BENEFITS AND CHALLENGES OF WORKPLACE DIVERSITY MANAGEMENT: A CASE STUDY OF CONSULTATIVE GROUP ON INTERNATIONAL AGRICULTURAL RESEARCH (CGIAR) CENTRES IN KENYA

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DECLARATION

This research project is my original work and it has not been presented in any other university or institution for academic credit.

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This research project has been submitted for examination with my approval as the university supervisor.

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DEDICATION

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

ABSTRACT

CGIAR centres by the nature of their work and presence in many countries especially in the developing world have had a diverse workforce in terms of nationality, culture, education and other differences dictated by circumstances. This study sought to assess the benefits and challenges associated with the work place diversity management at CGIAR centres in Kenya. The objectives of this study were to establish the benefits of work place diversity management and to determine challenges of diversity management at the Consultative Group on International Agricultural Research Centres in Kenya. To achieve these objectives, the study used a questionnaire and an interview guide to collect primary data from 12 respondents at CGIAR centres in Kenya. Data collected was analysed using descriptive statistics and results presented in tables and figures.

The study found that high performance is exhibited where teams include diverse age, ethnicity, nationality gender and other differences. Employee diversity was also found to enrich knowledge and skills of the organization as well as improving organizational creativity. It was revealed that work place diversity is not fully entrenched in CGIAR Kenya centres. On the benefits of work place diversity it was found that women empowerment has seen more women managers being included at management level. The training offered have empowered employees in knowledge on how to live in multi-cultural environment. Work place diversity management was also found to have impacted positively on the employees' career growth, improved on their inter-personal skills in a working environment.

On challenges of work place diversity management, diversity objectives were found in some cases to precede merit considerations during recruitment and promotions. It was also revealed that employee diversity has created divisions between the IRS and NRS at CGIAR centres in Kenya. The study also revealed that there was over emphasis on female scientists who have benefited the most from G&D programme neglecting employees in other careers and or fields. This study recommended that inequalities between IRS and NRS should be looked into to ensure that the power and benefits of work place diversity are reaped by CIGIAR.

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CHAPTER ONE: INTRODUCTION

1.1. Background

Human Resource management policies and practices do in some cases require organizations to strike a balance between two opposing forces or influences. One of the more challenging dualities today is the reality of diversity and the need for commonality. Shifts in demographics, international immigration and rising levels of education that have made workers aware of their differences and fueled expectations that organizations should accommodate differences are some of the well known reason for increasing interest in diversity management (Kossek and Lobel, 1996). On the other hand, need for purposefulness, greater teamwork and cooperation to achieve organizational goals has grown in intensity. Many employers have begun to question the effectiveness of human resource systems that are largely designed for homogeneous workforce. Although researchers have come up with recommendations of how HR can adapt their systems to accommodate diversity, most suggestions are in general term such as need to change the culture (Kossek and Lobel, 1996). Scholarly and practical knowledge is still evolving regarding the design and integration of specific HR policy areas.

1.1.1 Workplace Diversity

Diversity has been variably defined by individuals and organisations with no single universally accepted definition to date. Despite the varied definitions diversity at workplace is understood to be a subject that deals with differences in organisational players and endeavours by organization to tap the strengths in these differences to its advantage (Kandola and Fullerton, 1994). The perception, understanding and expectations of diversity however have been as varied as the organisations themselves. From the literature available, it is clear that different strategies have been employed to address the subject and the outcomes of these approaches workplace diversity management have in many cases gone unevaluated or have been interpreted differently depending on the expectations different participants.

It is worth noting that a fair percentage of organisations financial budgets, time and other resources have gone to diversity efforts (braunconsulting.com, 2004). To some organisations, the future is highly dependent on the successes of their diversity plans. It is therefore appropriate to say that the stakes for diversity agenda are high, thus making it worthwhile to take stock of the achievements and contribution of diversity (Gormley and Spink Linda, 2003). To do so, it would be necessary to first assess the understanding and expectations of diversity management to employers and employees and the extent to which these are shared among them.

