DIVERSITY MANAGEMENT PRACTICES AMONG THE NON GOVERNMENTAL ORGANIZATIONS IN NAIROBI

MUREITHI PAULINE

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DECLARATION

I declare that this project is my original work and has not been presented for a degree in any other University.

Signed: _____   Date: 10/11/2009

Pauline Mureithi

D61/P/7216/04

This project has been submitted for examination with my approval as the University Supervisor.

Signed: _____   Date: 10/11/2009

Prof. Peter K'Obonyo

School of Business

University of Nairobi

DEDICATION

I dedicate this work to the Almighty God who has given me the strength and knowledge to do this course. I dedicate this project to my parents who have been a great source of inspiration and encouragement.

ACKNOWLEDGEMENT

I am greatly indebted to my family, friends, and classmates for their support throughout the study period. I wish to thank my supervisor Prof K'Obonyo who guided me during my course.

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ABSTRACT

This study sought to establish the diversity management practices among Non Governmental Organizations in Nairobi.

This study adopted a sample survey research design. This design is appropriate for the study since the intention is to find out the status of diversity management practices in a cross section of Non Governmental Organizations in Nairobi.

Primary data was conducted using structured questionnaires as the main data collection instrument. The study targeted 505 NGOs operating and based in Nairobi. The researcher used the stratified random sampling technique to select 35 NGOs. Data was then analyzed using descriptive statistics such as means scores, frequencies and percentages. Tables, Pie charts and other graphs were used as appropriate to present the research findings.

From the findings, the study concludes that most organizations have developed diversity management programmes. It established that 40% of the organisations had developed these programmes. This was mostly in the Human Resource Planning practices where there were minorities included in panels that procured employees for the organizations. Further, leadership in these organisations recognized the learning opportunities presented in the management of diversity.

Recommendations that were made from the study were that; Cases of sexual harassment reported in the organizations should be promptly and exhaustively handled. Recruitment and selection processes in the organizations should conform to job descriptions and specifications. Diversity management practices should not be motivated by a desire to comply with regulations and avoid costly law suits in the organizations. Diversity should not be seen to be merely a passing fad in organizations.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Diversity may be defined as the presence of differences among members of a social unit (Jackson *et al.*, 1995). Diversity is an increasingly important factor in organizational life as organizations worldwide become more diverse in terms of the gender, race, ethnicity, age, national origin and other personal characteristics of their members (Shaw and Barrett-Power, 1998). Today, the workforce comprises people who are different and share different attitudes, needs, desires, values and work behaviors (Deluca and McDowell, 1992).

In order to manage this increasingly diverse workforce, diversity management practices have been hailed as an effective human resource strategy. This relatively new approach has emerged from earlier concepts of equal opportunity (EO) and affirmative action (AA) (Thomas, 1990). The concept of managing diversity accepts that the workforce consists of a diverse population of people. It is founded on the premise that harnessing these differences will create a productive environment in which everybody feels valued, where their talents are being fully utilized and in which organizational goals are met (Kandola and Fullerton, 1994).

Many authors take a very enthusiastic approach towards Diversity Management (For example, Rice 1994 and Thompson and Gooler 1996). Benefits of diversity management range from being better able to meet the needs of diverse customers, improved decision-making, reductions in costs associated with turnover and lawsuits, increased productivity, quality improvements, and enhanced creativity and innovation. Cox (1993) holds that differences in group identities among individuals interact with a complex set of individual, intergroup and organizational factors to determine the impact of diversity in both individual and organizational outcomes. The individual outcomes which are predicted by the model are divided into affective response variables (satisfaction, organizational identification and job involvement) and achievement variables (performance, job mobility and compensation). Organizational outcomes are divided on the basis of the expected directedness of impact into first level (attendance, turnover and work quality) and second level (profits).

Researchers suggest that diversity provides benefits to organizations, including: the ability to attract and retain the best talent available; reduced costs due to lower turnover and fewer lawsuits; enhanced market understanding and marketing ability; greater creativity and innovations; better problem solving; greater organizational flexibility, better decision making; and better overall performance (Cox, 1993; Cox and Blake, 1991). From the opposite perspective, researchers have shown diversity to be negatively related to organizational performance through lower employee satisfaction and higher turnover (O'Reilly *et al.*, 1989), creating a sense of organizational detachment (Tsui *et al.*, 1992), lower cohesiveness, difficulties in communications, and inter-group conflict and tension (Richard *et al.*, 2003; Cox, 1993). These sorts of effects could obviously attract different perceptions of diversity.

1.1.1 Diversity Management Practices

The International Human Resource Management Association (IHRMA) in their paper presented to the United Nations Expert Group Meeting in New York on 3 -4 May 2001, established benchmarks to determine best practices in Diversity Management in public sector organizations. These practices include: The development of a formal diversity management process that is contained in laws, rules or procedures whereby human and financial time and resources are devoted to the program; Ensuring diversity efforts are decentralized with a central governing body to ensure that managing diversity has both top level support and is a reality throughout the organization; Ensuring diversity training is provided to the entire workforce which will as a result incorporate mentoring efforts and leadership training; Workforce data and demographics are used to compare statistics for the civilian labor force and occupations with underutilizations identified and goals established to reduce this underutilization; and ensuring effective diversity programs link recruitment, development and retention strategies to organizational performance. These integrate employee development processes and map career paths.

Others practices not included in the IHRMA are:
Measurement set of quantitative and qualitative measures of the impact of various aspects of an overall diversity program ;Diversity as part of an organization's strategic plan—a diversity strategy and plan that are developed and aligned with the organization's strategic plan.

