EFFECT OF DIVERSITY MANAGEMENT ON PERFORMANCE OF TECHNICAL UNIVERSITY OF MOMBASA

RUTH M. MUDANYA

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DECLARATION

I declare that this research project is my original work and has never been submitted anywhere for a degree or qualification of the same in any other university or institution of higher learning.

Signed: _____ Date: _____

Ruth Mudanya

Registration No.: D64/82362/2012

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

Signed: _____ Date: _____

Ms Florence Muindi

Lecturer: Department of Business Administration

School of Business

University of Nairobi

DEDICATION

This work is dedicated to my family for their support and patience during the course of my studies.

ACKNOWLEDEMENT

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ABSTRACT

Diversity management is concerned with organizational efforts to ensure that all people are valued regardless of their differences. Organizations have formulated policies with regard to managing diversity but it should not just be seen to have policies on managing diversity issues but it is also important that those policies are implemented fairly among all employees. This study fits Technical University of Mombasa in that it serves to portray to management that diversity management affects the performance of Technical University of Mombasa. The objective of this research study was to establish the effect of diversity management on performance of Technical University of Mombasa. The research design was a case study. Data was collected using both primary and secondary methods of data collection. The primary data collection was from interviewing fifteen heads of departments of Technical University of Mombasa, while the secondary data collection was from policy documents and manuals. Content analysis was used to analyze the views of the respondents. From the findings, it emerged that a diverse workforce helps in obtaining diverse ideas and views, thus leading one to appreciate other people's culture in the work environment. People of different backgrounds prefer to work in an organization where there are others from other backgrounds and that, groups containing people with widely varying backgrounds are more likely to see factors and issues differently and consider a greater range of decision alternatives. The conclusion of the study was that, there is a positive relationship between diversity management practices and performance of Technical University of Mombasa. It is recommended that Technical University of Mombasa should check on employment policies especially those regarding affirmative action towards the disabled.

CHAPTER ONE

INTRODUCTION

1.1   Background of the Study

People are different. They vary in gender, culture, race, social, physical and psychological characteristics. However, our attitudes towards those differences can be negative or positive, depending upon individual perspectives and prejudices. Some characteristics are apparent and others are less obvious (Mavin and Girling, 2000). Greenberg (2004), defines diversity as the variety of differences between people in an organization including race, gender, ethnic group, age, personality, cognitive style, tenure, organizational function, education background and more. According to Fredman (2001), diversity is a recognizable source of creativity and innovation that can provide a basis for competitive advantage.   However, diversity can also be a cause of misunderstanding, suspicion and conflict in the workplace that can result in absenteeism, poor quality work, low morale and loss of competitiveness. Diversity should be weaved into the fabric of an organization in order to create a mindset in every manager and employee that will allow them to think consciously about treating one another fairly. Today's labour force is highly diverse. If effectively managed, this diversity can provide the organization with a powerful competitive edge which stimulates creativity and infuses flexibility into the company (Beardwell and Claydon, 2007). Managing diversity is a concept that recognizes the benefits to be gained from differences. It differs from equal opportunity, which aims at legislating against discrimination, assumes that people should be assimilated into the organization and often relies on affirmative action. Globalization

increasingly requires employers to hire minority members with the cultural and language skills to deal with diverse customers (Thomas, 1994).

There are two different sets of issues concerning diversity, namely, the social justice case and the business case. According to Mulholland et al (2005), the social justice case is that managers have a moral obligation to treat employees with fairness and dignity. This involves ensuring that decisions are made without resorting to prejudice and stereotypes. If decisions are made free from prejudice and stereotyping, then there is a lower risk of any particular group being disadvantaged and therefore less chance of an individual feeling that he or she has been discriminated against. The business case is that fair treatment of employees is good for business because it is a better use of human resources, it leads to a wider customer base, it creates a wider pool of labour for recruitment and it leads to a positive company image. However, there may be instances when 'good business sense' provides the justification for not acting in the interest of particular groups. According to Torrington et al (2008), line managers often justify the decision not to employ disabled people on the grounds that the necessary workplace adjustments would eat into their operating budgets. They add that equality and diversity initiatives often have a cost associated with them, the recovery of which cannot always be easily measured and might only be realized in the long term.

Technical University of Mombasa emerged from the Mombasa Polytechnic University College in January 2013. It is imperative that the institution re-aligns its culture to one where diversity is valued. In addition, the institution should be seen to be actually taking

actions that in the real sense make a difference to the diversity of the workforce composition. The organization should experience a paradigm shift in diversity management strategies, in a bid to cope in this competitive environment. In addition, though the organization has instituted diversity programs, it has not documented how diversity efforts affect organizational performance.

1.1.1 Employee Diversity

Every employee is different in terms of personality, age, gender, upbringing, culture, among other traits. Managers should not assume that a policy solution for one social group will be appropriate for a different social group. Therefore, rather than defining people by their similarities to others, all employees should be seen as individuals with unique skills and needs. According to Mathis and Jackson (2004), the dimensions of diversity include age, race/ethnicity, gender, sexual orientation, disabilities, marital and family status. Armstrong and Baron (1998), gives the dimensions of employee diversity as age, gender, disabilities, ethnicity and race.

Diversity has so many dimensions. It means different things to different countries. Diversity is the variation of social and cultural identities among people existing together in defined employment or marketing system. It should not be assumed that discrimination means the same thing irrespective of the group concerned. In order to get the best from all employees, there is a need to recognize diversity. In view of this, diversity is regarded as a resource to be managed (Cox, 1993).

1.1.2 Diversity Management Practices

Many companies proactively address employees' fairness concerns by initiating a variety of diversity management policies and practices. Organizations can use diversity management as a strategic response to the changing composition of the workforce and social values, thus enabling full participation of all people in and at work (Kandola and Fullerton, 1998). When a diverse workforce is recruited, it adds generally to an organization's ability to meet the challenges presented by an uncertain future through creating a more flexible and adaptable workforce (Fredman, 2001). Managing diversity begins from the point of recruitment and selection processes. Evidently, it is at this point that the organization secures a diverse workforce and may need to use creative practices to identify and attract suitable job candidates. The culture of an organization plays a pivotal role in creating a unifying employer brand. Organizations should seek to establish a culture that transcends the diversity of culture, language and social barriers (Armstrong and Baron, 1998).The diversity management issues being raised refer to the way diversity efforts aid in recruiting and retaining workers from diverse backgrounds. Embracing diversity is also lauded for obtaining diverse thinking and problem-solving (Jackson et al, 2009).

Diversity management has been defined in different ways which are open to a range of interpretations. For some, it is concerned with issues of managing differing national cultures within a multi-cultural organization (Barmes and Ashtiany 2003). For others, it relates to further development and application of equal opportunities within the workplace (Liff, 1999); while for yet others, it refers to a particular approach through

which different parts of an organization are integrated or the way in which people are managed strategically (Cox, 1993).

