SEXUAL DIVERSITY MANAGEMENT BY SMMES OWNERS/MANAGERS IN THE MANGAUNG METROPOLITAN AREA, FREE STATE

BY

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DECLARATION

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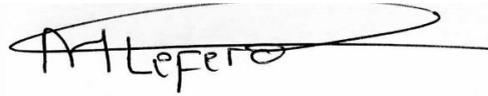
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This dissertation is dedicated to my father, Motseki Lefera, my grandmother Mamusa Moleli my late mother, Mamakhoakhoa Mankone Lefera, my sisters, brothers, aunts, uncles and cousins.

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LIST OF ABBREVIATIONS

SMMEs	Small, Micro Medium Enterprises
LGBT	Lesbians, Gay, Bisexual and Transgender
SA	South Africa

ABSTRACT

Human resource practitioners have recently developed interest in the diverse nature of the work place, specifically the sexual orientation of employees and how it has been managed by different employers in different sectors. While much has been written on this subject in the small business sector in the developed economies, little investigation has been conducted about sexual orientation as a form of diversity, especially among small, micro and medium enterprises in developing countries, where they are now regarded as key contributors to Gross Domestic Product (GDP). To close some of this gap, this study sought to determine the extent to which small medium micro enterprises owners/managers in Mangaung Metropolitan area consider/regard sexual orientation as a form of diversity. Using a phenomenology design, a qualitative research approach was used, where a sample of 20 small medium micro enterprises owner/managers, conveniently selected, were interviewed by the researcher over a period of approximately two months. Data obtained was analysed qualitatively using content analysis. Findings show that, generally, small medium micro enterprises owners/managers understand sexual diversity and diversity management but have negative attitudes towards sexual orientation as a form of diversity. The results also revealed that, the small medium micro enterprises owners/managers' personal skills in running a business, nature of the business, type of business and availability of diverse workforce have an influence on these small medium micro enterprises owners/managers attitudes towards sexual orientation as a form of diversity. Lastly, the study shows that, small medium micro enterprises in the area do not have policies, programmes and practices specifically meant for Lesbian Gay Bisexual Transgender employees.

Key words: sexual orientation, diversity, Small Medium Enterprises, policies, diversity management

CHAPTER ONE: INTRODUCTION AND BACKGROUND OF THE STUDY

1.1 INTRODUCTION

Today's working environment is diverse in terms of gender, race, age, religion and sexual orientation. In developing countries, however, little investigation has been done about sexual orientation as a form of diversity, especially among small, micro medium enterprises (SMMEs) (Abor & Quartey, 2010; Mmakola, 2009). In contrast, sexual orientation as a form diversity in western countries has been extensively studied and is embraced in big companies such as Wal-Mart as well as in small businesses and there are inclusive laws pertaining to it (Black, Jones & Green, 2015). There is, therefore, scope for further research in the developing world context, in small or large organisations to determine whether sexual orientation is regarded as a form of diversity. This study investigates the extent to which SMMEs in Mangaung Metro, Bloemfontein, South Africa, regard sexual orientation of workers as a form of diversity and how they are managing it. As alluded to above, the focus of the study is on SMMES because not much is written in South Africa on whether they view sexual orientation as a form of diversity within their work environments. A cursory observation shows that very few SMMES, registered and non-registered, do have well-established human resource departments. As a result, diversity-management issues are rarely of concern to them, as focus is usually on business performance (Smit and Watkin, 2012). It is important to note that in this study, sexual orientation will be used to refer to homosexuality, specifically lesbian, gay, bisexual, and transgender (LGBT) employees; the words will be interchangeably used.

1.1.1 Background/context of the study
According to the Constitution of South Africa Act 108 of 1996, (SA, 1996) Chapter 2 Section 9 of Bill of Rights and Equality, everyone is equal before the law and has the right to equal protection and benefit of the law. Equality includes the full and equal enjoyment of all rights and freedoms. To promote the achievement of equality, legislative and other measures designed to protect or advance persons or categories of persons, disadvantaged by unfair discrimination, may be taken. The State or any person may, not unfairly discriminate directly or indirectly against anyone on one or more grounds, including race, gender, sex, pregnancy, marital status, ethnic or social

origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language and birth (SA, 1996).

Apart from the Bill of Rights, there is also the *"Promotion of equality and prevention of unfair discrimination* Act 4 of 2000 (SA,2000*).* This law gives effect to Section 9 read with item 23(1) of Schedule 6 of the Constitution of the Republic of South Africa; together they make up comprehensive South African anti-discrimination law. The act specifically lists race, gender, sex, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language and birth as "prohibited grounds" for discrimination. These rights also apply in the workplace, with the Labour Relations Act 66 of 1995 (SA,1995) and the Employment Equity Act (Act 55 of 1998) further pointing out that everyone has the right to fair labour practices and not to be discriminated against based on the mentioned features above. Despite these provisions, reports of homophobia, discrimination and stigmatisation of homosexual employees in large South African organisations are not uncommon (Black, Jones & Green, 2015). What is not common is the extent to which such negative connotations about homosexuality are viewed and managed among SMMEs in South Africa. In trying to understand this challenge, the researcher assumes that the extent to which SMMEs consider sexual orientation as a form of diversity and how they are managing it in the work place can be viewed within the context of several relevant influencing factors as indicated in the conceptual framework in Figure 1.

1.1.2 Conceptual framework

A conceptual framework which forms the bases for literature to be reviewed, theory, and the research questions, is indicated in Figure 1.
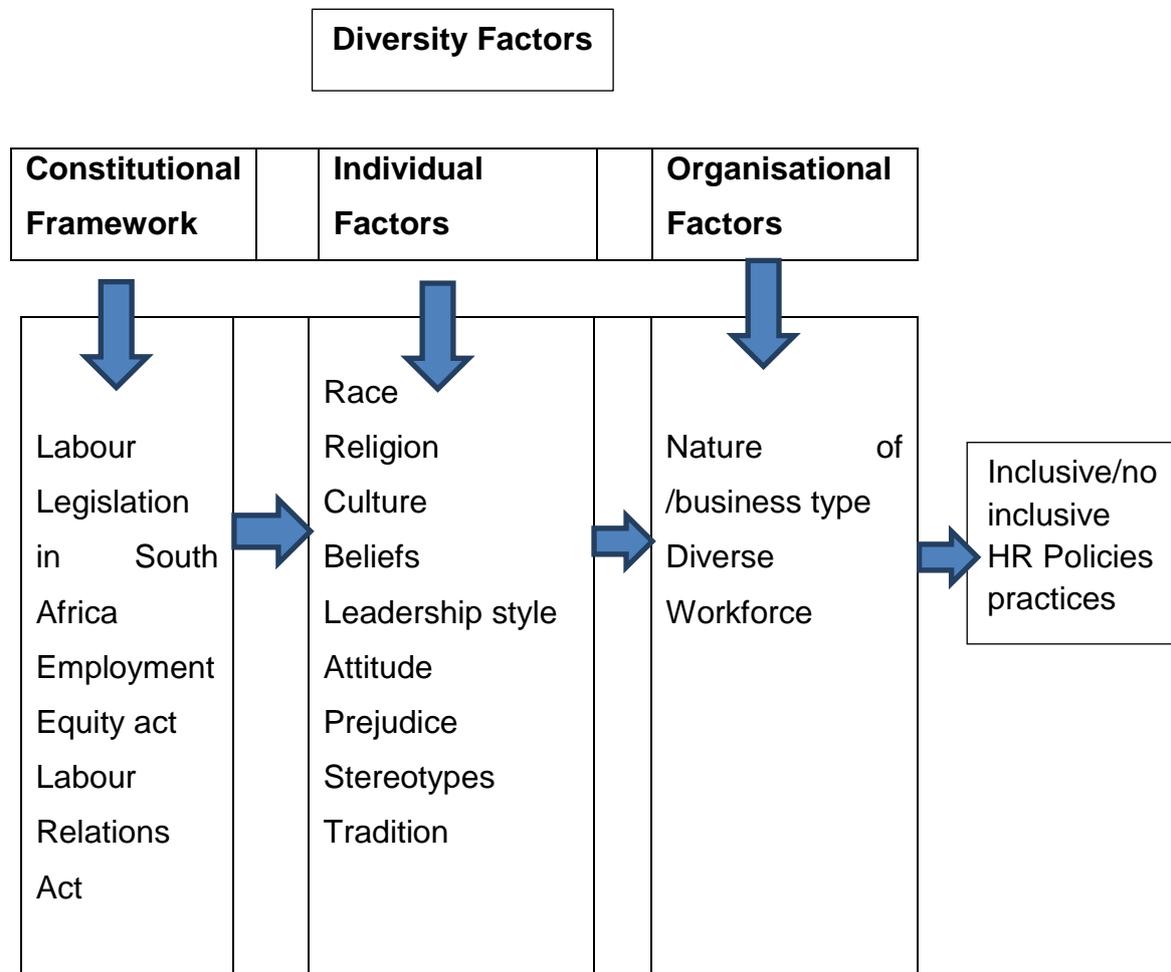
Figure1.1: The conceptual framework

Based on the above conceptual framework, the researcher argues that, while the Constitution of South Africa governs the legislative framework for employment even among SMMEs, individual and organisational factors may play a critical role in designing organisation specific policies and programmes that will make small business owners or managers embrace or not embrace sexual orientation as a form of diversity.

1.1.3 Theoretical framework

There are many theories that could have been used to understand the problem in the present study. These include, among many, The Institutional Theory of Diversity Management and the Resource Based Theory of Diversity Management.

For the purpose of this study, the Dominant and Non-Dominant Group Theory was used. The theory states that individuals and groups in non-dominant positions become less visible and their voices thus become "muted" resulting in their experiences being muted and ignored by the dominant culture. This theory further suggests that public interaction and systems of language, symbols and communication within social institutions become structured around the often hidden, but powerful systems that have been set in place by those in positions of power. Based on these tenets, it can be argued that, SMMEs owners (the dominant group) can design policies, practices, systems, and procedures for either embracing or discriminating (surreptitiously) against homosexuality. When policies to embrace homosexuality as a form of diversity are designed, the voices of the non-dominant (homosexuals) should not be muted. Unfortunately, when policies are designed that do not embrace homosexuality as a form of diversity, the voices of the very homosexuals are silenced and the programmes, communication and language in organisations become part of a system to discriminate against them.

1.2 PROBLEM STATEMENT

According to O'lmperio (2012), Small and medium-sized enterprises (SMEs) play an essential role in the world economy and contribute substantially to income, output and employment. SMMEs are fast emerging among black Africans in South Africa and are identified as productive drivers of local economic development of the country. Pushparagavan (2014), illustrates that most black Africans oppose homosexuality because of their traditions, customs and rituals and most Christian denominations of the different races in the country, view homosexuality as against what is written in the Bible, therefore, reject it as unnatural and sinful. Homosexuality, hence, is still viewed with attitudes, and prejudices because of peoples' different religious beliefs and traditions.

In South Africa, despite having a Constitution that embraces all sexual orientations, programmes promoting sexual orientation and the formation of organisations advocating for minorities' sexual rights (Scott, 2011) there is no known empirical evidence on how small businesses in the country embrace and or manage, sexual orientation diversity. Previous diversity management studies in the country focused

more on the other more visible aspects of diversity, such as age, gender and ethnicity in small businesses (Ozeren, 2014) without considering sexual orientation. Not considering sexual orientation as one of the norms of diversity has cost implications for the SMMEs through litigations and labour disputes. When sexual orientation is regarded as a type of diversity in line with constitutional provisions, the likely outcomes will include the development of effective inclusive policies that create enabling workplaces for homosexuality employees, in small businesses, in the country.

1.3 PURPOSE OF THE STUDY

To promote sexual orientation as a form of diversity among SMMEs by investigating the extent to which SMMEs in Mangaung Metropolitan area view and manage it.

1.4 RESEARCH QUESTIONS

1.4.1 Main research questions:

To what extent do SMMEs in Mangaung Metro consider/regard sexual orientation as a form of diversity and how are they managing it?

1.4.2 Specific research questions:

1. What is the understanding of diversity management among SMME owners/managers in Mangaung Metropolitan area?

2. What are the attitudes of SMME owners toward sexual orientation as a form of diversity in the workplace?

3. To what extent do individual factors influence attitudes of SMME owners towards sexual orientation as a form of diversity?

4. To what extent do organisational factors influence owners of SMMEs' attitudes towards sexual orientation as a form of diversity?

5. What policies are available among SMMEs in Mangaung Metropolitan area to deal with sexual orientation as a form of diversity?

6. What kind of programmes and practices are implemented to embrace sexual orientation as a form of diversity among SMMEs in Mangaung Metropolitan area?

1.5 RESEARCH OBJECTIVES

1.5.1 Main objective

To explore the extent to which owners/managers of SMMEs in Mangaung Metropolitan area consider/regard sexual orientation as a form of diversity and, if they do, how they are managing it.

1.5.2 Subsidiary objectives

In order to achieve the primary objective, the following subsidiary objectives are identified:

1. To examine the understanding of diversity management among SMME owners/managers in Mangaung Metropolitan area.
2. To determine the attitudes of SMMEs owners/managers towards sexual orientation or as a form of diversity in the workplace.
3. To determine the individual factors influencing the attitudes of SMMEs owner/managers towards homosexuality as a form of diversity.
4. To describe the extent to which organisational factors influence the attitudes of SMMEs owner/managers towards homosexuality as a form of diversity.
5. To identify policies that are available among SMMEs in Mangaung Metropolitan area to deal with homosexuality as a form of diversity.
6. To identify programmes and practices that are currently being implemented to embrace homosexuality as a form of diversity among SMMEs in Mangaung Metropolitan area.

1.6 DELIMITATION OF THE STUDY

The purpose of delimitating a study is to establish the extent of the study. Some areas related to the notions of diversity and homosexuality will not be under investigation and it does not mean they are not researchable or of significance.

1.6.1 Size of the organisation

The study was conducted amongst a cross–section of 20 registered SMMEs owner/managers with twenty or more employees, located across Mangaung Metropolitan area.

1.6.2 Type of organisation

The different SMMEs owner/managers who participated in the study were from the different sectors ranging from construction, manufacturing, interior design, stationery, health and fitness, hospitality and tourism.

1.6.3 Geographical demarcation

The data was only collected from SMMEs owner/managers in Mangaung Metropolitan area which includes towns, such as Thaba Nchu and Botshabelo and one city which is Bloemfontein

1.6.4 Units of analysis

The study was limited to SMMEs owner/managers because they are the ones involved in creating, formulating and implementing policies with regards to HR in the businesses.

1.7 DEFINITION OF KEY CONCEPTS

For this study, the definitions of the following concepts were adopted:

1. Diversity management - The process that ensures and maintains a positive work environment and where the employees' differences and similarities are valued (Patrick and Kumar, 2012).

2. SMMEs –The National Small Business Act 102 of 1996 defines an SMME as a separate and distinct business entity, including cooperative enterprises and non-governmental organisations, managed by one owner or more, which includes its branches or subsidiaries, if any, and is predominantly carried out in any sector or subsector of the economy.

3. Sexual orientation or diversity - Le Vay and Baldwin (2012), define sexual orientation or diversity as 'an internal mechanism that directs a person's sexual and romantic disposition towards females, males or both. It is manifested through a variety of indicators such as physiological arousal, erotic desire, sexual attraction, sexual fantasy, genital behaviour, romantic relationships and sexual identity' (Le Vay and Baldwin, 2012). For example, a man who describes his sexual orientation as 'gay' is presumed to be identified as gay, feel attracted to and fantasises about men but not women and engages in sexual and romantic relationships with men only (Vrangalova & William, 2012).

1.8 LIMITATIONS OF THE STUDY

This study cannot provide findings which are universally transferrable, irrespective of the method used because it is limited to SMMEs in the Mangaung Metropolitan Area. A quantitative study could however, have corroborated the results found in this study.

1.9 OUTLINE OF THE STUDY
Chapter One- Background of the study

This chapter presents the overview of the study, problem statement, the research objectives, explanation of key concepts as utilised in the discussions and the limitations of the study.

Chapter Two – Literature on diversity and sexual orientation

This chapter focuses on literature on the notion of diversity - forms, its demonstration in the workplace, definitions, theories and its management in the workplace, in South Africa, African and globally. The chapter continues by focusing on management role in workplace, experiences of sexual minorities in the workplace, sexual-diverse occupations, coping strategies, which mark the resilience of LGBT in the work place and the term 'coming out'. This chapter also reviews other studies on diversity and sexual orientation.

Chapter Three – Literature on diversity management

This chapter's emphasis is on literature on diversity – its management, characteristics, management among SMMEs in the South African and African contexts. Additionally, the review touches on benefits of diversity management programmes in the workplace,

factors influencing the adoption of diversity management by organisations, theories on diversity management and workplace diversity management strategies.

Chapter Four – Research methodology

This chapter discusses how the research was conducted. It also provides insights on how data was collected as well as how it was analysed.

Chapter Five – Analysis, interpretation and discussion of results

All the results gathered from the research interviews are presented in this chapter in thematic form.

Chapter Six – Conclusion and recommendations

This chapter concludes the research and provides recommendations derived from the literature and data collected.

1.10 CONCLUDING REMARKS

Chapter one presented an overview of the study, problem statement, the research objectives, and the limitations of the study. The following chapter presents literature on diversity and sexual orientation.

CHAPTER TWO: DIVERSITY AND SEXUAL DIVERSITY

2.1 INTRODUCTION

The contemporary and global working environment is marked by diversities that include gender, race, age, religion and sexual orientation (Shen, Chanda, D'Netto and Monga, 2009). Sexual orientation, the focus of this study, is embraced as a form of diversity in western countries' companies such as Wal-Mart and small businesses and it is protected under given sexual orientation inclusive laws (Black, Jones and Green, 2015). There, however, exists limited attention and investigation on sexual orientation as a type of diversity in developing countries, especially among the countries' small, micro medium enterprises (SMMEs). The need to determine whether sexual orientation is regarded as a form of diversity in developing countries' small and large organisations is therefore imperative.

This study investigates the extent to which SMMEs in the Mangaung Metropolitan, area Bloemfontein, South Africa, regard the sexual orientation of workers as a form of diversity and how it is being managed. The study focuses on SMMEs because there is paucity of research that have examined this sector's handling of, and views on sexual orientation as a form of diversity, within their work environments. *As previously stated, sexual orientation or sexual diversity or sexual minority will be used to refer to Lesbians, Gays and Bisexuals (LGB) and the term 'transgender' (T) is used when focusing on the gender identity of employees.*

The literature review focuses on diversity and sexual diversity or orientation. The chapter is structured as follows: definition of diversity, sexual diversity or orientation and then theories of sexual diversity. Furthermore, the chapter provides an overview of sexual diversity management in the workplace and globally as well as managements' role. Finally, the chapter reviews experiences of sexual minorities in the workplace, occupations for sexual-diverse employees and coping strategies of LGBT employees' in the workplace.

2.2 DEFINITION OF DIVERSITY

There are various meanings of diversity. Diversity is, usually, associated with policies and practices that seek to include people who are considered different from socially-constructed norms, and it aims at creating an inclusive culture that values and uses

the talents of all members (Herring, 2009). Jones and George (2016), define diversity as the dissimilarities or differences among people along the lines of age, gender, race, ethnicity, religion, sexual orientation, socioeconomic background, education, experience, physical appearance, capabilities/disabilities, and any other characteristics that are used to differentiate people. Herdman and Mcmillan (2010), also explain diversity as the degree of intra-organisational representation of people with different group affiliations of cultural significance. This means that in the organisational context, diversity is considered to be all those differences amongst its employees, which may affect their employment relationship and the affairs and growth of the business.

Diversity is also defined as natural differences that can be observed in the society (Tunzen, 2010). From this ecological perspective, it refers to variations of life forms within a given ecosystem – meaning that in the social and cultural perspective, people may differ in many ecological ways, such as race, culture, national origin, gender, sexual orientation, age, marital status, religion, ethnicity, disability, socio-economic differences, family structure and values (Tunzen, 2010). Linked to this ecological argument, Richard, Kirby & Chadwick (2013), reiterate that diversity is associated with heterogeneity, but that heterogeneity alone may not be advantageous to the firm if it is not taking advantage of its unique components.

In summing up these different conceptualisations of diversity, Herring (2009), argues that diversity brings different meanings and provokes intense emotional reactions, especially regarding politically-charged issues such as "affirmative action" and "quotas." Some definitions of diversity extend beyond race and gender to include all types of individual differences, such as ethnicity, age, religion, disability status, geographic location, personality, sexual preferences, and a myriad of other personal, demographic, and organisational characteristics. Based on this observation, it is possible to state that diversity is an all-inclusive term that incorporates people from many different classifications. Nonetheless, in the workplace context, it refers to policies and practices seeking to include people who are considered, in some way, different from traditional members (Herring, 2009).

2.3 DIVERSITY IN THE WORKPLACE

It is becoming increasingly evident that workplace diversity is a very significant reality and organisations need to be able to manage this phenomenon successfully (Kamps & Engelbrecht, 2011). As alluded to above, diversity in an organisational context encompasses differences among employees which impacts on how the organisations perceive and deal with employment relationships (Pant & Vijaya, 2015). Diversity in the workplace entails organisations to foster and maintain a positive workplace environment (Nnia & Teresa, 2013). Similarly, Black Enterprise Special Report (Brown & Sonja, 2014) stress that true diversity in the workplace starts form the top and guides performance of organisational goals. A diverse working place results in effective teamwork, better financial results and innovation (Nelson, 2014). Within businesses, teamwork is effective when employees can find ways to understand one another and acknowledge that everyone is different. When employees understand and know their value to the team, they tend to contribute more and are in a better position to work well with diverse people. A diverse workforce, therefore, can enhance creativity and innovation as employees with different characteristics and talents come together. This is enabled by the fact that diversity creates a cognitive and social environment that is positive and enables the diverse workforce to hold different beliefs, understandings, values, and ways of viewing the world and unique information, at the same time working towards a common goal.

Shen, Chanda, D'Netto and Monga, (2009) have argued that, diversity in an organisation brings about internalisation and globalisation of an organisation. This means having customers across the globe, also having a pool of employees who can understand and serve diverse customers effectively. When employees understand and can satisfy different needs of customers at both global and local levels, it may lead to an increase in the market share of the organisation. These are some of the reasons for SMMEs having diverse employees working for them.

The above illustrates that workplace diversity is about inclusion, one that is encompassing everyone, including the top management, requiring everybody to work together for the optimal functioning of the organisation. To support this assertion, diversity and inclusion are also regarded as a component of management performance and compensation (Kreitz, 2008). The implication for SMMEs is that they

must initiate and manage diversity and inclusion, right from the top management or owner/managers down to their employees.

2.3.1 Valuing individual differences in the workplace

Begec (2013), states that valuing diversity in the workplace means to respect individual differences among employees. It means appreciating differences in gender, race, ethnicity, intelligence, sexual orientation, culture, nationality, religion, position, department and marital or parental status of the employees in business. These differences create diverse employee experiences, regarding performance, motivation, communication and inclusion in the workplace (Harvey & Allard, 2009). The respect for these differences is usually the responsibility initiated by the human resources professionals and managed by departmental heads and supervisors, however, among SMMEs, the responsibility is left to owners/managers (Dietz, 2008). While much has been written on how diversity is valued in organisations (Forbes, 2008), the challenge today is that other popular forms of diversity, such as sexual orientation and its representation and value in the workplace, has not been included and acknowledged as a form of diversity (Bedi, Lakra & Gupta, 2014).

