concentrate on other business sectors, which should include the private, and public sectors. Also, a wider spread in the selection of participants in future studies of employee diversity management and other research methodologies should be encouraged as this may lead to a more robust study with encompassing results.

Reflections

This Doctor of Business Administration (DBA) research study has empowered me with several skills and experiences on the personal and academic level. My understanding of diversity management and other business-related issues has increased significantly. I appreciate more the validity and the import of varying opinions on business issues and the need to listen and accommodated pertinent and relevant ideas in the development of management strategies. My ability in prioritizing and balancing multiple responsibilities including family, school, and work has improved significantly.

I have become more resolute, dedicated and committed to chasing other goals I have ahead of me. This process has made me stronger, brighter, wiser, patient and more matured in relating to business, social and the affairs of life in general. The DBA learning process has enhanced my critical reading, listening, synthesizing, and scholarly writing skills. I understand the need to accommodate constructive criticism and the import of keeping an open mind in academic and other intellectual pursuits.

This enhances the appreciation of objectivity over personal bias such as reviewing data and coming to conclusions purely based on facts and evidence. The discoveries of this doctoral research study have deepened my understanding and broaden my perspective on the economic benefits of a business case for supporting diversity management practices in organizations. I underestimated the challenges of securing qualified participants for this research. It was a difficult task getting a commitment from the participating bank and the participants, however, the whole procedure was worth all the efforts and rewarding. Furthermore, these challenges underscore the need to be grateful and supportive of researchers for the immense commitment and pressures researchers go through to achieve results of studies.

Finally, the DBA journey was tasking, draining and demands intense academic work, mental and physical commitment, and a robust support system. My professors, cohorts at Walden, and my family were my support system and were instrumental in completing this degree. I am grateful to all my support system for the assistance, consideration, and commitment in completing this doctoral study. My expectation for the research findings is to be helpful to organizational managers as they develop policies to support and improve employee diversity in the workplace, emphasize workforce diversity through inclusive culture to facilitate and sustain profitability, business future, and the society.

Conclusion

Employee diversity management has attracted great attention of academics, practitioners and organizational researchers over the last few decades (Abid, Zaim, Youssef, Habibniya, & Baran, 2017). Organizations have increasingly diversified workforce to enhance capacity, adaptability, and responsiveness in an ever-changing business and global environments (Kim, 2018). Therefore, the creative engagement of employee diversities, ideas, and perspectives in an organization are essential to enabling transformative, and invigorating strategic business development.

Organizational management is crucial to encouraging and promoting employee diversity; however, to create a diverse workforce, managers must be open to overcome their unconscious bias (Sheppard, 2018). Broadening employee diversity participation in organizational decision-making process infuses excellence into varied individual, institutional, and business networks and provides for the discovery and nurturing of talent essential for business productivity, profitability, and sustainability. Congruently, managers need to identify the current gaps in the organization in terms of diversity management to take the necessary steps for building a lasting cordial relationship between the employees and stakeholders.

References

Abid, O., Zaim, H., Youssef, D., Habibniya, H. & Baran., A. (2017). Diversity management and its impact on HRM practices: Evidence from Kuwaiti companies. *Eurasian Journal of Business and Economics, 20*, 71. doi-org /10.17015/ejbe.2017.020.05

Abutabenjeh, S., & Jaradat, R. (2018). Clarification of research design, research methods, and research methodology: A guide for public administration researchers and practitioners. *Teaching Public Administration, 36*(3), 237–258. Retrieved from https://journals.sagepub.com/home/tpa

Adanali, Y. K. (2017). Rational choice theory: Its merits and limits in explaining and predicting cultural behavior. *Erasmus Journal for Philosophy & Economics, 10*, 137–141. doi:10.23941/ejpe.v10i1.272

Adebukola, E. O. (2018). Normalizing difference: Emotional intelligence and diversity management competence in healthcare managers. *Intangible Capital*, *14*, 429-444. doi:10.3926/ic.1050

Adeyemi, O. E., Odusina, K. E., & Akintoye, A. E. (2016). Religion and labour force participation in Nigeria: Is there any inequality among women? *African Journal of Reproductive Health, 20*(3), 75-84. Retrieved from https://www.ajrh.info/index.php/ajrh

Adrianna D. S. (2018). Confidentiality in qualitative research involving vulnerable participants: Researchers' perspectives forum: *Qualitative Social Research*, *19*, 393-418. doi:10.17169/fqs-19.3.3099

Ajzen, I. (1991). The theory of planned behavior. *Organizational Behavior and Human Decision Processes, 50*, 179–211. Retrieved from https://www.journals.elsevier.com/organizational-behavior-and-human-decision-processes/

Akanksha, G., & Senthil, G. (2018). Employees perception of diversity management practices and discrimination at work places. *International Conference on Soft-Computing and Network Security (ICSNS), Soft-Computing and Network Security (ICSNS*). doi-org/10.1109/ICSNS.2018.8573646

Alase, A. (2017). The Interpretative phenomenological analysis (IPA): A guide to a good qualitative research approach. *International Journal of Education and Literacy Studies, 5*(2), 9–19. Retrieved from https://www.researchgate.net/journal/2202

Al-Rahahleh, A. S. (2017). Corporate governance quality, board gender diversity, and corporate dividend policy: Evidence from Jordan. *Australasian Accounting Business & Finance Journal, 11*(2), 86-104. Retrieved from https://ro.uow.edu.au/aabfj/

Alter, G., & Gonzalez, R. (2018). Responsible practices for data sharing. *American Psychologist, 73,* 146–156. doi:10.1037/amp0000258

Altiner, S., & Ayhan, M. B. (2018). An approach for the determination and correlation of diversity and efficiency of software development teams. *South African Journal of Science, 114*, 69. doi:10.17159/sajs.2018/20170331

Alvarez, A. M., Elexpuru, I., Castelló, M., Villardón-Gallego, L., & Yániz, C. C. (2017). The "why" and "what for" of research in social sciences: Early career researchers' conceptions. *Electronic Journal of Research in Educational Psychology*, *15*, 598-621. doi:10.14204/ejrep.43.16098

Amundsen, D., Msoroka, M., & Findsen, B. (2017). “It’s a case of access.” The problematics of accessing research participants. *Waikato Journal of Education, 22*, 5–17. doi:10.15663/wje.v22i4.425

Ansted, R., & Dent, E. B. (2015). Profit and social value: An analysis of strategies and sustainability at the base of the pyramid. *Academy of Management Proceedings*, *1*, 12280–12298. doi:10.5465/AMBPP.2015.12280abstract

Báez, A. B., Báez-García, A. J., Flores-Muñoz, F., & Gutiérrez-Barroso, J. (2018). Gender diversity, corporate governance, and firm behavior: The challenge of emotional management. *European Research on Management and Business Economics, 24*, 121-129. doi:10.1016/j.iedeen.2018.07.001

Bahlmann, M. D. (2014). Geographic network diversity: How does it affect exploratory innovation? *Industry and Innovation, 21*(7–8), 633–654. doi:10.1080/13662716.2015.1012906

Baškarada, S. (2014). Qualitative case study guidelines. *The Qualitative Report, 19*(40), 1–18. Retrieved from http://nsuworks.nova.edu/tqr/

Bastug, M., Ertem, I. S., & Keskin, H. K. (2017). A phenomenological research study on writer’s block: causes, processes, and results. *Education Training*, *59*, 605. doi:10.1108/ET-11-2016-0169

Bernile, G., Bhagwat, V., & Yonker, S. (2018). Board diversity, firm risk, and corporate policies. *Journal of Financial Economics, 127*, 588-612. doi:10.1016/j.jfineco.2017.12.009

Bílek, J., Nedoma, J., & Jirásek, M. (2018). Representativeness heuristics: A literature review of its impacts on the quality of decision-making. Scientific papers of the University of Pardubice. *Series D, Faculty of Economics & Administration, 25*(43), 29–38. Retrieved from https://www.scimagojr.com/journalsearch.php?q=21100390414&tip=sid&clean=0

Blaikie, N. (2018). Confounding issues related to determining sample size in qualitative research. *International Journal of Social Research Methodology, 21*, 635–641. Retrieved from https://www.tandfonline.com/toc/tsrm20/current

Bizri, R. (2018). Diversity management and OCB: The connection evidence from the Lebanese banking sector. *Equality, Diversity & Inclusion, 37*, 233-253. doi:10.1108/EDI-03-2017-0059

