

**A SURVEY OF MANAGERS' ATTITUDES AND
RESPONSE TO WORKFORCE DIVERSITY IN THE
TELECOMMUNICATIONS SECTOR IN NAIROBI,**

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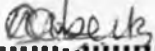
A MANAGEMENT RESEARCH PROJECT SUBMITTED IN
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NAIROBI

SEPTEMBER 2003

DECLARATION

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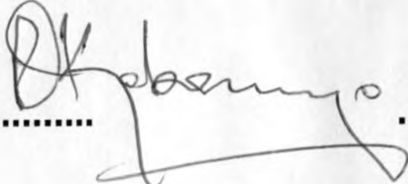
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SEPTEMBER, 2003

DEDICATION

To my Husband, Maj. (Rtd) B. M. MUTUKU,

My Children

Mwende, Bob and Michelle

For their understanding, support and

Encouragement throughout the course

ACKNOWLEDGEMENTS

I wish to extend my sincere thanks to several people who directly or indirectly contributed to my successful completion of the MBA Course.

First and foremost, I wish to thank my family for the full support through out the course. Special gratitude goes to my husband for being so understanding, supportive and encouraging during the course period.

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Last but not least, I thank all the respondents who enabled me to collect the data.

Above all, I thank God Almighty for everything.

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ABSTRACT

The survey of the study was carried out with the aim of establishing managers' attitudes towards diverse workforce. It was also to find out managers response to workforce diversity in the telecommunication sector in Nairobi, Kenya.

In order to achieve the above, a questionnaire with both structured and semi structure questions was administered to the respondents. A sample of 50 respondents were selected from Telecommunication firms in the country namely, Safaricom, Kencell and Telkom Kenya Llimited. For the purpose of this study, the major Telecommunication training institute, Kenya College of Communication Technology was included.

The data was collected from the respondents and analyzed using mean scores, frequencies, percentages and was represented in tables. A five point likert scale was used to measure and identify the extent of managers' attitudes towards different diversity issue in the workforce. A three point scale ranging from a large extent to a less extent was also used to measure organisations management of diverse workforce.

From the findings of the study, the following conclusions were made:

- Most of the managers do not have negative attitudes towards diverse groups especially the disabled and those suffering from HIV/AIDS
- Most of the managers understand the benefits of a diverse workforce
- No major efforts have been made by the organizations under study to manage diversity

CHAPTER ONE: INTRODUCTION

This chapter consists of the Background under which the terms diversity, attitudes and managing diversity are introduced. It also consists of Definition of terms, Statement of the Problem, Objectives of the study and the Importance of the study.

1.1 BACKGROUND

DIVERSITY

Workplace diversity means the inclusion of people who belong to various cultural groups or people with different human qualities.

Diversity is about differences that make a difference at the work place. This term encompasses anyone who varies from the so- called norm. It includes women, physically disabled, and the youth among other groups. Just like seashells on a beach differ in variety of aspects, such as shape, colour and size so is the workplace made of unique individuals (Antoni, 2001)

Organizational workforce globally is changing from one, which was mostly homogeneous to one, which is increasingly diverse with regard to a variety of aspects such as age, gender, culture, education, disability and values.

According to Antoni (2001) the economic, social, political and even legal environment can act as a catalyst in creating and enhancing diversity in our organizations. Globally, economies are shifting from manufacturing to service and mergers and alliances are on the rise especially in the telecommunication field. This has brought together different corporate cultures, which are required to work together.

The issue of diversity is more pronounced in the service sector. Cascio (1998) approximates that roughly, 84 % of US employees work in the service industry.

These employees need to understand their customers, anticipate and monitor their needs and anticipations and to respond sensitively and appropriately to them

In Kenya, the telecommunication sector has rapidly grown within the last three years following the Government liberalization policies and the licensing of the two mobile companies, Safaricom and Kencell Communication. This sector has many service jobs, which require a lot of interaction with customers. Managers' positive or negative attitudes towards workforce diversity will determine if service employees will be from diverse backgrounds or not in order to be able to "read" and meet their customers' expectations.

Past research shows that managers' attitudes towards the unique employee needs within their work environment are very important. In Kenya, our working environment is greatly influenced by our traditional African beliefs. This has affected how we view women, the young and the old, the disabled and the sickly and even the way we look at those from different ethnic backgrounds. It is therefore important that managers understand these factors and respond with a favourable attitude in order to ensure that people from diverse backgrounds are able to work together effectively and keep the business running competitively.

There are many aspects of diversity in the workforce but for the purpose of this study, I only concentrated on those, which are common in the Kenyan work environment. They include, gender, ethnicity, marital status, age, the disabled and those suffering from HIV/AIDS. Other diversity issues, which may not be key locally but are present in other environments, include racial discrimination, religion and different life styles like homosexuality.

ATTITUDES

According to Robbins (2001), attitudes are evaluative statements- either favourable or unfavourable- concerning objects, people or events. They reflect how one feels about something. Attitudes have a lot to do with the way people look at and live their lives. They influence behaviour and are not fixed, meaning that they can change although they are generally treated as being relatively stable.

Kotler (1997) defines attitudes as a person's enduring favourable or unfavourable evaluations, emotional feelings and action tendencies towards some objects or ideas. Attitudes put people into a frame of mind of liking or disliking an object, moving towards or away from it. For example, managers' attitudes can be discerned from the society's literature of people, their philosophy and wise sayings. Mutabi (1993) gives some examples of such sayings as

"Women are like the earth, anyone can sit on it."

"A boy grows to be a man, a woman never grows"

These sayings can negatively influence managers towards women colleagues.

Attitudes are composed of three components, namely, cognition (the opinion or belief segment), affective (the emotional or feeling segment) and behaviour (the intention to behave in a certain way towards somebody or something). Largely, however, attitude refers to the affective component.

MANAGING DIVERSITY

Managing diversity can be described as a planned systematic and comprehensive managerial process for developing an organizational environment in which all employees, with their similarities and differences can contribute to the strategic

and competitive advantage of the organization. In this process, no one is excluded on the basis of factors unrelated to productivity.

(Carrel 1999)

Cascio (1998) defines Managing diversity as establishing a heterogeneous workforce to perform to its potential in an equitable work environment where no member or group of members has an advantage or a disadvantage.

Managing diversity is regarded as a management approach or strategy that should incorporate strategies, policies and procedures aimed at effectively managing a diverse workforce (Trevor, 1997)

Many organizations now realize that their workforce should mirror their customers. Similarities which exist in form of culture, dress, and language between service workers and customers creates more interaction between them resulting to better business for the organization.

Managing diversity is a key issue for all managers because if they do not have a positive attitude towards it, it can lead to devastation through mass action like strikes, sit-ins and other industrial action.

Managers therefore need to understand the differences in people so that each person is treated and valued as a unique individual.

In the environment, there exist both internal and external forces of change that inevitably results to a diverse workforce.

According to Antoni (2001), firm's response to managing diversity can be grouped in the three broad categories listed below:

No diversity efforts

The management lacks policies on affirmative action and managerial empowerment.

Limited diversity efforts

There is inconsistent enforcement of diversity policies, lack of support in respect to education and diversity training and poor management commitment.

Broad based diversity efforts

There is management commitment to empowerment, outgoing educational and diversity programs and implementation of affirmative action policies.

For many years in the western world, managers were taught to ignore differences at the workplace or to regard them as irrelevant. Today, managers need to recognize that cultural differences do exist and that they are relevant and reflect values. Rather than suppress these differences, managers should be taught how to respect them and work with them to maximize the contributions of each employee. (Cascio, 1998)

In Kenya for example, firms are faced with the challenge of appointing competent women managers to top positions due to the glass-ceiling syndrome. Women are still converted in the lower level jobs such as clerical or secretarial duties yet if empowered, some can lead their organizations to greater heights. These attitudes are reflected at the national level where appointment of women to senior positions in the Government is limited.

Adeline Mwau, a nominated Member of Parliament in Kenya stated in an exclusive interview with the Sunday Standard of 26th January 2003 that in her path to success, she has undergone hardships, the feeling of being nothing just because she is a woman.

HIV/AIDS is another diversity issue and a major challenge facing all organizations. In fact it is such a serious problem in Kenya that it was declared a national disaster several years ago. The telecommunications industry has not been spared either, thus a dire need for managers to understand problems facing employees suffering from this disease or those with infected close relatives.

On the tribal factor, this has been a thorny issue in the workplace especially in the public sector. With 42 tribes existing in Kenya, managers' attitudes at the work place can result to positive or negative performance. At the national level, we have heard of one tribe or the other alleging that they are being "finished". This tribal issue is critical as it is usually reflected in the work environment.

Gaining the diversity advantage means acknowledging, understanding and appreciating these differences and developing a workplace that enhances their value. This is done through being flexible enough to meet needs and preferences to create a motivating and rewarding environment.

If Managers in the Telecommunications Sector in Kenya still believe in the philosophy of treating everyone alike, they may need to change their attitudes to recognizing individual differences and responding to them in a way that will retain employees for greater productivity while not discriminating.

1.2 DEFINITION OF TERMS

1.2.1 Affirmative action

This refers to actions taken to overcome the effects of past or present practices, policies, or other barriers to equal employment opportunity. It's a first step that

gives managers the opportunity to correct imbalances, injustices and past mistakes.

Affirmative action can also be referred to as a temporary intervention aimed at rectifying the historical injustices inflicted upon specific groups in terms of occupational advancement and social, political and economic uplift. Affirmative action strategies are short term and are enforced through legislation.

1.2.2 Culture

This is basically the way different groups of people do things differently from other groups and therefore perceive the world differently.

1.2.3 Stereo types

These are fixed and distorted generalizations made about members of a particular group. The positive and negative images are influenced either by perception, attitudes or behavior.

1.2.4 Prejudice

This is antipathy based upon faulty and inflexible generalizations. They are very common and not many managers can accept them especially when drawn to their attention.

1.2.5 Discrimination

This is the denial of equality. The effect is to exclude people from benefits because of a quality such as gender, skin colour or disability.

1.2.6 Majority groups

This refers to that group of people in an organization who hold most of the positions that command decisions making, power, control of resources and information, and access to system rewards

1.2.7 Minority groups

This is that group of people in the organization who are smaller in number or who possess fewer granted rights and lower status than the majority group.

1.3 STATEMENT OF THE PROBLEM

The workforce in organizations is becoming more and more diverse because of the dynamic internal and external environment. The telecommunications sector is one of the fastest growing sectors in the world and has experienced many changes, which include mergers and alliances resulting to diverse cultures.