2.3.2 Traditional conceptualisation of diversity in the workplace

According to April, Ephraim and Peters (2012), traditional diversity focuses on visible differences that are more obvious to everyone involved, rather than the innate ones of personality or deep psychological differences. Ozeeren (2014), points out that traditional diversity management research focuses limited attention on sexual orientation as a type of diversity in the workplace. Ozeeren (2014), further state that the topic has almost been ignored, with only a few scholars recently examining this concept of sexual orientation as a particular aspect of diversity in the workplace. Henderson (2012), brings to our attention that, in the past, traditional diversity did not include sexual orientation as a type of diversity, however, lately some authors are eager to extend the scope of diversity to include sexual orientation. For example, Leach (2011) and Zhang, Xia, Fan and Zhu (2016), point out that authors are now eager to extend the scope of diversity to include individual differences of sexual orientation and by doing so, it helps to avoid generalising characteristics to all group members. Even though many SMMEs still approach diversity using the traditional manner, their interpretation of diversity should be inclusive, encouraging them to

embrace and appreciate individual differences and mask inequalities of social groups within their employees.

2.3.3 Internal and external diversity issues in the work place

Nnia and Teresa (2013), state that all organisations, whether private or public, are obliged to confront the issues related to internal and external dynamics about diversity; internal issues relate to management and staff relations. Handerson and Williams (2013), argue that, as an internal issue on diversity, companies need to enact policies that support this by arguing that internal workplace diversity entails moving outside of one's own cultural belief systems and social networks to effect change by embracing and implementing diversity-related policies. Diversity policies in the workplace contribute to a diverse workforce that is supportive, inclusive and attached to the organisation. When SMMEs' owners/managers respond to internal issues of diversity, they design diversity policies that enable the creation of an inclusive workplace for all employees, regardless of their sexual orientation.

External diversity issues in the workplace relate to customers, suppliers and contractors (Nnia & Teresa, 2013). Currently, many multicultural consumers and products exist in the market place, and, the fact that the world is becoming more connected through technology and transportation, demands that diverse marketplace policies be put in place (Henderson & Williams, 2013). Brumbaugh and Grier (2013), advocates for consideration of external diversity shows that organisations today have a tendency of seeking cultural diversity in products, services and experiences that broaden market place diversity and cross –cultural consumption. This is called global market place diversity which incorporates business consumer and diversity and consumer to business diversity in the market place (Brumbaugh & Grier, 2013). With regards to SMMEs, steps towards a more global marketplace relate to increasing diverse markets, which would be inclusive of customer types (sexual orientations included) and implementing strategies that will attract diverse market opportunities creating a diverse customer base.

2.3.4 Characteristics of an inclusive diverse workplace

Minority groups in organisations all over the world experience direct and indirect discrimination, therefore, to curtail this, an inclusive working environment, that

promotes the right not to discriminate should be created (Rawat & Basergekar, 2016). This environment would focus on perceptions of fairness, growth, development, mentorship, support, communication strategies (verbal and non-verbal) as well as feedback mechanism (Rawat & Basergekar, 2016). An inclusive diverse workplace environment is one that is supportive of all employees and there is no difference in the perceptions of workplace environment by the majority and minority employees. It is one in which employees are not discriminated against due to their race, gender, disabilities and sexual orientation which might affect the organisation's diversity climate.

In an inclusive working environment, leaders and senior managers take the lead in enhancing diversity and they put aside their personal biases and stereotypical attitudes (Gonzalez & Denisi, 2009). They communicate their beliefs in dignity to everyone irrespective of the differences and remove barriers affecting minority groups in the organisation, eliminate judgmental attitudes and learn to listen (Forbes, 2008). The extent to which SMMEs' owner/managers are practicing the above, especially in developing contexts such as South Africa is still a grey area to be explored. Gonzalez and Denisi (2009), state that employees who work in diverse work contexts perceive the organisation as being more supportive and are likely to be attached to the organisation emotionally. It is one that succeeds in alleviating tensions amongst employees from diverse groups (Mckay, Avery & Morris, 2009). An inclusive working environment often affects employee job satisfaction, performance appraisals, and career mobility. Interesting to note that O'Donovan (2017), illustrates that inclusive work environment can enhance group cohesion and a more positive group climate, increased knowledge transfer that may pave the way for smoother inter- and cross-departmental functioning and business operations.

 Improved group cohesion and a positive group climate will likely assist SMMEs' owners/managers in the creation of a team culture, which can be a contributing factor to an inclusive work environment and improving an employee's performance. This would be a SMME business environment where employees become committed to their jobs, are satisfied regardless of their sexual orientation, hence, such an environment could be labelled as more inclusive. Inclusion can, therefore, result in enhanced morale, feelings of support and job satisfaction (O'Donovan, 2017).

2. 4 DEFINITION OF SEXUAL DIVERSITY OR ORIENTATION

Le Vay and Baldwin (2012), introduced sexual orientation or diversity as an internal mechanism that directs a person's sexual and romantic disposition towards females, males or both. It is manifested through a variety of indicators, such as physiological arousal, erotic desire, sexual attraction, sexual fantasy, genital behaviour, romantic relationships and sexual identity (Le Vay & Baldwin, 2012). For example, a man who describes his sexual orientation as 'gay' is presumed to be identified as gay, feel attracted to and fantasises about men but not women and engages in sexual and romantic relationships with men only (Vrangalova & William, 2012). This shows that sexual orientation is a matter of who one is attracted to in terms of feelings, thus, there are different types of sexual orientation that one can be labelled with.

Sexual orientation can be labelled as heterosexual, bisexual, lesbian, gay, transgender or intersex. Köllen (2016), claims that, within these labels, and, to some extent, literature has demonstrated that sexual orientation can be judged accurately from a variety of minimal cues such as facial appearance. Bailey (2009), stated that sexual orientation labels reflect sexual feelings rather than other factors, such as social constraints. Hyde and Else-Quest (2012), maintain that these labels are more pronounced and known in western businesses where sexual orientation issues are not viewed with disdain. The awareness of these sexual orientation labels and their meanings by small and large enterprises in emerging economies, and, the extent to which they are influencing human resource management decisions, is worth investigating.

2.5 THEORIES OF SEXUAL DIVERSITY

The study of sexual orientation encompasses a wide range of theories which differ in several dimensions. These include the psychologically-orientated, psychoanalytic, cognitive developmental, gender schema, biological, sociological and social cognitive theories.

2.5.1 The Psychologically-oriented Theory

This theory stresses the psychological processes in the development of gender (Kohlberg, 1966). The theory also emphasise on the cognitive construction of gender

conceptions and styles of behaviour within the familiar transmission model. The model was accorded special prominence as a legacy of Freud's emphasis on the adoption of gender roles within the family through the process of identification. Soenens and Vansteenkiste (2010), argue that a psychologically-orientated theory does not necessarily involve, for example, parental pressure to feel and think in ways dictated by parents. It can also include parental pressure, for example, in the behavioural domain, to make a child behave in accordance with parental expectations.

The theory focuses primarily on gender development and does not take into consideration that gender roles differ at different levels of life due to sociocultural and technological changes. This conceptualisation could be the reason minority communities of lesbians, gays, bisexuals and transgenders are still facing stigma and discrimination since it focuses on normal development of gender roles and identification. Assor, Vansteenkiste, and Kaplan (2009), bring to our attention that, although the behavioural regulation may have been taken in, one's behaviour is still not fully accepted and is still emitted with a sense of resistance, inner conflict, and anxiety

2.5.2 The Sociological-orientated Theory

The theory emphasises socio structural determinants of gender-role development and functioning (Berger, Rosenholtz & Zelditch, 1980). This theory stresses the social construction of gender roles rather than those biologically expected (Lorber, 1994). In that context, Catalyst (2013), brings to our attention that these social roles are organised and structured with the view that gender is a binary status comprised of only two genders - male and female. This theory suggests that gender roles are still categorised as either, male or female, and their corresponding roles cannot be changed. Moreover, social construction perpetuates gender stereotypes, and these make the perception, evaluation and treatment of males and females as gender-selective. Sociological perspectives shape the gender and the resultant behaviour that channels men and women into different paths, such as gender roles. These views are more in the African context and seem to be the one adopted even in the work contexts among SMMEs. For example, Haveman & Beresford (2012), reveal that, at the workplace the male and female gender roles carry with them unique privileges and liabilities and it is reflected in gendered disparities in opportunities for advancement in pay and promotions that can advantage men and disadvantage women.

2.5.3 The Gender Schema Theory

The Gender Schema Theory draws on beliefs and social relations. It is an institutionalised system of social practices that group people into different categories such as men and women and differentiates them based on their behaviours and actions (Ridgeway & Correll, 2004); these are like stereotypes. Cohen, Hall and Tuttle (2009), define gender stereotypes as beliefs about the psychological traits and characteristics of and the roles associated with either the masculine or feminine gender. This means that men and woman are confined to specific roles and for one to be identified a women or men is dependent on the behaviour. On the other hand, as much as sexual orientation is not about one being categorised as a lesbian, gay, bisexual or transgender person, rather, one is judged on one's behaviour, which sometimes may be at variance with the categorisation. This theory can be criticised for suggesting the demarcation of gender into two categories, as prescribed by beliefs and social relations, yet, other orientations in relation to gender is in existence, as alluded to above.

2.5.4 The Social Cognitive Theory

The Social Cognitive Theory addresses itself to several distinctive human attributes which include the capability for symbolisation that provides a powerful tool for comprehending the environment and for creating and regulating environmental conditions that touch every aspect of life, virtually (Bandura, 1986). The theory is all about psychological functioning that emphasise learning from the social environment (Schuck & Usher, 2012). This theory suggests the significance of learning in the work environment through being committed and developing, at the same time having job satisfaction and growing in terms of career as well. What this means in the context of this study is that the SMMEs' work environment may have an influence on LGBT employees' efficiency and behaviour.

2.5.5 The Cognitive Developmental Theory

This theory is associated with early years of development (Kohlberg, 1966). Cognitive consistency is satisfying and as such, individuals attempt to behave in ways that are consistent with their self-conception. The theory states that individuals have stereotypic conceptions of gender which derive from what they see and hear around them. Once individuals' gender constancy is achieved, there arises the belief that this

is fixed and irreversible, hence, a positive valuing of this gender identity and seeking to behave only in ways that are congruent with that conception. In contrast to this belief, transgender individuals do not necessarily conform to the gender binary and their gender roles are not fixed explaining why they change from one gender to another in accordance with changes in their social role (Levitt & Ippolito, 2014). What this means for this study is that, LGBT employees in SMMEs might have different options such as not disclosing one's sexual orientation or identity to avoid discrimination and stigma. They may conform and work in line with expected roles in the workplace or choose to disclose their sexual orientation or identity. Given that many LGBT individuals are faced with stigma and discrimination across life domains, including in the workplace, the need for SMMEs owner/managers to have inclusive sexual-diversity policies in the workplace, cannot be overemphasised.

2.5.6 The Psychoanalytic Theory

The theory explains gender development in boys and girls in different processes. It states that boys and girls identify with their mothers first, and as years go by this change as the children begin to identify with the same sex parent (Berenbaum, Martin, Hanish, Briggs, & Fabes 2008). The children identify themselves with the same sex parent and adopt the characteristics and qualities of the parent with a similar sex. DiDonato (2008), argues that even though the Psychoanalytic Theory has had influence in developmental psychology, there is still little evidence to support it. The identification between mother and daughter is expected to be stronger because the mother is of the same sex as her daughter. During the development, girls continue to identify with their mothers and merge psychologically. Steenbok and van Geert (2008), however, state that there is no evidence that shows that the attachment is stronger between mothers and daughters. In the workplace context, the theory could be useful in understanding the relations that exist between individuals in the LGBT community, as they relate better to each other than with those in the heterosexual community.

2.5.7 The Biological Theory

 Ehiobuche (2013), defines the biology theory as the study of life while psychology examines the human mind and its processes, especially those affecting behaviour. Eagly & Wood (2011), state that the biological theory explains gender development and differentiation, while Wood & Eagly (2002), assert that the biological theory is based on physical attributes that differentiate the sexes, such as women's

reproductive capacity and men's greater strength, speed, and size. "Physical sex differences, in interaction with social and ecological conditions, influence the roles held by men and women because certain activities are more efficiently accomplished by one sex" Wood & Eagly 2002). This shows that biological perspective links biology and psychology by focusing on the analysis of human behaviour based on biological and physical evidence. Viding, McCrory, and Seara-Cardoso (2014), point out that, the Evolutionary Theory is one of the theories that view gender differentiation as ancestrally programmed.

Hanappi-Egger (2015), demonstrate that for transgender individuals, both their biological sex and their gender identity may, in many cases, fit into a model of both sexes and genders, thus, they often have a clearly male or female gender identity. The assumption was created primarily to make the processes of social construction, and their inherent interchangeability and mutability, comprehensible. Biological sexes are thereby frequently forced into tight corsets of characteristics, and to these biological sexes are ascribed certain gendered scripts, and related expectations about the behaviour of each sex (Hanappi-Egger, 2015). From this theory, it can be surmised that gender perspective is based on societal aspirations and expectations, thus, LGBT employees in the workplace may be ascribed to pre-conceived role expectation by SMMEs' owner/managers, with respect to only their biological physical appearance.

The above theories show that society groups individuals in to male and female; gender is treated differently throughout the life stages. Gender development is the common word that is used to explain the roles accorded to males and females in society. The influences of culture, society, expectations, and nature have all been used to justify the differential treatment of males and females in society. It is these prescriptions that seem to have permeated some communities more than others. For example, a casual observation seems to show that the western world has long had more reservations regarding some of these theoretical positions than in developing countries' contexts, although, SMMEs in the latter context might not be spared the fact that they are likely to be using some of the dictates of these theories when it comes to allocation of responsibilities to employees.

2.6 SEXUAL DIVERSITIY MANAGEMENT IN THE WORKPLACE: AN OVERVIEW

Diversity management is a process intended to create and maintain a positive work environment where the similarities and differences of individuals are valued, so that all can reach their potential and maximise their contributions to an organisation's strategic goals and objectives. Awang, Shafie and Pearl (2013), illustrate that discrimination can be applied to any organisation and the goal of today's businesses should be to eliminate all forms of discrimination within the workplace and create an inclusive environment that embraces all forms of diversity. The authors point out that discrimination can occur against any person, regardless of their gender, race, religion, culture, or sexual orientation (Awang, *et al.*, 2013). When all sorts of discrimination are prohibited in a business, an inclusive working environment will be created that embraces all forms of diversity. Sexual orientation remains the last prejudice to be attended to in modern societies and organisations as compared to other features of diversity, especially in developing contexts (Ozeren, 2014).

Cocchiara, Connerley, and Bell (2010), stress that effective activities such as training, diversity programmes, inclusive company policies and responsible management, add value in the workplace. These programmes can add value by eliminating stereotypical ideas, ignorance of the laws and potential costs of mismanaging diversity. These diversity activities have the potential of increasing employees' understanding and benefits of sexual diversity, hence bringing about inclusion in the workplace. Cocchiara, Connerley and Bell (2010) conclude that, effective sexual diversity management can have real and tangible benefits to any organisation thus, for SMMEs to manage sexual diversity well, there should be various and effective company programmes.

2.7 SEXUAL DIVERSITY MANAGEMENT IN THE WORKPLACE: GLOBAL OVERVIEW

There has been a surge of program and experiences of managing sexual diversity in different countries and regions of the world. This section reviews some of these, drawing from a global view, to examples and experiences from some leading continents such as United States of America, Europe and Africa. To begin with, at the United Nations level, Li-Ching,Yu-Hsien, Keng-Yu,Cheng-Ting & Yi-Chia (2014), state that the United Nations Human Rights Conventions recently officially introduced the rights of those with diverse sexual orientation and gender identities, motivating LGBT individuals to enter into the world of work, either as business owners or as employees.

2.7.1 Sexual diversity management in United States of America

The USA concept of sexual diversity management in the workplace has been demonstrated by different factors, such as legislative environment, specific affirmative action legislation, and the demographics of the population and workforce (Kramar, 2012). The nature of the economy and dominant management ideas of the time are significant factors in determining workplace sexual diversity management in USA (Kramar, 2012). This means that, SMMEs' management of sexual diversity in the workplace is determined by factors such as legislation of the country and dominant management ideas on how to run a business. When the legislative framework of a country does approve of sexual diversity, SMMEs' owner/managers have no choice, but to embrace or manage sexual diversity within that framework in their establishments.

To support the above, Kerby & Burns (2012), are of the view that businesses that embrace their nation's changing demographics and legislative frameworks reap the economic benefits of a diverse and inclusive workforce and that of a country's strength in terms of management of diversity. For example, Socarides (2015), demonstrates that, as required by the countries' constitution, the United States' Small Business Administration works with the LGBT community to spur entrepreneurial activity. The administration ensures that more LGBT entrepreneurs have the tools and resources to have successful businesses and to create jobs. When LGBT community spurs entrepreneurship activities, the opportunity for them to be owners/ managers of their businesses increase, and sexual orientation will be considered as a type of diversity.

According to Reeves and Decker (2011), the American Company Policies and Codes of Conduct of many contemporary private employers in the country have adopted policies that prohibit workplace discrimination based on sexual orientation. Reeves and Decker (2011), note that "these protections have expanded rapidly in the past decade". This illustrates that anti-discrimination laws and sexual orientation are acknowledged in the American business sectors; which means that the observation of both laws is considered as a way of addressing diversity in SMMEs and big businesses. Reeves and Decker (2011), also reported that 176 of the Fortune 500 businesses have gender-identity protections as well as 61 of the Fortune 100. It is therefore essential for business leaders and managers of SMMEs in different countries to become more aware of the need to recognise diversity in their business operations by embracing sexual orientation.

According to Burrelli (2012), the American Defence Department started repealing the Don't Ask Don't Tell law in 2011. This law prohibits making statements about service people's sexual orientation in the military or as a cause for dismissal. With the law's repealing, it was expected that the military members would comply with this repeal as this has become part of the military mission. This law, therefore, resulted in LGBT people being treated with respect and being open about their sexual orientation, as the Don't Ask, Don't Tell law had been preventing LGBT soldiers from disclosing their sexual orientation (Burrelli, 2012). This law could also be applicable in SMMEs business administration as it protects LGBT employees from being discriminated based on sexual orientation.

2.7.2 Sexual diversity management in European countries

Klarsfeld (2010), states that management of diversity, with sexual orientation included in the business sectors, in countries such as France, Germany and Sweden is aligned with equality in the workplace, anti-discrimination and equal employment opportunity legislation. According to the European Guide (2014), the European Union (EU) diversity measurements highlight compliance with anti-discrimination law sends out a positive and constructive message to public authorities. Discrimination on the grounds of gender, sexual orientation, disability, age, religion and racial or ethnic group is prohibited. The authors point out that, diversity, in the context of the European Small Micro Medium Enterprises, is an even more interesting and valuable resource because

of their size and flexibility and the fact that they obtain visible results (Lungeanu, Huang & Contractor, 2014). It can be discerned from the above that SMMEs' management need to embrace diversity issues by not taking actions that discriminate against LGBT employees.

2.7.3 Sexual diversity management in the workplace: African countries experience
 Kollman and Waites (2009), assert that most african nations oppose LGBT people, because of their traditions, customs and rituals. According to Jonas (2012), 37 out of 54 countries in Africa still have laws that criminalise LGBT people and most of these laws date back to British colonial rule but have been retained by these countries even after colonialism ended (Jonas,2012). Some African countries do not criminalise LGBT individuals, but they simply deny their existence in their midst altogether and call it a foreign phenomenon (Jonas,2012). Quansah (2008), states that Botswana law does not allow LGBT people and Section 15 of the Constitution of Botswana is comprehensive in effectively addressing all issues relating to discrimination. The Government of Botswana, however, stressed that it has no plans to amend their Constitution to recognise sexual minorities. It seems this law was subject to change as advocates had pushed for years to reform the country's colonial era law which criminalised same sexual minority. However, recently after 11 years Botswana became the latest African nation to decriminalise same-sex sexual activity, much to the elation of LGBT rights (Kolanyane-Kesupile 2019).

The above country specifc examples show that diversity issues in each country are different and that in most African countries, sexual orientation is not a crucial dimension of diversity.

Jonas (2013), points out that in Nigeria, sexual minorities are considered as a passing trend and the upper legislative chamber of the country stresses that it needs to act very fast for this trend not to find its way into Nigeria. The legislation of the country determines whether sexual orientation should be managed, and this also shows that in some countries, sexual orientation is simply viewed as a trend, not a form of diversity. Some of the possible consequences are that, small and large organisations might end up not acknowledging sexual diversity and not having any sexual diversity programmes in place. In September 2011, a Bill was passed, and it indicated that

Nigeria cannot allow same sex marriage based on moral and religious grounds, the Muslim religion, Christianity and the African traditional religion which forbids it (Onuche, 2013). This means that religion and tradition are some of the factors in Nigeria that determine the country's legislation and whether SMMEs should consider sexual minorities as a type of diversity. The country's legislation stresses that sexual minorities are not recognised because they will lead to a breakdown of the society (Onuche, 2013).

In 2009, the Burundi government passed a law that criminalised sexual minorities' activities and in 2012, Liberia's Senate also approved a Senate bill that legally banned same sex marriages and non-observance incurred penalties (Raub, Cassola, Latz & Heymann, 2017). In Uganda, the government passed a law that criminalised activities of sexual minorities and in 2009, it introduced harsher penalties compared to the ones that are already existing (Englander, 2011; Sander, 2013). The Bill entails life imprisonment for engaging in same sex activities and this also applies to parents, teachers, doctors and any other person who suspects that someone under their care is a LGBT individual and does not report them to the police (Jonas, 2013). What Burundi, Liberia and Uganda have in common when addressing issues of the sexual minority are passed laws that criminalise recognition of sexual minorities. This also shows that it will be hard for SMMEs owners–managers to handle sexual diversity in those countries, worse still even to employ people in these categories. Fear of reprisals means that employees and SMMEs' ownersin these countries might be forced to identify their sexual orientation as heterosexuals, in order to get employment and attract funding, respectively.

Shoko (2010), points out that in 1995, former Zimbabwe president, Robert Mugabe denied the notion that gays and lesbians had any rights at all, and he raised it in public at the opening of the Zimbabwe International Book Fair. He further criticised LGBT individuals as 'worse than dogs and pigs' and said they 'should be hounded out by society' (Shoko, 2010). This shows that in Zimbabwe, sexual diversity is not considered as human rights. In the case of SMMEs in that country, this can create a working environment that is not inclusive whereby LGBT employees are not open about their sexuality because of fear of homophobic attacks. This can also cause the SMMEs owners not to manage sexual diversity because of fear of being attacked by

the society. Even if the business had intentions to manage sexual diversity, the state of the country laws makes it difficult to do so.

South Africa is different from other African countries because it has inclusive constitutional and legal frameworks for the protection of the rights of LGBT individuals. Spira, Chad, and Schneeweis (2015), claim South Africa has continued to serve as a model for LGBT-rights globally for the past 20 years. This means that SMMEs in South Africa can make provision for and manage sexual diversity in the workplace because the Constitution protects LGBT individuals. Moreover, in 2006, South Africa was the fifth country in the world, and the second outside of the European continent to legalise marriage between same-sex couples. Although sexual orientation is protected under South African legal policies, many LGBT people are still afraid of openly practicing their legal rights because of high possibilities of being violated for reporting their cases when victimised (Reygan & Lynette 2014). For example, lesbian women are often asked why they are laying charges of rape when they act like a man (Reygan & Lynette, 2014) while gay men are also victims of homophobic crime. Despites the inclusive legislation of South Africa, societal expectations still play a role in businesses. Homophobic attacks take place in the workplace where sexual diversity is not managed because there are no programmes that address it. When sexual diversity is well managed in the workplace, employees will be aware and informed about employees with different sexual orientations. This will also assist LGBT employees to be open about their sexuality and to perform well in the business without fear of being attacked or discriminated against.