Boblin, S. L., Ireland, S., Kirkpatrick, H., & Robertson, K. (2013). Using Stake's qualitative case study approach to explore the implementation of evidence-based practice. *Qualitative Health Research, 23*, 1267–1275. doi:10.1177/1049732313502128

Bowman, J. S. (2018). Thinking about thinking: Beyond decision-making rationalism and the emergence of behavioral ethics. *Public Integrity, 20*, S89–S105. doi:10.1080/10999922.2017.1410461

Brear, M. (2018). Ethical research practice or undue influence? Symbolic power in community- and individual-level informed consent processes in community-based participatory research in Swaziland. *Journal of Empirical Research on Human Research Ethics, 13*, 311–322. doi:10.1177/1556264618761268

Brennan, T. J. (2018). The rise of behavioral economics in regulatory policy: Rational choice or cognitive limitation? *International Journal of the Economics of Business, 25*, 97–108. doi:10.1080/13571516.2017.1390833

Boblin, S. L., Ireland, S., Kirkpatrick, H., & Robertson, K. (2013). Using Stake's qualitative case study approach to explore the implementation of evidence-based practice. *Qualitative Health Research*, *23*, 1267–1275. doi:10.1177/1049732313502128

Broda, A., Krueger, J., Schinke, S., & Weber, A. (2018.). Determinants of choice of delivery place: Testing rational choice theory and habitus theory. *Midwifery*, *63*, 33–38. doi:10.1016/j.midw.2018.04.023

Burrell, G., & Morgan, G. (1979) *Sociological paradigms and organisational analysis.* London, UK: Heinemann.

Bursell, M., & Jansson, F. (2018). Diversity preferences among employees and ethnoracial workplace segregation. *Social Science Research, 74*, 62-76. doi:10.1016/j.ssresearch.2018.03.009

Byerley, L., Lane, H., Ludy, M.-J., Vitolins, M. Z., Anderson, E., Niedert, K., & . . . Abram, J. K. (2017). Ethical considerations for successfully navigating the research process. *Journal of the Academy of Nutrition & Dietetics, 117*, 1302–1307. doi:10.1016/j.jand.2017.02.011

Calabretta, G., Gemser, G., & Wijnberg, N. M. (2017). The interplay between intuition and rationality in strategic decision making: A paradox perspective. *Organization Studies, 38*, 365–401. doi:10.1177/0170840616655483

Carstens, J. G., & De Kock, F. S. (2017). Firm-level diversity management competencies: Development and initial validation of a measure. *The International Journal of Human Resource Management, 28*, 2109-2135. doi:10.1080/09585192.2015.1128460

Carter, N., Bryant-Lukosius, D., DiCenso, A. D., Blythe, J., & Neville, A. (2014). The use of triangulation in qualitative research. *Oncology Nursing Forum, 5*, 545. doi:10.1188/14.ONF.545-547

Celestina, M. (2018). Between trust and distrust in research with participants in a conflict context. *International Journal of Social Research Methodology, 21*, 373–383. doi:10.1080/13645579.2018.1427603

Chenail, R. (2011). Interviewing the investigator: Strategies for addressing instrumentation and researcher bias concerns in qualitative research. *The Qualitative Report*, *16*(1), 255–262. Retrieved from http://www.nova.edu/ssss/QR/QR16-1/interviewing

Chou, C. J., Chen, C. W., & Conley, C. (2015). Creating sustainable value through service offerings. *Research Technology Management, 58*(2), 48-55. Retrieved from https://www.scimagojr.com/journalsearch.php

Clark, K. R., & Vealé, B. L. (2018). Strategies to enhance data collection and analysis in qualitative research. *Radiologic Technology, 89*(5), 482CT–485CT. Retrieved from http://www.radiologictechnology.org/

Clarke, M., & Ware, V. (2015). Understanding faith-based organizations: How FBOs are contrasted with NGOs in international development literature. *Progress in Development Studies, 15*, 37-48. doi:10.1177/1464993414546979

Cole, B. C. & Salimath, M. S. (2013). Diversity identity management: An organizational perspective. *Journal of Business Ethics, 116*(1), 151–161. doi- org/10.1007/s10551-012-1466-4

Commonwealth of Australia. (2003). *Multicultural Australia: United in diversity: Updating the 1999 new agenda for multicultural Australia: Strategic directions for 2003–2006*. Retrieved from http://www.immi.gov.au/media/publications/settle/_pdf/united_diversity.pdf

Cooke, A., & Kemeny, T. (2017). Cities, immigrant diversity, and complex problem solving. *Research Policy, 46*(6), 1175–1185. doi:10.1016/j.respol.2017.05.003

Costa, C., Burke, C., & Murphy, M. (2019). Capturing habitus: Theory, method and reflexivity. *International Journal of Research & Method in Education, 42,* 19–32. doi-org./10.1080/1743727X.2017.1420771

Cowart, K. O., Ramirez, E., & Brady, M. K. (2014). Religious affiliation: Buffering negative reactions to service failures. *Journal of Services Marketing, 28*, 1-9. doi:10.1108/JSM-05-2012-0094

Creswell, J. W. (2013). *Qualitative inquiry and research design: Choosing among five approaches* (3rd ed.). Los Angeles, CA: Sage.

Cristofaro, M. (2017). Reducing biases of decision-making processes in complex organizations. *Management Research Review, 40,* 270. doi:10.1108/MRR-03-2016-0054

Cukier, W., & Smarz, S. (2012). Diversity assessment tools: A comparison. *International Journal of Knowledge, Culture & Change Management, 11*(6), 49–63. Retrieved from https://cgscholar.com/bookstore/collections/common-ground-publishing/series/on-the-organization?sub_series_id=the-international-journal-of-knowledge-culture-and-change-in-organizations-annual-review

Cumyn, A., Ouellet, K., Côté, A.-M., Francoeur, C., & St-Onge, C. (2018). Role of researchers in the ethical conduct of research: A discourse analysis from different stakeholder perspectives. *Ethics & Behavior.* doi:10.1080/10508422.2018.1539671

Cypress, B. S. E. (2017). Rigor or reliability and validity in qualitative research: Perspectives, strategies, reconceptualization, and recommendations. *Dimensions of Critical Care Nursing, 36,* 253–263. doi:10.1097/DCC.0000000000000253

Dahanayake, P., Rajendran, D., Selvarajah, C., & Ballantyne, G. (2018). Justice and fairness in the workplace: A trajectory for managing diversity. *Equality, Diversity & Inclusion, 37,* 470-490. doi:10.1108/EDI-11-2016-0105

Dekker, S. W. (2017). Rasmussen's legacy and the long arm of rational choice. *Applied Ergonomics, 59*, 554-557. doi:10.1016/j.apergo.2016.02.007

Delaine, D. A., Williams, D. N., Sigamoney, R., & Tull, R. G. (2016). Global diversity and inclusion in engineering education: Developing platforms toward global alignment. *International Journal of Engineering Pedagogy, 6*, 56-71. doi:10.3991/ijep.v6i1.5372.

Denzin, N. K., & Lincoln, Y. S. (2011). Introduction: The discipline and practice of qualitative research, In N.K. Denzin and Y.S. Lincoln (Eds.), *Sage handbook of qualitative research* (4th ed., pp. 1-19). London: Sage.

