CHALLENGES OF DIVERSITY MANAGEMENT AT KENYA REVENUE AUTHORITY

BY

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A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF DEGREE OF MASTER OF SCIENCE IN HUMAN RESOURCE MANAGEMENT, SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI

NOVEMBER, 2016

DECLARATION

I declare this my original work and have not been presented for a degree in any other

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

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ACKNOWLEDGEMENTS

DEDICATION

I dedicate this work to my lovely family who gave me all the support I needed in the course of this project.

LIST OF ABBREVIATIONS

KRA   -Kenya Revenue Authority

HR   -Human Resource

TABLE OF CONTENTS

ABSTRACT

Employee's diversity has been suggested to enhance problem solving capabilities of a group, to provide better service to a diverse customer base, boost organizational creativity and increase organizational capability to compete in a global market. With a workforce that is becoming increasingly diverse, the issue is no longer about diversity itself, but the challenge lies in coordinating and using various workforces toward achieving organizational goals. The objective of the research study was to establish challenges of diversity management at Kenya Revenue Authority. The study adopted a case study design. Primary data was collected using interview guides from five human resource managers from each representative department and analyzed using conceptual content analysis. The study found that Kenya revenue authority faces challenges in communication, resistance to diversity initiatives, stereotypes, fairness concerns, and implementation of diversity policies. The research concludes that with clear strategies, organizations can overcome these challenges and reap from the benefits of diversity. The study recommends that Kenya Revenue Authority should strive to eliminate physical barriers by having special pathways and lifts in order to accommodate people living with disabilities.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

The present day working environment is turning out to be more diverse (Hodgetts and Hegar, 2008). Many organizations today endeavors to advance comprehensiveness of under-represented groups through proactive endeavors in order to create an environment where each employee is esteemed and their talents fully utilized to meet both individual and organizational goals (Gilbert, et al., 1999). The capabilities of both genders and various diverse groups offer a wider labour pool (Mazur, 2010). An organization with a capacity to draw in and hold qualified people through reasonable and evenhanded professional success is probably going to gain competitive advantage. For example, parastatals are involving the youth, minority groups and women so as to create corporate image that reflects demographics composition of a nation. Research has shown that an organization with diverse employees got preference in drawing in and holding the best talent. Cox and Blake (1991) proposed that employee diversity upgrades critical thinking abilities, give better service delivery to clients, and improve imagination and increment organizational capacity to compete in a global market. Managing an organization with a multicultural workforce creates challenges as far as administration practices and leadership style. (Dessler, 1994; Sabharwal, 2014) noticed that with the contemporary different work environment, the issue is no more about diversity, however the lead challenge lies in sorting out and using a different work masses keeping in mind the end goal to accomplish organizational goals.

Though it is still an evolving field of theory, research, teaching and practice, diversity management first emerged in the 1990s (Brazzel, 2003). Janssens and Steyaert (2003), ponders on diversity studies. A first reason for existing is to recognize unfair practices in the working environment. A second reason for existing is to look at the impacts of diversity on business related results. This paper seeks to distinguish between two theoretical approaches that can be used to predict the challenges of diversity. First is the social identity approach, which is concerned with the effect of demographic piece on the practices and states of mind of its individuals. Tajfel et al., (1971) sets that individuals determine self-regard and a feeling of having a place from recognizing themselves with social gatherings and from positively contrasting the gathering with which they have a place with different gatherings.

The second approach, the social approach, identifies with workforce assorted qualities as a social distinction between gathering individuals and how social contrasts can impact the cooperation between individuals from various ethnic groups. According to Larkey (1996), a culture incorporates a specific correspondence style, particular principles, clothing regulations, a mutual significance and a specific dialect. So as organizations turns out to be more heterogeneous; different employees bringing their own particular aptitudes, demeanors, thought processes and other individual qualities into the work environment, it gets to be trying to deliberately address recorded treacheries that have put off guard individuals from particular gatherings who are usually targeted, regularly one by one, as they achieve a minimum amount in an association, say to be procured, advanced and compensated all the more evenhandedly (Gupta, 2011; Phelps, 1997).

This study will focus on Kenya Revenue Authority, a Government office set up by an Act of Parliament, Chapter 469 of the Kenyan laws (1995) which runs its operations in an indistinguishable route from a private endeavor. Diversity management in public organizations is progressively turning into a vital issue in the time of expanding unpredictability of employments emerging from demographic changes. Today's workforce has the most women participation in employment. Access to education has empowered the youths and minority groups to seek formal employment in government agencies. Ensuring workforce diversity has come to fruition as government enactment with a specific end goal to guarantee regional balance for all diverse groups and more so in view of high unemployment levels. The Constitution of Kenya, Labour Relations Act and Employment Act of 2007, makes segregation in work environments unlawful. These laws show the rights and obligations of both employees and organizations in the workplace and consider both groups responsible in advancement of equivalent open doors for all independent of age, sexual orientation, training and ethnic group.

1.1.1 Employee Diversity

Employee diversity exists when organizations hire employees from different foundations and encounters. As per Saxena (2014), Employee diversity implies likenesses and contrasts among employees to the extent age, social establishment, physical limits and ineptitude, religion, sex, and sexual presentation. Individuals are diverse in not just sexual orientation, culture, social and mental properties and in their perspectives and inclinations.

Individuals are diverse in sexual orientation, culture, social and mental attributes as well as in their viewpoints and biases. Increment in ethnicity has assumed a noteworthy part in working environment diversity management. Individuals with physical and mental insufficiency are entering the workforce. Associations are ending up being more instructed on impairments and are all the all the more obliging to representatives living with handicaps. Today's workers have larger amounts of training. The instructive criteria and occupation desires of organizations has expanded from earlier years. Numerous organizations are looking for school instructed and additionally experienced representatives. Truth be told, enactment has been utilized as a vehicle to oversee workforce diversity.

Remembering the true objective to survive, organizations ought to have the ability to administer and utilize its diverse employees effectively. Numerous organizations see employee diversity as a venture toward building a superior business. As indicated by Robison (2006), numerous performing organizations are moving past compliance with non-discrimination legislation to the creation of an organizational culture that grasps differences. Organizations need to ensure that work techniques and practices give formative open doors, vocation arranging, decrease of work–family conflict, and guiding for thwarted groups. By managing diversity at the workplace, organizations make a far reaching and symphonious environment which improves uncommon notoriety of the relationship with individuals looking for occupations along these lines can pull in the best workers in the market (Wambui et al., 2013). Right when a worker encounter thought, they feel respected and saw for their endeavors in the affiliation. This makes them feel secured and open to giving their contemplation and perspectives (Sabharwal, 2014).

1.1.2 Diversity Management

Diversity is any measurement that separates a man from another (Noe, et al., 2010). As Kandola and Fullerton (1994) propose, differences involves clear and non-unmistakable complexities as far as age, sexual orientation, instruction, dialect, values, social standards, identity, work-style, handicap or religious alliance (Gupta, 2011). The idea of diversity offers acknowledgment that there will dependably be contrasts amongst individuals and the way they are dealt with (Randall and Sim, 2014).

Diversity management sees that there are differentiation among employees and that these refinements, if honest to goodness directed will engage work to be expert more gainfully and effectively (Armstrong, 1999). It includes making a situation that permits all workers to add to authoritative objectives and experience self-awareness. This environment incorporates access to occupations and in addition reasonable and positive treatment of all representatives. An organization should therefore create staffs that are happy with working with a wide assortment of ethnic, social and religious foundations (Noe, et al., 2010).

Managing diversity is about guaranteeing that all individuals expand their potential and their commitment to the organization. It implies esteeming the contrasts amongst individuals and the diverse qualities they convey to their employments which can prompt the advancement of an all the more fulfilling and profitable environment. Diversity management is about overseeing individuals who dislike you and who don't really try to resemble you. It is about having administration expertise to permit their alternate points of view and perspectives enhance the nature of your choices (Armstrong, 1999).

1.1.3 Challenges of Diversity Management

There are difficulties to dealing with a diverse work population. It can test to Management in seeing the estimation of differentiation, battling detachment, and advancing comprehensiveness (Green, et al., 2008). Roberts, et al. (1998) refers to ability organization, data dispersal and ability distinguishing proof as could reasonably be expected difficulties of dealing with an assorted workforce. It is troublesome to get the right abilities to where they are required in the organization paying little heed to topographical area. It can likewise be trying to spread cutting edge learning and practices all through the organization paying little heed to where they begin and recognizing who can work viably in a global organization and building up those capacities.

As per Esty, et al., (1995), negative perspectives and practices can in like manner be limits to organizational diversity since they can hurt working associations, harming spirit furthermore, work profitability. Managers may likewise confront a test in misfortunes of staff and work efficiency because of bias, separation, objections and lawful activities against the organization (Devoe, 1999).

Mazur (2010) contends that diversity may not toll too under states of vulnerability and intricacy prompting disarray and dissatisfaction. Diversity can make it harder to touch base at a concurrence on a particular procedure, and can realize negative movement and social clashes that can make work obstructions for women and minorities. For the most part, social conflicts among prevailing part and minority total people are typically decided for the lion's share packs. This, subsequently, makes vital limits to full venture by minority people in potentially battle conditions. They ought to in this manner never be utilized by management as a reason for hiring, retaining or firing employees (Phelps, 1997).