2.7.4 Sexual diversity management in the workplace – South African experiences
Spira, Chad, and Schneewe (2015), highlights that in 2005 South Africa was the first country in the world to openly forbid discrimination based on sexual orientation and it is written in the Constitution of the country. Apart from the Bill of Rights, there is also the Promotion of Equality and Prevention of Unfair Discrimination Act 4 of 2000 (SA,2000). This Act, which gives effect to Section 9 and item 23(1) of Schedule 6 of the Constitution of the Republic of South Africa, is a comprehensive South African anti-discrimination law. The Act prohibits discrimination on the grounds of race, gender, sex, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language and birth.

These rights also apply in the workplace, with the Labour Relations Act 66 of 1995 (SA, 1995), and the Employment Equity Act 55 of 1998(SA, 1998), further pointing out that everyone has the right to fair Labour practices and may not be discriminated against on the basis of race, gender, colour and other factors. These protections create a more accepting legal framework for LGBT individuals in the business, and for accessing services.

There have still been reports of homophobia, the discrimination and stigmatisation of LGBT employees in large South African organisations, despite these provisions, (Black, Jones & Green 2015). What is not clear is the extent to which such negative connotations about LGBT people are viewed and managed among SMMEs in South Africa. South Africa's Constitution embraces diversity of sexual orientation and encourages programs that promote sexual orientation and the formation of organisations advocating for LGBT employees' rights, however, there is still paucity of empirical evidence on the way small businesses regard sexual orientation or gender identity as a form of diversity that needs attention (Scott, 2011).

Booysen and Nkomo (2010), acknowledge that South African organisations have diversity management strategies and they are usually limited to include a transformation of demographics that is aligned to employment equity reporting requirements. Similarly, research results from Daya and April (2014), illustrate that, in South Africa, heterosexual employees experience a significantly higher sense of organisational belonging than LGBT individuals, and they perceive senior management more positively than LGBT employees do. Heterosexual employees are dominating within the business sector and they also tend to have higher job satisfaction and commitment as they experience support. On the other hand, the results also show that LGBT individuals' job satisfaction was found to be lower as the business environment is perceived as not inclusive.

Barak, (2016), state that the former United State of America President, Barrack Obama, delivered a speech in 2013 titled 'The Life of Individuals in South Africa' during which critical insights for business leaders were highlighted. For example, Obama emphasised that, if human resources policies of companies fail to embrace talent regardless of gender, race, culture and sexual orientation, business leaders should

intuitively understand that their companies cannot reach full potential (Barak, 2016). He further state that many companies in South Africa have found inclusion and diversity initiatives hard to design and sustain This shows that, in South Africa, both large companies and SMME leaders still struggle to implement sexual diversity programmes even though they understand that diversity management contributes to employees' performance towards reaching the business goal.

2.7.4.1 The South African Association of Psychologist sexual and gender diversity position

The sexual and gender diversity position statement of the Psychological Society of South Africa (PsySSA) states that the association recognises the harm that has been done in the past to individuals and groups from the prejudice against sexual and gender diversity in the South African society as well as in the profession of psychology (Nel, 2014). As a result, PsySSA affirms that it:

1. Respects the human rights of sexually and gender-diverse people, and is committed to non-discrimination on the basis of sexuality and gender, including, but not limited to, sexual orientation, gender identity, and biological variance;

2. Subscribes to the notion of individual self-determination, which includes having the choice of self-disclosure (also known as 'coming out') of sexual orientation, gender diversity, or biological variance;

3. Acknowledges and understands sexual and gender diversity and fluidity, including biological variance;

4. Takes note of the challenges faced by sexually and gender-diverse people in negotiating heteronormative, homonormativity, cisgender and other potentially harmful contexts;

5.Acknowledges that people are sensitised to the effects of several and intersecting forms of discrimination against sexually and gender-diverse people, and that discrimination could be on the basis of gender; sexual orientation; biological variance; socio-economic status, poverty, and unemployment; race, culture, and language, age and life stage, physical, sensory, and cognitive–emotional disabilities, HIV and AIDS status, internally and externally displacement (Victor, Nel, Lych & Mbatha 2014).

6. Understands stigma, prejudice, discrimination and violence, and the potential detrimental effect of these factors on the mental health and well-being of sexually and gender-diverse individuals;

7. Understands the diversity and complexities of relationships that sexually and gender-diverse people have;

8. Adheres to an affirmative position towards sexual and gender-diversity in policy development and planning, research and publication;

9. Supports the best practice care in relation to sexually and gender-diverse clients by:

(a) Using relevant international practice guidelines in the absence of South African–specific guidelines;

(b) Cautioning against interventions aimed at changing a person's sexual orientation or gender expression, such as 'reparative' or 'conversion therapy'; and

11. Are, if it be the case, aware of the cultural, moral, or religious difficulties regarding a client's sexuality and/or gender identity, in which case they should disclose this to the client and assist her or him in finding an alternative psychology professional should the client so wish; and

12. Is committed to continued professional development regarding sexual and gender diversity, as well as to promoting social awareness of the needs and concerns of sexually and gender-diverse individuals, which include promoting the use of affirmative community and professional resources to facilitate optimal referrals.

These guidelines show respect for human rights, however, the extent of their adoption and understanding by businesses is not known. What one can glean from them is that, if SMMEs can have such statements in their policies and procedures, the attraction of LGBT employees to their business might be enhanced.

2.8 MANAGEMENT'S ROLE IN WORKPLACE SEXUAL DIVERSITY MANAGEMENT

Management of the workplace plays different roles in sexual-diversity management. Different authors such as Ozeren (2014), and Chung, Williams and Dispenza (2009), show that there are a number of management strategies or roles that assist LGBT employees to fit well in work environments. These roles are establishing support networks, confrontation and legal routes, supervisor and co-worker support, hiring external expertise or external advisors, bench-marking initiatives, conducting employee surveys and monitoring data.

2.8.1 Support networks

Colgan, Creegan, McKearneyan, Wright (2007) and Ozeren (2014), suggest that one of management roles in the work place sexual-diversity management, is that they need to create a culture that enables LGBT employees to speak up and take initiatives that may have a huge impact on the whole organisation's performance. It is assumed that a positive organisational culture can change a hostile or discriminatory work environment for LGBT employees. A good example of the creation of such culture is provided by Broughton & Strebler (2008), who showed that the UK-based company, IBM, appointed a diversity and inclusion program manager, whose duty was to, among others, match the profile of the market in terms of its workforce, including LGBTs, adding sexual orientation to its non-discrimination policy in 1984, forming networking groups for LGBT employees; to date, the networking groups are very social and business-driven. If such networks are encouraged among new ventures, the potential for them to escalate to large enterprises is possible.

2.8.2 Confrontation and legal routes

Management can deal with sexual orientation management by confronting discrimination through addressing various parties, such as the offender, supervisor, human resources, and taking legal action, or circumventing policies. The Constitution of South Africa protects LGBT employees from stigma and discrimination and by confronting discrimination, management will be helping LGBT employees exercise and enjoy their human rights. Among SMMEs, the human rights approach should also be one of the priorities when it comes to playing a critical role in managing sexual-orientation diversity. Some authors illustrate that these strategies can be used concurrently, but it depends on factors such as the LGBT employees' internal psychological processes, resources, options and policies available and management's self-efficacy in executing these strategies (Chung, Williams & Dispenza, 2009).

2.8.3 Supervisor and co-worker support

Huffman, Watrous-Rodriguez and King (2008), emphasise that a critical role for management to effectively deal with sexual orientation is provision of social support from supervisors; this might result in job satisfaction among LGBT employees. What this means for SMMEs is that owners and managers should be supportive of LGBT employees by creating enabling working environments where employees are open

about their sexual orientation. In addition, other employees in the workplace can also be used to play an important role in promoting the well-being of LGBT employees leading to possible future overall life satisfaction (Huffman *et al.*, 2008).Research shows that LGBT employees who have support from supervisors and work colleagues, disclose their sexual orientation and have positive work attitudes that enable them to be more productive, thus, one can argue that, LGBT employees' social support plays a critical role in their well-being, as well as job and life satisfaction (Badgett, Durso, Mallory, & Kastani, ,2013).

2.8.4 Hiring external expertise or external advisors

The role of experts or advisors is to build knowledge about LGBT employees and sensitise the employees and management on LGBT and an inclusive working environment. For example, a company called Barilla, recruited three external advisors on its Diversity and Inclusion Board 21 when it was established in November 2013 (Divan, Cortez, Smelyanskaya & Keatley, 2016). Similarly, KPN hired a marketing agency for their participation at the Amsterdam Gay Pride Canal Parade. The agency's role was to find a way to communicate the inclusion of employers and consumers and to involve internet technology, resulting in the KPN Pride stream (Casay, 2015); each advisor can specialise in a diversity area. With this evidence, one could assume that, one of the reasons why SMMEs might not have an enabling working environment for LGBT employees is because they do not have any board where they can have expert advice, or they do not have the finances to hire external experts.

2.8.5 Benchmarking initiatives

According to Casay (2015), a growing interest amongst different businesses around the world for diversity and inclusion is due to the increase in the number of benchmarking initiatives in the USA.SMMEs owners/managers going for benchmarking on matters of sexual orientation management, could be informed and competent on diversity and inclusion this might assist in terms of creating an inclusive work place environment. Cukier, and Smarz (2012) believe that benchmarking allows organisations to evaluate and improve their performance in terms of creating an LGBT inclusive working environment. The benchmarking can be done in areas such as policy and communication, employee networks, workplace awareness, support and benefits, inclusion and engagement, expertise and monitoring, and business and supplier

engagement. Benchmarking does not only measure the effectiveness of the an organisation's (SMMEs included) LGBT policies and practices, but also identifies possible improvements in the current policies and practices (Casay,2015).

2.8.6 Conducting employee surveys

Companies conduct satisfaction surveys among employees on matters of diversity. According to Jones and George (2011), evaluating the diversity management program in the workplace assists by revealing employee attitude towards diversity programmes and can indicate any improvement in employees' attitude toward diversity. For example, an employee satisfaction survey, which includes a question about sexual orientation in order to assess how satisfied LGBT employees are as compared to the heterosexual employees, can give managers inside information of how the LGBT employees feel about the work environment. It also gives a direction on what should be improved in the business in order for LGBT employees to feel accommodated. Casay (2015), points out that surveys can be replicated in different business sections; this can include satisfaction with payment, feeling safe to express one's opinion, equal opportunities, among others. Among SMMEs, how often these surveys are conducted (magnitude), and whether they are regularly done (frequency) is yet to be established, especially in South Africa.

2.8.7 Monitoring data

Some organisations monitor the diversity of their workforce especially on their sexual orientation. Casay (2015), demonstrates how Cardiff University monitors data on the diversity profile of both student and staff sexual orientation. The information collected is identified as part of the data which should be used to support the implementation of the Strategic Equality Plan. SMMEs, generally, are smaller in number, although they differ in sizes even when compared to larger organisations. The monitoring of data on SMMEs can be collected easier than in large corporate organisations, however, any kind of date-monitoring strategy might assist SMMEs in implementing workplace diversity plan more effectively.

2.9 EXPERIENCES OF SEXUAL MINORITY EMPLOYEES IN THE WORKPLACE

Ragins (2008), indicates that sexual-orientation minority employees, who include the lesbian and gay community, experience stigma in the workplace. Research shows that LGBT employees experience discrimination in the spaces of employment and this has an impact on their lives because many commit suicide, change employment and experience psychological distress, as well as anxiety and depression (Willis, 2009).For example, the Minority Stress Model states that LGBT individuals' stress in the work place is caused by the conflict between the heterosexual-identified society in which they find themselves in (Fingerhuta, *et al.,* 2010). The availability of LGBTs in SMMEs' businesses means that they are likely to experience levels of stress as they attempt to fit into environments which are largely heterosexual and conform to the societal expectations. Sue (2008), brings to our attention that LGBT employees must find ways of dealing with stigma attached to their sexual orientation. Some businesses unfortunately oppose LGBT employees working for them and it can be uncomfortable and psychologically challenging. This may lead to LGBT employees being fearful and stressed and not being honest or speaking about their sexual orientation because they fear retaliation or negative consequences.

To support the above, the 'minority stress model' emphasise that individuals who are part of the LGBT minority group may encounter mental health disorders due to the identity that they must present at work to avoid stigma and discrimination (Testa, Sciacca, Wang, Hendricks, Goldblum, Bradford, & Bongar, 2012). The identity they present is not authentic or natural, as a result, they experience stigma and discrimination. Howell (2018), stresses that LGBT individuals' inability to live authentically leads to shame, internalised homophobia, internalised transphobia, and other significant mental health concerns. Stigma and discrimination towards LGBT employees has an effect in the workplace and it creates toxic and unsafe environments and negatively impact on job performance. The possible solution that organisations can use to deal with these issues of stigma and discrimination is to promote team tasks or project-management approaches that would allow employees with different sexual orientations to work together, in addition to the enactment of non-discriminatory policies as alluded to above (Tilcsik, Anteby, & Knight, 2015). Fidas, Cooper and Raspanti, (2014) shows that up to 30% of LGBT employee engagement suffer due to

unwelcoming working environments, which have a negative impact on productivity. A supportive and inclusive environment, thus, is essential as it yields better rapport with LGBT employees and improves the likelihood of a more productive work environment; also, it certainly helps with overall mental health of LGBT employees to know their workplace accepts them.

2.10 OCCUPATIONS FOR SEXUALLY-DIVERSE EMPLOYEES

Baumle, Compton, and Poston (2009), state that many scholars have noted that there is an unusual high concentration of gay or lesbian employees in certain occupations. The authors illustrate that lesbians and gay employees are often found in occupations that are traditionally associated with the opposite sexual orientation and gender identity (Baumle, Compton, & Poston, 2009). Tilcsik, Anteby and Knight (2015) support the findings of Baumle, Compton, & Poston (2009), on gay men and lesbian occupations which shows that they have a high degree of task independence, a high level of social perceptiveness or both. Furthermore, gay men are more likely to work in female majority occupations than heterosexual men, while lesbians are more into male majority occupations than heterosexual women (Tilcsik, Anteby & Knight, 2015).

Ueno, Pena-Talamantes and Roach (2013), argue that previous research states that sexual minority and heterosexual workers are unequally represented in different occupational categories. For example, a comparison between heterosexual and sexual-minority women shows that the latter are overrepresented in craft and operative occupations and underrepresented in managerial and sales occupations. In addition, sexual-minority men are overrepresented in administrative positions (Ueno, Roach, & Talamantes, 2013). This means that in SMMEs there are certain occupations that LGBT individuals are in majority and in which heterosexual individuals are in the minority.

2.11 COPING STRATEGIES OF LGBT PEOPLE IN THE WORK PLACE

It is a reality that LGBT individuals experience discrimination in the workplace because of their sexual orientation. The question, however, is: *How do they cope with discrimination and build resilience among themselves?* Numerous authors, such as Tilcsik, Anteby & Knight (2015), Gilbert & Kottke (2009), and Chung, Williams & Dispenza (2009), have noted that task dependence, social perspective and coming

out are some of the coping strategies which mark resiliency of LGBT individuals in the work place.

2.11.1 Task independence

Tilcsik, *et al.,* (2015:452), define 'task independence as freedom to perform one's task without substantially depending on other employees. Task independence allows LGBT employees to manage information about their stigmatised status more effectively and may also reduce the risk of disclosing one's sexual orientation in the workplace. When SMMEs do not recognise LGBT employees by managing sexual diversity, they tend to become resilient and deal with their sexual identity by not disclosing it to their co-workers. Task independence, therefore, controls the information about one's stigmatised status and limits the consequences of disclosure and most of LGBT employees tend to play heterosexual roles to avoid possible rejection, gossips and anti-LGBT comments that can amount to a hostile work environment (Suriyasarn, 2016).

2.11.2 Social perspective

Social perceptiveness is related to self-monitoring which makes one to be sensitive and respond to social and interpersonal cues about certain behaviours in a given situation, according to Gilbert & Kottke (2009). Occupational research shows that social perception is an individual attribute that contribute to work performance and in different occupations. Ticlcsik*, et al., (2015),* report that LGBT employees have higher social perspectives as compared to heterosexual employees. Chung, Williams and Dispenza (2009), identified coping strategies which are associated with the social perspective. These are non-assertive methods, such as quitting one's job, being silent, avoiding sources of discrimination, self-talk and overcompensation by working harder; and seeking social support from one's partner, friends, family, co-workers and professionals. The social perspective coping strategy can have disadvantages for SMMEs or any organisation because when LGBT employees quit, as a way of coping, the business would have to recruit continuously, and it is expensive and time consuming. On the other hand, being silent and focusing on the job can improve LGBT employees' job performance and eventual business performance – provided that monitoring is done to check stress-related symptoms among the employees.

2.11.3 The term 'coming out'

Another coping strategy LGBT employees' use is called 'coming out', synonymous to disclosure. According to Croteau, Bieschke, Fassinger and Manning (2008), coming out in the workplace context is a complicated situation for employees who identify themselves as gay or lesbian, because, before they do so, they make evaluations about the personal costs and benefits of revealing their sexual-orientation identity to their superiors, coworkers, subordinates, and clients. Research shows that one's disclosure of their sexual orientation is a strong coping mechanism which can lead to psychological well-being and less discordance between vocational and a vocational life-sphere (Hewlett & Sumberg, 2011).

Some researchers have argued that, coming out, in the workplace causes workplace discrimination and stress, possible loss of advancement opportunities, diminished credibility, and less positive regard by co-workers, hence, cannot be regarded as a coping strategy per se (Croteau, *et al.,* 2008). Coming out, however, is more palatable than not coming out, particularly, in environments with organisational-support mechanisms such as non-discrimination policies, affirmative activities, and coworker support (Huffman, *et al.,* 2008).

2.12 CONCLUDING REMARKS

This chapter outlined the different aspects of diversity, theories of sexual diversity as well as sexual diversity management in the workplace. It is important to understand exactly what diversity and sexual diversity, or orientation entails and how the dynamics can become known in the workplace prior to investigating how SMMEs manage sexual diversity of employees. This chapter, therefore, provided an introductory understanding of diversity and sexual orientation and how businesses, including SMMEs can value sexual diversity and contribute to the business goal. The next chapter outlines the literature on diversity management.

CHAPTER THREE: DIVERSITY MANAGEMENT

3.1 INTRODUCTION

The previous chapter focused on diversity and sexual diversity literature in the workplace. This chapter focuses on diversity management - its characteristics, management among SMMEs from an African and South African perspective, the benefits to the workplace and factors influencing any adoption strategies.

According to Patrick and Kumar (2012:2), diversity management is "a process that ensures and maintains a positive work environment where the employees' differences and similarities are valued. Bedi, Lakra, and Gupta (2014), also state that diversity management is a systematic and a comprehensive managerial process that develops an organisational environment where each employee, regardless of their differences and similarities, can contribute to the strategic and competitive advantage of the organisation and every employee is involved.Bedi, Lakra and Gupta (2014), emphasise that managing diversity stresses on being more inclusive and recognising every individual in the workplace. The two definitions also emphasise the significance of valuing all employees in an organisation, and acknowledging that every one of them, in their uniqueness, can contribute to the success of an organisation. The definitions also entail that there is no exception in terms of small or large organisations when it comes to acknowledging the value of each employee or managing diversity. SMMEs are, therefore, expected to create a positive work environment whereby employees' differences are accommodated and valued.

3.2 CHARACTERSISTICS OF DIVERSITY MANAGEMENT

As alluded to previously, diversity management encompasses HR activities that encourage the inclusion of all groups in the workplace for competitive and or ethical motives (Graham, Kennavane & Weras, 2008). As a strategy to enlarge and promote a constructive job environment, diversity management acknowledges that people are different in terms of race, religion, gender, sexual orientation, belief, values and attitudes and they come with their differences to work (Begec, 2013). The present research, however, assumes that owners/managers of SMMEs only recognise visible differences when managing diversity, and do not consider innate differences, such as sexual orientation as a type of diversity. Yet, Forbes (2008), stresses that diversity management is understanding individual employees, and not just meeting

organisational goals. It is more about organisational determined efforts to value individual employees and drive the whole organisation towards improving the interactions among employees from all walks of life. As such, SMME owner/ managers have an obligation to embrace, not only the visible aspects of individual employees, but also their invisible differences and to communicate tolerance of such differences while at the same time promoting business goals.

3.3 DIVERSITY MANAGEMENT AMONG SMMES

Due to globalisation, SMMEs today have to manage different employees from around the world, hence, diversity is managed in different ways amongst various continents and countries, as illustrated below.

3.3.1 American and European perspectives

The concept of diversity management is understood in different ways in various American and European contexts (Kramar, 2012). According to Tuzin (2010), the reason for managing diversity differently in America is the level of social dynamics and the enormous migration of people from across the globe, especially movements from developing to developed nations (Tuzin, 2010). This global migration has increased the number of multicultural societies and ethnic origins (Jonsen, Maznevski & Schneider, 2011). In the United States, global demographic changes are rendering demographic diversity a fact of organisational life that cannot be ignored (Tuzin, 2010). Green and Kirton (2009), allege that, in America, diversity management is friendlier urging organisations to embrace diversity voluntarily for the sake of corporate performance and competitive advantage.

In a Society for Human Resource Management survey that was conducted amongst 546 senior executives in America, more than half (55%) agreed either *'strongly'* or *'very strongly'* that they had organisational polices that promoted diversity and inclusion (Rebecca, 2009). Furthermore, the survey indicated that this high level of positive endorsement was consistent for North America (59%) and the Asia-Pacific and Europe regions (59%). The Society for Human Resource Management (2009), survey report identified five main rationales for organisations pursuing diversity policies, with most respondents indicating more than one: (a) gaining internal efficacy by tapping into a broader range of backgrounds and skill sets (53%); (b) doing the right

thing—that is a matter of fairness and morality (47%); (c) understanding customer diversity and thereby increasing sales (43%); (d) being mindful of the diversity of customers and suppliers and complying with equal opportunity laws and avoiding claims for discrimination (38%). These statistics show that diversity management in America plays an important role in the life of organisations, contributes to organisational performance, and provides competitive advantage. Such a view of diversity management could also apply among SMMEs, especially those with employees from various countries and treating them equally, hence, avoiding discrimination.

Matuska and Sałek–Imińska (2014), explain that the European Union for several years has been publicising the idea of diversity management among Small Medium and Micro Enterprises (SMMES) of EU member states as a strategic policy for the labour market. To emphasise this, in 2010 a "Diversity Charter" was established as the tool for the employers' co-operation on EU-level exchange Diversity Charter Platform (Wondrak, 2014). The strategic policy of the labour market and diversity charter were also seen as enabling SMMEs to have a smooth process of managing diversity processes. Matuska and Sałek–Imińska (2014), point out that in 2014, 13 countries signed the 'Diversity Charter'. These countries include Austria, France, Germany, Ireland, Luxembourg, Sweden, Spain, Poland, Estonia and Finland. Wondrak (2014), brings to our attention that the idea of the charter was funded by the European Commission under the project "Support for voluntary initiatives promoting diversity management at the workplace across the EU". The diversity charter platform promoted the concerned personnel on the existing diversity charters to meet on a regular basis, to share their experiences and develop common tools on how to manage diversity in their work places. One of the greatest achievements of this initiative is that in 2014, 7,100 companies, which include SMMEs, public bodies, NGOs and covering over 13.6 million employees, had signed the charter. Linking SMMEs to diversity charter was seen as an effective instrument for promoting diversity management in this sector. In the context of this study, extra attention and efforts might have to be put in place in order to promote diversity management amongst SMMEs in South Africa; studies, such as the one by Day & Green (2008), showed that such issues are also regarded as important for the large corporate organisations.