Doody, O., & Noonan, M. (2013). Preparing and conducting interviews to collect data. *Nurse Researcher, 20*, 28–32. doi:10.7748/nr2013.05.20.5.28.e327

Durrani, A. S., & Rajagopal, L. (2016). Restaurant human resource managers' attitudes toward workplace diversity, perceptions, and definition of ethical hiring. *International Journal of Hospitality Management, 53*, 145-151. doi:10.1016/j.ijhm.2015.10.009

Effiezal A. W., Madah M. M., Jaafar, S. B., & Masron, T. A. (2018). Board diversity and total directors' remuneration: evidence from an emerging market. *Pacific Accounting Review (Emerald Group Publishing Limited), 30*, 243-272. doi:10.1108/PAR-02-2016-0021

Ehimare, O. A., & Ogaga-Oghene, J. O. (2011). The impact of workforce diversity on organizational effectiveness: A Study of a Nigerian Bank. *Annals of the University of Petrosani Economics, 11*(3), 93-110. Retrieved from https://doaj.org/

Elele, J., & Fields, D. (2010). Participative decision making and organizational commitment: Comparing Nigerian and American employees. Cross-cultural management: *An International Journal*, *17*, 368–392. doi:10.1108/13527601011086586

Ellsberg, D. (1961). Risk, ambiguity, and the savage axioms. *The Quarterly Journal of Economics, 75*, 643–669. doi:10.2307/1884324

Elmir, R., Schmied, V., Jackson, D., & Wilkes, L. (2011). Interviewing people about potentially sensitive topics. *Nurse Researcher*, *19*(1), 12–16. Retrieved from http://nurseresearcher.rcnpublishing.co.uk

Elmagrhi, M. H., Ntim, C. G., Malagila, J., Fosu, S., & Tunyi, A. A. (2018). Trustee board diversity, governance mechanisms, capital structure and performance in UK charities. *Corporate Governance: The International Journal of Effective Board Performance, 18*, 478-508. doi:10.1108/CG-08-2017-0185

Elo, S., Kääriäinen, M., Kanste, O., Pölkki, T., Utriainen, K., & Kyngäs, H. (2014). Qualitative content analysis: A focus on trustworthiness. *Sage Open,* 1–10. doi:10.1177/2158244014522633

Elsayed, A. M., & Saleh, E. I. (2018). Research data management and sharing among researchers in Arab universities: An exploratory study. *IFLA Journal*, *44*, 281–299. doi:10.1177/0340035218785196

Engel, C., & Gueth, W. (2018). Modelling a satisficing judge. *Rationality & Society*, *30*(2), 220. Retrieved from https://journals.sagepub.com/home/rss

Epstein, M. J., & Buhovac, A. R. (2014). *Making sustainability work: Best practices in managing and measuring corporate social, environmental, and economic impacts* (2nd ed.). San Francisco, CA: Berrett-Koehler.

Ermakoff, I. (2017). On the frontiers of rational choice. In C. E. Benzecry, M. Krause, and I. A. Reed (Eds.), *Social theory now* (pp. 162–200). Chicago: The University of Chicago Press.

Evans, N. (2012). Destroying collaboration and knowledge sharing in the workplace: A reverse brainstorming approach. *Knowledge Management Research & Practice, 10,* 175–187. doi: 10.1057/kmrp.2011.43

Farrell, M. (2017). Leadership reflections: Leadership skills for knowledge management. *Journal of Library Administration, 57*, 674-682. doi:10.1080/01930826.2017.1340768

Fernandez, W. D., & Thams, Y. (2019). Board diversity and stakeholder management: The moderating impact of boards' learning environment. *Learning Organization*, *26*(2), 160–175. Retrieved from https://www.emeraldgrouppublishing.com/tlo.htm

Fujimoto, Y., & Hartel, C. J. (2017). Organizational diversity learning framework: going beyond diversity training programs. *Personnel Review, 46*, 1120-1141. doi:10.1108/PR-09-2015-0254

Fusch, P., Fusch, G. E., & Ness, L. R. (2018). Denzin's paradigm shift: Revisiting triangulation in qualitative research. *ScholarWorks*. Retrieved from https://scholarworks.waldenu.edu/

Fusch, P., & Ness, L. (2015). Are we there yet? Data saturation in qualitative research. *The Qualitative Report, 20,* 1408–1416. Retrieved from https://tqr.nova.edu/-live&scope=site

Fusch, P. I. P. D., & Ness, L. R. (2015). Are we there yet?: Data saturation in qualitative research. *ScholarWorks*. Retrieved from https://scholarworks.waldenu.edu/

Galanc, T., Kolwzan, W., Pieronek, J., & Skowronek-Gradziel, A. (2017). Management and decisions in the structures of human activities. *Operations Research & Decisions, 27,* 45–69. doi:10.5277/ord170403

Ganster, C., & Rosen, C. (2013). Work stress and employee health: A multidisciplinary review. *Journal of Management, 39*, 1085-1122. Retrieved from https://journals.sagepub.com/home/jom

Gelinas, L., Largent, E. A., Cohen, I. G., Kornetsky, S., Bierer, B. E., & Fernandez Lynch, H. (2018). A framework for ethical payment to research participants. *New England Journal of Medicine, 378*, 766–771. doi:10.1056/NEJMsb1710591

George, O. J., & de Akaighe, G. O. (2017). Cultural diversity and work engagement in Nigerian civil service. *Journal of Economics & Business Research, 23*(1), 59. Retrieved from https://www.uav.ro/jour/index.php/jebr/index

George, O., Yusuff, K. M., & Cornelius, N. (2017). The good, the bad, and the ugly in the melting pot. *Equality, Diversity, & Inclusion, 36,* 238. doi:10.1108/EDI-10-2015-0088

Giocoli, N. (2005). Modeling rational agents: The consistency view of rationality and the changing image of neoclassical economics. *Cahiers d_economie politique, 2*(49), 177–208. Retreived from https://www.persee.fr/collection/cep

Goel, S., & Srivastava, R. (2016). Religious grouping as predictor of individual investment behaviour. *Review of Management, 6*(3/4), 19-31. Retrieved from http://mdrf.org.in/review-of-management/

Grillitsch, M., & Chaminade, C. (2018). Bridging the gap: citizenship diversity and global innovation networks in small and medium size companies. *European Planning Studies, 26*(12), 2279–2303. doi-org./10.1080/09654313.2018.1520812

Guillaume, Y. F., Dawson, J. F., Otaye-Ebede, L., Woods, S. A., & West, M. A. (2017). Harnessing demographic differences in organizations: What moderates the effects of workplace diversity? *Journal of Organizational Behavior, 38*, 276-303. doi:10.1002/job.2040

Guillemin, M., Barnard, E., Allen, A., Stewart, P., Walker, H., Rosenthal, D., & Gillam, L. (2018.). Do research participants trust researchers or their institution? *Journal of Empirical Research on Human Research Ethics, 13*, 285–294. doi:10.1177/1556264618763253

Gull, A. A., Nekhili, M., Nagati, H., & Chtioui, T. (2018). Beyond gender diversity: How specific attributes of female directors affect earnings management. *British Accounting Review, 50,* 255-274. doi:10.1016/j.bar.2017.09.001

Guo, B., Pang, X., & Li, W. (2018). The role of top management team diversity in shaping the performance of business model innovation: A threshold effect. *Technology Analysis & Strategic Management, 30,* 241-253. doi:10.1080/09537325.2017.1300250

Guo, R., Hermanson, P. M., Berkshire, S. D., & Fulton, L. V. (2019). Predicting intention to use evidence-based management among U.S. healthcare administrators: Application of the theory of planned behavior and structural equation modeling. *International Journal of Healthcare Management, 12,* 25–32. doi-org/10.1080/20479700.2017.1336856

Gutiérrez, A. S., & Saint Clair, J. K. (2018). Do organizations' diversity signals threaten members of the majority group?: The case of employee professional networks. *Journal of Business Research, 89,* 110-120. doi:10.1016/j.jbusres.2018.04.003

Hagens, V., Dobrow, M. J., & Chafe, R. (2009). Interviewee transcript review: assessing the impact on qualitative research. *BMC Medical Research Methodology, 9,* 47. doi:10.1186/1471-2288-9-47

Hagaman, A. K., & Wutich, A. (2017). How many interviews are enough to identify meta-themes in multisite and cross-cultural research?: Another perspective on Guest, Bunce, and Johnson’s (2006) landmark study. *Field Methods*, *29*, 23–41. doi:10.1177/1525822X16640447

Hamid, M. A. (2018). Examining board diversity and its effect on firm profitability of Malaysian public listed companies. *Global Business and Management Research: An International Journal, 2,* 249. Retrieved from http://www.gbmrjournal.com/

Hassan, R., Marimuth, M., Tariq, E., & Aqeel, R. (2017). Ethnic and gender diversity in top level management and firm performance: Shareholder's perspectives. *Journal of*

International Women's Studies, *18*(4), 1-12. Retrieved from https://vc.bridgew.edu/jiws/

Hémet, C., & Malgouyres, C. (2018). Diversity and employment prospects: Neighbors matter. *Journal of Human Resources*, *53*(3), 825-858. Retrieved from http://jhr.uwpress.org/

Herfeld, C. (2017). Between mathematical formalism, normative choice rules, and the behavioral sciences: The emergence of rational choice theories in the late 1940s and early 1950s. *European Journal of the History of Economic Thought*, *24*, 1277-1317. doi:10.1080/09672567.2017.1385984