Understanding the dynamics of diverse teams has attracted a lot of interest in today's global environment. However, although there is a long history of research on teams, few studies have been conducted on 'diverse teams' Ruderman et al (2003). Ruderman also observed that the experiences and research done so far provide an intriguing pattern of findings on the effect of group composition on team outcomes. On one hand diversity is associated with innovation and synergy in problem solving while on the other it leads to low level of group integration and high turnover due to in-group biases, stereotyping and differing perspectives. It is on this basis that suggestions have been made to include central support for effective conflict management as part of diversity equation.

A year-long study Society for Human Resource (2007) on the status of diversity in the workplace conducted on approximately 1400 human resource professionals and diversity practitioners from a range of organizations, found evidence of increased awareness of diversity in a general sense but managing diversity continues to be a challenge. Specifically, among other hurdles to diversity management, survey respondents emphasized that the field is not well-defined or understood, it focuses too much on compliance, places too much emphasis on ethnicity and/or gender and there is little innovation on how diversity is tracked. To illustrate the extent to which workplace diversity is least understood, a 2008 report by Society for Human Resource Management (SHRM) showed that almost all organizations tend to believe that diversity in the workplace is important, but only 30% have an agreed definition of 'diversity'. Without a clear understanding of diversity, it may be a big challenge to tap on its potential (SHRM report, 4 March 2008).

1.1.2 Management of Workplace Diversity

Diversity management can enhance business performance, and may be even make the world a better place. However, if it is mismanaged or left to drift along without close attention, it is possible that it may produce unresolved conflict, miscommunication, higher turnover, or other unintended consequences. The causes of these problems are deep, and the solutions are not easy. Diversity management is part of the modern culture; it is necessary and even desirable (www.braunconsulting.com, 2004).

The basic principal in managing diversity is the acceptance that workplace consists of diverse population of people. Diversity consists of visible and non-visible differences and is based on the premise that harnessing these differences will create a productive environment in which everyone feels valued, where their talents are being fully utilised and which organisational goals are being met (Kandola and Fullerton, 1994). Diversity has been compared to a mosaic where different parts with distinct features contribute to one beautiful whole or to a snowflake with multicolour design that has different but equal parts, or to a jigsaw where everyone joins together to make up the complete sensible picture. However diversity does not make up immutable and static whole, nor does it melt away like snow eventually does. Diversity would be more comparable to a Kaleidoscope. Diversity, like Kaleidoscope has changing patterns each time it is shaken up yet it draws from the same source (Wilson, 2005). People's dimensions change, and sometimes they change very fast. This is one of the reasons that make it interesting and yet a challenge to manage.

There are substantial results associated with diversity to justify efforts to manage it (CGIAR). Diversity can enhance creativity and innovation; it can broaden and deepen the reservoir of skills, talents, ideas, work styles and professional and community networks from which an organisation draws (Gormley and Linda, 2003).

1.1.3 Benefits Associated With the Management of Workforce Diversity

Senge (1992) argues that the learning organisation, an organisation which can effectively transform itself as its environment changes, exists only when individuals and groups are allowed to think and learn differently. The flexibility, creativity and ability to innovate are enhanced by the existence of dissimilar mindsets i.e. like-minded people make like-minded decisions which limit the breadth and depth of thinking. Iles and Hayers (1997) support this and state that diversity contributes to effective decision-making in organisations, as a culturally diverse project team can make use of a diverse range of perspectives offered by its members, drawing on their diverse technical expertise.

Diversity Management is a strategy to promote the perception, acknowledgement and implementation of diversity in organisations and institutions. Diversity management is based on the idea that diversity opens up alternative ways of perceiving, thinking and acting and thus enriches the life of the business community (Cox and Blake, 1991).

While the benefits of internal flexibility and efficiency have positive financial implications, good diversity management can make a significant contribution to the way in which organisations think and learn. Good diversity management may also increase the effectiveness of training and development, create greater potential to innovate, improve sensitivity to organisational dysfunction, enable early recognition of environmental change and opportunity, develop more cost-effective solutions to existing problems, and enhance organisational capacity to foresee further growth.

