

Running head: SOCIAL COHESION AND THE WORKING ENVIRONMENT



**Social Cohesion Skills and its Mediating Role in the
Working Environment: The Case of Ethiopian Railways
Corporation**

Seada Jemal Oumer

**A Thesis Submitted to the School of Graduate Studies of St. Mary University
in Partial Fulfillment of the Requirements for the Degree of
Master of Arts in Social Work (MSW)**

Addis Ababa, Ethiopia

January, 2022

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Advisor: Habtamu Mekonen (PhD)

Addis Ababa, Ethiopia

January, 2022

Declaration

This is to certify that the thesis entitled “Social Cohesion Skills and its Mediating Role in the Working Environment: The Case of Ethiopian Railways Corporation”, submitted in partial fulfillment of the requirements for the grant of the Degree of Masters of Social Work in St. Mary University, is a record of original work carried out by me and has never been submitted to this or any other institution to get any other degree or certificates. The assistance and help I received during this investigation have been duly acknowledged.

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Approval of Dissertation

I hereby certify that I have supervised, read, and evaluated this thesis/dissertation titled, “Social Cohesion Skills and its Mediating Role in the Working Environment: the case of Ethiopian Railways Corporation”, by Seada Jemal prepared under my guidance. I recommend the thesis be submitted for an oral defense.

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Thesis Approval

As members of the board of examiners, we examined this thesis entitled. “Social Cohesion Skills and its Mediating Role in the Working Environment: the case of Ethiopian Railways Corporation (ERC), by Seada Jemal. We hereby certify that the thesis is accepted for fulfilling the requirements for the award of the Degree of Master of Social Work in St. Marry University.

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List of Acronyms/ Abbreviations

EFBI	Ethiopian Federal Bureau of Investigation
ERC	Ethiopian Railways Corporation
IFSW	International Federation of Social Workers
MDI	Management development Institute
OECD	Organization for Economic Co-operation and Development
SPSS	Statistical Package for the Social Sciences
TVET	Technical and Vocational Education and Training
UNDP	United Nation Development Program
WHO	World Health Organization

Abstract

Social cohesion, the "glue" that keeps a society together, is influenced by the various sectors or "pillars" of government and non-government institutions. This research focuses on how the skills of social cohesion which are available in the ERC change the working environment. A working environment is perceived as a place where social cohesion skills are applied broadly. Despite the global importance of the issues of social cohesion, local academic works hardly address the dynamism of the skills of social cohesion such as, diversity and inclusion, trust, interpersonal relationships and gender sensitive environment. Previous literature underemphasizes the influence of skills of social cohesion in the working environment. This particular study was informed by the theory of multiculturalism, the generativist theory and Social Identity Theory which has been developed to explore social cohesion skills in the work place. The study employed a mixed research method with a philosophical stance on pragmatism. Simple random sampling for the quantitative data collection and purposive sampling for the qualitative data inquiry were used. A total of one hundred sixty nine (N=169) sample of respondents filled the questionnaire and six of the selected interviewees participated for the key informant interview. The data collected from the field using multiple methods were analyzed using a mix of quantitative and qualitative methods of data analysis to arrive at comprehensive conclusions. The study found that social cohesion skills strongly contribute to maintaining peaceful working environment. Celebrating holidays, being a member in the social committee and commitments of some staffs contributes to foster social cohesion skills. On the contrary, the findings showed that low level of social cohesion skills are the very reasons for losing the bond among the staffs. They are dissatisfied by their working environment. Workers dissatisfaction is a very reason for societies to be negligent in the realm of the development process of the country. The available social cohesion skills need to be nurtured though it is the core point to create a peaceful and cohesive society. Staffs, employers and the government need to initiate the applicability of social cohesion skills. Furthermore, social cohesion skills need to be promoted and mainstreamed in the system of the corporation to sustain a socially tranquil society in particular and a developed and peaceful country in general.

Key words: *Social cohesion, Ethiopian Railways Corporation, work environment*

Chapter One

Introduction

This study examined social cohesion skills and working environment in Ethiopian Railways Corporation. Thus, this Chapter presents the background of the study, statement of the problem, objective of the study, research question and significance of the study. The chapter further presents scope of the study, limitation of the study and operational definition of the study.

1.1 Background of the Study

The issue of “social cohesion” has, over the last ten years, been analyzed from various perspectives of research and policy making (Dayton-Johnson, 2001; Osberg, 2003; ECLAC, 2007; Council of Europe, 2008; OECD, 2011a). A common thread of the existing literature is that social cohesion is both a means to ends such as inclusive growth and an end in itself. (OECD,2012)

“Socially cohesive or ‘shared’ societies are stable, safe and just, and are based on the promotion and protection of all human rights, as well as on non-discrimination, tolerance, respect for diversity, equality of opportunity, solidarity, security and participation of all people, including dis advantaged and vulnerable groups and persons.” (OECD, 2012, p- 53)

In our increasingly service-based economies, social relationships and instant coordination among employees are the means by which a lot of work gets done. Thus, whether organizations -and their employees- flourish or languish largely depends on the quality of the social connections they nurture. A cohesive society works towards the well-being of all its members, fights exclusion and marginalization, creates a sense of belonging, promotes trust, and offers its members the opportunity of upward mobility. The quality of the workplace connections can be defined as life giving (high quality) or life depleting (low quality). Positive social cohesion facilitates organizational learning, cooperation, effectiveness, and employee loyalty, among many other desirable outcomes. High-quality connections are brief, mutually beneficial, and dynamic dyadic interaction, which have the power to energize people with vital resources to do their work well. Companies with higher numbers of engaged employees have lower business

costs, improved performance outcomes, such as higher productivity figures and customer rating, less turnover and absenteeism, and fewer safety incidents (Gallup, 2015).

Social cohesion skills such as trust, relationships, conflict /violence management, dialogue and debate, equality and justice, equal opportunity, gender responsiveness, diversity, loyalty, inclusion and ways of communication are some of the skills which are valuable in creating a positive social cohesion in the working environments. This research investigates social cohesion skills and its mediating role in the working Environment; centering to the skills which are crucial in creating conducive working environment. As the researcher got an experience of working in the Ethiopian Railways Corporation, lack of those skills such as trust, interpersonal relationships, gender responsiveness and issues concerning diversity are contributing for the occurrence of a detrimental working environment. As an employee in the corporation lack of those skills is a very reason for experiencing loss of interest in staying in the organization. The researcher believes that lack of management of those skills in the corporation is a reason for creating a less flourishing and a comfortable working environment. However, a deep insight for the available social cohesion skills and challenges for the applicability should be explored.

1.2 Statement of the problem

Social cohesion is group properties where members are well bounded, connected with one another by personal relationships, and share a common purpose. Cohesiveness is a positive a trait by itself but the way how we approach cohesiveness as a process can increase or decrease over time in response to many factors including group size, leadership, and external threats. Social and physical environments play an important role in fostering or undermining the ability to create social ties. In contrast, negatively constructed ties between two individuals at work are characterized by animosity, exclusion, or avoidance, which can cause stress and job dissatisfaction (Rosales, 2015).

Often in modern life, however, individuality trumps connectedness and belongingness. Studies show that there has been a general breakdown of interpersonal relationships and an overall decline of face-to-face interactions (Pearson & Porath, 2005). As well, incivility, or employees' lack of regard for one another, is a growing and costly phenomenon. Not coincidentally, a recent

survey pinpoints that more than half of U.S. workers (52.3%) declare themselves unhappy at work (Conference Board, 2014).

The Gallup Organization (Gallup, 2015) found that a majority (51%) of full-time workers in America are not engaged in their jobs. Another 17.5 percent are actively disengaged meaning that they are potentially hostile to their organizations. That leaves just less than one-third (31.5%) of U.S. workers who thrived in their jobs (Gallup's, 2015). Lack of social cohesion in the work places will contribute to low organizational effectiveness which leads to stresses and depressions in the workers and will contribute negative role in the individual and in the country as a whole.

The Ethiopian Federal Bureau of Investigation frequently faces problems of high employee turnover. For instance, starting from 2017 to 2019 one hundred eighty-seven (187) police officers left the organization (2017-2019 Unpublished annual report of EFBI) due to various reasons.

According to this report work-related stress accounts high rate for employee turnover. Moreover, the prevalence of stress symptoms has been increasing from time to time among the police officers. The major stress symptoms include job dissatisfaction, discouragement, and feelings of being overwhelmed by a number of tasks, aggression, cynicism, disinterest and isolation. (Zelalem, 2019)

For social cohesion to meet the needed solidarity and positive relationships among employees with different skills of social cohesion should have to be applied and also the obstacles which are hindering the interconnections should have to be eliminated. Even though some researches were conducted in the issue of importance of social cohesion in the work place, it doesn't give a deep insight to the skills of positive social cohesion in the workforces which will bring a less stressed and suitable working environment.

Here in Ethiopia, so many people spend their time working in the environment which is uncomfortable and stressful. Even though some researches for instance study of Zelalem (2019) found out that majority of the employees working in the Ethiopian Federal Bureau of Investigation experienced moderate to high work-related stress, the study did not give

consideration to the negative interpersonal connection and less cohesiveness between workers. There is also scanty of literature found on the role of social cohesion skills in creating a favorable working environment. So, this issue should have to be given an attention and should be investigated in a broad manner.

As far as the knowledge of the researcher is concerned, there is mere research undertaken on the issue of the role of social cohesion skills and its mediating role in the working environment in the country. And also, it focuses on how absence of those skills will bring a detrimental working environment in the institutions. Therefore, to fill this gap, the current study focused on assessing the role of the skills for social cohesion and the consequences of lack of those skills among workers in the Ethiopian Railways Corporation.

1.3 Objective of the study

1.3.1 General Objective

The major objective of the study is to assess social cohesion skills and its mediating role in the Working Environment in Ethiopian Railways Corporation.

1.3.2 Specific Objectives

The specific objectives of the study are: -

- To inspect whether diversity is accommodated in the working arena of the organization and how it is managed among stuffs.
- To assess whether equality of opportunity incorporated in the organization.
- To assess how the skills of social cohesion such as trust and interpersonal relationship changes the working environment.
- To assess how the skills of social cohesion such as the issue of trust changes the working environment.
- To examine whether such as gender sensitive issues are incorporated in the system of the organization.
- To assess the availability of operating system for the skills of social cohesion in the organization and to examine the challenges for its applicability.

1.4. Research Question

The study answers the following research questions;

Major research question

What are the mediating roles of social cohesion skills in the working environment in Ethiopian Railways Corporation?

Specific research question

- How is diversity accommodated in the working environment of the organization and how is it managed among the staffs?
- Is the issue of equality of opportunity incorporated in the system of the organization?
- How is the skill of social cohesion such as trust and interpersonal relationships change the working environment?
- Does the environment sustain the issue of gender equality and sensitivity?
- Is operating system for the skills of social cohesion available? What are the challenges for its applicability?

1.5. Significance of the study

The development of a country is one way or the other linked with the involvement of all citizens, especially the workforce is contributing a major role in the developmental activities of the country. The working environment which the workforce spent must be decent and convenient. The realm of the environment of occupation will be flourished if social cohesion skills such as interpersonal relationships, trust, diversity and the issue of gender equality are incorporated. Even though the issue of social cohesion is a high concern for the developed nations, in our reality it is given a mere attention. Considering the scarcity of local studies, the research fills the existing gap on the role of social cohesion skills specifically in the area of working environment. It gives workers the insight to the skills which they acquire and also which they will seek in order to be a productive and a sociable staff member. Further the study makes clear for the management body of the organization on how to create encouraging interpersonal relationships,

trustful staffs, and an environment which is gender sensitive and maintain diversity among the staffs who are assigned in different levels of occupation.

The finding of the study helps government, non-governmental organizations and policy makers to make a policy intervention and decisions relying on the significance of social cohesion for the wellbeing of the work force and the society as a whole. Furthermore, the outcome of the result gives insight to other researches to dig more information with regard to the skills of social cohesion in the working environment in Ethiopian case.

1.6. Scope of the study

Studies of different scholars have shown that, the issue of social cohesion is a very important driver of short and long-term prosperity and competitiveness. Cohesive societies are politically stable and focus on economic growth and business development. A coherent integration policy should aim to foster social inclusion and prevent and reverse social exclusion.

The study is delimited to the overall staffs of the organization. Every member of the staffs is exposed to the issue of social cohesion and social exclusion. The corporation hired many employees for the implementation of the railway construction in the position of core and supporting positions. Therefore, the study delimited its scope on the overall workers of the organization. Besides, the study scope was delimited to Ethiopian Railways Corporation, to investigate the skills of social cohesion in the organization. The study in terms of time it was done in 2021 and geographically the study was delimited to Ethiopian Railways Corporation which is found in Kirkos Sub city, Addis Ababa, Ethiopia.

1.7 Limitation of the study

The scarcity of local studies which are conducted on the issue of social cohesion in the working places is a limitation for the study. The researcher relied on the external resources such as studies which are made outside the country. On the other hand, because of the pandemic of COVID -19, some respondents rejected to give a face-to-face interview response.

1.8 Operational definition of the study

The following terms will be used in the research according to the interpretation given below.

Ethiopian Railway Corporation is the national railway operator of the Federal Democratic Republic of Ethiopia, under the regulation of the Ministry of Transport. ERC operates passenger and freight transport. Founded on 28 November 2007 (regulation 141/2007) as a quasi-public corporation to operate Ethiopia's passenger and freight rail services, it receives federal subsidies but is managed as a for-profit organization.

Social Cohesion is defined as the willingness of members of the society to cooperate with each other in order to survive and prosper. (Dick, 2003)

Social Cohesion Skills are ways to create a better social cohesion among groups, communities and societies. (UNDP, 2015)

Chapter Two: Review of related literature

2.1 Introduction

This chapter presents a review of related literature topics that have been done by various researchers on the concepts of social cohesion skills. Concepts and dimensions of Social Cohesion, theoretical and empirical review and conceptual framework of the study are discussed in a broad manner.

2.2. Concept of Social Cohesion

Social cohesion refers to the extent of connectedness and solidarity among groups in society. It identifies two main dimensions: the sense of belonging of a community and the relationships among members within the community itself. It stems from a democratic effort to establish social balance, economic dynamism, and national identity, with the goals of founding a system of equity, sustaining the impulses of uncontrolled economic growth, and avoiding social fractures. A cohesive society is one that works towards the well-being of all its members, minimizing disparities and avoiding marginalization and entails fostering cohesion by building networks of relationships, trust and identity between different groups, fighting discrimination, exclusion and excessive inequalities, and enabling upward social mobility. (OECD 2011)

A cohesive society is a mutually supportive community of free individuals pursuing common goals by democratic means (Council of Europe, 2004). Social cohesion is the capacity of a society to ensure the welfare of all its members, minimizing disparities and avoiding polarization. A cohesive society is a mutually supportive community of free individuals pursuing these common goals by democratic means (European Committee for Social Cohesion, 2004). Social cohesion is a set of social processes that help instill in individuals the sense of belonging to the same community and the feeling that they are recognized as members of the community (French Commissariat General du Plan 1997). the dialectical relationship between mechanisms of social inclusion and people's reactions, perceptions and attitudes to ways in which these

mechanisms operate in producing a sense of belonging in society (United Nations Economic Commission for Latin America and the Caribbean, ECLAC).

Social Cohesion describes the nature and quality of relationships across people and groups in society, including the state. The constituency of social cohesion is complex, but at its essence social cohesion implies a convergence across groups in society that provides a framework within which groups can, at a minimum, coexist peacefully. In this way social cohesion offers a measure of predictability to interactions across people and groups, which in turn provides incentives for collective action. (Social Development Department, World Bank 2012, forthcoming)

Today, France has its Minister of Solidarity and Social Cohesion, while both the European Union (EU, 2007) and the Council of Europe (Council of Europe, 2008) have made it a strategic priority. The Inter-American Development Bank (IDB, 2006) and the United Nations Economic Commission for Latin America (ECLAC, 2007) have also contributed to this debate, highlighting the crucial role of social cohesion in inclusive growth and development. There are other recent concepts linked to social cohesion, such as the “big society”, an idea put forward by David Cameron in 2009, then leader of the opposition and now British Prime Minister (Norman, 2010).

2.3 Why does social cohesion matter?

Social cohesion is not something of a luxury that should only be aimed at countries that have achieved a certain level of development. A famous Deng Xiaoping quote goes: “Let some people get rich first”, which suggests that when a country is growing, increasing inequality up to a certain level is a natural part of a development process. Yet, in spring 2011, the Beijing city authorities banned all outdoor advertisement of luxury goods on the grounds that they might contribute to a “politically unhealthy environment”. Clearly, social cohesion and the absence of socially divisive influences contribute to desirable development outcomes such as growth, poverty reduction, stability and peace and conflict resolution. What is more, social cohesion helps make policies more effective. If a society integrates minorities, has a relatively strong sense of belonging, and provides opportunities for upward social mobility, the effectiveness of its public policies will obviously be greater than in socially fragmented societies. (OECD, 2012)

2.4. Conducive working environment and Employees' engagement

The pursuit of organizational success in today's business world lies not only in an organization's ability to promptly respond to the unpredictable and fast changing environment or the assemblage of a multi-skilled workforce, but also in having engaged employees who feel and connect physically, cognitively and emotionally to work roles and the work environment. With the fast-changing business environment, employee engagement has become increasingly vital to business enterprises that seek to retain valued employees and has consequently received heightened research attention. Accordingly, Mase and Tyokyaa (2014) studied resilience and organizational trust as correlates of work engagement among health workers in Makurdi Metropolis, Berry and Morris (2008) studied the impact of employee engagement factors on job satisfaction on turnover intent while Ugwu, Onyeishi and Rodriguez-Sanchez (2014) studied the role of psychological empowerment on organizational trust and employee engagement. Similarly, other studies have highlighted the importance and benefits of employee engagement to other organizational constructs such as customer satisfaction, workers' productivity, employee turnover and absenteeism (Harter, Schmidt, & Hayes, 2002), business growth, profitability and performance (Markos & Sridevi, 2010).