Workforce diversity has been widely studied in many countries including South Africa, yet very little material is available in Kenya on the same. The literature review in this study shows that workforce diversity is a major concern to many countries worldwide. The studies further show that organizations, which have managed their workforce effectively, have reaped several benefits, which include reduced absenteeism and labour turnover for minority groups, improved customer service, increased organizational flexibility and more effective teams (Antoni, 2001; Trevor, 1993)

As we are aware, managers are the ones expected to come up with strategies on managing workforce diversity in their organization. They also come up with policies and procedures. This to a great extent reflects their attitudes towards different diversity issues.

As far as I know, no studies have been carried out in the telecommunications sector locally to establish managerial attitudes towards work diversity yet Kenyan organizations, like many other countries have a diverse workforce. It is therefore important to find out whether or not they have developed strategies for managing workforce diversity since failure to do it is a clear recipe for sub-optimal utilization of human resources.

1.4 OBJECTIVES OF THE STUDY

1. To establish managers' attitudes towards workforce diversity
2. To determine managers' response towards managing workforce diversity

1.5 IMPORTANCE OF THE STUDY

This study will be useful to the following groups:

1.5.1 Organizations

These organizations will benefit since they will know the key issues of diversity to focus on at the policy level.

1.5.2 Marketing Managers

These managers can play a leading role in ensuring organizations survive through ensuring that the sales and marketing staff are composed of diverse groups so as to attract more customers as people naturally feel more comfortable with those similar to them.

1.5.3 Employees

The study can encourage employees to value each other regardless their ethnicity, age, gender, religion or even background.

1.5.4 Government

It can come up with legislation to ensure that the workforce is properly managed in the country.

1.5.5 Researchers

Little material is available on managing diversity in the workplace locally and so more research can be carried out in this area.

2. DIMENSIONS OF DIVERSITY

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CHAPTER TWO: LITERATURE REVIEW

This chapter consists of the Dimensions of Diversity, Types of groups in a diverse workforce, Human Resource Management and diversity, Benefits of diversity, challenges of managing a diverse workforce and a Systematic Approach to managing diversity

2.1 DIMENSIONS OF DIVERSITY

Globally, there is a shift from manufacturing to service economy and businesses are adopting new strategies, which require more teamwork. Mergers and alliances that involve different corporate cultures to work together are on the rise as witnessed in Kenya by the partnership of the telephone mobile companies Safaricom/Vodafone and Kencell/Vivendi. To understand diversity better, Robbins (2001) looked at it from two dimensions, namely, Primary and Secondary dimensions.

2.1.1 Primary Dimension

This includes inborn differences that can hardly be changed and have ongoing impact throughout one's life. They include age ethnicity, gender, physical abilities, race and sexual orientation.

They also include those differences that are likely to evoke responses such as bias, prejudice and stereotype among people.

* These characteristics cannot change and are directly observable by other people.

2.1.2 Secondary Dimensions

These are acquired, discarded, modified or changed throughout one's life. They include marital status, educational background, income, military experience,

parental status, work experience, geographical location and religious beliefs, among others.

Employment systems in organization do not necessarily operate according to merit because of the unfair managerial attitudes. According to Trevor (1999), these unfair attitudes are reflected in the following ten "isms"

- Sexism-discrimination based on sex/gender
- Racism-discrimination based on race/colour
- Ageism- discrimination based on being too old or too young
- Haleism- discrimination based on disability
- Credentialism- discrimination based on lack of education
- Maternalism- discrimination based on family status
- Nepotism- discrimination based on family association
- Creedism -discrimination based on religion
- Nationalism- discrimination based on national or cultural identity
- Favourism- discrimination based on fit to the old boys' and new girls' network.

Diversity advisory committees are useful to highlight the existing unfair attitudes among managers.

2.2 TYPES OF GROUPS IN A DIVERSE WORKFORCE

Discussed below are different groups, which are common in the workplace in the Kenyan environment today. However, some uncommon groups locally like immigrants, homosexuals and religious diversity have been left out in this study though they may be major diversity issues in other parts of the world. If Managers exhibit positive attitudes towards the identified groups below, they can tap the unique talents in diverse groups.

2.2.1 Women

Today, women are entering the workforce at all income levels and most occupational classifications. Over the years, they have raised their expectations

and levels of aspirations sharply, largely because of the women movement sparked by Betty Friedman's 1963 book, "The female mystique" coupled with landmark civil rights legislation in Western countries. (Cascio, 1998)

In a research carried out in South Africa indicates that by the year 2005, women workers will account for 40% of the total labor force in that country (Antoni, 2001). Managers' attitudes on key issues like work-family conflicts, child-care programmes, dual career couples and sexual harassment at the work place will be very important.

Where as diversity awareness may be highly pronounced in countries with high numbers of migrants like Canada, USA and South Africa, the situation in Kenya is different. Although many refugees have come from neighbouring countries like Uganda, Ethiopia, Somalia and Rwanda, very few of them have been absorbed in the work force. According to the Daily Nation of 18th February 2003, a bill will be tabled in parliament so that refugees can seek employment locally and engage in small businesses. If it goes through, it will be a major challenge at the work place.

According to a research by the USA Labour dept. (1993), from 1970 to 1990, the percentage of women in the USA workforce rose from 43.3% to 57.5%. Further, about 1/2 of all working women are single, divorced, widowed or heads of their families.

As more women join wage-earning work, earning and employment patterns will continue to change. A growing member of women is entering jobs traditionally held by men like driving and technical field.

Today, women are knocking the doors of every occupation. In Canada, they represent 50% of graduates with degrees in business management, up from 10% in the 1970s. In computer science, the number has increased within the past 30 years from 14% to 36%, in architecture and environmental design, it rose from 12% to 36% while in the security services it rose from 9% to 37% (Trevor, 1993). This indicates a shift of attitudes in the western countries but what is the situation in Kenya!

According to Smit & Cronje, (1999) earning patterns for women has continued to improve as more and more of them shift to highly paid professional jobs. However, their average pay is still only 69% of men's although in about 20% of all working couples, women earn more than their husbands do. Managers' attitudes towards women employees determine if they come up with greater flexibility work patterns and job placement assistance to working spouses especially when their mates are given transfers.

Managers also need to be more aware of gender related legal issues such as sexual harassment and sex discrimination at the workplace.

In the East African of 3-9 February, 2003 the Kenyan Assistant Minister of Labour Mr. P. Adoyo decried the existence of unfair labour practices at the Export Processing Zone Authority which included sexual harassment, gender and racial discrimination and lack of payment for maternity leave

With 7 out of every 10-working women having children, Managers cannot ignore childcare responsibilities of their workforce. The workforce of women with children under 3 years has risen significantly. According to Trevor (1993) 50% of these mothers are in the workforce with almost 70% of them working on full time basis. These women undergo a lot of stress due to unexpected events such as illnesses of a child and run away house helps.

One issue surrounding gender as a dimension of diversity is the glass-ceiling syndrome, which refers to the difficulty women managers, have of advancing to the top (Dessler, 1994). Many women juggle work and family roles. This often causes personal conflict and the higher they raise in organizations the more that work demand of them in terms of time and commitment. (Cascio, 1998) Many women pay a high personal price for their organizational status. Some are faced with broken marriages, while others choose never to marry at all. The damage can be minimized if most managers positively support the advancement of competent women. Smit (1999) states that only a handful of women reach the top management level. Currently in USA, it is estimated that men hold 97% of the top management positions.

Trevor (1993) has given several reasons to explain the demographic trend concerning women in the workplace. They are:

The shift of attitudes towards women in the workplace. In the earlier years, (beginning of the century for developed countries) a woman had very few economic options.

She could either stay at home or get married or if she wanted a job, she was restricted to a few options including primary school teaching, nursing, secretarial or domestic work. Others could turn to the church and become nuns while others went to the streets and become prostitutes

The birth control rate in developed countries is almost 100% effective, thus giving women more control over their ability to pursue uninterrupted careers or the choice to wait longer before having children.

In most cities in the developed countries, it is difficult to survive without two full-time salaries. In Canada, the dual earning families is now the norm with 57% of women being employed.

2.2.2 Racial/Ethnic Diversity in the Work Place

The fastest growing segments of the USA population are minority racial and ethnic groups, especially Hispanics, African Americans and Asia Americans. This is evidenced by the rise in population of Asian Americans by 108% between 1980 and 1990 (Robbins, 2001) Approximately 700,000 immigrants are migrating to USA annually. Increasingly, firms in the USA are hiring foreigners with advanced degrees in sciences and engineering. The influx of refugees has not created a problem in the work place locally as most of them are confined in refugee camps like Kakuma in Northern Kenya.

Ethnic diversity is one of the major problems facing organizations in Kenya today, especially public institutions. Employment, promotions and other benefits are usually given to those with political patronage or links with senior managers in the organization referred to as "god fathers". In the Daily Nation of 30th January, 2003, the Minister of State, Office of the President was reported as having said:

"Future appointments to the countries security agencies will not be from one ethnic community. They will be on merit, qualification and integrity"

The Kenyan Minister of Trade and Industry, Mr. M Kituyi was quoted in the East African of 3-9 February 2003 as saying

" Any person found involved in racism and sexual harassment will be expelled. How much he has invested is irrelevant. No one should come here to abuse or harass us."

The implication of these unfair work practices is a de-motivated workforce and the promotion of inefficiencies since the management is not genuinely concerned about the quality of work in their organization but rewarding "those who belong". Chaacha Mwiti, in his commentary in the Daily Nation dated 26th January 2003 argued that;

"We need to build a meritocratic society in which hard work, qualifications and merit count more than sex, race or religion".

He further stated that;

"Small mindedness is part of the reason for Kenyans obsession with the tribe. Let us open up and view each other plainly as people for that is all we are."

From the above, it is clear that some Kenyans have an attitudes towards those from other tribes. Managers can play a key responsibility of diffusing the existing tribal tension in organizations by introducing professionalism at the work place. This can only happen if managers embrace the right attitudes and promote equity in their organization.

2.2.3 Disabled Employees

While many people in western countries are able to find employment, a large proportion still does not work. According to Bateman (1993), the largest unemployed minorities in USA are people with disabilities. Americans with Disabilities Act defines disability as a physical or mental impairments which include those resulting from conditions such as orthopedic, visual, speech and hearing impairments, cerebral palsy, epilepsy, muscular dystrophy, HIV infections, diabetes, mental retardation, emotional illness, specific learning disabilities and alcoholism (Bateman, 1993)

Because most disabilities are acquired, many people will become disabled in some way as they grow up. According to Certo (2000), one manager confessed

that before attending a diversity training session, he felt “ uncomfortable” around disabled people.