Clearly, managing diversity well is providing greater opportunities to organisations, and businesses are experiencing better performance, greater market awareness and are more innovative and responsive. The financial performance is a consequence of good business practice and market conditions. There is growing evidence linking cost reductions, efficiency improvements and a more effective business philosophy to the management of diversity.

According to Guest and Conway (2004), diversity is the source or creativity and innovation that can provide the potential for future development and competitive

advantage. Diversity opens up alternative ways of perceiving, thinking and acting and thus enriches the organization

Diversity potentially has positive effects on group creativity or team innovation, because different group members bring non-overlapping resources (knowledge, skills) to the group. However, effective group processes are necessary for this potential to be realized. Based on our Motivated Information Processing in Groups (MIPG) model, (Delgado, Porter and Stern, 2008) argue that group member motivation critically determines the degree to which effective group processes occur. In particular, members must have a high level of epistemic motivation, and be willing to think thoroughly about the task at hand. They must also have a high level of pro-social motivation, and be willing to work in the interest of the group.

Various researchers studying diversity in the workplace have consistently found that organizations that emphasize collectivism in the work environment see more benefits of workplace diversity than organizations that emphasize individualism (Chatman & Spataro, 2005; Dwyer, Richard, & Chadwick, 2003). It has also been found that an emphasis on teamwork fosters better relationships within a department and can promote identity within the department or organization that moves beyond surface level differences (Jayne & Dipboye, 2004).

1.1.4 Challenges Associated With the Management of Workplace Diversity

Sonn (1996) asserts that the personal values, beliefs and attitudes people hold affect their interactions and work relationships with others who are perceived to be different. Managing diversity in organizations is not an easy task. Taking full advantage of the benefits of diversity in the workplace is not without its challenges. Some of those challenges are: Communication - Perceptual, cultural and language barriers need to be overcome for diversity programs to succeed. Ineffective communication of key objectives results in confusion, lack of teamwork, and low morale.

Resistance to change where there are always employees who will refuse to accept the fact that the social and cultural makeup of their workplace is changing. The "we've always done it this way" mentality silences new ideas and inhibits progress. Implementation of diversity in the workplace policies can be the overriding challenge to all diversity advocates. Armed with the results of employee assessments and research data, they must build and implement a customized strategy to maximize the effects of diversity in the workplace for their particular organization.

Challenges derive from the exclusionary nature of public employment too, conditions of work (including career structures), societal constraints, prejudices and adverse cultures, and problems arising from diversity policy itself. Organizations require qualified people: the unqualified and uneducated are excluded. Non-citizens (who may be predominantly minorities) are also excluded. Sometimes certain groups (for example, married women or older persons) may be excluded by law. As organizations have taken advantage of new technology of computers, they may have become even more exclusionary since the army of clerks, for whom literacy was an adequate requirement, may now have been made obsolescent. Where organizations have responded to demands for cutbacks and privatization, such downsizing has probably further restricted opportunities for career growth. Greater professionalization and the need for higher technical qualifications might exclude an even larger proportion of the population, unless other changes take place.

1.1.5 Consultative Group on International Agricultural Research Diversity Program

The Consultative Group on International Agricultural Research (CGIAR), established in 1971, is a strategic partnership, whose donors support 15 International Centers, working in collaboration with many hundreds of government and civil society organizations as well as private businesses around the world. The CGIAR supports scientific research and research-related activities in the fields of agriculture, forestry, fisheries, policy and environment with the aim of fostering sustainable agricultural growth that benefits the poor through stronger food security, better human nutrition and health, higher incomes and improved management of natural resources (CGIAR website). The two CGIAR

centres based in Kenya are the World Agroforestry Centre (ICRAF) and International Livestock Research Institute (ILRI).