Bushardt and Daniel (2015) contend that the inability to acknowledge gains from managing diversity originate from an essential misconception of diversity itself, bringing about the view that it is both unavoidable and naturally great. The reality remains, the contemporary workforce does not resemble, act, or has an indistinguishable longings from the workforce of the past. Valuing and managing diversity touches individuals' feelings, qualities, and convictions. It requests that individuals question and rolls out improvements in their conduct. It requests that organizations change strategies, frameworks and practices—huge numbers of which nobody addressed for a considerable length of time and a significant number of which have contributed to the organization's conventions and qualities, as well as to its prosperity (Phelps, 1997).

1.1.4   Kenya Revenue Authority

The Kenya Revenue Authority (KRA) is an administration organization set up by an Act of Parliament, Chapter 469 of the laws of Kenya on first July 1995. The Authority sole object is gather assesses in the interest of the Government of Kenya. A Board of Directors, including both open and private pros, settles on plan decisions to be realized by KRA Management. The Board and Management of KRA have since its introduction contributed vitality and resources setting up structures, system and the apportionment of new philosophies went for enhancing the operational efficiency of the Authority's strategies. The Chairman of the Board is assigned by the President of the Republic of Kenya. The Chief Executive of the Authority is the Commissioner General who is assigned by the Minister for Finance. The Board Secretary handles all issues related to the Board of Directors. Kenya revenue authority has a workforce of about 5111, of which 4666 are permanent employees and 445 on temporal basis.

According to their fifth corporate plan, 2012/13- 2014/15, Kenya Revenue Authority is focused on building up a committed capable team, getting a handle on current systems and propels and conveying client centered administrations that improve consistence and income collection.it tries to accomplish this through building up an aggressive and alluring compensation bundle to guarantee maintenance of value staff, upgrading KRA's corporate culture by embracing the association's center qualities, actualizing human asset best practices and upgrading limit with regards to the KRA group. Keeping in mind the end goal to offer better single-window administrations to subjects, KRA is separated into five Regions as takes after: - Rift Valley Region, Western Region, Southern Region, Northern Region and Central Region. Moreover, KRA is separated into the accompanying Departments, which are going by Commissioners:- Customs Services Department, Domestic Services Department – Medium and Small Taxpayers(MST), Domestic Taxes Department – Large Taxpayers Office (LTO), Investigations and Enforcement, Technical Support Services and Corporate Support Services.

Kenya Revenue Authority imagines itself to be the primary Revenue Authority on the world respected for Professionalism, Integrity and Fairness. It hopes to finish its request by propelling consistence with Kenya's expense, exchange and edge order and control by propelling the models set out in the Taxpayers Charter and tried and true approval by significantly enthusiastic and capable staff along these lines intensifying wage assembling at any rate possible cost for the money related thriving of Kenyans. It is in this way obvious that other than the authorization of duty laws, KRA's operations affect specifically and in a roundabout way on the life of each Kenyan.

1.2 Research problem

Managing diversity is a thought that sounds extraordinary on a basic level, yet has given mixed results before long. As showed by Mazur (2010), diversity is not direct, hard to get a handle and hard to manage. Diversity in government workplaces has ascended as a key issue in the activity to reassess the part of government in administration conveyance. There are dependably employees who will decline to recognize the way that the mix of their workplace is developing. Perceptual, social and dialect obstructions ought to be overcome for diversity projects to succeed (Greenberg, 2004).

Top managers are turning out to be progressively baffled and disenchanted with managing diversity programs that have cost taxpayers millions of shillings over the years, but have yielded little in achieving value, correspondence and decency among the residents. There is an inborn pressure in implementation of diversity initiatives in government agencies (Phelps, 1997). Managers may similarly be tried with adversities in staff and work benefit on account of inclination and partition and complaints and genuine exercises against the association (Devoe, 1999). Since overseeing differing qualities remains a significant test, chiefs must take in the authoritative capacities required in a different workplace. Executives and managers alike ought to be set up to show themselves and additionally other individuals inside their associations to regard differing qualities in both laborers and customers so everyone is treated with respectability.

The Kenyan labour force is growing rapidly. Thousands of young people are graduating each year. More order employees in civil service staying longer than usual in employment (retirement age increased from 55 to 60 years). Expanding number of female workers is plainly obvious. The government and the civil societies requests for acknowledgment and incorporation of the disabled and previously unrepresented groups in work in order to advance regional balance. The constitution of Kenya (2010) requires that businesses, both in public and private organizations ought to advance inclusiveness, reasonableness and equivalent open doors for all citizens regardless of their age, sex, inability, religion, ethnicity or social background, and there ought to be equity in sharing the national resources. Various government legislations and circulars direct much attention on the inclusion of people living with disabilities and members of minority and marginalized communities in formal employment.

Kenya Revenue Authority, being a government organization has a commitment to advance regional balance by having a workforce from all sections of society. while keeping away from discriminating against any worker or candidate on the premise of ethnicity, age, sex (counting pregnancy or sexual orientation character), training, social standards, identity, work-style, inability, religious connection or whatever other precluded basis. It has an obligation to guarantee that defenseless groups inside society including ladies, young people, and people with disabled individuals from minority or marginalized groups and in addition individuals from specific ethnic, religious or social groups have access to employment.

With these demographic compositions requirements come a number of challenges not faced previously. Age differences conflicts arise, where younger employees agitates for older ones to retire early and order employees' feeling the young are inexperienced and just coming to take over their jobs. Family-work conflicts and child care needs, where more women and men a like demand for maternity and paternity leaves, almost at the same time, combating discrimination of the disabled and minority ethnic groups. A good number of individuals in the different minority and marginalized groups are less educated, are not capable in the English dialect or are uneducated at all. Moreover, the government's directive to have an all-inclusive staff composition is not a guarantee that these distinctions will upgrade work execution or the general organizational achievement.

Different studies have been carried out on diversity management. Marquis *et al*. (2008) directed a study titled "Managing diversity in corporate America" which they concluded that there is a conviction among senior corporate leaders that workforce diversity decidedly affects business performance. April *et al.* (2012) in their research Diversity Management in South Africa: Inclusion, identity, intention, power and expectations concluded that the entire motivation behind diversity management is to make inclusion. Dike (2013) in her research "The impact of workplace diversity on organizations" watched that a portion of the supervisors do not have enough information about the most effective method to deal with their workforce adequately. She encourages states that the powerlessness of a few supervisors to successfully manage diversity is because of the way of the organization and its practices. She refers to correspondence among managers and employee as issue of worry because of the methods managers use to impart to its employees. A study by Ojango (2014) tried to find out diversity practices in the Ministry of Transport and Infrastructure to which she presumed that the ministry has executed gender and disability mainstreaming arrangements well yet not for sexual introduction, age thought and ethnicity. The Ministry has recognized the people with disability which is 5% of the populace. Her suggestion was that the Ministry needs to build up the ethnicity, sexual introduction and age thought strategies, to guarantee smooth usage diversity management. Nguata (2013) undertook a study on challenges of implementing diversity policies in public universities. She discovered that state funded universities in Kenya have set up workforce diversity policies with set down systems for compelling usage. The researcher went further to express that implementation challenges are radiating both from inside and outside the setting of state funded universities.

Ikama (2010) did a study on the benefits and challenges of workplace diversity management at Consultative group on international Agricultural Research Centers in Kenya. The study found that superior performance is displayed where groups incorporate diverse age, ethnicity, sexual orientation and different contrasts. Employee diversity was additionally found to advance learning and abilities of the organization and in addition enhancing organizational inventiveness. She presumes that diversity targets were found in some cases to precede merit considerations during recruitment and promotions. Different discoveries by Njoki (2000) in the study 'factors affecting implementation process of diversity in the public service' showed that there was a need to incorporate all ethnicity in the exercises of public service. While previous studies tackled the topic of diversity in general, none of them considered the challenges faced by management in handling workforce diversity in the context of Kenya revenue authority. This study consequently plans to fill this crevice by answering the question: - What are the challenges of diversity management at Kenya Revenue Authority?

1.3 Research Objective

The objective of the research study is to establish challenges faced by management in handling workforce diversity at Kenya Revenue Authority.

1.4 Value of the Study

Kenya Revenue Authority would benefit from this study because it would help management understand the challenges of a diverse workforce, how it is changing, evolving, and diversifying. It would help managers to manage diversity better, by adopting hones that give the best results in administration of diversity and therefore put in place measures to manage these challenges. 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.

Since the context is in a public agency, the government would have a role to play through legislation. The government shall also see to it that legislation regarding regional balance and social inclusion is enforced by organizations, to prevent discrimination at the workplace. The recommendations will mitigate various challenges in implementation programmes and policies on diversity and will build up a comprehensive approach. The study would also lead to the government discovering ways of improving the legislation appropriately.

Finally, the study will improve the constrained assortment of learning by growing the literature on diversity management. The academicians would get understanding into the challenges of workforce diversity and how best they are managed by the organization. The study is relied upon to overhaul the current assemblage of information for future researchers and analysts who may utilize it as a reason for further research. They would likewise distinguish holes for future research on issues concerning challenges of diversity management at the working environment.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter introduces an audit of the related writing on the subject under study as presented by various authors, researchers and experts. It covers and highlights literature on global view of diversity and its challenges thereof. The specific areas covered here include; theories of diversity management, diversity management practices and the challenges of diversity.

2.2 Theoretical Foundation of the Study

This study is guided by the social identity and cultural theories which suggests that peoples' behaviors and attitudes are influence by demographic composition of their groups and as well as cultural differences influences the cooperation between individuals from various ethnic groups. These theories will help to explain the challenges of diversity management.