1.1.2 Non Governmental Organization (NGO) Sector in Kenya

The Kenya National Council of Social Services (KNCSS) was formed in 1964 as a quasi – governmental institution under the Ministry of culture and social services (Munio, R& Musumba, B. (1995) whose objective was to co-ordinate NGO activities and advice the Government and the NGO sector. It was disbanded in 1990 and its activities taken over by NGO coordination Board established under the NGO Act.

The NGO Coordination Act No 19 of 1990 section 2 (received presidential assent on 14th Jan 1991) defines an NGO as "a private voluntary grouping of individuals or associations, not operated for profit or for other commercial purposes but which have organised themselves nationally or internationally for the benefit of the public at large and for the promotion of social welfare, development, charity or research in the areas inclusive of, but not restricted to, health, relief, agriculture, education, industry and the supply of amenities and services".

Non Governmental Organisations in Kenya are guided by the NGO co-ordination Act No 19 of 1990 which establishes a governmental agency and a self regulatory agency to govern NGOs and their operations in Kenya. They are also governed by the NGO Council Code of Conduct 1995 (Legal Notice No 306 of 1995) which sets out values for self regulation; justice; cooperation; prudence and respect and are informal fora for the exchange of views and information. Finally there are the general laws dealing with NGOs which generally regulate general types of associations such as laws dealing with trade unions, religious organisations and cooperatives and political parties. Non Governmental organizations have increasingly grown in number. Alice (1997) indicated the growth to have been at 229% for the period 1974-1988. These organizations face a number of problems in their quest for managing diversity practices due to a number of factors such as their lack of autonomy- In 1998, approximately 10% of the external aid used by Kenyan NGOs was through direct funding by Southern Non Governmental Organizations and the rest 90% was through Northern Non Governmental organizations (Fowler, A. & Rick, J. 2000).

1.2 Statement of the Problem

The IHRMA Study appears to be the only one done on Diversity Management Practices. However, this study focused on public sector firms, leaving out private firms and Non Governmental Organizations. Also, there have been no studies done in Kenya on Diversity Management Practices.

The IHRMA study observes that an effective Diversity Management Program links recruitment, employee development and retention strategies to organizational performance. This suggestion however, wouldn't be feasible in the Non Governmental Organizations sector because performance for the public sector firms is measured by outcomes such as profits and market share. Non Governmental Organizations are non profit oriented and therefore, their performance is measured by different parameters.

Training and Development is one way of increasing skills and inculcating the appropriate attitudes and values in the employees. The area where training would be beneficial to an organization is workforce diversity. Although workforce diversity differs from one organization to another, it certainly is a critical factor in Non Governmental organizations. In other words, NGO sector appears to have a greater presence of employees from different backgrounds. Yet, the researcher's search in the relevant literature did not find any study on the role of training and Development in the management of workforce diversity in the NGO sector in Kenya or anywhere else. This makes it imperative to conduct a study to determine diversity management practices in the NGO sector in Nairobi.

Studies by Goldin (1990) and Gerhart and Rynes (1991) in Australia revealed that there is still reluctance to give non-traditional managers (i.e non whites) the same authority and rewards that go to their white male counterparts. Differences in rewards for similar performance result in loss of motivation and lower job satisfaction for those who feel discriminated against.

From the foregoing, it appears that no study has been done to determine Diversity Management Practices among the NGOs in Nairobi. This creates a gap in knowledge that the proposed study was intended to fill.

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1.3 Research Objective

To establish the diversity management practices among the NGOs in Nairobi.

1.4 Significance of the Study

To the NGOs

The NGOs will benefit from this study since they will be in a position to determine the benefits of practicing diversity in their work force. At the same time, these organizations will set systems that will enable them counter the challenges that are related with diversity practices

To the Policy Maker

The policy maker will get an insight on the relevance, benefits and challenges associated with diversity practices. This will enable them formulate policies that are beneficial to all stakeholders in the sector

To the Scholar

Through this study, the scholar will gain vast know how on forms of diversities in work force and tell the perception of these diversity practices on employees of non-governmental organizations. At the same time, the research will gain a lot on the research areas. This will assist them in performing further studies.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter is a discussion of the literature review on diversity management practices in Non Governmental Organizations in Nairobi the discussion is in form of theoretical and empirical orientation. The chapter also discusses challenges and benefits emanating from diversity management practices.

2.2 Diversity Management

Thomas (1990) defines diversity as a mixture of differences – some of which are visible, such as race, gender, or age; while others are less visible, like educational levels, sexual orientation, ways of thinking, or personal values and belief systems. Cox (1993, p. 6) expresses diversity in broad terms as "a mix of people in one social system who have distinctly different, socially relevant group affiliations." Loden (1996) also advocates a very broad definition of diversity that is inclusive of everyone and values the differences that each individual brings to the organization. Each of these definitions recognizes that there is a need for a broader definition than those traditionally associated with affirmative action and equal employment opportunity which tend to focus only on women and minorities and result in organizational efforts that are fragmented.

Thomas (1990) credits the emergence of diversity, as an issue, to three factors: the global market which makes doing business intensely competitive, the changing composition of the workforce (Toosi, 2002), and the increase in individuals celebrating their differences instead of contesting what makes them unique. A broader definition and the emergence of diversity as an important issue, helps set the stage for diversity being recognized as a potential source for competitive advantage.

By considering perceived diversity as opposed to actual diversity we can capitalize on the intricate and multidimensional nature of diversity. Not only are visible diversity traits telling in an organization, but traits that are not visible to the naked eye provide important information as well. It is the perception of diversity that drives individual interactions within an organization

and this broad perspective captures the components that individuals feel are important as they define diversity.

Harrison *et al.* (2002) studied actual versus perceived diversity by testing a model including actual diversity, perceived diversity, team social integration and team task performance. Their results indicate that "perceptual measures of diversity carry the indirect impact of actual differences among team members." (Harrison *et al.*, 2002, p. 1041). Second, they illustrate how perceptions first travel through team social integration which then affects performance. These findings support the position that perceptions of diversity are actually what drive the relationship between diversity and performance. A limitation to this relationship is also the use of perceived performance. We stress the importance of viewing a firm's diversity through the eyes of the employees. With our research we also consider organizational performance through the eyes of the employees.