3.4 DIVERSITY MANAGEMENT AMONG SMMES: THE AFRICAN PERSPECTIVE

According to African Governance Report (Carter, D'Souza, Simkins and Simpson, 2010), the lack of management of diversity among SMMEs is one of most pressing and controversial governance issues on the African continent, and this is a concern that needs to be addressed. This is despite research showing that SMMEs are considered the engines of growth in developing countries because they are playing a vital role in creating jobs, spurring innovations, and creating new products that contribute to economic growth (Tsoabisi, 2012). Pansiri and Yalala (2017), claim that, SMMEs do not only contribute to the African economy, but also serve as impetus for economic diversification through expansion to other new sectors of the economy in or outside countries' borders. By expanding outside of their country's borders, the African SMMEs draw business from different countries, embrace diversification of employees and create inclusive business environments.

Ibrahim, Abdullah and Ismail (2016), illustrate the above by arguing that the new business environments in which African SMMEs find themselves in are changing and SMMEs are forced to look beyond domestic markets and engage partners and employees of different races, creed, nationalities and even sexual orientations. It is, therefore, important for SMMEs in the African context to realise that, being part of the global environment and having diverse employees from different professions and countries is now inevitable and requires diversity management strategies that are embracive in nature. Despite the above observations, different African countries have put in place interventions that promote diversity management among SMMEs and employeers. For example, according to Kenya's National Cohesion and Integration Commission (2011), the key mandate in the workplace is to ensure ethnic diversity in public employment. This recommendation is derived from the new constitution in Kenya, which provides a legal framework against discrimination, but beyond that, it also lays the groundwork for the positive discrimination of marginalised groups (Kenya's National Cohesion and Integration Commission, 2011). Fitzgerald (2010), states that the new constitution promoted equity and diversity, including cultural diversity.

Deriving from the Kenyan constitution, a "National Cohesion and Integration Policy" was initiated to deal with difficulties in enhancing national cohesion and integration

(Draft National Cohesion and Integration Policy, 2011). The Constitution of Kenya obliges the state to provide for the representation of minorities and marginilised groups in governance, and to provide access to employment and special opportunities in educational and economic fields (Draft National Cohesion and Integration Policy, 2011). The effective implementation of constitutional provisions is expected to diffuse the grievances of marginilised groups even in places of employment (Draft National Cohesion and Integration Policy, 2011). While Kenya has a constitution, which is inclusive of diversity management, there are still instances where this is hindered by animosity, suspicion (especially on tribal lines) and differences in mindsets due to generational gaps and conflicts (Jones & George, 2011). Lessons that can be drawn from this are that, when national governments commit to deal with diversity management, even SMMEs are likely to get committed to adopt and support diversity management interventions in their own workplaces, thereby creating positive inclusive work environments, where individual similarities and differences are valued.

According to Nnia and Teresa (2013), other African countries such as Nigeria, are moving away from equal opportunity and adopting principles towards a more systematic, positive organisational approach of diversity management that appreciates diversity and consciously strives towards ethical and results-orientated approaches. The authors indicate that the results-oriented approach is complex, and entails fine-tuning and use of different tools for dealing with, describing and assessing each unique diversity arrangement   for any organsiation, including SMMEs.

The above examples of diversity management among SMMEs in the two African countries show how each country has its own way of viewing diversity management. Similarly, SMMEs' owners/managers cope with diversity in their own way, hence, the need to investigate practices in other African countries such as South Africa

3.5 DIVERSITY MANAGEMENT AMONG SMMES: THE SOUTH AFRICAN PERSPECTIVE

3.5.1 South African workplace diversity laws

The South African government introduced, among other workplace laws, the Employment Equity Act (No 55. of 1998), and other legislation and institutional interventions to achieve equity in the workplace by promoting equal opportunity and

fair treatment. To give effect to the laws, Horwitz and Jain (2011), indicate that the South African statutory governmental legislative frameworks' requirements emphasise employment equity and diversity at all levels. The emphasis on diversity at all levels is described by Shen, Chanda, D'Netto, & Monga (2009), as meaning that, diversity management is considered as offering an equal opportunity for all people, regardless of race, gender, sexual orientation, creed or nationality to be employed by any organisation in the country. As a vital part of the business community and sector, SMMEs have to comply with employment equity regulations of the country, which focus on diversity in running a business.

Booysen and Nkomo (2010) illustrate that the diversity management paradigm in South Africa tends to be stuck at the level of compliance among large businesses. The authors argue that, the situation is most likely to be also a common trend among SMMEs as they struggle to remain financially sustainable in the first two years. Commenting on the need to move away from diversity management as a compliance issue to a more inclusive management strategy, Shen, Chanda, D'Netto, & Monga (2009), caution that diversity management is not all about recognising different employees, but also valuing and harnessing workforce differences, such as backgrounds, sexual orientation, religious beliefs so that individuals can be fully utilised and meet organisationalgoals. In view of this, it is important for SMMEs' owner/managers to move away from the paradigm of valuing diversity as a compliance issue, but to consider diversity management as a 'must do' fundamental business operation.

Madikezela and Haupt (2009), point out that despite the enactment of laws that promote equal employment, the hiring of minorities and previously disadvantaged people in society, such as women and people living with disabilities is still a challenge in South African organisations, including SMMEs. For example, in the construction industry, women-owned construction businesses are under-represented in the main mainstream construction sector in South Africa, resulting in women generally not having the requisite training, education, knowledge and experience to participate effectively. This under-representation of certain categories of people sends out the signal that diversity only refers to selected issues, which some organisations consider

as priority, therefore, Booysen and Nkomo (2010), point out that, in South Africa, there is a need for an inclusive culture among organisation s, large or small.

Other authors, such as Jonsen, Maznevski & Schneider (2011), suggest that South Africa provides a unique study context in relation to diversity and diversity management because it is where accelerated processes and dynamics take place, however, it is still under-studied. For example, empirical evidence illustrates that, because of the under-studied area of diversity management in the country, many employees and managers regard diversity management as only being equivalent to equal opportunities for people entering the workplace. Zibi (2014), brings to our attention that even though a large company, such as Barclays in South Africa supports diversity in all aspects, yet they will be referring to offering of equal employment opportunity to all races. They will, thus, not mention anything beyond merely offering equal employment opportunities to all races, such as recognising sexual orientation as a form of diversity. Yet Barclays Africa's spokesperson pointed out that Barclays has a strong history of supporting diversity in all aspects in both the workplace and the wider society and are proud of playing their part in the development of economies across Africa (Zibi, 2014). From this position, it is possible to assume that diversity management, even among SMMEs, will remain rhetoric unless other key issues such as viewing sexual orientation as a form of diversity are given prominence in diversity management literature.

3.6 BENEFITS OF DIVERSITY MANAGEMENT PROGRAMMES IN THE WORKPLACE

Through creating an inclusive work climate, diversity management benefits all employees, as much as employers, as it boosts positive attitudes and behaviour among them. For example, research shows that diversity management enhances team performance by broadening the members' perspectives of their own group, as well as their work place environment (Patrick & Kumar, 2012). Employees are retained more in organisations that have diversity management programmes, thus, according to Tarique & Schuler (2010), diversity management programmes are about inclusion just as much as about retention. Within the context of this study, therefore, the retention of employees, including LGBT employees among SMMEs could best be achieved when inclusive diversity management approaches are adopted and used.

Inclusive diversity management approaches to all employees may create inclusive working environments that could lead to excellent performance and retention of employees. Day and Green (2008), support this line or argument by asserting that, an inclusive approach to sexual orientation may create performance and retention advantages for capable LGBT employees; while Jeske and Axtell (2016) and Nnia and Teresa (2013), are also of the view that diversity management by SMEs can be a source of creativity and innovation that provide future development.

In line with benefiting employees as innovators, Pathak (2011), states that workplace diversity programmes improve employee morale and increases their interpersonal skills, transforms employees into being outside thinkers, improves teamwork and creates an atmosphere of mutual understanding and respect. Similarly, Nnia and Teresa (2013), claim that companies that promote diversity in the workplace inspire all of their employees to perform to their highest ability. This means that, diversity management among SMMEs may lead to motivated employees who are united and able to bring new ways of sustaining businesses because they understand each other's differences. In terms of employers' benefits, a Gallup study (Badal & Harter, 2014) in the United States of America showed that diversity-recognised organisations realised 14% higher revenue than the other organisations. Similarly, retail benefited with a 46% higher increase in revenue among organisation s with well-defined diversity management programmes that those without. A study done by Ozbilgin and Tatli (2008), also confirm that successful diversity management results in improvement in organisational performance. What this means for SMMEs is that, having diversity management programmes in place, ensures a certain level of organisational success.

Mazibuko and Govender (2017), attest that employers' benefits from diversity programmes were well beyond ensuring compliance with employment laws because diversity management benefits result in organisations being able to focus less on overcoming talent shortages, but on enhancing employees' engagement, improving retention, and increasing shareholders' value (Mutuska & Sałek–Imińska, 2014). The authors continue that it is possible to calculate benefits of diversity management in monetary terms because, having these programmes in place has some return on investment as organisations are able to document, using HRM metrics, improvements in issues, such as the cost per hire, engagement levels, time to fill a position, retention

rates, turnover rates, absenteeism, headcount, time to productivity, total costs of labour to revenue, and so on. For SMMEs, this implies that, for their sustainability, having diversity programmes that are well documented with HRM metrics could probably bring greater return on investment, for them.

Return on investment brought about by having diversity management programes is, according to Pathak (2011), likely to result in an organisation having competitive advantage or toll. The competitive toll indicates that diversity management leads to competition and the creation of inclusive policies in a business. The creation of competitive-toll inclusive policies by SMMEs could, therefore, lead to LGBT employees performing to their highest ability resulting in high productivity. The practice could also attract larger numbers of LGBT customers and SMEs, thus could increase their customer base. In support, Hunt, Layton and Prince (2015), discovered that companies known for positive diversity management in areas of sexual orientation, race relations and ethnicity were more capable of earning positive financial returns closer to national average for their industry and an increase in competitive toll or advantage. Companies that do not practice diversity management in these areas were statistically less likely to achieve above these types of financial returns.

In addition to creating a competitive advantage for a firm, Wambui, Wangombe, Muthura, Kamau and Jackson (2013), found that diversity management programmes are necessary for employees because they devote themselves to building a reputation for the business. Diversity management programmes for SMMEs, thus, are important for building a good reputation for the business, especially when LGBT employees form part of the workforce.

3.7 FACTORS INFLUENCING THE ADOPTION OF DIVERSITY MANAGEMENT BY ORGANISATIONS

Kramar (2012) declares that diversity management practices are influenced by legislative, cultural, economic, historical and other factors, such as individual factors and organisational factors.

3.7.1 Constitutional framework

Strachan, French and Burgess (2011) demonstrate that, while organisations can adopt various initiatives to deal with diversity management, they are mostly concerned with legal compliance combined with equity and diversity policies. The view portrayed here is that, diversity management in SMMEs involves, mainly, legal compliance as stated in the South African Constitution. It is, hence, stated that SMMEs that abide by the laws, such as the Employment Equity Act in South Africa, still have to show how these laws are implemented, taking into consideration the presence of LGBT persons among their employees.

3.7.2 Individual factors

Forbes (2008), claims that employees in the organisation have different backgrounds, styles, perspectives, values and beliefs and some of these differences cannot be changed, such as age, race, ethnicity and parental background, gender, disability and sexual orientation. Individual factors such as race, religion, culture, beliefs, leadership style, attitude, prejudice, response to discrimination, stereotypical traits and tradition may determine SMMEs owner/manager's decision to embrace or not embrace sexual orientation as a form of diversity. For example, Drydakis (2015), found that gender stereotypical beliefs about LGBT employees result in an employer's behaviours towards LGBT job seekers not to be uniform. This shows that SMMEs owner/ managers may behave differently towards LGBT employees as compared to heterosexual ones. Tilcsik (2011), further argues that, such stereotypical traits are borrowed by managers from societal norms because many societies assign particular meanings to gender. For instance, Ahmed, Andersson, and Hammarstedt, (2013), claim that LGBT individuals are alleged to have stereotypical characteristics of the opposite sex, thus, lesbians are stereotyped as masculine and gay men as feminine (Cunningham, Sartore & McCullough, 2010). Furthermore, societies perceive LGBT individuals as violating traditional gender norms (Ahmed, Andersson, & Hammarstedt, 2013). In view of this evidence, it is possible to assume that, SMMEs owner/managers do not consider sexual orientation as a type of diversity.

Dolan, Hallsworth, Halpern, King, Metcalfe, and Vlae (2012), note that different people behave in different ways. This can mean that SMMEs' owner/managers' attitudes towards LGBT people may differ when it comes to hiring them. Pichler, Varma & Bruce

(2010) report that individual's attitudes towards LGBT people are related to hiring ability ratings. Drydakis (2009), claims that attitudes toward LGBT individuals may vary across occupations. Niedlich and Steffens (2015), believe that low presence of LGBT employees in less LGBT-friendly occupations may lead to more homo-negativity attitudes from less contact with LGBT employees. From these observations, there is a possibility to argue that negative attitudes towards LGBT employees may create performance and retention problems for capable LGBT employees. In the context of the present study, it can be assumed that, when there are inclusive diversity policies in SMMEs (positive attitudes) qualified LGBT applicants may sought to apply to work in such establishments because they feel accommodated and to stay in the organisation for a long time. This assertion is supported by O'Donovan & Linehan (2010), who emphasise that managers must recognise and respond to employees' differences in such a way that retention and high productivity are maintained, discrimination is avoided, and fairness is practised. This shows that SMMEs owner/managers may respond to or have different attitudes towards the adoption of inclusive diversity management in the organisation as such differences might have an impact on productivity and retention. Inclusivity may be essential for SMMEs since each worker is a proportion of the company's workforce and has impact in the organisation (Day & Greene 2008).

3.7.3 Organisational Factors

Organisational factors such as nature of business type and diverse workforce or occupation type may play a critical role in designing organisation specific policies and programmes that will make small business owners or managers embrace or not embrace sexual orientation as a form of diversity.

Freeman, Johnson, Ambady and Rule (2010), believe that, traditionally, sexual orientation is viewed as an observable type of diversity. Employers' discrimination against LGBT employees is based on their ability to distinguish them from heterosexual employees (Drydakis, 2009). It is likely, therefore, that when there are no inclusive diversity policies, LGBT employees may face discrimination in the workplace even if sexual orientation is still observed as a type of diversity. Occupations that LGBT employees are in also play a role in terms of employer discrimination, especially when they are in prestigious jobs (Drydakis, 2014). It is, therefore, probable

that SMME owner/managers' decisions to embrace or not embrace sexual diversity might be based on the occupations that LGBT employees are in.

Leppel (2009), reports that LGBT people in white- collar occupations are the least likely to being unemployed or out of the labour force. Fric (2017), supports this point with the case of organisations where there is lack of information provided, hostility in public or individual attitudes, absence of anti-discriminatory legislation, and where male or female-dominated jobs are concerned. There is a possibility that SMMEs' owner/manager's decision to not embrace sexual diversity would be based on lack of information about LGBT community, therefore, sensitisation training on notion of LGBT would be beneficial to SMMEs.

Barron and Hebl (2013), indicate that, in areas with a large LGBT population, job applicants from LGBT community are usually treated as more favorable than heterosexual applicants. In this regard, when LGBT employees are in majority in a community where the organisation is situated, there is a possibility that SMMEs owner/managers could embrace sexual orientation as a form of diversity.

3.8 THEORIES ON DIVERSITY MANAGEMENT

The ever-changing demographics of today's workforce have shown that diversity programmes continue to have a huge impact on organisational practices, environments and success (Byers, 2008). As such, there are many theories that can be used to understand diversity management. These include, among many, The Institutional Theory of Diversity Management and the Resource-Based Theory of Diversity Management. The theories are explained in some detail, below.

3.8.1 The Institutional Theory of Diversity Management

Yang and Conrad (2011), state that the Institutional Theory of Diversity Management emphasises the normative environments within which organisations exist. Kostova, Roth, and Dacin (2008), elaborate that institutional theory emphasises structures that conform to institutional requirements, hence organisations have to demonstrate their conformity to social norms and thereby garner legitimacy for their operations. Legitimacy refers to whether organisational actions are accepted and approved by internal and external stakeholders. In addition, Sonpar, Pazzaglia and Kornijenko

(2009), points out that legitimacy of organisations' structures are consistent with widely held norms, rules and beliefs.

The implications of the theory for SMME owners are that, by employing and considering sexual orientation as a form of diversity, they will be conforming to the social norm of creating inclusive and diverse working environments through creating inclusive policies and practices. Inclusive diversity policies and practices that SMMEs' owner/managers create could be supported by both internal and external stakeholders, especially when they support both employees and customers who belong to the LGBT community. Such support has the potential of increasing the legitimacy of the business from stakeholders' point of view. Yang and Conrad (2011), contend that organisations submit to institutional pressures and conform to social norms by adopting certain organisational structures and processes so that they are rewarded with legitimacy, resources and survival capabilities for their operations. The theory, thus, shows that SMMEs have to conform to the environments in which they operate by adopting diversity practices and policies that embrace LGBT employees.

3.8.2 Resource-Based Theory of Diversity Management.

Rasmussen Mosey and Wright (2011), explain that the Resource-based Theory focuses on how resources are sourced, acquired, and deployed by entrepreneurs to create new opportunities. Furthermore, McKay, Avery and Morris (2008), believe that the Resource-based Diversity Management Theory is relevant in an organisation because it focuses on performance outcomes as a result of different capabilities, and resources. By employing LGBT employees as a rare resource, SMMEs could benefit in terms of increasing their performance outcomes. Lockett, Thompson and Morgenstern (2009), support this assumption when they state that the Resource-based Theory of Diversity Managements Theory assumes that sustainable competitive advantages and performances are the results of variation in both resources and capabilities within the organisation. If SMME owners treat LGBT and heterosexual employees as resources and capabilities that are not the same, employers could create competitive advantage for themselves. SMMEs owner/managers who ensure that their businesses utilise different resources effectively, in this case, differences among employees, are likely to improve their businesses' performance.

3.9 WORKPLACE DIVERSITY MANAGEMENT STRATEGIES

There are strategies that can effectively work towards managing a more inclusive and diverse workforce. According to Oswick and Noon (2014), there are a wide range of strategies within management practice and literature. These strategies range from starting a dialogue, gauging receptivity, fostering awareness, reinforcing diversity, communication from the CEO level, being inclusive, using appropriate rewards and recognising diversity.

3.9.1 Starting a diversity dialogue

Tavakoli (2015), advises that conversations can be started among employees or colleagues to make them engage and buy-in to diversity issues, that are usually difficult to master when mandated from upper management. These conversations could define the terms of diversity as applicable to other diversity issues, not gender or race, in order to make sure that all parties can see the relevance of diversity in the workplace. It is much more likely that when SMMEs owner/managers host and maintain ongoing diversity dialogues it could eventually change employees' attitudes towards the issue. It is possible that dialogues could create awareness on different forms of diversity that may include sexual orientation; a process that might change employees' mind sets.

Dialogues might also create a safe place for employees to voice their opinions and beliefs on diversity matters. For instance, Köllen's research (2013), reveals different findings for LGBT employees concerning diversity dialogues in the workplace. The author points out that making sexual orientation a topic inside the company, for example, on the company intranet or in staff magazines can affect the working climate for LGBT employees positively. What this means for SMMEs is that when the business hosts dialogues on sexual orientation in order to manage sexual diversity, this may result in LGBT employees being open about their sexual orientation without fear of being stigmatised or discriminated against. Köllen (2013), notes that the more positive the working climate is perceived, the more LGBT employees are less likely to conceal their sexual orientation at work.

3.9.2 Implementing diversity training

Training assists in determining the course of action for those individuals or groups who feel excluded. According to Pant and Vijaya (2015), diversity training is necessary for the managers to become sensitised to the needs of diverse employees and identify the strategies to take to support them. For SME owner-managers, this entails developing, implementing and maintaining continuous diversity training because once-off training will not change employees' attitude towards diversity nor create an inclusive workforce. Ehrke, Berthold, and Steffens (2014), acknowledges that diversity training aim at changing employees' social attitudes and improving intergroup relations. although, there are some diversity dimensions that are visible or invisible. Visible, in the context of this study, means there is a strong possibility that continuous and various approaches that SMMEs can use in diversity training, can improve sexually-prejudiced attitudes.

Tavakoli (2015), states that diversity-training programmes create a platform in which different employees, including non-dominant groups, can engage, learn about one another's differences, and create an inclusive organisation. There is evidence from previous studies (Lloren & Parini, 2017; Case & Stewart, 2010) that diversity training improves attitudes of employees towards LGBT employees. For instance, an evaluation of LGBT-diversity training for police officers proved that a training approach is beneficial for diversity management. This is supported by Israel, Harkness, Delucio, Ledbetter and Avellar (2014), who also point out that an educational approach was beneficial for diversity-management training. Given these points, SMME owner/ managers are likely to effectively manage diverse employees in their organisation, including LGBT, by adopting training on diversity issues, as a strategy.

3.9.3 Reinforcing diversity

Promoting a diverse and inclusive workplace is not a once off initiative. It is a pervasive, ongoing, and intentional mindset. Forbes (2008), stresses that reinforcement of diversity programs should be continuous to maintain a high level of collabour ations with individuals from all varieties of backgrounds and not only with those with whom common ground exists. In terms of reinforcement of diversity-management programmes, this means that, SMME owners can consider educating employees on sexual orientation as a form of diversity management. Day and Green

(2008), maintain that SMMEs can reinforce this by creating inclusive diverse-business environments, through recruitment, retention, marketing and providing equal opportunities.

Köllen (2016), brings to our attention that employee networks can also be used to reinforce diversity in the workplace. When employee networks are established by SMMEs around the dimension of sexual orientation, they should also invite, and be open to both LGBT and heterosexual employees. These networks provide many benefits for the organisations, such as changing the norms which involve discrimination, raising awareness about biases and helping increase trust among LGBT and heterosexual employees (Paluck & Green, 2009). Employee networks in SMMEs can reduce stigma and discrimination towards LGBT employees, therefore, enhancing inclusion and sustaining diversity in the workplace.

3.9.4 Communication from the CEO level

The CEO of an organisation must demonstrate a commitment to staff by providing an environment that is conducive to diversity (Forbes, 2008). Bah (2015), contends that the critical successes of diversity management depend on the support and leadership of top management and it requires openness and continuous communication with employees at every level. When SMMEs consider sexual orientation as a form of diversity management strategy, it is important that the owner/managers lead by example, create an inclusive diverse environment in the workplace, and communicate the business diversity strategy to all employees. This will foster cooperation, the inclusion of all staff, and the recognition of knowledge, talent, and skills from all sources thus leading to high organisational performance.

Schermerhorn, Hunt and Osborn (2008), describe communication as the glue that holds organisations together and top management commitment to diversity should be reflected through the organisations vision, mission and business strategy in order to remove psychological and operational barriers to the management of diversity. In addition, Budwar & Bhatnagar (2008), believe that leaders and managers within the organisation are responsible for the success of diversity management because they must provide the visibility and commit the time and necessary resources to these programmes. In view of this, when SMMEs owner/managers are committed and

provide the necessary resources towards diversity management strategies, this might encourage employees' career development, and allocation of responsibilities would not matter whether an employee is an LGBT employee or not. What matters would be that the individual is capable and can contribute towards the organisational goal.

3.9.5 Being inclusive

Oswick and Noon (2014), are of the view that diversity management is concerned with recognising the value of differences within the workforce and managing them, for a commercial advantage. Nkomo (2013), claims that inclusion is all about the process that incorporates differences into business practices and thereby help to realise their value; this view of Nkomo (2013), fits the fact that inclusion is vital for diversity management. When SMMEs succeed in creating an inclusive diverse working environment, LGBT employees are likely not to hide their sexual orientation and falsely categorise themselves as heterosexual employees. Connell (2012), advises that organisations should aim at creating a diverse working climate that considers every sexual orientation to be equal and such a practice forestalls any pressure to demonstrate legitimacy, and any pressure on LGBT employees to justify themselves within the workplace.