2.2.1 Social Identity Theory

Social identity theory sets that people derive self-respect and a sentiment having a place from perceiving themselves with parties and from decidedly standing out the get-together from which they have a place with various get-togethers (Tajfel et al., 1971). This recognition and review people who are like us can prompt to avoidance of people and unreasonable treatment of the individuals who are distinctive. Moreover, as social diversity increases builds, social examination and request frames happen, and in-gatherings/out-gatherings and subjective slants may happen, making limits to social joint efforts (Blau, 1977). Subsequently, as heterogeneity in management bunches achieves direct levels, the mental procedures connected with social identity speculation and self-arrange systems may presumably rise. These methods make particular practices, for instance, solidarity with others in a race or sex based assembling, change in accordance with the measures of one's social affair and partition towards out-get-togethers (Tajfel and Turner, 1985). Jones and George (2006) battle that the social character hypothesis uncovers why we tend to see individuals with high societal position more distinctly than we see those with low monetary prosperity. This perception influences that those with a clear or bona fide high societal position are more true, significant and smart and are most likely going to be managed decidedly than those of lower status.

2.2.2 Cultural Theory

A second approach to understanding the challenges of diversity focus on cultural differences. Larkey (1996) sets that culture joins a specific correspondence style, particular statutes, dress standards, a mutual criticalness and a specific tongue. These views recognize that individuals with similar ethnic foundation share, at any rate to a few expand a run of the mill culture. A culturally diverse workforce includes countless, understandings, values, strategies for study the world, and extraordinary data. People from comparable social character accumulate consistently, however not by and large, have likenesses of establishment and experience which shape their technique for seeing the world (Foldy, 2003). Diverse people have distinctive societies. A socially diverse workforce has diverse flow. Social personality bunches have a tendency to be connected with power differentials, in that a few gatherings have higher status and access to a bigger number of assets than different gatherings. These gatherings are extensively observed as having both expanded difficulties and openings: differing workforce regularly encounter miscommunication and impairing struggle. As demonstrated by Morrison (1992) managing diversity incorporates using the social differences as a piece of relationship building capacities, considerations and creative ability to add to a typical target and doing it in a way that gives the alliance a connected with edge. The accentuation is on the aggregate culture of the organization instead of basically the frameworks utilized (Munjuri, 2012).

2.3 Diversity Management Practices

Managing diversity implies an extensive managerial process for working up a situation that works for all employees. Diversity management intercessions concentrated on hierarchical change which is systemic, address the entire organization as a framework, and they can be at individual, gather, association, group, and societal levels (Brazzel, 2003). Thusly a creating number of organizations have made structures and practices to deal with the contemporary different work environment all the more reasonably (Munjuri, 2012; Yang and Konrad, 2000). The reason behind arranging these game plans is frequently twofold. One is in consistence with government order and political precision to have a workforce which mirrors national point of view. Second, it is assumed that a diverse workforce prompts more creativity which can enhance organization's competitiveness (Skarzynski and Gibson, 2008).

2.3.1 Gender Mainstreaming

As indicated by The National Gender and Equality Commission Act, 2011, these are strategies planned at guaranteeing that the worries of ladies and men from a basic measurement of the outline of all arrangements, laws and authoritative methods including planning and spending execution, and the observing and assessment of projects actualizing such approaches, laws and managerial systems in all political, monetary and societal circles; in order to guarantee that ladies and men benefit similarly, and that disparity is not sustained. These components are viewed as positive values that warrant improvement to accomplish social incorporation, which can likewise help the efficiency of the organization and bolster the democratization of access to opportunities (Chiappetta, 2011). Gender mainstreaming is a procedure for making women's furthermore men's worries and experiences a key estimation of the methodologies and tasks in political, financial and groups of friends so that both preferred standpoint comparably (Ojango, 2014). In organizations, gender mainstreaming is imperative keeping in mind the end goal to guarantee that distinctive sexual orientation.

Gender mainstreaming is intended to supplement as opposed to supplant existing ways to deal with gender equity and to effectively advancing balance amongst ladies and men at all levels and in every aspect of the organization. Gender mainstreaming ought to consequently be viewed as a fairness methodology which concentrates on changing by scrutinizing business as usual (standard) and accepting that a change of foundations as well as associations might be important to set up gender equality. Bacchi & Eveline (2009) argue that equality approaches such as equal opportunity furthermore, positive activity plan to fit ladies to existing institutional game plans while sexual orientation mainstreaming challenges those organizations since it demands that all arrangements are scrutinized to guarantee that they are gender-sensitive and gender comprehensive. The strategy of gender mainstreaming is to improve the quality what's more, adequacy of the conventional work and in this way to a higher degree meet the individual needs of men and women. Andersen (2015) presumes that gender mainstreaming makes better comprehension of the qualities of the two genders and in that way gives new information about the objective gatherings that are influenced by solid activities. The distinctive living states of the two genders are of centrality for their requirements and dispositions to consumer goods and public services.

2.3.2 Age Consideration

Gupta (2010) observes that employers are becoming progressively mindful of the advantages of an age diverse workforce and are demonstrating an inspirational disposition towards the enrollment, preparing and retention of employees of all ages. Life-long employment, total loyalty to the organization and commitment to work can no longer be taken for granted. According to Legas & Carbondale (2011) an expansion in the age and generational contrasts in the workplace has incited the examination of the courses in which employees agree and work. There is an absence of comprehension while tending to generational differences in today's workplace, which could be terrible for organization expecting to increase financial wealth through human capital. Periods are associates with relative qualities and feelings which impact the way they give (Hanna, 2009). There are also various communication styles and working environment encounters that recognize every generation. For example, Fajana (2009) is of the sentiment that people born after World War II uses and values very close correspondence, while Generation X will utilize whatever method for correspondence that is best and available to them (Glass, 2007). For example the usage of occasion informing and messages by more energetic eras is an example and most of them feel more calm sending such speedy messages.

Employees over the age groups are not continually having striking resemblance things from their work. For instance, while more youthful employees may regard their occupation as a venturing stone to different things, for others it is a vocation and business. The predicament of generational differences in today's work environment has all the earmarks of being focused on (a) Baby Boomers leaving later and (b) the absence of viable inter-generational correspondence. Maintenance of new and youthful ability is dangerous when more seasoned representatives are not resigning, remaining in the workforce, and wanting to do in that capacity for a significant long time (Streeter, 2007). Gen X-ers right now make up most of the workforce, which limits advancement open entryways for more young specialists. This makes unsettling and negative demeanor between eras (Dychtwald, Erickson, and Morison, 2006). Dissimilar to the more established eras that are not content with new developments, the Millennials are the main work environment era to be advanced locals (Glass, 2007). That is they grew up with advances and acclimate to new astonishingly in. Interestingly, the more established eras fear new headway and they see such improvements as a risk to their employments.

2.3.3 Ethnic Diversity

The advantages of ethnic diversity qualities are all around reported. Ethnic diversity can lead to positive performance outcomes when organizations have a reputation for valuing employee diversity (O'Reilley, Williams & Barsade, 1997). Members of ethnically diverse groups are accepted to have more access to educational networks (Williams & O'Reilly, 1998). A broad range of knowledge and experience is noted among an ethnically diverse workforce (Van Knippenberg & Schippers, 2007). Armstrong (2006) prescribes that examinations of the workforce should be directed in sufficient detail to indicate whether there is an under-representation in more gifted vocations and grades, and also whether there are general grouping of ethnic minority representatives in specific employments, level or offices in the organization. The most critical procedures to screen are enlistment what's more, choice since these are effectively affected by preference or indirect discrimination. These initiatives are aimed at enhancing opportunities for already distraught ethnic groups by creating a level playing ground (Beardwell, 2004).

Business Organizations the world over have gone to the acknowledgment of the need of an ethnic differing workforce and that each representative of the workforce should get a handle on the standards of diversity to understand the life span, development, and expanded benefits (Daft, 2008). As per Baafa and Abdulahi (2014) when we comprehend and acknowledge contrasts, the impact is vital to the workplace, extended in superb interpersonal relationship; astounding correspondence; benevolence; sensitivity toward each other; openness; and augmentation in efficiency. Be that as it may, if ethnic differences are not tended to would achieve divisiveness; acknowledgment; stereotyping; and ethnocentrism which influence the very motivation behind association. It expands question; increase strain and personality conflicts which eventually influence the inward union required for development and profitability. White (1999) contends that when ethnic differences expand work turnover and truancy in associations which have broad cost suggestions for the association. This presupposes the association will disregard to meet its essential concern which may achieve employee lay-offs. Most bosses and representatives alike customarily neglect to impart their point of view viably. Mullins (2010) contends that an ethnic contrasting workplace frequently suggests that representatives impart without considering the repercussion of what they say.

2.3.4 Minority and Marginalized Groups Inclusion

Desa (2009) characterizes minority as a sociological gathering that is distraught to an overwhelming gathering, in different zones, for example, economic wellbeing, training, business, riches or political influence. Ethnic and religious minorities are not really little gatherings; they may comprise of 33% or even a half of a nation's populace. By the by, individuals from minority gatherings might be dealt with diversely in their general public, which frequently makes strain amongst dominant part and minority bunches. The differing qualities that minorities convey to the association ought to be comprehended as imperative commitments to the general public. The new constitution in Kenya gives a legitimate system to fighting segregation; however past that, it likewise lays the foundation for the positive separation of underestimated gatherings. Getting from the constitution, a National Cohesion and Integration Policy was articulated to manage challenges in upgrading national union and coordination. The Constitution obliges the state to accommodate the representation of minorities and minimized gatherings in administration, and to offer access to business and remarkable open doors in instructive and financial fields (Wambui et al., 2013).