ICRAF is headquartered in Nairobi, Kenya, with five regional offices located in India, Indonesia, Kenya, Malawi and Mali, and conduct research in eighteen other developing countries. (www.worldagroforestry.org). ILRI is headquartered in Nairobi, Kenya, and a second principal campus in Addis Ababa, Ethiopia. ILRI operates in Africa, Asia and Latin America, with offices in East and West Africa, South and Southeast Asia, China and Central America (www.ilri.org). The two centres employ staff from about from all over the world. Internationally recruited staffs (IRS) are those who compete internationally for their positions while nationally recruited staff or NRS are those who are sort within the country.

In 1991, the CGIAR Secretariat, in collaboration with the Centres' Directors inaugurated a CGIAR Gender Programme. The program aimed to increase the effectiveness and efficiency of research in the centres by promoting environment and systems that would enable recruitment, advancement and retention of highly qualified women scientist and professionals who historically had low representation. A Human Resource survey conducted in 1991 formed part of the diagnostic activities of phase 1 of Gender Program. This study provided the baseline on which diversity efforts have developed over the years (Sands and Sachdeva, 1992). Emphasis at the time was placed on Internationally Recruited Staff (IRS). It was argued that this category of staff holds key managers and scientific leaders and it is their profile and performance that set the scene for the whole organisation (Sands, 1995). This Programme was re-launched in 1998 as CGIAR Gender and Diversity Program with the purpose of helping the centres to leverage in rich diversity in order to increase research and management excellence. The program unveiled a new strategy in 2005 titled 'Leveraging global diversity for global impact'. Its vision, values and mission focused on inclusion, opportunity, dignity and well-being for all staff. (CGIAR G&D, 2010)

CGIAR is in many ways reinventing itself to better serve its stakeholders and recipient. The nature of its work demands that work be undertaken by multidisciplinary teams from all over the world. The centres supported by CGIAR must seek to expand and enhance the value added by all staff and ensure that the stakeholders and donors view their work as having significance in issues of global food security (Gormley et al, 2003). All CGIAR centres have global mandate in the field of research where collaboration is key to achieving any measure of significance. Collaboration is the intent to work in association with others for mutual benefit. This implies positive, purposeful relationship that can accomplish together what no individual member could bring about separately.

Women all over the world and peoples in the developing countries are participating more in scientific and managerial fields providing both increased talent and a call for inclusion. This and the need for greater accountability and resource pressure that call for ensuring impact and efficiency has no doubt left CGIAR centres feeling a greater need to renew its interest to work intentionally and systematically with diversity.

1.2 Statement of the Problem

A lot of resources in terms of time and money have been invested in the gender and diversity programme in the CGIAR. It would be important for the organization to know whether this investment is worth the returns and how to best maximize such returns. In order to know this it would be necessary to first assess the benefits and challenges associated with the diversity management. The CGIAR centres by the very nature of their work and presence in many countries especially in the developing world have inevitably had a diverse workforce in terms of nationality, culture, education and other differences dictated by circumstances. Recruiting people of different nationality, cultural background, race, gender, sexual orientation, religion, discipline or work style or any other conceivable difference is only a basic requirement. To reap the benefits, organisations must develop supportive work environment in which people of diverse backgrounds can perform at their highest levels, contribute fully to the organisation and feel professionally satisfied. Even more challenging is the task of integrating fully the varied knowledge, experiences, perspectives, and values that people bring into the

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strategy, goals, work, products, systems and structures of an organisation (Gormley and Spink, 2003). The questions on whether these differences are well managed and valued and if so, whether they contribute positively to the CGIAR agenda are key to this study.

Women were under represented in the early years of the Centres' existence, and the CGIAR centres set up the gender program with an aim of enhancing the proportion of women scientists and professionals. There is evidence to show a marked improvement in numbers of women in senior research position and top management year to year (CGIAR annual reports). However, this program focused on the Internationally Recruited Staff (IRS) category of employees, to which the management and scientists belong. Today, the diversity management function of the centres is referred to as the Gender and Diversity Program, thus giving a sense of emphasis on gender aspect and of women in particular. This is evident in the Program-led training courses which are virtually exclusive for women scientists and professionals who are in upper-middle and senior management positions. This situation automatically shuts out men and staff in lower work levels. Some staff have on occasions showed resentment on account of what they perceive to be discriminatory approach by a program that seeks, at least by definition, to promote inclusion. It is interesting to note that some of the perceptions and concerns were recorded way back in the 1990s and yet the same situation has prevailed (1998 Inter-Center Consultation Conference on Gender Staffing, Hague). While it is accepted that there is need to promote female employment in the CGIAR Centres, and indeed, reports show a marked increase in their number, it is possible that the approach employed may deter not just the male but also female employees (on board and potential ones) due to their discontent of being handled delicately and fear of causing resentment for unbalanced treatment.