Brenner, Lyons, and Fassinger, (2010), corroborated by Connell (2012), contend that LGBT individuals who work in supportive climates tend to spend less time at work worrying about their protection from discrimination and more time in job-related activities This can lead to LGBT employees having high levels of commitment to the organisation SMMEs owner- managers can play a critical role in fostering an inclusive working environment that is supportive for all employees. This can be achieved when SMMEs owner/managers set a tone of respect towards LGBT employees in the organisation.

3.10 CONCLUSION

This chapter aimed to review and discuss the concept of diversity management. Different definitions of diversity management were presented and workplace diversity management strategies were examined. It is essential to understand exactly what diversity management entails and how its dynamics can become known in the workplace prior to investigating how SMMEs manage sexual diversity of employees.

This chapter, therefore, provided an introductory understanding of diversity management and how businesses, including SMMEs, can benefit from inclusive diversity management. Chapter four will provide the research methodology for the study.

CHAPTER FOUR: RESEARCH METHODOLOGY

4.1 INTRODUCTION

The previous chapter reviewed the literature on diversity management. The key issues discussed were characteristics of diversity management amongst SMMEs, from a global and South African perspective. Benefits of diversity management programmes in the workplace and factors influencing the adoption of these programmes and strategies by organisations were also highlighted. The benefits of diversity managemen for a business when management strategies are implemented were pointed out. The chapter concluded that, as much as there might be strategies in place, organisations (SMMEs included) are still faced with different factors that influence their decision to adopt diversity management practices.

The current chapter follows the literature review chapters and discusses the research methodology employed in the study. It outlines the research design, the target population, sampling procedure, data collection, validity and reliability, as well as data analysis. The choice and rationale for each tool is elabourated. In addition, the chapter describes the ethical considerations that governed the research.

4.2 RESEARCH QUESTIONS

To recap, the main question for this study as stated in Chapter 1 was: *To what extent do SMMEs in Mangaung Metro consider/regard sexual orientation as a form of diversity and how are they managing it?* The following are the specific research questions:

1. What is the understanding of diversity management among SMME owners in Mangaung Metropolitan area?

2. What are the attitudes of SMME owners towards sexual orientation as a form of diversity in the workplace?

3. To what extent do individual factors influence attitudes of SMME owners towards sexual orientation, as a form of diversity?

4. To what extent do organisational factors influence owners of SMMEs' attitudes towards sexual orientation as a form of diversity?

5. What policies are available among SMMEs in Mangaung Metropolitan area to deal with sexual orientation as a form of diversity?

6. What kind of programmes and practices are implemented to embrace sexual orientation as a form of diversity among SMMEs in Mangaung Metropolitan area?

4.3 RESEARCH OBJECTIVES

As stated in Chapter one, the main objective of this study was to explore the extent to which SMMEs in Mangaung Metropolitan area consider/regard sexual orientation as a form of diversity. In order to achieve the primary or main objective, the following subsidiary objectives were formulated:

1. To examine the understanding of diversity management among SMME owners in Mangaung Metropolitan area.

2. To explore the attitudes of SMMEs owners towards sexual orientation as a form of diversity in the workplace.

3. To determine the extent to which individual factors influence attitudes of SMMEs owners towards homosexuality as a form of diversity.

4. To describe the extent to which organisational factors influence the attitudes of SMMEs owners towards homosexuality as a form of diversity.

5. To identify policies that are available among SMMEs in Mangaung Metropolitan area to deal with homosexuality as a form of diversity.

6. To explore programmes and practices that are implemented to embrace homosexuality as a form of diversity among SMMEs in Mangaung Metropolitan area.

4.4 RESEARCH SITE

The research was carried out among a cross-section of SMME businesses in Mangaung Metropolitan area. The locations were Thaba Nchu, Bloemfontein and Botshabelo. Figure 4.1 illustrates the different towns and a city in Mangaung Metropolitan area in the Free State where the study was carried out.

Figure 4.1: **Map of Mangaung Metro Municipality (Free State) Source: Free State Provincial Department (2017).**

4.5 PARADIGM

According to Lincoln, Lynham, and Guba (2011), a research paradigm is a framework or structure that a chosen methodology falls under. A paradigm determines the direction of the research and influences the methodologies and how information is collected, analysed and reported. Mukhopadhyay and Guptu (2014), emphasise that, for any research in social science, the first step is to select a paradigm and method that will be used to conduct the research. This means that whenever researchers have a strong grasp of their philosophical foundations, they are well prepared to comprehend the methods that they will use to study social activism (Atkinson, 2017). The basic paradigms in research are the positivist and the interpretivist.

4.5.1 Positivist paradigm

Bhattacherjees (2012), states that the positivism paradigm holds that science or knowledge creation should be restricted to what can be observed and measured, and it tends to rely exclusively on theories that can be directly tested or hypotheses that must be proved or disproved (Mack, 2010).Positivism, therefore, asserts that, one cannot make meaningful observations without theories, and insists that in order to qualify as scientific knowledge, research must test theoretical constructs against the reality of empirical facts (Bendassolli, 2013). Positivism positions emerge from an ontological view of the world that focuses on a material reality that can be observed and measured with the five senses which are epistemological. This requires

researchers to learn about an objective world by seeking out rules, laws, and cause and effect relationships that govern the material world (Lindlof &Taylor, 2010). In addition, positivist paradigm is of a view that meanings can be observed and measured so as to ascertain universal rules and laws. The paradigm focuses on facts gathered through direct observation and experience and measured empirically using quantitative methods (Zikmund, Babin, Carr & Griffin, 2013). The application of the positivist paradigm in the present study was not appropriate because there was no quantification of data and no hypotheses tested.

4.5.2 Interpretivism

The interpretivist paradigm is based on the idea that qualitative research efforts should be concerned with revealing multiple realities opposed to searching for one reality (Denzin, 2010). Sparkes (2012), agrees with Denzin (2010), and points out that the interpretivist paradigm assumes that there are multiple realities or ways of experiencing and understanding the world. Lincon, Lynham and Guba (2011), stresses that these realities are co-constructed through one's experience and interactions with others.

An interpretative paradigm was used in this study because it offered the participants a platform to articulate their claims and share their values, experiences and beliefs with regards to sexual orientation, as a form of diversity. An interpretivist perspective offered understanding of the world via qualitative methodologies and reconstructed the knowledge where it existed (Maxwell, 2012). As such, by using the respondents' verbal answers, the researcher was able to provide an understanding of what informs their views regarding the matter under investigation, which is sexual diversity management by SMMEs owner/managers. Additionally, the chosen paradigm determined the research design (Cooper & Schindler, 2008). In the present study, the research design adopted is explained below.

4.6 RESEARCH DESIGN

A research design is a plan of a research project in order to assist the researcher to decide on how to think through and conduct a study (Bitzer, Albertyn, Grant & Kelly, 2014). Research design outlines what needs to be investigated and the knowledge gap that exists, research questions and research purpose. In this discussion five different designs will be examined, experimental, cross-sectional, phenomenology, ethnography and case study.

4.6.1 Experimental design

Gravetter (2012), elucidates that the goal of experimental research design is to establish the existence of the cause and effect between two variables. Experimental designs create treatment conditions by manipulating an independent variable, and then measure participants' contributions to obtain a set of scores within each condition. This design could not be adopted for the present study because no manipulation of variables, nor allocation of participants into treatment and non-treatment groups was undertaken.

4.6.2 Case study design

According to Swanborn (2010), in a case study design, data is collected on or about a single individual, group, or event. The purpose of a case study is to understand something that is unique to the cases. A case study becomes particularly useful where one needs to understand a unique situation, as was the case in the present study, of trying to understand sexual orientation as a type of diversity from SMME owner-managers' perspectives, within the Mangaung Metropolitan area.

4.6.3 Phenomenology design

Phenomenology design in social sciences is used mostly to represent the study of individual's perceptions, feelings and lived experiences (Giorgi, 2009). According to Smith, Flowers and Larkin (2009), a phenomenology design is a philosophical approach that attempts to understand individuals' lived experiences, behaviour, emotions and social meanings that these experiences have for them. The questions that were answered in this study served to understand the extent to which SMME owner/managers in Mangaung Metropolitan area viewed sexual orientation as a form of diversity and how they were managing it, based on their personal experience, feelings and perceptions, hence, this design can be adopted in the present study.

4.6.4 Ethnography design

Lindley, Sharma, and Potts (2015) describe ethnography as a descriptive study of a human society, based on data obtained primarily from fieldwork. The ethnographer immerses him/ herself in the life of a social group to collect the necessary data. Fetterman (2009), brings to our attention that, ethnographic design is a holistic perspective that is based on the premises of human behaviour and culture and it is complicated phenomena which is composed and influenced by a multitude of factors. Considering this explanation, this design was not considered appropriate because the

researcher did not immerse herself in the life of a particular group in order to collect data

4.6.5 The cross-sectional design
Cross sectional design studies are frequently used in the social sciences and are best suited to studies that are intended at discovering the prevalence of a phenomenon, situation, problem, attitude or issue, by making a cross- section of the population (De Vaus, 2013). The present study adopted the cross-sectional case study design. The rationale is that an in-depth study of a cross-section of SMMEs in a particular area, that is, Mangaung Metropolitan area was sought in order to understand how they viewed and managed sexual orientation as a type of diversity based on their experiences, feelings, values and attitudes. The primary purpose of a case study is to understand something that is unique to the case, with a possibility (although not always the case) that knowledge from one case study could be applied to other similar cases and contexts (Swarnborn, 2010), hence, this design can be adopted in the present study.

In the case of the present study, phenomenology design is used and the questions that were answered in this study served to understand the extent to which SMME owner/managers in Mangaung Metropolitan area viewed sexual orientation as a form of diversity and how they were managing it, based on their personal experience, feelings and perceptions.

4.7 RESEARCH METHOD
There are three types of research approaches. These are qualitative, quantitative and mixed method approaches. A quantitative approach is a systematic process in which the researcher uses numerical data to obtain information about the world and it is also described as deductive (Conrad & Serlin, 2011). Qualitative research is whereby the researcher focuses on understanding the meaning people have constructed, mostly in terms of how people make sense of their surroundings using a flexible and interactive approach (Hesse-Biber & Leavy, 2010). Creswell and Clark (2017) demonstrate that research studies are becoming diverse and they tend to exploit both qualitative and quantitative approaches, meaning, they use mixed methods to address specific objective. Mixed method research has multiple benefits because it encourages interdisciplinary colLabouration and the use of multiple paradigms.

For this study, the researcher used the qualitative approach in order to interact with the respondents and understand their feelings, values, opinions and reasons pertaining to the problem under investigation, which was, sexual orientation as a form of diversity and how it is being managed. Gaining an in-depth understanding of an issue, as in this research, is one of the tenets of qualitative research. Mukhopadhyay and Gupta (2014), indicate that in qualitative research, the researcher is interested in heterogeneity in an organisation instead of only focusing on commonalities and statistical averages. In addition, the researcher in qualitative research uses experience or perspectives of different individuals in a particular context, where the research is conducted (Yin, 2011). In the light of this, the qualitative approach utilised in the present study managed to glean the experiences and perspectives of different SMME owner/managers on sexual orientation as a form of diversity.

4.8 POPULATION AND SAMPLING PROCEDURE

4.8.1 Target population

A research population comprises of the potential contributors of interest to a study (Luck & Kappenman 2011). Naicker (2008), defines population as the total number of people, groups or organisations that can be included in a study, therefore, these authors agree that a population is the total number of people taking part in a study.

The target population for this study comprised of all registered SMMEs which pay tax, employ less than 50 employees, and are located in Mangaung Metropolitan area in different sectors. The Metro area includes one city which is Bloemfontein and towns such as, Thaba Nchu and Botshabelo.The researcher identified these research sites because of their geographical position and easy accesibility. According to Reaithutha Service and Product (2014), the approximate number of enterprises registered is 200+ SMMEs operating in different sectors in Mangaung Metro area

4.8.2 Sample and sampling procedure

A sample is a sub-group of the population that is selected to take part in the research (Kumar, 2011). A sample size depends on the population to be sampled as well as the purpose or objective of the study. Gentles, Charles, Ploeg, and McKibbon (2015), define 'sampling' as the collection of a number of study units from a defined study population.

In this research study, the purpose was to understand the extent to which SMMEs consider sexual orientation as a form of diversity and the reasons for not considering. The study adopted the interpretivist paradigm, therefore, it meant that the sample size issue was not really of concern because the aim was to obtain quality, in-depth personal lived experiences and opinions from the respondents. There are no hard and fast rules in qualitative sampling in terms of sample size number, as long as saturation point is not reached, the researcher can continue adding participants to interview (Padgett, 2016). Based on this approach, 20 SMMEs were selected purposefully and conveniently and they participated in the study. Specifically, the researcher was interested in managers/owners of SMMEs because they are the ones involved in creating/formulating and implementing policies with regards to HR in their businesses.

4.9 DATA COLLECTION

Data collection is a process that is used to obtain information from the participants by the researcher (Sekaran & Bougie, 2016). Data can be obtained from primary or secondary sources. Primary data refers to the empirical information received from sources, such as interviews and secondary data refers to information that already exists, such as company records (Sekaran & Bougie, 2016). Qualitative case study methods include, for example, several in-depth interviews over a period of time with each participant. Interviews explore the unique aspects of a case in details (Yin, 2009).

In order to obtain the necessary data, a semi-structured interview guide was the research instrument. Semi-structured interviews were conducted with the 20 SMME managers and/or owners who had given consent to participate in the study. Each interview lasted between 10- 30 minutes. The items in the semi-structured interview guide were constructed by the researcher using literature and were designed to provide answers to the research questions.

Using the research questions, the researcher prepared a list of questions that allowed her to probe further, if necessary, during the interviews. The researcher started by sensitising the participants about the LGBT community and asked the participants demographic questions and businesses information. An example of a question/item on this point was*: "Tell me more about yourself and the type of business you are into".* This introductory approach is supported by Morris (2015), who states that interviews should begin gently. This was done so that the participants could feel at ease and for

the researcher to know more about the participants' different business ventures. This made it possible to develop a rapport between the researcher and participants.

The researcher also used other non-verbal methods to complement the interviews and these included observation of body language, expressions, emotions, preconceptions, expectations and prejudices. Moretti, van Vliet, Bensing, Deledda, Mazzi, Rimondini, Zimmermann, and Fletcher (2011), emphasise that considering non-verbal cues during data collection is critical in terms of contributing to the validity and reliability of data, because the researcher is able to provide further in-depth information about a particular phenomenon. The interviews were all audio recorded.

4.9.1 Reliability and validity

According to Kohler, Landis, and Cortina (2017), in order to ensure high quality research, the researcher must begin with clear and comprehensive definitions of the construct of interest in their study. Validity and reliability in qualitative issues are controversial among many researchers (Denzin & Lincoln, 2011). Yilmaz (2013), points out that there is a debate by different researchers whether qualitative researchers should have their analyses verified or validated by a third party. The argument is that this process can make the analysis more rigorous and reduce the element of bias. Two constructs are used in qualitative research to refer to validity and reliability issues, or as measures for judging the goodness or quality of the investigation, namely trustworthiness and authenticity (Qazi, 2011). They are represented by four indicators, namely, credibility (how results are believable), transferability (generalising results to other contexts), dependability (obtaining same results if observed twice) and conformability (corroboration of results by others).

Tracy (2010), explains that credibility of qualitative inquiry depends on elements such as related inquiry, rigorous techniques and methods for gathering high-quality data that are carefully analysed, with attention to issues of validity, reliability, and triangulation. In order to establish credibility of the present study, the researcher looked for convergence among different sources of information to form the different themes of the study. The researcher looked for convergence through, prolonged engagements and triangulation. The researcher prolonged engagements by using open questions during the interviews which allowed the researcher to interact with the participants in order to gain an understanding of the business and if the SMMEs

owners/mangers regards sexual orientation of employees as a type of diversity. It also allowed the researcher to explore different views of the participants and to develop a picture of the situation amongst SMMEs. During the interview the researcher was probing further into participant's responses, if necessary, to understand reasons that may make SMMEs owners/managers to regard or not regard sexual orientation of employee's as a type of diversity.

On the issue of triangulation the researcher made use of observations to get information from participants during the interview, such as, constructing participants' non-verbal behaviour and attitudes towards the topic under investigation. Triangulation is used to support convergence across sources, and it may be conceptualised as a validity test whenever perceptions that are not corroborated are seen as questionable (Benzer, Beehler, Cramer, Mohr, Charns, & Burgess, 2013). In this instance perceptions about interview responses by the researcher were corroborated through observations and providing meaning to non-verbal behaviour of respondents.

To ensure conformability the researcher made use of peer scrutiny in this study whereby, an experienced researcher provided support about the findings.

To assure trustworthiness and authenticity of data, the researcher shared the results with respondents and pilot-tested the semi-structured interview guide. It is crucial for participants to accept the research findings as their own experiences and researchers should avoid generalisations but rather focus on the participants' perspectives, experiences, attitudes and behaviours (Nieuwenhuis, 2014). The researcher made the participants aware that it is voluntary to participate in the study and they may refuse to participate in the study to ensure that data collected is a true reflection of the participants' views. The participants signed a consent form agreeing to participate genuinely in the study. The participants were not pressured in any way when responding during interviews and the researcher's goals and objectives where clearly defined to the participants.

4.10 DATA ANALYSIS

According to Ormston, Spencer, Barnard and Snape (2014), qualitative data analysis strategies most of the time begin with techniques that ensure familiarity with audio recordings and written transcripts and then move into coding of transcripts and working

with the codes. Furthermore, data analysis serves to provide meaning to specific phenomenon and this is done by analysing the perceptions, attitudes, knowledge, feelings and experiences of the participants (Nieuwenhuis, 2014). The author continuous that, the data analysis should be in line with the research design. The method of data analysis used in studies, such as the present one, whose aim is to understand in some detail the phenomenon under study is called 'qualitative data analysis'. De Vos, Fouche, Strydom and Delport (2011), claim that qualitative data analysis is the process of inductive reasoning, thinking and theorising which is far removed from structural, mechanical and technical procedures to make inferences from empirical data of social life.

One method that is mostly used to analyse qualitative data is the thematic method. Thematic analysis is a method for identifying, analysing and interpreting patterned meanings or themes in qualitative data (Braun & Clarke, 2013). In general, a theme identifies different broader levels of meaning than code, meaning different codes are clustered together to create potential themes. The first part of thematic analysis involves identifying clusters of similar meanings across the study codes since the main method that is used in qualitative analysis is coding (Maxwell, 2012; Braun, Clarke & Terry, 2014). Maxwell (2012) describes a code as a term that denotes a category which, when applied to selected chunks of data, can be used to retrieve and organise the data for analysis. Coding in qualitative analysis looks into the data to see what emerges, and assigns codes to data chunks of similar themes (Bazeley, 2013). In addition, coding is an interactive process where one passes over the data before analysis is complete (Hesse-Biber & Leavy, 2010). When using thematic analysis with codes, it is important to think about the relationship between themes and the overall story that the study analysis will tell. In most cases, thematic analysis, with coding, has core stages, such as developing familiarity with the data, beginning with basic themes, grouping basic themes into organising ones and bringing the organising theme together into a global theme (Esfehani & Walters, 2018). This means that the researcher can choose to develop possible codes before or after gathering data; in the case of this study, the researcher developed codes after gathering data.

Based on the above information, the researcher's first step after conducting the interviews was to arrange and transcribe data. Morris (2015), cautions that the researcher should accurately transcribe, store and label the interviews as well as the

consent forms. In fact, thematic analysis is driven by the interviews, not a pre-conceived hypothesis (Herlihy, Gleeson, &Turner, 2010). The researcher then carefully read through the transcripts in order to understand the data and code the information. This process is known as coding, therefore, it offered a summary of statement or word for each element that was discussed in the transcript (Burnard,Gill, Stewart, Treasure & Chadwick 2008).The next step was mapping codes with categories generated from the research questions and interview schedule. Sub-categories were also formed and data was categorised in a form of a table. The themes within categories provided a detailed description of the content of the categories. In the next step, themes emerged which the researcher linked in order to provide a comprehensive analysis of the main question under investigation. Grbich (2013), explains that themes may come from previous research studies undertaken or from the researcher's gut feelings or views of the participants.

4.11 ETHICAL CONSIDERATIONS

De Vos, Fouche, Strydom and Delport (2011), elucidate ethics as a set of moral principles suggested by an individual or a group which offers rules and behavioural expectations about the correct conduct towards experimental subjects and respondents, employers, sponsors and researchers. Dattalo (2010), points out that essential ethical issues include voluntary participation and informed consent, anonymity, confidentiality and accountability in terms of the accuracy of the analysis and reporting. The following ethical principles were considered for the purpose of this study:

4.11.1 Permission to conduct study
The researcher was granted ethical clearance approval from Central University of Technology, Free State.

4.11.2 Informed Consent

The researcher set appointment with the participants where she had the opportunity to engage with the participants and explained more about the research study and its ethical considerations to gain trust and build relationships. Engaging with the participants in their businesses worked to the reserchers advantage as it enabled her get participants who were interested in taking part in the research study. Before the interview was conducted the participants signed a consent form.

4.11.3 Right to participate or withdraw from participating

The researcher fully explained the purpose of the research study and made it clear to the participants that it was not an obligation to participate in the study. After agreeing to participate, they signed consent forms which confirmed that they had been fully informed about the nature of the research. The participants were also informed of their right to withdraw from participating if they wished to do so. Undertaking in the study was voluntary for all participants, hence, they were not coerced. The researcher also was granted consent to audio tape the interviews. All participants signed the consent form.

4.11.4 Confidentiality

The researcher had to ensure that confidentiality was adhered to at all times during data collection and data analysis. The researcher also made use of pseudonyms for anonymity. This was done to protect the participants' interests and well-being. The participants retained their right to either answer questions or not during the data collection process.

4.11.5 No harm to the participants

The researcher ensured that the participants were not in any way harmed by participating in the study. Interviews were conducted at a safe and secure place to minimise any potential harm to the participants.

4.11.6 Sensitisation (induction on sexual orientation)

The research study involved sensitising SMMEs owners/managers and they were informed about different sexual orientations before the interview started. For the purposes of this study, the researcher explained the different sexual orientations to the SMMEs owners/managers, focusing on LGBT people. This helped to create

awareness and understanding of different sexual orientations amongst SMMEs owner/managers. Another way the researcherbuilt sensitivity was by acknowledging and examining different SMMEs owners/managers personal beliefs, and cultural values. After the explanantion, the researcher asked the participants if they had any questions. At that point, the researcher addressed the specific questions and concerns regarding sexual orientation.

4.12 CONCLUSION

This chapter explained in detail the research methodology employed in the study, including the population, the research site, the instruments used for data collection and data analysis procedures. The study adopted a qualitative research design and interviews were used to collect data from the respondents. The study applied thematic content analysis to analyse data. In Chapter 5, the results of data analysis, and discussions of the findings are presented.

CHAPTER FIVE: PRESENTATION, INTERPRETATION AND DISCUSSION OF FINDINGS

5.1 INTRODUCTION

The previous chapter discussed the research methodology that was used in this study. A qualitative methodology was used to investigate the extent to which SMMEs in Mangaung Metropolitan Municipality, South Africa, regard sexual orientation of workers as a form of diversity and how they manage this particular diversity.

This chapter provides a description of the participants. After the presentation of the findings follows discussion on findings in the light of the current literature and theoretical framework.