Minority and underestimated bunches stay simple focuses for partiality and for institutional separation. This suggests these underestimated gatherings are likely misused by nonminority individuals after systemic imbalance extremely restricts their employment prospects. As indicated by Johnson (2006) noticeable minorities still face obstructions which hinder their accomplishment in the workforce. The most exceptional compel keeping them from entering the work market and climbing the professional bureaucracy is systemic segregation. People are dealt with in a contrary way in view of generalizations about the gathering to which such people have a place. Kagan et al., (2015) concurs that individuals who are underestimated have moderately little control over their lives and the benefits available to them; they may get to be slandered and are frequently at the tolerant end of negative open perspectives. Barbosa and Carlos (2007) affirms that people from minority bunches need to create one-sided endeavors to fit into the associations, in light of the fact that the associations don't appear to make any extraordinary push to suit or to misuse those individuals. Individuals from dominant part amasses, who share methods for speculation and acting, may unwittingly make circumstances that make it troublesome for others to feel included (Foldy, 2003).

2.3.5 Employment of people living with disabilities

The Kenyan government energizes the procuring of individuals with physical, mental or enthusiastic inabilities. Indeed, even supposed imperceptible incapacities, for instance, demoralization, dyslexia and fibromyalgia, oblige working environments to give sensible lodging. These lodging help workers enough play out their obligations without settling for what is most convenient option. People living with handicaps confront a few difficulties which have stayed unattended for now and again with no proper system to check them. These difficulties incorporate absence of all-inclusive access in the auxiliary structures, the high unemployment rate among individuals with incapacities and poor arrangements of training and wellbeing administrations (Human Rights Report Tanzania, 2012). More sufficiently terrible, all-inclusive get to that requires the empowering encouraging development to people with handicaps in the work environment is still an issue. A study by Uromi and Mazagwa (2014) uncovers that; there are no stairs in clinics and most open and private structures, difficult to reach toilets, open water or potentially sewage trenches, restrict pathways in a way that is to a great degree thin and a wheelchair can't go through, dim and high basic components at the get-together where the window is masterminded so high that a man with incapacity can't without much of a stretch get to it. Human Rights and Equal Opportunity Commission (2005) sets that there is no 'one-stop shop' for individuals with inabilities looking for information, guide and advancing backing.

There also seems to be a lack of coordination between different government organizations so that individuals with disabilities are unclear about which State agencies can provide them with help.. The Bureau of Labour statistics (2012) cites absence of instruction or preparing, absence of transportation, the requirement for uncommon elements at the occupation, and a man's own particular incapacity as a portion of the challenges of engaging people with disabilities in employment opportunities. Ipsos (2014) recommends that government should lead the pack by guaranteeing that public bodies and managers consider handicap equity more important, by putting resources into more intensive control and review of working environments. Government ought to likewise work with managers to make it less requesting for incapacitated people to be in business, for instance utilizing controls to guarantee that organizations have methodologies, methodology and techniques set up that guarantee parallel thought of individuals with inabilities for openings for work.

2.3.6 Religion Diversity

As the workforce is ending up being more extended regarding religion, numerous individual qualities are continued to the workplace. From now on, representatives are well while in transit to convey their religious convictions with them to the workplace. As indicated by Messarra (2014) religious diversity has surfaced as another administrative test that should be tended to. This may especially be so for religious associations of a specific philosophy or workers who wish to live reliably with their feelings in associations that are expressly non-religious.to take a free day for an event that is indispensable to his religion. For instance, somebody might need to not partake in an obligatory association event that has religious insights. For another circumstance, a master who has depleted all individual days might need to take a free day for an event that is central to his religion however not perceived by the association. Representatives working in religiously different affiliations might be slanted to extended interpersonal clashes and errors in view of their religious connection prompting to expand bias between co-workers (Day, 2005). Managers' by and large and particularly human asset administrators ought to devise procedures and create administration mediations to alleviate the negative authoritative and individual aftereffects of religious isolation in the working environment. Associations that transparently urge their specialists to express their profound feeling of being are presumably going to transform into more fruitful (Oliveira, 2004: Cavanagh, 1999: Mitroff and Denton, 1999).

Employees may ask for time amid the day to practice supplication; they may need to maintain a strategic distance from contact with individuals from the inverse sex; they will most likely be unable to chip away at certain days of the week. Whatever the demand, associations ought to be set up to give representatives a strategy and additionally authoritative and singular results of religious isolation procedural way to take after when such demands are made. As indicated by Ensher, Grant-Vallone, and Donaldson (2001), religious assorted qualities if not legitimately oversaw can impact key regions, for instance, enrollment, authoritative culture, remuneration, worker relations and administrative choices furthermore, finally it can monetarily influence associations. Schaufeli et al. (2002) sets that organization's inability to perceive representatives' religious differences will result to absence of enthusiasm, support and delight in the work put along these lines influencing their dedication towards ones employment.

2.4 Challenges of Diversity Management

Employee diversity has created new challenges for human resource managers. As Gupta (2010) notes, increasing number of women in the workforce requires more flexible work schedules, child care facilities, maternity leave, transfer to husband's place of posting. Aging workforce creates problems of better health care facilities and higher pension costs. Green *et al* (2008) posits that managing diversity includes perceiving the estimation of employee contrasts, battling segregation, and propelling completeness. Supervisors may similarly be tried with misfortunes in faculty and work profitability because of bias besides, isolation and discords and honest to goodness exercises against the association (Devoe, 1999). As indicated by Greenberg (2004) the significant difficulties of assorted qualities administration are correspondence, imperiousness to change and execution of differences in the working environment.

2.4.1 Communication

Pollitt (2005) posits that managing diverse employees is turning out to be progressively testing with the rising differences of the workforce. While different workforce all in all present a more prominent abundance of experience and considerations, they oftentimes have a more unmistakable grouping of correspondence styles, motivations, working procedures and models, making for extra unpredictability in assorted qualities administration. Correspondence difficulties can happen due to contrasts in accents or nonattendance of shared trait with specialized terms (DuPont, 1997). It is anything but difficult to misjudge each other because of various correspondence styles. These mistaken assumptions can prompt to poor office relations and misinterpretations that can harm business (Holt, 2010).

Learning to communicate across accent, language and communication style contrasts can be one of the difficulties to managers (Thiederman, 2005). Contrasts in dialect utilize, inflections, interchanges styles and non-verbal perspectives crosswise over societies can entangle intercultural contact between ethnically different workers (Devine *et al.,* 2007; Maznevski, 1994). These contentions that are exasperated by correspondence hindrances can bring about absenteeism, loss of aggressiveness, doubt, absence of center also, advertise introduction creating real obstacles to organizations that is looking for upper hand (Lauring, 2007).

To propel better correspondence Holt (2010) suggests that workmates ought to take in their associates' specialized strategies through office withdraws, periodic diversity meeting and differences classes. Human resource managers should also encourage more open communication with women, disabled, minorities, reserved categories and other employees to learn more about their aspirations and values (Gupta, 2010). Such feedback will help human resource professionals in formulating proper strategies, approaches and programs. To guarantee that correspondence issues are put under control and advantages of workforce differing qualities completely used, Ribbink (2003) propose preparing the individuals who are local conceived help them relate with the non-inhabitants. Planning specialists to fathom the attitude of others help them to take a gander at issues not just through their eye and to help each other through social move as some may experience a culture.

2.4.2 Resistance to Diversity

Diversity programmes require cultural and organizational change. But change is often unpredictable and multi- dimensional and difficult to manage. Every workplace has people who resist diversity and the changes it brings. Individuals who do not take diversity initiatives seriously are a big challenge to managers trying to implement and maintain such initiatives (Mulhollan, 2005). This resistance to change in diversity interventions is significant. Employees who have been abused for quite a long time are no more drawn out patient. A few people who have been in power for years are afraid to share that power. Phelps (1997) posits that managing diversity touches people's emotions, values, and beliefs. It asks individuals to question and rolls out improvements in their conduct. It asks organizations to change policies, systems, and practices—many of which nobody addressed for a considerable length of time and huge numbers of which have contributed not only to the organization's traditions and values, but also to its success. Cox and Blake (1991) assert that an environment that resists the newness and the difference is probably not going to be responsive to people from minority cultural backgrounds. Employees who oppose workforce diversity typically dismiss new thoughts and make workplaces more difficult. Their discomfort, anxieties, fears, stereotypes and anger persist and derail attempts at creating an inclusive society and culture, both inside as well as outside organizational life (Taylor & Francis, 2008).

To deal with resistance to diversity, Dhuppar (2015) suggest that organizations should clarify the purposes behind assorted qualities and what benefits differing qualities conveys to administration and representatives. Lessening fears a couple people have about workplace working environment differing qualities may decrease a great part of the resistance. Dessler (2003) sets that worker imperviousness to differing qualities can be taken care of through workshops, representative becoming acquainted with each other and knowing when to release an unwilling-to-adjust employee. Langevoort (2004) further suggest that organizations wanting to promote diversity need to change hierarchical structures, getting under way intrafirm forms that spot and solve problems creatively and cooperatively. It requests a nearby take a gander at the viability of the interior basic leadership and power structures of the firm. Organizations that conquer resistance to diversity may likewise be in a superior position to handle other type of change.

2.4.3 Implementation of Diversity Management Policies

As Shen et al. (2009) watches, even among numerous worldwide organizations that advance different types of assorted qualities, usage is more an issue of talk than of genuine practice. There is an abnormal state of contradiction and an absence of prepared accord among HR executives on making an elucidation of good norms into authoritative assorted qualities rehearses (Martin and Woldring, 2001). Munjuri (2012) refers to that some authoritative pioneers are worried that executing assorted qualities activities is too exorbitant, upsets benefit and causes intrusion in the work environment. Dessler (2003) consents to this view point by taking note of that most associations don't give careful consideration to differing qualities activities, basically, they have translated assorted qualities as a human resource cost to be overseen rather than a human asset advantage for be cultivated.