In view of Lelebici (2012), and Hammed and Amjad (2009) respectively noted that one of such conditions that enhance employee engagement is a well-designed, user friendly and quality workplace. The authors noted that employees are at their best when they have personal control of their work roles, perceive that the workplace is safe and comfortable and appropriate to their well-being.

According to Chandrasekhar (2011), and Sundstrom, Town, Rice, Osborn and Brill (1994), the attention in the workplace environment is of rising concern because most employees spend at least fifty percent of their lives within indoor environments which influences their cognitive and emotional states, concentration, behavior, actions, and abilities and by extension performance. This is also of more concern because employees at work need to focus, cooperate with each other, socialize and learn throughout their time on the job.

The environment, according to Ajala (2012), is man's immediate surrounding which he manipulates for his existence. Its wrongful manipulation, the scholar averred, triggers hazard

capable of impeding on employees' performance and engagement at work. Since, physical workplace environment consists of tangible components that are related to the office occupiers, which determine their abilities to physically connect to their work roles (Haynes, 2008), the nature and quality of the physical work environment is considered impactful on how employees interact, perform their roles as well as their mental, physical and emotional states (Sehgal, 2012, Oyetunji, 2014).

Studies have shown that a conducive physical workplace environment reduces absenteeism, determines retention, enhances job performance, (Chandrasekar, 2011; Hamed & Amjad, 2009), increases job satisfaction and productivity (Samson, Waiganjo & Koima, 2015), ensures employee engagement (Hamed and Amjad, 2009), and facilitates group cohesiveness (Public Health England Report, 2015). Similarly, studies have been conducted in Africa on the predictive role of the physical work environment. For instance, Samson, Waiganjo and Koima (2015) studied the effect of workplace environment on the performance of commercial Banks in Nakuru Town, Kenya, Ajala (2012) examined the influence of workplace environment on workers' welfare, performance and productivity in Nigeria, while Taiwo (2010) examined the influence of work environment on workers' productivity in Lagos, Nigeria. However, in spite of the overwhelming importance of the physical work environment and employees' engagement to work organizations respectively studies that address the association between these constructs appear fragmented.

2.5 skills of Social Cohesion

2.5.1 Diversity and inclusion and corporate culture

Defining Diversity

Diversity has been an evolving concept. Many writers define diversity as any significant difference that distinguishes one individual from another a description that encompasses a broad range of overt and hidden qualities. Generally, researchers organize diversity characteristics into four areas: personality (traits, skills and abilities), internal (gender, race, ethnicity, I.Q., sexual orientation), external (culture, nationality, religion, marital or parental status), and organizational (position, department, union/non-union) (Johnson J.P., 2003; Simmons-Welburn J., 1999). The

trend in defining diversity seems to favor a broad definition, one that goes beyond the visible differences. One of the first researchers to use this inclusive definition, R. Roosevelt Thomas, Jr., was pivotal in moving diversity thinking beyond narrow categories. He argued that to manage diversity successfully, organizations must recognize that race and gender are only two of many diversity factors. Managers and leaders must expand their perspective on diversity to include a variety of other dimensions. Workplace diversity management, in his model, is also inclusive, defined as a “comprehensive managerial process for developing an environment that works for all employees”. This general definition also enables all staff to feel included rather than excluded, permitting them to connect and fortify relationships that enable employees to deal with more potentially volatile issues that may later arise. (Barbara Mazur, 2014)

Defining Inclusion

Inclusion is a component of a company’s culture. This allows companies to attract a wider range of qualified employees, as today’s job seekers increasingly base employment decisions on a company’s culture and reputation. The light should be shed on the real challenge of inclusion, stating it’s to find common cause for important work. This can’t be done effectively if employees isolate themselves from each another based on differences such as race, culture, nationality, gender, ability, and personality. Inclusion doesn’t mean an employee has to like everyone they work with, but they must still respect the opinions of fellow employees. Allowing companies to quiet cultural discord inclusion is a set of policies, procedures, programs, set of norms, and actions that create an environment where the people who make up this diversity are able to use their difference to a company’s benefit, not to its detriment. (Barbara Mazur, 2014)

Diversity, Inclusion and Social Cohesion

According to Maxwell (1996), “social cohesion involves shared values and communities of interpretation, reducing disparities in wealth and income [...]” (p. 13). Jenson (1998) and Bernard (1999), by using the terms inclusion/exclusion to describe the degree of (un)equal opportunities for societal members, also consider this to be a descriptor of social cohesion. Two components can be assigned to the (in) equality dimension. First, and foremost is the (un)equal distribution of (accessible) material and immaterial resources across all members of a society,

i.e., across regions, urban and rural areas, and various social, economic, and cultural groups (e.g., Berger-Schmitt and Noll 2000; Bernard 1999; Chiesi 2004; Council of Europe 2005; European Commission 2001; Jupp et al. 2007; Kearns and Forrest 2000)

Resources can, for example, be employment, income, education, health care, social welfare, and legal means. A related term often used is social exclusion, described as the isolation of individuals or groups from the social and cultural life as a consequence of an unequal distribution of resources or their accessibility (Berger-Schmitt & Noll 2000); The second component is the (in) equality between people in terms of cultural, ethnic, religious, and social background. This has been termed composition or fractionalization (Easterly, 2006)

Social diversity has been discussed by various authors as being a potential threat to social cohesion, because it erodes shared cultural values, beliefs and practices. Huntington (2004), for example, argues that the recent influx of immigrants into the United States undermines the common American identity that is rooted in shared Protestant values, the English language and individualistic ways of life. Whereas early immigrants and settlers had assimilated into this identity, recent immigrants tend to maintain their culture of origin, which eventually undermines cohesion. Others have argued that cultural diversity negatively affects trust and social networks. However, this view is opposed by the argument that it is not so much the actual degree of (in) equality that is discussed in relation to cohesion, but rather the way societies deal with it. For example, the House of Commons (2004) views a cohesive community as “one where [...] the diversity of people’s different backgrounds and circumstances are appreciated and positively valued”, and that is able to “integrate people from different ethnic backgrounds so that they can relate together [...]” (p. 7).

Uslaner (2012) argued that it is not diversity per se but rather segregation that undermines cohesion. Letki (2008) showed that it is rather socio-economic status than culture of origin that erodes the ties between people. The Council of Europe (European Committee for Social Cohesion 2004), for example, views social cohesion as the “[...] society’s ability to secure the long-term well-being of all its members” (p. 23). Well-being, in turn, is conceptualized by the authors as equality (regarding access to resources), dignity (regarding diversity), autonomy, and participation.

2.5.2 Interpersonal Relationships

Defining Interpersonal Relationships in the Working Place

Heaphy and Dutton (2008) made an important distinction between a connection and a relationship in the workplace. According to these authors, a connection involves the mutual awareness of both parties that an interaction has taken place; however, it does not imply intimacy or that the interaction is more than momentary. A relationship, on the other hand, develops from the recurrence of these interactions or connections. Therefore, both connections and relationships require the awareness and contribution of two individuals. Interestingly, however, Heaphy and Dutton also note that “people’s subjective experience of their connections with others has immediate, enduring, and consequential effects on their bodies” Therefore, for an individual to experience the effects of a connection or relationship in the workplace, it may be that only they need to appraise it as such. For this reason, we define an “interpersonal relationship” as an individual’s subjective experience of repeated interaction or connection with another individual.

Interpersonal Relationships and Social Cohesion

Social relations between groups and individuals are the most prominent aspect of social cohesion. From a classical social-psychological perspective, this component emphasizes a group’s attraction to its members; social relations make people continue to stay in the group (Friedkin 2004). Definitions of social cohesion that refer to social relations are for example “[...] the quality and strength of people’s relationships and bonds with others their family, friends and the wider community are important ingredients of the level of social cohesion” (Australian Bureau of Statistics, 2006, p. 19), “[...] characteristic of a society dealing with the connections and relations between societal units such as individuals, groups, associations as well as territorial units” (Berger-Schmitt 2000, p. 2, with reference to McCracken 1998), or “[...] state of affairs concerning both the vertical and horizontal interactions among members of society [...]” (Chan, J., To, H., & Chan, E. (2006), p. 290).

A cohesive society would not be possible without a certain degree of trust—not only between people, but also towards institutions (Chan, J., To, H., & Chan, E. 2006& Uslander 2012), which is another component we assigned to the dimension of social relations. Larsen (2013), for

example, views social cohesion as the “belief—held by citizens in a given nation state—that they share a moral community, which enables them to trust each other” (p. 3). Trust, or the expectancy that other persons’ behavior is predictable and is in principal lead by positive intentions (Morrone, A., Tontoranelli, N., & Ranuzzi, G. 2009), is a moral resource of solidarity (Delhey 2007) and strengthens cooperation, unity, and identification. Moreover, it is considered to be crucial for social development (Morrone, A., Tontoranelli, N., & Ranuzzi, G. 2009 & OECD 2011) and an essential element of social capital (Adam and Roncevic 2004; Morrone et al. 2009), since it enhances economic exchange, improves the efficiency of public institutions and provides the ground for collective action (Larsen 2013). According to Fukuyama (1995) trustful relationships between individuals in a society (above and beyond close ties in smaller units such as families) are a prerequisite of economic prosperity and growth because they lower transaction costs.

Participation in the public life reflects sense of belonging, solidarity and the readiness for mutual cooperation in the pursuit of common goals (Berger-Schmitt 2000; European Commission 2001). Furthermore, social interactions in associations, political parties, unions, or non-governmental organizations strengthen shared values, sense of belonging, and trust (European Commission 2001; Jeannotte et al. 2002).

2.5.3 Trust

Dictionary.com’s first definition of trust is “reliance on the integrity, strength, ability, surety, etc., of a person or thing; confidence”. The website prompts also that it is “the obligation or responsibility imposed on a person in whom confidence or authority is placed: a position of trust”. Both definitions imply that trust is a relationship of reliance: indeed, a relationship without trust is no relationship at all. Trust is therefore both an emotional and a rational (cognitive, calculative, and rational) act. The emotions associated with it include affection, gratitude, security, confidence, acceptance, interest, admiration, respect, liking, appreciation, contentment, and satisfaction, all of them necessary ingredients of psychological health. The logic of it is grounded in assessments of a party’s dependability, which play a significant role in decisions to trust. As expected, there are different intensities to trust, depending on why one grants trust and why it is accepted: knowing the different types of trust informs decision-making

at each level. Strangely, however, despite instinctive recognition of the importance of trust in human affairs, its conceptualization in the workplace remains limited in the literature—but grew in the 1990s, while actions to foster it in that environment are still not readily discernible in practice. (Asian Development Bank, 2017)

Pratt and Dirks (2007), highlight that trust is central to all positive relationships. According to Dutton (2003) trusting; means acting toward others in a way that conveys your belief in their integrity, dependability and good motives. In other words, acting with trust involves acting on positive expectations about other people’s behavior and intentions. When trust prevails in a relationship, you assume that the other person is acting with your best interests in mind. Trust creates a self-fulfilling cycle between people by encouraging them to be more mutually trusting. In a trusting connection, both people expect high-integrity behavior from each other. As a consequence, both people experience more freedom to be authentic, to let their guard down, and to be flexible. Research by Helliwell and Huang (2010, 2011b) has shown that among employed people, trust in management predicts life satisfaction more reliably than health, marital status, or income level. The same study also found that having more intense social relations in general was correlated with higher life satisfaction.

Trust and Social Cohesion

Trust is essential to the social cohesion concept. It may be defined broadly as a sentiment or personal attribute (trusting someone or an institution) or as a rational expectation of exchange or reciprocity (trust that mutual commitments will be made). Trust may be seen in political life, as in acceptance of the legitimacy of institutions or policies (such as taxation). Trust may also be seen in features of everyday social life, such as markets. The opposite of trust is suspicion, or perceptions of fear. (UNDP, 2020)

Trust is a mutually shared expectation. It is a critical component of group cohesion; different levels of trust result in different levels of cohesiveness. Trust is a form of “social intelligence”; it enables trusted persons to have access to sensitive information that the group shares. In a cohesive group, members have the same opportunity to share “social intelligence” with other trusting members. Demonstrated trustworthiness by members, in turn, strengthens the group’s bonds. Trust is conveyed verbally and non-verbally; in either case, it is the communication of

reciprocally beneficial behavior in interactions with group members. Trust is a mediator of social cohesion. (John Bruhn, 2009)

A shared vision for a common future and responsive, legitimate governance institutions contribute to economic development in cohesive societies characterized by high levels of trust. Social cohesion is reinforced by inclusive social policies and protection for minorities, disadvantaged groups and elements of society that have been marginalized historically. Trust and interdependence, which are core attributes of cohesion, contribute to personal and collective security through shared norms. Greater cohesion may facilitate more consensus-oriented or inclusive governance, as individuals and interests may have greater empathy and understanding for others' interests and well-being. Finally, social cohesion and inclusivity in economic, social and civil political participation reduce the risk of anti-social behavior and individual alienation that can lead to violent extremism. (UNDP, 2020)

In UNDP-related practice, social cohesion may be described along two main dimensions: vertical and horizontal. Both include objective and subjective aspects. The horizontal dimension may also be described in terms of bonding, bridging and linking social capital. The vertical dimension represents trust between government and society. This includes trust in political, economic or social leaders, institutions, and processes such as elections, access to justice, taxation, budgeting, and the delivery of public services. The vertical dimension, which focuses on the state, involves cohesion among citizens, where perceptions and behaviors reflect loyalty, broad legitimacy, trust, and confidence in national, sub-national or local state actors, institutions and processes. (UNDP, 2020)

2.5.4 Gender Sensitivity

Defining Gender Sensitivity in the Working Place

Gender sensitivity means respect for an individual irrespective of his or her gender. It involves greater awareness of the needs, aspirations, abilities, and professional value of employees as men and women, without any prejudice about their gender. A gender sensitive workplace creates the right condition for the fullest utilization of the human potential in the organizational setting. Thus, it is imperative for people within an organization to be aware of the widest possible range of life options for everyone. (MDI, 2017)

Gender sensitive employment creation addresses gender needs of men, women and youth in the paid/salaried employment, self-employment and agriculture. Gender sensitive employment creation discourages unpaid family workers who work completely without payment in cash or kind in family enterprises and the care economy which is not remunerated. Women unlike men have been found to spend more hours in the care economy caring for children, the elderly, persons with disabilities and the sick. Family support systems are necessary to meet gender needs of both adult and young women and men with family responsibilities. In areas where women lag behind, affirmative measures are to be used either through quota systems and support services that can help women to participate equally without constraints. (UNDP, 2020)

The workplace has sometimes been referred to as an inhospitable place for women due to the multiple forms of gender inequalities present (Abrams, 1991). Some examples of how workplace discrimination negatively affects women's earnings and opportunities are the gender wage gap (Peterson and Morgan, 1995), the dearth of women in leadership (Eagly & Carli, 2003), and the longer time required for women (vs. men) to advance in their careers (Blau & DeVaro, 2007).

Gender and Social Cohesion

Many UNDP Country Offices working on social cohesion give special attention to women and youth. This acknowledges that those groups need to be actively included in many UNDP contexts, as their inclusion benefits the initiatives. One UNDP staff member commented, "From experience, we have seen that if women are involved in social cohesion initiatives at community level, the initiatives are more likely to be successful." gender must be integrated in social cohesion assessments to provide a comprehensive picture. UNDP must also use all of its internal resources, including staff who understand the local language, culture of communication, and local history and who can interpret behavior, particularly when interacting with local actors. Such in-depth knowledge helps anchor social cohesion to evidence-based data, for example, perception surveys. (UNDP, 2020)

2.6. Local Governance and Social Cohesion

Local institutions play an important role in fostering social cohesion. Both formal and informal ones constitute mechanisms that offer positive potential to prevent conflict. Formal local

governance structures and their policies affect the environment for social cohesion. Vertical cohesion naturally depends on the work, accountability and performance of local governance institutions, as this is a building block of trust and relationship between people and the state. However, formal governance structures also affect horizontal cohesion. For example, they affect how inclusion is implemented in practice in developing policies, community plans and local implementation. The broad range of public services provided by the state and implemented by local structures creates a direct interface with the public and, thus, influences social cohesion in important and practical ways. The fair and effective distribution of services is fundamental if the citizenry is to view the state as treating everyone equally.