Herfeld, C. (2018). Explaining patterns, not details: Re-evaluating rational choice models in light of their explananda. *Journal of Economic Methodology, 25*, 179–209. doi:10.1080/1350178X.2018.1427882

Hughes, C., & Brown, L. M. (2018). Exploring leaders' discriminatory, passive-aggressive behavior toward protected class employees using diversity intelligence. *Advances in Developing Human Resources*, *20*, 263-284. doi:10.1177/1523422318778002

Idris, F., Abdullah, M. N., Ahmad, A. R., & Mansor, A. Z. (2016). The effect of religion on ethnic tolerance in Malaysia: The Application of rational choice theory (RCT) and the theory of planned behaviour (TPB). *International Education Studies, 9*(11), 13-24. Retrieved from https://www.scimagojr.com/journalsearch.php?q=21100201982&tip=sid&clean=0

Ishak, N. M., & Bakar, A. Y. A. (2014). Developing a sampling frame for case study: Challenges and conditions. *World Journal of Education, 4,* 29–34. doi:10.5430/wje.v4n3p29

Isotalus, E., & Kakkuri-Knuuttila, M. (2018). Ethics and intercultural communication in diversity management. *Equality, Diversity, & Inclusion, 37*, 450-469. doi:10.1108/EDI-01-2017-0019

Jaime, P. (2018). Recycling the idea of race: socio-political agenda, transnational business culture, and diversity management in Brazil. *Social Identities, 24*, 647-665. doi:10.1080/13504630.2017.1386356

Jin, M., Lee, J., & Lee, M. (2017). Does leadership matter in diversity management? Assessing the relative impact of diversity policy and inclusive leadership in the public sector. *Leadership & Organization Development Journal, 38*(2), 303-319. Retrieved from https://www.emeraldinsight.com/journal/lodj

Jolanta, M. (2018). Embedding diversity in sustainability reporting. *Sustainability, 10,* 2487. doi:10.3390/su10072487

Jonsen, K., Maznevski, M. L., & Schneider, S.C. (2011), Diversity and it is not so diverse literature: An international perspective. *International Journal of Cross Cultural Management, 11*(1), 35-62. Retrieved from https://journals.sagepub.com/home/ccm

Jordan, K. (2018). Validity, reliability, and the case for participant-Centered Research: Reflections on a Multi-Platform Social media study. *International Journal of Human-Computer Interaction, 34,* 913–921. doi:10.1080/10447318.2018.1471570

Jordan, S. L., Ferris, G. R., & Lamont, B. T. (2018). A framework for understanding the effects of past experiences on justice expectations and perceptions of human resource inclusion practices. *Human Resource Management Review*, Advance Online Publication. doi:10.1016/j.hrmr.2018.07.003

Kadam, R. A. (2017). Informed consent process: A step further towards making it meaningful! *Perspectives in Clinical Research, 8*, 107–112. doi:10.4103/picr.PICR_147_16

Kantarelis, D. (2018). Screening stocks based on the rational approach to decision-making. *Economics, Management & Financial Markets, 13*, 32–62. doi:10.22381/EMFM13120182

Karadağ, N. (2017). The Senior manager's opinions on the academic leadership process. *Acta Didactica Napocensia, 10*(4), 79-91. Retrieved from http://adn.teaching.ro/

Karagiozis, N. (2018). The complexities of the researcher's role in qualitative research: The power of reflexivity. *International Journal of Interdisciplinary Educational Studies, 13*, 19–31. doi:10.18848/2327-011X/CGP/v13i01/19-31

Karnieii-Miiier, O., Strier, R., & Pessach L. (2009). Power relations in qualitative research. *Qualitative Health Research, 19*(2), 279-289. Retrieved from https://journals.sagepub.com/home/qhr

Karriker, J. H., Madden, L. T., & Katell, L. A. (2017). Team composition, distributed leadership, and performance: It's good to share. *Journal of Leadership &*

Organizational Studies, 24, 507-518. Retrieved from https://journals.sagepub.com/home/jlo

Kemeny, T., & Cooke, A. (2018). Spillovers from immigrant diversity in cities. *Journal of Economic Geography, 18*(1), 213–245. doi:10.1093/jeg/lbx012

Kent, B.V. (2017). Attachment to God, religious tradition, and firm attributes in workplace commitment. *The Journal of Social Psychology, 3*, 485. doi:10.1080/00224545.2016.1242470

Khalil, E. L. (2017). Socialized view of man vs. rational choice theory: What does smith's sympathy have to say? *Journal of Economic Behavior & Organization, 143*, 223–240. doi:10.1016/j.jebo.2017.09.003

Kihn, L. A., & Ihantola, E. M. (2015). Approaches to validation and evaluation in qualitative studies of management accounting. *Qualitative Research in Accounting & Management, 12,* 230–255 doi:10.1108/QRAM-03- 2013-0012

Kim, H. (2018). Differential impacts of functional, geographical, and hierarchical diversity on knowledge sharing in the midst of organizational change. *Management Communication Quarterly, 32*(1), 5–30. doi.org/10.1177/0893318917728340

Kirilova, D., & Karcher, S. (2017). Rethinking data sharing and human participant protection in social science research: Applications from the Qualitative Realm. *Data Science Journal, 16(43),* 1–7. doi:10.5334/dsj-2017-043

Kjesrud, R. D. (2015). Lessons from data: Avoiding lore bias in research paradigms. *Writing Center Journal, (2),* 33. Retrieved from http://www.writingcenterjournal.org/

Kochan, T., Bezrukova, K., Ely, R., Jackson, S., Joshi, A., Jehn, K. (2003). The effects of diversity on business performance: Report of the diversity research network. *Human Resource Management, 42,* 3–21. doi:10.1002/hrm.10061

Kongsholm, N. C. H., & Kappel, K. (2017). Is consent based on trust morally inferior to consent based on information? *Bioethics, 31,* 432–442. doi:10.1111/bioe.12342

Köllen, T., Kakkuri-Knuuttila, M., & Bendl, R. (2018). An indisputable "holy trinity"? On the moral value of equality, diversity, and inclusion. *Equality, Diversity, & Inclusion, 37*, 438. doi:10.1108/EDI-04-2018-0072

Korstjens, I., & Moser, A. (2018). Series: Practical guidance to qualitative research. Part 4: Trustworthiness and publishing. *European Journal of General Practice*, *24,* 120–124. doi:10.1080/13814788.2017.1375092

Král, P., & Králová, V. (2016). Approaches to changing organizational structure: The effect of drivers and communication. *Journal of Business Research, 69*, 5169-5174. doi:10.1016/j.jbusres.2016.04.099

Kwon, H., Ha, S., & Im, H. (2016). The impact of perceived similarity to other customers on shopping mall satisfaction. *Journal of Retailing and Consumer Services, 28,* 304–309. doi-org/10.1016/j.jretconser.2015.01.004

Labucay, I. (2015). Diversity management and performance: Paving the way for a revised business case. *European Journal of International Management*, *9,* 425–440. doi:10.1504/ejim.2015.070228

Lee, V. (2018). Beyond seeking informed consent: Upholding ethical values within the research proposal. *Canadian Oncology Nursing Journal, 28*(3), 222–227. Retrieved from http://www.canadianoncologynursingjournal.com/index.php/conj

Lester, S. (1999). *An introduction to phenomenological research, Stan Lester developments, Taunton*. Retrieved from http://www.rgs.org/NR/rdonlyres/F50603E0

Li, H., Luo, X. Zhang, J., & Sarathy, R. (2018). Self-control, organizational context, and rational choice in Internet abuses at work. *Information & Management, 55*, 358–367. doi:10.1016/j.im.2017.09.002

Li, J. J., Zhang, Y. Z., Chen, S. J., Jiang, W. W., Wen, S. S., & Hu, Y. 1. (2018). Demographic diversity on boards and employer/employee relationship. *Employee Relations, 40*, 298-312. doi:10.1108/ER-07-2016-0133

Lie, R., & Witteveen, L. (2017). Visually informed consent: Informed consent without forms. *International Journal of Social Research Methodology: Theory & Practice, 20,* 63–75. doi:10.1080/13645579.2015.1116835

Liamputtong, P. (2007). Researching the vulnerable: *A guide to sensitive research methods*. London, UK: Sage.