Organizations subsequently have managed the effect of these progressions through usage of an assortment of differing qualities projects and strategies (Pitts, 2009). As indicated by Jackson et al. (2009) numerous associations today proactively address workers' differences worries by starting and executing an assortment of differing qualities administration approaches and rehearses. In any case, productive diversity programs require expansive internal correspondence systems which permit the administration to well-spoken differences strategies, goals, and methods of reasoning, and convey them through a corporate statement of purpose and in addition updates, open articulations, and talks (Baytos, 1992).

2.4.4 Inclusion and fairness Concerns

Joining of all specialists is frequently a testing some portion of assorted qualities administration. Individuals frequently isolate themselves into gatherings in which they are OK with (Esty, et al., 1995). As indicated by Mujtab (2007), biased practices have been a bit of society since the get-go. Much of the time, the effects of certain work hones, both in the general public and working environment, have been negative, dishonest and uncalled for to individuals from the minority bunches. Shen et al. (2009) affirm that countless are hesitant to enlist and advance female workers and ethnic minorities, particularly for senior positions. Administration utilize bias, stereotyping and separation to procure, hold, and end hones (Green et al., 2008). Those in places of power are more often than not under exceptional weight to give employments to their relatives or help them in discovering occupations. It is likewise conceivable that a chief accountable for enlisting may feel constrained to contract individuals from his/her ethnic gathering in light of weights from relatives or companions (Nyambegera, 2002).

Konrad and Linnehan (1995) propose utilizing the HRM toolboxes to address imbalance in enrollment, examination, progression and reward. Work Selection ought to be founded on the best qualified candidate for the occupation, paying little respect to ethnicity, sexual orientation, age, inability, religion or whatever other non-justify components. Personality cognizant HRM practices ought to address demographic representation in human asset fundamental initiative and more significant representation of ladies and minorities in administrative positions (Burbridge et al. 2002). Organizations need to ensure that work courses of action and practices give formative open doors, vocation arranging, diminishment of work–family strife, and coaching for obstructed gatherings (Morrison, 1992). Human asset experts and line chiefs who select and chat with occupation seekers in a multicultural workforce should know about the routes in which the examiners' feelings, miens, and speculations impact talk with conduct (Schneider, 1987). Successful execution assessment practices in the territory of differing qualities administration ought to be objective not subjective, applicable to the occupation and the association, and reasonable for all representatives and offer no extraordinary treatment (Schuler et al., 1993). Rynes and Rosen (1995) recommend top notch diversity mindfulness preparing. Mindfulness preparing manufactures a typical comprehension of the estimation of diversity assisting with building social union so it enhances individual and hierarchical results.

2.4.5 Recruitment, selection and retention of diverse employees

To remain centered in today's market, it is crucial to try to pull in, contract and hold qualified different workers. Be that as it may, in spite of a very long while of equity enactment and proclaimed responsibility to equivalent open doors, there still exists a methodical isolation in the enlistment and choice process (Robinson, 2006). Associations tend to enroll and select people from comparable social and demographic foundations and to separate different ones (Wambui et al., 2013). As indicated by Grillo (1973), a few divisions in Kenyan associations are staffed with specific ethnic gatherings. This is because of the way that associations are probably not going to promote the presence of lower-level opening. Maybe those officially working for the association when they know about the presence of such a vocation opportunity, search for somebody they know, in all probability a relative or a companion from a similar ethnic gathering. Nyambegera (2002) place that an association rehearsing enrollment and determination on the premise of connection may wind up staffed with workers from a similar ethnic gathering leaving the minority feeling undervalued or disliking the lion's share. Thus, scouts and supervisors can expect particular work wishes and imaginative employment plans might be required to oblige assorted qualities (Chan, 2002). Accordingly, organizing individuals to occupations while considering differences issues can challenge for those included all the while.

Administration through its HR supervisors must settle on choice choices in view of suitable choice criteria that meet the difficulties of different workplace. The choice criteria for employments ought to be differing qualities delicate to prepare and select hopefuls with required properties (Roberson and Stevens, 2006). Choice criteria should be extended to consolidate stable characteristics and capacities. HR approaches and rehearses identified with enrollment and determination must have the capacity to guarantee that the demographic make-up of the whole association is helpful for the working of a different workforce (Shaffer et al., 2006). Poor meeting hones that outcome from questioners' inclination, corona impact (i.e., drawing a general impression around a man in light of a solitary trademark, for example, knowledge or pleasantry) and over the top use of unstructured meetings undermine an association's upper hand (Lim et at., 2006). In this way, a questioner needs to create affinity with the interviewee by building a relationship that is in perspective of trust, perception, and affirmation. Associations ought to along these lines expand their choice board.

2.4.6 Managing diversity

When various sorts of people with respect to considering, insight, era meet up to work at a similar place then unquestionably a condition may come where all these different sorts of individuals may not concur at a similar point (Saxena, 2014). As indicated by McCuiston and Wooldridge (2003), Human asset administrators are confronted with a test to have individuals from assorted social orders and ethnic establishments agree on a singular hard working attitude. As these distinctions might be esteem based, making an assertion requires innovativeness (Johnson, 2002). Unmanaged development in differences has a tendency to diminish association's execution (Cox, 2001; Kochan et al., 2003; Riche et al., 2005). As indicated by Saxena (2014), contracting expanded workforce is catastrophe if not oversaw appropriately in light of the fact that administration and representatives alike will encounter a few difficulties like dialect issue, air clashes, and differentiation in acknowledgment, which is particularly related to human direct which finally influences the profitability of any association. As per Roosevelt (2001), overseeing differences is an entire procedure for making a work environment that fuses everyone. Associations need to make sense of how to oversee differing qualities in the workplace to be successful later on (Flagg, 2002).

Fruitful directors realize that particular capacities are essential for making an effective, assorted workforce. To start with, chiefs must grasp partition and its outcomes. Second, supervisors must see their own social inclinations and biases (Koonce 2001). Administration needs to accomplish an agreement between the human needs of different gatherings and the business targets. Businesses accordingly needs to give an extension to representatives to adjust what they do at work with the duties and intrigue they have outside work in this manner suit the fighting instances of work and home by addressing their own particular needs and in addition those of their bosses (Armstrong, 2006). Kodz et al (2002) attests that there ought to be a harmony between an individual's work and their life outside work, and this modify should be sound. To oversee differences adequately, an association must have set up such work-life adjust approaches that obliges its assorted workforce and make it as a vital part of the association, the plan of which is to encourage upgraded representative reconciliation offering coaching, penetrating, family/worker neighborly procedures, elective work game plan (Gilbert et al., 1999; Sabharwa, 2014).

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This part portrays the techniques and strategies which were utilized in the study keeping in mind the end goal to fulfill the destinations and answer the exploration address. It includes a blue print for the accumulation, estimation and analysis of information. Specifically the chapter has the accompanying subsections which include, research design, data collection and techniques used for data analysis.

3.2 Research Design

The study adopted a case study design. Yin (1984) characterizes the case study as an observational request that explores a contemporary wonder inside its real-life context. A case study methodology gives devices to researchers to study complex marvel inside their unique situations. The approach is profitable technique for hypothesis improvement, assessment of projects and advancement of intercessions in light of its adaptability and thoroughness (Barter and Jack, 2008). It is a perfect philosophy when an all-encompassing, top to bottom examination is required (Ikama, 2010; Ojango, 2014). It limits down an exceptionally expansive field of research into one researchable theme. A case study was proper for this study since it looked to depict in detail relevant investigation of the challenges of diversity management at Kenya Revenue Authority.

3.3 Data Collection

The researcher collected primary data using interview guides with open-ended questions. Qualitative data was collected. The interview guides comprised of two sections. Part A collected background information while Part B focused on diversity management practices and challenges. The interviewees of this study were five managers who are specifically required in the everyday administration of human resources. These are managers from Customs Services Division, Domestic Services Department – Medium and Small Taxpayers (MST), Domestic Taxes Department – Large Taxpayers Office (LTO), Investigations & Enforcement, Technical Support and Corporate Support Services.

3.4 Data Analysis

The information gathered was analyzed using conceptual content analysis. Content investigation is an examination gadget used to choose the proximity of particular words or thoughts inside compositions or sets of works (Kothari, 2004). Analysts assess and separate the closeness, suggestions and associations of such words and thoughts, then make enlistments about the messages inside the compositions, the writer(s), the gathering of spectators, and even the lifestyle and time of which these are a section. It is a strategy for investigating substance of narrative materials, for example, books, diaries, magazines, daily papers and the most imperative substance of verbal material whether talked or composed. Ojango (2014) set that content analysis is an examination procedure which helps in making derivations by efficiently and impartially distinguishing indicated attributes inside content, in this manner making replicable and substantial deductions from information to their unique circumstance. The researcher adopted this examination method as it goes past the impressionistic perceptions about the wonders and can make a quantitative expression about the challenges of diversity management at Kenya revenue authority. Content analysis gives the researcher a subjective photo of the respondent's worries, thoughts, feeling and mentalities about the challenges of diversity management.

CHAPTER FOUR: DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter presents data findings from the field, its analysis and interpretations there-of. The researcher collected primary data using interview guides and the qualitative data analyzed using conceptual content analysis.