According to Kandola and Fullerton (1998), the basic concept of managing diversity accepts that the workforce consists of a diverse population of people. The diversity consists of visible and non-visible differences which include factors such as sex, age, background, race, disability, personality and work style. It is founded on the premise that harnessing these differences will create a productive environment in which everybody feels valued, where their talents are being fully utilized and in which organizational goals are met (Liff, 1999). Diversity management initiatives are policies and practices that the organization adopts voluntarily, not because of legal requirements, for the purpose of ensuring that all members of a diverse workforce feel that they are treated fairly (Jackson et al, 2009). Organizations serve a diverse set of customers and clients, thus there are significant business reasons for having a diverse workforce.

1.1.3 Organizational Performance

According to Cascio (2003), organizations which plan for the anticipated workforce and accept cultural diversity management as a progressive technique will benefit from better employee retention, increased productivity, less absenteeism, better morale, an expanded marketplace and improved customer service (Beardwell and Claydon, 2007). Diversity can affect productivity which can affect performance of an organization. One should consider some positive performance indicators to indicate whether an organization is doing well. For instance, consider increase in profits, positive feedback from customers

and positive image of the organization by the public, among other indicators. Organizations serve a diverse set of customers. These customers would be better appreciated by a diverse workforce. The performance of organizations with diverse population backgrounds is likely to differ from that of organizations with more traditional backgrounds. Though this may seem natural and unquestioned, it is unfair because it could lead to lack of opportunity for women, ethnic minorities and other disadvantaged groups in society (Gomez-Mejia, 2010).

1.1.4 Technical University of Mombasa

Present-day Technical University of Mombasa (TUM) has passed through three transitional levels. The various phases it has undergone reflect the government of Kenya's concerted efforts to promote technical, industrial, vocational and entrepreneurship education and training, in line with the dynamic industrial growth in Kenya and in Africa. The origin of Technical University of Mombasa can be traced back to the late 1940s as a result of consultations pioneered by Sir Philip Mitchell in 1948. This led to the Mombasa Institute of Muslim Education (MIOME). At independence, the Board of Governors accepted that if the Institute was to play a key role in the development of the education system of independent Kenya, then its doors need to be open to any qualifying students of all creeds.

In 1966, MIOME gave birth to Mombasa Technical Institute (MTI) and started admitting Kenyans regardless of religion and race. In order to comply with the newly set educational policies of independent Kenya, the curriculum of the Institute was

restructured and new courses introduced, thus, the MTI later became Mombasa Polytechnic. In a government strategy to increase access to university education across the country, Mombasa Polytechnic University College emerged in 2007, which later converted to Technical University of Mombasa in January 2013. The University has 494 teaching staff and 975 non-teaching staff. The staff of the institution consists of a workforce possessing diverse characteristics with regard to gender, ethnicity, disability, age and religion.

1.2   Research Problem

The management of diversity should be the priority of the top management of an organization (Beardwell and Claydon, 2007). When managers are acknowledged for their positive input in diversity management efforts the performance of the organization will be improved (Liff, 1999). The organization should set up support groups in order to counteract the feelings of alienation of employees (Jackson et al, 2009). Communication styles used by organizations should respect the diversity of the workforce (Armstrong and Baron, 1998). However, diversity training has had limited success because it lays a lot of emphasis on beliefs rather than behaviors. This means that when people are given diversity training, it makes them aware of the diversity issues existing in the organization, but it does not really help them to change their thinking towards others (Sparrow and Marchington, 1998). Diversity should be seen as an issue and diversity management initiatives should be regarded as a strategic means of assisting the organization to compete globally (Barmes and Ashtiany, 2003).

Technical University of Mombasa is a public university situated at the coastal city of Mombasa, Kenya. It prides itself in being an employer of a diverse workforce. A higher percentage of the workforce is in the age group of above thirty years of age. Despite being located in a coastal town, the Muslim population of the workforce is below fifty per cent. There are almost as many men as there are women. The senior management of the institution is hesitant to express genuine commitment to change their efforts concerning diversity unless they are convinced that investing in managing diversity is potentially a significant contributor to organizational performance.

Various studies have been done in relation to diversity management. Munjuri and Maina (2013), conducted a study on Workforce Diversity Management and Employee Performance in the Banking Sector in Kenya and found that workforce diversity is a natural phenomenon that has both negative and positive impacts on employee performance depending on how well it is managed. This indicated a call to establish the impact whether negative or positive, of diversity management. Wambui et al (2013) conducted a study on Managing Workplace Diversity: A Kenyan Perspective. The study pointed out that a diverse work group brings high value, good reputation and high productivity to the organization and that respecting individual differences will benefit the workplace to enjoy a competitive edge and enhance motivation of employees. Sabwa (2014), conducted a study on the Effect of Workforce Diversity Management on Performance. She noted that, further studies should be conducted on the factors of workforce diversity that influence employee performance and the effects of workforce diversity management on organizational performance in other companies that are not

listed on the NSE. It is notable that, very few studies have examined how diversity management in organizations is linked to organizational performance. What is the perceived effect of diversity management practices on performance of Technical University of Mombasa?

1.3   Objective of the Study

To establish the perceived effect of diversity management practices on the performance of Technical University of Mombasa.

1.4   Value of the Study

The study would be invaluable to various groups:

The Technical University of Mombasa would benefit from the study because it would cause the management of the organization to realize the need to provide a working environment that supports diversity. The organization would also venture to make the most of the equal opportunity policies and ensure that the policies are fair. The under-represented groups in the organization would also be identified and developed.

The government would have a role to play through legislation. The government shall also see to it that legislation regarding diversity management is enforced by organizations, to prevent discrimination at the workplace. The study would also lead to the government discovering ways of improving the legislation appropriately.

The academicians would obtain insight into the diversity management practices used by the institution. They would also identify gaps for future research study on issues concerning diversity management at the workplace.

CHAPTER TWO

LITERATURE REVIEW

2.1   Introduction

This chapter summarizes information from other researchers who have carried out their research in the same field of study. This attempts to build a conceptual foundation for the research study. The specific areas covered here include; the concept of diversity, theories of diversity management, diversity training and arguments concerning diversity.

2.2   Theoretical Foundation of the Study

Diversity is about the differences among people. The dimensions of diversity include age, ethnicity, gender, disabilities, religion, marital and family status (Mathis and Jackson, 2004). Gomez-Mejia et al (2010), defines diversity as the human characteristics that make people different from one another. The sources of individual variation are complex. There are those over which people have little or no control and those over which they have some control. According to Thomas (1994), diversity is applied when describing a range of dimensions on which an organization's employees may differ. These can include role, function and personality.   Diversity management is conceptualized in terms of differences that are particularly relevant to an individual's identity such as gender, age, ethnicity, disability and sexual orientation (Mulholland et al, 2005).