More recent empirical evidence also suggests that diversity has delivered at best somewhat limited benefits for organizations concerned. Ely and Thomas (2001), in a study of three culturally diverse organizations, reported that racial diversity could provide benefits in work group functioning but did not necessarily do so. To be effective in enhancing performance diversity had to be introduced from a perspective of organizational integration and learning rather than reflecting other motivations. A similar message comes from Richard *et al.* (2003) who found, in a study of racial diversity across 177 banks, that diversity could provide a competitive advantage but only in situations where it was pursued as part of a broader innovation-focused business strategy. Where no such strategy existed, diversity was likely to have the opposite effect in leading to decline in performance. As Benschop (2001,) also notes, in a case study of two large organizations in The Netherlands, diversity is unlikely to be advantageous if simply adopted within an approach of "add diversity and stir." In the public sector, Pitts (2005) reports equally mixed outcomes from a study of racial and ethnic diversity in Texas public schools, where diversity among managers was found to be unrelated to performance outcomes, while diversity among teachers was related to both positive and negative outcomes.

While the above evidence might provide limited support for the benefits of diversity, other studies have provided a more pessimistic message by way of diversity either having little impact or leading to negative organizational outcomes. Kochan *et al.* (2003), in a study of four large and well known *Fortune* 500 companies, found few positive or negative effects of racial and gender diversity on organizational performance. Racial diversity was likely if anything to have a negative rather than positive effect, which could be addressed by training, while gender diversity appeared to have no effect on team processes. In a study of four dimensions of diversity across 486 bank branches, Ely (2004) also found that racial and gender diversity were unlikely to be related to performance. Diversity in terms of age and tenure of employment was likely to have a negative effect on performance, although again this could be moderated within the organizations concerned. Two recent studies however give an unqualified negative picture. The first of these, Kirkman *et al.* (2004) study of 111 work teams in four organizations, reports the negative impact of racial diversity upon team empowerment and on indicators of team effectiveness. The second study, a detailed case study of a major bank in The Netherlands (Subeliani and Tsogas, 2005), argues that the implementation of ethnic diversity has led solely to changes in customer profile in attracting ethnic customers to the bank. Within the bank however, diversity management appears to have done nothing to advance the employment prospects of ethnic minority

2.3 Diversity Management Practices in Organizations

Diversity Management practices is manifested more in Recruitment, Training and Development, Performance Appraisal and Remuneration.

2.3.1 Diversity Practices in Human Resource Planning

Successful organizations can benefit from workforce diversity by creating an organizational environment which attracts people from diverse labour markets. Managing diversity promotes competitive edge by recruiting the best people for the job, regardless of ethnicity, age, gender or other individual characteristics (Cornelius, 1999). Since organizations often resort to internal promotions to fill vacancies, recruiting a diverse workforce at critical entry points to the organization also ensures that a diverse pool of talent is available for promotion. To achieve these objectives, recruitment and selection processes must be based on organizational and job relevant criteria and managers who run these processes should be skilled in assessing the criteria

(Kandola and Fullerton, 1994). Unfortunately, most of the research has indicated that steps and criteria followed by organizations to select and test candidates are inadequate or inappropriate for a number of applicants including minorities (Loveman and Gabarro, 1991; Morrison, 1992; Rosen and Lovelace, 1991; Schreiber *et al.*, 1993). Many organizations in Australia conduct blanket literacy and language testing in recruitment. These tests bear no relationship to the specific job requirements. In addition, interviewers have little or no understanding of techniques suitable for interviewing applicants from different ethnic backgrounds (Caudron, 1990; Morrison, 1992).

Effective management of diversity recognizes that people from different backgrounds, cultures and experiences can bring new ideas to the workplace. Several "best practices" have been recommended to improve management of workforce diversity in the area of recruitment and selection. These include the development of a job description and selection process that cover job relevant duties, qualifications, and experience and complies with anti-discrimination legislation. Other practices include attracting applicants by including advertisements in ethnic language press in addition to daily newspapers, presence of diverse managers on selection committees and implementing techniques that allow diverse people to answer questions to the best of their ability and potential (Morrison, 1992; Schreiber *et al.*, 1993). Interviews constitute an important part of the selection process. However, researchers have found that interviewers have little or no understanding of special interviewing techniques that can be used when dealing with applicants from different ethnic backgrounds (Caudron, 1990; Morrison, 1992).

2.3.2 Diversity Management Practices in Training and Development

The goal of training and development programs of all organizations should be to maintain or improve the performance of individuals and, in so doing, that of the organization (Anthony *et al.*, 1999). Effective management of workforce diversity involves not just recruiting diverse employees but also retaining them. One way of increasing retention rates is by providing adequate training and development opportunities to employees. In the case of multicultural employees, training may also assist in understanding special rules and regulations that apply to the workplace. Diverse employees often feel neglected and do not perceive any career paths.

Employee development programs can address this problem, by preparing employees for future promotions.

Best practices recommended in the area of training include: identifying specific training needs which are linked to the organization's goals and objectives; assessing individual worker's training needs (both traditional and non traditional) to enable participation within a training program; developing individual annual training plans which cover knowledge, operational and interpersonal skills, facilitating individuals' entry into job/technical skills training; evaluating literacy, language and numeracy to assess ability to undertake job/technical training; linking training to award restructuring, enterprise agreements, process improvement and pay scales; and identifying present skills of staff through an audit process which assesses language, literacy, numeracy and skill competency levels (Adler, 1986; Grace, 1994; Morrison, 1992; Schreiber *et al.*, 1993).