4.2 Respondents

As stated in the first chapter, the main objective of the research was to identify challenges of diversity management at Kenya Revenue Authority and establish how it manages such challenges. Five managers who are directly involved in the day to day management of human resources were targeted from each representative department. The researcher managed to interview all the five (100%) managers from Customs Services Department, Domestic Services Department – Medium & Small Taxpayers (MST), Domestic Taxes Department – Large Taxpayers Office (LTO), Investigations & Enforcement, Technical Support and Corporate Support Services. However, they did not necessarily had qualification in human resource management though have dealt with human related issues for quite some time. After seeking an appointment from the respective manager's offices, a letter of approval to conduct the study at KRA and a cover letter explaining the purpose of the research was forwarded to the respondents in advance.

4.3 Background information of the Interviewees

4.3.1 Current designation

The researcher asked a question on the current designation that the interviewee held in KRA. According to the data findings, the interviewee were managers in charge of day to day management of human resources in the Customs Services Department, Domestic Services Department – Medium & Small Taxpayers (MST), Domestic Taxes Department – Large Taxpayers Office (LTO), Investigations & Enforcement, Technical Support and Corporate Support Services. This implies that the respondents were senior enough to respondents to the challenges of diversity management in KRA.

4.3.2 Years respondents had worked at Kenya Revenue Authority

The researcher also asked a question on the years that the interviewees had worked and for how long they held the current position at KRA. All the respondents had worked for Kenya Revenue Authority at current positions for at least five years. This implies that the interviewee have worked long enough, therefore possessing both the knowledge and experience to respondent to the challenges of diversity management at KRA.

4.3.3 Respondents level of Education

On academic qualification, the researcher wanted to know the level of education of the respondents. The respondents held at least a first degree. However, they did not necessarily had a background in HR though had undergone various courses at executive levels like MBA on the management of human resources. The respondents therefore had a wide understanding of the challenges of diversity management both in practice and theory.

4.4 Nature and challenges of diversity at Kenya Revenue Authority

The objective of the study was to establish challenges of diversity management at Kenya Revenue Authority. The researcher identified six primary dimensions of employee diversity namely; gender, age, ethnicity, disability, religion, minority and marginalized groups. These dimensions were used to analyze the challenges of diversity management at KRA. The respondents were asked to respond to the nature in terms what exist, KRA's strategy, procedure and policy as well as the challenges of the various aforementioned dimensions.

4.4.1 Gender Diversity

The respondents indicated that the KRA has in place a gender mainstreaming policy which is aimed at eliminating all forms of discrimination of its employees on the basis of gender. KRA gives an equally pivotal role to men and women employees in creating more equal work environment. KRA strives to implement this policy without which the goal of equity and equality will not be achieved. This it does through gender sensitive actions like in recruitment, selection and promotion of both genders in order strike a balance between work and social life.

Although KRA have achieved notable improvements in gender balance, respondents cite full implementation of measures aimed at increasing gender diversity still remains a challenge. Women are still significantly underrepresented at all levels in KRA. Still the top cream layer is generally occupied by men. Occupations that require visit travel, physical effort and so on are still open for men just as they are viewed as more qualified than ladies. Another issue is the dissimilarity of perspectives amongst men and ladies workers. This examination found that men are more outlandish than ladies to see esteem in differing qualities activities and more prone to trust that an excessive number of measures supporting ladies are unjustifiable to men. Likewise, there was a far reaching conviction that ladies were not as fit as men, either physically or rationally or inwardly. An alpha male will feel his sense of self is pulverized when he needs to answer to a ladies director. Howsoever the woman is thoughtful to him; he will attempt to discover deficiencies against her approach or method of work and so on.

In spite of the fact that KRA has numerous female managers, good examples are few. Subsequently when ladies attempt and search for pioneers whom they can imitate in KRA, they are abandoned. While male pioneers are numerous and they prepare their successor with full power a ladies pioneer learns everything the most difficult way possible. At the point when ladies admire men for direction and mentorship they feel they are separated and muddled as there is an awesome distinction in their objectivity and style of correspondence. At the point when a ladies achieves a respectable position in her work put there are dependably a lot of theory about her excursion to that position. Some remark on her capacity while some remark about her well-disposed disposition. Ladies keep on earning not as much as men are less inclined to propel their vocations to the extent men. The respondents trusted men have better access to proficient advancement and profession development openings than ladies do. In the meantime, men frequently think that its more hard to get to family-accommodating strategies or adaptable working plans than ladies. It requires part of investment and a lot of fearlessness for ladies to survive the strategic maneuver legislative issues and achieve their present position in their work put. Despite the fact that the sexual and provocation approach disallow any type of badgering, oppressing female workers (regarding contracting and headway) and treating them in a sexual way (lewd behavior) still exist. Supervisors looking to plan differences programs that genuinely achieve change must try to address these issues.

29

4.4.2 Age Diversity

Kenya Revenue Authority has diverse age groups. Majority of the employees are aged forty years and above. Fresh graduates are considered for employment opportunities at KRA through annual graduate trainees programme, student attachments as well as short term engagement as casuals. The younger generation relies on the older generation for coaching in the workplace, due to their experience. There is no direct policy on age consideration in KRA be that as it may; there was general incorporation of all staff guided by government handouts and HR manual.

Respondents observed that generational differences at KRA affect how people communicate. Generation Y sends texts, tweets and messages to give, while gen X-ers and more established Generation X have a tendency to incline toward telephone calls and messages. More youthful workers tend to utilize shortened forms, casual dialect and colloquialisms thereby leading to serious communication breakdowns. The clash of communication styles, hardworking attitudes, administration styles, qualities and convictions create cultural chaos. More youthful workers concentrate on qualities, for example, trust, acknowledgment and flexibility, while more seasoned age groups concentrate on accomplishing work–life adjust and adaptability. Respondents cited situations where more youthful employees have regarded their occupation as a wandering stone to various things, or where more prepared laborers are seen to be simply persisting things until retirement. It is especially testing to direct a differing workforce that is inside and out more energetic and more settled than the chiefs themselves. Individuals from every generation may not be particularly inspired by finding out about new viewpoints or methods for getting things done. More youthful managers helping more seasoned employees re-participate in their work and persuading them with satisfying parts when they are on a vocation level, feel they are being ignored and underestimated. Another obstruction is the measure of advance that between generational mixing at KRA carries with it. Numerous individuals oppose change, feeling more good leaving things the way they are. Stereotyping people in perspective of their age is a regular issue, and it breeds doubt and doubt. For instance, baby boomers at KRA are seen by more youthful employees as hard to instruct and adamantly set in their ways. Work needs fluctuate crosswise over age bunches. With this kind of diverse workforce, realizing what propel every individual is a tedious experience for management at KRA.

4.4.3 Ethnic Diversity

The respondents agree that ethnicity is an important component of diversity at KRA. Management of diversity is embedded in the Constitution of Kenya, 2010 which requires that not more than one third of public appointments should be from one ethnicity. KRA has no policy on ethnic inclusivity. From the respondent's views, there needs to be a specific policy on ethnicity in the organization for smooth implementation. Not having a specific policy does not articulate the matters well and this leads to certain aspects not being addressed. However, the respondents were of the view that KRA has stayed on course in ethnicity management by organizing team building activities to ensure bonding of different ethnic groups, observing the national language in the work place, and inclusiveness during recruitment and selection.

Respondents observed that ethnic diversity induce conflict between workmates. People do not want to be integrated. In light of this, KRA has encounter casual divisions in their staff, making a circumstance where individuals from specific groups maintain a strategic distance from presentation to each other amid break times and after work. This has blocked the adequacy of sharing information, aptitudes and experience. Even though language is not specifically a barrier, it was also certainly seen as an issue, with respondents spontaneously bringing this up as a concern. The most prominent example mentioned is the lacking ability to speak the language of the majorities' ethnic groups. There are also misunderstandings due to different cultural interpretation. In the name of increasing ethnic diversity, KRA have been pressured to recruit applicants from different regions of the country. Respondents noted that KRA's orders concerning expanding differing qualities oblige them to overlook more suitably qualified competitors in support of candidates who bring differences, not really ability, to the organization. Discrimination in recruitment and selection in KRA has resulted in the breeding of ill feelings at work. There is a negative response to individuals from already underrepresented ethnic gatherings picking up power and impact in KRA. Respondents also noted social tension occurring as a result of cultural contrasts. The pressures brought on by culture are thought to be exacerbated by financial contrasts. Respondents also observed that job advertisement and job descriptions that do not focus specifically on skills and competencies can leave an applicant feeling unqualified. There ought to consequently be an examination of employee practices to guarantee that KRA is not deliberately or accidentally oppressing anybody to his or her ethnicity.

4.4.4 Disability mainstreaming

People with inabilities are found in organizations, some are conceived with handicap others get incapacities as a consequence of mischances and different ailment. There are people with inability in KRA and the respondents confirmed that there is a disability mainstreaming policy. The policy provide a coherent and comprehensive framework for guiding disability mainstreaming within KRA to ensure the goals of equity and equality as enshrined in the constitution are achieved. KRA is expanding participation of Persons with disability through full inclusion of persons with disability in all departments, units and programs. Almost in every department will you find people living with disabilities including those straightforwardly included in the enlistment and selection process.