Diversity management has its roots in the social justice theory which states that all social primary goods, namely, liberty and opportunity, income and wealth, and the bases of self-

respect, are to be distributed equally unless an unequal distribution of any or all these goods is to the advantage of the least favoured (Morrison, 1992). The principles of justice are liberty and wealth. For liberty, each person is to have an equal right to the most extensive total system of equal basic liberties compatible with a similar system of liberty for all. For wealth, social and economic inequalities are to be arranged so that they are both to the greatest benefit of the least advantaged and attached to offices and positions open to all under conditions of fair equality of opportunity (Schuler et al, 1992). Difference has to be recognized in the wealth principle, such that, in order for any change to be accepted as an improvement, it must help the least advantaged representative person.

According to Thomas (1994), there will be situations where these two primary principles will be in conflict with each other. However, rather than compromise between them in such cases, there is a specific priority. The priority of liberty, whereby, a less extensive liberty must strengthen the total system of liberty shared by all and a less than equal liberty must be acceptable to those with lesser liberty. Reskin (2003), adds that the priority of justice over efficiency and welfare is whereby, an inequality of opportunity must enhance the opportunities of those with the lesser opportunity. No system can be called efficient if there is an alternative arrangement that improves the situation of some people with no worsening of the situation of any of the other people. In general, there are many arrangements that are efficient in this sense. Not all of them are equally just but rather other principles of justice must be invoked to select the most just arrangement (Schuler at al, 1992).

The difference principle is a strongly egalitarian conception in the sense that unless there is a distribution that makes both persons better off, an equal distribution is to be preferred. This means that there should be no differences except those that can be justified on grounds of efficiency (Gomez-Mejjia at al, 2010). It is claimed that rational people will unanimously adopt these principles of justice if their reasoning is based on general considerations, without knowing anything about their own personal situation. Such personal knowledge might tempt them to select principles of justice that gave them unfair advantage, thus rigging the rules of the game. This procedure of reasoning without personal biases is referred to as "The Veil of Ignorance'.(Reskin, 2003). With regard to the veil of ignorance, a significant fraction of the variability among human beings, including variations in mental abilities, must be attributed to genetic, rather than purely environmental factors. Differences in people should not make them be treated differently because there are innate differences in ability (Gergen, 1999).

2.3   Dimensions of Diversity

According to Mathis and Jackson (2004), the current situation is that as more older workers with a lifetime of experience and skills retire, the human resource manager will face significant challenges in replacing them with workers having the capabilities and work ethics that characterize many mature workers. However, many older workers stay active in the workforce. For instance, more than half of both men and women workers over seventy are employed part-time (Williams, 1992). Also, full-time workforce participation does not drop significantly until the age of sixty five, especially for women.

One issue that has led to age discrimination is labeling older workers as 'over-qualified' for jobs or promotions. In a number of cases, courts have ruled that the term 'over-qualified' may have been used as a code word for workers being too old, thus causing them not to be considered for employment. Selection and promotion practices must be 'age-neutral'. Older workers face substantial barriers to entry in a number of occupations, especially those requiring significant amounts of training (Torrington et al., 2005).

Early retirement programs and organizational down-sizing have been used by many employers to reduce their employment costs. Illegal age discrimination sometimes occurs when an individual over the age of forty is forced into retirement or is denied employment or promotion on the basis of age (Gomez-Mejia 2010). One strategy used by employers to retain the talents of older workers is phased retirement. This is whereby employees reduce their workloads and pay. This option is growing in use as a way to allow older workers with significant knowledge and experience to have more personal flexibility, while the organization retains them for their valuable capabilities. Some firms also re-hire their retirees as part-time workers (Williams, 1992).

The second dimension consists of individuals with disabilities in the workforce. According to Liff (1999), at the heart of employing individuals with disability is for employers to make reasonable accommodations in several areas. These areas include architectural barriers which should not prohibit disabled individuals access to work areas or restrooms. Another consideration should be in the assignment of work tasks.

Satisfying this requirement may mean modifying jobs, work areas layouts, work schedules or providing special equipment.

Religion and spirituality in the workplace is another dimension of diversity. Employers increasingly have to balance the rights of employees with differing religious beliefs. One way is to make reasonable accommodation of employees' religious beliefs in making work assignments and setting work schedules because many religions have different days of worship and holidays (Beardwell and Claydon, 2007). Employer policies and employees religious practices may also differ in the area of dress and appearance. Some religions have standards about the appropriate attire for women. Also, some religions expect men to have beards and facial hair. In addition, in the recent past, employees have sued their employers for prohibiting them from expressing their religious beliefs at work. In other cases, employers have had to take action because of the complaints by other workers that employees were aggressively 'pushing' their religious views at work, thus creating a hostile environment (Gomez-Mejia, 2010).

The proportion of women entering the workforce has increased over the years. In managing gender in the workplace, applicable issues such as child/dependent care, differences in salaries, and available promotional opportunities must be addressed by organizations. One issue that is associated with women in the workplace is the glass ceiling. The glass ceiling refers to an invisible ceiling that prevents women and minorities from obtaining promotions into higher level positions, including management (Morrison, 1992). Men are favored whether they are in the majority or minority, while women are

disfavored, especially, when they are in the minority, and sometimes even when they are the majority (Williams, 1992). Contemporary trends in the legal framework have necessitated the putting in place specific statutes making it unlawful to discriminate on grounds such as sex, marital status, race, national origin, ethnicity, disability, sexual orientation, religion or belief, union membership or non-membership, part-time or full-time workers, or ex-offenders whose convictions are spent (Torrington et al., 2005).

2.4   Diversity Management Practices

Those in positions of authority in the organization will only become champions of diversity if they believe that the Chief Executive is totally committed to valuing diversity. Some companies have established a multi-cultural participation, which includes the CEO. The management of diversity should be top priority (Beardwell and Claydon, 2007). Gomez-Mejia (2010), adds that the top management of the organization should be seen to be spearheading the efforts of promoting diversity management.

According to Mathis and Jackson (2004), diversity training includes three components: The first type of diversity training is legal awareness. This is whereby the training focuses on the legal implications of discrimination. A limited approach to diversity training stops with these dos and don'ts. Secondly there is the cultural awareness training whereby employers hope to build greater understanding of the differences among people. This assists all participants to see and accept the differences in people with widely varying cultural backgrounds (Gomez-Mejia, 2010). Thirdly, there is another form of diversity training known as sensitivity training. The aim of this training is to sensitize

people to the differences among them and how their word and behaviours are seen by others. It is felt that the diversity training programs may be interesting and entertaining but may not produce long-term changes in people's attitudes and behaviours towards others with characteristics different from their own (Cox, 1993).