2.3.3 Diversity Management Practices in Employee Performance Management

Effective performance management can make a major contribution towards the achievement of business objectives while maximizing the contribution of employees (Cornelius, 1999). A good performance appraisal system can help to enhance employee performance by evaluating how employees are doing on the job and giving them the chance to correct their mistakes and acquire new skills (Stewart, 1986). A performance appraisal system should be objective not subjective, relevant to the job and the company, and fair to all employees and offer no special treatment (Schuler *et al.*, 1992). However, workplace diversity scholars point to the glass ceiling that is a barrier to promotion into management (Powell and Butterfield, 1994). Multicultural employees are often perceived as not having the "right skills" to move into management positions. Thus, the glass ceiling creates artificial barriers based on attitudinal or organizational bias that prevent qualified individuals from advancing upward in their organization (US Department of Labour, 1991).

Several steps can be taken to improve the effectiveness of performance appraisal practices in the area of diversity. Minorities can be regularly included on panels that evaluate, select, and promote managers. The problem of assessing candidates who are "different" can be reduced, if some of the decision makers are non-traditional managers. Migrant representation on such panels

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can help to create objective criteria and fair performance appraisal practices. Multicultural employees must have equal opportunities and adequate preparation to take on demanding assignments in the future (Loden and Rosener, 1991; Morrison, 1992; Schreiber *et al.*, 1993). Performance appraisal techniques should focus on appraising the individual's performance, not personality. Fulkerson and Schuler (1992) argue that the appraisal process should be as culturally neutral as possible. Organizations can include effective management of workforce diversity as one of the criteria on which all managers will be assessed. For example, actions taken by the manager to hire and promote minorities and women can be used as performance criteria (Morrison, 1992; Sessa, 1992). Performance appraisal systems will improve employee performance only when these systems are seen as fair and unbiased.

2.3.4 Diversity and Compensation

Remuneration systems seek to improve employee performance by rewarding those who have made a contribution to the organization's performance. Good remuneration systems ensure that there is a direct relationship between effort and reward. Thus, a performance-based pay system is viewed as being effective when the process of providing measurable rewards is appropriately linked to the individual or group performance. This is achieved within an agreed framework of planned goals, objectives and standards (Armstrong and Murlis, 1994). An effective pay system is the backbone of all policies concerning the acquisition and utilization of human resources. The key outcome of an effective performance-based pay system is to improve an organization's overall performance. According to Lowery *et al.* (1996), the other key aim of a pay system is to retain the most valuable employees by distributing the rewards in such a way that these employees are left with a feeling of satisfaction. An effective performance-based pay system should sustain high levels of performance from the organization's human resources, lead to employee satisfaction and increase organizational commitment. Thus, performance-based pay systems can help to reduce wage disparities for migrant employees, since there is a direct relationship between pay and performance.

Another method of reducing inequalities in income for multicultural employees is by giving good performers challenging assignments (Rosen and Lovelace, 1991; Schreiber *et al.*, 1993). Such assignments prepare these employees for promotion to more senior positions in the

organization (Loveman and Gerber, 1991; Schreiber *et al.*, 1993). Unfortunately, research indicates that the main problems that affect culturally diverse employees are inequality in income and bonuses, job recognition, promotions and assignment of responsibilities (Grace, 1994). In addition, many traditional managers still prefer to give non-traditional employees responsibilities on a "trial" period before they become permanent (Morrison, 1992). This creates mistrust, lowers morale, and demotivates the non-traditional workforce. Cabezas and Kawaguchi (1988) found that an income gap exists between white managers and minority groups for the same amount of work and qualifications. This gap was attributed to barriers which created some discrepancies in recognition. Prejudice, for instance, contributes to an unwillingness to pay higher salaries, grant benefits, or give minorities freedom to do their jobs without constant monitoring. Studies by Goldin (1990) and Gerhart and Rynes (1991) revealed that there is still reluctance to give non-traditional managers the same authority and rewards that go to their white male counterparts. Differences in rewards for similar performance result in loss of motivation and lower job satisfaction.

2.4 Challenges in Implementing Diversity Management Programmes

Meeting diversity challenges requires a strategic human resource plan that includes a number of different strategies to enhance diversity and promote the productivity and effectiveness of the twenty-first century workforce (Elmuti, 1993). Human resource managers must solicit a trainable population, check required skills and competencies against the job, market jobs sufficiently ahead of needs, and extend the workforce boundaries to include the nationals of other countries. Organizations which plan for the anticipated workforce and accept cultural diversity management as a progressive technique will benefit from better employee retention, increased productivity, less absenteeism, better morale, an expanded marketplace and improved customer service (Manning *et al.*, 1996).

Human resource practices from top to bottom need to be re-examined to cope with the new strengths and challenges of diversity, so better approaches can be created by management to recruit new talent, retain them, and manage them more effectively (Denton, 1992). Human resource managers are faced with the challenge of convincing their senior management that diversity programs are beneficial to the organization. Some organizational leaders are concerned

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that implementing diversity initiatives is too expensive, upsets productivity and causes disruption in the workplace. Prejudice and hostile work environments also pose internal stumbling blocks to managing workforce diversity effectively (Robinson *etal.*, 1994).

An important barrier that affects full integration of ethnic employees in the Australian workforce is the issue of communication, mainly English literacy (Loden and Rosener, 1991). A number of steps might be taken by management to ensure effectiveness in communication. For example, translating summaries of the documents into the main workplace languages, providing English language and literacy training for migrants, training migrant staff on workplace cultural issues and training all staff in cross-cultural communication are examples of such activities (Morrison, 1992).