One disabled professional also confessed that she was always received warmly by phone and told that her background was exactly what companies were looking for, but when she showed up for job interview, she was buffed and informed that her credentials were insufficient (Certo, 2000). Such negative responses are influenced by managers’ attitudes towards the disabled.

Individuals with disabilities have found themselves isolated from job opportunities mainly because they lack access to education and workplace environments. In addition, managers’ attitude and that of the disabled themselves have been barriers to employment (Bateman, 1993).) In USA for example, the Equal Employment Opportunity Commission (EEOC) has it that lawful inquiries of a disabled person include only those areas regarding performance of specific functions or possession of training. Illegal inquiries include those that ascertain previous medical conditions (Cascio, 1998)

According to Cascio (1998), polls after polls in the US demonstrate that employers regard employees with disabilities as good workers- punctual, conscientious and competent- if these workers are given reasonable accommodation. The question is, are our managers’ attitudes in Kenya towards the disabled the same as illustrated in USA?

Managers therefore need to be very clear on what the essential tasks are in jobs and what knowledge, skills and abilities are required to perform the job. Non-disabled workers also need to be trained on ways to work with co-workers with disabilities.

2.2.4 Employees suffering from HIV/AIDS

The Bank of America has addressed AIDS as a workplace disability issue. The company accommodates AIDS sufferers as it would persons with any other disability, encouraging them to continue working for as long as they are able and if warranted, allowing flexible scheduling. AIDS sufferers are also eligible for corporate health and disability benefits (Bateman, 1993).

Sickly employees need a lot of understanding and support by the managers in terms of sick leave and medical expenses. A major challenge for managers in Kenya is dealing with those infected with HIV/AIDS. If influenced by the society's negative attitude towards those suffering from the disease, it can cause the victims to be stigmatized. Managers need therefore to try to reduce the tag attached to this disease through staff counseling in their workplaces. The Federation of Kenya Employers (FKE) has come up with Guidelines on how to handle HIV/Aids. They should never be discriminated against. According to FKE code of conduct 9.4.2.4:

"Persons in workforce affected by HIV/AIDS must be protected from stigmatization and discrimination by co-workers, union, employers or clients".

Many managers in this sector may be ignorant of the FKE code of conduct guidelines.

It should be noted that persons suffering from HIV/AIDS are subjected to stereotyping, prejudices and all forms of discrimination (Cascio, 1998). The health and medical examination results need to be kept very confidential to avoid leakage on the personal health positions of employees.

2.2.5 Age

Both older and younger workers in organizations present major challenges to Human Resources Managers. However while older employees are more cautious, less likely to take risks and less open to change, younger workers on the other hand are more aggressive, less fearful and multi-skilled.

In terms of performance appraisals, training programs, retirement incentives, blocked career paths, insurance, pension and affirmative action, this group presents a major challenge to managers.

Stereotype and prejudices link old age with senility, incompetence and lack of worth in the labour force. According to Certo (2000) a research carried out by Sonnenfeld Jeffrey revealed that most managers view older workers as "deadwood" and seek to remove them through incentive schemes, biased performance appraisal and other means.

Sonnenfeld also found out that, older workers are more cautious, less likely to take risks and less open to change as compared to younger managers. There is need therefore to understand the physiological and psychological changes those older workers adjusting to. Managers therefore need to have the skills to communicate with the younger workers without any conflict.

2.2.6 Marital Status

The management needs to understand the complexity of this diversity and handle it as strength. It may be a real challenge when it comes to handling delicate matters like transfers, maternity leave, night shifts, travelling for long periods or even taking an emergency leave after a house help leaves without a notice.

Since the 1980s, the number of working women and dual career couples has increased. The family composition has also changed with the number of single parents going up. Due to the high levels of unemployment, both men and women are marrying at later ages that is, over 27 years for men and over 24 years for women (Robbins, 2001).

These changes are causing a lot of stress to the employees as they try to balance between family and work. Many employees are less willing to accept relocation and transfers as this means sacrificing their families or leisure time. A positive attitude can assist Managers in this sector to clearly understand the problems the woman employee undergoes while trying to balance between work and family. If not well managed the levels of absenteeism and faked sick off can lead to reduced production levels. (Mc Nerney, 1994)

Balancing work/family concerns has particular career implication for women because they tend to interrupt their careers during child up bringing to a greater degree than do men.

According to Roosevelt (1999), employers should recognize that there are two groups of women managers and professionals.

i) Career-primary women - those who forgo or subsume family responsibilities to be executives.

ii) Career- and- family women - Those who stay in middle management and professional jobs and accept less pay in exchange for more family time and flexibility (Antoni, 2002)

Trevor (1993) states that between 1977 and 1984, 163,000 single parents joined the workforce in Canada. The Vanier Institute of Family estimates that single parents head 15% of Canadian families. More than 80% are mother led but the

institute indicates that the number of father led single parent families is on the rise. The cases of single mothers in the work force are many in Kenya thus making it important for managers to take a keen interest on this group to ensure their status does not affect their work performance.

2.2.7 Individuals with differing lifestyles

With a lot of influence from the western world through modern technology and the Internet, employers have to know how to handle individual employees. Balancing employee privacy rights with legitimate employer requirements is a real challenge.

The Human Resources manager therefore should come up with clear policies on issues like smoking at the work place and procedures for pre-employment screening and after hire drug tests. This will control the misuse of drugs in the working environment.

Balancing of employee rights and employer quality and productivity needs must address such concern as electronic and telephone monitoring of employees and search of their personal property in the office, for example their desks.

Human Resource managers must however recognize that they should never attempt to control off the job behavior of employees unless it has a direct negative effect on the organization.

2.2.8 Religion

Employers have an obligation to accommodate religious practices unless they result to conflicts within the organization. Managers need to know how to handle problems arising from employees refusing to work on Sabbath day.

Those who belong to the Seventh Day Adventist should not be forced to work on Saturdays and so are other Christians who attend church on Sunday unless there is an emergency.

2.3 HUMAN RESOURCE MANAGEMENT AND DIVERSITY

Many employers have taken up steps to manage diversity through human resource activities. Training is at the heart of these efforts. The main goal is to sensitize all employees to diversity issues and the needs of co-workers who are dissimilar in some ways (Baytos, 1995). Prior to 1980s, the USA workforce was mostly male Caucasians but currently, 46% of the workforce consists of women while 23% is made up of minorities and immigrants (Robbins, 1991).

To survive in this dynamic environment there is a shift towards diversity training and revamping benefits programs, which are friendly. If managed positively, diversity can increase creativity and innovations in organizations as well as improve decision-making process by providing various perspectives on problems.

Some companies are appointing Workforce Diversity Managers in the human resources department to elevate the importance of this issue and ensure that somebody specifically focuses on diversity and implements appropriate training.

According to Antoni (2001) organizations that manage their diverse workforce have improved retention rates for different groups of employees thus reducing turnover and absenteeism costs.

Examples of such companies include, Petrofina (UK) Ltd. which introduced flexible work patterns for drivers, depot workers and plant operators and found that productivity rose by 20%.

In another study in 1989, Boots Company found that only 4% of its shop assistants returned after maternity leave. By introducing a range of flexible working options, the proportion rose to 49% by 1993 (Antoni, 2001).

Today, HR professionals are faced with the challenge of identifying what is involved in managing diversity. To them, it is a necessity not a choice and more so when legal concerns still dominate diversity efforts. They are therefore concerned about how to manage the diverse work groups found within their organizations (Baytos, 1995)

An example of how diversity may cause problems in the work environment is given by Cascio (1998) where by an Asian American woman being interviewed for employment may keep her eyes down deferring to authority, rarely meeting the interviewer's eyes. The interviewer a white American male may think, she is not assertive, not strong enough and may be hiding something or is insincere. The woman perceives the persistent eye contact by the interviewer as domineering, invasive and controlling. The result is that neither trusts the other. Managing diversity, therefore, is a management approach aimed at gaining competitive advantage through effective investment in people. In brief, it is merely good people management.

2.4 BENEFITS OF MANAGING DIVERSITY

Organizations need to understand the business reasons for managing diversity as through it, their diverse workforce have a positive impact on productivity and overall organizational performance.

Creating a culture, which values and appreciates differences between people requires major systematic planned change effort.

The array of benefits that can be derived from managing diversity range from concrete, measurable organizations to those more tangible yet logically anticipated consequence, such as increased morale (Gilbert, Stead & Ivancevich, 1999)

Gilbert, Stead & Ivancevich (1999) suggest that managing diversity may result to higher organization productivity and ultimately in higher profits. At the individual level, if effectively managed, diversity has the potential to lead to increased problem solving capabilities. Diversity management allows all people to reach their fullest potential by choosing career paths according to their interest and ability. (Antoni, 2001)

Other benefits include:

2.4.1 ATTRACTING AND RETAINING QUALIFIED EMPLOYEES

The fundamental argument for managing diversity is the benefit derived from recruiting, retaining and promoting the best employee regardless of their background, age, sex, ethnic group or other individual characteristics.

Kandola & Fullerton, (1998) argues that to attract and retain employees from the broadest range people available will have an impact on an organization, not only in terms of the quality of their workforce but also in terms of cost effectiveness.

2.4.2 INCREASED ORGANIZATIONAL FLEXIBILITY

As the workforce becomes more diverse there is greater pressure on organizations to respond by being more flexible in all their processes, systems and procedures and not only in their work hours. (Kandola & Fullerton, 1998)

2.4.3 IMPROVED RETENTION RATES

Antoni (2001) argues that managing diversity can improve the retention rates for different groups of people thus reducing turnover and absenteeism costs. In

relation to women, improved retention rates have been achieved by offering flexibility in work hours and practices and absenteeism has reduced with the provision of child day care.

2.4.4 IMPROVED TEAM EFFECTIVENESS

Managing diversity brings new/richer ideas in to an organization and enhances creativity in organizations.

It can lead to improved creativity, innovation, problem solving and decision making within organizations.