Lowe, A., Norris, A. C., Farris, A. J., & Babbage, D. R. (2018). Quantifying thematic saturation in qualitative data analysis. *Field Methods, 30*(3), 191. Retrieved from https://journals.sagepub.com/home/fmx

Luanglath, N., Ali, M., & Mohannak, K. (2019). Top management team gender diversity and productivity: The role of board gender diversity. Equality, Diversity and Inclusion: *An International Journal, 1*, 71-86. doi-org/10.1108/EDI-04-2018-0067

Lubin, D. A., & Etsy, D. C. (2010). The sustainability imperative. *Harvard Business Review, 88*(5), 42–50. Retrieved from https://hbr.org/

Luu, T. T., Rowley, C., & Vo, T. T. (2018). Addressing employee diversity to foster their work engagement. *Journal of Business Research*, *95*, 303-315 doi:10.1016/j.jbusres.2018.08.017

MacLeod, W. B. (2016). Human capital: Linking behavior to rational choice via dual process theory. *Labour Economics*, *41*, 20-31. doi:10.1016/j.labeco.2016.05.019

Madera, J. M., Dawson, M., & Neal, J. A. (2018). Why investing in diversity management matters: Organizational attraction and person-organization fit. *Journal of Hospitality & Tourism Research*, *42*, 931-959. Retrieved from https://journals.sagepub.com/home/jht#

Maher, C., Hadfield, M., Hutchings, M., & de Eyto, A. (2017.). Ensuring rigor in qualitative data analysis: A design research approach to coding combining NVivo with traditional material methods. *International Journal of Qualitative Methods*, *17*, 13. doi:10.1177/1609406918786362

Mahmoudi, M., & Pingle, M. (2018). Bounded rationality, ambiguity, and choice. *Journal of Behavioral and Experimental Economics, 75*, 141–153. doi:10.1016/j.socec.2018.07.001

Malik, R., Madappa, T., & Chitranshi, J. (2017). Diversity management in tourism and hospitality: An exploratory study. *Foresight, 19,* 323. doi:10.1108/FS-12-2016-0058

Manuel, L., J., & Feijoo-Cid, M. (2017). Participants' safety versus confidentiality: A case study of HIV research. *Nursing Ethics, 24,* 376–380. doi:10.1177/0969733016669865

Markey-Towler, B. (2016). On the problem of constructing rational preferences. *Economic Record*, *92,* 68. doi:10.1111/1475-4932.12275

Marshall, C., & Rossman, G. B. (2016). *Designing qualitative research* (6th ed.). Los Angeles, CA: Sage Publications.

Mason, G., Williams, G., & Cranmer, S. (2009). Employability skills initiatives in higher education: What effects do they have on graduate Labour market outcomes? *Education Economics*, *17*, 1–30. doi:10.1080/ 09645290802028315

Maxwell, J. A., & Chmiel, M. (2014). *Generalization in and form qualitative analysis. In U. Flick* (Ed.), The SAGE handbook of qualitative data analysis (pp. 541–553). Thousand Oaks, CA: Sage.

Mazibuko, J. V., & Govender, K. K. (2017). Exploring workplace diversity and organizational effectiveness: A South African exploratory case study. *South African Journal of Human Resource Management, 15*, 1-10. doi:10.4102/sajhrm.v15i0.865

McGrandle, J. (2017). Understanding diversity management in the public sector: A Case for Contingency Theory. *International Journal of Public Administration, 40*, 526-537. doi:10.1080/01900692.2015.1136942

Meadowcroft, J. (2014). Exchange, unanimity, and consent: A defense of the public choice account of power. *Public Choice, 158,* 85–100. doi:10.1007/s11127-012-9925-0

Meena, K., & Vanka, S. (2017). Developing an empirical typology of diversity-oriented human resource management practices. *Journal of Management Development, 36*, 915-929. doi:10.1108/JMD-02-2016-0031

Mehlkop, G., & Graeff, P. (2019) Modelling a rational choice theory of criminal action: Subjective expected utilities, norms, and interactions. *Rationality and Society, 22,* 189–222. doi-org/10.1177/1043463110364730

Melton, E. N., & Cunningham, G. B. (2014). Examining the workplace experiences of sports employees who are LGBT: A social categorization theory perspective. *Journal of Sports Management, 28,* 21–33. doi:10.1123/jsm.2011-0157

Mero-Jaffe, I. (2011). “Is that what I said?” Interview transcript approval by participants: An aspect of ethics in qualitative research. *International Journal of Qualitative Methods*, *10*(3), 231–247. Retrieved from https://us.sagepub.com/en-us/nam/international-journal-of-qualitative-methods/journal202499

Miller, P. (2008). *Reliability.* In L. Given (Ed.), Encyclopaedia of qualitative methods. Thousand Oaks, CA: Sage.

Miracle, V. A. (2016). The Belmont Report: The Triple Crown of Research Ethics. *Dimensions of Critical Care Nursing, 35*, 223–228. doi:10.1097/DCC.0000000000000186

Moeller, M., Harvey, M., & Maley, J. (2017). HR guidelines for mitigating cross-border regional differences: Creating the foundation for a global mindset. *New Zealand Journal of Human Resources Management, 17*(1), 54. Retrieved from http://www.nzjhrm.org.nz/

Moon, K. (2018). Examining the relationships between diversity and work behaviors in U.S. Federal Agencies: Does inclusive management make a difference? *Review of Public Personnel Administration, 38*(2), 218-247. Retrieved from https://journals.sagepub.com/home/rop

Morgan, D. L. (2018). Themes, theories, and models. *Qualitative Health Research, 28*, 339–345. doi:10.1177/1049732317750127

Morse, J. M. (2015). Critical analysis of strategies for determining rigor in qualitative inquiry. *Qualitative Health Research, 25*, 1212–1222. doi:10.1177/1049732315588501

Morse, W. C., Lowery, D. R., & Steury, T. (2014). Exploring the saturation of themes and spatial locations in qualitative public participation geographic information systems research. *Society & Natural Resources, 27,* 557–571. doi:10.1080/08941920.2014.888791

Moser, A., & Korstjens, I. (2018). Series: Practical guidance to qualitative research. Part 3: Sampling, data collection, and analysis. *The European Journal of General Practice, 24*, 9–18. doi:10.1080/13814788.2017.1375091

Mullins, F. (2018). HR on board!: The implications of human resource expertise on boards of directors for diversity management. *Human Resource Management, 57*, 1127-1143. doi:10.1002/hrm.21896

Nalbandov, R. (2017). Irrational rationality of terrorism. *Air & Space Power Journal: Afrique et Francophonie, 8*(4), 24–38. Retrieved from http://www.au.af.mil/au/afri/aspj/apjinternational/aspj_f/index.html

Nart, S., Yaprak, B., Yildirim, Y. T., & Sarihan, A. Y. (2018). The Relationship of diversity management and servant leadership with organizational identification and creativity in multinational enterprises. *Journal of Financial Politic & Economic Reviews / Finans Politik & Ekonomik Yorumlar*, *55*(637), 31-47. Retrieved from https://www.aeaweb.org/econlit/journal_list.php

National Research Council. (2014). *Proposed revisions to the Common Rule for the Protection of Human Subjects in the Behavioral and Social Sciences.* Washington, DC: National Academies Press.

Nelson, I. A., London, R. A., & Strobel, K. R. (2015). Reinventing the role of the university researcher. *Educational Researcher, 44,* 17–26. doi:10.3102/0013189X15570387

Nidumolu, R., Prahalad, C. K., & Rangaswami, M. R. (2009). Why sustainability is now the key driver of innovation. *Harvard Business Review, 9,* 7-64. Retrieved from https://hbr.org/2009/09/why-sustainability-is-now-the-key-driver-of-innovation

Noval, L. J., & Stahl, G. K. (2017). Accounting for proscriptive and prescriptive morality in the workplace: The double-edged sword effect of mood on managerial ethical decision making. *Journal of Business Ethics, 142,* 589–602. doi:10.1007/s10551-015-2767-1

Ohunakin, F., Adeniji, A., Ogunnaike, O., Igbadume, F., & Akintayo, I. (2019). The effects of diversity management and inclusion on organizational outcomes: A case of multinational corporation business: *Theory & Practice, 20,* 93–102. doi-org./10.3846/btp.2019.09

Olusegun, O. O., Abdulraheem, I., & Nassir, B. A. (2018). Workforce diversity management strategies and organisational performance in the food and beverage industries in Lagos State, Nigeria. *Scholedge International Journal of Management & Development*, *5*, 1-14. doi:10.19085/journal.sijmd050101