5.2 DESCRIPTION OF PARTICIPANTS

The selection of participants in the study was described in detail in Chapter four. Table 5.1 presents a summary of the participants with regard to gender, age, race, highest qualification obtained and designation. The participants were identified by making use of pseudonyms and the numbers of interview refer to the sequence in which interviews were performed. The diversity of the information implies that the participants interviewed are representative.

The majority of participants have a diploma or higher while only eight had a Grade 12 qualification and two had Grade 10. Interviews were conducted in English and all participants were comfortable to speak English and preferred to conduct the interview without an interpreter. The data derived from the interviews is related to the research questions of the study and was formulated to enable the researcher to understand how SMMEs owners/managers view sexual orientation.

TABLE 5.1: Biographical information

Participant	Gender	Age	Race	Highest Qualification Obtained	Designation
001	Male	43	Black	National Diploma in Human Resources	Owner
002	Female	56	White	National Diploma in Secretary Managemet	Manager
003	Female	24	White	Degree in Consumer Science	Manager
004	Male	38	Black	Grade 12	Manager
005	Male	33	Black	Grade 12	Owner
006	Female	48	White	Grade 12	Manager
007	Male	44	Black	Bcom Marketing	Owner
008	Female	29	White	Matric	Manager
009	Female	50	White	Grade 10	Manager
010	Male	43	Black	Grade 12	Owner
011	Male	37	Black	IT Degree	Managing Director /Owner
012	Male	35	Black	Grade 12	Owner
013	Female	40	Black	National Diploma in Business Management	Manager
014	Female	44	Black	Degree in Education	Manager
015	Male	42	Black	Chartered Accountant	Owner
016	Female	40	White	National Diploma In Hospitality Management	Owner
017	Male	39	Black	Grade 10	Manager
018	Male	26	Black	Grade 12	Owner
019	Male	32	White	Grade 12	Owner
020	Male	43	Black	BCom Honours in Accounting	Owner

5.3 PRESENTATION AND INTERPRETATION OF DATA

The process involved in analysing data was discussed in Chapter four. This section, therefore, discusses research findings. The interpretation will include the statements of participants, the interpretation of the researcher and literature that corroborates the point being made. The voices of participants will be presented in the form of verbatim quotations and paraphrased statements. This not only reflects the truthfulness and

honesty of the participants' comments, but also the reliability of their feedback that served as the basis for analysis and interpretation.

Table 5.2 is a graphic representation of the themes and sub-themes that emerged during the interviews. There were five main themes that emerged from the data, namely, (1) understa nding of diversity management by SMMEs owners-managers (2) strategies to ensure diversity in the work place (3) employees within the LGBT group in the business (4) perception of owners-managers on employing LGBT employees (5) policies and programmes that address and accommodate LGBT employees.

One of the main themes that emerged from th e interviews was the SMMEs owners/ managers views or understanding of diversity management in the workplace. This was categorised into different views which the participants had on diversity management in the workplace. There is one sub-theme that emerged from the main theme - understanding of diversity, Table 5.2 below details the theme and sub-theme that responds to the objectives of the research study.

TABLE 5. 2: Theme: Understanding of diversity management by SMMEs owners/ managers.

Theme	Sub-Theme	Issues raised
Understanding of diversity management by SMMES owners/managers.	Understanding of diversity	- Work with different kinds of people with different backgrounds. - Age and race diversity - Gender diversity. - Socio economic background and qualifications - Individual personalities and attitudes Sexual orientation diversity. - Ideology diversity

The first sub-theme demonstrates SMMEs owner-managers' understanding of diversity

5.3.1 Understanding of diversity management.

Owners/managers raised different issues when defining diversity. Most of the participants' understanding of diversity, in general was all about working with different kinds of people with different backgrounds, age, gender, attitudes, perceptions and beliefs. One participant said;

"Diversity for me is about work, different ages of staff members and my youngest staff member are 21 and a male and the oldest staff member 45 and a female. I have got

all ages the only thing is the race I only have black staff members and it's not that I chose to have black staff it's just that they are the people who wants to do this work or work for me". (Pseudonym 07).

This finding is consistent with literature by Jonsen, Maznevskim & Schneider (2011), who state that diversity has several dimensions or variants in organisational literature, including differences in terms of race, age, gender, religion, sexual orientation, functional knowledge, personality and culture and each has different outcomes. This shows that dimensions that were pointed out by different participants attest that diversity is broad and it is defined using different dimensions. Another issue that was pointed out when defining diversity was around belief systems and this shows that people from different ethnic groups and beliefs have different ideas on the notion. One participant said:

"Coming from different backgrounds and walks of life and ethnic groups. One will believe that we come with different ideas and being in the environment of working with different people with different beliefs". (Pseudonym 017)

Participants 017's statement supports the literature by Herring (2008), who pointed out that some definitions of diversity extend beyond race and gender to include all types of individual differences, such as ethnicity, age, religion, disability status, geographic location, personality, sexual preferences, and a myriad of other personal, demographic, and organisational characteristics. This shows that diversity is broad and it can be defined in various ways.

It was interesting to hear two participants when defining diversity including sexual orientation and being able to single out different sexual orientations such as lesbian, gay and heterosexuality. This shows that some participant's understating of diversity goes beyond different people, race and gender and that the participants consider sexual orientation as a type of diversity. This can be seen in the excerpts below;

"Diversity we talk about different people in one work place it can be lesbians, gays and heterosexuals". (Pseudonym 012)

"Everything, male female, gender, sexual orientation and education level".

(Pseudonym 014)

The participants understand the meaning of diversity, however, only two of them mentioned sexual orientation when defining diversity. The participants' understanding of diversity is reflected in the various definitions even though very few participants had specifically mentioned sexual orientation when defining diversity.

5.3.2 Strategies to ensure diversity in the work place
Another theme which emerged was recognition of different strategies that SMMEs owners/managers regard as diversity management strategies in the business. There are six sub-themes that emerged under this theme. These include - capability to do the job, trainings on diversity, understanding of employees and ability to be flexible, unity and cohesion, job division, communication and regulations. Table 5.3 below shows the theme, sub-theme and issues that were raised.

TABLE 5. 3: Theme three- strategies to ensure diversity in the work place

Theme	Sub Themes	Issues raised
Strategies to ensure diversity in the work place	Capability of doing the job: merit vs values	• Type of business • Age and gender. • Job Performance • Reaching organisational goal • Skill sharing • Race
	Trainings on diversity	• Training management about diversity. • Reading, learning, open discussion and teaching through sharing information on diversity.
	Understanding of employees and ability to be flexible	• Considering each other's backgrounds and understanding each other. • Disabled people • Government regulation • Size of the business • Job requirements • Visible Management
	Unity and cohesion	• Staff togetherness and team building and ensuring unity. • Equal treatment
	Job Division	• Job groups • Allocation of task
	Communication with employees	• Employee engagement • Employees informed of business goals. • Holding meetings • Feedback sessions • Orientation on diversity management

	Legal Requirements	
		• Meeting government requirements when employing. • Aligning the business activities or execution with National department of Labour.

5.3.2.1 Capability of doing the job: merit vs values

This sub-theme is important as it seeks to reveal strategies to ensure diversity management by SMMEs owners/managers in the business. The majority of participants pointed out dimensions of diversity they look at in the business. For example, participants, especially those in construction, raised the issue of how gender plays a role in ensuring diversity in the workplace and in job performance. One of the participants said:

"Sometimes it kills the business in terms of production because I have to give women small jobs to do and men the hardest one to do like using pick mattock and shovels, but I try by all means to be diverse". (Pseudonym 05)

This point is in contrast with gender, for some participants revealed that they do not look at gender in the workplace, but instead, they focus on capability. One participant said:

"Gender does not matter as long one can excel in that department". (Pseudonym 012)

The issues raised above by the different participants show that they view capability of doing the job matters the most and they considered different dimensions of diversity. The data also reveals how SMMEs owners/managers think about capabilities of doing the job and improving the business, rather than diversity. This assumption concurs with Bedi, Lakra, & Gupta (2014), who are of the view that diversity management focuses on maximising an employee's ability to contribute to the organisational goals.

It was also interesting to see that the interview data revealed that some SMMEs owners/managers prefer working with older people as a way of ensuring diversity even though they still experience problems with their personal habits. One participant said:

"Actually, diversity for me it's all about the age I just find the younger the staff the more dramatic but also when they get too old they become problematic because they are set in their ways and they become offended when you try to call them to order because they older than me". (Pseudonym 07)

One of the participants when hiring looks at the individual who is able to do the job; their focus is more on capabilities. One of the participants said:

"Job is Job it does not matter whether you are a lesbian or gay as long as you can carry on your duties properly. Work is work you should not choose male or female as long as one has the capabilities to carry out the necessary task". (Pseudonym 011)

Another dimension of diversity that came out from the sub-theme is race. It appears that some of the businesses have only black employees while others all employees are white, although, the owner is black. The decision by the businesses to have only white employees was based on capabilities of doing the job. One participant said:

Two of my businesses are operated by white people and it's not by choice it's something that just happened that I see this two people capable of leading the business the way I want to so, we do not have any policy in terms of diversity and transformation. (Pseudonym 015)

The above findings support Patrick (2010), in relation to performance and diversity. According to Patrick (2010), diversity determines not only capabilities in the organisation, but also the level of openness to dissimilarity characteristics among the organisation employees, work groups, and culture.

Chandler (2016), also points out that different organisations have their own ways of viewing diversity. Even if they are within the same industry, they have their own style of working or culture. Work style was also another issue that was raised as a form of ensuring diversity in the workplace. Work style in this context means culture of the business and the way the work is done in the business and understanding an employee's capabilities and differences.

"We understand that every culture and every group is not the same. We got to understand what level and we equip them to get to the level or standard that we require so we focus on where they are and bring them to the level that we want them to be". (Pseudonym 019)

Two other issues that were raised by SMMEs owner-manager were education and work experience. The participants pointed out that work experience is an effective diversity dimension because those who are skilled and qualified are available for the new unqualified employees to learn from. This assumption coincides with the point of

Wangombe, Wambui, Muthura, Kamau & Jackson (2013), who are of the view that diversity in the workplace is an indication that organisations need the qualifications, skills and competencies of its older workforce. This suggest that it is important for SMMEs to employ diverse employees who are qualified and competent to do the work. One participant said:

"We have people who are very skilled and people who are new in the industry so how do we bring the two together for example we have white people who are very skilled and number of black people who are qualified but not skilled so how do you merge the two to get the intended outcome". (Pseudonym 015)

Participant 015's statement supports the literature by Forbes (2008), who pointed out that managing diversity coupled with an inclusive culture is purported to enhance idea generation that relates to products and practices, because of the wide range of employee experiences and perspectives.

An interesting issue that was raised by some of the participants was the qualification and experience. These issues were raised by some of the participants who pointed out that when one applies for a job, one does not have to disclose his/her sexual orientation, what matters the most to the employer is the experience and the qualifications for the job. One participant said:

"No because we all here for each other basically and one would be employed based on their experience and educational training. We will all be in the same level or similar level so it should not factor whether a person is gay or lesbian, white or black. It should not factor on how we hire." Pseudonym 014

Although this research finding shows that LGBT individuals are hired based on qualifications and experiences, Fric (2017), contradicts this finding and indicates that, during the selection process, if qualified LGBT applicants are identified, they are mostly rated less, rejected or invited to interview just to be a backup candidate. The implication of this is that, during the interview, a stigmatised candidate can be subjected to interpersonal discrimination even when the interviewer aim is not to be biased. It is likely that, if SMMEs ownersmanagers have interpersonal discrimination towards LGBT individuals, they may offer LGBT candidates employment with unfavourable working conditions. When SMMEs owners/managers, however, are not discriminating against LGBT candidates, this will not influence their judgement when

evaluating the candidate during a job interview and they will focus on applicants' qualifications and experience. Drydakis (2015), points out that providing additional favourable information on LGBT candidates can reduce the employer's discrimination against LGBT candidates.

5.3.2.2 Training on diversity

This sub-theme is important as it seeks to reveal diversity training that SMMEs owner/managers conduct as a strategy to ensure diversity. Participants pointed out sensitisation sessions at the management level then escalating them to employees. One of the participants said:

"It will be fair to start sensitising management of the organisation first because if the management of the organisation is not sensitised or there is no buy in from the management there will be a problem. We have to start from the management side to make sure we understand diversity so that they can be able to take it down to the employees. In this case we talk about training about diversity." (Pseudonym 01)

This means that, some of the participants understand the importance of training as strategy to ensure diversity in the workplace. The participants were able to demonstrate how diversity training can have an impact in ensuring diversity in the organisation, especially when it starts with the management of the organisation. Tavakoli (2015), contends that training creates a platform on which different employees, including 'non-dominant groups', can engage and learn about one another's differences and create an inclusive organisation.

Another issue that was raised by one of the participants as diversity management strategy was reading, learning, open discussion, teaching and sharing information pertaining to diversity. One participant said:

"Through reading, learning, open discussion and teaching through sharing what you have learnt and read. I know it's impossible to share with 50 people. Sharing information regarding diversity." (Pseudonym 018)

The research findings support a study done by Bešić and Hirt (2016) which points out that, organisations that integrate learning, encourage active participation and incorporate employees' perspective in the workplace embraces a diverse workforce and has potential of finding more efficient ways of compliance beyond legal mandates.

Furthermore, Bešić and Hirt (2016). argue that learning strategy refers to new perspectives and approaches to work and involves positive effects on process and product innovations through the employment of ethnic minorities The research finding supports the Social Cognitive Theory (Bandura, 1999). It recognises the prominent role of evolutionary factors in human adaptation and changes and rejects the one-sided evolutionism in which social behaviour is the product of evolved biology. In addition, the theory acknowledges that social and technological innovations create new environmental selection and forces adaption but has no effect on biological evolution. In the context of this study, SMMEs, thus, appear to acknowledge that diversity management skills are learnt through social interactions, and not because of some biological evolution, hence, differences in terms of its conceptualisation. It is therefore possible to predict that, SMME owners-managers are more likely to conduct training on diversity and embrace it by adopting different forms of diversity, but not embracing sexual diversity.

Wondrak and Segert (2015), illustrate why some SMME owner/managers are often not sure about diversity, because they have little knowledge about its processes and effects. This explains why training intervention might be necessary for the SMMEs owners-managers first, so that they have information about diversity and measures that can be implemented and will lead to employees being informed.

5.3.2.3 Understanding of employees and ability to be flexible
This sub-theme is necessary in understanding SMME owners/manager's ability to be flexible and understanding employees as strategies to ensure diversity in the workplace. There are a number of issues that were raised by the participants as strategies to ensure diversity in the workplace under this sub-theme.

Few of the participants interviewed raised the issue of taking into consideration each other's backgrounds, understanding each other and listening to the employees' views. One participant said:

"People speaking more, communicating more especially their views and taking in to consideration each other's backgrounds and understanding each other." (Pseudonym 02)

Another issue that was raised by SMMEs owners-managers was the ability to react to different situations and treating employees' problems differently. One participant said:

"Every employee that works for me has their own personality there are some of them that I can speak loudly to, by this I mean I can do direct discipline towards them. Others are more sensitive, and we got to be very sensitive when handling that person so that one cannot offend them." (Pseudonym 09)

The participants acknowledge the fact that the employees are different, and they have to treat each employee's situation differently; in other words, they have to have empathy when working with different employees. The findings illustrate the ability of SMMEs owners/managers to be flexible and understanding as one of the ways of ensuring diversity in the workplace. This can be seen through different approaches in the workplace when managing diverse employees and taking in to consideration different backgrounds and views of the employees.

One participant had this to say:

"For production is to have those who are productive and also meeting requirements and having those few women as well as people living with disability. When employing the people living with disability we are actually creating a post for them". (Pseudonym 010)

The above sentiments support the work done by Wondrak and Segert (2015), which points out that, including diversity measures, such as promoting the advancement of women and people with disabilities, fostering gender equality and work/life balance and providing diversity training for management, impacts on diversity and communication in the business.This suggests that, SMMEs' strategies to ensure diversity should create inclusive, safe and accepting environments for people with different characteristics, such as different sexual orientations. An inclusive environment, thus, is a way in which management demonstrates its understanding of diversity with the resultant likelihood of the SMME being productive.

5.3.2.4 Unity and cohesion
In terms of this sub-theme, there are number of issues that were raised that are regarded as the best strategies that a manager can use to ensure diversity in the workplace.

Some of the participants raised the issue of hosting employee's gatherings, such as social gatherings and team building and having a united team with a common purpose.

These gatherings will create a platform for SMMEs' owner/managers to know their team. One participant said:

"Managers should lead by example, and must do staff together functions, team building, ensuring unity and holding meetings together with employees." (Pseudonym 03)

The data from the interviews reveal that team-building enables managers to know their employees and promotes unity in the workplace. Participant 014 indicated that during team building sessions, male and female employees are paired together so that they all share their experiences and women are involved in decision-making in the business. In the context of this study this shows that team-building can promote communication, build more effective work teams that treats women and men equally and improve organisational performance.

Horwitz and Jain (2011), indicate that recent South African statutory governmental tenders' requirements emphasise employment equity and diversity at all levels.

Another issue that was raised by the participants was treating people fairly and equally. This ensures equal opportunities and prevents discrimination. One participant said:

"Treat them the same not saying the other one is better than the other one, let them do the same work." (Pseudonym 06)

This research findings support Wziątek-Staśko (2014), who argue that diversity ensures equal treatment in a workplace for all male and female employees taking into consideration their various needs and differences in order to achieve business goals.

One issue raised by one participant when dealing with diversity is empathy. SMMEs owner/managers pointed out that one should listen to employees with understanding. One participant said:

"Others are more sensitive, and we got to be very sensitive when handling that person so that one cannot offend them. That works for me to sum up my staff and interact with them on the level that they are comfortable with." (Pseudonym 09)

In general, the research findings point out that treating employees fairly and equally and taking actions that do not discriminate against employees, improves equality and

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inclusivity, resulting to inclusive diverse organisation.These findings are consistent with research done by Wziątek-Staśko (2014), who state that respecting diverse employees and not discriminating against them in terms of their gender, age, disability, health, nationality, gender, identity, family status or life style – are some of the most important modern ways of treating employees fairly in any organisation.

5.3.2.5 Job division

Job division is a sub-theme that was raised by most SMMEs owner/managers as one diversity strategy. Most participants pointed to job allocation and job groups as some of the mechanisms they use in the business to ensure diversity of employees. Below is an excerpt from a participant:

"Grouping because I am building a team, when I start to employ, I study which ones are the lazy ones, hard workers. I don't just group the lazy ones. I take those powerful ones and mix them with the lazy ones and there are lazy ladies and hardworking ladies I try to mix them altogether." (Pseudonym 05)

It is important to note that diverse employees work in groups ensuring that both strong ones and weak ones are grouped together so that they form a diverse workgroup. Findings support the research done by Kurtulus (2011), who describes job division as grouping of workers who are in the same organisational unit and who have the same characteristics; most workers in a division do complementary tasks.

Another issue that was raised is the use of duty lists, whereby SMMEs owner/manager assigns different employees' tasks and their performance is monitored. One of the participants said:

"*What we do is that almost every day we have a duty list to make sure that everyone abides by it. When we have events as well we allocate people and monitor and check whether everything goes according to plan." (Pseudonym 013)*

Job-division strategy influences job performance. This research finding support results from Ciutiene and Railaite (2015), that, offering flexible work schedules and working conditions, such as telecommuting, job sharing, and compressed work weeks, benefits all employees and the employer. In view of this finding, it is possible to suggest that, the use of duty list or job sharing would assist the SMMEs owners/managers to assign diverse employees into different work tasks and monitor them.

5.3.2.6 Communication with employees

As one of the strategies for ensuring diversity, communication with employees gives them a platform to be more engaged in the business and to contribute to the organisational goals (Cook, 2008). There are a number of issues that were raised on communication with employees. One participant said:

"We always try to engage our staff and it's pointless to have a goal that people have a buy into, we try by all means to make sure that we engage them and understand in terms of where they stand and the direction they are taking towards the goal of the company". (Pseudonym 017)

The results of the study are in line with the recommendations by De Guzman, Amrad, Araullan and Cheung (2014), that organisations leaders should provide more opportunities for employee interaction, such as meetings and group forums to promote diversity. Good communication is one of the most important strategies of managing diversity (Wangombe, Wambui, Muthura & Kamau, 2013). It is imperative that SMMEs owner/managers be open to their employees so that they may be comfortable to come up with work-related questions and suggestions. When employees communicate properly with one another in a business, information flows from the top management to the employees and vice versa. Baker, Rapp, Meyer, and Mullins (2014), validate that communication is vital for any organisation and this can be seen in support for leadership or top management; it requires openness and continuous communication with employees, at every level.

Still on the issue of communication, some participants raised it as one of the strategies of diversity management. One participant said:

"People speaking more, communicating more especially their views and taking in to consideration each other's backgrounds and understanding each other". (Pseudonym 03)

Findings from the study are consistent with the research done by Panaccio and Waxin (2010), who state that all communication practices should be transparent and two-ways where information is being exchanged.

Most of the participants in the study concur that communication is one of the strategies of diversity. This finding supports the Symbolic Interaction Theory (Farganis, 2011)

which emphasise on interactions in the business and it proposes that individuals are capable of being members of multiple groups at the same time and can relate and interact at different times. It is possible, therefore, to suggest that communication practice could become a powerful tool for SMMEs owners/managers since they can use it to ensure diversity in their work contexts. Communication, therefore may play a vital role in ensuring that SMMEs' business environments promote interactions and understanding of each other.

5.3.3 Recognise the LGBT individuals within the business

The next theme which emerged was recognising the presence of employees within the LGBT group in the business. This theme explored the presence of LGBT individuals employed in the business, establishing their number as well as the reasons for employing LGBTs. Table 5.4 below summarises the themes and the sub-themes that were raised.