Research by Kondola and Fullerton (1998) reveals the following about heterogeneous groups: they

- Are more successful, though homogeneous teams are also successful when they consist of stable extrovert who enjoy working in teams
- Show increased motivation
- Are better at solving problems and overcoming obstacles
- Are more creative
- Have better quality solutions to assigned problems

2.4.5 INCREASED QUALITY SERVICE

By managing diversity, an organization not only employs the best but also achieves the best by fully utilizing its workforce, which increases the chances of achieving its quality objectives

2.4.6 IMPROVED CUSTOMER SERVICE

Management of diversity is regarded as necessary as it is believed that it enhances internal interest and understanding as well as effective communication not to mention enhanced understanding of customer needs (Antoni, 2001). Kandola & Fullerton, (1998) suggest that having an organization in which the

workforce mirrors the market place is an asset in anticipating the servicing of customer needs and demands.

2.4.7 PRODUCTIVITY

According to Dale (1998) positive relations can be established through managing diversity and the relationships lead to commitment, corporation and ultimate higher productivity.

Work diversity is a reality and its aim is to improve productivity in organizations, rather than comply with legal requirements, meet moral responsibility or respond to internal or external pressures. (Williams& Bailer, 1992)

2.4.8 COMPETITIVENESS

Few organizations have not encountered the pressures of worldwide competition, globalization and market place which is diverse now and will become more so in the rapidly changing future. Antoni (2001) suggests that to survive, organizations should become more flexible and adaptable to the environment.

An organization, which manages its diversity, is able to compete effectively in the diverse market place because it has a better and flexible understanding of its customers (Mc Nerney, 1994)

Roosevert (1999) states that an organizational culture that recognizes and appreciates differences among employees enhances their ability to appreciate differences among customers and to communicate with them more effectively.

2.5 CHALLENGES THAT MANAGERS FACE IN WORKING WITH A DIVERSE WORKFORCE

For managers to fully appreciate the implications of promoting diversity, they must understand the following challenges they face in managing a diverse workforce:

2.5.1 LESS COHESION

Diversity can create a lack of cohesiveness. Because of their lack of similarity in language, culture and experience, diverse groups typically are less cohesive than homogeneous groups. Often, mistrust, miscommunication, stress and attitude differences reduce cohesiveness, which in turn can diminish productivity.

2.5.2 COMMUNICATION PROBLEMS

This includes misunderstands, inaccuracies, inefficiencies and slowness (Bateman, 1993). Groups may increase errors and misunderstandings because of their different frames of reference.

2.5.3 MISTRUST AND TENSION

People prefer to associate with others who are like them. This tendency often leads to mistrust and misunderstanding among different people.

2.5.4 STEREOTYPING

We see the world in a certain way based on our background and experiences. Our interests, values and cultures act as filters and lead us to distort, block or even dictate what we choose to see or hear. Bateman (1993) states that stereotypes affect how people are treated. For managers to appreciate the implications of promoting diversity, they must understand some of the challenges they face in managing a diverse workforce.

2.5.5 GLASS CEILING SYNDROME

This refers to an invisible ceiling or barrier to advancement. Although both women and men struggle to balance between work and family concerns, it's still more common for women to assume the primary responsibility for their families as well as careers.

2.6 A SYSTEMATIC APPROACH TO MANAGING DIVERSITY

Managing diversity is more than merely valuing the differences among people. It is not primarily a human resources issue but a strategic business issue incorporating an approach with a variety of strategically placed practices and innovations (Antoni, 2001).

Creating acceptable, mutual tolerance and respect among different people is important but is not sufficient in creating an empowered workforce. Managing diversity initiatives implies practices and interventions at all organizational levels to ensure systematic, holistic and strategically aligned organizational change.

Managing diversity should therefore involve transformational interventions at individual, group and organizational levels as outlined by De Beer & Radley (2000) below:

2.6.1 Individual level

These interventions should focus on exploring and understanding how individual difference impact on employee perception, attitudes, needs, expectations and behavior. This requires exploration of the individual propensity to change his or her usually hidden attributes, such as beliefs, attitudes and values that impact negatively on empowering a diverse workforce.

2.6.2 Group level

A group is commonly referred to as two or more people who interact, share common beliefs, norms and expectations for attainment of a mutually important goal. Interventions directed at this group level involve the examination of group related values, beliefs and attitudes in order to increase awareness of differences

to lead to better understanding and to eliminate prejudices and stereo types that inhibit constructive inter group relationship among employees (De Beer & Radley, 2000)

2.6.3 Organizational level

One of the reasons managers find it hard to manage the organizational culture is probably because it's an abstract concept. Organizational culture has been described as

"The way things are done here".

Interventions at this level should be aimed at identifying the barriers to organizational change that exists in the organizational culture, policies, systems and procedures. (De Beer & Radley, 2000)

Table 1 below shows the components of diversity at the individual, interpersonal and organizational levels

Table 1: Critical Diversity Management Issues

Individual	Interpersonal	Organizational
Self-awareness broadening the diversity focus	Stereotyping	Implications of changes in the demographics and the social political environment
Shared and unshared values	Cultural assumptions subtle and overt career sabotage	Diversity of the organization and the market place
Racism, sexism, prejudice and guilt	Communication and unwritten values	Beyond a culture of "one size fits all"
Paradigm shift to viewing managing diversity as an asset	Dynamics of communicating across diversity	Individualizing, not standardizing policies, systems and practices
Responsibility for self development and empowerment	Managing resistance, conflict and expectations	Role of leadership and change agents
Skills development	Development of trust and respect	Organizational development and the learning organization
Accountability and individual ownership	Support systems eg mentoring	"Membership of club"
Career progression, respecting and valuing diversity	Innovation through diversity interaction	Glass ceiling

Source: Antoni, B (2001) Managing Diversity

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 INTRODUCTION

This section outlines the research method that was used to achieve the objective of this study. It was organized in five main parts, namely: location of the study, population and sampling technique, data collection instruments, data collection procedure and analysis procedure.

3.2 LOCATION OF THE STUDY

The study was carried out within Nairobi Area due to limited time and financial resources

3.3 POPULATION

The population consisted of managers working in the three telecommunications firms in Kenya namely, Telkom Kenya Limited, Safaricom and Kencell Communications. Managers from the Kenya College of Communication Technology were also part of the population.

3.4 SAMPLE SIZE

Conventionally, 30 units of the relevant population are considered the acceptable minimum sample size. Using this as a benchmark, a sample size of 50 managers was used in the study. The following formula (Moser & Kalton, 1978) was used to determine an appropriate sample size:

$$\frac{\text{No. of managers in each firm}}{\text{Total number of managers}} \times \text{sample size}$$

Using this formula, the following sample distribution was obtained

Telkom Kenya	= $\frac{340 \times 50}{635}$	= 26
KCCT	= $\frac{185 \times 50}{635}$	= 15
Safaricom	= $\frac{60 \times 50}{635}$	= 5
Kencell	= $\frac{50 \times 50}{635}$	= 4
TOTAL		= 50

3.5 DATA COLLECTION PROCEDURES

The main instrument for data collection was questionnaire (Appendix 2). Both open-ended and close-ended questions were used. The open-ended questions gave the participants an opportunity to answer questions in their own way. The respective Human Resources Managers distributed the questionnaires. A one-week duration was given to the managers to fill in the questionnaires due to their busy schedule. To get the questionnaires back was however not simple and Kencell Communications failed to respond to the questionnaires despite several appeals.

A five point likert scale was used to rate the different variables that were used to measure the managers' attitude towards diversity in their places of work. The questionnaire was divided into three sections. Section A was used to collect bio data from the respondents; the questions in Section B addressed objective 1

which aimed at determining managers' attitudes towards a diverse workforce.

The aspects of workforce diversity focused on

Were:

- Gender
- Ethnicity
- Marital status
- Disabled
- Those suffering from HIV/AIDS
- Age

The questions in Section C were designed to address objective 2, which was to determine if there are any measures undertaken to manage diversity in the workplace. The questionnaire was designed to capture managers' awareness of the workforce diversity and its benefits, policies designed to address workforce diversity and rating of the organizations' effort in managing diversity.

3.6 DATA ANALYSIS

The questionnaires were edited for completeness and consistency before processing. Data was coded to enable responses be grouped onto categories. Descriptive statistics such frequency distribution tables, pie charts and percentages were used to summarize and present the data. Mean scores were also used to compare attitudes of the following groups on diversity

- Male versus women managers
- Those below and those above 40 years
- University/college versus non university/college managers

FOUR: DATA ANALYSIS AND FINDINGS

4.1 INTRODUCTION

This chapter is divided into three sections. The first relates to the sample statistics while the other two relate to objective one and two, respectively. A total of fifty questionnaires were issued out to the three telephone companies in Kenya, namely Telkom Kenya Limited, Safaricom and Kencell Communications. The Kenya College of Communications Technology (KCCT) was included in the study since it is a subsidiary of Telkom Kenya and provides almost all the training on telephone services in the country.

4.2 RESPONSE RATE

Out of the fifty questionnaires issued out, forty-three were returned by the other organizations except Kencell Communications, which failed to respond at all despite several appeals.

Table 2 : Response rate by organization

Organization	Targeted response	Actual response	% Response
KCCT	15	12	24
TKL	26	26	5
SAFARICOM	5	5	10
KENCELL	4	0	0
TOTAL	50	43	86

4.3 DEMOGRAPHICS

The sample demographics considered in the study include gender, age and education level. The findings are as per the tables below:

4.3.1 FREQUENCY OF RESPONSE BY GENDER

From the findings represented in Table 3 below, 69.8 % of the respondents were male while the rest (30.2 %) were female.

Table 3: Distribution of responses by gender

Gender	Frequency	Percent	Cumulative Percent
Male	30	69.8	69.8
Female	13	30.2	100
Total	43	100	

4.3.2 DISTRIBUTION OF RESPONDENTS BY AGE

Most of the respondents (65.1%) were between 31 to 40 years as per Table 4 above. Those below 30 years were only 4.7 % while those above 51 years were 2.3 %. The rest who are between 41-50 were 7.9%.

Table 4: Response by Age

Age	Frequency	Percent	Cumulative Percent
Below 31	2	4.7	4.7
31-40	28	65.1	69.8
41-50	12	27.9	97.7
51and above	1	2.3	100
Total	43	100	

4.3.3 DISTRIBUTION OF RESPONDENTS BY LEVEL OF EDUCATION

Table 5: Response by Education Level

Level of Education	Frequency	Percent	Cumulative Percent
Univ.	38	88.4	88.4
College	3	7	95.3
A' level	2	4.7	100
Total	43	100	

Table 5 shows that 88.4% of the managers interviewed were university graduates. Only 4.7% of the respondents did not have at least college education while the other 7% had it.