Onwuegbuzie, A. J., & Leech, N. L. (2005). Taking the "Q" out of research: Teaching research methodology courses without the divide between quantitative and qualitative paradigms. *Quality and Quantity*, *39*, 267–295. doi:10.1007/s11135-004-1670-0

Onwuegbuzie, A. J., Johnson, R. B., & Collins, K. M. (2009). Call for mixed analysis: a philosophical framework for combining qualitative and quantitative approaches. *International Journal of Multiple Research Approaches*, *3*(2), 114–139. Retrieved from https://www.tandfonline.com/loi/rmra20

Ose, S. O. (2016). Using Excel and Word to structure qualitative data. *Journal of Applied Social Science, 10,* 147–162. doi:10.1177/1936724416664948

Othman, A., Mohamad, A., & Ismail, N. (2018). Predicting factors affecting Muslims' family takaful participation: Theory of Planned Behaviour. *Global Business &*

Management Research, 10, 1054–1063. Retrieved from http://www.universal-publishers.com/book.php?method=ISBN&book=1599428350

Oualid, A., Halil, Z., Dina, Y., Houshang, H., & Alper, B. (2017). Diversity management and its impact on HRM Practices: Evidence from Kuwaiti companies. *Eurasian Journal of Business and Economics, 10,* 71-88. doi:10.17015/ejbe.2017.020.05

Oyler, J. D., & Mildred, G. P. (2009). Workplace diversity in the United States: The perspective of Peter Drucker. *Journal of Management History, 15,* 420–451. doi:10.1108/17511340910987338

Ozbilgin, M., Tatli, A., Ipek, G., & Sameer, M. (2016). Four approaches to accounting for diversity in global organizations. *Critical Perspectives on Accounting, 35,* 88-99.

Page, S. E. (2011). *Diversity and complexity*. Princeton, NJ: Princeton University Press.

Pan, W. H., & Chen, Y. L. (2014). A case study of the corporate turnaround strategies. *International Journal of Organizational Innovation, 7*(2), 63–78. Retrieved from http://www.ijoi-online.org/

Paternoster, R., Jaynes, C. M., & Wilson, T. (2017). Rational choice theory and interest in the "Fortune of Others." *Journal of Research in Crime & Delinquency, 54,* 847–868. doi:10.1177/0022427817707240

Patton, M. Q. (2015). *Qualitative research and evaluation methods* (4th ed.). Thousand Oaks, CA: Sage.

Patrick, H. A., & Kumar, V. R. (2012). Managing workplace diversity: Issues and challenges. *Sage Open, 2,* 1–15. doi:10.1177/2158244012444615

Percy, W. H., Kostere, K., & Kostere, S. (2015). Generic qualitative research in psychology. *The Qualitative Report, 20*(2), 76–82. Retrieved from http://nsuworks.nova.edu/tqr/

Phillippi, J., & Lauderdale, J. (2018). A guide to field notes for qualitative research: Context and conversation. *Qualitative Health Research, 28,* 381–388. doi-org/10.1177/1049732317697102

Pietersen, C. (2018). A typology for the categorization of ethical leadership research. *African Journal of Business Ethics, 12*, 54–69. doi:10.15249/12-2-153

Pochenchuk, G., Babuukh, I., & Baraniuk, D. (2018). Innovations of the digital era and economic choice. *USV Annals of Economics & Public Administration, 18*(1), 63–69. Retrieved from http://www.annals.seap.usv.ro/index.php/annals

Polit, D. F., & Beck, C. T. (2012). *Nursing research: Generating and assessing evidence for nursing practice* (9th ed.). Philadelphia, PA: Lippincott, Williams, & Wilkins.

Praharaj, S. K., & Ameen, S. (2017). Quality of the reviews submitted by attendees of a workshop on peer review. *Indian Journal of Psychological Medicine*, *39*, 785–788. doi:10.4103/IJPSYM.IJPSYMpass:[_]372_17

Prion, S., & Adamson, K. A. (2014). Making sense of methods and measurement: Rigor in qualitative research. *Clinical Simulation in Nursing, 10,* 107–108. doi:10.1016/j.ecns.2013.05.003

Rabl, T., Carmen Triana, M., Byun, S., & Bosch, L. (2018). Diversity management efforts as an ethical responsibility: How employees' perceptions of an organizational integration and learning approach to diversity affect employee behavior. *Journal of Business Ethics, 10551*, 1-20. doi:10.1007/s10551-018-3849-7

Rabl, T., & Triana, M. C. (2013). Organizational value for age diversity and potential applicants' organizational attraction: Individual attitudes matter. *Journal of Business Ethics, 121*, 403–417. doi:10.1007/s10551–013–1729–8

Racelis, A.D. (2010). Relationship between employee perceptions of corporate ethics and organizational culture: An exploratory study. *Asia Pacific Management Review, 15*(2), 251-260. Retrieved from https://www.journals.elsevier.com/asia-pacific-management-review

Raco, M., & Kesten, J. (2018). The politicization of diversity planning in a global city: Lessons from London. *Urban Studies, 55*, 891-916. Retrieved from https://journals.sagepub.com/home/usj

Raskind, I. G., Shelton, R. C., Comeau, D. L., Cooper, H. L. F., Griffith, D. M., & Kegler, M. C. (2018). A review of qualitative data analysis practices in health Education and health behavior research. *Health Education & Behavior*: *The Official Publication of The Society for Public Health Education,* doi:10.1177/1090198118795019

Rasool, A., Khatir, G., & Nadir, N. S. (2018). Diversity and its impact on employee satisfaction and performance. *Clear International Journal of Research in Commerce & Management, 9(*7), 12-15. Retrieved from https://ijrcm.org.in/

Rasul, I., & Rogger, D. (2015). The impact of ethnic diversity in bureaucracies: Evidence from the Nigerian civil service†. *American Economic Review, 105*, 457-461. doi:10.1257/aer.p20151003

Ravazzani, S. (2016). Understanding approaches to managing diversity in the workplace. *Equality, Diversity, & Inclusion, 35*, 154-168. doi:10.1108/EDI-08-2014-0062

Rathbun, B. C., Kertzer, J. D., & Paradis, M. (2017). Homo diplomaticus: Mixed-method evidence of variation in strategic rationality. *International Organization, 71,* S33–S60. doi:10.1017/S0020818316000412

Reguera-Alvarado, N. n., Fuentes, P., & Laffarga, J. (2017). Does board gender diversity influence financial performance? Evidence from Spain. *Journal of Business Ethics, 141*, 337-350. doi:10.1007/s10551-015-2735-9

Resnik, D. B. (2011). What is ethics in research & why is it important?: National Institute of Environmental Health Sciences/National Institute of Health. Retrieved from https://www.niehs.nih.gov/research/resources/bioethics/whatis/index.cfm?links=false

Resnik, D. B. (2015). What is ethics in research & why is it important?: National Institute of Environmental Health Sciences/National Institute of Health. Retrieved from http://www.niehs.nih.gov/research/resources/bioethics/whatis/

Revelle, W., & Wilt, J. (2019). Analyzing dynamic data: A tutorial. *Personality and Individual Differences, 136*, 38–51. doi:10.1016/j.paid.2017.08.020

Richard, O.C. (2000). Racial diversity, business strategy, and firm performance: A resource-based view. *Academy of Management Journal 43*, 164–177. Retrieved from http://aom.org/amj/

Richard, O., C., Roh, H., & Pieper, J., R. (2013). The link between diversity and equality management practice bundles and racial diversity in the managerial ranks: Does firm size matter? *Human Resource Management, 52*, 215–242. doi:10.1002/hrm.21528

Richter, N. F. (2014). Information costs in international business: Analyzing the Effects of economies of scale, cultural diversity and decentralization. *Management International Review, 54*, 171–193. doi:10.1007/s11575–013–0187–y

Robinson, O. C. (2014). Sampling in interview-based qualitative research: A theoretical and practical guide. *Qualitative Research in Psychology*, *11*, 25–41. doi:10.1080/14780887.2013.801543

Rodriguez-Ruiz, O., Rodriguez-Duarte, A., & Gomez-Martinez, L. (2016). Does a balanced gender ratio improve performance?: The case of Spanish banks (1999-2010). *Personnel Review, 45*(1), 103-120. Retrieved from https://www.emeraldinsight.com/journal/pr

Roh, H., & Kim, E. (2016). The business case for gender diversity: Examining the role of human resource management investments. *Human Resource Management, 55*, 519–534. doi:10.1002/hrm.21736

Ross, M. W., Iguchi, M. Y., & Panicker, S. (2018). Ethical aspects of data sharing and research participant protections. *American Psychologist, 73*, 138–145. doi:10.1037/amp0000240

Rottenstreich, Y., & Kivetz, R. (2006). On decision making without likelihood judgment. *Organizational Behavior and Human Decision Processes, 101,* 74–88. doi-org/10.1016/j.obhdp.2006.06.004

Ruiz, A. (2002). Global diversity and leadership. *Community College Journal*, *73*(3), 29–31. Retrieved from https://www.aacc.nche.edu/publications-news/community-college-journal/

Saldana, J. (2009). *The coding manual for qualitative researchers.* Thousand Oaks, CA: Sage Publications Ltd.