TABLE 5.4: Theme- recognise the LGBT individuals within the business

Theme	Sub Themes	Issues raised
Recognise the LGBT individuals within the business	Presence of LGBT employees	• Current self-identified LGBT employees • Self-identified LGBT ownersmanagers
	Number and nature of LGBT employees' employment	• Self-identified LGBT employees not working full time. • Self-identified LGBT individuals employed currently and, in the past,
	Reasons for employing LGBT employees	• Talent • Professionalism

5.3.3.1 Presence of LGBT employees

It is important for SMMEs owner/managers to have some LGBT employee present in their business. To be inclusive and affirming of diverse identities within the LGBT individuals, it is a necessity for the workplace to evolve and align with contemporary schools of thought around language that more accurately captures those who are identified as part of the LGBT individuals (Howell, 2018). Most SMMEs owners/managers had some LGBT employees in their businesses. It was also

interesting to note that, one of the businesses is owned by three gay men and the business lawyer is a lesbian and there are also gay clients. One participant had this to say:

"There are three gay men in the business and they are the owners. The business lawyer is the lesbian and we have gay clients but not a lot". (Pseudonym 02)

The results indicate that, in general, attitudes of employers in large cities towards LGBT individuals, especially in metropolitan areas, are more liberal, which makes them exposed to a large pool of employees to choose from, including LGBT people. This assertion is given impetus by Ahmed, Anderson & Hammarstedt, (2013), who argue that access to labour markets for LGBT individuals is more pronounced in certain geographical locations than others

One of the issues that was raised by most of the participants was that some owners/managers do not know whether there are any LGBT employees and whether they have employed them in the past and that owners/managers will only know when they are 'out of the closet'. The participants also pointed out that they are not sure if there are any LGBT employees because they never asked, and they believe its personal and besides it does not affect them from performing their duties. Below are excerpts from some of the participants:

"To my knowledge I do not have any LGBT employees, but, as they say, 'come out of the closet' I do not have problem with them." (Pseudonym 09)

"I am not even sure of that because I never asked and its personal and I do not believe that it hinders them from performing their roles." (Pseudonym 019)

"We have not had any person who applied for the job amongst LGBT community. Although in some instance you might not know. There might be some and one doesn't know." (Pseudonym 012)

These findings corroborate a study by Freeman, Johnson, Ambady and Rule (2010), which pointed out that, traditionally, sexual orientation is not an observed type of diversity even if people attempt to estimate one's sexual orientation based on one's body. From the above statement (012) it is clear that SMMEs owners/managers consider sexual orientation of individuals as something that is personal, and they would not know if they have LGBT employees unless they (LGBTs) are open about

their sexual orientation. Mueller-Smith (2013), validates this finding by acknowledging that, knowledge about one's sexual orientation is by self-reported sexual orientation. To support this, participants pointed out that they have not received job applications from LGBT people and they are not sure if they have interviewed LGBT persons before. One participant said:

"There are no LGBT employees and we have never had them before. I am not even sure if we have interviewed them." (Pseudonym 014)

Consistent with the above, the researcher found some participants fearful of the unknown in terms of what will happen in future if they have LGBT employees in the business because they would not know what to do in terms of treatment and working with LGBT employees. This shows that some SMMEs owners/managers still lack knowledge about LGBT individuals and are uncertain of how they will work with LGBT people in future. One participant said:

"No, and we have never had them before and it's not like we are excluding them. We have not yet encountered an application of a lesbian or gay and it does not mean that we are anti-gay or lesbian. It is unfortunate that we have not crossed that bridge. I don't really know what I am going to do or react when I am faced with that bridge". (Pseudonym 015)

The results support the dominant and non-dominant group's theory that individuals and groups in non-dominant positions become less visible thus become muted (Kramarae,1981). In view of this, one would assume that SMMEs owners/managers will not be able to detect the presence or absence of LGBT employees within the workplace unless they self-identify themselves as a LGBT individual. It is also possible that, some SMMEs owner/managers might have employed LGBT employees, unknowingly, due to them (LGBTs) not disclosing their sexual orientation.

5.3.3.2 Number and nature of LGBT employment

This sub-theme sought to identify how many LGBT employees are hired in the business and under what conditions. Some of the SMME owners/managers indicated that they do not work with LGBT employees on a full-time basis. The participants who have LGBT employees in the business pointed out that they are hired as casual workers. One participant said:

"I have got only one gay man who works on casual basis." (Pseudonym 016)

Some participants reported that in the past there were some LGBT employee; others said that they currently had lesbian and gay employees; one participant indicated that he fired a lesbian employee because she was acting like a boy and being disrespectful; one gay employee resigned for another job. The participant said:

"Not currently, in the past I used to have a gay man who was the chef and a Lesbian but I fired her because she was acting like a boy." (Pseudonym 07)

Few participants who had LGBT employees in the past raised few reasons why LGBT employees leave the business. The research by Bedi, Lakra and Gupta (2014) which contributes to this issue of non-retention of LGBT employees indicates that workforce diversity is all about the policies and practices that seek to include people in the workplace who are in some way different from those in the prevailing population. In contrast, this research findings indicate that there are no inclusive policies in the work place for LGBT employees.

The reason for non-retention that was pointed out is that, some LGBT employees were fired; others went for other jobs; in some business's LGBT employees were employed as casual workers not on full time basis. This also shows that LGBT employees do not stay for a long time in the business and one can assume different contributing factors, such as absence of inclusive policies and the hostility towards LGBT employees. Willis (2012), research support these findings when it found that LGBT employees experience discrimination in employment and this has an impact on their lives; some commit suicide, change employment, experience psychological distress, as well as anxiety and depression.

5.3.3.3 Reasons for employing LGBT employees

It was interesting to find out that some businesses prefer to have LGBT employees in their business because of the type of industry they are in. One of the interior design business managers pointed out that they do not have LGBT employees, however they 'would like to have them especially gay men because they are talented and creative'. One participant said:

"No but they are more than welcomed to work in our business because LGBT are more passionate, and they are creative especially gay men". (Pseudonym 03)

Although LGBT employees are not many in most of the SMMEs, it was positive to encounter one of the businesses longing to have LGBT employees because they are talented. Research by Gorsuch (2014), contradict this finding when the author concludes that gay men received lower hiring recommendations from male evaluators and lower probability to be called for an interview, indicating that their sexual orientation did not add any advantage to them being hired. Similarly, Niedlich and Steffens (2015), found that, gay and lesbian applicants were rated equally and higher on task- related competence and social skills compared to heterosexual applicants. It is, thus, possible to argue that, even though SMME owner-manager's reasons for not employing LGBT employees might be based on their own personal preference and not the actual characteristics of the LGBTs, as exemplified above.

5.3.2.4 Legal requirements

In the discussion of themes, one sub-theme that emerged was the legal requirements, as SMMEs also have to abide by law to ensure diversity. There were a number of issues that SMMEs follow with regards to legal compliance to ensure diversity. For example, some SMME owners/managers argued that, in terms of ensuring diversity, they mainly concentrate on gender compliance and legal regulations. One participant had this to say:

"For production is to have those who are productive and also meeting requirements and having those few women as well as people living with disability. When employing people living with disability we are actually creating a post for them". (Pseudonym 010).

This finding validates Forbes (2008), findings on gender diversity as being the most common focus of programmes adhering to legal requirements that ensure diversity, followed by age and race. This suggests that SMMEs can been most effective in implementing programmes that target gender and people living with disability to ensure diversity in the business. This also suggests that, SMMEs could consider establishing or clearly conceptualising the difference between affirmative action and diversity-recognition because the two are not the same. In fact, Calloway and Awadzi (2010), asset that diversity is a springboard that leads to the need for affirmative action. This may result in diversity management focus being on affirmative action and disregarding the need for diversity and inclusion.

Another issue raised in terms of ensuring diversity is that SMMEs concentrate on municipal regulations. One participant said:

"Aligning our employment strategies with Mangaung Metro Municipality ones. Moving forward we will develop further strategies of diversifying the company in line with future goals of the company. Currently we are working on a plan or strategies to diversify the company." (Pseudonym 012)

To support the above, Barak (2016), states that, government programs and policies are sufficient for SMMEs to foster diversity and promote inclusion. Despite this revelation, there is a belief that, the South African government and SMMEs have not implemented effective workplace strategies that may sustain diversity and enhance inclusion (Meyer, 2017). Yet, Hernandez (2014), insists that ensuring diversity in the workplace is both a legal requirement and strategy that help in recruiting and retaining the most capable employees by both governments and SMMEs.

5.3.4 Factors influencing perceptions of owners/managers when employing LGBT employees

Another theme which emerged sought to understand factors influencing perceptions of SMMEs owners/managers when employing LGBT employees. SMMEs owner-manager's perceptions might be influenced by different factors, hence, it was relevant to understand on what conditions the businesses were accommodating LGBT employees or what influenced their actions. There were two sub-themes that emerged from this theme - conditions of employing LGBT people and effects of employing a LGBT person in the business. Table 5.5 below summarises the themes and sub-themes.

TABLE 5.5: Theme four: Views on employing LGBT people

Theme	Sub-Themes	Issues raised
Views on employing LGBT people	Conditions of employment	• Work performance, qualifications and skills • Professionalism • Human Rights • Non-discrimination • Uncertain work role for LGBT people • Belief

	Advantages/ effects of employing LGBT person in the business	• Increase business • Won't affect business • Will affect the business productivity negatively

5.3.4.1 Conditions of employing LGBT people

One sub-theme that emerged from the data collected was understanding conditions of employing LGBT people by SMMEs owner-managers. The South African Constitution (Chapter 2 section 9) protects the LGBT people, and it states that "the state may not unfairly discriminate directly or indirectly against anyone on one or more grounds, including race, gender, sex, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief, culture, language and birth." LGBT people are protected by the inclusion of sexual orientation as one of the listed grounds on which unfair discrimination may not take place, therefore, it was important to assess the factors for employing LGBT people by SMMEs owners/managers. There are number of issues raised by the participants.

One of the issues raised by most of the participants was of employing LGBT persons based on merit. When employing on merit, they looked at whether the person meets the job requirements; if the person can do the work and has relevant qualifications. One participant said:

"On merit because of the type of work that need one to be on top of the game. If you do not know what you are doing you might cause the company a lot so it's on merit if the person can do the work why not. We have different departments and different positions in different departments some they need qualifications because we have a civil engineer that obviously needs qualification. We also have a contract manager that needs a qualification also administrators that also requires a certain level of qualification and knowledge." (Pseudonym 017)

Another issue that was raised when hiring LGBT people was how good the person was in the interview, and background check results after conducting interviews. One participant said:

"I hire based on qualifications and the job requirements. We interview and if the person was good at the interview we are good to go." (Pseudonym 04)

The excerpts above show that qualifications and ability to do the work play a huge role when employing LGBT people. Most of the participants raised qualifications as one of the conditions of employing LGBT people. The participants raised the fact that they do not hire continuously, they only hire if there is a vacant post. Some of the participants pointed out that if the LGBT person is qualified for the vacant position in the business, the person will be employed. One participant said:

"On merit I feel if the person is qualified to do the work then it's the best candidate for the job then the person must get the job." (Pseudonym 09)

The results above show that most of the SMMEs owners/managers sought to employ LGBT individuals based on merit, mainly qualifications. Fric (2017), contend that, whenever employers assess LGBT job applicant, they may use their beliefs about how productive LGBT employees are as a proxy for estimation of the applicant's productivity. Drawing from these results, it is suggested that, there is a possibility that, SMMEs use different discretion criteria when hiring LGBT employees. Tilcsik (2011), acknowledges that, due to different gender stereotypical notions about LGBT individuals, employers' behaviour towards LGBT job seekers may not be uniform. Another interesting issue that was raised when employing LGBT individuals was the issue of human rights approach. SMMEs owner/managers indicated that they value human beings and employ LGBT persons based on human rights approach. One participant said:

"My own values because human being is a human being gay or lesbian people are the same to me. I don't discriminate." (Pseudonym 011)

Ozturk (2011), revealed that, employers can fail to hire LGBT employees in a work context where there is no specific non-discriminatory legislation related to sexual orientation. The above results, however, support the South African Human rights approach on application in the workplace; it is supported also by the Labour Relations Act (Act 66 of 1995) and the Employment Equity Act (Act 55 of 1998) which point out that everyone has the right to fair labour practices and not be discriminated on the basis of race, gender, and colour, sexual orientation and so on.

Some SMMEs owners/managers, pointed out that when employing LGBT employees, they do not want their own values to interfere and, therefore, they have to abide by the Constitution. One participant said:

"*Employ based on the constitution not based on the values, I don't want my values to be in the business even if I did not like them it doesn't have anything to deal with the business. I would employ them and then it will be a working environment.*" (Pseudonym 03)

These findings are consistent with Section 23 of the Constitution of South Africa which states that, every workplace in South Africa, whether a big organisation or an SMME, have to abide by the Labour laws and Constitution of the country.

Interestingly, there are still SMMEs owner/managers who would not employ a LGBT person if they had a choice. One participant in the construction industry indicated that he would not employ gay person if he had the choice because it will affect the business production but, he has to abide by the Constitution. The participant had this to say:

"*I would employ an LGBT person based on the Constitution because I won't choose to employ LGBT people if I had a choice but I have to abide according to the constitution if the constitution says so then I will have to employ them.*" Pseudonym 010

It was interesting to find that, one of the participants pointing out that LGBT people are human beings and that he values every human being. The above results show that SMMEs owner/managers put their values aside when employing LGBT person and use human rights-based approach.

The findings show that participants do not have a choice but to abide by the Constitution. According to the Constitution of South Africa Act 108 of 1996 (SA ,1996) Chapter 2, Section 9 of the Bill of Rights, "everyone is equal before the law and has the right to equal protection and benefit of the law". Equality includes the full and equal enjoyment of all rights and freedoms since the Constitution state that: "The state or any person may not unfairly discriminate directly or indirectly against anyone on one or more grounds, including race, gender, sex, pregnancy, marital status, ethnic or social origin, colour, sexual orientation, age, disability, religion, conscience, belief,

culture, language and birth" (Constitution of South Africa Act 108 of 1996, Chapter 2, Section 7-39).

5.3.4.2 Advantages or effects of employing LGBT people

Owners/managers had different views on advantages relating to employment of LGBT people. This sub-theme sought to understand SMMEs owner/manager's thoughts on advantages of employing LGBT people. There are a number of issues that were raised in this sub-theme.

One of the issues raised was how the business could benefit by employing LGBT people. LGBT people can specialise or be in a management position because they are capable. It is all about capabilities and not 'ticking the box'. One participant pointed out that sexual orientation is the first thing that comes to his mind when talking about diversity and LGBT employees can benefit the business. Below are excerpts from participants:

"If we have one client from LGBT community obviously we are going to have second and more. Also having an employee from LGBT community will attract other clients from LGBT community." (Pseudonym 01)

"I find that LBGTI people generally are good people. If I hire them, it will be in a role where they either specialise in something or be the overall manager because they know everything that is going on." (Pseudonym 07)

These participants have different views on employing LGBT people. Most of the participants indicated that when one employs LGBT people, the business can benefit because they are talented and can attract more customers, thus, boost the business. These findings support Swanepoel, Erasmus, & Schenk (2008), who points out why leaders need to recognise the emergence of the diversified workforce and find means to harness its energies, talents and differences for tomorrow's challenges.

The type of business is another issue that came up. Some of the participants pointed out that type of a business can determine whether employing LGBT persons can have an effect on the business or not. For instance, hiring a gay man in the fashion design industry benefits the business because some gay men are feminine and creative, and this is good for business. One participant said:

"Not in fashion design industry, hiring a gay man benefits our business because gay men are feminine and have creative touch and feeling of making a house and interior but the lesbians may be not feel so accommodated in our business because we are mostly ladies here." (*Pseudonym 03*)

This finding is supported by Fric (2017), who identified that, career decisions of LGBT individuals is influenced by the presence of sexual-orientation bias in the society and labour market. Furthermore, Ahmed, Anderson, and Hammarstedt (2013), believe that LGBT employees may resort to working in inclusive occupations, where they are expected to encounter less discrimination because of societal biases. In the context of this study, this means that, LGBT individuals would prefer to work in SMMEs that are LGBT-friendly.

Another issue that came out strongly on this sub-theme is that employing LGBT persons will not affect the business negatively, instead, it can have a positive effect on the business by attracting more customers. Participants said:

"I disagree because I had employed lesbian and good gay man who was the chef and cooked very well for the guest. He used to love cooking and pastries. It actually improved the business because people loved his food." (Pseudonym 07)

"Not real right in fact if you have the right person and personality that fits with what you are having it will be a plus in a business. LGBT people are friendlier." (Pseudonym 04)

Employing LGBT employees can lead to a positive outcome on the workplace, hence, can serve as an advantage for the business by attracting customers. Research has revealed that hiring LGBT individuals has organisational outcomes, such as lowered legal costs, which are often related to lawsuits as a result of discriminatory practices, greater access to new customers, and increased business from those who want to participate in businesses with socially-accepting and responsible practices (Badgett, Durso, Kastanis & Mallory, 2013).

Another issue that came up was the fact that, employing LGBT people is about their ability to do the work and not sexual orientation. Some participants pointed out that LGBT people are friendly and act professional in front of clients. Below are excerpts from some of the participants:

"No, it won't affect the business it's not about sexual orientation but the ability to do the job and perform the work." (Pseudonym 02)

The above is in contrast to Brower's (2016), findings that, LGBT employees experience negative job incidents, such as being passed over or neglected for promotions and possibilty of losing jobs, once their sexual orientation is known.

One participant said:

"I don't think so; they act professional they do not do any funny things in front of clients. At the presentation as well, they are presentable". (Pseudonym 013)

It is interesting to note that this point supports the assertion by Rodriguez and Etengoff, (2016) that, many LGBT clergy feel that their profession is an integral aspect of their own identity and religious/spiritual fulfillment, as such, they strive to be professional all the time.

From the above, it can be surmised that, employing LGBT employees in the business does not have a negative effect on the business. Some positive results were identified by the participants if LGBT people are employed in the business, such as the improved performance and productivity, depending on the type of business. The findings concur with Niedlich and Steffens's view (2015), that employers with positive attitudes toward LGBT candidates and rating them as employable, see their businesses perform better than those who do the opposite.

One participant raised the issue that in the past LGBT employees would have a negative effect in the business, but one could manage it by talking to all employees about working together regardless of each other's sexual orientation and taking all employees for training where they are informed about HIV and sexual orientation:

"Well no, I would say no but it did affect the business a little bit but I managed it and I saw it before it gets to the extend where production could be affected. I managed to talk to my people there are also these trainings that I take my people for Life orientations, HIV awareness and stuff. They are made aware of life orientation, HIV and sexual orientations." (Pseudonym 05)

Harteis (2012), found that there is a demand for a high-intensity knowledge-based environment which characterises current workplaces, in which enhancing the success

of workplace learning is the responsibility of both managers and employees. It would seem that SMMEs have to invest more in employees' training, especially on diversity which will seem to enhance productivity in the business. Recently, research by Van Niekerk, Karmarkar, Reyes, Avila, Jenkins, and Nxedhlana, (2017), stresses the need for diversity and inclusion programs that go deeper than traditional training. These diversity programmes require unveiling the subconscious biases in employers towards LGBT employees, at the same time developing processes that address the specific needs of each individual organisation; such programmes will help measure progress in these areas, while being aligned with the strategic diversity and inclusion goals.

Another interesting issue that came up was that some of the participants think that employing LGBT persons would have a negative effect on the business if the business owner-manager has a problem with LGBT people. On the other hand, if they do not have a problem it will not have any effect on the business. One participant had this to say:

"If a manager or ownersof the business has a problem with LGBT people then it will affect them if she /he don't have a problem then one will not be affected." (Pseudonym 06)

Similarly, it was interesting to find one of the participants in contrast with most of the participants. The participant pointed out that employing a LGBT person, especially a lesbian, will have a negative effect on the business especially if they are not welcomed by other employees and he has to intervene. The participant said:

"Yes, because for instance if Lesbian is not welcomed by other employees I will have to intervene most of the time like when one is gay they would want him to feel that he is a man and want him to do what other men are doing and they might have those unpleasant words and that will require me to intervene rather than being active in the work." (Pseudonym 010)

These findings support research done by Swanepoel, Erasmus and Schenk (2008) which indicated that, leadership is important and that the styles, actions, attributes, orientations and approaches of leaders all have a major effect on workers and, ultimately, on the organisation's success.

Another issue that was raised by one of the participants was the US army's phrase 'don't ask don't tell'. The participants indicated that if it comes to a point where a LGBT person affects the business negatively, he will take it upon himself to sensitise employees who do not understand the issue of diversity. The participant said:

"The answer is no, in the US army there was this phrase if you don't tell, nobody will know something like that and in the military, I think everybody is tough. Why would you associate toughness and "sisies" I personally do not think it will affect my business, if it comes to that push I will personally teach whoever doesn't understand." *(Pseudonym 018)*

The findings concur with the results of Wangombe, Wambui, Muthura and Kamau (2013) that, diversity training often aims at sensitising all employees to value differences and to build self – esteem; in general, to create a more diverse smooth functioning and hospitable environment for the workplace. What this means for SMMEs is that diversity training is important in the business for employees would then acknowledge, understand and accept diverse sexual orientations of employees.

5.3.5 Availability of Policies and Programmes that address and accommodate LGBT employees

Another main theme that came out was whether there are any policies and programmes that address and accommodate LGBT employees within the workplace. There are two sub-themes that emerged under this theme - general policies, LGBT-specific policies and programmes as well as the intention of creating LGBT policies and programmes.

Table 5.6 below shows the theme, subthemes and issues that were raised in response to available of LGBT policies and programmes.

TABLE 5.6: Theme- availability of policies and programmes

Theme	Sub-Themes	Issues raised
Availability of policies and programmes	General policies	- Public policies - Company Policies - No diversity policies and any policies the contract is straight forward - Disability policies - Policies on safety labour issues - Use of consultants for policy making

		• Human Capital policies, no discrimination and everything are per constitution in terms of basic rights.
	LGBT specific policies and programmes	• No progrmmes that accommodate LGBT.
		• No programmes, everyone is free at the workplace and also about their sexual orientation.
		• No restrictions on employing LGBT people.
		• No programmes because there are no LGBT employees.
		• Business has not reached that stage that it has to implement policies.
		• Sexual orientation and Life orientation trainings.
		• No policies because business is still new and no need.
	Intention of creating LGBT policies and programmes	• New policies
		• New programmes

5.3.5.1 General policies

This sub-theme is relevant as it sought to reveal policies and programmes that address and accommodate LGBT employees. There are a number of issues that came out during the interviews that explain the kind of policies and programmes that are available and why there are no policies and programmes specific to LGBT employees.

The majority of SMMEs owner/managers pointed out that they do not have LGBT-specific programmes and policies, what they only expect from an employee is hard work and loyalty. What applies in the business world is equal treatment, not programmes as every employee is entitled to their preferred sexual orientation, however participants assume that most of the employees are heterosexuals. There are no LGBT policies and programmes because the participants are under the assumption that most of the employees are heterosexuals because of non-disclosure by the employees. One participant said:

"I do not have the programmes because most of my permanent staff is not affected and they are heterosexuals." (Pseudonym 016)

Another issue that was raised is that there are no policies that accommodate LGBT employees because owner/managers has not thought about the issue; the participants

had never had many self-identified LGBT employees on their different projects. The only programmes that the businesses have had to do was to take employees for life orientation training and sexual orientation is included, to a certain extent, in these training. One participant said:

"So far no policies and we have never considered policies because we have never had so many people in our projects and we never had the policies. Taking employees to sexual orientation and life orientation trainings. Sometimes the trainers come monthly for the report because I also have to report to the clients regarding the trainings." (Pseudonym 05)

Ability to do the work is another issue that was raised by some of the SMMEs owners/managers. One participant pointed out that he does not think of LGBT policies and programmes because the employees in the business get along and respect each other. The participant said:

"I don't have policies and don't think I would have any policies the fact that my staff has to get along and respect one another's privacy. I do not have any diversity policies; it's not an issue that has been raised yet." (Pseudonym 09)

Another issue that was raised as one of the reasons for non-existence of LGBT policies and programmes in the business, is the existence of contracts. This issue was only raised by one participant who felt that employment contracts stipulate an employer's expectations from the employees and vice versa. There are no programmes and policies for LGBT employees because sexual orientation of employees do not bother anyone. LGBT people are also clients, whether gays or transgender individuals. One participant said:

"No programmes because they do not bother people. Most of the clients are LGBT people and they are some of the best clients we got, and my staff members do not have a problem with them and they are friends with some of my staff members mostly gays and Transgender and it's the first time I see lot of them." (Pseudonym 06)

These findings support research conducted by Shen, Chanda, Netto & Monga (2009) which state that ethnic minorities are frequently not comfortable with open expression of their opinions, because in most companies, empowerment of a diverse workforce is not yet a norm. Most of the businesses do not really have effective diversity

management practices that value and make use of diversity, therefore, most of the businesses have not built the requisite diverse workforce nor launched diversity programmes (Shen, Chanda, Netto & Monga 2009).