4.4 MANAGERS' ATTITUDES TOWARDS DIVERSE WORK GROUPS

The managers' attitudes towards diverse aspects of the workforce are represented in Tables 6 to 11.

Table 6: Managers' Attitudes towards diverse work groups

	Strongly agree		Agree		Neither Agree nor disagree		Disagree		Strongly Disagree		Cumul	Total
	Freq-- quency	%	Freq- uency	%	Freq- uency	%	Freq- uency	%	Freq- uenc y	%	Freq- uency	%
1. I can communicate effectively with people from diverse groups	26	60.5	15	34.9	2	4.7	0	0	0	0	43	100
2. I can work well in diverse groups to solve problems	20	46.5	22	51.2	1	2.3	0	0	0	0	43	100
3. Diverse groups make better teams	22	51.2	12	27.9	7	16.3	2	4.7	0	0	43	100
4. I treat my colleagues equally despite their diverse backgrounds	28	65.1	13	30.2	2	4.7	0	0	0	0	43	100
5. I recommend the most qualified employees for advancement regardless of their backgrounds	28	65.1	13	30.2	2	4.7	0	0	0	0	43	100
6. Hiring employees with diverse	30	69.8	9	20.9	2	4.7	2	4.7	0	0	43	100

	Strongly agree		Agree		Neither Agree nor disagree		Disagree		Strongly Disagree		Cumul	Total
	Freq-- uency	%	Freq- uency	%	Freq- uency	%	Freq- uency	%	Freq- uenc y	%	Freq- uency	%
backgrounds doesn't bother me												
7. I avoid making stereotype statements about people different from me	18	41.9	16	37.2	9	20.9	0	0	0	0	43	100
8. If i noticed that one of my colleagues was a tribalist i would confront him and let him know my disapproval	29	67.4	10	23.3	3	7	0	0	1	2.3	43	100
9. I am completely comfortable working with those from other tribes	29	67.4	10	23.3	3	7	0	0	1	2.3	43	100
10. There should not be any segregation or isolation of the disabled in the workplace	26	60.5	12	27.9	3	7	0	0	2	4.7	43	100
11. I am completely comfortable with	24	55.8	12	27.9	6	14	0	0	1	22.3	43	100

	Strongly agree		Agree		Neither Agree nor disagree		Disagree		Strongly Disagree		Cumul	Total
	Freq-- uency	%	Freq- uency	%	Freq- uency	%	Freq- uency	%	Freq- uenc y	%	Freq- uency	%
the disabled in the work place												
12. There should not be any segregation or isolation of AIDS/HIV patients in the work place	20	46.5	18	41.9	5	11.6	0	0	0	0	43	100
13. I am completely comfortable with those suffering from HIV/AIDS in the workplace	15	34.9	17	39.5	8	18.6	3	7	0	0	43	100
14. I prefer working with younger employees	4	9.3	14	32.6	17	39.5	6	14	2	4.7	43	100

The first 7 statements in Table 6 above aimed at identifying managers' attitudes on general aspects of the workforce, which included their ability to communicate with diverse groups, solve problems, work as teams and how they react towards those different from them. The other statements are specific to managers' attitudes towards different groups in the workforce.

4.4.1 GENERAL ATTITUDES TOWARDS DIVERSE GROUPS

From the findings in Table 6 above, 95.4% of the respondents agreed that they could effectively communicate with people from diverse groups. The undecided

group was made up of only 4.7% of the respondents.

It is also clear that only 2.3 % of the managers were not sure on whether they could work better with diverse groups to solve problems or not. The rest (97.7%) agreed that diverse groups make better teams in problem solving. This clearly indicates that a large percentage of the managers have no difficulties relating with colleagues from diverse backgrounds.

A large percentage of the respondents (79.1%) also agreed that diverse groups make better teams. 4.75 % of the respondents however disagreed with the statement while 16.3% were undecided. Interestingly, the majority of the respondents (95.3 %) do not despise their colleagues from diverse backgrounds. However 4.7% were non-committal on the issue. This clearly indicates that the managers generally have no problem interacting with those from diverse backgrounds.

From Table 6 above, 90.7% of the respondents have no problem with their company's hiring employees from diverse backgrounds. However, 4.7% have negative feelings about new employees from diverse backgrounds.

Stereotype statements can clearly indicate ones attitude towards an issue. From the same table, I can conclude that 79.1% of the respondents do not make stereotype statements about employees who are different from them while the rest are uncertain.

4.4.2 MANAGERS' ATTITUDES TOWARDS WOMEN

The same table 6 presents specific managers' attitudes towards women in the workplace. From this table, it can be concluded that 86% of the respondents do not view women as poor workers. However, 9.3% were undecided while 4.7 % believe that women generally are not good workers

4.4.3 ATTITUDE TOWARDS THOSE FROM OTHER TRIBES

Tribal sentiments in the work environment are reflected in Table 6 above.

Tribalism is one of the biggest cancers in Kenya today. The responses given are diverse. This is because 20.9% of the respondents would not openly rebuke tribalism in the office while 65.1 % would. The rest (14%) were undecided.

From the table above, it comes out strongly that 90.7% of the respondents are completely comfortable working with those from other tribes. This is a high percentage and only 2.3% have a problem working with those from other tribes. 7% were undecided.

4.4.4 MANAGERS' ATTITUDE TOWARDS THE DISABLED IN THE WORKPLACE

The number of the disabled persons in the workplace may be limited but Table 6 above shows that 88.4% of the respondents do not believe in segregation or isolation of the disabled in the workplace. A small percentage of 4.7% however thinks otherwise, while the non-committal group represents 7%.

It can therefore be concluded that the respondents have no problem working with disabled employees.

4.4.5 ISOLATION OF HIV/ AIDS PATIENTS IN THE WORKPLACE

HIV/AIDS is an epidemic, which has hit our nation and was declared a national disaster by the former Head of State in the late 1990's. The scourge has not spared the workforce and currently, many deaths in the workforce are due to HIV/AIDS related sicknesses. From Table 6 above, it is clear that 88.4% of the respondents have accepted the HIV/AIDS patients in their workplaces. However, 11.6% are unsure on how to handle them. This is further reinforced by the findings in the same table, which indicates that 74.4 % of the respondents are

totally free working with HIV/AIDS patients.

4.4.6 ATTITUDE TOWARDS WORKING WITH YOUNGER EMPLOYEES

From Table 6 above, age is one of the factors of diversity in the work environment under study. It is clear that 41.9 % of the respondents prefer working with younger employees while 18.7% do not. The rest (39.5%) have no age preference.

Tables 7 to 11 show mean scores, which reflect managers' attitude towards diverse work force. They are in scale of 5 (strongly agree) to (strongly disagree). Table 7 below shows means of different statements relating to managers attitudes towards diverse groups.

Table 7: Means on Managers' attitudes towards diverse groups

STATEMENTS ON ATTITUDES ON DIVERSE GROUPS	Mean	Std. Deviation
I can communicate effectively with people from diverse groups	4.56	0.59
I can work well in diverse groups to solve problems	4.44	0.548
Diverse groups make better teams	4.26	0.902
I treat my colleagues equally despite their diverse backgrounds	4.6	0.583
I recommend the most qualified employees for advancement regardless of their backgrounds	4.67	0.644
Hiring employees with diverse backgrounds does not bother me.	4.56	0.796
I avoid making stereotype statements about people different from me	4.21	0.773
I think that diverse viewpoint is good for creativity	4.42	0.626
Women generally are not good workers	1.53	0.855
I am completely comfortable working with female colleagues	3.98	1.058

STATEMENTS ON ATTITUDES ON DIVERSE GROUPS	Mean	Std. Deviation
if i noticed that one of my colleagues was a tribalist, i would confront him and let him know my disapproval	3.67	1.128
I am completely comfortable working with those from other tribes	4.53	0.827
I prefer talking my tongue with colleagues in the office	1.98	1.282
There should be not any segregation or isolation of the disabled in the workplace	4.4	0.979
I am completely comfortable with the disabled in the work place	4.35	0.897
There should not be any segregation or isolation of AIDS/HIV in the work place	4.35	0.686
I am completely comfortable with those suffering form HIV/AIDS in the workplace	4.02	0.913
I prefer working with older employees	2.98	1.058
I prefer working with younger employees	3.28	0.984
Are there any diversity programmes in your company	1.7	0.465
Are you aware of the benefits of managing diversity	1.37	0.489
Organizations efforts in managing diversity	2.14	0.601

The statements with the highest mean scores of 4 and above as per Table 7 above are given below from the highest to the lowest:

- I recommend the most qualified persons for promotion despite their diverse backgrounds (4.67)
- I can communicate effectively with people from diverse groups (4.56)
- Hiring employees from diverse backgrounds does not bother me (4.56)
- I am completely comfortable working with those from diverse groups (4.53)
- I am completely comfortable working with those from other tribes (4.53)
- I can work well in diverse groups to solve problems (4.44)
- I think that diverse viewpoints are good for creativity (4.42)

- There should not be any segregation of disabled persons in the workforce (4.40)
- I am completely comfortable working with the disabled in the work place (4.35)
- There should not be any segregation or isolation of HIV/AIDS patients in the work place (4.35)
- Diverse groups make better teams (4.26)
- I avoid making stereo type statements about people different from me (4.21)
- I am completely comfortable working with those suffering from HIV/AIDS (4.02)

It can therefore be concluded that the respondents had a positive attitude to most of the diverse issues in the workplace under study. These include general aspects of diversity and specific attitudes towards the disabled and HIV/AIDS patients.

Table 8 below gives a summary of what the managers think about the different diverse issues under study, namely women, tribe, disabled, those suffering from HIV/AIDS and ones age.

Table 8: Summary of means and diversity issues

The table 8 below gives a summary of what the managers think about the different diversity issues under study, namely, women, tribe, disabled, those suffering from HIV/AIDS and ones age.

	Mean	Std. Deviation	Std. Error of mean
Women	3.98	1.058	0.161
Tribe	3.67	1.128	0.172
Disabled	4.35	0.897	0.137
HIV/Aids	4.35	0.686	0.105
Age	3.28	0.686	0.150

In a scale of one to five (5- strong positive attitude and 1- strong negative attitude), it is clear from the above table that managers have a positive attitude towards the disabled and those suffering from HIV/AIDS (4.35). Next is towards women (3.98) then the tribe (3.67). The least accepted group in the workforce is based on age (young and old).

The managers gave different responses on the diversity issues under study based on their gender.