2.7. Social Cohesion for Peace and Development

Research in sociology, economics, political science and social psychology suggests that cohesive societies are likelier to have better individual health outcomes, greater income equality and more extensive social support and protection systems. Cohesive societies may reflect stronger citizenship norms and experience greater levels of institutionalized and responsive governance and, potentially, support for democracy and popular participation. More recently, social cohesion has been used as an objective to overcome fragility and counter violence and extremism by staving off polarization, political radicalism and identity-based differences. Thus, the concept serves commonly both to describe a context and to identify an outcome of development assistance programming and projects. In the latter case, it may be a primary result – e.g. a facilitated dialogue process or a secondary one - e.g. strengthened intergroup trust built by participating in a community-level water-sharing initiative. Based on this focus on trust in government, social cohesion is also strongly linked to the broader aims of post-war and post-crisis recovery to strengthen inclusive, resilient and responsive state capacities. From managing host-immigrant tensions in European cities to fostering a common Lebanese identity, to building peace from the bottom up in the Central African Republic, social cohesion appears to apply widely to the underlying social dynamics that lead to peaceful and inclusive societies.¹¹ Its characteristics are evident and often quite immediately recognizable as a feature of the ‘everyday’ in social interactions. Cohesive societies reflect everyday civility and respect and protect the rights of all. Such societies foster relationships across ethnicity, religion, class,

neighborhood and region. Trust and interdependence, which are core attributes of cohesion, contribute to personal and collective security through shared norms. Greater cohesion may facilitate more consensus-oriented or inclusive governance, as individuals and interests may have greater empathy and understanding for others' interests and well-being. Finally, social cohesion and inclusivity in economic, social and civil political participation reduce the risk of anti-social behavior and individual alienation that can lead to violent extremism. Where a sense of a shared vision of the future exists, social cohesion creates resilience to escalating conflict at the individual level, which often ensues from contentious politics and, at times, social mobilization based on identity. Concepts related to social cohesion, such as reconciliation, are equally important to understand and measure in countries emerging from conflict. (UNDP, 2020)

The concept of social cohesion offers insights into mechanisms of conflict prevention and peace building. It identifies both objective and subjective factors that underlie social dynamics and links them to mechanisms for communication and joint action to prevent escalation. Trust is a critical factor in the non-violent management of conflict. The denser the degree of social cohesion, the greater the likelihood that national, regional, or local networks of actors exist that can work to prevent conflicts from escalating. These include women's groups, religious leaders or civil society organizations, particularly those working with excluded groups. Development programs and projects addressing, for example, health care, education, livelihoods, food security or gender empowerment may have a significant impact on enhancing social cohesion. Indirect programming involves efforts to use the full scope of development-oriented work to build community ties and economic or governance interdependencies. (UNDP, 2020)

2.8. Theoretical and Empirical Literature review

2.8.1 Theoretical review

2.8.1.1 The Theory of Multiculturalism

Ramakrishna (2013, p. 100) argues that multiculturalism is 'the representation of difference'. By this, multiculturalism means accepting and tolerating differences in cultural identities and promoting ways of peaceful coexistence. Rosado (1996) explicitly defines multiculturalism as:

a system of beliefs and behaviors that recognizes and respects the presence of all diverse groups in an organization or society, acknowledges and values their socio-cultural differences, and encourages and enables their continued contribution within an inclusive cultural context which empowers all within the organization or society. (p. 2)

Therefore, multiculturalism can be described as a behavioral pattern that appreciates, tolerates and promotes multiple cultures and identities situated within the confines of a particular community. These explanations infer that multiculturalism is a reactionary movement or ideology purposed to resolving the challenges of color difference, cultural diversity and social inequality through an attitude of acceptability, hospitality, tolerance and love (Olanrewaju 2017), More specifically, managing and valuing diversity enhances the performance (Choi & Rainey, 2010; Mazibuko & Govender, 2017). Workplace diversity is associated with higher organisational benefits (Joubert, 2017). For instance, cultural diversity is associated with organisational advantages, such as strengthening the organisation's culture, improving the company's global reputation, increasing creativity and innovation or building loyalty among customers of different origins (Cox & Blake, 1991; Franken, 2015; Shen, Chanda, D'Netto, & Monga, 2015; Thomas & Ely, 1996). It is also associated with increases in productivity, goal attainment, creativity, client focused services and an interesting work environment (Joubert, 2017) as well as work team cohesion (Cashmore, 2003; Trivedi, 2008). In addition, when diversity is managed effectively, employees learn more about each other so that communication is improved, with less stereotyping and discrimination among the employees (Joubert, 2017). Organizations promoting initiatives based on a multicultural ideology can be expected to be particularly attractive to minorities, because diversity is acknowledged and retained (Verkuyten, 2005).Loromeke, & Adekoye, 2017).

A model of multiculturalism in the workplace

It is a novel feature of this contribution that it studies diversity from an acculturation perspective, as acculturation is a productive way of examining adjustment processes faced by individuals who come into continuous contact with other cultural backgrounds (Berry, 1997). This theoretical framework combines a mediation model of acculturation in the broader society (Arends-Tóth & Van de Vijver,) and in the workplace (Jackson, Van de Vijver, & Ali, 2012).

There are various ways in which multiculturalist theorists have defended multicultural policies. According to one argument, recognizing minorities is to extend to them rights to which they are entitled as a basic matter of justice. For example, it may be argued that since in liberal democracies policies tend to favor the social, cultural, and religious interests of members of the majority, equality of opportunity requires that minorities be accommodated by multicultural policies that aim to promote their particular interests (Kymlicka 1995). There is also a second, more instrumental line of argument that multicultural policies tend to promote forms of community that are conducive to the realization of social justice. Thus, social justice cannot be realized in all social settings, rather, it may require certain kinds of community bonds to generate for example the levels of solidarity necessary to make individuals willing to redistribute within the framework of a welfare state.

...in the multicultural vision, ethnic communities are hypothesized to promote successful social integration sociologically, because institutional pathways lead to participation in the mainstream society (the null hypothesis being they do not), and psychologically, because ethnic communities promote positive identity which protects individuals against feelings of marginality or exclusion. We recognize that interpreting the direction of the relation between well-being and social cohesion is open to debate. It may be that social cohesion results in well-being. Alternatively, well-being may lead to greater social cohesion. Moreover, the relation between these two constructs may be bi-directional. In any event, feelings of well-being and social cohesion are intimately related. Therefore, to understand the impact of prejudice and discrimination on social cohesion, it is important to examine how experiences of discrimination affect well-being. In the social and behavioral sciences, a great deal of research has been devoted to studying the causes of prejudice and discrimination. Often, researchers have concentrated on the personal and contextual factors contributing to the likelihood that majority group members will exhibit prejudiced attitudes and behave in a discriminatory manner towards minority group members. This emphasis, however, neglects an important perspective; namely, the perspective of those who are the targets of prejudice and discrimination. To address this issue, Dion and Earn (1975) examined the 'phenomenology of prejudice,' a term referring to the subjective experience of prejudice. At that time, there was little systematic research addressing this important issue.

2.8.1.2 The generativist theory of social cohesion

Generativist is an expression not only of intra psychic dynamics or evolutionary crisis but also of the processes of social nature. More specifically generativity is presented as a disembodied process by providing a psychological view of man's social existence; in fact, it captures the social aspects as a projection of the individual dynamics. The theory of social cohesion by Lockwood, (1999) on the contrary, emphasizes the importance of relational structures describing them as embedding in structure but neglecting a deepening of the generative mechanisms aimed at the formation of relational aspect as responsible for the quality rather than for the structure of the social cohesion of a community. In this sense we can say that on one hand the generative perspective allows us to analyze social cohesion as a dynamic process (evaluative and involute, inclusive and exclusive) while on the other the concept of social cohesion allows us to highlight the ability of the generativity to interconnect the individual dimension within the social context and above all to make understandable the generative dynamics of the social structure. It is outlined a generative theory of social cohesion that analyzes the nature sometimes rhetoric and uncritical of social cohesion, often presented as synonymous of good company. This interpretation is proposed by the dominant mainstream in the absence of a thorough knowledge of the processes underlying the social relationships and group dynamics. (Mauro. G. 2014)

The conceptualization of the generative process has clearly showed how its character has any impact on the complex and ambiguous nature of social relationships. In detail the generative process shows that it is not enough to be part of a network in order to feel belonging to a cohesive reality as the quality of the networks (bonding or bridging) and the dynamics of a group or community (universal of species hood or pseudo speciation) are closely related to the quality of the generative process. In this sense it seems limiting to say that social cohesion represents the product of the primary and secondary relations arising from the good practices of the actors if it is not known what kind of generative process, they are able to implement and activate. For this reason, it is necessary to trace how the concept of generativity is structured in a social sense, in order to better understanding the nature of social cohesion. In detail social generativity as a process can be distinguished into three mechanisms that occur in unison when the psychological and social conditions are realized and make an action generative. In this perspective it is possible

to argue that an action to be generative must be characterized as creative, care/responsibility oriented, able to promote autonomy. In this sense generativity not only creates objects, ideas and relationships but it cares what has been created and do not possess it. If generativity involves the creation of new bonds also determines their care, revitalizing and strengthening them constantly. However, in order to be creative, productive and responsible, social generativity must have the ability to develop autonomy in what it has created. More specifically generativity is << to let go of >> what you create (which implies trust in others and freedom), despite the strong tension to care. These three mechanisms can be observed in the different actors and institutions. We can assert that a municipality, a social cooperative or association can develop social relations of generative or degenerative nature. If we consider the foundational social relationship of social cohesion, it is evident that it must not only be created, generated, but in order to survive it must be cared. However, for this relationship to be generative it must create new relational bridges with new actors and new and different relationships. When the process of generativity is structured with all the three components then it can be considered complete and therefore capable of forming the social reality in inclusive terms. It is obvious that if we apply the construct of social generativity within Lockwood's perspective, we are able to understand not only how to create the bonds but also their quality. Seconded the three aspects of the process of generativity are connected it is possible to understand if it is a social cohesion inclusive, exclusive or subject to dissolution. In general, it can reasonably be argued that in the absence of the three mechanisms identified bankruptcy forms of generativity can be observed that assume the character of stagnation or of self-preoccupation. These forms lead to dissolution of social cohesion resulting in a weakening of social ties due to a retreat from the social field by the different actors that make up a community. This forms the basis of the formation of the phenomenon of privatism and individualism in which it is very difficult to find pro social modes, relational structures based on reciprocity and cohesive communities. By looking at the two distinct levels identified by Lockwood as paramount to the formation of social cohesion we can see as the presence of a weak generative process marked by stagnation or self-preoccupation develops family ties mostly self-referential and weak, null relational secondary structures or without pro sociality. It should be emphasized, however, that there is not only a problem of weak social ties but also of excessive closure. In the first case, the dissolution could be set in the light

of the theory of generative cohesion as the product of the failure of the generative process. In the second case the cohesion becomes a problem in itself (Jensen, 1988) since the generative process governed by an introversion pseudo speciation lives within the family or group membership anticipating a tribal social cohesion. This implies that the concept of social cohesion is characterized by a certain degree of ambiguity (social cohesion also has a dark side). Paradoxically, despite the generative process is made of all the three components, if it is not combined with a civic structure made of values, spaces and actors; the implications that it has on social cohesion are in the name of discrimination rather than of universal integration. (Mauro. G. 2014)

2.8.1.3. Social Identity Theory of Social cohesion

Social identity theory has also been used as a theoretical framework to explain group cohesion. Social identity theory was developed by Tajfel and Turner (1981) and is used to explain when and why individuals identify and behave within social groups. There are three psychological processes of social identity theory:

1) social categorization- individuals often place themselves and others into categories; 2) identification- individuals relate to certain groups (in-groups) that emotionally impact their self-concept; and 3) social comparison- group members compare their groups (the in-group) to other relevant groups (out-group) and usually favor the group to which they belong (in group) over other groups (Tajfel & Turner, 1986).

2.8.2 Empirical Review

2.8.2.1 Social Network Analysis

Another way to understand the significance of cohesion in large social groups is by using social network analysis to study the patterns of interactions or “ties” that members have with other members, their so-called degrees of separation. It has been found that in many networks, the distribution of degrees among members is highly skewed, with a small number of members having an unusually large number of ties. Research has shown that this skewness could have an impact on the way groups operate, including the way information travels through the network and the stability of groups when certain members are absent or removed. Recent work on social

networks has focused on three features of network structure. The first is the “small world” effect meaning how people can have a short connecting path of acquaintances in a network that has an insular or culturally homogeneous social structure. This relates to the second characteristic of social networks and that is clustering or the probability that two friends getting together is greater than that of two people at random. A high degree of clustering indicates greater cliquishness. Third, the feature of a skewed degree distribution is of interest in network analysis. Having knowledge of skewed degree distribution in a group can provide insights, for example, into how decisions are made, sources of group power, and how group boundaries are established and maintained. The benefit of social network analysis is that it focuses on how group ties affect individuals and their relationships. For example, smaller, tighter networks are often less useful to the members than networks with many loose connections (weak ties) to individuals outside the network. More open networks with many weak ties are more likely to introduce new ideas and opportunities to their members than closed networks with redundant ties. It is usually better for individual success to have connections in a variety of networks rather than many connections within a single network. (Wellman and Leighton, 1979)

2.8.2.2 Late 19th and Early 20th Centuries empirical studies analysis

Gustave Le Bon, a French social psychologist, in 1896, formulated an explanation for collective behavior. He observed that crowds exerted a hypnotic influence over their members. Crowds could assume a life of their own, stirring up emotions and driving people toward irrational acts. Le Bon’s contagion theory was, perhaps, the earliest precursor of the concept of social cohesion. About the same time, Emile Durkheim, a French sociologist, in 1897, studied the relationship between social cohesion and suicide.⁶ He collected data that revealed patterns showing that certain categories of people were more likely to commit suicide. He found that different rates of suicide were the consequence of variations in social structure, especially of differences in the degree and type of social solidarity. Charles Horton Cooley (1909) formulated the idea of primary groups. Primary groups were characterized by intimate, face-to-face communication, exhibited cooperation and conflict, and had members who spent a great deal of time together and knew each other well. Sigmund Freud, in 1921, observed that an individual’s primary identification came from the intense emotional ties they experienced in closely bonded groups.

William MacDougall, in 1921, pointed out that a group is more than the sum of individuals; it has a life and mind of its own. He introduced the idea of reciprocity and a common mode of feeling members have for each other. (John B. 2009).

2.9. Conceptual Framework

The framework shows that for bringing peace and development in the country, there should be favorable working environment. A favorable working environment is a stable and a comfortable working environment where staffs feel staying in a certain organization or institute which is free from stress and unwanted experiences. For creating such environment social cohesion skills such as; diversity and inclusion, interpersonal relationships among employees and employers, trust among them and a gender sensitive environment is a crucial phenomenon to present. Social cohesion skills must be mainstreamed in the overall system of the organization.

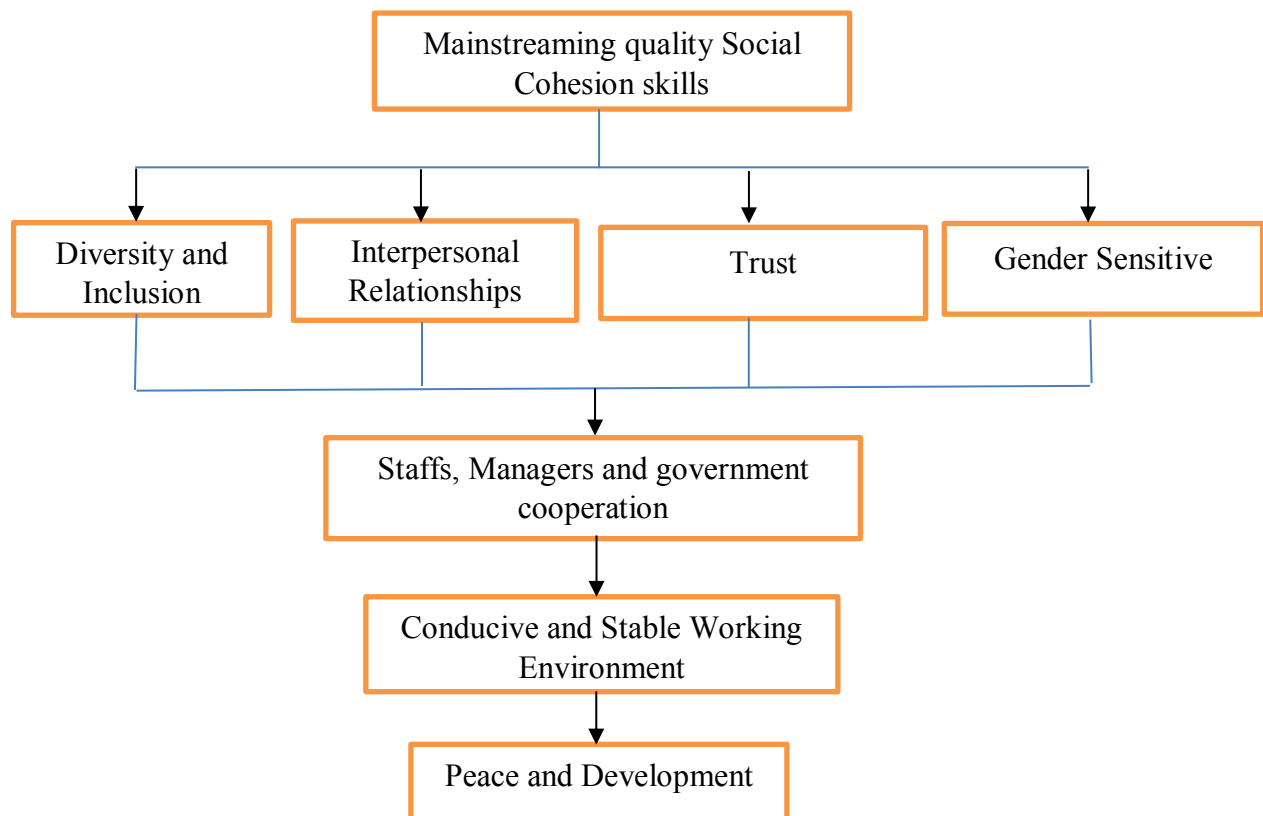


Figure1. Conceptual framework

Chapter Three: Research Methods

3.1. Introduction

The primary focus of this chapter is to provide a summary of the research methodology in order to investigate the research problem. It covers the research design, research site, population, and source of data, sampling design, data collection tools, data Analysis and interpretation Procedures, validity and reliability considerations, ethical consideration and trustworthiness.