According to Torrington et al (2008), some companies provide or withdraw incentives to managers depending on how well they fare on diversity initiatives. This is based on the idea that what gets measured and rewarded gets done. For instance, the Chief Executive Officer would personally sign off the senior managers' bonuses tied to meeting diversity goals, while another company has mandatory annual reviews that measure team members against four competencies, one of which is diversity. When managers are acknowledged for their positive input in diversity management efforts, their performance will be improved and thereby improving organizational performance (Liff, 1999).

According to Jackson and Schuller (2009), some employees perceive corporate life as insensitive to their culture. To counteract these feelings of alienation, top management at many firms has been setting up support groups. These groups are meant to provide a nurturing climate for following employee support groups on its web page. Torrington et al (2008), adds that the Chief Executive Officers of some companies would be the ones heading such support groups. This greatly boosts the morale of the workers.

Firms can dramatically cut the turnover rate of its employees if they are willing to help them handle a family and career simultaneously. Employers can use the options of Day

Care. In many industrialized countries the government takes an active role in the provision of Day Care. Alternative work patterns are another way of assisting women in this endeavor. Some companies have been willing to experiment with new ways to help women balance career goals and mothering, thereby retaining the services of many of their top performers. These programs come in a variety of forms including, flexible work hours and telecommuting (Barmes and Ashtiany, 2003).

Certain styles of communication may be offensive to women and minority employees, for instance, titles which are racist, ignoring minorities in annual reports and using titles such as 'protected classes', which may have a precise legal meaning but are offensive to those being described. Thus, organizations should set communication standards that take into account the sensitivities of a diverse employee population (Armstrong and Baron, 1998). Kandola and Fullerton (1998) as cited in Armstrong (2011), quote the following ten most successful initiatives adopted by organizations that are pursuing diversity policies: Introducing equal rights and benefits for part – time workers (compared with full-time workers), allowing flexibility in uniform/dress requirements; allowing time off for caring for dependants beyond that required by law, for instance, extended maternity/paternity leave; benefits provided for employees' partners are equally available to same-sex and different-sex partner; buying specialized equipment, for instance, braille keyboards; employing helpers/ signers for those who need them; training trainers in equal opportunities; eliminating age criteria from selection decisions; providing assistance with child care and allowing staff to take career breaks. Diversity management practices enhance productivity, effectiveness, and sustained competitiveness. Organizations that

promote and achieve a diverse workplace will attract and retain quality employees and increase customer loyalty (Cox, 1994). Human resource diversity management strategies have broadened beyond affirmative action and equal employment opportunity staffing efforts. Additional best practices include establishing a visible diversity advisory committee, conducting mandatory training, and targeting communications to different affinity group members (Jackson, 2002).

2.5   Organizational Performance

According to Jackson et al (2009), concerning organizational performance, the relevant factors must be controllable so that an organization can be imagined to be able to adopt attributes and practices that are thought to give advantage and to reject those that are thought to give disadvantage. Mathis and Jackson (2004), reiterates that positive experiences in organizations will contribute to future positive experiences, while poor performance assessments are likely to be similarly re-enforcing. According to Armstrong (2009), diversity can affect productivity which can affect performance of an organization.

One should consider some positive performance indicators to indicate whether an organization is doing well. For instance, consider increase in profits, positive feedback from customers and positive image of the organization by the public, among other indicators (Sparrow and Marchington, 1998). Organizations serve a diverse set of customers. These customers would be better appreciated by a diverse workforce. The performance of organizations with diverse population backgrounds is likely to differ from that of organizations with more traditional backgrounds. There are various indicators of

organizational performance, namely, increase in market share, more business, better public image and increase in profits. The increase in market share implies that there will be more people choosing to seek the services of the organization or to buy the goods of the organization (Torrington and Stephen, 2008).

2.6   Diversity Management and Organizational Performance

According to Mavin and Girling (2000), diversity management is key to growth in today's highly competitive global marketplace. Organizations that seek global market relevance must embrace diversity in how they think, act and innovate. Diversity is beneficial to both associates and employers. Although associates are interdependent in the workplace, respecting individual differences can increase productivity. Diversity in the workplace can reduce lawsuits and boost marketing opportunities, creativity and business image (Thomas, 1994). Flexibility and creativity are keys to competitiveness therefore, diversity is critical for an organization's success. Also, the consequences (loss of time and money) should not be overlooked. A heterogeneous workforce or workforce diversity promotes creativity and heterogeneous groups have been shown to produce better solutions to problems and higher level of critical analysis (Fredman, 2001).

Workplace diversity is also said to foster mutual respect among employees. Although an ideal atmosphere may be difficult to achieve, employees nevertheless recognize the many strengths and talents that diversity brings to the workplace and they gain respect for their colleagues' performance (Cox, 1993). When there is diversity, conflict inevitably occurs in the work environment. However, employees who acknowledge others' differences

often find similarities, particularly when there are common goals, namely, production and quality. Respect for co-workers either reduces the likelihood of conflict or facilitates an easier road to conflict resolution.

Workplace diversity preserves the quality of employees' relationships with their co-workers and their supervisors. Diversity in the workplace is important for employees because it manifests itself in building a great reputation for the organization (Liff, 1999). When diversity is managed well, productivity and the quality of work life improve. Announcements of awards were associated with significant, positive excess returns that represent the capitalization of positive information concerning improved business prospects. Conversely, announcements of damage awards from discrimination lawsuits were associated with significant negative stock price changes (Cascio, 2009).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1   Introduction

This chapter comprises the methodology that was used for the research. This entails the research design, data collection methods and the data analysis.

3.2   Research Design

The study was conducted using a case study approach in order to provide a deeper understanding regarding the diversity management dimensions and interventions used by Technical University of Mombasa, a public university located at the coastal town of Mombasa. Thomas (2011), defines a case study as an empirical enquiry that investigates a phenomenon within its real-life context. The case study provides a systematic way of looking at events, collecting data, analyzing information and reporting the results.

3.3   Data Collection

The method of data collection that was used was both primary and secondary methods of data collection. The primary data collection was from interviews, while the secondary data collection was from policy documents and manuals of the institution. The interview guide consisted of structured questions based on the objective of the study. The interviews were conducted on the senior human resource manager and the heads of department. An appointment for the interview was made in advance to allow the manager to give particular attention and time for the exercise.

3.4   Data Analysis

The questions were edited for completeness and consistency before processing the responses. Content analysis was employed. The content analysis was used to analyze the views of the respondents. Tables and other graphical presentations were used appropriately to present the data collected for ease of understanding. Further, the presentation of the responses per question was done using bar graphs and this provided a clearer picture of the findings.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1   Introduction

This chapter presents, analyses and interprets the results of the research study. Data obtained was analyzed to evaluate the perceived effect of diversity management at Technical University of Mombasa. Content analysis was employed to analyze the view of the respondents. The target population was fifteen heads of department who were interviewed.