Saldana, J., & Omasta, M. (2018). *Qualitative research: Analyzing life.* Thousand Oaks, CA: Sage Publications Ltd.

Sampath, V. S., Gardberg, N. A., & Rahman, N. (2018). Corporate reputation's invisible hand: Bribery, Rational Choice, and Market Penalties. *Journal of Business Ethics*, *151*, 743–760. doi:10.1007/s10551-016-3242-3

Saunders, M. N. K., Lewis, P., & Thornhill, A. (2016). *Research methods for business students* (7th ed.). Essex, England: Pearson Education Limited

Sheehan, M., & Anderson, V. (2015). Talent management and organizational diversity: A call for research. *Human Resource Development Quarterly, 26*(4), 349–358. doi/10.1002/hrdq.21247

Sheppard, D. L. (2018). The dividends of diversity: the win-win-win model is taking over business and it necessitates diversity. *Strategic HR Review, 17*, 126-130. doi:10.1108/SHR-03-2018-0017

Sil, A., & Das, N. K. (2017). Informed consent process: Foundation of the researcher-participant bond. *Indian Journal of Dermatology, 62*, 380–386. doi:10.4103/ijd.IJDpass:[_]272_17

Simon, M. K., & Goes, J. (2013). *Scope, limitations, and delimitations*. Retrieved from http://dissertationrecipes.com/wp-content/uploads/2011/04/limitationscopedelimitation1.pdf

Sincar, M. (2013). Challenges school principals facing in the context of technology leadership. *Educational Sciences: Theory and Practice, 13,* 1273–1284. Retrieved from http://www.estp.com.tr/

Smith, A., & Graetz, F. (2006) Organizing dualities and strategizing for change, *Strategic Change, 15*, 231–239. doi:/10.1002/jsc.760

Smith, M., Lix, L. M., Azimaee, M., Enns, J. E., Orr, J., Hong, S., & Roos, L. L. (2017). Assessing the quality of administrative data for research: A framework from the Manitoba Centre for Health Policy. *Journal of The American Medical Informatics Association*, *25*, 224-229. doi:10.1093/jamia/ocx078

Smith, M., Lix, L. M., Azimaee, M., Enns, J. E., Orr, J., Say, H., & Roos, L. L. (2018). Assessing the quality of administrative data for research: A framework from the Manitoba Centre for Health Policy. *Journal of The American Medical Informatics Association*, *25*, 224. doi:10.1093/jamia/ocx078

Snyder, C. (2012). A case study of a case study: Analysis of a Robust Qualitative Research Methodology. *The Qualitative Report, 17*(13), 1–21. Retrieved from http://nsuworks.nova.edu/tqr/

Soltes, E. (2014). Incorporating field data into archival research. *Journal of Accounting Research, 52,* 521–540. doi:10.1111/1475–679X.12047

Stake, R. E. (1995). *The art of case study research.* Thousand Oaks, CA: Sage.

Stake, R. E. (2005). *Qualitative case studies*. In N. K. Denzin & Y. S. Lincoln (Eds.), The Sage handbook of qualitative research (3rd ed., pp. 443-466). Thousand Oaks, CA: Sage.

Stanley, D. J. (2012). Clinical leadership and innovation. *Journal of Nursing Education and Practice*, *2*(2), 119-127. Retrieved from http://www.sciedu.ca/journal/index.php/jnep/index

Stark, D. (2001) *Ambiguous assets for uncertain environments: Heterarchy in postsocialist firms,* In P. DiMaggio (Eds) The Twenty-first Century Firm, pp. 69–104. Princeton, NJ: Princeton University Press.

Stincelli, E. (2016). Is innovation dependent on the hierarchical leadership pyramid? *Journal of Leadership Studies, 10*, 57–59. doi:10.1002/jls.21446

Storbjork, J., Garfield, J. B. B., & Larner, A. (2017). Implications of eligibility criteria on the generalizability of alcohol and drug treatment outcome research: A study of real-world treatment seekers in Sweden and in Australia. *Substance Use & Misuse, 52*, 439–450. doi:10.1080/10826084.2016.1240695

Surmiak, A. (2018). Confidentiality in qualitative research involving vulnerable Participants: Researchers' Perspectives. Forum: *Qualitative Social Research, 19*(3), 393. Retrieved from http://www.qualitative-research.net/index.php/fqs

Trainor, A. A., & Graue, E. (2014). Evaluating rigor in qualitative methodology and research dissemination. *Remedial and Special Education, 35,* 267–274. doi:10.1177/0741932514528100

Teece, D.J., Pisano, G., and Shuen, A. (2004) Dynamic capabilities and strategic management, In M.L. Tushman and P. Anderson (eds) *Managing Strategic Innovation and Change*, 2nd edn, (pp. 308–332). Oxford: Oxford University Press.

Tran, V.T., Porcher, R., Tran, V.C., & Ravaud, P. (2017). Predicting data saturation in qualitative surveys with mathematical models from ecological research. *Journal of Clinical Epidemiology, 82,* 71–78.e2. doi:10.1016/j.jclinepi.2016.10.001

Tung, R. L., Baumann, C., & Hamin, H. (2014). Cross-cultural management of money: The roles of ethnicity, religious affiliation, and income levels in asset allocation. *International Journal of Cross-Cultural Management, 14,* 85-104. doi:10.1177/1470595812470441

Turcotte-Tremblay, A. M., & Mc Sween-Cadieux, E. (2018). A reflection on the challenge of protecting confidentiality of participants while disseminating research results locally. *BMC Medical Ethics,* 19. doi:10.1186/s12910-018-0279-0

Usman, M., Umar Farooq, M., Zhang, J., Abdul Majid Makki, M., & Khan, M. (2019). Female directors and the cost of debt: Does gender diversity in the boardroom matter to lenders? *Managerial Auditing Journal, 4,* 374-385. doi-org./10.1108/MAJ-04-2018-1863

U.S. Department of Labor. (2009). *The fair labor standards act (FLSA)*. Retrieved from http://www.dol.gov/compliance/laws/comp-flsa.htm

U.S. Department of Bureau of Labor Statistics. (2012, January 29). *Current employment statistics—CES (National)*. Retrieved from http://www.bls.gov/ces/_

van den Bemt, V., Doornbos, J., Meijering, L., Plegt, M., & Theunissen, N. (2018). Teaching ethics when working with geocoded data: A Novel Experiential Learning Approach. *Journal of Geography in Higher Education, 42*(2), 293–310. Retrieved from https://www.tandfonline.com/loi/cjgh20

van den Berg, A., & Struwig, M. (2017). Guidelines for researchers using an adapted consensual qualitative research approach in management research. *Electronic Journal of Business Research Methods, 15*(2), 109. Retrieved from http://www.ejbrm.com/main.html

Vanclay, F., Baines, J. T., & Taylor, C. N. (2013). Principles for ethical research involving humans: Ethical professional practice in impact assessment Part I. Impact Assessment and Project Appraisal, *31,* 243–253. doi:10.1080/14615517.2013.850307

Van Hoye, G., & Turban, D. B. (2015.). Applicant-employee fit in personality: Testing predictions from similarity-attraction theory and trait activation theory. *International Journal of Selection and Assessment, 23,* 210–223. doi:10.1111/ijsa.12109

Van Peteghem, M., Bruynseels, L., & Gaeremynck, A. (2018). Beyond diversity: A tale of faultlines and frictions in the board of directors. *Accounting Review, 93,* 339-367. doi:10.2308/accr-51818

Varpio, L., Ajjawi, R., Monrouxe, L. V., O'Brien, B. C., & Rees, C. E. (2017). Shedding the cobra effect: Problematising thematic emergence, triangulation, saturation and member checking. *Medical Education, 51,* 40–50. doi:10.1111/medu.13124