3.2. Research Design

Research design is a master plan that aids the conduct of the study. It is an exposition or plan of how the researcher decides to execute the formulated research problem (Creswell, 2004). It is a plan, which gives a direction from underlying philosophical assumption, justifying the use of specific research method as well as tools of data collection and analysis.

This study employed cross sectional design approach. A cross sectional study design enables us to obtain information from specific group of respondents at a single point in time without any attempt to follow-up over time while longitudinal research collects data repeatedly over time twice or more with the intent of reporting the direction and magnitude of changes of things under investigation (Ruane, 2005).

On the other hand, the study followed pragmatically philosophical standing on which data was drawn from both qualitative and quantitative method of data collection. As a social science research, it makes the overall study sound and representative.

3.3 Research Approach

Pragmatism is a world view or paradigm that should underpin most mixed methods research. It is a problem-oriented philosophy that takes the view that the best research methods are those that help to most effectively answer the research questions. In social science research, this often involves a mix of quantitative and qualitative methods used to evaluate different aspects of a research problem. Mixed-methods researchers promote pragmatism as a paradigm by suggesting that it is directly linked to the needs of mixed-methods research. Scholars maintain that

pragmatism provides philosophical foundation for social science research, in general, and mixed-methods research, in particular (Morgan, 2014)

In the study concurrent mixed research approach is applied by using both quantitative and qualitative research methods for the collection of the data. Concurrent mixed research method is used for the data which is collected at the same time or in parallel. This design involves a single study containing qualitative and quantitative data collection which is conducted at the same time.

This is mainly because, qualitative methods of data collection and analysis provides rich information and subjective meanings which are not always accessible through quantitative methods of data collection. The study employed Qualitative method because the issues of the roles of social cohesion skills should have to be investigated in in depth. For instance, the issue of gender sensitivity had been given more insight based on the response of the voice of the target participant. On the other hand, the use of quantitative approach was mainly due to its potential of including as many respondents and to collect data pertinent to the study.

During this study, to demonstrate the roles of social cohesion skills quantitatively, the researcher used descriptive research design. This research design is ironic in providing information from many respondents who are residing in a given working environment and gives immense results based on respondent opinion on the particular issue. Based on this high Priority is given for the quantitative method.

3.4 Study Area Description

The research site for the study is The Ethiopian Railway Corporation which is the national railway operator of the Federal Democratic Republic of Ethiopia, under the regulation of the Ministry of Transport. ERC operates passenger and freight transport. Founded on 28 November 2007 (regulation 141/2007) as a quasi-public corporation to operate Ethiopia's passenger and freight rail services, it receives federal subsidies but is managed as a for-profit organization. The company employed 293 employees for the achievement of its goals as a mega railway project company. Based on this the study is intended to assess the roles of social cohesion skills in creating a suitable and a conducive working environment as employees interact with one another frequently.

3.5. Target Population

Best and Khan (1999) define the target population as a little portion of the population sampled for observation and analysis. It's considered because the population to which the researcher wants to get the results of a study. The target population for this research is the employees of ERC who had the required information required for the research questions.

3.6. Sampling Design

Sampling is the process by which a researcher selects a subset of a given study population to participate in a study to provide information (Dattalo, 2008). Sampling in academic research is required due to the difficulty of conducting population research and the unmanageable cost of studying an entire population. Sampling is not only the decision of which people to be observed, but also decisions of including which group, event/cases, and institutions in the study (Miles and Huberman, 1994). Determining sample size and the type of sampling technique used is one of the major difficult exercises in survey research. The size of a sample and selection of informants is solely determined by the researcher in qualitative research. (Vanderstoep & Johnston, 2009) For the study, the sample size and sampling technique used are presented as follows.

3.6.1 Sample Size

The study which is the Ethiopian Railways Corporation has a total of 293 staffs. For this study purpose, 169 staffs which are 99 female and 70 male staffs were selected for the study. The researcher used the simplified formula for Yamane's (1967) sample size determination that helps to calculate the sample size. Yamane's formula for sample size determination stated that a simplified formula to calculate sample sizes $=N / (1+N(e)^2)$. Where n is – Sample size N - is the Total population, the researcher will use a 5% sampling error and 95% confidence level. The sample size calculated by using Yamane (1967) is presented below:

$$n = \frac{N}{(1+N(e)^2)} \quad n = \frac{293}{1+293(0.05)^2} = 169.11 \sim 169$$

3.6.2 Sampling Technique

For the study the researcher used Simple random sampling for the quantitative data collection. (Neuman, 2007) acknowledges that random samples yield samples most likely to truly represent

the entire population. They also allow us to calculate statistically the relationship between the sample and the population—that is, the size of the sampling error. The sampling error is the deviation between what is in the sample data and an ideal population parameter due to random processes.

Simple random sampling is a type of probability sampling in which the researcher randomly selects a subset of participants from a population. Each member of the population has an equal chance of being selected. Based on these 169 staff were selected for the study.

In the Qualitative data collection purposive sampling is used for collecting the data. This method of sampling is also known as judgmental or selective sampling. It is a form of non-probability sampling in which researchers rely on their own judgment when choosing members of the population to participate in their surveys. Key informants are special persons selected purposively by the researcher due to their unique knowledge about things under investigation and who are willing to participate and guide the researcher (Bernard, 2006). Social cohesion skills can be expressed well from the target people such as; female staffs and others who reside in the same place for a longer period. In this study, the researcher selected staffs who had been working in the corporation for 6 to 9 years. Simultaneously, A priority was given for female staffs since it is expected that the issues of gender sensitivity can be expressed broadly by females' themselves.

Corbetta (2003) acknowledged that key informants are persons (member or non-member of the community under study) who are special expertise of that phenomenon. By using purposive sampling method, the researcher had planned and selected 7 participants for the interview. However, 6 of them were willing to conduct the interview. Based on this, the actual participants of the study are 175.

3.7. Sources of Data

In this study, both primary and secondary data sources were used. The researcher used both primary and secondary data to research social cohesion skills and it's mediating role in the working environment in ERC. Primary data is collected from the respondents using a structured

questioner and key informant interview. On the other hand, Secondary data is collected from relevant books, unpublished materials, annual reports, and related documents.

3.8. Data Collection Tools

To investigate social cohesion skills and its mediating role in the working environment in Ethiopian Railways Corporation, the study based on both primary and secondary sources. Primary and secondary research makes use of quantitative and qualitative data. Quantitative data collection method such as, questionnaires are used to gather numerical data while qualitative data collection methods like interviews is used to gather descriptive data. The literature review depends on secondary sources such as books, journals and internet sources. while the analysis depends on primary sources using a structured questionnaire and key interview.

3.8.1. Quantitative methods of data collection

Questionnaire

Questionnaire is one of the instruments of data collection used in this study. It consists of a series of questions that respondents read and answer by themselves. Survey questionnaires were useful for understanding the attitudes and behaviors in a population, examining relationships between variables and determining causal links between them (Kalof et al., 2008). The survey questionnaire was categorized into five parts coinciding with the specific objectives of the research. The first part was about the research participants' background. The second section dealt with respondents' attitudes toward diversity and inclusion and corporate culture. The third section focused on attitudes toward Interpersonal relationships, the fourth section dealt with the perception of respondents' attitude towards trust and finally the fifth section dealt with attitude towards gender sensitivity. The question items were structured with close-ended questions. Likert scale was employed for items which were difficult to measure. Generally, the questionnaire was formulated according to conventional scholarly standard as recommended by Gorard (2003: 100):

“I recommend a questionnaire of eight core pages as a maximum, preferably less for self-administered instruments. Or looked at another way, do not go much above 100 separate questions (and even this figure presupposes that most questions use the same response format). Use a standard paper size, printed in black on a white background (although some authorities suggest that light green

is the most attractive paper color). Questions should be grouped as far as possible into topics, with spaces between them. Each question should have no more than two sentences of instruction, and a different typeface should be used for instructions and questions” Gorard (2003: 100)

Therefore, questions on respondents’ attitude towards the proposed social cohesion skills are a 31 question items grouped into four sections.

3.8.2 Qualitative methods of data collection

Key Informant Interviews

Key informants are special persons selected purposively by the researcher due to their unique knowledge about things under investigation and who are willing to participate and guide the researcher (Bernard, 2006). Corbetta (2003) acknowledged that key informants are persons (member or non-member of the community under study) who are special expertise of that phenomenon. Based on this, 8 questions for interview were proposed for the informants who are residing in the study area. The subjects of this study were staffs who were positioned in different departments of the organization with different profession background. In addition, key informants who were knowledgeable of the issues of social cohesion were considered. In this survey instrument, a self-completed questionnaire developed referring to the previous studies. With these key informants, the general issues related to the role of social cohesion skills were explored. In this study, key informant interviews were recorded, transcribed, and translated from the local language (Amharic) into English. The researcher interviewed the participants in their own office. Moreover, the data were digitally audio-recorded with the consent of the participants. Since the researcher is familiar with the study area, the challenges and limitations faced in collecting the data is minimum. Some of the respondents were on duty though the researcher managed the challenge by changing schedules which are suitable for the interviewee. For this reason, it took eight days to complete the interview. Institutional clearance was made by informing the participants about the purpose, methods and intended possible uses of the research, what their participation in the research entails.

3.9. Data Analysis and Interpretation Procedures

Data analysis and interpretation is conceptualized as the process by which different variables or factors involved in the study are isolated, organized into manageable units, coded, and then synthesized to find patterns of relationships between variables (Mouton, 1998). Similarly, for Bernard (2006: 452) data analysis is the search for patterns in data and for ideas that help explain why these patterns are there in the first place. There are different ways of data analysis in social science research. Quantitative data analysis is a means by which researchers collect quantifiable and non-quantifiable data and present them in the form of numerical forms to explain patterns of relationship between variables. Following this general paradigm, Maxwell (1998) maintains that the quantitative approach uses fixed and standardized tools, arrangement, and coherence of data while qualitative research lacks any such elaborate typology into which studies can be pigeonholed.

Maxwell (1998: 69) further elaborates that in a qualitative study, the activities of collecting and analyzing data, developing and modifying theory, elaborating or refocusing the research questions, and identifying and dealing with validity threats are usually going on more or less simultaneously, each influencing all of the others. In addition, the researcher may need to reconsider or modify the design during the study in response to new developments or to changes in some other aspect of the design. Miles and Huberman (1994) identify three general reasons for linking qualitative and quantitative methods of data analysis. First, the need for corroboration of qualitative and quantitative research through triangulation is paramount. Second, this link is important to develop analysis by providing richer information, and third, it initiates new insights and lines of thinking (Bernard, 2006; Jupp, 2006). Thus, information was obtained in figures from respondents. Therefore, quantitative data which gathered through the survey was organized and analyzed. The collected data using survey and key interview methods was processed step by-step.

The process of qualitative data analysis begins with categorization of information by themes and meanings (Miles and Huberman, 1994). It also involves transcription, translation, coding, and working with pattern development to arrive at a general description under study. In this study, key informant interviews were recorded, transcribed, and translated from the local language

(Amharic) into English. The data were digitally audio-recorded with the consent of the participants and then transcribed and translated into English. Then, categorization and organization of data into themes were accomplished by putting the data into manageable patterns. Accordingly, skills of social cohesion such as equality and diversity, interpersonal relationships, trust among the staffs and gender sensitivity were the main themes developed. Moreover, themes related to the applicability of social cohesion skills and the barriers were explored. Besides, the commitment of the staffs and the organization were developed. Information obtained through key interview were documented in each category and triangulated with others alongside the results that were obtained through quantitative method. Description and explanation were the two models of data analysis inseparably used since dynamic social processes under investigation directly described by the researcher from the inside perspective (Miles and Huberman, 1994).

Hence, this study aimed at describing issues that are directly obtained from respondents as well as explaining patterns of relationship between variables. Thus, the method of data analysis employed in this research draws on the works of Bernard's and Miles and Huberman's multi-level and multi-faceted explanation of typologies of data analysis and their relationships, within which both qualitative and quantitative data were jointly analyzed.

The quantitative data analysis method mainly focuses on examination of quantifiable data gathered through office survey method. Initially, the responses obtained through survey method were coded and entered into the software. This helped to use descriptive statistics in explaining different variables involved in the study. For the descriptive analysis, frequency and percentage presentation of data was carried out. Data cleaning also involves correcting typing errors and checking that all types of codes are correctly written. The other type of cleaning involves checking for completeness. As soon as the questions were returned, it was checked whether the respondents filled the questioner without missing any question. Furthermore, all items in the questionnaire were coded numerically. Once all the data were coded, they were ready for data entering. The outputs of responses were processed by SPSS version 16 computer program and summarized using descriptive statistics and presented in tables. After qualitative and quantitative

data analyses were separately accomplished, an attempt was made to integrate them to arrive at a more coherent and complete conclusion for each of the items included in the study.

3.10. Validity and reliability considerations

Reliability and validity issues are central to the study of social science due to the fact that social issues are subject to change and this in turn poses challenges to know whether specific research result is reliable or valid. It is due to this difficulty that perfect validity or reliability is impossible, but it is very important issue in social science research (Neuman, 2007). Neuman uses reliability and consistency interchangeably, a condition when the research is repeated, the same result should be obtained. Validity on the other hand, refers to the extent to which the findings of the research resemble the actual reality. Thus, scientists are worried of the techniques by which both validity and reliability are enhanced. Mouton (1998) identifies different mechanisms by which reliability and validity are enhanced. He asserts that researchers ought to accept as a general principle that the inclusion of multiple sources of data collection methods in a research project and the use of different sources of data is likely to increase the reliability of the research findings. Furthermore, Deborah A. Abowitz and T. Michael Toole (2010) propose whether a mixed method design results in data convergence or not, it is likely to provide more valid and reliable data and thereby allow us to have greater confidence in our conclusions – whatever they might be. Thus, it is believed that the mixed method approach employed in this research enhanced the level of validity and reliability. In addition to the use of triangulation method, the researcher's familiarity with the study area enhances the validity of the research. The internal consistency for the final items of the survey instrument was also examined by using Cronbach's alpha measure. Based on the result the researcher had deliberately removed some items which decreased the reliability of the items. For instance, some items in the gender sensitivity portion with inter-relatedness problem were made discarded. After the correction made the results for the reliability test were presented as follows. Initially, question items relating to the perception of attitudes towards diversity and inclusion and corporate culture were arranged in Likert scales and measured, which was found to be 0.752 (7 items), question items related to attitude towards interpersonal relationships is 0.826 (9 items), on the other hand for the question related to attitude towards trust is 0.709 (7 items) and finally 0.714 (8 items) for gender

sensitive questions is measured. Overall, the internal consistency was 0.889 (31 items), with the largest internal reliability.

3.11. Trustworthiness

Trustworthiness or rigor of a study refers to the degree of confidence in data, interpretation, and methods used to ensure the quality of a study (Polit & Beck, 2014). In each study, researchers should establish the protocols and procedures necessary for a study to be considered worthy of consideration by readers (Amankwaa, 2016). Although most experts agree trustworthiness is necessary, debates have been waged in the literature as to what constitutes trustworthiness (Leung, 2015). Since the study is a social science research, trustworthiness is considered comprehensively. The researcher used Guba's strategy which he proposes four criteria that he believes should be considered for trustworthiness.

Credibility

Credibility of the study, or the confidence in the truth of the study and therefore the findings, is the most important criterion (Polit & Beck, 2014). In the study prolonged engagement with participants was practiced in order to gain participants trust. In addition to the use of triangulation method, the researcher's familiarity with the study area enhances the validity of the research.

Dependability

Dependability refers to the stability of the data over time and over the conditions of the study (Polit & Beck, 2014). The research design of the study may be regarded as a "prototype model". Such in-depth coverage also allows the reader to assess the extent to which proper research practices have been followed.

Conformability/ Neutrality

Conformability is the neutrality or the degree findings are consistent and could be repeated. This is analogous to objectivity in quantitative research (Polit & Beck, 2014). The concept of conformability is the qualitative investigator's comparable concern to objectivity. Here steps

must be taken to help ensure as far as possible that the work's findings are the result of the experiences and ideas of the informants, rather than the characteristics and preferences of the researcher. (Andrew K. Shenton, 2004) In this study findings are based on participants' responses and not any potential bias or personal motivations of the researcher. Responses are presented based on the response of the interviewee abstained from the researcher personal feelings and opinion.

Transferability

The nature of transferability, the extent to which findings are useful to persons in other settings, is different from other aspects of research in that readers actually determine how applicable the findings are to their situations (Polit & Beck, 2014). In this study transferability is recognized as results of the research study can be applicable to similar situations or individuals. Considering the issue of transferability the researcher had presented the scope of the study in a clear manner.