Another issue that came out from one of the participants was that, some SMME owner/managers have implemented diversity policies and programmes with regards to disability and not on sexual orientation. The participant said:

"No policies at the present on LGBT employees but we have mostly for people living with disability. We know that we have to give them something that they can be able to do. One must consider their disability if he /she can be able to do the work." Pseudonym 010

Some of the participants pointed out that there are no LGBT policies and programmes however; they will be designed and implemented when there are LGBT employees in the business. Policies and programmes that are in place are on safety and labour issues, such as disciplinary hearings, contracts and other policies that are in place cover every employee. One participant said:

"We have Health and Safety Officer who is doing everything. Last time we had a meeting where by we were discussing different illnesses like people who have different chronic diseases and how do we accept different people. We do not have a programme that has touched on LGBT issues." (Pseudonym 017)

The above findings indicate that, there are general diversity programmes and policies of the businesses, however, there are no specific LGBT policies and programmes. The policies that were pointed out were for people living with disabilities and occupational health and safety. The findings support the work of Pant & Vijaya (2015), who are of the view that diversity ensures that an organisation's policies and processes are designed in ways that are sensitive to the needs of all different kinds of employees. In this case, however, the policies that were designed were for people living with disabilities not for LGBT employees. Van Niekerk, Karmarkar, Reyes, Avila, Jenkins and Nxedhlana, (2017), insist that businesses with progressive social justice policies for LGBT employees, create safe and accepting workplaces. What this means in the context of this study is that, LGBT employees in SMMEs that do not have LGBT-specific policies may operate in difficult positions or hostile working environments were by LGBTs are not tolerated or their sexual orientation is not accepted.

The business development stage is another issue that came up during the interviews. Some participants raised the fact that there are no LGBT policies and programmes because the business has not yet operated for a long period of time and one does not think that they really need such policies currently. One participant said:

"*No policies because the way my business is new I do not think I really need the policies. I do not get staffs that are nasty towards others. They do not feel violated right now I do not need them (policies). I do not have the programmes because most of my permanent staff is not affected. I do not even think that my permanent staff is aware that the casual worker is gay.*" *(Pseudonym 016)*

In the light of the above results, van Niekerk, Karmarkar, Avila, Jenkins, and Nxedhlana, (2017), allege that, the idea of diversity and inclusion are new in SMMEs to mid-sized companies and a relationship has not yet established between diversity management and performance management. It is, therefore, possible to argue that, the SMME owners/managers do not consider sexual orientation of workers as a type of diversity since they have not even considered creating inclusive diversity policies.

Another issue that came out from one of the participants is the use of labour brokers when drafting policies and they were not sure if LGBT issues are incorporated in the updated policies because in the past, there were no policies and programmes for LGBT employees. The policies that are in place are those general policies and programmes such as Health and Safety. One participant said:

"*Well we have engaged with one of the labour brokers, Seesa, and they are busy drafting and redoing our policies, but I am not sure if LBGTI policies are incorporated in that. Currently we do have general policies, but they are drafting policies because there was a loop hole in one of the policies and have decided to redo all policies.*"

(Pseudonym 017)

It is interesting to note that this point above supports the work of Duffy (2009), who asserts that, many organisations work with consultants to develop policies that foster high-care work environments.

Interestingly, another issue that came up was the fact that some of the participants do not know if there are any LGBT employees in the business. There were a few participants who felt that even if there were LGBT employees in the business it will not

be necessary to protect LGBT people with policies, rather, one will protect them from discrimination and humiliation as they are human beings. One participant said:

"Unfortunately, there are no policies if I could know that I have a lesbian or gay person in my factory I would protect them without any policies. We do not need policies to protect human being because they are human beings.For now I do not have any policies but whoever is in our factory roof needs protection. By protection in terms discrimination, humiliation and whatever that comes with it.   (Pseudonym 018)

The finding above contradicts, although not in the South African context, the American Company Policies and Codes of Conduct (year) which state that, contemporary private employers have adopted policies that prohibit workplace discrimination on the basis of sexual orientation (Hinson & Ndhlovu, 2011; Reeves & Decker 2011).

Another interesting issue that came up was that, some businesses have multi-cultural workforces and there are no policies at all but there is a spirit and culture of excellence where ethnic groups, cultures, beliefs and religion are celebrated and available programmes are based on skills development. One participant said:

"I do not have any policies as said but what we do have is the spirit and the culture of excellence where we celebrate the ethnic group, culture, beliefs and religion. We create an environment   where we work harmoniously. We do not have something that says you are not allowed to work here because of that belief." (Pseudonym 019)

This finding shows that there are no specific LGBT programmes and policies, however the findings correlate those of Pathak (2011), who states that workplace diversity programmes improve employees' morale and increase their interpersonal skills, transform employees into outside thinkers, improves team work and creates an atmosphere of mutual understanding and respect.

Another participant raised the issue that the business has human capital programmes and policies, but not specific LGBT policies and programmes. The programmes and policies are inclusive and guided by the Constitution of South Africa of 1996; there are no specific LGBT policies because there are no LGBT employees in the business. The participant said:

"We have Human Capital policies, no discrimination and everything is per constitution in terms of basic rights. It's inclusive and guided by the constitution". (Pseudonym 020)

Such finding shows that there are no specific LGBT policies in the business and all policies are guided by the constitution of the country; there are also no LGBT employees in the business. Most of the SMMEs owners/managers assume that all employees are heterosexual and indicated that LGBT programmes and policies will only be implemented when there are LGBT employees. Research done by Birchfield (2015), establishes the reality that there are some societal groups that are underrepresented, especially in SMMEs, hence, SMMEs currently do not find it necessary to have LGBT-specific policies.

5.3.5.2 Intention of creating LGBT policies and programmes.
In the discussion of LGBT policies and programmes, one sub-theme that was raised is the intention of creating LGBT policies in future. Some SMME owners/managers intend to create LGBT policies and programmes while other SMMEs owners/managers do not intend to create them.

Another issue that came out from some of the participants was the fact that this study has provoked SMMEs owners/managers to consinder such policies that protect LGBT employees. This is what the participants had to say:

"At the moment we do not have policies written down related to the study topic. This interview has provoked us to look in to having policies that protect and accommodate LGBT employees in place." *(Pseudonym 01)*

"So far no policies and we have never considered policies because we have never had so many people in our projects and we never had the policies. Due to this study it has come to my attention." *(Pseudonym 05)*

SMMEs owners/managers are becoming aware that LGBT policies are necessary for their businesses so that LGBT employees can be accommodated. This finding concurs with de Aquino & Robertson (2018), who are of the view that having a supportive and inclusive environment yields better rapport with LGBT employees and improves their likelihood of more productive work environments. Moreover, it certainly helps with overall mental health of LGBT employees to know their workplace accepts them.

Other SMME owner/managers do not intend to create LGBT policies and programmes because they treat LGBT persons like anyone else in the business, unless the government provides benefits for employing LGBT people. One participant said:

"Nothing and I don't intend to have any programmes in future if I have many LGBT employees. If a person comes looking for a job and they are part of LGBT group, I do not have a problem with that. I cannot go out and consciously look for one. If I advertise and they come through and they are impressive in the interview I will give them opportunity. I will not discriminate against them because of their sexual orientation. I will not go out and look for them because I want to fill numbers unless there was an incentive. For instance, if the government decide that am going to get tax benefits if I employ one of LGBT." (Pseudonym 07)

These findings are in contrast with those of Wangombe, Wambui, Muthura, and Kamau (2013), who argue that, managing and having an interest in diversity in the workplace is essential for creativity and productivity, but this fact is often overlooked by employers and hiring managers because of too much reliance on government interventions. It is clear from the results above that, some SMMEs owners/managers do not intend to create LGBT policies and programmes in their businesses unless if it was a requirement from the government to do so.

Interestingly another issue that would prompt one of the SMMEs owners to create LGBT policies and programmes is if there were LGBT employees and the policies will be drafted with the help of these LGBT employees. One participant said:

"None and if I had lesbians and gays in my business some programmes will have to be developed. Whoever is wearing the tight shoe that particular person feels the pain. That means those policies needs to be developed by management, the ownersand with the little help from lesbians and gays." (Pseudonym 018)

This finding shows that the only time for LGBT programmes and policies to be designed and implemented in the business is when there are LGBT employees. The Williams Institute (Gates & Viggiani,2014) however, supports the idea of voluntarily enacting sexual orientation and non-discrimination policies, as well as other related policies as it can be considered sound business decisions for minority groups in workplaces. In contrast, Day and Green (2008), argue that, there is only a limited number of well-established equality laws and inclusive workplace policies that have been developed in the context of emergent economies to protect excluded sexual minorities and to gain leverage on the sexual diversity in the workplace. Although the SMMEs owners/managers proclaim that they would consider LGBT policies and

programmes when they have LGBT employees, they seem to overlook the point that LGBT programmes and policies can be a good leveraging strategy for the business to attract and retain talented diverse employees.

A relevant issue that was raised is that the researcher was asked by the one of the participants who is the manager to assist the business with drafting of LGBT policies and programmes. One participant said:

"What I want to do is that since you have brought this subject is there any way that you can help our company because we might need that. This might help us because we might have LGBT employees, but they are afraid to come out. We want it later on." *(Pseudonym 017)*

Another issue that came up is the willingness of the SMME owners/managers to sensitise the heterosexual employees about LGBT people as one of the diversity programmes in the business. This came from one of the participants who pointed out that heterosexuals consider LGBT people as 'abnormal'. The participant said:

"No, we do not have programme because we have not had any LGBT employees. In future if we do we will have to orientate the rest of the "so called normal" I don't know where that come from and they are seeing others as not normal and not following the *norm. We will have programmes."* *(Pseudonym 020)*

De Aquino and Robertson (2018), in their study claim that, it is imperative for employers to understand the concept of inter-sectionality among LGBT employees and its implications in the workplace. Marsiglia and Kulis (2015), define inter-sectionality as the multi-dimensionality and complexity of the human cultural experience and describes the places where multiple identities come together. Individuals hold positions within multiple systems of inequality, based on race, ethnicity, gender, social class, sexual orientation, age, and disability status; particular set of identities carry significant social implications. The implications are that, diversity programmes that are inclusive may create safe and accepting workplaces for LGBT employees.

The creation of safe workplaces for LGBT policies and programmes will be human resources departments' tasks in future and not the owners/managers', directly. This issue was raised by one of the SMME owners/managers who stated that LGBT

policies will be created in future once the business has grown and it has a human resources department; the department, hence, will be responsible for such policies. The participant said:

"You have just brought light LGBT is one point I do not think about   as a growing business we do not think about what is going to happen we only think it's about big businesses that encounter this problem. I think you have just tapped something in to my mind right now and I must start thinking about it and I hope when we get to that point it will be an HR issue not my issue." (Pseudonym 015)

The participants pointed out that LGBT policies and programmes will only be implemented by the human resource managers. These findings contradict those of Bedi, Lakra and Gupta (2014), who state that, organisations realise that diversity policies and programmes are no longer the prerogative of human resource departments, but every manager and supervisor in the workplace must be ready and willing to spend resources and time on managing diversity in the workplace.

5.4 CHAPTER CONCLUSION

The purpose of this chapter was to present and discuss the findings from the one-on-one interviews with SMMEs owners/managers. Findings reflect that few SMMEs owners/managers consider sexual orientation as a type of diversity and that there are general diversity policies and programmes among SMMEs, but not specific to LGBT. Another highlight from the results is that SMME owners/managers intend to design and implement LGBT policies and programmes only when there are LGBT employees in their businesses. The findings also showed that, in the absence of LGBT programmes and policies, LGBT employees will not be discriminated against. The next chapter provides the summary and conclusion of the research study as well as recommendations and suggestions for further studies.

CHAPTER SIX: SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

6.1 INTRODUCTION

The previous chapter presented the findings of this study. The main objective of this study was to explore the extent to which SMMEs in Mangaung Metropolitan area consider/regard sexual orientation of employees as a form of diversity. This chapter presents a summary of the research findings, conclusions drawn from the findings and their implications for SMMEs and policy makers.

To recap, the main objective of this study was to explore the extent to which SMMEs in Mangaung Metropolitan area consider/regard sexual orientation of employees as a form of diversity and how they manage it.

Chapter one provided an introduction to the entire study, which among others included the problem statement, specific research questions, and research objectives. Chapters two and three focused primarily on the literature study and the study's theoretical background; a review of the theories of diversity management and sexual orientation from various authors was presented. Chapter four provided details of the methodology employed in the design of the research. It focused on the design of the study, including how data was collected and analysed. The previous chapter (chapter five) presented and discussed the results of the study.

6.2 SUMMARY OF RESEARCH FINDINGS

The purpose of this section is to summarise the findings on the extent to which SMMEs owners/managers in Mangaung Metropolitan Municipality consider/regard sexual orientation as a form of diversity and how they are managing it. Five main themes were identified (1) Understanding of diversity management by SMMEs owners/managers, (2) Strategies to ensure diversity in the work place, (3) Employees within the LGBT group in the business, (4) Perception of owners/managers on employing LGBT employees (6) Policies and programmes that address and accommodate LGBT employees. The findings are summarised below according to the objectives relating to these themes.

6.2.1 Objective one:
To examine the understanding of diversity management among SMME owners/managers in Mangaung Metropolitan area

The findings indicate that, SMMEs owners/managers have a general understanding of diversity management. Owners/managers also operate in diverse working environments taking into consideration their socio-economic backgrounds and their qualifications. Few SMMEs owner/managers pointed sexual orientation as part of diversity management. The research findings also reveal that SMMEs owners/managers can recognise different diversity management strategies, such as capability in doing the job, merit vs. values, training on diversity, understanding of employees and ability to be flexible, unity and cohesion, job division, communication with employees and abiding by regulations.

6.2.2 Objective two:
To explore the attitudes of SMMEs owners/managers towards sexual orientation as a form of diversity in the workplace

Regarding attitudes toward LGBT, the results revealed that some of the SMME owners/managers do not know whether there are LGBT employees, while some assume that there are no LGBT employees; in addition, they believe that being LGBT is a personal issue and it would not affect the business. Findings of the study in Chapter five also revealed that sexual orientation is the last thing that comes to the mind of SMME owners/managers regarding diversity. Results from the study also revealed SMME owners/managers being afraid of the unknown in relation to LGBT people as they do not know how to treat or work with LGBT employees. They also feel that, in future, when they employ LGBT people, it is not their responsibility but that of human resource managers to deal with them. Findings of the research study have also revealed that, very few SMME owners/managers are welcoming towards gay men, while most of them have problems with lesbian employees because they are perceived as delaying the work processes.

6.2.3 Objective three:
To determine the extent to which individual factors influence attitudes of SMMEs owners/managers towards sexual orientation as a form of diversity

The research findings showed that SMMEs owners/managers' attitude towards LGBT employees is influenced by their own beliefs and human rights view. This is consistent with dominant and non-dominant theories which state that discrimination of minority groups takes place because the majority groups believe that the minority deserves to be stereotyped.

6.2.4 Objective four:

To describe the extent to which organisational factors influence the attitudes of SMMEs owners/managers towards sexual orientation as a form of diversity

Research findings revealed that organisational factors such as type of business, diverse workforce, and LGBT employees' talent contribute to SMMEs owners/ manager's decision to consider or not to consider sexual orientation as a form of diversity.

6.2.5 Objective five:

To identify policies that are available among SMMEs in Mangaung Metropolitan area to deal with sexual orientation as a form of diversity

The research findings have shown that there are no specific LGBT policies, and their employees just abide by the contract of employment, however, there are public policies that SMMEs are supposed to abide by such as the Labour Relations Act 66 of 1995 (SA, 1995) and the Constitution of South Africa. Furthermore, in Chapter five it was shown that available policies among SMMEs are only disability and safety policies; for these policies, the SMME owners/managers indicated that, they use consultants when developing them.

6.2.6 Objective six:

To explore programmes and practices that are implemented to embrace sexual orientation as a form of diversity among SMMEs in Mangaung Metropolitan area

From the results of the study, it is revealed that the majority of the SMME owner/managers do not have programmes and practices implemented that embrace sexual orientation as a form of diversity. The SMME owners/managers indicated that

their employees are open about their sexual orientation and they assume that most of them are heterosexual, hence, there is no need for special programmers, rather the SMME owners/managers only take their employees for life orientation training, where issues on sexual orientation are sometimes included. Some of the SMMES owners/ managers pointed out that LGBT programmes will be in place in future when there are LGBT employees and they will be involved in designing the programmes. Furthermore, some of the SMMEs owners/managers do not have intentions of having any LGBT programmes in future even if there are LGBT employees because they do not have any problem with any LGBT person looking for jobs and they do not discriminate. SMME owners/managers indicated that, only when the state offers some incentives for SMMEs employing LGBT will they consider designing and implementing programs specifically to deal with LGBT in their businesses.

6.3 CONCLUSIONS

From the research findings, it can be concluded that, SMMEs owners/managers in the greater Mangaung Metropolitan area have a general understanding of diversity management (Objective one). In terms of attitudes towards LGBT, one can conclude that, some SMME owners/managers assume that there are no LGBT employees in the business and others indicated that sexual orientation is the last thing that comes to mind when talking about diversity. On the one hand, some SMMEs are welcoming towards LGBT employees. On the other hand, others are still afraid of the unknown, that is, how will they treat them or act towards them. Some SMMEs owners/managers consider LGBT employees to be beneficial to the business (Objective two). From the research findings it can be concluded that SMMEs owners/managers attitude towards LGBT employees is influenced by their own beliefs and human rights view (Objective three). Organisational factors such as type of business, diverse workforce, LGBT employees' talent and the Constitution contribute to SMMEs owners/managers decision to consider or not to consider sexual orientation as a form of diversity (Objective four). Drawing from research findings it is concluded that there are no specific LGBT policies in SMMEs, however, there are public and disability policies while other SMMEs not have policies at all (Objective five). The findings led to a conclusion that some SMMEs owners/managers would like to have LGBT programmes in future if there are some LGBT employees in the business who will be involved in designing their own LGBT programmes (Objective six).

6.4 RECOMMENDATIONS FOR PRACTICE

The following recommendations, based, on the findings of the study are suggested:

- SMMEs owners/managers need to move beyond affirmative action and include all forms of diversity, especially sexual orientation in the business.

- An individual's sexual orientation must also be viewed in the same way as individual's ethnicity, religion and other forms of identity in the workplace.

- There is a need for sexual orientation training for SMMEs owners/managers to deal with attitude challenges that they seem to have.

- The South African Government should require SMMEs owners/managers to develop diversity programmes and policies that include sexual orientation as one form of diversity. So that they alighn themselves with the Equity Act.

- The South African Government should consider making it mandatory for sexual orientation interventions to be implemented in SMME businesses in order to promote sexual diversity.

- There is a need for NGOs working with the LGBT community to do LGBT-awareness campaigns among SMMEs owners/managers to sensitise them on how sexual diversity can contribute towards job performance.

6.5 SUGGESTIONS FOR FURTHER STUDIES

This research study highlighted whether SMME owners/managers in Mangaung Metropolitan area consider sexual orientation as a form of diversity and how they manage it. A study at this level is not able to exhaust the whole spectrum of possible answers to the topic, unless it included the LGBT employees themselves. Future research might have to include these employees to obtain diverse opinions from their own point of view. This study was only done in one metropolitan area, and the generalisability of the results to other SMME owners/managers, from other Metros is not guaranteed. At a broader level, a comparison of specific sectors of SMMEs regarding the subject under investigation will provide further insight into specific programs that will target specific areas rather than more generic ones.

6.6 CHAPTER CONCLUSION

This chapter presented the conclusions drawn from the study. It also provided recommendations for practice and future research.

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Title: Sexual diversity management by SMMEs owners/managers in the Mangaung Metropolitan Area, Free State.

Dear Prospective Participant

My name is Maraka Lefera. I am a masters student doing research under the supervision of Professor C Chipunza from the Department of Business Management at Central University of Technology, Free State. We are inviting you to participate in a study entitled: **Sexual Diversity Management by SMME owners/managers in the Mangaung Metropolitan Area, Free State.**

The objective of the study is to investigate the extent to which SMME owner/managers in Mangaung Metro, South Africa, regard sexual orientation of workers as a form of diversity and how are they managing it. The focus of the research is on SMMEs because not much is written in South Africa on whether and/ or how they view sexual orientation as a form of diversity within their work environments. You were chosen as one of the Small Micro Medium Enterprises owners/managers to participate in three study.

Participation in this research will entail a face to face interview with the researcher. The interview will last for approximately 20 to 30 minutes. Interviews will be audio – recorded. Informed written and audio-recording consent will be obtained from you. Participation in the study is voluntary. You may refuse to answer any questions or choose to withdraw from the study at any point, without any consequences. All the information will be confidential, as no information that could identify you will be included in the research study. Pseudonyms will be used to protect your identity. The interview material (tapes and transcripts) will not be seen or heard by any other person, and will only be reviewed by myself, my supervisors and members of the Research Ethics Committee.

The possible risks in taking part in this study include, but not certain, experiencing homophobic feelings due to the sensitivity of the topic. This might provoke emotional responses or stigma. Measures have been put in place to protect you from the stated risks. These include ensuring you are safe by having face to face interview at the

location convenient, safe and private. You will be sensitized about the research topic before and after the interview by the researcher. The study will be as confidentially as possible. If results of the study are published pseudonyms will be used.

You will benefit from this study as the interview might help in creating sexual diversity awareness, implementing inclusive policies [if not already there] and diversity human resources management practices in your business.

Whilst the research is in progress, both the tapes and transcripts will be stored in a secure place by the researcher. After the research is completed and data has been transcribed and analysed, electronic data will be stored in a safe, secure, password protected computer, external drive or server. Hard copies and tapes will be securely locked away in a cabinet, for a period of five years. Thereafter data will be destroyed. Hardcopies of the transcripts will be burnt, and the soft copies will be deleted from all systems.

This study received written approval from the Faculty Research and Innovation Committee of the Faculty of Management Sciences, Central University of Technology, Free State.

If you would like to be informed of the final research findings or require any further information, please contact Maraka Lefera 0769717196 or send email to lefera.maraka@gmail.com. Should you have concerns about the way in which the research has been conducted you may contact Professor C Chipunza email: cchipunza@cut.ac.za, office number 051 507 3218.

Thank you for taking time to read this information sheet and for volunteering to participate in this study.

Thank you
Maraka Lefera

Consent Form

Please fill in and return this page. Keep the letter above for future reference.

………………………………………………………………………………………………

Study Title: Sexual diversity management by SMMEs Owners/Managers in the Mangaung Metropolitan Area, Free State.

Researcher: Maraka Lefera

Pseudonym of the participant: ------------------

Age: ----------

Contact number: ------------------------------------

- I hereby give free and informed consent to participate in the above-mentioned research study.
- I hereby give consent to be tape-recorded in the above-mentioned research study.
- I understand what the study is about, and why I am participating and what the risks and benefits are.
- I understand that my participation is voluntary and that I may refuse to answer any particular items or withdraw from the study at any time without any negative consequences.
- I give the researcher permission to make use of the data gathered from my participation, subject to the stipulations he/she has indicated in the above letter.

Signature -------------------   Date-------------------

INTERVIEW SCHEDULE

Date of Interview:

Name of Interviewer:

Name of Interviewee (pseudonym):

Age:

Race:

Profession:

Highest qualification attained:

Introductory questions

1. Tell me more about yourself and the type of business you are into? [Probe]

2. How long have you been operating your business? [Probe]

3. What can you tell me about the composition of your staff? [Probe]

Main research questions

1. What, is your opinion, or your understanding of diversity as it pertains to the workplace? [Probe]

2. How would you describe diversity management within the context of the work place? [Probe]

3. What would you regard as the best strategies that a manager can use to ensure diversity management in the workplace? [Probe]

4. Do you have any employees within the LGBT group? [Probe]

5. Do LGBT employees in your company feel accommodated? [Probe]

6. Given an option, would you employ an LGBT person based on merit, your own values or constitution? Explain

7. What is your opinion on the perception that employing LGBT persons would affect one's business operations? [Probe]

8. What policies do you have that protect and accommodate LGBT employees? [Probe]

9. What programmes do you have in your company that talk or address LGBT issues? [Probe]

Thank you, and do you have any questions or additional information you might want to say?