Disregarding the way that the disability mainstreaming approach and different laws have opened entryways for the impaired in KRA and HR endeavor to consent, crippled employees still face segregation. Respondents watched that co-workers oppose having a debilitated worker as a colleague the particular inability the incapacitated representative has would back off a venture. Now and again, these sorts of issues has constrained individuals from HR office to intercede and settle clashes, accordingly requiring some serious energy and assets to remind all representatives about the definition and results of workplace isolation. Physical hindrances are the most clear and obvious of obstructions at KRA. Respondents watched that stairs and other physical structures more often than not keep individuals with incapacities from entering the building, or approaching their direction. Soak slants and also tight and uneven pathways represent an issue for wheelchair customers, who furthermore frequently imagine that it's trying to get into lifts that are not intended to address their issues. A few workers have issues with their right hand while others have issues with their left. For a few, it includes not having the capacity to stand or sit. Some need low lighting, while others require splendid lighting. Outlining an office to oblige all is ended up being a test at KRA. A low education level among people with incapacities was additionally referred to as a test. Numerous have not accomplished the essential instruction levels in this way bolting them out work at KRA. Respondents likewise watched stereotyping of the representatives living with incapacities. The overall public feels that individuals with incapacities are penniless and delicate and home-bound and individuals with handicaps themselves who think they can't venture out.

4.4.5 Religion Diversity

The Kenyan constitution and the labour laws forbids managers from victimizing people due to their religion in contracting, ending, and distinctive terms and conditions of work. However, the study found out that there was low diversity on the religious orientation in KRA. Respondents argued that religion is not a consideration to secure a job in KRA. Many of the departments are dominated by the Christian majority. Respondents concurs that to realize a harmonious working relationship, it is all about organizational culture and respect and had nothing to do with the faith that one profess.

Respondents observed that KRA being a religiously diverse office have been prone to more interpersonal conflicts and misunderstandings among employees, which have led to more prejudice between co-employees. Tolerance and acceptance of religious perspectives is key, and in addition having the capacity to oblige the individuals who require additional time off or may have unique needs that are managed by their religious inclination. Respondents watched that KRA is not offering any preparation regarding talking about confidence in the work environment. Each worker is attempting to force their conviction frameworks on others without acknowledging it. Workers of assorted foundations ask for convenience to practice day by day religious exercises or to take after their religious convictions. A few religions demands that prayer must be offered at particular times and these circumstances may meddle with a work day. Respondents watched offering time off for these representatives confronts some feedback from workers who don't have a similar confidence and feel insulted on the grounds that they don't get a similar treatment. The steadfast practice their religion through various exercises - styles of dress, method for keeping or wearing one's hair, attempting to enlist others to their confidence, taking after particular eating regimens, entreating, fasting, avoiding certain dialect or conduct, and watching certain religious occasions. Put fundamentally, the various characteristics of different religions give abundant ground to difference, strife, or even provocation among bosses and workers. The most frequently cited challenge was related to failure of KRA to give adequate facilities to adherents, especially non-Christians. Many Muslims individually, for example, pray five times each day, so some of these circumstances will fall during the working hours. Washing stations used before prayers and even the prayer rooms are not available for those employees professing the Muslim faith.

4.4.6 Minority and Marginalized groups' inclusion

A well designed workforce diversity policy strategy specifically designed for minority groups help employees in understanding organizational norms and get vital abilities. However, respondents observed that KRA has no policy in place to promote interest of the minorities and marginalized communities but rather depends on broader government circulars and policies. The Constitution obliges the state to accommodate the representation of minorities and marginalized groups in administration, and to offer access to work and extraordinary opportunities in instructive and monetary fields.

Noticeable minorities still face barriers which obstruct their achievement in work at KRA. Respondents noted that the most intense drive constrain keeping them from entering the working environment and climbing the company pecking order is systemic separation. Control awkward nature amongst administrators and low-paid representatives shape every day associations in which a few workers were perceived and included, while others were minimized. Extra boundaries for ethnic minority staff are low self-assurance and vernacular aptitudes, a nonappearance of ethnic minority great cases in administration positions and an absence of hierarchical comprehension of ethnic minority groups. Respondents additionally watched that the individuals from minority and underestimated bunches feel undervalued, undercompensated and exhausted. They are reluctant to request remuneration, an advancement, acclaim or confirmation. They have been associated to be fulfilled that they have an occupation. They are consistently selected for or doled out additional assignments likewise, commitments with respect to things no one else needs to do. Numerous try to climb the profession stepping stool, yet casual working environment rehearses trap a few representatives in low-paid work. This abandons them feeling disengaged, misconstrued, misrecognized, and distorted. Respondent watched social contrasts, which may start or disturb intergroup struggle between minimized representatives and no underestimated workers because of absence of comprehension, doubt, or cliché convictions. There is low inspiration and self-viability. Past challenges in finding and keeping work may bring about hazard avoidance, whereby representatives timid far from changing employments or vocations because of a paranoid fear of getting to be unemployed. KRA should therefore adopt checking and benchmarking, of enrollment as well as progression, development activity and retention of the minorities and marginalized groups.

4.5 Discussion of findings

The respondents indicated that the Authority has in place a gender mainstreaming policy which is aimed at eliminating all forms of discrimination of its employees on the basis of gender. This implies giving an equally pivotal role to men and women employees in creating more equal work environment. This is in agreement with Chiappetta (2011) who posit that gender mainstreaming support the democratization of access to opportunities. The objective of the policy is the implementation of gender sensitive action in the areas of recruitment, selection, promotion and striking a harmony between work life and social life. This concurs with the writing that there ought to be a harmony between an individual's work and their life outside work, and this alter should be sound. To manage diversity effectively, an organization must have in place such work-life balance policies that accommodates its diverse workforce and make it as an integral part of the organization, the intent of which is to foster enhanced employee integration offering mentoring, coaching, family/employee friendly policies as well as an individual's job and their life outside the work environment (Kodz *et al.*, 2002; Gilbert *et al.*, 1999; Sabharwa, 2014).

Gender issues permeate all aspects of management systems, human resource policies, organizational culture and working methods. However, this is not usually the case as there are systematic barriers to gender equality. Indeed unfair practices have been a piece of society since the very beginning (Mujtab, 2007). Respondents indicated that it is still a challenge to attract qualified women especially in Customs' boarder control points and also some managerial positions. This is in agreement with Shen *et al. (*2009) who assert that a large number of organizations are reluctant to hire and promote female employees. Not all women and men experience the same form of gender-based discrimination. Employees may experience specific gender inequalities that must be acknowledged and documented to be adequately addressed. Roosevelt (2001) affirmation that managing diversity is a far reaching process for making a workplace that incorporates everybody therefore holds true. While the general provision of the policy is that it shall ensure 30% representation of women in recruitment, selection, acting appointment and promotion, the respondents revealed this is not usually the case. These panels are dominated by the male gender. Execution is without a doubt more an issue of talk than of real practice (Shen et al., 2009).

The respondents seemed to agree that it is hard to determine what can motivate the young generation to remain with the organization. They are continually searching for the following best opportunity either from within or outside the organization. This is in agreement with Chan (2002) who posit that recruiters and managers experience different job expectations and is constantly required to come up with creative job designs in order to accommodate such demands. There are also silent discriminatory practices at the joining level where some influential individuals will want to have their sons or relatives employed through the graduate trainee's progarmmes. In Nyambegera's (2002) words, perhaps those in position of management when they know about the presence of such a vocation opening, search for somebody they know, in all likelihood a relative or a companion from a similar ethnic group. Managerial positions are dominated by the aged who are perceived to be more experienced and loyal to the organization. True to Robinson's (2006) assertion there still exist a systematic segregation in the enlistment and choice process. The younger generation has a different work orientation and communication style than the one set by the older generation. In contrast, IT jobs are dominated by the youth. The assumption is that young people are comfortable with changes brought about by technology.

The dominant ethnic groups control the recruitment and selection decision in KRA. The respondents indicated that they are the majority in middle and top level management of KRA. KRA is likely to fall victim of Nyambegera's (2002) warnings that an organization honing enrollment and choice on the premise of connection may wind up staffed with employees from a similar ethnic group leaving the minority feeling undervalued or disliking the majority. Armstrong (2006) recommends that investigations of the workforce ought to be driven in satisfactory detail to show whether there is an under-representation in more skilled jobs and grades, and whether there are general centralization of ethnic minority employees in specific employments, level or offices in the entity. The responds also cited use of vernacular in the office especially those dominated by one ethnic group. This is in agreement with Mullins (2010) who contends that an ethnic various work environment frequently implies representatives convey without considering the repercussion of what they say. watches, these misconception can prompt to poor office relations and misinterpretations that can harm benefit conveyance, in this manner expands doubt pressure and identity conflicts which at last influence the inside union required for development and efficiency in the organization (Holt, 2010:Baafa & Abdulahi, 2014).

KRA lacks specialized facilities like lifts, floors and corridors to cater for the needs of the persons living with disabilities. This agrees quite well with Uromi & Mazagwa (2014) revelation that there are not stairs in the workplace and also, most open and private structures, out of reach toilets, open water as well as sewage trenches, limit pathways in a way that is extraordinarily tight and a wheelchair can't go through, dim and high basic components at the reception where the window is arranged so high that a man with incapacity can't without much of a stretch get to it. Respondents also noted KRA's inability to attract people living with disabilities with the requisite qualifications for certain jobs. This is supported by Roberson & Stevens (2006) who recommend that choice criteria for occupations ought to be diversity touchy in order to plan and select applicants with required characteristics.

The Constitution obliges the state (and its agencies), KRA being one of them, to accommodate the representation of minorities and thought little of in administration, and to give access to employment and what's more, unique opportunities in educational and economic fields. This according to Wambui *et al.,* (2013) is anticipated that would diffuse the grievances of marginalized groups. Respondents observed that most of the minority and marginalized groups are perceived as uncivilized, uneducated and unlikely to perform to the organizational standards. This is in accordance with Kagan et al., (2015) who set that due to historical factors, these groups were marginalized in recruitment, promotions and training and this made irregular characteristics in the workplace. HR approaches and hones identified with enrollment and choice should along these lines be set up to guarantee that the demographic make-up of the whole organization is helpful for the working of a differing workforce (Shaffer et al., 2006).