3.12. Ethical Considerations

Ethical concerns involve the consideration of the relationship between researcher and the research participants. Research ethics deal with how we treat those who participate in our studies and how we handle the concerns, dilemma and conflicts that arise over the proper way to conduct research (Neuman, 2007; Vanderstoep and Johnston, 2009). For Sieber (1998: 128) ethics of social science research is about creating a mutually respectful, win-win relationship between researcher and research participants in which participants are pleased to respond candidly, valid results are obtained, and the community considers the conclusions constructive. This requires more than goodwill or adherence to the laws governing research.

In the study, the aim of the research is explained adequately to the case organization, including how the importance of the data is being gathered from the respondents and issues of confidentiality by ensuring the respondents that all of the information in this study is solely used for academic purposes only. Confidentiality pertains to protecting the participant's personally identifiable data. The information collected for the study does not contain any identifiable information. Some of the respondents are not comfortable in identifying their identity for other staffs including their own bosses. The overall data is also kept in a secure place.

Chapter Four: Data Presentation Analysis & Interpretations

4.1 Introduction

The objective of this chapter is to present, interpret, and discuss the result of the analysis of the questionnaire, which was collected from the respondents and responses from the interviewed staffs of ERC. The survey is conducted to examine social cohesion skills and its mediating role in the working environment. In this chapter, the results of the study are reported. It includes the demographic characteristics and issues related to social cohesion skills such as, Attitudes toward diversity and inclusion and corporate culture, attitudes towards interpersonal relationships, attitude towards trust and attitude towards gender sensitivity.

4.2. Demographic Characteristics of Respondents

This section presents demographic characteristics of the participants who took part in this study. Accordingly, sex, age, educational background, job level and work experience are presented.

Table 4.1: Demographic characteristics of respondents

Demographic characteristics

	Gender		
	Male n (%)	Female n (%)	Total n (%)
Age			
20-30	10 (14.3%)	20 (20.2%)	30 (17.8%)
31-40	40 (57.1%)	79 (79.8%)	119 (70.4%)
51-60	20 (28.6%)		20 (11.8%)
Educational Background			
TVET		10 (10.1%)	10 (10.1%)
Diploma	30 (42.9%)	10 (10.1%)	40 (23.7%)
Bachelor Degree	20 (28.6%)	49 (49.5%)	69 (40.8%)
Masters	20 (28.6%)	30 (30.3%)	50 (29.6%)
Job level			
Management/ Department head	10 (14.3%)		10 (5.9 %)
Team leader	20 (28.6%)	30 (30.3%)	50 (29.6%)
Senior officer	30 (42.9%)	49 (49.5%)	79 (46.7%)
Junior officer	10 (14.3%)	20 (20.2%)	30 (17.8%)
Work Experience			
Less than 2 years	10 (14.3%)	10 (10.1%)	20 (11.8%)
2-5 years	20 (28.6%)	40 (40.4%)	60(35.5%)
6-9 years	30 (42.9%)	39 (39.4%)	69 (40.8%)
10 years above	10 (14.3%)	10 (10.1 %)	20 (11.8%)

Source: sample survey, April 2021

As indicated in table 4.1 below among 169 participants in the study majority of them, 99(58.6%) of study participants were female whereas the remaining 70 (41.4%) were male. Regarding age distribution 119 (70.4%) of respondents belong to the age range of 31-40 years and 30 (17.8%) of respondent belong to age range of 20-30 but the remaining 20 (11.8%) of participants age belongs to age category of 51-60. In the educational background of the respondents majority of them 69(40.8%) were Bachelor degree level, 50(29.6%) were at Masters Level, 40(23.7%) were graduates of Diploma and 10(5.9%) of them were from the level of TVET/College and High school graduates respectively. On the other hand 50 (29.6%) of them were team leaders and 79 (46.7) were senior officers, 30 (17.8%) were junior officers and 10 (5.9%) were managers and department heads. And also 69 (40.8%) were working in the office for 6-9 years, 60 (35.5%) were from 2-5 years, 20 (11.8%) were working for 10 years and above and 20 (11.8%) were for less than 2 years.

The demography of the data shows that majority of the respondents are female staffs hence it helped the researcher to analyze more responses from female respondents. On the other hand the age distribution shows that majority of them are in the age range between 31-40 where it is expected that respondents in this age range will be more prone to social cohesion skills and can express their approaches intensely. Simultaneously as it can be seen in the demographic data, staffs who have been working in the corporation for a longer period of time can express social cohesion skills more than others though they have been interacting with each other for a longer period. Moreover in the educational background data, it can be seen that the majority of the respondents are literate and can be expected that their responses are presented more responsively and rationally so that the data can be taken as credential.

4.3. Descriptive Statistics of Study Variables

This section uses statistical data analysis tools such as frequency and percentages. The summary of descriptive statistics of all variables that are presented based on a 5-point Likert scale (“1” being “strongly disagreed” to “5” being “strongly agreed”).

4.3.1. Attitudes towards diversity and inclusion and corporate culture

Diversity means being composed of differing elements. In a workplace, diversity means that the workforce is made up of employees with different races, genders, career backgrounds, skills, etc. Diversity is proven to make communities and workplaces more productive, tolerant and welcoming. On the other hand Inclusion is the practice of providing everyone with equal access to opportunities and resources. Inclusion efforts in the workplace help to give traditionally marginalized groups, like those based on gender, race or even those with physical or mental disabilities, a means for them to feel equal in the workplace. (Bultin, 2021) On the table below employee's attitude towards diversity and inclusion and corporate culture is presented as follows;

Table 4.2 Attitudes towards diversity and inclusion and corporate culture

No.	Aspects related to diversity and inclusion	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		Frequency (%)	Frequency (%)	Frequency (%)	Frequency (%)	Frequency (%)
1	I am comfortable talking about my background and cultural experiences with my colleagues		20 (11.8)	30(17.8)	89(52.7)	30(17.8)
2	At this company, employees appreciate others whose backgrounds, beliefs and experiences are different from their own		40(23.7)	50(29.6)	69(40.8)	10(5.9)
3	Within the office, everyone has access to equal employment opportunities regardless of their difference	10(5.9)	40(23.7)	59(34.9)	40(23.7)	20(11.8)
4	Employees of different backgrounds are encouraged to apply for higher positions		40(23.7)	30(17.8)	59(34.9)	40(23.7)
5	ERC provides an environment for the free and open expression of ideas opinions and beliefs	10(5.9)	80(47.3)	29(17.2)	30(17.8)	20(11.8)
6	ERC has done a good job providing training programs that promote diversity and inclusion	20(11.8)	70(41.4)	70(41.4)		10(5.9)
7	The company's policies or procedures encourage diversity, equity and inclusion		30(17.8)	109(64.5)	20(11.8)	10(5.9)

Source: sample survey; April 2021

Data obtained from the survey item number 1 of table 4.2, shows that 89 (52.7%) employees agreed on “I am comfortable talking about my background and cultural experiences with my colleagues” while 20 (11.8%) of them disagreed. also 69 (40.8%) of them agreed on the appreciation of other staffs, whose backgrounds, beliefs and experiences are different from their own. On the other hand, for the item which is within the office, everyone has access to equal employment opportunities regardless of their difference 40 (23.7%) of the respondents agreed and disagreed in same range. While 59 (34.9%) of the respondents agreed and 40(23.7%) disagreed on the issue of “different backgrounds are encouraged to apply for higher positions”.

This shows that the majority of the respondents felt satisfied by the respect and the value relied up on them and also they are more contented by their closest colleagues though staffs and other employees are more respectful and understandable. Here we can see that the corporation encourages the whole staffs to apply for the higher positions but there is a gap in conveying equal employment opportunities for staffs. Respondents are satisfied by the availability of a system which will allow them to apply for a higher position but there is a lack of equal employment opportunities.

On the other hand 30 (17.8%) agreed while 80 (47.3%) disagreed for the issue of whether the corporation provides an environment for the free and open expression of ideas, opinions and beliefs. The respondent staffs are more satisfied by their colleagues rather than their working areas. The majority of them disagreed because the corporation lacks the availability of an environment which is open for countenance of different opinions. Regarding this issue one of the interviewee from the communication department of the corporation commented that;

“In the office there is a lack of social events which encourage workers to be free and to discuss with other workers regardless of their identity. The issue of diversity and inclusion is not the main thing for the organization so workers tend to discuss their ideas in groups and in their office. Personally I don’t have the confidence of expressing my ideas to other staffs. I only talk about my cultural experiences to my friends or staffs which I do have some things in common like staffs with whom are working in the same department with me.” (Interviewed on April 15, 2021)

Furthermore, 10(5.9%) respondents agreed while 70 (41.4%) of the respondents disagreed and 70 (41.4%) of them were neutral on “ERC has done a good job providing training programs that

promote diversity and inclusion”. On the other hand for the issue related to the company's policies or procedures which encourages diversity, equity and inclusion, 20 (11.8%) of them agreed and 30 (17.8%) of them disagreed while 109 (64.5%) were neutral about the issue. Michael Maness, Parvathy Sheela & Suryaprasanna Balusu (2018) discussed that high response for neutrality fall into two groups: Those individuals who possess true opinion neutrality on the issue and those individuals having no opinion and without adequate knowledge.

In this study, the researcher assessed ERC’s policy entitling “*ERC’s Human Resources Policy*” and a guideline which is “*ERC’s Occupational Health and Safety Management and Implementation Guideline*”. The former states that “ERC will strive for its workplace to be free of discrimination, harassment and violence; Encourage a diverse, fit and healthy workforce; Engage all employees in their development and continuous learning” while the latter states “ERC shall ensure to have a policy to fight against Harassment and ensure Commitment to nurturing a climate of understanding and mutual respect in which all of the employees are made to feel equal in dignity and rights. To this end every reasonable effort shall be made to ensure that all employees are free from harassment in the workplace by the employer, an agent of the employer, or another employee because of race, sex, ancestry, and place of origin, colour, ethnic origin, citizenship, creed, and age, record of offences, marital status or handicap status”

This shows that the corporation had policies and other documents in insuring diversity and inclusion but it lacks to present it to the staffs. Majority of the respondents replied neutral because they are unsure and unaware whether the policies and procedures are concerned or less concerned about the issues of diversity, equity and inclusion. Ironically 17.8 percent of them disagreed on whether policies and procedures encourage the issues of diversity. More over 70 (41.4%) percent of the respondents disagreed on the availability of trainings which promote diversity and inclusion. The corporation lacks to give trainings on the issues of policies and strategies in general or diversity and inclusion in particular. The interviewee from the Human resource department of the corporation remarked that;

“One of the main problem regarding to the issue of diversity and inclusion is the organization does not make a review on the policies and strategies of the corporation to the staffs so that employees are subjected to lack of information. More over the company doesn’t provide short-term or long-term training in this regard and as a result has not been able to produce productive employees in the company. Short and long term trainings help staffs to have enough information about the policies, procedures and even manuals. Because of this employees don’t

have a confidence in their workplace and also in their country as a whole. to add more I don't have a clue whether there is a specific policy regarding the issue of diversity and inclusion which will be used in the system of the corporation. The organization needs to formulate and implement a diversity and equality policy to maximize the effective use of human resource. The policy should be fully communicated to all staff, making it clear that the co-operation is required from everyone. The introduction of a diversity and equality policy must be followed up by practical guidance and training for all employees." (Interviewed on April 18, 2021)

4.3.2. Attitudes towards Interpersonal relationships

Interpersonal relationship is a strong association among individuals working together in the same organization. Employees working together ought to share a special bond for them to deliver their level best. It is essential for individuals to be honest with each other for healthy interpersonal dynamics and eventually positive ambience at the workplace.

On the table 4.3 respondent's attitude towards interpersonal relationship is presented as follows;

Table 4.3 Attitudes towards interpersonal relationships

No.	Aspects related to interpersonal relationships	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		Frequency (%)	Frequency (%)	Frequency (%)	Frequency (%)	Frequency (%)
1	In the office I have direct interpersonal relationship with my colleagues We speak honestly with each other		10 (5.9)	10 (5.9)	119 (70.4)	30 (17.8)
2	I have a social contact with my colleagues after work (e.g., we go to the cafeteria...)		40(23.7)	50(29.6)	49(29.0)	30(17.8)
3	I show interest in each other’s private matters and I share knowledge that is useful in our private life`		60(35.5)	40(23.7)	49(29.0)	20(11.8)
4	In the office managers show an interest in employees’ private matters	20(11.8)	40(23.7)	59(34.9)	50(29.6)	
5	In the office because of our interpersonal relationships we effectively carry out our duties			90(53.3)	69(40.8)	10(5.9)
6	The company conducts regular consultations/meetings with employees opinion surveys	40(23.7)	109(64.5)	20(11.8)		
7	The company cares that the workplace is attractive and improve interpersonal relationships	30(17.8)	80(47.3)	39(23.1)	20(11.8)	
8	The company makes efforts to make positive relations among workers (such as; committees, departments working on the issue....	10(5.9)	70(41.4)	49(29.0)	30(17.8)	10(5.9)
9	In the office I celebrate important events together (e.g., holidays and other celebrations)	10(5.9)	20(11.8)	30(17.8)	89(52.7)	20(11.8)

Source: sample survey; April 2021

In the survey respondents were asked about the interpersonal relationship in the office as it is the crucial skill of social cohesion. In the corporation respondents were asked about whether they do have direct interpersonal relationship with their colleagues and speak honestly with each other. The majority of respondents which are 119 (70.4%) were agreed while 10(5.9%) disagreed on it. A recent U.S. survey highlighted that the top engagement condition for 79 percent of respondents was their relationship with co-workers (SHRM, 2015). According to Ragins and Dutton (2007), relationships and swift coordination are the means by which work is done and meaning is found in organizations.

In the organization there are events such as, world HIV/AIDS day, March 8, anti-corruption days and other celebrations which the overall staffs gather in the worker's club and celebrate the day. It certainly builds positive interpersonal relationship among the staffs and creates a sense of belongingness. 89(52.7%) of the respondents agreed on whether they celebrate important events together (e.g., holidays and other celebrations), while 20(11.8%) of them disagreed. In addition to formal workplace relationships, informal relationships (i.e., those that emerge without organizational involvement) are also associated with positive work-related and personal outcomes. For example, attraction among co-workers enhances teamwork, communication, and cooperation (Mainiero, 1989). Workplace friendships have been associated with numerous positive outcomes, such as increased job satisfaction, job involvement, job performance, team cohesion, organizational commitment, and decreased intentions to turnover (Berman, West, & Richter, 2002; Feeley, Hwang, & Barnett, 2008; Riordan & Griffeth, 1995; Winstead, Derlega, Montgomery, & Pilkington, 1995). In the study, 49 (29.0) agreed while 40 (23.7%) disagreed for the item I have a social contact with my colleagues after work such as going to cafeterias. Relating to this issue one of the interviewee from rail network department stated that;

“Me and my colleagues tend to discuss regarding work related issues and matters which are personal. We eat our launch and spend some tea time together and discuss on matters. Since we are optimistic with each other, we will try to find some solutions for our personal matters. Though our canteen is not as much suitable for such environment, we will try to find a place to spend some tea and coffee time.” (Interviewed on April 19, 2021)

One of the core skills of social cohesion is the issue of interpersonal relationships. Moreover Social work as a profession promote positive interactions, strong relationships, and well-being at the individual, family, social group, organization, and community levels and it is crucial in

creating a suitable and a peaceful living environment. In the study, 60(35.5%) of the respondents disagreed on the item “I show interest in each other’s private matters and share knowledge that is useful in our private life” While 49(29%) of them agreed. On the other hand, 50 (29.6%) of the respondents agreed on “In the office managers show an interest in employees’ private matters” Showing an interest to people’s private matters can bring trust and reliance in people. Though more respondents replied supervisors consult private matters with other employees’, 40(23.7 %) of them disagreed. In this study regardless of the issues of improving interpersonal relationships, one of the interviewee from human resource department indicated that;

“In order to bring a sociable worker and to boost the interpersonal relationships between staffs, it is expected an internal initiation from the workers themselves. Some of the employees tend to spend their free time alone or spend it in the social media. They have to change the negative state of their mind. They have to stop expecting so much from their office and try to show their potential in increasing their relationships with their colleagues. And make their relationship one step up. And we as the employees of the organization need to celebrate some holiday eves together without making any exceptions. And celebrate events with the aim of creating a good relationship between workers and management staffs. On the other hand the organization should have to create a place which is suitable for creating a positive working environment. It should have to assess ways for its applicability. In addition the organization should have to make the canteen attractive to make workers spend their off work time there. And it also should have to plan timely programs on the aim of increasing the interpersonal relationships. This issue is not just about workers and the working environment issue rather it is the issue of family and the country as a whole.” (Interviewed on April 18, 2021)

To tackle social problems it is mandatory to have a discussion. Social work as a profession it is a field which appreciate consultation and discussion among people. This way a society will be at tranquil stage and the overall country will be at serene and calm.