There has been very few research conducted on diversity in the country. Mutuku (2003) carried out a survey of manager's attitudes and response to workforce diversity in the telecommunications sector in Nairobi. Oluoch (2006) did a survey on diversity management practices of commercial banks in Kenya. Mureithi (2009) Diversity Management Practices among the Non-Governmental organizations in Nairobi. None of these

studies has ever focused on the challenges and benefits of workplace diversity management with a specific focus on the Consultative Group on International Agricultural Research (CGIAR) centers in Kenya. This is the gap that this study sought to address. The question that comes to mind therefore is this: What benefits have the CGIAR centres realized and what challenges have they encountered in implementing their diversity management strategy. The following question arise from the forgoing: what are the challenges and benefits being faced in the implementing diversity management program at CGIAR centres in Kenya? By assessing the benefits accrued due to employment of current diversity management vis-à-vis the challenges faced thereof, it was possible to establish how well the CGIAR centres in Kenya have done and thus identified areas for possible improvements.

1.3 Objectives of the Study

1. To establish the benefits of work place diversity management at the Consultative Group on International Agricultural Research Centres in Kenya

2. To determine challenges of diversity management at the Consultative Group on International Agricultural Research Centres in Kenya

1.4 Value of the Study

The high competition for talent is one of the main global challenges today. Scientific Research organisations such as the CGIAR centres have even a greater challenge in tapping the relatively scarce talents. The results of this study will shed light on how the centres can strategically work towards reaping greater benefits of diversity.

The Centres' leaders will have a documented results based on current research findings as a basis for decision making concerning diversity management efforts and approaches especially now, with a major restructuring of the CGIAR Centres underway. They will be able to see any knowledge gaps pertaining to diversity and be able to address them.

CHAPTER TWO: LITERATURE REVIEW

2.1 The Concept of Diversity

Most diversity literature available today emanates from North America. The demographic changes around the turn of the millennium and the introduction of not so popular affirmative action gave momentous rise to the popularity of diversity (Kriton and Greene, 2000). Thomas (1991) claims that diversity in workplace became an issue when 3 powerfully significant trends reached their critical points at about the same time: the global market in which organisations operated became intensely competitive, the makeup of the US workforce began changing dramatically and individuals began to increasingly celebrate their differences and became less amenable to compromising what makes them unique. Everything about diversity was and still is grounded in the business rationale that to thrive in an increasingly unfriendly marketplace, organisations must make it a priority to create a kind of environment that will attract the best talent and will make it possible for employees to make their fullest contribution (Kossek and Lobel, 1996).

Experts have defined diversity broadly by including everybody as part of the diversity that should be valued, thus recognizing that all employees bring their differences including those of group-identity to the workplace. Wentling (1997) observes that a broad definition moves diversity issues beyond an 'us versus them' struggle to a focus on using diversity to accomplish both individual and organizational goals. However, organizations which seek to correct a company bias against a particular group may define diversity more narrowly, according to their specific needs. Others argue that attempts to cover all differences may weaken current efforts to reduce racism and sexism in our society. No single definition can capture the broad range of differences diversity includes, the evolutionary nature of the process it represents, and the far-reaching impact it has on individuals and organizations (Ibid). Hastings (2008) observes that there are multiple schools of diversity and ironically, people have difficulties relating to people who think about diversity differently. Dimensions of diversity may be varied but a commitment to diversity is a commitment to all employees without preferential treatment (Thomas, 1991).