Benefits of Implementing Diversity Management Practices

Good workforce diversity practices in the area of human resources are believed to enhance employee and organizational performance (Grace, 1994). Managing diversity involves leveraging and using the cultural differences in people's skills, ideas and creativity to contribute to a common goal, and doing it in a way that gives the organization a competitive edge (Deresky, 1994). Recent studies have shown a strong correlation between good diversity practices and profits (Hayles and Mendez, 1997). Diversity allows increased creativity, a wider range of perspectives, better problem definition, more alternatives and better solutions (Adler, 1986). To reap these benefits, diversity must be managed effectively.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlines the methods that were used to obtain and analyze data that enabled the researcher to achieve the research objective. The chapter includes the research design, target population and sample, data collection and analysis that the study adopted.

3.2 Research Design

This study adopted a sample survey research design. According to Kathuri and Pals (1993), the purpose of a survey research was to describe and explore a phenomenon. This design was appropriate for the study since the intention was to find out the status of diversity management practices in a cross section of Non Governmental Organizations in Nairobi.

3.3 Target Population

The population of interest in this study comprised 505 Non Governmental Organisations (NGO'S) operating and based in Nairobi. It also included the International Non Governmental Organisations with offices in Nairobi, but based overseas, as listed by the Non Governmental Organisations Co-ordination Board.

3.4 Sampling Design

The researcher used stratified random sampling technique to select the sample that represented the population. Stratification was based on the size of the NGOs. There are three categories of sizes, namely small, medium and large. Small organizations consists of 1-49 employees, medium from 50-99 and large from 100 and above. The study used the rule of the thumb which requires that sample size of not less then 30 of a population to be studied. The population of study was therefore 35 NGOs. The 35 NGOs were stratified into each of the three categories for the study.

3.5 Data Collection

The study relied on primary data. Face to Face Interviews were conducted with the Human Resource heads. The researcher used structured questionnaires as the main data collection instrument. The questionnaire had close-ended questions. The close-ended questions provided for more structured responses to facilitate analysis. The questionnaire consisted of part A and B. Part A solicited general information on the profile of respondents and firms. Part B directed at the objective of the study. The respondents were heads of the Human Resource Function.

3.6 Data Analysis

The nature of data to be collected is purely quantitative in nature. Data was analysed using statistical package of social sciences (SPSS). Data was then interpreted using descriptive statistics such as mean scores, frequencies and percentage. Data was then presented using frequency tables, bar graphs and pie charts.

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATIONS

4.1 Introduction

This chapter presents the data analysis and interpretations. From a sample population of 35 respondents, all the respondents completed and returned the questionnaires giving 100% response rate.

4.2 Profile of NGOs

This section presents the general information on the NGOs interviewed i.e. number of employees in the NGOs, nature of the NGOs, duration the NGOs had been in existence, activities the NGOs are specialized in and how these NGOs were funded.

Table 1: Distribution of Employees in the Organizations

Number of employees	Frequency	Percent
1-9	0	0
10-49	6	17.1
50-99	12	34.3
Over 100	17	48.6
Total	35	100.0

The findings in Table 1 show the number of employees in the NGOs operating in Nairobi. It appears from the study that most of the NGOs had over 100 employees (48.6% of the respondents), which means that they were large organizations, 34.3% of the NGOs had 50-99 employees (medium organizations), while 17.1% of the NGOs had 10-49 employees (small organizations). This information was also captured in the figure below.

Figure 1: Distribution of Employees in the Organization

Number of Employees in the Organization
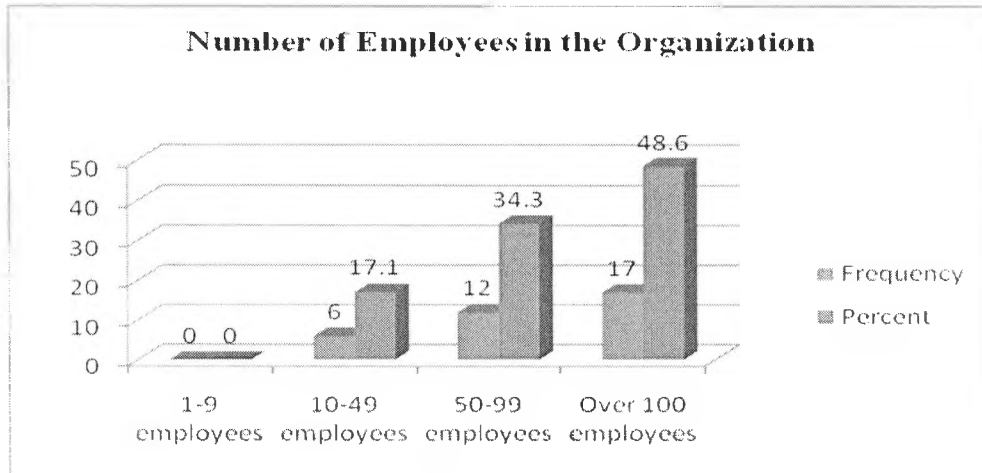
Table 2: Nature of the Organization

Nature of the organization	Frequency	Percent
Local	9	25.7
International	26	74.3
Total	35	100.0

The study also sought to establish whether the NGOs based in Nairobi were local or international. Data presented in table 2 shows most of the NGOs were international (74.3%), while 25.7% of the organizations were local. This information is also shown in the Figure 2.