Social work is a profession that promotes social cohesion and empowerment of people and communities. In our case organizations should have to make the work place a peaceful and a place where staffs feel at comfort. Organizations should create an environment which is conflict free. In the study, 70(41.4%) of the respondents, disagreed on whether the company cares for workplace attractiveness and improves interpersonal relationships. While 30(17.8%) of them agreed. On the other hand regular consultation with employees improves employee’s engagement with their work and creates a less stressed environment for the staffs. A safe workplace is more easily achieved when everyone involved in the work communicates with each

other to identify hazards and risks, talks, about health and safety concerns and works together to find solutions. This includes cooperation between duty holders, the people who manage or control the work and those who carry out the work or who are affected by the work. Unfortunately in the survey, 109 (64.5%) the respondents disagreed on whether the company conducts regular consultations and meetings with employees opinion surveys. More over 70(41.4%) of the respondents disagreed on whether the company makes efforts to make positive relations among workers (such as; committees and departments working on the issue...) while 30(17.8%) of the agreed on it. One of the interviewee from the communication department commented that;

“In the organization there is a scarcity of attractive and suitable places for employees to spend their leisure time. I spend most of my free time in my office by using some social media platform. Drivers are forced to sit in their cars. The staff’s canteen is also not suitable and attractive. As it is known as the mind’s peace depends on the outside environment, I don’t feel peaceful in spending my leisure time in that place. You can’t find things which every cafeteria can offer. The organization needs to make adjustments. It needs to make positive efforts in order to bring the interpersonal relation between staffs at its pick. The initiation should have to come from the management of the organization.” (Interviewed on April 15, 2021)

Since the issue of interpersonal relationships is crucial in creating social cohesion in the work places. The involvement of the organization had been given more emphasis. One of the interviewee from the member of social committee commented that;

“Our organization is optimist in creating a suitable working environment but it is not that much pleasing. There are some issues such as forming a social committee in the aim of increasing the interpersonal relationships between workers. One hundred fifty employees are members to the committee. It was initiated by staffs that were struggling to create a sociable environment. Sometimes the committee plans refreshing programs by searching for the sponsors who can give a support for the financial expenditures. But here only who are members to the committee will use the opportunity. On the other hand members deduct one present of their salary for the membership. Because of this lots of workers don’t want to be members. Since all of the employees are not benefited, the organization should have to work on managing and supporting the committee in order to make all employees members of it. And try to initiate positive relations at the pick. On the other hand departments working on the issue of corporate social responsibility don’t get the necessary support from the management.” (Interviewed on April 18, 2021)

Workplace friendships have been associated with numerous positive outcomes, such as increased job satisfaction, job involvement, job performance, team cohesion, organizational commitment, and decreased intentions to turnover. (Berman, West, & Richter, 2002)

4.3.3 Attitudes towards Trust

Relationships do not grow and develop until individuals trust each other. Trust is learned from past interactions with another. Trust is developed as the parties self-disclose personal information and learn that they will not be hurt by making themselves vulnerable to each other. Increased trust leads to the sharing of more personal information between the parties, which enhances regenerative interaction patterns and contributes to improved problem solving and productivity (O. Patricia, 2015). In this section respondents were asked about their trust in themselves, their colleagues and the organization. Trusts in the workplace means employees enjoy a culture of honesty, psychological safety, and mutual respect. They're proud of where they work and are more willing to go above and beyond for organization. Trust in the workplace also helps employees feel secure in their jobs and, in turn, reduces turnover.

On the table 4.4 the attitude towards trust is presented and discussed as follows;

Table 4.4 Attitudes towards Trust

No.	<i>Aspects related to trust</i>	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		Frequency (%)	Frequency (%)	Frequency (%)	Frequency (%)	Frequency (%)
1	I trust myself that I am competent in my ability to do my job well			10(5.9)	89(52.7)	70(41.4)
2	If I have a problem at work, I trust my coworkers will try to help me out			29(17.2)	130(76.9)	10 (5.9)
3	I have trust in the abilities of my coworkers	10(5.9)		20(11.8)	129(76.3)	10(5.9)
4	Most of my coworkers would get the job done even if the boss were not around		20(11.8)		139(82.2)	10(5.9)
5	I trust the managers that in this organization they reward personal loyalty first, then performance	40(23.7)	70(41.4)	29(17.2)	20(11.8)	10(5.9)
6	I do have trust in the managers that they appreciate and acknowledge a job well done.		40(23.7)	39(23.1)	50(29.6)	40(23.7)
7	The managers set a good example for others through their work habits because of that they are trustful	20(11.8)	60(35.5)	49(29.0)	20(12.8)	20(12.8)

Source: sample survey; April 2021

In the survey, 89(52.7%) of the respondents agreed on “I trust myself that I am competent in my ability to do my job well” As we can see the respondents are more confident in their ability cause of that the majority of the respondents agreed on this issue. More over the respondents are optimist in regards to their trust in their colleagues. 130 (76.9%) of the respondents agreed on which when they encounter a problem at work, they trust their coworkers will try to help them. On the other hand, 129 (76.3%) of the respondents have trust in the abilities of their coworkers. This shows that the respondents are trustful in themselves and their colleagues which this will inevitably bring a safe and impressive working environment.

Staffs self-confidence is a mandatory issue in creating emotionally stable personality which will bring a sound and a healthy personality. Concerning this issue 139(82.2%) of the respondents agreed on “Most of my coworkers would get the job done even if the boss were not around”. On the other hand conducive and favorable working environment can't be created solely by staffs being trustful rather it is a combination of trustful workers, managers and safe working environment.

On the contrary loosing trust in the managers and the working environment will create a suspicious connection between people which will create a depraved personality. In the study, 70 (41.4%) of the respondents disagreed on which they trust their managers reward their loyalty prior to their performance. also 50(29.6%) of the respondents agreed on “I do have trust in the managers that they appreciate and acknowledge a job well done”. Focusing on employee loyalty is not simply about reducing turnover or making employees happier within their jobs. It's about establishing that sense of loyalty, trust and ownership that will drive them to put the company's interest first. On the other hand 60(35.5%) of the respondents disagreed on “The managers set a good example for others through their work habits because of that they are trustful”. Less trustful managers are less communicative and transparent. They often get into the habit of seeing their employees in terms of output achieved. Employees will be more likely to respect a manager who can talk openly with them about difficult situations, answers questions and give them the facts. In turn, this should encourage employees to be honest themselves and bring difficult topics to the table, be it with their manager or their peers.

A recent study by Edelman (2016) found that one in three employees don't trust their employer, while another study by EY (2016) found that number to be even lower. Only 46% of people had

trust in their organization and only 49% in their boss/team. Half of respondents said it was important for the CEO to be ethical, take responsible actions in the wake of a crisis and behave in a transparent way. However, a much lower number of respondents actually felt their CEO was exhibiting these qualities. (Joe Myers, 2016). Without trust, employees are more likely to be disengaged and in the worst case scenario this might even result in a toxic work environment. In the study, we can see that the majority of the respondents are optimistic on the appreciation they receive on a job well done but they lack trust in their managers. This will inevitably create a detrimental working environment. Trust can be fostered when managers and peers show trustworthy behavior such as; act with discretion, are consistent between words and deed, ensure frequent and rich communication, engage in collaborative communication, ensure that decisions are fair and transparent. One of the interviewee from the communication department commented that;

“In the organization managers and bosses lack having a one to one conversation with their staffs so that workers couldn’t develop trust in their organization. Bosses need to visit and follow up their staffs. They should have to talk to them about their personal matters. This directly or indirectly encourages trust and belongingness. On the other hand workers themselves should strive to be positive as much as possible.” (Interviewed on April 15, 2021)

Another interviewee from the rail network department had commented that;

“Once, my manager had lost a trust in me that I was making some delays in accomplishing my work. I was absent for four days. Though I was in my sick leave, he was suspecting that I was being absent for another issue. Because of this I felt sad and had lost trust in my boss. And at other times my boss has rejected a request for my annual leave.” (Interviewed on April 19, 2021)

Managers who are cognizant of the processes that lead to trust or distrust in an organization, and who are aware of the effect of trust on attitudes and behavior, are able to take adequate measures to intervene in trust building processes at a team level and at the superior-subordinate level, and thus improve the performance of organization. An interviewee from the finance department had commented that;

“In the finance department, I and my colleagues strive to make our working environment suitable by having a time together in our joy and sadness times. If one of us is in mourning, we will go to their houses and share their sadness. And in our joys we will collect some money from the members and will go somewhere to have refreshing times. Staffs in the corporation have to believe that a change can only be made starting from their own selves. They should have to stop expecting too much from the managers and start to dig their strength and make their working environment suitable. In order to build trust they should have to participate in their colleagues matters whether in their time of happiness or sadness.” (Interviewed on April 20, 2021)

4.3.4 Attitudes towards gender sensitivity

Gender sensitivity essentially refers to making women’s as well as men’s concerns and experiences an integral dimension of all policies and programs in an organization so that women and men benefit equally and inequality is not perpetuated. Gender issues are sensitive and complicated and affect both women and men regardless of status. The ability of an organization to identify and handle gender inequality and gender discrimination underpins its success in creating a gender sensitive and inclusive work culture. Ultimately, the goal is to achieve gender equality. (P.Prabhakar, 2021)

On the table 4.5 employee’s attitude towards gender sensitivity is presented as follows;

Table 4.5 Attitudes towards gender sensitivity

No.	Aspects related to gender sensitivity	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		Frequency (%)	Frequency (%)	Frequency (%)	Frequency (%)	Frequency (%)
1	Bosses/colleagues treat female subordinates fairly and cooperate when help is needed			59 (34.9)	90(53.3)	20 (11.8)
2	I am aware of and understand the procedures for reporting incidents of discrimination and/or bias in the workplace.	30(17.8)	69(40.8)	30(17.8)	30(17.8)	10(5.9)
3	Women’s access and control over organizational resource has increased		79(46.7)	80(47.3)	10(5.9)	
4	Gender issues are mainstreamed in the overall system of the company	10(5.9)	70(41.4)	59(34.9)	10(5.9)	20(11.8)
5	Colleagues doesn’t respect female leaders’ decisions and cooperate when help is needed with work	60(24)	90(36)	80(32)	10(4)	10(4)
6	The organization strives for women’s empowerment so that women don’t feel inferior doing their job		50(29.6%)	89(52.7%)	10(5.9%)	20(11.8)
7	There is no planned and budget supported effort of empowerment that would prepare women for top and middle level decision-making and professional positions	10(5.9)	30(17.8)	40(23.7)	69(40.8)	20(11.8)
8	The implementation of affirmative action has contributed towards expanding choices and increasing number and quality of women civil servants at top and middle – levels	20(11.8)	49(29.0)	70(41.4)	20(11.8)	10(5.9)

Source: sample survey; April 2021

The issue of gender sensitivity is one of the crucial skills of social cohesion. To create a cohesive working environment, the issue of gender sensitivity must be considered and the obstacle for its implementation needs to be eliminated. Gender sensitivity is making women's as well as men's concerns and experiences an integral dimension of all policies and programs in an organization so that women and men benefit equally and inequality is not perpetuated. To diagnose whether such environment is available in the work place, respondents were asked to fill questions regarding the issue. As a social work research the researcher gave more emphasis on women's participation though it is a crucial point to build a gender sensitive environment.

The gender sensitive environment makes the working environment all inclusive. The superior and more knowledgeable person needs to give advice, consult and guide on job related and unrelated issues. From the respondents, 90 (53.3%) of them agreed on bosses/colleagues treat female subordinates fairly and cooperate when the help is needed. On the other hand 90(36%) of the respondents, disagreed on whether colleagues doesn't respect female leaders' decisions and cooperate when help is needed with work. This shows that women workers have positive interpersonal relationships with their colleagues. And also female leaders' decision is respected and valued. This creates conducive working environment at some point.

Workplace gender discrimination comes in many different forms, but generally it means that an employee is treated differently or less favorably because of their sex, gender identity, or sexual orientation. Such kind of discrimination may occur at any time. All of the staffs should be curious in understanding the procedures for reporting discrimination and biases. In the study, 69 (40.8%) of the respondents, disagreed on whether they do have some knowledge of understanding the procedures for reporting incidents of discrimination and/or bias in the workplace. the employer is required by law to provide a safe working environment that is not hostile to staffs based on sex, gender identity, or sexual orientation. The organization needs to provide procedures for reporting and correcting such issues. Simultaneously the staffs should have to have information on the provided procedures.

On the other hand a gender sensitive environment created an encouraging working environment on which female workers feel they are fit to the job that they are assigned for and given access over the resource which the organization can offer. 79(46.7%) of the respondents, disagreed on whether Women's access and control over organizational resource has increased. Moreover,

50(29.6%) of the respondents, disagreed on whether the organization strives for women's empowerment so that women don't feel inferior doing their job. the incorporation of the gender focus is not without difficulties; lack of awareness by political actors and consideration of the focus as secondary are frequent obstacles. Concerning this issue one of the female interviewee from human resource department stated that;

“In the organization the empowerment of female employees is at the minimum level. They don't have a chance to get job related skill trainings and capacity building opportunities. Female workers are not given priority. They don't have the opportunity to use the organizations resources. Because of that they feel inferior and less qualified for their job. For them to be qualified in a certain academic ground, they should have to pay themselves. Though many of them can't cover the financial expenditure, they don't take any courses to upgrade themselves. I myself had once asked for tuition fee sponsorship for my master's degree and been rejected several times.” (Interviewed on April 18, 2021)

One of the key points in the issues of gender sensitivity is the issue of gender mainstreaming. It is the process of assessing the implications for women and men of any planned action, including legislation, policies, budgets or programs, in all areas and at all levels. 69(40.8%) of the respondents agreed on There is no planned and budget supported effort of empowerment that would prepare women for top and middle level decision-making and professional positions. The interviewed person from finance department commented that;

“On the beginning of the fiscal year we will collect the budget request from all departments including gender and social responsive department. When the department asks a financial request in order to accomplish their job, the finance department will allocate the request from the budget from which they had requested in the beginning of the fiscal year. This sometimes is called a program expenditure request.” (Interviewed on April 20, 2021).

On one hand, the issue of mainstreaming includes gender-specific activities and affirmative action, whenever women or men are in a particularly disadvantageous position. By affirmative or

positive action, we mean action aimed at favoring access by members of certain categories of people, in this particular case, women, to rights which they are guaranteed, to the same extent as members of other categories, in this particular case, men. The issue of gender mainstreaming was also part of the survey. 70(41.4%) of the respondents, disagreed on whether gender issues are mainstreamed in the overall system of the company.

Gender mainstreaming means integrating a gender equality perspective at all stages of policies, programs and projects. Women and men have different needs and living conditions and circumstances, including unequal access to and control over power, resources, human rights and institutions, including the justice system. The situations of women and men also differ according to country, region, age, ethnic or social origin, or other factors. The aim of gender mainstreaming is to take into account these differences when designing, implementing and evaluating policies, programs and projects, so that they benefit both women and men and do not increase inequality but enhance gender equality. Gender mainstreaming aims to solve hidden gender inequalities. It is therefore a tool for achieving gender equality. (Council of Europe, 2021) In the study, the interviewee from gender and corporate social responsibility stated that;

“In the organization, the department of gender and social corporate department had tried to mainstream gender issues in the overall system of the organization. But it is not as satisfactory. The managements and other departments have mere concern for it. The department together with the planning department of the organization had tried to incorporate the gender issues in the planning, implementation and evaluation phases of the overall plan of the organization. The planning department had pushed other departments to incorporate the issues of gender mainstreaming. Because of this the gender and social corporate department had less contributed towards increasing and expanding opportunities and quality of women at top and middle-level. (Interviewed on April 18, 2021)

In many cases, public policies have been based on the needs of the dominant group in society or on the needs of those who have traditionally been the decision-makers, mostly men. The women’s rights movement, an increased presence of women in decision-making, strong commitments to women’s human rights at all levels, and the development of gender studies and

sex-disaggregated data, have all helped unveiling the fact that public policies often did not take into account women's differing needs and situations. (Council of Europe, 2021)

Other interviewee from the same department stated that;

There are no manuals or other documents specifically concerning gender issues such as; gender mainstreaming manuals and guidelines. We adopt the gender mainstreaming manuals which we had from the ministry of labor and social affairs (women affairs directorate). The corporation lacks the initiation to mainstream gender issues in the overall system. To bring the change the management should have to work on the remedies by providing training programs for the managements which guides them to mainstream gender issues. And put the enabling ground and enhance the capacity of the implementers to integrate gender issues in the overall activities of ERC as per the duties and responsibilities given to it. Without mainstreaming the issues of gender issues we can't say gender equality is perpetuated. (Interviewed on April 18, 2021)

Given existing gender gaps in employment, wages, access to productive resources and energy, etc. coupled with the productivity losses due to women's lack of empowerment, gender mainstreaming should be complemented with additional, targeted actions that promote the empowerment of women. As stipulated in the Beijing Declaration and Platform for Action, a dual approach that combines gender mainstreaming with specific affirmative measures is essential to the achievement of gender equality. (UNIDO, 2019)

Chapter Five: Summary, Conclusion and Recommendation

5.1 Introduction

The objective of this chapter is to present a summary and a conclusion on the study of the role of social cohesion skills and to assess a possible recommendation on how to mainstream social cohesion skills such as diversity, interpersonal relationships, trust and gender sensitive environment in the organization. In this chapter, summary, conclusion and recommendation are presented in separate portions.

5.2. Summary

Previous studies show that if workplace social cohesion skills such as diversity and inclusion, interpersonal relationships, trust and gender sensitive environment are adopted it will enhance the level of productivity in employees and it will create conducive working environment in the organizations. Relevant researches done on the role of social cohesion skills are scarce. It is also hardly studied in social contexts in general and in the work place in particular. Based on this, the research is intended to fill this gap by identifying the available social cohesion skills, reviewing the relevancy and suggesting possible solutions for its applicability in the ERC.