2.2 Workplace Diversity

Diversity has been viewed as consisting of things that make people different from one another. Everyone has different dimensions (Donaldson 1994). As a concept, diversity is considered to be inclusive of everyone. In many ways, diversity initiatives complement non-discrimination compliance programs by creating the workplace environment and organizational culture for making differences work. It expands our horizon beyond equality issues covered by the law and adds new impetus to equal opportunities and creates an environment in which enhanced contribution from all employees will work to the advantage of the business, people themselves and society more generally (IPD, 1996).

There is a tendency to subconsciously view diversity with a limited scope of mind and forget that often a variety of aspects come to play (Gormley and Spink, 2003). Workplace diversity arises from disciplinary focus, professional training and experience as well as demographic characteristics such as age, ethnicity, nationality, gender, class and sexual orientation. Gormley and Spink argue that one can parse the complexity of diversity by viewing these differences through three lenses namely 'Social differences lens', 'Cultural differences lens' and 'Cognitive Functional' lens. The social difference lens focuses on differences shaped by "membership" in visible social categories such as race, gender, class age and sexual orientation. Often, societies and organizations distribute power opportunities and resources differently within and across these categories therefore necessitating legislation to prevent discrimination and to promote equal opportunities.

Cultural differences lens focuses on how people's cognition, values, beliefs, norms, communication styles, social relations, work behaviors and ways of organizing and managing are influenced by the culture in which they grew up, or live and work. This lens allows cross cultural comparisons across established value dimensions. The cognitive –functional lens focuses on diversity of task related knowledge, skills, abilities and experience including the styles by which individuals access and use information and knowledge. Educational background, disciplinary training and organisational tenure, role, specialization or job level all shape ones task related knowledge and skills. This lens is seen at play in decision making and disciplinary jargon for example. These aspects of

diversity shape how organisations identify, frame and solve problems (Gormley and Spink, 2003).

2.3 Management of Workplace Diversity

While diversity efforts have the potential to strengthen organisational effectiveness, experience has shown that realising the full benefits of diversity is neither simple nor straight forward. For some organisations increasing diversity is viewed as an end in itself, a way to respond to the environmental drivers (Thomas, 1990). For others, diversity may be seen as a means to increasing quality and productivity (Morrison et al., 1993). The ultimate objective in working with diversity is to weave it into the fabric of the organization, into all dimensions of work, structures and processes. When effective, good diversity practices can enhance the results of the collaboration. When ignored, the potential tensions and misunderstandings can seriously impair a group's effectiveness and individual satisfaction (Gormley and Spink, 2003).

It is not possible to manage diversity until you actually have it Thomas (1990). You must expand diversity before you manage it otherwise diversity management would be seen as introspective, dealing with people within the organisation and caring nothing about getting people into the organisation (Donaldson, 1993). Recruitment approaches must recognise that managers from different ethnic groups are attracted by different benefits. What this talent has in common, though, is a drive to be challenged, to grow, and to achieve. And if the challenge and opportunity goes, so will they. Organisations therefore need to understand and engage with what really motivates their employees, before and after recruitment. It entails a minimization of cloning in selection and promotion procedures and a model of resourcing aimed at finding flexible employees (DuBrin Andrew, 2009). To attract and retain women for example, organisations are making available to them alternative career paths, extended leaves, flexible scheduling, flextime, job sharing, telecommuting opportunities and nursing facilities at work premises. Being aware of generational diversity for example with important differences in values, aspirations and beliefs that characterise the swing generation born before 1929, the silent generation of between 1930 and 1945, the baby boomers born between 1946 and 1964,

the baby busters 1965 and 1976 and the young generation of today (Donaldson, 1993) will help employers to manage and reap the benefits thereof.