Table 9: Diversity issues and Respondents gender

GENDER		Women	Tribe	Disabled	HIV/Aids	Age
Male	Mean	4.00	3.70	4.37	4.27	3.40
	Std. Error of Mean	.173	.193	.140	.126	.163
	Std. Deviation	.947	1.055	.765	.691	.894
Female	Mean	3.92	3.62	4.31	4.54	3.00
	Std. Error of Mean	.366	.368	.328	.183	.320
	Std. Deviation	1.320	1.325	1.182	.660	1.155

From the findings in table 9 above, it can be concluded that male managers have stronger positive attitudes toward women (4) in the workplace than the female managers (3.92) themselves. Both the male and female managers have very strong positive attitudes towards the disabled (4.37) and (4.31) and those suffering from HIV/AIDS (4.27) and (4.54) respectively.

The managers have some reservations to colleagues from other tribes (3.70) for men and (3.62) for the female. Attitudes towards ones age are the least with a mean score of 3.40 by the male while the range for female is 3.00.

The mean scores below which relate diversity with the managers age determine whether managers age influence their attitudes towards a diverse workforce.

Table 10: Diversity and respondents age

AGE		Women	Tribe	Disabled	HIV/Aids	Age
Below 31to 40 years	Mean	4.10	3.53	4.40	4.40	3.27
	Std. Error of Mean	.182	.234	.170	.123	.203
	Std. Deviation	.995	1.279	.932	.675	1.112
41 years and above	Mean	3.69	4.00	4.23	4.23	3.31
	Std. Error of Mean	.328	.160	.231	.201	.175
	Std. Deviation	1.182	.577	.832	.725	.630

Table 10 above reveals that diversity is not strongly influenced by ones age as those below and above 40 years of age have strong positive attitudes towards the disabled and those suffering from HIV/AIDS. Interestingly, those below 40 have a stronger positive attitude towards women (4.10) than those above (3.69). Those above 41 have a positive attitude towards those from other tribes (4) while those below are more particular about colleagues from other tribes (3.53). as is the case in the other mean analysis, attitudes towards employees age draw the least positive attitudes by managers.

The mean scores below help to identify whether ones level of education influences their attitudes towards diverse workforce.

Table 11: Diversity and respondents level of education

EDUCATION		Women	Tribe	Disabled	HIV/Aids	Age
O and A level	Mean	3.95	3.63	4.37	4.37	3.34
	Std. Error of Mean	.167	.177	.139	.103	.147
	Std. Deviation	1.071	1.135	.888	.662	.938
College and university	Mean	4.50	4.50	4.00	4.00	2.00
	Std. Error of Mean	.500	.500	1.000	1.000	1.000
	Std. Deviation	.707	.707	1.414	1.414	1.414

Those with college and university education had strong positive attitudes with mean scores of 4.50 for women and those from other tribes. This contradicts those of lower education who had a mean score of 3.95 for women and 3.63 for those from other tribes. Those with less education however had stronger positive attitudes for the disabled (4.37) and (4.37) for those suffering from HIV/AIDS. The more learned managers had a mean score of 4 for the two categories. As was persistently was the case, the manager did not have strong sentiments for the old and young employees as represented by the mean scores of 2 for the more educated managers and 3.34 for the less educated ones.

4.5 MANAGERIALS' RESPONSE TO DIVERSITY IN THEIR WORK GROUPS

The figures and tables below reflect responses to the second objective of the study. They show how the companies under study respond to various aspects of their diverse workforce

Figure 1 below shows that 69.8 % of the respondents believe that there are no diversity management programmes in their companies while only 30.2 % have.

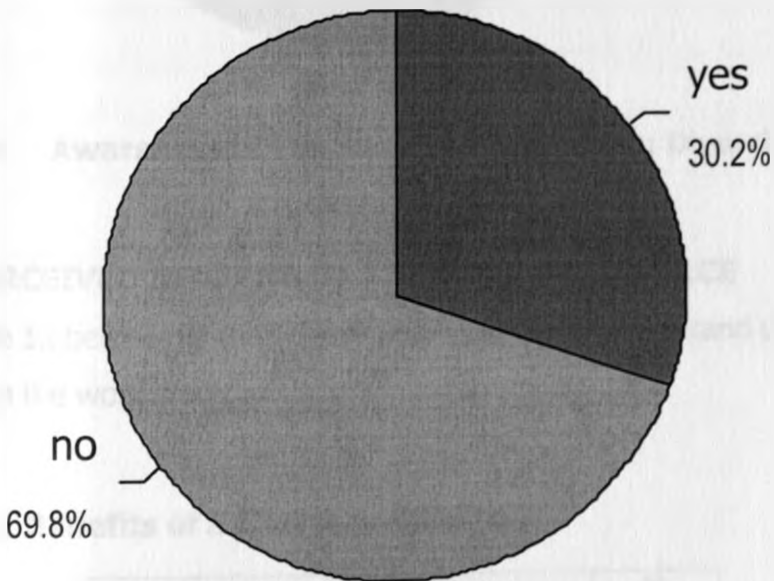


Figure 1: Existence of Diversity Awareness Programmes in Companies

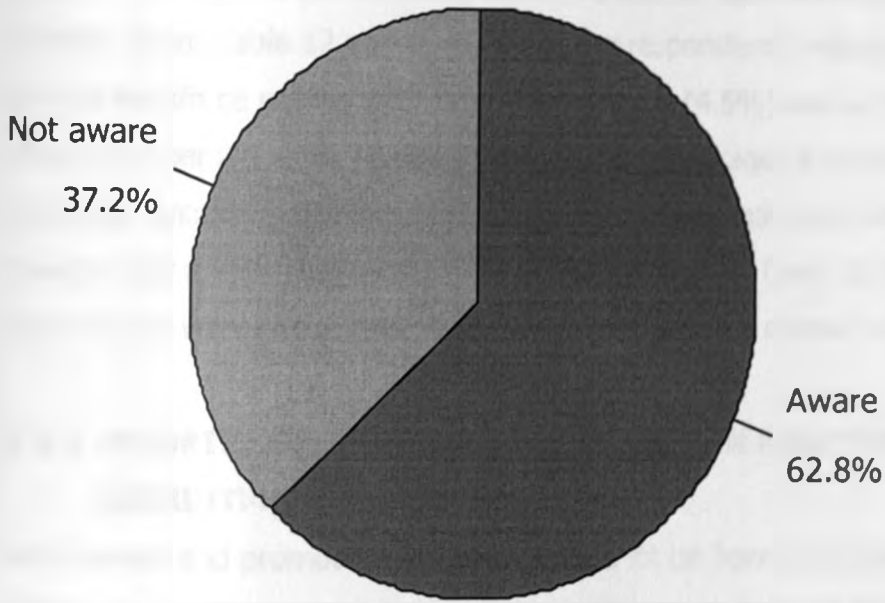


Figure 2: Awareness of The Benefits of Managing Diversity

4.5.1 PERCEIVED BENEFITS OF A DIVERSE WORKFORCE

From table 12 below, the majority of the respondents understand the benefits of diversity in the work place.

Table 12: Benefits of a diverse workforce

BENEFITS	Frequency	%
Diverse ideas	18	41.8
Public image	2	4.6
Innovation & creative	8	18.6
Teamwork	4	9.3
Improved productivity	3	6.9
Not aware	8	18.6
TOTAL	43	100

As outlined earlier in the literature review, a diverse workforce has some benefits. From Table 12 above, 41.8% of the respondents indicated that a diverse workforce results to diverse ideas. Others (4.6%) see a positive public image as a benefit while 18.6% believe that it encourages innovation and creativity. Another 9.3% indicated that it encourages teamwork while 6.9% thought that it improved productivity at the work place. Only 18.6% of the respondents were not aware of the benefits of having a diverse work force.

4.5.2 PRIORITY GIVEN TO DIVERSE GROUPS IN RELATION TO RECRUITMENT AND PROMOTIONS

Recruitment and promotion policies can tell a lot on how a company ranks different diversity issues in the workplace. In order to find out how they react to these very important issues in their workplaces, a scale of three ranging from a large extent to a less extend was used.

Table 13: Priority given of recruitment and promotions

	Large extent		Fair extent		Less extent		Cumulative	Total
	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Women	1	2.3	33	76.7	9	20.9	43	100
Tribe	11	25.6	13	30.2	19	44.2	43	100
Disabled	4	9.3	18	41.9	21	48.8	43	100
HIV/AIDS	3	7	13	30.2	27	62.8	43	100
Young	13	30.2	24	55.8	6	14	43	100
Old	6	14	17	39.5	20	46.5	43	100
Married	3	7	23	53	17	39.5	43	100
Single	4	9.3	22	51.2	17	39.5	43	100

From Table 13 above, 76.7% of the respondents indicated that women are fairly considered when it comes to recruitment and promotion. 20.9% felt that they

are not given a priority when it comes to recruitment and promotion while only 2.3% indicated that their chances are very high.

On the issue of tribe, 44.2% indicated that tribe is not an important factor in recruitment and promotion while 30.2% think that one's tribe is fairly considered. The minority (25.6%) however indicated that tribe is considered to a large extent when it comes to recruitment and promotion in the sector.

The respondents (48.8%) think that disability is not considered in times of recruitment. However, 41.9% indicated that it is fairly considered. The small balance of 9.3% indicated that disability is highly considered.

HIV/AIDS status plays a limited part when it comes to recruitment as indicated by 62.8% of the respondents. However, 30.2% think that it is fairly considered while another 7% think that one's HIV status is very important in recruitment and promotion.

On the issue of age, the majority (55.8%) of the respondents indicated that recruitment and promotion based on young age was given a fair consideration. Other respondents (30.2%) as per Table 8 above indicated that recruitment of the youth was a priority to their companies while 14% indicated that it did not play a role.

On recruitment and promotion of old people, 46.5 % of the respondents indicated that old age played a minimal role in recruitment and promotion of employees. Others (39.5%) think that old age is fairly considered while minimal representation of 4% think that it is highly considered.

Responses on whether marital status plays a role in recruitment and promotion were almost similar for the single and the married as per Table 13 above. 39.5% of the respondents equally indicated that being married or being single plays a limited role. 53% indicated that married persons were fairly given a chance while 51.2% indicated the same for single people. Others (7%) think that being married is an advantage when it comes to recruitment and promotion while 9.3% think the same for single people.

4.5.3 THE EXTENT OF DELIBERATE EFFORTS TO IMPROVE ON ANY UNFAIR REPRESENTATION OF THE DIVERSE GROUPS

The respondents were asked to rank the extent to which they think deliberate efforts have been made to improve on any unfair representation of the diverse groups. The scale ranged from less extent to a large extent and the results are represented on Table 14 below.