## 4.2   Background Information of the Respondents

In order to form the basis under which the research can rightly judge the responses, it was important for the study to establish their background information. Moreover, the study employed a case study approach in research that sought to investigate the study variables without manipulating any of them in an attempt to understand and explain their perceptions on diversity management at Technical University of Mombasa.

4.2.1 Respondents' Level of Education

Education has always been considered the most important factor in conceptualization, understanding and implementing ideas. The level of formal education of the respondents was therefore an important aspect of the study.   As a result, it was important for the study to establish the level of education attained by each respondent. It emerged that majority 13 (87%) of the respondents were holders of Masters and Doctorates, while 2 (13%) were holders of bachelor's degree. The study asserts that the managers are

knowledgeable on diversity management. It is certain that education contributes a great deal in ensuring equitable practices of diversity management as shown in Figure 4.1.

Figure 4.1 Level of Education of the Respondents
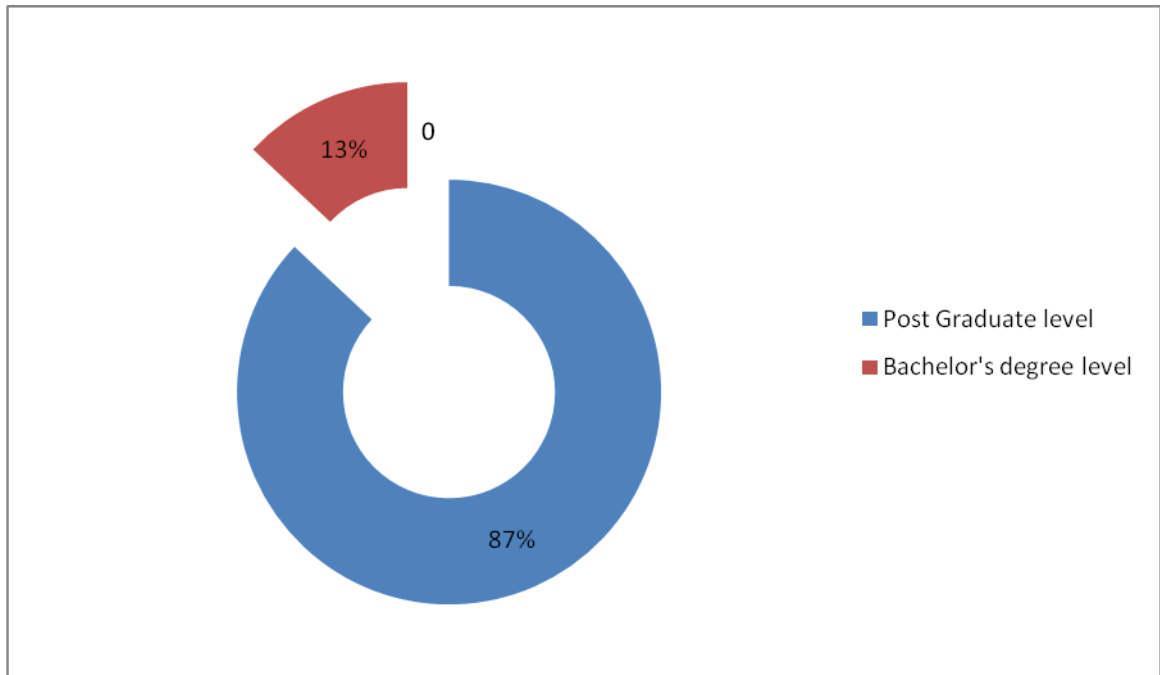
Source: Researcher, 2014

4.2.2 Respondents' Years of Experience in a Managerial Position

It was vital for the study to establish the experience of the respondents as managers at Technical University of Mombasa, in terms of number of years. It is perceived that the length of time a manager has served in an organization is a key component in determining how effectively he or she deals with diversity management practices. From the findings, it was established that (40%) managers had worked at Technical University

of Mombasa in various capacities for a period of over 15 years; (20%) have worked at Technical University of Mombasa for 5-10 years, while (40%) have worked as managers at Technical University of Mombasa. The respondents' work experience as managers reflected their capability to respond to issues on diversity management in the university as contained in Figure 4.2.

Figure 4.2   Years of Experience as Managers
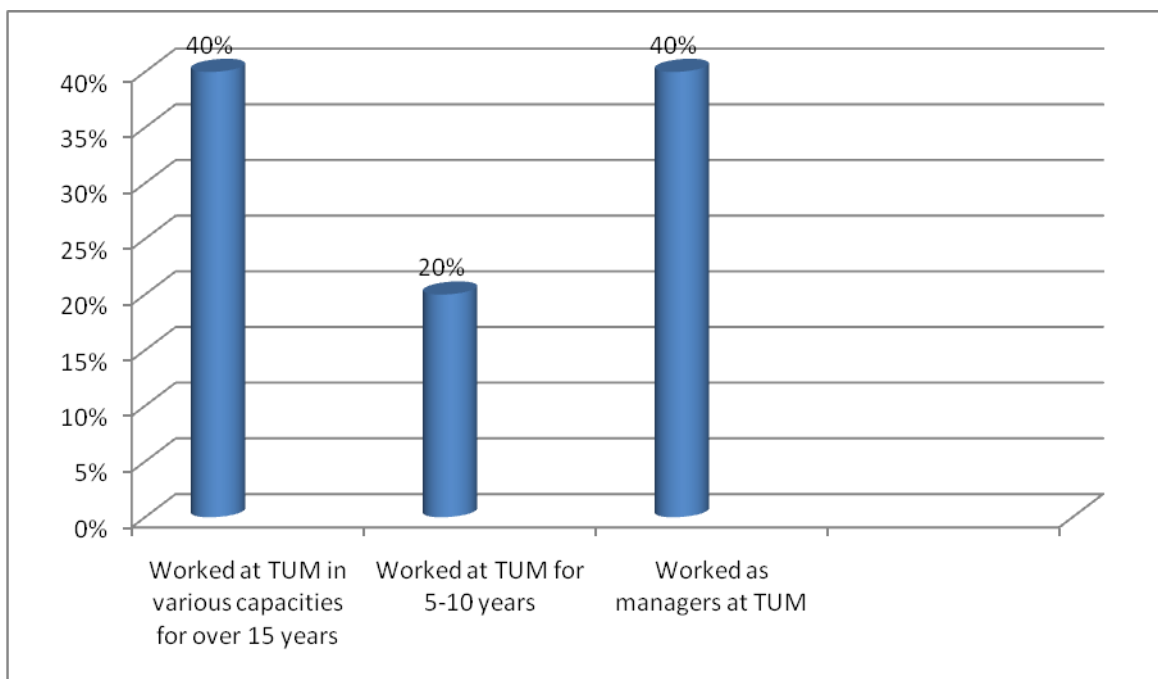
Source: Researcher, 2014

4.2.3 Cadres of the Respondents

The study found it important to establish the various cadres of the respondents of Technical University of Mombasa. According to the research findings, it emerged that

majority 12 (80%) of the respondents were heads of academic departments, while 3 (20%) were heads of non-academic departments. All the managers were able to implement the diversity management policy issues and strategies as shown in Figure 4.3.