Figure 2: Nature of the Organization

Nature of the Organization
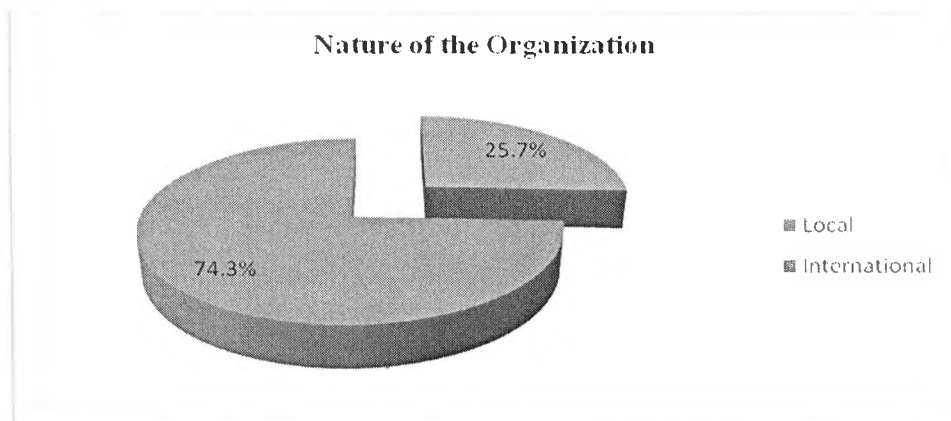
Table 3: Number of years the Organization Has Been In Existence

Years	Frequency	Percent
5-10 years	0	0
11-15 years	6	17.1
16-20 years	19	54.3
Over 20 years	10	28.6
Total	35	100.0

The study also required the respondents to indicate the number of years their NGOs had been in existence. From table 3, most of the respondents reported that their NGOs had been in existence for 16-20 years, 28.6% of the NGOs had been in existence for over 20 years, while 17.1% of the NGOs had been in existence for 10-15 years. The information on the length of service implies that all these NGOs were well versed with diversity and diversity management practices as all of them had been in existence for 10 years and above. This information is also shown in the Figure 3.

Figure 3: Number of Years the Organization Has Been In Existence
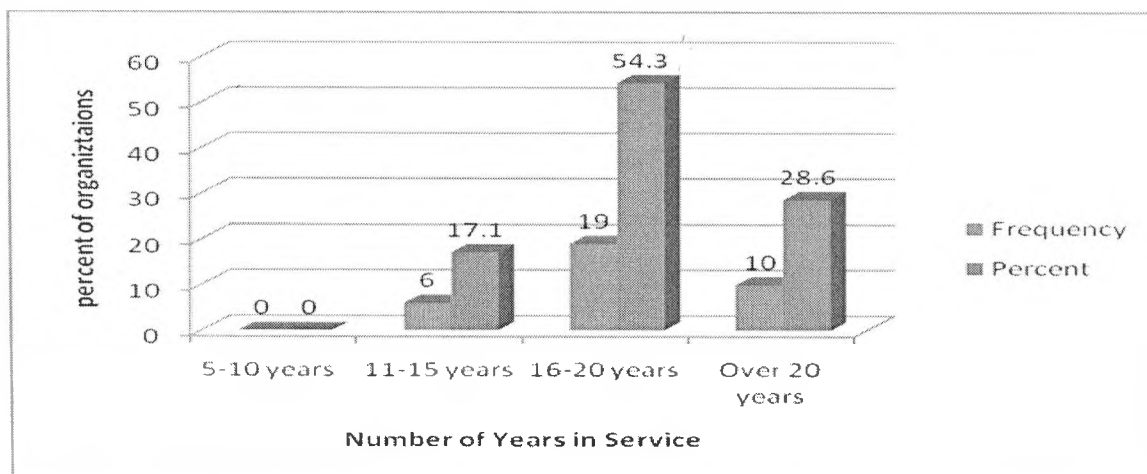
Table 4: Distribution of NGOs by Type of Specialization

Area of Specialization	Frequency	Percent
Health	10	28.6
Environment	2	5.7
Education	9	25.7
Relief services	12	34.3
Any other	2	5.7
Total	35	100.0

The study also sought to investigate the area of activity that the NGOs specialized in. From the study, most of the NGOs specialized in relief services as shown by 34.3% of the respondents, 28.6% of the NGOs were specialized in health services, 25.7% were specialized in education, while the NGOs that were specialized in environment and those that were specialized in other services i.e. research services comprised 5.7%. This information is also shown in the Figure 4.

Figure 4: Distribution of NGOs by Type of Specialization

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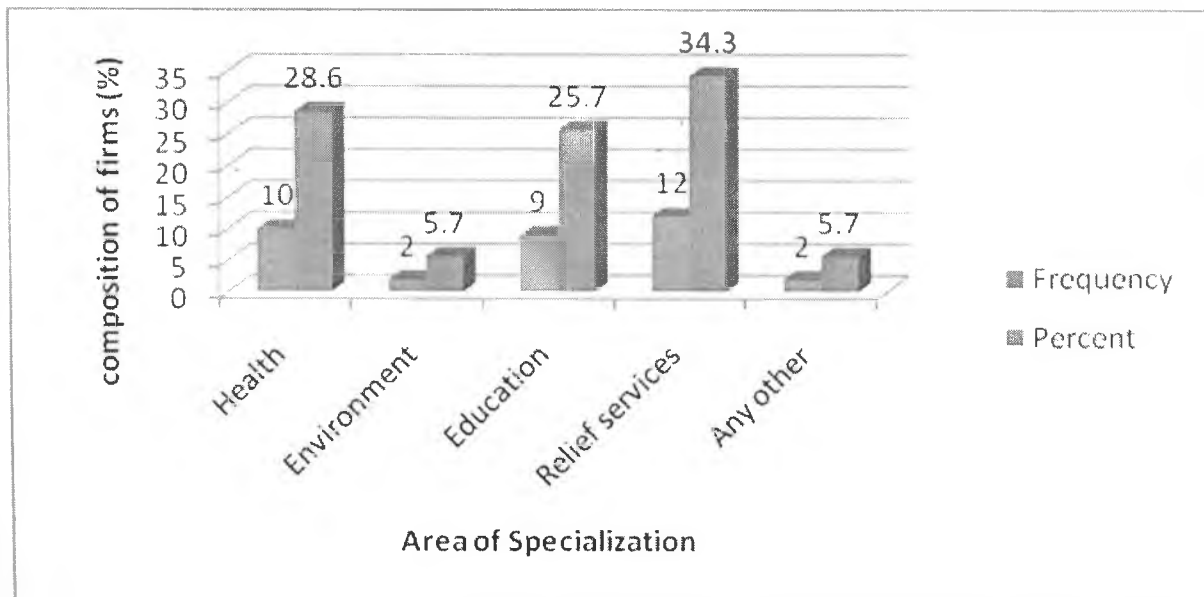
Table 5: Sources of Funds