Table 14: Efforts to improve on unfair representation of diverse groups

	Large extent		Fair extent		Less extent		cumulative Total	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Women	4	9.3	22	51.2	17	39.5	43	100
Tribe	3	7	19	44.2	21	48.8	43	100
Disabled	4	9.3	21	48.8	18	41.9	43	100
HIV/AIDS	7	16.3	16	37.2	20	46.5	43	100
Young	10	23.3	23	53.5	10	23.3	43	100
Old	4	9.3	21	48.8	18	41.9	43	100
Married	6	14	20	46.5	17	39.5	43	100
Single	7	16.3	15	34.9	21	48.8	43	100

From the results of Table 14 above, 51% of the respondents think that their

companies are making some efforts to improve on unfair representation of women. 39.5% think that little effort is being made while the rest (9.3%) think that a lot of efforts are being put in place to correct unfair representation of women on their companies.

On the issue to improve on unfair representation based on ones tribe, 48.8% think that their companies are not making enough efforts. Another 44% think that the efforts are fair while the remaining 7% think that their companies are doing their best to correct any unfair tribal representation as per Table 14 above.

Out of the 43 respondents, 48.8 % indicated that their companies are making a fair effort to correct any unfair representation of the disabled while 41.9% think that they are doing little on the same. The rest (9.3%) as per Table 14 above think otherwise and believe that major efforts are being put in place to improve any unfair representation on the disabled employees.

On employees suffering from HIV/AIDS, 46.5 % of the respondents feel that their companies' do not make any efforts to have them represented in the workforce. The other respondents, namely, 37.2% and 16.3% indicated that their companies' effort on this issue is fair and very good respectively.

On fair representation of the youth, 53% of the respondents think that efforts to have the youth well represented is fairly done while the balance equally believes that there are no efforts at all (23.3%) or major efforts are made (23.3%) as per the results in Table 14 above.

The case of the older employees is slightly different as 48.8% think that they are fairly represented. 41.9% think that the efforts towards having a fair representation of this group are minimal while 9.3 think that they are good.

On the marital status issue in Table 14 above, 46.5% of the respondents indicated that efforts to correct unfair representation of the married employees is fair while 34.95 % think the same for single employee. 39.5% and 48.8% indicated that there are no efforts to correct unfair representation of married and single employees respectively. Only 14% and 16.3% indicated that major efforts are being made to correct any unfair representation of married and single employees respectively.

4.5.4 NATURE OF THE STAFF TRANSFER POLICY IN THE COMPANY

The respondents were asked to state to what extent they think that their staff transfer policy is fair.

Table15: Staff transfer policy

	Large extent		Fair extent		Less extent		Cumulative Total	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Women	13	30.2	20	46.5	10	23.3	43	100
Tribe	12	27.9	19	44.2	12	27.9	43	100
Disabled	12	27.9	19	44.2	12	27.9	43	100
HIV/AIDS	11	25.6	24	55.8	8	18.6	43	100
Young	5	11.6	22	51.2	16	37.2	43	100
Old	9	20.9	26	60.5	8	18.6	43	100
Married	15	34.9	22	51.2	6	14	43	100
Single	5	11.6	21	48.8	17	39.5	43	100

From the results of Table 15 above, 46.5% of the respondents view the staff transfer policy in relation to women employees as fair. However, according to 30.2% of the respondents, this policy is very good while to 23.3% feel that it is not favorable.

The table above interestingly shows that what the respondents think of the staff

transfer policy is the same for the disabled and based on ones tribe. When it comes to tribe and disability, 44.2% the respondents think that the two issues are fairly represented in their staff transfer policies. Others (27.9%) think that the policies are very good in relation to the two issues while the same percentage (27.9%) think that the transfer policies are not suitable.

As for those suffering from HIV/AIDS as per Table 15 above, the staff transfer policy is fair according to 55.8% of the respondents. 18.6% think that it is not favorable at all while 25.6% think otherwise.

4.5.5 FREQUENCY OF REPORTED SEXUAL HARASSMENT CASES IN THE ORGANIZATIONS

From Table 16 below, the respondents indicated that they had not heard of cases of sexual harassment in their organizations.

Table 16: Sexual harassment cases

Very frequent		Frequent		Less frequent		Cumulative Total	
Frequency	%	Frequency	%	Frequency	%	Frequency	%
0	0	0	0	43	100	43	100

4.5.6 COMPANIES COMMITMENT TO DIVERSE REPRESENTATION IN TERMS OF ENFORCEMENT OF RELEVANT POLICIES

The respondents were asked to indicate their companies' commitment to diverse representation in terms of enforcement of relevant policies. The results are as per Table 17 below

Table 17: Enforcement of relevant policies

	Large extent		Fair extent		Less extent		Cumulative Total	
	Frequency	%	Frequency	%	Frequency	%	Frequency	%
Women	10	23	18	41.8	15	34.9	43	100
Tribe	6	14	12	28	25	58	43	100
Disabled	5	11.6	21	48.8	17	39.5	43	100
HIV/AIDS	8	18.6	19	44	16	37.2	43	100
Young	8	18.6	22	51	13	30	43	100
Old	10	23	22	51	11	25.6	43	100
Married	9	20.9	24	55.8	10	23	43	100
Single	7	16.2	23	53.4	13	30	43	100

From Table 17 above, it can be concluded that 41.8% of the respondents think that their companies are fairly committed in enforcing relevant policies affecting women. However, 34.9% think that their companies lack the commitment while 23% think that their companies are very committed.

Table 17 above further shows that a high percentage of 58% think that their companies are not committed to enforcing relevant policies to ensure tribal balancing. Another 28% think that there is a fair commitment to enforce relevant tribal policies. A minority representation of 14% however thinks that their companies are doing a lot.

On the disabled, 48.8% indicated that their companies are fairly concerned about implementing relevant policies, while 39.5% believe that there is no commitment. The rest (11.6%) believe that there is a high commitment.

For those suffering from HIV/AIDS, it can be concluded from table 17 above that 44% of the respondents think that their companies are committed to implementing relevant policies affecting them. The rest, 37.2% think that there is no commitment while 18.6% think that there is a lot of commitment.

As for the age, 51% of the respondents believe that their companies are fairly concerned about implementing relevant policies, for both the young and the old. However, 30% think that enforcement of relevant policies for the young is not taken very seriously while 25.6% think the same for the old. Those who think that there is a great effort to implement relevant policies for the young are 18.6% while 23% think the same for the old employees.

On the issue of commitment to implement relevant policies based on marital status, 55.8% indicated that it is fairly done for the married employees while 53.4% think the same for the single employees. Others (23%) think that it is not considered for the married while 30% think the same for the single employees. Those who think that their companies make a great effort are 20.9% for the married and 16.2% for the single ones.

Table 18: Problems encountered in managing a diverse workforce

PROBLEM	Frequency	%
Integration difficulty	18	41.8
Poor communication	5	11.6
Stereotypes	13	30
Conflicts	5	11.6
Lack of equity	2	4.6
Total	43	100

From Table 18 above, the major problems faced by the managers in their effort

to managing diversity are difficulties in integration (41.8%), stereotype statements (30%), poor communication (11.6%), internal conflicts (11.6%) and lack of equity (4.6%)

Table 19: Recommendations on management of a diverse workforce

RECOMMENDATIONS	Frequency	%
Clear policies	10	23.3
Awareness programmes	21	48.8
Transparency and equity	12	27.9
Total	43	100

As per Table 19 above, the respondents gave the following recommendations to improve on the management of diverse groups in their work place: Awareness programmes (48.8%), transparency and equity (27.9%) and clear policies (23.3%)

Table 20: Ratings of the companies' diversity efforts

Good		Fair		Poor		Cumulative Total	
Frequency	%	Frequency	%	Frequency	%	Frequency	%
11	25.6	23	53.4	9	20.9	43	100

Of the 43 respondents, it can be concluded from Table 20 above that 53.4% think that their company's effort to managing diversity is fair. The others (25.6%) think that the efforts are good while the rest, (20.9%) think that they are poor.

Tables 21 to 26 below are mean scores, which analyze further how the organizations under study respond to diverse workforce. In a scale of 3, a score of 2 and above can be considered good enough.

Table 21: Priority in recruitment and promotion

	Mean	Std. Deviation
Women	2.19	0.45
Tribe	2.19	0.824
Disabled	2.4	0.66
HIV/aids	2.56	0.629
Young	1.84	0.652
Old	2.33	0.715
Married	2.33	0.606
Single	2.3	0.638

From the scores in Table 21 above, it can be concluded that the aspects of diversity under study, namely women (2.19), tribe (2.19), disabled (2.40), HIV/AIDS patients (2.56), the old (2.33), married (2.33) and single employees (2.30) are given priority when it comes to recruitment and promotion. However, youthful age is not (1.84)

Table 22: Efforts to improve unfair representation

	Mean	Std. Deviation
Women	2.30	0.638
Tribe	2.42	0.626
Disabled	2.33	0.644
HIV/AIDS	2.3	0.741
Young	2.00	0.690
Old	2.33	0.644
Married	2.26	0.693
Single	2.33	0.747

The scores in Table 22 imply that the managers believe that their organizations have made deliberate efforts to improve on unfair representation of the workforce. As per the table, the greatest effort has been towards tribal balancing (2.42) while the least has been towards the young ones (2.00).

Table 23: Staff transfer policy

	Mean	Std. Deviation
Women	1.93	0.737
Tribe	2	0.756
Disabled	2	0.756
HIV/aids	1.93	0.669
Young	2.26	0.658
Old	1.98	0.636
Married	1.79	0.675
Single	2.28	0.666

From table 23 above, I can conclude that the managers under study do not view the staff transfer policy as fair for the women (1.93), HIV/AIDS patients (1.93), the old (1.98) and the married (1.79) but is slightly fair for the other groups

Table 24: Frequency of sexual harassment cases in the workplace

	Mean	Std. Deviation
Frequency of sexual harassment reports	3	0

As earlier indicated, there are barely any cases of sexual harassment reported.

Table 25: Companies commitment to enforcement of relevant policies

	Mean	Std. Deviation
Women	2.07	0.669
Tribe	2.37	0.757
Disabled	2.3	0.708
HIV/aids	2.23	0.684
Young	2.16	0.652
Old	2.14	0.601
Married	2.07	0.632
Single	2.23	0.611

The respondents believe that their companies are fairly committed to enforcement of relevant policies with the highest commitment being towards tribal representation (2.37) and the lowest towards women and married employees (2.07).