Figure 4.3 Respondents' Cadres
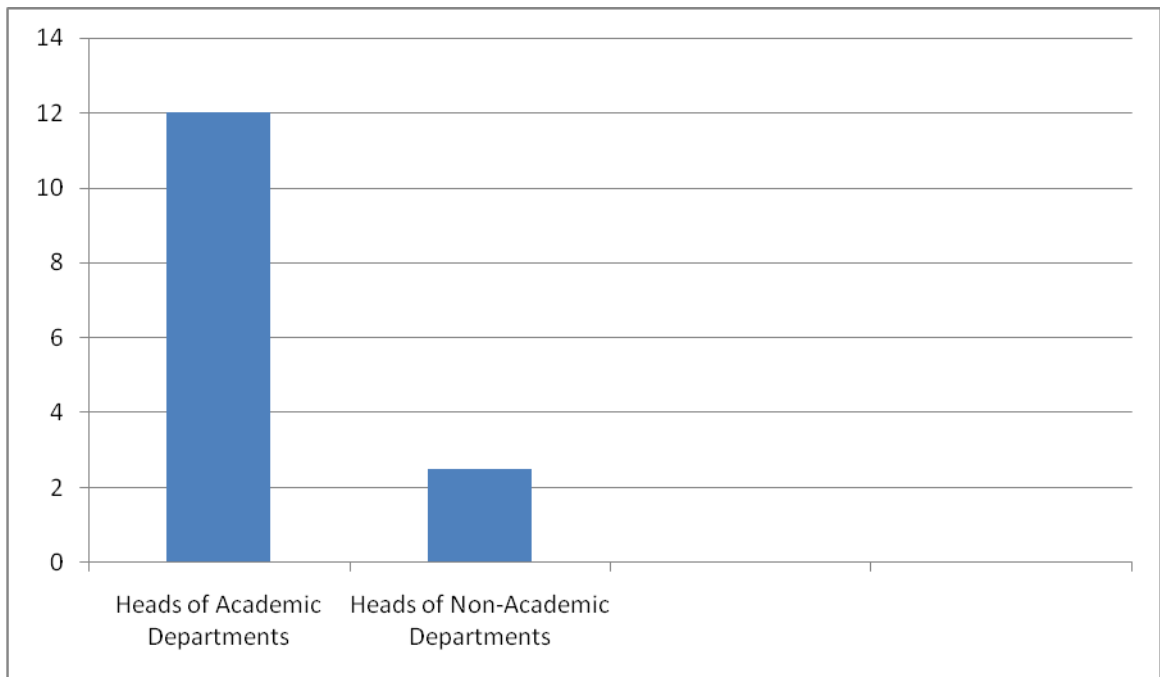
Source: Researcher, 2014

4.3   Top Management appreciation of the Diversity of its Workforce

The respondents stated that the head of Technical University of Mombasa provides strong leadership. The top management of Technical University of Mombasa champions diversity's benefits. They take strong stands on advocating the need for a diverse workforce and act as role models for exemplifying behaviours that encourage diversity

efforts, such as promoting workers even-handedly. The respondents asserted that the top management from time to time, assesses current state of affairs of Technical University of Mombasa with respect to diversity. They do this by checking the extent of diversity of Technical University of Mombasa and also check to see if there are any diversity-related issues which need to be addressed. Common tools used include equal employment hiring and retention and employee attitude surveys.

Top management has also seen the need of setting the equal opportunity objectives within the human resource strategy. It also provides details on the qualifications of all new hires (both minority and non-minority). According to the respondents the top management ensures effective communication of the diversity management policies to all employees. Top management has also emphasized that any patterns of under-representation are fully investigated and any discriminatory practices identified and eliminated. Diversity management issues also consider related policies of the University in relation to dealing with diversity of the workforce, namely, Equal Opportunities Policy, Recruitment and Selection Policy, Training Policy, Disability Policy and Dignity at Work Policy.

The respondents stated that diversity training and education is carried out at every opportunity. All the managers agreed that every time they meet with their subordinates, they mention aspects of diversity and sensitize them on the importance of working in a diverse environment. During those instances when the institution needs to address specific issues concerning diversity, then, a formal training program is arranged for the workforce. According to the respondents, Technical University of Mombasa engages

expert trainers to empower the workforce on the value of diversity and the type of behaviours and prejudices that may undermine diversity. Diversity training aims at sensitizing all employees to the need to value differences and build self-esteem and creates a smoothly functioning and hospitable environment. The respondents also stated that, to reinforce the awareness, management also reinforces the words of the diversity training with deeds. Management backs up the training programmes with other concrete steps aimed at changing the values, culture and management systems of Technical University of Mombasa.

4.4   Awareness of the Existence of Diversity Management Policies

The objective of this study was to establish the effect of diversity management practices on the performance of Technical University of Mombasa. It was important to find out whether the managers had awareness of the existence of the policies. The study found out that all the managers were aware of the existence of diversity management policies. They were all made aware of the policies as soon as they were appointed managers. They were also shown the need to implement the policies. This showed the importance attached by top management in advancing diversity management practices.

According to the respondents of the study, Technical University of Mombasa has policies and practices that support its beliefs about diversity management. Technical University of Mombasa is committed to create a workplace that is fair and also to improve awareness of the benefits of successful diversity management. Technical University of Mombasa is committed to actively managing diversity as a way of enhancing good

working relations. According to the respondents of the study, Technical University of Mombasa is committed to valuing diversity in all areas of employment, training and promotion. It is working towards a workplace environment that is based on merit and inclusiveness, where all employees can develop their full potential irrespective of their gender, marital status, age, disability religious belief or any other factors that are company-related. This is in a bid to help Technical University of Mombasa to reach its highest level of performance and enable all employees to reach their full potential.

The respondents stated that all employees are obliged to uphold the diversity management policies and to be aware of any behaviours that discrimination can take. They have a responsibility of helping to eliminate discrimination in any form by reporting actions that have the potential to be discriminatory. The respondents stated that the diversity management policies that exist in Technical University of Mombasa include policies on recruitment and selection; promotion and career development; training; discipline; disability and age. The respondents stated that the diversity management policies were reviewed in 2009 when the institution became a university college. The aim was to make the institution a global institution of higher education on its way to becoming a university. The policy review was done through a workshop organized for the departmental heads of Technical University of Mombasa.