Vilhjálmsdóttir, G., & Arnkelsson, G. B. (2013). Social aspects of career choice from the perspective of habitus theory. *Journal of Vocational Behavior, 83,* 581–590. doi-org./10.1016/j.jvb.2013.08.002

Waite, A. M. (2014). Leadership's influence on innovation and sustainability: A review of the literature and implications for HRD. European *Journal of Training and Development, 38*(1), 15–39. Retrieved from https://www.emeraldinsight.com/journal/ejtd

Weber, T. J., Sadri, G., & Gentry, W. A. (2018). Examining diversity beliefs and leader performance across cultures. *Cross-Cultural & Strategic Management, 25*, 382. doi:10.1108/CCSM-11-2016-0200

Weberg, D., & Weberg, K. (2014). Seven behaviors to advance teamwork: findings from a study of innovation leadership in a simulation center. *Nursing Administration Quarterly, 38*, 230–237. doi:10.1097/NAQ.0000000000000041

Wedgwood, R. (2017). Must rational intentions maximize utility? *Philosophical Explorations, 20,* 73-92. doi:10.1080/13869795.2017.1356352

Wells, J. E., & Aicher, T. J. (2013). Follow the leader: relational demography, similarity-attraction, and social identity theory of leadership approach of a team's performance. *Gender Issues, 30,* 1. doi:10.1007/s12147-013-9112-8

Wendelbo, M. (2017). Perspectives on peer review of data: Framing Standards and Questions. *College & Research Libraries, 78,* 262–266. doi:10.5860/crl.78.3.262

Windscheid, L. l., Bowes-Sperry, L., Mazei, J., & Morner, M. (2017). The paradox of diversity initiatives: When organizational needs differ from employee preferences. *Journal of Business Ethics, 145*, 33-48. doi:10.1007/s10551-015-2864-1

Wittmayer, J. M., & Schäpke, N. (2014). Action, research, and participation: Roles of researchers in sustainability transitions. *Sustainability Science*, *9*, 483–496. doi:10.1007/s11625–014–0258–4

Wolf, L. E., Patel, M. J., Williams Tarver, B. A., Austin, J. L., Dame, L. A., & Beskow, L. M. (2015). Certificates of confidentiality: Protecting human subject research data in law and practice. *Journal of Law, Medicine, & Ethics*, *43*, 594–609. doi:10.1111/jlme.12302

Wright, J. P., (2017). Rational choice theories; Retrieved from http://www.oxfordbibliographies.com/view/document/obo-9780195396607/obo-9780195396607-0007.xml

Yazan, B. (2015). Three approaches to case study methods in education: Yin, Merriam, and Stake. *The Qualitative Report, 20*(2), 134–152. Retrieved from http://www.nova.edu/ssss/QR/QR20/2/yazan1.pdf

Yin, R. K. (2002). *Case study research: Design and methods.* Thousand Oaks, CA: Sage Publications.

Yin, R. K. (2009). *Case study research: Design and methods* (4th ed.). Los Angeles, CA: Sage Publications.

Yin, R. K. (2014) *Case study research; Design and Methods* (5th ed). London, UK: Sage Publications.

Yin, R. K. (2018). *Case study research and applications*: Design and methods (6th ed.). Thousand Oaks, CA: Sage Publications.

Zafirovski, M. (2018). Rational choice theory or pretense?: The claims, equivalences, and analogies of the "Economic Approach to Human Behavior". *Sociological Spectrum, 38*, 194-222. doi:10.1080/02732173.2018.1469446

Zarzu, C. L., & Scarlat, C. (2015). Knowledge management for knowledge development: Lessons learned while implementing international projects by multicultural teams. *International Journal of Management Cases, 17(4)*, 221–231. Retrieved from http://theijm.com/

Appendix A: Interview Protocol

What to do	What to say
Begin of the interview protocol	-
A brief introduction of myself and the purpose of the research topic under study	My name is Kehinde Taiwo, and I am a Doctorate student at Walden University. I would like to thank you for your time and for granting me this interview. The purpose of this research interview is to gain an improved understanding of strategies bank managers use to improve organization decision-making through employee diversity By so doing, I will be asking and discussing the interview questions that I provided to you earlier.
Set the stage to get the interviewee at ease by asking about their background. Use the subsequent questions (2–4) to probe further for a more targeted response from the participant.	Before we get into that, could you: 1. Please, briefly tell me about your background? 2. How long have you been working for this company? 3. What is your current position? 4. What is interesting outside work?
Explain the informed consent form process and address any concerns the participant may have.	On [insert date] your received a consent form via email or hand delivery by myself. The consent form contains information about the study, to include your rights to withdraw or stop participation at any time with no punitive action against you. In addition, participation is voluntarily in nature with no monetary incentive. On [insert date] you signed the consent form by granting me the consent for this interview. Do you have any questions or concerns before we proceed? My contact information is also included in the consent form; if you have any further

	questions or concerns about the study after this interview, please feel free to contact me.
Receive consent to begin the interview and remind participants that the interview will be recorded to ensure data accuracy. Remind and assure participants of anonymity and confidentiality.	Our interview conversation today will be voice recorded and taking notes to help ensure data transcription accuracy on my part. I want to remind and assure anonymity and that your identity and information shared and discussed are protected under confidentiality and will be used solely for research purpose without disclosing your identity.
	We will proceed this interview shortly if I have your consent to begin recording.
Start the audio recording and/or be prepared to take notes.	-
Introduce participant with code, the date, time, and location.	Interview with Participant [P1, P2, P3…10], [date], [time], and [location].
Begin asking the predefined open–ended interview questions, and probe further with targeted questions when necessary to ensure in–depth exploration.	1. Tell me about the strategies used by your organization's managers to include employee diversity in the organizational decision-making process? 2. What were the key barriers encountered in implementing strategies to include employee diversity in the organizational decision-making process? 3. Explain to me how were key barriers encountered in implementing strategies to include employee diversity in the organizational decision-making process addressed?
Follow-up probing question	To what extent regarding sustainability and profitability?
	4. Can you explain how your organization assess the effectiveness of its strategies for the communication systems instituted to track the incidence of diversity in the organizational decision-making process?

	5. Tell me what strategies were most effective in including employee diversity in the organizational decision-making process? 6. What strategies were least effective in including employee diversity in the organizational decision-making process? 7. Based upon your organization's experience, how have your employees' communication and interaction with each other affected diversity in the organizational decision-making process? 8. What other information would you like to share regarding strategies your organization uses to include employee diversity in the organizational decision-making process?
	This concludes our interview, thank you for your time and participation.
Stop audio recording	-
End of the interview, let the participant know the next step. Explain the transcript review process following interview.	As indicated in the consent form, participant will be asked to member check summarized post– interview transcript. I will verbatim transcribe this interview and synthesize your responses to each question. I will subsequently email it to you for confirmation of accuracy; you can make corrections to ensure accurate representation of your views.
Schedule follow–up meeting or alternative avenue to confirm data accuracy.	I will email you the summarized transcript on [insert date] and would like to schedule a follow– up meeting on [insert date] or you may provide your feedback/corrections (if any) by replying to the email.
	Thank you, once again for your time.
End of the interview protocol	-

Appendix B: Invitation Letter to Participants

Dear XXXXXXXX,

My name is Kehinde Taiwo, and I am a doctoral student at Walden University and working on my doctoral dissertation research to complete Doctor of Business Administration degree. I am conducting this doctoral research study to explore and gain an improved understanding of the strategies bank managers use to improve organization decision-making through employee diversity.

I am requesting your kind participation in the study. I respect your time and ask you to please read this email and attached consent form to decide whether you will participate in the study. Your participation in the study will help advance new insights into the dynamics of managing effective diversity program strategies and explore new frontiers in the workplace to support sustainable business goals to achieve greater profitability and competitive advantage.

Your participation in the study will consist of 45-60 minutes interview, and 20-30 minutes time commitment following an interview to verify data accuracy. The research is purely for academic purpose and all information discussed or shared with me will be treated confidential and protected. If you feel you understand the study well enough to make a decision about it, please review the attached consent form before making a decision to participate in this study. If you would like to participate, please follow the instructions at the end of the consent form.

I am looking forward to answering any questions or concerns that you may have and discuss further details of my research. You can contact me at XXX-XXX-XXXX or via email kehinde.taiwo@mail.waldenu.com.

Thank you for your time,

Kehinde Taiwo
Doctor of Business Administration Candidate
Walden University

____