In the research, the most crucial portions of social cohesion skills in the organization such as, diversity and inclusion, interpersonal relationships, trust and gender sensitive environment were conferred and discussed in a broad manner.

In the study mixed research method was used. Simple random sampling for the quantitative data collection and purposive sampling for the qualitative data inquiry were used. A total of two hundred fifty (N=169) sample of respondents filled the given questioner and five of the selected interviewee were participated for the key informant interview. And also an observation was made by the researcher.

Data were presented by using SPSS statistics version 16 software program. The findings indicated that even though there are social cohesion skills such as diversity and inclusion, interpersonal relationships, trust and gender sensitive environment, there is so much work to be

done to improve and to curb the different obstacles which are hindering its applicability. Based on the findings valid conclusions and recommendations are made.

5.3. Conclusion

The finding of the study shows that in ERC the available social cohesion skills are not satisfactory. Because of that the working environment is not as much conducive enough. Even though the management of the corporation desires to create a positive working environment, It lacks the initiation for its adjustment. For instance, 130 (52%) of the respondents disagreed on whether the company cares for the availability of attractive environment which will develop the interpersonal relationships, 190(76%) of them also disagreed on whether the company conducts regular consultations/meetings with employees opinion surveys. One of the interviewee also said to foster the interpersonal relationships, there are initiations which were made by the staffs though the organization lacks it.

The role of trust in mediating the working environment is out of doubt. The respondents replied workers are more trustful to each other than to their managers. 200 (80%) of them conformed if they do have a problem at work, their coworkers will try to help them out. Conversely the respondents were asked about their trust in their managers. 140(56%) of the respondents agreed on that the managers appreciate and acknowledge a job well done but 150 (60%) of them disagreed on the reward for their personal loyalty.

On the other hand the issue of accommodating diversity issues in the work place is compulsory. The respondents were asked whether it is incorporated in the system of the organization. 170 (68%) of the respondents agreed on people of all cultures and backgrounds are respected and valued. 130(44%) of the respondents disagreed on the availability of an environment which beliefs and opinions are expressed freely. On the contrary 140(56%) of them disagreed on whether ERC has done a good job providing training programs that promote diversity and inclusion. As it can be seen ERC respects every culture and identity which employees have. People of all cultures and backgrounds are respected and valued. But it didn't give a green light to be expressed freely and doesn't provide training programs. One of the interviewee commented there is a lack of social events which encourage workers to be free and to discuss with other workers regardless of their identity. Because of this workers lost the confidence of expression of

ideas and opinions in the office. They only express their cultural experiences to their friends or which they are in common with.

On the other hand the issue of gender sensitivity was discussed and presented in a broad manner. It was diagnosed whether ERC had incorporated the issue of gender sensitivity. 100 (40%) of the respondents conformed that there is no planned and budget supported effort of empowerment that would prepare women for top and middle level decision-making and professional positions. 130(52%) of them disagreed on the implementation of affirmative action which will contribute towards expanding choices and increasing number and quality of women. 160(64%) of the respondents disagreed on the availability of conducive environment that offers women variety of choices. One of the interviewee commented that empowerment of female employees is at zero level. They don't have a chance to get job related skill trainings and capacity building opportunities. Female workers are not given priority over their gender; So that they feel inferior and less qualified for their job.

As it is known social cohesion skills needs to be incorporated and mainstreamed in the overall system of the organization. But based on the findings, the corporation lacks the initiation to do so. Because of that employees are not attaining the assistances which they deserve to get from their organization. In the consequence the organization couldn't offer a conducive working environment for its workers. Unless suitable mechanisms are made, the conditions of employees in ERC will deteriorate as time goes on. The corporation will lose its work force which will be an obstacle in attaining its mission of constructing a modern railway infrastructure. And finally unsatisfied worker won't trust his/her working place particularly and his/her country as a whole.

Social Work Implications of the Study

Social work grew out of humanitarian and democratic ideals, and its values are based on respect for the equality, worth, and dignity of all people. Since its beginnings over a century ago, social work practice has focused on meeting human needs and developing human potential. Human rights and social justice serve as the motivation and justification for social work action. In solidarity with those who are dis-advantaged, the profession strives to alleviate poverty and to liberate vulnerable and oppressed people in order to promote social inclusion. Social work values are embodied in the profession's national and international codes of ethics. (IFSW, 2009)

Based on the overall findings and specific conclusions made, this study on the mediating role of social cohesion skills in Ethiopian Railways Corporation may have several implications for policy making and social work practice.

Implications for Policy Making

Though there is no single definition of what is a cohesive society, three principles of policies seem to matter: (i) policies must be inclusive and ensure equality of opportunity and social mobility, so that people can pursue their personal goals; (ii) policy-making processes must be participatory in order to improve accountability and transparency; and (iii) policies must be coherent between sectors and levels of governments (OECD, forthcoming). Framing policies through the lens of social cohesion therefore allows adopting a broader development objective that encompasses the effects and linkages of different policy interventions. In particular, it allows for better coordination between social policies (e.g. cash or in-kind transfers, public services) and economic policies (e.g. labour market, taxation), and facilitates policy makers to take on a coherent approach in achieving their countries' development goals. A social cohesion policy agenda calls for different priorities in policy-making. Some of the key policy areas for social cohesion – fiscal, employment, educational and social policies – therefore move away from “residualist” approaches and specific interventions (e.g. programs targeted only to the most vulnerable) towards approaches that coherently include all sectors affecting social outcomes. This means targeting social outcomes with multiple-pronged approaches: for example, in the area of education, policies must look beyond the enrolment and achievement rates, and take into account the inclusiveness of the education system (in terms of gender and population groups by income and ethnicity) to enhance the sense of belonging in a society, and improve the quality of education for better prospects of upward mobility. (OECD, 2013)

In the mutually beneficial interplay between social cohesion, growth and development, social cohesion's influence on growth and development is amplified by the sheer fact that its components reinforce each other. Improving the quality of life of all citizens reduces inequalities and fosters the efficiency and accessibility of public mechanisms of social protection (Balioune-Lutz, 2009).

Implications for Social Work Practice

Social work grew out of its values which are based on service, respect for the equality and dignity of all people, the importance of human relationships challenging social justice, integrity, and competence. Taking these values and principles of social work into consideration, one can understand easily the relationship between social cohesion skills and the profession of social work. It can be said that social cohesion skills are emanated from the values of social work values. As it is indicated in the findings of the study, there is a lack of applications of social cohesion skills in the Ethiopian Railways Corporation. In order to minimize the effect of the scarcity of the skills, the need to mainstream effective social cohesion is nonnegotiable.

Similarly, social work profession promotes social change and social justice, problem solving in human relations and the empowerment and liberation of people to enhance wellbeing. More importantly, social workers have a responsibility to promote interpersonal relationships and trust, accommodate social justice, adopt and implement the issue of diversity and inclusion.

In relation to society generally, and in relation to the people with whom they work. Social workers have a responsibility to challenge negative discrimination on the basis of characteristics such as ability, age, culture, gender and other physical characteristics (IASSW, 2004). From this perspective, skills of social cohesion and social work profession can play significant role in nurturing interpersonal relationships, trust, diversity and inclusion and address barriers of gender inequalities and injustices that exist in the society in general and in the study organization in particular.

5.4. Recommendation

Social cohesion is just like cement which is the main component in constructing a building. Cement holds on all the other materials. The quality of an excellent construction depends on the quality of the cement and the materials which are contributors. Social cohesion grips the skills and builds a fruitful and productive society. The working environment is a place where diverse man power participates in order to accomplish a certain goal. This study is based on the institute which the mega project is constructed and tremendous people are profited by its service. The findings of the study indicated that social cohesion skills are not adequately implemented in Ethiopian Railways Corporation. There are dissatisfaction on the issues of diversity and inclusion; inter personal relationships and trust among employees and the management are at low level. And also the issue of gender sensitivity is given a mere attention. Individual spends more than eight hours in his/her working place and it is practically not possible for him/her to work all alone. Human beings are not machines. They need people to talk to and share their feelings. An individual working in isolation is disposed to stress and anxiety. They hardly enjoy their work and attend office just for the sake of it. Individuals working alone find their job uninteresting. So that it is essential to have trustworthy relationships with their colleagues. Interpersonal relationship has a direct effect on the working places in particular and the country in general. Misunderstandings and confusions lead to negativity at the workplace. On the other hand, Relationship does not grow and develop until individuals trust each other. Trust is learned from past interactions with another. Trust is developed as the parties self-disclose personal information and learn that they will not be hurt by making themselves vulnerable to each other. Moreover, men and women are equally contributors of every development spectrums so that the issue of gender sensitive environment should be available in the organization. It is important to improve the available social cohesion skills and to curb the obstacles which are hindering it to be implemented. The scope of the implementation has to be in the country in general and the organization in particular. Obligation of employees, managements and government are presented as follows;

Individual Engagements

In the field of Social Work there is an approach which is essential in contributing individuals in problem solving phases. The Strengths Perspective is an approach to social work that puts the

strengths and resources of people, communities, and their environments, rather than their problems and pathologies, at the center of the helping process. This approach focuses on individuals' strengths as well as wider social and community networks. Findings from this study indicate that employees themselves need to get along well with their fellow workers for a positive ambience at workplace and also for a profound interpersonal relationship. Moreover, It is essential for individuals to trust each other at the workplace for better relations. It is almost impossible for employees to work alone. Under estimating their colleagues and under treatment will create a less trustful and a stressing environment. In a trusting connection, both people expect high-integrity behavior from each other. As a consequence, both people experience more freedom to be authentic, to let their guard down, and to be flexible. The other issue which is essential in developing social cohesion skills is celebrating holidays and events; this will inevitably encourage the interaction with one another. Employees must have to be active members and participants in the social committee which was formed by the staff's initiation. A collection of cohesive individuals create cohesive societies which will lead to a cohesive society and country. Peace only will be attained when people strive to create a cohesive living condition. A cohesive society, respects the diversity, builds trusts among people, gives an attention for its interpersonal relationships and also is women and minority inclusive. Finally though there is a scarcity of studies which are made regarding the issues of the skills of social cohesion, future research should have to be made in the country as a whole and in the work places in particular.

Management Engagements

Social cohesion is the key to workplace productivity and instrumental to a successful workplace culture. It is the role of the management of the organization to create a workplace culture that fosters workplace productivity and employee engagement. Social cohesion is the key to workplace productivity and instrumental to a successful workplace culture.

Managements of the organization should provide staff with areas in which social interactions can be encouraged, this includes meeting rooms, break out areas and even a coffee station; these can vastly improve the social elements of the workplace. These meeting points are all areas in which ideas can be exchanged and built upon. Furthermore, implementing a workspace strategy that encourages social cohesion is mandatory. Organizations wishing to become more inclusive to social cohesion skills may choose to examine all their organizational policies and practices to

ensure that not only are they not discriminatory but the systems and values actually contribute to making an inclusive and welcoming organizational culture.

First, building and maintaining social cohesion skills is important to employers. The results of this study have shown that employing social cohesion skills are the key antecedent of employee innovative behavior within the organization. The organization need to improve the skills through managerial practices. In the interactive process between employees and organizations, employers need to shape a supportive work environment, providing a variety of inducements that can construct and maintain the employees' trust in the organization. In turn, they are more willing to remain in the firm and exhibit excellent performance.

This term 'social cohesion' can be characterized as a shared liking or team attraction that includes bonds of friendship, caring, closeness and enjoyment of each other's company. The management staffs of the organization needs to maintain a one to one conversation and interaction with the employees on a regular basis. It is essential to enquire about employee's wellbeing. This way employee feels content and shares a healthy relationship with supervisors and bosses. This will build a trustful relationship between the management and employees. In the case of conflicts and misunderstandings the managements must have to intervene and settle the issue. Appreciating and rewarding employees who are performing well is also imperishable. Supporting and monitoring departments which are working on the issues of gender and corporate social responsibilities is crucial. Moreover, allocating the necessary budget needed for the mainstreaming of diversity and inclusion, interpersonal relationships, trust and gender sensitive environment is the duty of the organization. It is the responsibility of the organization to strive for the environment which is gender inclusive and strives for equal distribution of resources. Assisting female employees through facilitating educational opportunities, reducing their dual burden responsibility such as; facilitating day care services and transportation facilities... in the working area and mainstreaming gender issues in the system of the corporation is the responsibility of the management. Likewise facilitating and planning celebration of holidays and events regularly will make employees sociable and enable them to be free and spent a joyful moments. On the other hand canteens will develop the interpersonal relationships of the workers in a broad means so that it must have to be constructed attractively. Moreover, constructing offices using glass or other partitions increases workers social interaction. When glass or other

partitions are installed in the working environment there is often an unspoken message of openness and honesty. One cannot hide, and therefore a deeper sense of trust for the company and employees follows. This will undoubtedly encourage and improve communication among the staff. The challenge of availability of operating system for the skills of social cohesion in the organization lays under the hands of the management; cause of that it needs to take a necessary measures for its obtainability.

Government Engagements

Governments have a profound effect on social cohesion. The many levels and branches of governments have great influences on our lives. For social cohesion, the trick is to ensure that these governmental influences are positive and not negative.

Social cohesion is a very important driver of long-term prosperity and competitiveness. Cohesive societies are politically stable and focus on economic growth and business development. Social cohesion itself is built over years, not overnight. It results from policies, strategies and procedures that allow everybody in society to share its prosperity. It makes competitiveness sustainable. A social cohesion policy agenda requires coordinating actions across policy areas, in particular to ensure the integration of vulnerable and traditionally excluded groups. An inclusion to diversity, Quality interpersonal relationships, trust among people and equal chances for women and men and important cross-cutting areas which need to be incorporated into any social cohesion agenda. The government endeavors shall incorporate the issues of social cohesion in every decision making levels of government from national to local. This will contribute to peaceful societies with less chaos and a sustained growth in the long run.

Generally, the government should have to play a great role in maintaining a suitable and conducive working environment by mainstreaming social cohesion skills in every decision making channels. This creates peace, security and development in the working places in particular and the country in general.

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Appendix 1. Instruments of Data Collection

1. Questionnaire

St. Marry University

Department of Social Work

MA Program

Dear study participants, I am a student of MA in Social Work in St. Marry university .Currently I am doing my thesis entitled: *Social Cohesion Skills and its Mediating Role in the Working Environment: The case of Ethiopian Railways Corporation* in Addis Ababa. The purpose of this research is to assess social cohesion skills and its mediating role in the working environment. As part of my study I am asking you to participate in this research study by completing a questionnaire survey.

Therefore, the information obtained shall be used for academic purposes only and shall be treated with the utmost confidentiality. It is only through your response that this study can be completed.

Thank you in advance for taking your valuable time and collaboration to fill out the questionnaire!

Seada Jemal

If you have any question, please don't hesitate to contact me through:

+251-910256148

seadujemal@gmail.com

Part I: General Respondents background Information

Please respond by ticking the appropriate boxes or completing the blank spaces.

1. Sex: Female Male

2. Age:

20-30 years

31-40 years

41-50 years

51-60 years

More than 60 years

3. Your highest level of education achieved

Illiterate read and write Elementary High school graduate

TVET/ College Diploma Bachelor degree Masters

PhD other (please specify) _____

4. How long have you been in the organization?

< 2 years 2 to 5 years 6 to 9 years 10 years and above

6. Your job level: Manager/ Department Head Team leader Coordinator/Supervisor

Senior Officer Junior Officer Other, please specify _____

Part II: Item the Item the questions represent

Attitudes toward diversity and inclusion and corporate culture

For each of the following items please indicate whether you strongly agree, agree, undecided, disagree or strongly disagree. This five point scale represents the following scores. Strongly agree represents five (5) points, agree represents three points(4),undecided represents 3 points disagree represents two pints(2) and strongly disagree represents one point (1).Please provide your answer by marking“√” on the scales representing your choice or make circle on your choices.

no	Description	5 strongly agree	4 agree	3 undecided	2 disagree	1 strongly disagree
	Aspects related to diversity and inclusion					
1	I am comfortable talking about my background and cultural experiences with my colleagues					
2	At this company, employees appreciate others whose backgrounds, beliefs and experiences are different from their own					
3	Within the office, everyone has access to equal employment opportunities regardless of their difference					
4	Employees of different backgrounds are encouraged to apply for higher positions					
5	ERC provides an environment for the free and open expression of ideas opinions and beliefs					
6	ERC has done a good job providing training programs that promote diversity and inclusion					
7	The company's policies or procedures encourage diversity, equity and inclusion					
	Aspects related to interpersonal relationships					
1	In the office I have direct interpersonal relationship with my colleagues We speak					

	honestly with each other					
2	I have a social contact with my colleagues after work (e.g., we go to the cafeteria...)					
3	I show interest in each other's private matters and I share knowledge that is useful in our private life`					
4	In the office managers show an interest in employees' private matters					
5	In the office because of our interpersonal relationships we effectively carry out our duties					
6	The company conducts regular consultations/meetings with employees opinion surveys					
7	The company cares that the workplace is attractive and improve interpersonal relationships					
8	The company makes efforts to make positive relations among workers (such as; committees, departments working on the issue....					
9	In the office I celebrate important events together (e.g., holidays and other celebrations)					
	<i>Attitude towards Trust</i>					
1	I trust myself that I am competent in my ability to do my job well					
3	If I have a problem at work, I trust my coworkers will try to help me out					
4	I have trust in the abilities of my coworkers					
5	Most of my coworkers would get the job done even if the boss were not around					
6	I trust the managers that in this organization they reward personal loyalty first, then performance					
7	I do have trust in the managers that they appreciate and acknowledge a job well done.					
	<i>Attitude towards gender sensitivity</i>					

1	Bosses/colleagues treat female subordinates fairly and cooperate when help is needed					
2	I am aware of and understand the procedures for reporting incidents of discrimination and/or bias in the workplace.					
3	Women's access and control over organizational resource has increased					
4	Gender issues are mainstreamed in the overall system of the company					
5	Colleagues doesn't respect female leaders' decisions and cooperate when help is needed with work					
6	The organization strives for women's empowerment so that women don't feel inferior doing their job					
7	There is no planned and budget supported effort of empowerment that would prepare women for top and middle level decision-making and professional positions					
8	The implementation of affirmative action has contributed towards expanding choices and increasing number and quality of women civil servants at top and middle – levels					

2. In-depth Interview Guide

St. Marry University

Department of Social Work

MA Program

Key informant interview guide (for the staffs of the Ethiopian Railways Corporation) prepared to collect information on a Masters research entitled **“Social Cohesion Skills and its Mediating Role in the Working Environment”**

Respondent code

Date of Interview

Department of the Interviewee

Introduction

My name is Seada Jemal. I am collecting data on Social Cohesion Skills and its Mediating Role in the Working Environment, a research project for the partial fulfillment for the requirement for the degree of MSW in Social Work, St. Marry University. Hence, the study is purely for academic purpose.