	Frequency	Percent
From donors	28	80.0
Income generating projects	7	20.0
Total	35	100.0

The findings presented in table 5 revealed that most of the NGOs were funded by donors as shown by 80% of the respondents, while 20% of the NGOs were funded from income generating projects. This information is shown by the Figure 5.

Figure 5: Sources of Funds
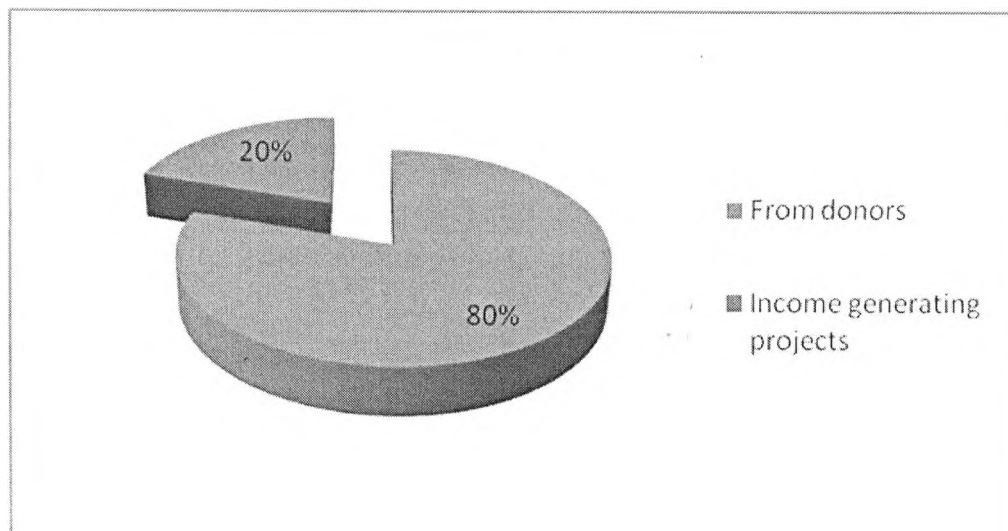
4.3 Human Resource Management Practices

Table 6: Diversity Management Practices (DMP)

DMP	Not at all	To a small extent	To a moderate extent	To a great extent	To a very great extent	mean
	Level of practice					
Recruitment and selection processes in my organization conform to job descriptions and specifications	5.7	25.7	40.0	25.7	2.9	2.9
Recruitment and selection process in my organization complies with anti-discrimination policy	11.5	28.6	37.1	17.1	5.7	2.8
My organization includes minorities on panels that evaluate, select and promote managers	0	2.9	40.0	34.3	22.8	3.8
The leadership in my organization recognizes both the learning opportunities and the challenges that the expression of different perspectives present in the management of diversity	0	14.3	34.3	31.4	20.0	3.6
Openness in my organizational culture is encouraged regardless of the individuals background	0	8.6	28.6	42.8	20.0	3.7
Diversity management practices are motivated primarily by a desire to comply with regulations and avoid costly law suits in my organization	28.6	0	25.7	45.7	0	2.9
My organization has developed programs for managing workforce diversity to avoid the risk of losing some of the best employees	0	2.9	82.8	8.6	5.7	3.2
There are deliberate efforts to improve unfair representation of diverse nationalities and professions in my organization	0	17.1	28.6	28.6	25.7	3.6
Cases of sexual harassment reported in my organization have been promptly and exhaustively handled	0	25.7	34.3	20.0	20.0	3.3
Diversity management programs are just a passing fad in my organization	57.1	28.6	5.7	8.6	0	1.7

The respondents were required to state the extent to which the statements in the table described diversity management practices in their NGOs. From the research findings presented in table 6, the statements that described diversity management practices in most NGOs most accurately were "organizations included minorities on panels that evaluate, select and promote managers" as shown by a mean score of 3.8, "openness in the organizational culture was encouraged regardless of the individuals background" as shown by a mean score of 3.7 and the "leadership in the organizations recognized both the learning opportunities and the challenges that the expression of different perspectives presented in the management of diversity" and "there were deliberate efforts to improve unfair representation of diverse nationalities and professions in the organizations" as shown by a score of 3.6 in each case.

Other statements that described diversity management practices in most NGOs but to a moderate extent were "cases of sexual harassment reported in the organizations had been promptly and exhaustively handled" as shown by a mean score of 3.3, "the organizations had developed programs for managing workforce diversity to avoid the risk of losing some of the best employees" as shown by a mean score of 3.2; "recruitment and selection processes in the organizations conformed to job descriptions and specifications" and "diversity management practices were motivated primarily by a desire to comply with regulations and avoid costly law suits in the organizations" as shown by a score of 2.9 in each case and further "recruitment and selection process in the organizations complied with anti-discrimination policy" as shown by a mean score of 2.8. Further, most of the respondents reported that diversity management programs were just a passing fad in their organizations to a small extent as shown by a mean score of 1.7.

CHAPTER FIVE: DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides the discussions of the findings, makes conclusions and gives recommendations based on the objectives of the study. The objective of the study was to establish diversity management practices among the NGO's in Nairobi.