In respect to recruitment and selection, the respondents of the study stated that Technical University of Mombasa ensures that appropriate selection criteria based on diverse skills, experience and perspectives is used when hiring new staff. Job specifications,

advertisements, application forms and contracts do not contain any direct or inferred discrimination. It uses advertising methods that reach all sections of society. It asks fair and consistent questions during job interviews. Professional consultants are engaged to assist in the hiring process by presenting diverse job candidates to Technical University of Mombasa for consideration and it monitors recruitment and selection at all times to ensure that all practices promote equality of opportunity. With regard to career advancement, the respondents stated that all decisions associated with career advancement including promotions, transfers and other assignments are determined on merit. Focus is on the talents and experience of employees and not on personal circumstances. Managers focus on developmental needs of individuals. With regard to disability, the respondents of the study stated that Technical University of Mombasa is making every effort to accommodate the specific needs of disabled employees. Concerning discipline and grievance, the respondents stated that if any employee believes that they have been unfairly discriminated they raise a complaint through the Technical University of Mombasa's grievance procedure. If any employee is found to breach the policy on managing diversity they are subject to the Technical University of Mombasa's disciplinary procedure.

4.5   Diversity Management Practices

4.5.1   Age

According to the respondents, Technical University of Mombasa values the contribution of its employees regardless of age and is fully committed to promoting age diversity across the institution. It seeks to eliminate age stereotyping and discrimination on the

basis of age. It emphasizes that employees are assessed on the basis of skills, ability and potential. This means that employment opportunities and career development are available irrespective of a person's age. Staff of all age groups participate in training and have a chance to improve their skills. Assumptions are avoided about physical abilities or career intentions of older job applicants or employees. The respondents stated that, where the needs of Technical University of Mombasa allow, flexible work patterns are offered because older workers have a vast job experience which is required for better performance of Technical University of Mombasa. The respondents stated that generational diversity is another aspect of diversity. The different generations of the workforce possess different values, aspirations and beliefs that characterize that generation. There is the Generation X and Generation Y. According to the respondents, Technical University of Mombasa appreciates the need to work with both these two generations. It has also made efforts to safeguard against age bias in performance management. The respondents stated that, concerning training, all training opportunities are based on merit and individual needs. It also encourages succession planning for employees who need to further their career.

The research noted that the management has identified the interests of the different generations and provided relevant education and counseling to the workers to make them aware of the importance of working together. This has aided organizational performance as it has led to mutual respect. The workforce composed of these varying generations. When this diverse generational workforce works together harmoniously, it leads to a productive organization.

4.5.2 Gender

The respondents stated that, there is a Gender Mainstreaming taskforce at Technical University of Mombasa which was set up in 2012 for the purpose of aiding in the employment of more women so as to create a balance in gender proportions. According to the respondents, women have a fair share of the job assignments that are the traditional stepping stones to successful careers in the company. The respondents added that women have equal chances to international job assignments. The respondents asserted that Technical University of Mombasa has made an extra effort to promote those in protected groups, particularly when those groups are under-represented. Technical University of Mombasa also tailors job advertisements and better use of networks to ensure that recruitment advertising appeals to and reaches more women. According to the respondents, Technical University of Mombasa is altering the male-dominated environment of engineering to make it more attractive to women. This enables the organization to boast of a more representative workforce. The respondents asserted that efforts are being made to address the barriers to entry so that women can feel they are entering the job on a level playing field with men in everything from career opportunities, to pay and to personal safety. If a role had been undertaken by only one gender in the past, efforts are made to encourage the other gender to apply. Occupational segregation is no longer prevalent and women are currently positioned in all levels of organizational hierarchies in jobs that are equally prestigious to the men. In order to create a business culture that supports innovation, growth and prosperity, it requires people with diverse talents. Flexible working and job sharing is encouraged in order to retain skills of valued employees. According to the respondents, all training materials are checked to ensure

that the language and images used in them reflect the diversity of the employees and customers. A range of training options is offered to ensure all employees have equal training.

The respondents stated that, by blending the workforce with regard to gender, Technical University of Mombasa has become a more productive community. The management is taking steps to include development-oriented performance appraisals and providing developmental opportunities, that ensure female and minority candidates are in the company's career development pipeline since they have seen the importance of doing so to the performance of Technical University of Mombasa.

4.5.3 Disability

The respondents stated that disabled people, better known as the special population, are the most disadvantaged because the barriers to work are not only social and psychological but also physical. Technical University of Mombasa has made efforts to provide suitable access and facilities to meet the needs of the special population. It has facilitated the movement of disabled workforce by putting up constructions to facilitate the movement of the special population within the premises of Technical University of Mombasa. According to the respondents, Technical University of Mombasa has also made available to its disabled workforce alternative career paths, extended leaves and flexible work schedules. It has also assisted the disabled people to secure their rights.

The respondents stated that the benefit of accommodating and appreciating the disabled workforce is that, Technical University of Mombasa is seen in a better light by the community. The community views Technical University of Mombasa as being humane and thus the community would consider interacting and doing business with the organization. This boosts the profits and image of Technical University of Mombasa.

4.5.4 Tribalism and Culture

From the study, the respondents stated that tribalism is usually equated with hostility and prejudice. The respondents stated that Technical University of Mombasa recognizes cultural and individual differences exist in the workforce and that, it recognizes and responds to individual differences. Technical University of Mombasa is composed of a workforce of varying tribes. According to the respondents, the distribution of this workforce in the levels of the organization would be described as evenly-distributed. The management has set up a program that does not involve preferential selection standards. The respondents stated that the management has seen the need to sustain diversity in its workforce with regard to tribe. The management of Technical University of Mombasa has publicized a philosophy promoting a multi-cultural employee population as being essential to the leadership of Technical University of Mombasa. Thereafter, taking steps to foster diversity and to managing it. These steps, according to the respondents, included evaluating diversity program efforts, recruiting minority groups and networks and offering diversity training programs.

The respondents appreciate that when attention is focused on individual differences, it leads to better group performance since the individual becomes a better team player. The top management has realized that by appreciating the culture of its diverse workforce, the institution becomes better-placed in dealing with global issues. It pays to invest the employer's time and resources in broadening its diversity and in getting its employees to work together more harmoniously. The respondents stated that Technical University of Mombasa benefits from diversity of a workforce with regard to tribe in that the government views the institution as being compliant to legal employment requirements and also the public is better able to consider the institution as being accommodating and having exposure to diverse ways of life of different people. The respondents of the study asserted that embracing diversity gets more diverse thinking and problem solving. Groups containing people with widely varying backgrounds are more likely to see factors and issues differently and consider a greater range of decision alternatives.