You are selected as a staff of the organization. Your responses will not harm you and is kept confidential. Your name and other personal identities will not be reported with the research findings. If you have any questions and additional elaborations about the research you can contact me through phone number (+251-910256148) Or St. Marry University Social work department.

Thank You in advance for your time, Effort and cooperation!

Key Informant Interview Questions

1. Do all employees have an opportunity to succeed in this organization? What are the manifestations?
2. What are good interpersonal relationship skills in the work place? Is the work place environment convenient?
3. Does the organization plans and programs, events and other refreshment ideas to improve the interpersonal relationships among workers?
4. What will you suggest to improve the interpersonal relationships in the workplace? What are the expectations from every worker?
5. Are gender issues mainstreamed in the overall system of the organization? Are they applicable?
6. Is the necessary budget for gender issues allocated and used for women empowerment and the like?
7. Does the organization give a focus on women empowerment? What are the manifestations?
8. What does the organization do to maintain the trust of their employees? What can be expected from every worker?

አባሪ 1. የመረጃ አሰባሰብ መሳሪያዎች

1. የሚሞላ መጠይቅ

ቅድስተማርያም ዩኒቨርሲቲ

ሶሻል ወርክ ዲፓርትመንት

ማስተርስ ፕሮግራም

ውድ የጥናት ተሳታፊዎች ፣ በቅድስተ ማርያም ዩኒቨርሲቲ ውስጥ በሶሻል ወርክ የማስተርስ ተማሪ ነኝ ። ለመመረቄያ ፅሁፍ እንዲሆንኝ “በኢትዮጵያ ምድር ባቡር ኮርፖሬሽን ውስጥ የማህበራዊ ትስስር ክህሎት እና በስራ አካባቢ ያለው የአስተባባሪነት ሚና” በሚል ርዕስ የመመረቄያ ፅሁፌን እያዘጋጀሁ እገኛለሁ። በመሆኑም በዚህ የምርምር ጥናት ውስጥ የቀረበውን መጠይቅ በመሙላት እንዲሳተፉ እጠይቃለሁ ። ከመጠይቁ የሚገኘው መረጃ ለአካዳሚክ ዓላማ ብቻ የሚያገለግል ሲሆን ጥናቱ ሊጠናቀቅ የሚችለው በርሶ ምላሽ ብቻ በመሆኑ ለሚያደርጉልኝ ትብብር በቅድሚያ አመሰግናለሁ።

ሰዓዳ ጀማል

ማንኛውም ጥያቄዎች ካሏችሁ በቀረበው የስልክ ቁጥር እና ኢሜይል አድራሻ የሚያገኙኝ ይሆናል።

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ክፍል አንድ፡ የግለሰብ መረጃዎች

በዚህ ክፍል ውስጥ የተለያዩ ግለሰብ ነክ ጥያቄዎች አሉ። እባክዎ በተዘጋጀው ክፍት ቦታ ላይ መልስዎን በ√ ምልክት በማስቀመጥ ምላሽዎን ይስጡ።

ፆታ፡ ወንድ ሴት

እድሜ፡

20-30 ዓመት

31-40 ዓመት

41-50 ዓመት

51-60 ዓመት

ከ60 ዓመት በላይ

የትምህርት ደረጃ፡

ያልተማረ መፃፍና ማንበብ የመጀመሪያ ደረጃ የሁለተኛ ደረጃ

TVET/ ኮሌጅ ዲፕሎማ ዲግሪ ማስተርስ

በተቋሙ ያገለገሉበት ጊዜ፡

ከ2 ዓመት በታች 2 - 5 ዓመት 6 - 9 ዓመት ከ10 ዓመት በላይ

የስራ ደረጃ፡

የስራ ኃላፊ ቡድን መሪ /ሱፐርቫይዘር ከፍተኛ ባለሞያ ጀምሮ ባለሞያ ሌላ _____

ክፍል ሁለት፡ ብዝሃነት ፣ አካታችነት እና የመሰሪያ ቤቱ ባህል ላይ ያሉ አመለካከቶችን በተመለከተ

ከዚህ በታች ለቀረቡት ጥያቄዎች ምላሽ ለመስጠት እርስዎ በጣም የሚስማሙ መሆኑን፣ የሚስማሙ መሆኑን፣ መካከለኛ መሆኑን፣ የማይስማሙ መሆኑን ወይም በጣም የማይስማሙ መሆኑን በማመልከት ምላሽዎን ይሰጡ። በጣም እስማማለሁ የሚሆው አምስት ነጥብ፣ እስማማለሁ የሚሆው አራት ነጥብ፣ መካከለኛ የሚሆው ሶስት ነጥብ፣ አልስማማም የሚሆነው ሁለት ነጥብ እንዲሁም በጣም አልስማማም የሚሆው አንድ ነጥብ ያስገኛል። እባክዎ መልስዎን የ √ ምልክት በማስቀመጥ ይግለጹ።

ቁ.	መግለጫ	5 በጣም እስማማ ለሁ	4 እስማማ ለሁ	3 መካከለ ኛ	2 አልስማ ማም	1 በጣም አልስማማ ም
	ብዝሃነት ፣ አካታችነት እና የመሰሪያ ቤቱ ባህል ላይ ያሉ አመለካከቶችን በተመለከተ					
1	ስለ ማንነቴ እና ስለ ባህላዊ ልምዶቼ ከባልደረቦቼ ጋር በነፃነት እነጋገራለሁ					
2	በኮርፖሬሽኑ ውስጥ የሚገኙ ሰራተኞች ከራሳቸው የተለዩ የሌሎችን እምነት እና ጥሩ ልማዶችን ያከብራሉ። እንዲሁም መልካም ግንኙነትን ይፈጥራሉ።					
3	በቢሮው ውስጥ እያንዳንዱ ሰው ልዩነቱ ምንም ያህል ቢሆን እኩል የሥራ ዕድሎችን ያገኛል					
4	የተለያዩ ማንነት ያላቸው ሰራተኞች ለከፍተኛ የስራ ቦታዎች እንዲያመለክቱ ይበረታታሉ					
5	ኮርፖሬሽኑ የሃሳቦች አስተያየቶች እና እምነቶች በነፃነት እና በግልጽ እንዲገለጹ የሚያስችል ሁኔታን ያመቻቸል					
6	ኮርፖሬሽኑ ብዝሃነትን የሚያበረታቱ የሥልጠና ፕሮግራሞችን በመስጠት ጥሩ ሥራ ሰርቷል					
7	የኮርፖሬሽኑ ፖሊሲዎች እና አሰራሮች ብዝሃነትን ፣ ፍትሃዊነትን እና አካታችነትን ያበረታታሉ					
	የእርስበርስ ግንኙነቶችን በተመለከተ					
1	በቢሮ ውስጥ ከባልደረቦቼ ጋር ጥሩ ግለሰባዊ ግንኙነት አለኝ					
2	ከሥራ በኋላ ከሥራ ባልደረቦቼ ጋር ማህበራዊ ግንኙነት አለኝ (ለምሳሌ ፣ ካፍቴሪያ እንሄዳለን...)					
3	ከስራ ባልደረቦቼ ጋር በግል ጉዳዮች ላይ እመካከራለሁ እናም በግል ሕይወታችን ውስጥ ጠቃሚ የሆነውን እውቀት እጋራለሁ					
4	በመሰሪያ ቤቱ ውስጥ የሥራ ኃላፊዎች ለሠራተኞች የግል ጉዳዮች ፍላጎት ያሳያሉ					
5	መልካም የእርስበርስ ግንኙነት አለን። በዚህም የስራ ኃላፊነትና ግዴታችንን በብቃት እንወጣለን።					
6	መሰሪያ ቤቱ የሠራተኞችን አስተያየትና ጥቆማ መሰረት ያደረገ መደበኛ ምክክር /ስብሰባዎችን ያካሂዳል					

7	መስሪያ ቤቱ የግለሰቦች ግንኙነቶች አዎንታዊ እንዲሆኑ ይፈልጋል					
8	መስሪያ ቤቱ በሠራተኞች መካከል አዎንታዊ ግንኙነቶችን ለማሳደግ ጥረት ያደርጋል ::(ለምሳሌ ኮሚቴዎች ያዋቅራል፣ በጉዳዩ ላይ የሚሰሩ መምሪያዎችን ያዘጋጃል)					
9	በኮርፖሬሽኑ በሚዘጋጁ ፕሮግራሞች ላይ እሳተፋለሁ በዓላትን ከሰራተኞች ጋር አንድ ላይ አከብራለሁ (ለምሳሌ የሴቶች ቀን፣ የዘመን መለወጫ ቀን ወዘተ...)					
	በስራ ቦታ ላይ እምነትን በተመለከተ					
1	ሥራዬን በሚገባ ለመወጣት ብቁ እንደሆንኩ በራሴ ላይ እተማመናለሁ					
2	በሥራ ቦታ ችግር ካጋጠመኝ የሥራ ባልደረቦቼ እኔን ለመርዳት ይሞክራሉ ብዬ አምናለሁ					
3	በሥራ ባልደረቦቼ ችሎታ ላይ እምነት አለኝ					
4	አብዛኛዎቹ የሥራ ባልደረቦቼ አለቃው ባይኖርም እንኳ ሥራውን ያጠናቅቃሉ					
5	በዚህ መስሪያ ቤት ውስጥ በመጀመሪያ ለግል ታማኝነት ፣ ከዚያ ለአፈፃፀም ሽልማት እንደሚሰጥ አምናለሁ					
6	በጥሩ ሁኔታ ለተከናወነ ሥራ አድናቆት እና እውቅና እንደሚሰጡ በአለቃዬ ላይ እምነት አለኝ					
7	አለቃዎቼ በሥራቸው ልምዶች ለሌሎች እምነት የሚጥሉ በመሆናቸው ጥሩ ምሳሌ ይሆናሉ					
8	የላቀ ሥራ ከሠራሁ ስጋት ስለሚሰማቸው በዚህ መስሪያ ቤት ውስጥ ባሉ አለቃዎቼ ላይ እምነት አልጥልባቸውም					
	የሰርዓተ-ይዘት ጉዳዮችን በተመለከተ					
1	አለቆች / ባልደረቦች ሴት የበታች ሠራተኞችን በፍትሃዊነት ይመለከታሉ እንዲሁም እርዳታ ሲያስፈልጋቸው ይተባበራሉ					
2	በሥራ ቦታ አድልዎ እና የማግለል ክስተቶች ሲኖሩ ሪፖርት የማድረግበትን አሰራር አውቃለሁ					
3	የሴቶች የድርጅታዊ ሀብት ተደራሽነት ጨምሯል					
4	የሥርዓተ-ይዘት ጉዳዮች በድርጅቱ አጠቃላይ ሥርዓት ውስጥ በዋናነት ተካተው ይገኛሉ					
5	የሥራ ባልደረቦች የሴቶች መሪዎችን ውሳኔዎች አያከብሩም እና ከሥራ ጋር እርዳታ ሲያስፈልግ አይተባበሩም					
6	ኮርፖሬሽኑ የሴቶችን አቅም ለማሳደግ ጥረት ባለማድረግ ምክንያት ሴቶች በስራቸው ላይ የበታች የሆነ ስሜት እንዲሰማቸው አድርጓል					
7	ሴቶችን ለከፍተኛ እና ለመካከለኛ ደረጃ ውሳኔ ሰጪነት ብቁ ለማድረግ የሚያስችል የታቀደ እና በበጀት የተደገፈ ጥረት የለም					
8	በኮርፖሬሽኑ ለሴት ሰራተኞች የሚደረግ ድጋፍ ውጤታማ የሆኑ ሰራተኞች እንዲፈጠሩ አድርጓል					

2. የቃለ መጠይቅ መመሪያ

ቅድስተማርያም ዩኒቨርሲቲ

ሶሻል ወርክ ዲፓርትመንት

ማስተርስ ፕሮግራም

የቃለ መጠይቅ መመሪያ (ለኢትዮጵያ ምድር ባቡር ኮርፖሬሽን ሰራተኞች) “በኢትዮጵያ ምድር ባቡር ኮርፖሬሽን ውስጥ የማህበራዊ ትስስር ክህሎት እና በስራ አካባቢ ያለው የአስተባባሪነት ሚና” በሚል ርዕስ በማስተርስ ፕሮግራም ላይ መረጃ ለመሰብሰብ ተዘጋጅቷል።

የምላሽ ሰጪ ኮድ

ቃለ መጠይቅ የተደረገበት ቀን.....

የምላሽ ሰጪው የስራ ዘርፍ

መግቢያ

ስሜ ሰዓዳ ጀማል ይባላል። በቅድስተ ማርያም ዩኒቨርሲቲ ውስጥ በሶሻል ወርክ የማስተርስ ተማሪ ነኝ ። ለመመረቂያ ፅሁፍ እንዲሆንኝ “በኢትዮጵያ ምድር ባቡር ኮርፖሬሽን ውስጥ “የማህበራዊ ትስስር ብቃቶች እና በስራ አካባቢ ያለው የአስተባባሪነት ሚና” በሚል ርዕስ የመመረቂያ ፅሁፌን እያዘጋጀሁ እገኛለሁ። የተገኘው መረጃ ለአካዳሚክ ዓላማ ብቻ የሚያገለግል ይሆናል ።

በዚህ የምርምር ጥናት ተሳታፊ የሆኑበት ምክንያት የኮርፖሬሽኑ ሰራተኛ በመሆኑ ነው። ምላሽ የሚጠበቅ ሲሆን እርሶን የሚጎዳ አይሆንም። የእርስዎ ስም እና ሌሎች የግል ማንነቶች ከምርምር ግኝቶቹ ጋር አይነገሩም። ማንኛውም አይነት ጥያቄዎች እና ማብራሪያዎች ካስፈለጓችሁ በዚህ ስልክ ቁጥር (+251-910256148) ወይም በቅድስተ ማርያም ዩኒቨርሲቲ ሶሻል ወርክ ዲፓርትመንት ሊያገኙኝ ይችላሉ። ስለሆነም ይህ ጥናት ሊጠናቀቅ የሚችለው በርሶ ምላሽ ብቻ ሲሆን ለሚያደርጉልኝ ትብብር በቅድሚያ አመሰግናለሁ።

ለቃለ መጠይቅ የተዘጋጁ ጥያቄዎች

1. ሁሉም ሰራተኞች በዚህ ድርጅት ውስጥ ስኬታማ የመሆን እድል አላቸው? መገለጫዎች ምንድን ናቸው?
2. በሥራ ቦታ ጥሩ የግለሰቦች የግንኙነት ክህሎቶች ምንድናቸው? የሥራ ቦታው ምቹ ነው?
3. ኮርፖሬሽኑ በሰራተኞች መካከል ያለውን የእርስ በእርስ ግንኙነቶች ለማሻሻል አቅዶ የሚያዘጋጃቸው ፕሮግራሞች አሉ? ተፈጻሚነቱስ?
4. በሰራ ቦታ የግለሰቦችን ግንኙነቶች ለማሻሻል ምን ይጠቁማሉ? ከእያንዳንዱ ሠራተኛ የሚጠበቁ ነገሮች ምንድን ናቸው?
5. የሥርዓተ-ይዘት ጉዳዮች በአጠቃላይ የድርጅቱ ሥርዓት ውስጥ ዋና ናቸው? ተፈጻሚ ናቸው?
6. ድርጅቱ የሴት ሰራተኞችን አቅም ማጎልበት ላይ ትኩረት ይሰጣል? መልሶ አዎ ከሆነ መገለጫዎቹ ምንድን ናቸው?
7. የሴት ሰራተኞችን አቅም ለማጎልበት እና ለመሳሰሉት የተመደበ እና ጥቅም ላይ የዋለ በጀት አለ?
8. ሰራተኞችን እምነት ለማቆየት በእርስዎ አስተያየት ምን አስፈላጊ እንደሆነ ያስረዱ?