Table 26: Organizations commitment to managing diversity

	Mean	Std. Deviation
Organizations efforts in managing diversity	2.14	0.601

Table 26 above implies that the managers view their company's efforts to manage diversity as fair with a mean score of 2.14 and a standard deviation of 0.601.

CHAPTER 5: DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 SUMMARY

The findings in chapter four are discussed here guided by the objectives of the study. In summary, the study shows that the managers who participated in the study had some awareness of diversity in the work place. The aspects of diversity in the workplace under study are gender, disability, HIV/AIDS patients, marital status, age and tribe.

5.2 DIVERSITY ISSUES IN THE WORK PLACE

From the findings in chapter four, it can be concluded that managers in the companies under study have diverse attitudes towards various aspects of the workforce as indicated below:

5.2.1 GENDER

It can be concluded that the majority of the managers do not have negative attitudes towards women employees in the workforce as the means score in a range of 5 was 3.98 as shown in Table 8. This however contradicts what is found in the literature review, which states that advancement of women to senior positions is blocked by negative attitudes towards them. According to Smit (1999), men hold 97% of top management positions in America, which reflects a major bias towards women employees.

5.2.2 ETHNICITY

Tribalism in a cancer eating deep in to the Kenyan society. This was witnessed during the appointment of the Vice President, after the death of Michael Wamalwa. The findings in the study are however contradictory as many managers indicated that they do not practice tribalism. In a scale of 1 to 5, the

mean score of the managers' attitudes on this issue was 3.67 (Table 8). It can be concluded that since this is a very sensitive issue, some of the managers may have found it hard to openly admit that they despise those from other tribes.

5.2.3 DISABILITY

Although the number of disabled employee in the workforce may be limited, it can be concluded that most of the managers under study have a very positive attitude towards their colleagues who are disabled. This however contradicts Bateman (1993) in the literature review who wrote that managers attitudes to the disabled as been a barrier to their employment. The methodology of the study and the different cultures (America and Kenya) may have resulted to the varying conclusions.

5.2.4 HIV/AIDS PATIENTS

HIV/AIDS is a major challenge in any work environment in Kenya today. Although information on who is a patient may be confidential, it may sometime leak out. From the study, it can be concluded that the managers have a very positive attitude towards working with those suffering from HIV/AIDS. From Table 8, the mean score is as high as 4.35. This may be as a result of awareness programmes both in the workplaces and in the media.

5.2.5 AGE

From the study, it can be concluded that managers were divided on working with different age groups. Some prefers working with young employees while others have no age preference. It should however be noted that the results could have been influenced by factors outside the study. Telkom Kenya for example lastly recruited new employees over 10 years ago while Safaricom, which is newly formed company may be having younger employees.

5.3 MANAGEMENT OF DIVERSITY IN THE WORK PLACE

It is clear from the study that majority of the managers understand about management of diversity in the work place. Specifically, 62.8% indicated that they are aware of the benefits of managing diversity (Figure 2 page 45)

On the benefits, what the managers gave was consistent with the literature review. These included diverse ideas, teamwork, improved productivity, innovation and creativity.

However, It can be concluded that strong measures have not been taken by the companies to manage their diverse workforce. This is because 53.4% of the managers in the study indicated that their companies' effort to manage diversity is fair while 20.9% felt that there were no efforts to diversity management. The others (25.6%) think that good efforts are being made as per Table 20 on page 60. The managers also think that awareness programmes, clear policies, transparency and equity can help improve on the current situation. These recommendations, though few are consistent with what is found in the literature review.

5.4 RECOMMENDATIONS

In light of the findings and conclusions, the following recommendations are made in order to assist the management of these organizations:

- a) To come up with clear policies to solve any injustices existing in the organizations. These should ensure transparent recruitment and promotions based on merit.
- b) There is a need to carry out a research on diversity and its management in sectors other than the one under study- Telecommunication

5.5 LIMITATIONS OF THE RESEARCH

The limitations of the study can be summarized as below:

Geographical scope

All the respondents were drawn from Nairobi and therefore more accurate conclusions would require a larger study population with a wider geographical scope

Non response

The telecommunications sector in Kenya has a limited number of organizations having been liberalized in 1999. Failure by Kencell Communications to respond to the questionnaires was a setback.

5.6 SUGGESTIONS FOR FURTHER RESEARCH

The study of diversity and diversity management is a new concept in the African environment except South Africa, which was faced with the problem of apartheid.

The books and articles written on diversity issue are mainly based on the South African environment, Canada and United States of America, which have high numbers of immigrants. Most of these books are new and were written from the 1990s and after 2000.

Diversity as an issue needs to be explored further in Kenya and clear policies stipulated both at national and organizational levels in order to ensure proper management of the workforce for maximum productivity.

APPENDIX A: LETTER OF INTRODUCTION

C. M. MUTUKU
P.O. BOX 76592
NAIROBI

Dear Sir/Madam

RE: REQUEST FOR RESEARCH DATA

I am a student at the University of Nairobi pursuing my Masters Degree in Business Administration (MBA). I am undertaking a Research project as part of the degree requirements. The research topic is: “ **A survey of managers' attitudes and response towards Workforce Diversity the Telecommunications Sector in Nairobi, Kenya**”

I will be grateful if you could spare some time and fill the attached questionnaire – answering the questions as honestly as possible. The information you shall give will be treated with utmost confidentiality, and will be used solely for this research.

Upon completion of the questionnaire, kindly enclose in the envelope provided and I will pick it up from your officers. In case of any queries, do not hesitate to call me.

Thank you for your cooperation.

Yours sincerely,

Cecilia Mbinya Mutuku (Mrs.)

Tel: 32032471

APPENDIX B: QUESTIONNAIRE

Section A

1. What is your name? (optional)
2. Which company do you work or?.....
3. What is your occupation and current position?
4. Please indicate your gender Male [] Female []

Please tick the age bracket in which you fall:

- Below 31 years []
- 31-40 years []
- 41-50 years []
- 51 years and above []

5. Please indicate your highest level of education:

- O Level/ A Level []
- College []
- University []
- Others (specify) []

SECTION B

This questionnaire is concerned with workforce diversity. Diversity comprises of gender, presence of several ethnic groups, presence of the disabled/employees suffering from HIV/AIDS, a mixture of different age groups and a mixture of married and unmarried employees.

Please indicate on the scale provided below the extent, to which you agree or disagree on the following statements of workforce diversity by ticking the appropriate point for example, if you strongly agree with a statement, you tick 5

Strongly Agree = 5; Agree = 4; Neither Agree nor disagree = 3;
Disagree = 2; Strongly disagree = 1

	5	4	3	2	1
1. I can communicate effectively with people from diverse groups	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
2. I can work well in diverse groups to solve problems	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
3. Diverse groups make better teams	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
4. I treat my colleagues equally despite their diverse backgrounds	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
5. I recommend the most qualified employees for advancement regardless of their backgrounds.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
6. Hiring employees with diverse backgrounds will not bother me because we need a mix in our organization.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
7. I avoid making stereotype statements about people different from me.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
8. I feel that working in a diverse Workgroup	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

enriches me.

- | | | | | | |
|---|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| 9. I think that diverse viewpoints are good for creativity. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 10. Women generally are not good workers | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 11. I am completely comfortable working with female employees | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 12. If I noticed that one of my Colleagues was a tribalism, I would confront him and let him know my disapproval. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 13. There should not be any segregation or isolation of the disabled/AIDS suffers in the workplace | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 14. I am completely comfortable with the disabled or those suffering from HIV/AIDS | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 15. The disabled/HIV employees are poor workers | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 16. I am completely comfortable working with those from other tribes | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 17. Members of some tribes are difficult to work with. | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 18. I prefer working with older employees | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |
| 19. I prefer working with younger employees | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> | <input type="checkbox"/> |

SECTION C

Questions on Diversity Management

1. Are there any diversity awareness programmes in your company?

Yes [] **No.** []

2. Are you aware of the benefits of managing diversity?

Yes [] **No.** []

3. Please list the most important benefits of a diverse workforce in your company.

.....

4. To what extent is each of the following groups given **priority** in terms of recruitment and promotions in your organization?

	Large extent	Fair extent	Less extent
a) Women	[]	[]	[]
b) Tribe	[]	[]	[]
c) Disabled	[]	[]	[]
d) HIV/AIDS	[]	[]	[]
e) Young	[]	[]	[]
f) Old	[]	[]	[]
g) Married	[]	[]	[]
h) Single	[]	[]	[]

5. To what extent are there **deliberate efforts** to improve on any unfair representation of each of the following groups?

	Large extent	Fair extent	Less extent
a) Women	[]	[]	[]
b) Tribe	[]	[]	[]
c) Disabled	[]	[]	[]
d) HIV/AIDS	[]	[]	[]
e) Young	[]	[]	[]
f) Old	[]	[]	[]
g) Married	[]	[]	[]
h) Single	[]	[]	[]

6. To what extent do you think the staff transfer policy in your company is fair in terms of the following issues:

	Large extent	Fair extent	Less extent
a) Women	[]	[]	[]
b) Tribe	[]	[]	[]
c) Disabled	[]	[]	[]
d) HIV/AIDS	[]	[]	[]
e) Young	[]	[]	[]
f) Old	[]	[]	[]
g) Married	[]	[]	[]
h) Single	[]	[]	[]

7. How frequently are cases of sexual harassment reported in your place of work

Very frequently

[]

Frequently

[]

Less frequently

[]

8. If your answer above is very frequently or frequently, to what extent do you think they have been promptly and exhaustively handled?

Large extent

[]

Fair extent

[]

Less extent

[]

9. To what extent is your company committed to diverse representation in terms of enforcement of relevant policies of the following groups in the workforce?

	Large extent	Fair extent	Less extent
a) Women	[]	[]	[]
b) Tribe	[]	[]	[]
c) Disabled	[]	[]	[]
d) HIV/AIDS	[]	[]	[]
e) Young	[]	[]	[]
f) Old	[]	[]	[]
g) Married	[]	[]	[]
h) Single	[]	[]	[]

10. List down any problems you encounter in managing a diverse workforce?

.....
.....

11. What can you recommend to improve management of diversity in the workplace?

.....
.....

12.1 How can you rate your organizations effort in term of managing its' diverse workforce

Good

Fair

Poor

[]

[]

[]

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