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summation of key information discoveries,, conclusion drawn from the study highlighted and proposal made there-to. The conclusions and proposals drawn were centered on the challenges of diversity management at Kenya Revenue Authority.

5.2 Summary of Findings

This study found that KRA has in place a gender mainstreaming policy which is aimed at eliminating all forms of discrimination of its employees on the basis of gender. Also in place is the disability mainstreaming policy which provides for a coherent and comprehensive framework for guiding disability mainstreaming within KRA to ensure the goals of equity and equality as enshrined in the constitution are achieved. However, KRA does not have specific policies on age consideration, ethnic inclusivity, religion, minorities and marginalized communities' inclusion in employment but is rather guided by broader government circulars and HR manual.

Although KRA have achieved notable improvements in gender balance, the top level management is mostly occupied by men. This is attributed to the fact that men have better access to capable progression and employment advancement openings than ladies do. Generational differences at KRA bring about a clash of communication styles, work ethics, leadership styles, values and beliefs. Younger employees focus on values for example, trust, acknowledgment and flexibility, while more seasoned age bunches concentrate on accomplishing work–life adjust and adaptability. Ethnic diversity induces conflict between workmates. Discrimination in enrollment and choice of suitable candidates results in the rearing of sick sentiments at work. In light of this, KRA has encounter casual divisions in their staff, making a circumstance where members of certain communities avoid exposure to each other. The most powerful force preventing minorities and marginalized groups from entering the work market and climbing the professional bureaucracy is systemic segregation. Negative response to individuals from beforehand underrepresented ethnic groups gaining power and influence is evident.

Physical boundaries are the most evident and clear of hindrances at KRA for workers living with handicaps. There are no exceptional workplaces to suit people with inadequacies in the work environment. Soak inclines and additionally limited and uneven pathways speak to an issue for wheelchair customers, who in like manner much of the time think that its difficult to get into lifts that are not intended to address their issues. Religion is a hot catch issue all alone, and when at least two religions impact they are prone to more interpersonal conflicts and misunderstandings. KRA does not provided sufficient accommodations, especially for Muslims. Washing stations used before prayers and even the prayer rooms are not available for those employees professing the Muslim faith.

5.3 Conclusion

The quick development in people in general area has represented a few difficulties in overseeing diversity which is a characteristic wonder that has both antagonistic and constructive outcomes on worker and hierarchical execution relying upon how well it is overseen. From the research findings and answers to the research questions, a conclusion can be made about the study. Modern workforces are becoming more multi-ethnic and diverse. As a result, there are a number of challenges facing management in getting diversity initiatives work. However, with clear strategies, organizations can overcome these challenges and reap from the benefits of diversity which includes; enrich knowledge and skills of the organization as well as improving organizational creativity. Employee diversity also enhances efficiency and makes it easier to work with partners and collaborators.

The strategies defined to oversee diversity intend to execute activities, exercises, and practices that see, progress, or empower the refinements between gatherings or individuals. These components are viewed as positive values that warrant headway to fulfill social blend, which can likewise support the efficiency of the organization what's more, bolster the democratization of access to opportunities. Combating the challenges of diversity management is essential to an organization as it can provide a powerful competitive advantage. In turn, an organization's workforce diversity strategy is a key instrument in ensuring the data, capacities and states of mind important to accomplish authoritative objectives and make upper hand. Viable vital directors understand that amassing a different workforce generally adds to a worldwide association's capacity to meet its key business goals in a financially savvy way.

The study concludes that by advancing training programs that esteeming diversity in the working environment; businesses ordinarily lessen worker disappointment, enhance spirit and increment profitability. Maintaining a diverse workforce additionally decreases a business' hazard for segregation or provocation claims. By setting up projects to draw in, select, meeting, contract and prepare individuals from various foundations and societies, organizations likewise have a tendency to enhance the likelihood of inventive and development answers for challenging issues.

5.4 Limitation of the Study

First, there are many challenges of diversity management today. However, this research does not study all the challenges faced as a consequence of an assorted workforce. Secondly, in the process of data and information gathering, the researcher encountered a challenge with the tight schedule of the human resource managers who were the target of the study. As a result, the information given was not as elaborate as initially intended by the researcher and therefore limited information was given. The third limitation deals with the extent to which the study findings can be used for generalization in an endeavor to comprehend the marvel the challenges of diversity management. Being a case study, this research basically dealt with challenges of diversity management at Kenya Revenue Authority. The study was therefore conducted within the context of KRA's working culture and environment. However, the limitations did not have adverse effects on the findings of the study.

5.5 Recommendations from the Study

This study recommends that inequalities between Christians and Non-Christian should be looked into to ensure that the power and benefits of employee diversity are reaped by Kenya Revenue Authority. KRA should also eliminate physical barriers by having special pathways and lifts in order to accommodate people living with disabilities. The workers can't feel good when they appear to be dealt with unjustifiably while their fellow employees are being favored. This may bring work disappointment, clashes in the work put and numerous different ills that may meddle with the productivity and adequacy of the organization. To overcome the challenges of diversity management, fairness concerns ought to be tended to in the working environment. Each worker's concerns ought to be put into thought to ensure these approaches; methodology and procedures accomplish their objectives without making more divisions among employees.

5.6 Contribution to Theory

The research study has contributed to the literature on social and cultural theories. The social character hypothesis places that individuals distinguish themselves with social groups prompting to avoidance of the individuals who are distinctive. The study found that individuals do not want to be integrated. KRA has experience informal divisions in their staff, creating a situation where members of certain communities avoid exposure to each other. Power imbalances between managers and low-paid employees were also observed where some employees were recognized and included, while others were marginalized. The cultural theory focuses on the cultural differences influencing the interaction between members of different ethnic groups. KRA staff composition of ethnically diverse employees has brought about a clash of communication styles, work ethics, leadership styles, values and beliefs, thereby creating cultural chaos. The numerous qualities of various individuals have given abundant ground to difference, struggle, and additionally even badgering among employees.

5.7 Suggestions for Further Research

The researcher recommends that further research ought to be directed in different organizations , for example, in the public sector in Kenya with a specific goal to establish challenges of diversity management in these types of organizations. The specimen size ought to likewise be expanded to cover a bigger populace keeping in mind the end goal to have results that are more representative of the wider population.

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Appendix I: Interview Guide

PART A: BACKGROUND INFORMATION

(a) What is your position in KRA?

(b) How many years

    (i) Have you been in KRA?

    (ii) Have you worked in your current position?

(c) What is the level of your educational qualification

PART B: DIVERSITY MANAGEMENT PRACTICES AND CHALLENGES

Gender diversity management practices and Challenges

    (i)   Kindly explain what diversity exist in terms of gender in KRA

    (ii)   Explain KRA strategy on the promotion of gender diversity

    (iii)   Explain KRA procedure on the promotion of gender diversity

    (iv)   Kindly explain organizational policy on gender diversity

    (v)   Kindly explain the challenges of gender diversity

Age diversity management practices and Challenges

    (i)   Kindly explain what diversity exist in terms of age

    (ii)   Explain KRA strategy on the promotion of age diversity

    (iii)   Explain KRA procedure on the promotion of age diversity

    (iv)   Kindly explain organizational policy on age diversity

    (v)   Kindly explain the challenges of age diversity

Ethnic diversity management practices and challenges

    (i)   Kindly explain what diversity exist in terms ethnic composition

    (ii)   Explain KRA strategy on the promotion of ethnic diversity

    (iii)   Explain KRA procedure on the promotion of ethnic diversity

    (iv)   Kindly explain organizational policy on ethnic diversity

    (v)   Kindly explain the challenges of ethnic diversity

Minority and marginalized groups diversity management practices and challenges

    (i)   Kindly explain what diversity exist in terms of minority and marginalized groups

    (ii)   Explain KRA strategy on the promotion of minority and marginalized groups inclusion

    (iii)   Explain KRA procedure on the promotion of minority and marginalized groups inclusion

    (iv)   Kindly explain organizational policy on minority and marginalized groups inclusion

    (v)   Kindly explain the challenges of minority and marginalized groups diversity

Disability diversity management practices and challenges

    (i)   Kindly explain what diversity exist in terms of disability

    (ii)   Explain KRA strategy on the promotion of disability diversity

    (iii)   Explain KRA procedure on the promotion of disability diversity

    (iv)   Kindly explain organizational policy on disability diversity

    (v)   Kindly explain the challenges of disability diversity

Religion diversity management practices and Challenges

    (i)   Kindly explain what diversity exist in terms of religious affiliation

    (ii)   Explain KRA strategy on the promotion of religion diversity

    (iii)   Explain KRA procedure on the promotion of religion diversity

    (iv)   Kindly explain Organizational policy on religion diversity

    (v)   Kindly explain the challenges of religion diversity

29 March 2016

TO WHOM IT MAY CONCERN

The bearer of this letter... LAZARUS   KIREKIA   LETASINA
Registration number.... D64/71329/2014 ....

is a bona fide continuing student in the Master of Science in Human Resource Management **degree** program in this University.

He/She is required to submit as part of his/her coursework assessment a research project report on a management related problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

Thank you.

JANE MUTURI
FOR: CORDINATOR HUMAN RESOURCE MANAGEMENT PROGRAM
SCHOOL OF BUSINESS