5.2 Discussion

From the study, most of the NGOs were large organizations as they had over 100 employees and most of them were international NGOs. It was also found that all these organizations had been in existence for 10 years and above and therefore they were well versed with diversity and diversity management practices. Most of these NGOs interviewed specialized in relief services, health services and education. Most of the NGOs were also funded by donors.

From the researchers findings, most of the practices identified, supported the findings of previous studies. The study by the Institute of Human Resource Management established benchmarks for an effective diversity programme. The first one was that diversity training should be provided to the entire workforce so that this can mark career paths. This finding supports the current research finding that leadership in the organizations recognized both the learning opportunities and the challenges that the expression of different perspectives presented in the management of diversity.

The second benchmark from the study by the Institute of Human Resource Management was that organisations should develop a formal diversity management process contained in laws, rules and procedures and where resources were devoted to the diversity programmers. This benchmark supports the current findings for the study which established that most organizations had developed programs for managing workforce diversity to avoid the risk of losing some of the best employees.

From the foregoing, it appears that the researchers' finding supports findings from previous studies.

5.3 Conclusions

From the findings, the study concludes that most of the organisations have developed diversity programmes. The research findings indicated that 40% of the organisations had developed programmes that implemented diversity practices in the areas of:

Employee performance management whereby minorities were included in panels that evaluate, select and promote managers.

Training and development was another area in the NGOS where leadership in the organizations recognized both the learning opportunities and the challenges that the expression of different perspectives presented in the management of diversity.

There were deliberate efforts to improve unfair representation of diverse nationalities and professions in the organizations.

Organizations that adopted these practices were less than half the population of study, which was an indication that most of the organisations were yet to implement diversity management practices. They therefore need to embrace this in order to fully tap the benefits that diversity management offers.

5.4 Recommendations

Based on the research findings, the following recommendations were made:

1. Cases of sexual harassment reported in the organizations should be promptly and exhaustively handled.

2. Recruitment and selection processes in the organizations should conform to job descriptions and specifications.

3. Diversity management practices should not be motivated by a desire to comply with regulations and avoid costly law suits in the organizations.

4. Diversity should not be seen to be merely a passing fad in organisations.

5.5 Suggestions for Further Research

The researcher suggests that further research should be conducted in other organizations such as in the public sector in Kenya in order to establish the diversity management practices in these types of organizations. The sample size should also be broadened to cover a larger population in order to have results that are more representative of the wider population.

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APPENDIX

Questionnaire

Section One: Profile of NGOs

1) How many employees are in your Organization?

1-9   [ ]   10- 49   [ ]   50- 99 [ ]   Over 100   [ ]

2) Is your Organization a Local or an International NGO?

Local [ ]   International   [ ]

3) How long has your Organization been in existence?

5 -10   years   [ ]   10-15 years   [ ]

15-20 years   [ ]   Over 20 years   [ ]

4) Which area of activity is your NGO specialized in?

Health   [ ]

Environment   [ ]

Education   [ ]

Relief Services   [ ]

Any other (kindly indicate) ....

5) How is your organization funded?

From Donors   [ ]   Income generating projects [ ]

Section Two: Diversity Management Practices

To what extent do the following statements describe diversity management practices in your organization? (Tick in the box that applies for each statement)

STATEMENT	(1) Not at all	(2) To a small extent	(3) To a moderate extent	(4) To a great extent	(5) To a very great extent
Recruitment and selection processes in my organization conform to job descriptions and specifications.					
Recruitment and selection process in my organization complies with anti- discrimination policy.					
Training and Development policy and practice in my organization are sensitive to the needs of employees with diverse backgrounds.					

STATEMENT	(1) Not at all	(2) To a small extent	(3) To a moderate extent	(4) To a great extent	(5) To a very great extent
My organization includes minorities on panels that evaluate, select and promote managers.					
The leadership in my organization recognizes both the learning opportunities and the challenges that the expression of different perspectives present in the management of Diversity.					
Openness in my organizational culture is encouraged regardless of the individuals' background.					
My organization integrates employees' perspectives in the mainstream work and taps the full benefits of diversity.					

STATEMENT	(1) Not at all	(2) To a small extent	(3) To a moderate extent	(4) To a great extent	(5) To a very great extent
Diversity Management Practices are motivated primarily by a desire to comply with regulations and avoid costly law suits in my organization.					
My organization has developed programs for managing workforce diversity to avoid the risk of losing some of the best employees.					
There are deliberate efforts to improve unfair representation of diverse nationalities and professions in my organization					
Cases of sexual harassment reported in my organization have been promptly and exhaustively handled.					
Diversity management programs are just a passing fad in my organization.					

Kindly give any other comments

....

....

....

LIST OF NON GOVERMENTAL ORGANISATIONS STUDIED

1. Catholic Relief Services

2. Liverpool VCT, Care and Treatment

3. Diakonia Sweden

4. Family Health International

5. International Organization for Migration (IOM)

6. Food Aid Organization

7. World Vision

8. Norwegian Refugee Council

9. International Livestock Research Institute

10. International Federation of Red Cross &Red Crescent Societies

11. Hope Agency for Relief and Development.

12. International Planned Parenthood Federation

13. Program for Appropriate Technology in Health

14. Medair East Africa

15. Forum for African Women Educationalists

16. Christian Reformed World Relief Committee

17. Engender Health

18. Alliance for a Green Revolution in Africa

19. African Academy for Sciences

20. Ford Foundation

21. Rockefeller Foundation

22. Agency for Development, education and Communication

23. Aga Khan Education Service

24. Jesuit Refugee Service

25. Regional Aids Training Network

26. Population Council

27. African Academy for Sciences

28. Tear Fund

29. International Rescue Committee

30. Cordaid

31. Care international

32. Norwegian Peoples Aid

33. Medecins sans Frontieres

34. I choose life

35. Kenya Breast Health Program.