4.5.5 Sexual Orientation

With regard to sexual orientation, the respondents stated that it was not clear whether it exists in Technical University of Mombasa or not. They were not formally aware of cases of sexual orientation. However, they appreciated that it is existent in Kenya's workforce.

4.6 Discussion of the Findings

The objective of this study was to establish the effect of diversity management practices on the performance of Technical University of Mombasa. The study found that the top

management of Technical University of Mombasa champions diversity management efforts and they take strong stands on advocating the need for a diverse workforce. This was consistent with Gomez-Mejia (2010), who claims that the top management of the organization should be seen to be spearheading the efforts of promoting diversity management. The study found that Technical University of Mombasa appreciates that the different generations of the workforce possess different values, aspirations and beliefs that characterize that generation and there is need to work with both generations X and Y. in addition, the study found that older workers have a vast job experience which is required for better performance. This is consistent with Mathis and Jackson (2004) who state that the current situation is that as more older workers with a lifetime of experience and skills retire, the human resource manager will face significant challenges in replacing them with workers having the capabilities and work ethics that characterize many mature workers.

The study found that Technical University of Mombasa tailors job advertisements and better use of networks to ensure that recruitment advertising appeals to and reaches more women. This is consistent with Morrison (1992), who states that the proportion of women entering the workforce has increased over the years. With regard to disability or better-known as the special population, study found that Technical University of Mombasa has facilitated the movement of the disabled workforce by putting up constructions within the premises. In addition, the study found that alternative career paths, extended leaves and flexible work schedules have also been made available to the disabled workforce. This is consistent with Liff (1999), who states that, at the heart of

employing individuals with disability is for employers to make reasonable accommodations in several areas. From the study, it was found that job specifications, advertisements, application forms and contracts do not contain any direct or inferred discrimination. This is consistent with Armstrong and Baron (1998), who state that, organizations should set communication standards that take into account the sensitivities of a diverse employee population.

The study found that by employing a diverse workforce, Technical University of Mombasa is viewed by the community as humane and the community considers interacting and doing business with the organization, thus boosting the profits and image of the organization. This is consistent with Sparrow and Marchington (1998), who states that one should consider increase in profits, positive feedback from customers and positive image of the organization. From the study, the top management has realized that by appreciating the culture of its diverse workforce, the institution becomes better-placed in dealing with global issues. This is consistent with Torrington and Stephen (2008), who state that organizations serve a diverse workforce and that the performance of organizations with diverse population backgrounds is likely to differ from that of organizations with more traditional backgrounds.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1   Introduction

This chapter presents the summary of the research findings, conclusion of the study, recommendations for policy and practice and suggestions for further research.

5.2   Summary

The study sought to establish the effect of diversity management on performance of Technical University of Mombasa. The study was a case study. The findings established that the diversity issues that are prominent at Technical University of Mombasa include age, gender, disability, tribalism and culture. According to the findings, the head of Technical University of Mombasa spearheads diversity management efforts. From the findings, the top management frequently reviews its diversity management policies so as to ensure that it is in line with the current state of affairs. According to the findings, heads of department are aware of the existence of the diversity management policies and also make every effort to communicate to their subordinates on diversity management issues and also cause their subordinates to appreciate working in a diverse working environment.

From the findings, Technical University of Mombasa appreciates that it requires the knowledge and experience of the older workforce and also has to accommodate the more dynamic younger workforce. This is because both groups have their part to play in the success of the organization. With regard to gender, the findings establish that the

workforce needs to be blended and accommodate the previously disadvantaged gender. Thus, Technical University of Mombasa provides developmental opportunities and smoothening of the career development pipeline for the female gender. From the findings, Technical University of Mombasa accommodates the special population by providing architectural adjustments as well as providing alternative career patterns and work schedules to the disabled workforce. From the findings, Technical University of Mombasa appreciates that it needs to have a diverse work population in order to be competitive in this global environment. A diverse workforce helps in obtaining diverse ideas and views, thus leading one to appreciate other peoples culture in the work environment. From the findings, diversity efforts aid in recruiting and retaining workers from diverse backgrounds. People of different backgrounds prefer to work in an organization where there are others from other backgrounds.

5.3   Conclusion

The overall objective of this study was to find out the effect of diversity management on performance of Technical University of Mombasa. Considering the research findings, there is a positive relationship between diversity management practices and organizational performance. There are various diversity management practices that have been adopted by the management of the Technical University of Mombasa in order to put itself in a competitive position. The researcher further concludes that the top management supports diversity management efforts. Technical University of Mombasa embraces diversity management thus it enjoys more creative decision making, employees are encouraged to contribute in a meaningful way and improved customer service.

5.4   Recommendations for Policy and Practice

From the research findings, it is recommended that the Technical University of Mombasa should go further and consider the diversity management practices used by other successful international organizations. This could shed some light on other diversity management practices that they could adopt. It is recommended that Technical University of Mombasa should check on employment policies especially those regarding affirmative action towards the disabled. In addition, Technical University of Mombasa should consider including practices regarding other dimensions of diversity management which are emerging in Human Resource Management and it should also consider equal employment opportunity practices such that employees should have equal treatment in all employment-related actions.

5.5   Areas for Further Research

The researcher suggests that a cross-sectional study should be done on diversity management practices used by other organizations in various industries. This would assist organizations to compare the diversity management practices used and adopt appropriately.

5.6   Limitations of the Study

In attaining its objective, the study was limited to Technical University of Mombasa from which fifteen heads of department were interviewed. The study was also limited to the degree of precision of the data obtained from the respondents. There were significant

differences in the way the respondents dealt with the issues of diversity management. There was subjectivity noted thus giving room for bias.

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APPENDIX

INTERVIEW GUIDE

Section A: Background Information of Respondent

1. Respondent's name (optional)……………………………………….

2. What is your gender?

3. What is your highest level of formal education?

4. How long have you worked at Technical University of Mombasa?

5. How long have you worked in a managerial position at TUM?

6. Are you heading an academic or non-academic department?

7. Have you worked in a managerial position in other organizations before? If yes, for how long did you hold that position?

Section B: Diversity Management Practices

1. How does top management appreciate diversity of its workforce?

2. Are you aware of the existence of diversity management policies at Technical University of Mombasa? Please explain.

3. To what extent do the following diversity management practices exist at Technical University of Mombasa?   Please explain how the practice ensures inclusiveness in terms of:

    (a) Age

    (b) Gender

    (c) Disability

    (d) Tribalism and Culture

(e) Sexual Orientation

4. Explain how each of the practices affects performance of Technical University of Mombasa.