Lieberman (2006) asserts that there are no shortcuts and all organizations to successfully leverage the diversity of its organization to improve its performance three concurrent imperatives must be in place. First, diversity must be part of the overall business strategy and, secondly, the organization must move from representation and numbers to inclusion at every level. Finally, organisations will need to bring leaders who not only have knowledge of but a passion for diversity (Lieberman, 2006). In times of great transition, leadership becomes critically important. No longer will good leadership skills be sufficient; excellence across a broader range of skills will be a baseline requirement for successful leadership in a diverse workforce (Joplin and Daus, 1997). They assert that successful utilization of the varied perspectives should attract similar intrinsic rewards as increased customer confidence or improved organisational performance all aimed to spur the employee commitment and performance.

It seems there is a difference between "valuing diversity" and having the appropriate skills to know how to work effectively in a group of diverse people. In their research, Braun Consulting (2004) found that training on 'empathy' and 'understanding' are good foundations to begin with but do little towards actually working positively with people on a day-to-day basis to achieve measurable results. People need the skills in dealing with the reality of a diverse workforce. Training programs aimed at "valuing diversity" and addressing "attitudes" usually do not lead to long-term changes in behaviors. Companies may succeed in "building a pipeline of people with all kinds of demographic characteristics" but then fail at dealing with different behaviors. Diversity can enhance business performance, but only if the proper training on skill development is in place and the climate and culture support it. If companies cannot do this, they will lose the opportunity that diversity represents. There could be backward movement, and the negative consequences of diversity could predominate. Diversity requires real mind-set and cultural change. Stereotypes change very slowly and simply putting people of different groups together does little or nothing to lower intolerance. What can make a

difference is a sustained camaraderie and daily efforts toward a common goal by people of different backgrounds (Braun consulting, 2004).

Dobbin (2006) in a research study observed that diversity training programs have failed to eliminate bias and increase the number of minorities in management, despite the fact that many corporations have spent increasing amounts of money on this area. The study concludes that such efforts to mitigate managerial bias ultimately fail. The researchers claim that in contrast, programmes that establish responsibility for diversity, such as diversity task forces, have proved more effective. Dobbin argued that for the past 40 years companies have tried to increase diversity, spending millions of dollars a year on any number of programs without actually stopping to determine whether or not their efforts have been worth it. The study found that diversity training aimed at reducing managerial bias may actually increase it. The only truly effective way to increase the presence of minorities and women in managerial positions is through programs that create organizational responsibility. If no one is specifically charged with the task of increasing diversity, then the buck inevitably gets passed ad infinitum. To increase diversity, executives must treat it like any other business goal.

2.4 Benefits of Workplace Diversity

When a group is diverse in terms of personalities, gender, age, education functional specialisation and experience, there is an increased probability that the group will possess the needed characteristics to complete its tasks effectively (Robbins, 2006). The group may be more conflict laden and less expedient as varied positions are introduced and assimilated but the evidence generally supports the conclusion that heterogeneous groups perform more effectively than do those that are homogeneous (ibid). Organisations that have reached a stage of appreciating diversity will have conflict, but these conflicts will most often take on constructive and collaborative tones (Joplin and Daus, 1997). Essentially, diversity promotes conflict, which stimulates creativity, which leads to improved decision making (Robbins 2006). Elements of diversity do interfere with group processes in the short term, but Robbins argues that if well managed, they dissipate with time. A sense of social responsibility has compelled organisations to diversify their workforce. Many of the beneficiaries of good diversity practices are from groups of

people that are "disadvantaged" in our communities, and as such there is certainly good reason to consider diversity as an exercise in good corporate responsibility.

In the 21st century, workforce diversity has become an essential business concern. In this information age, the greatest assets of most companies are people. Undeniably, there is a talent war raging. No company can afford to unnecessarily restrict its ability to attract and retain the very best employees available. Diversity is imperative resource, an inevitable result of the demographic changes taking place in our society today (Kossek and Lobel 1996). Available talent is now overwhelmingly represented by people from a vast array of backgrounds and life experiences. Competitive companies cannot allow discriminatory preferences and practices to impede them from attracting the best available talent within that pool. In many cases, companies feel that putting forward a strong image of being "diversity conscious" is necessary to attract and retain good employees. There is evidence that employees expect and ask for a strong diversity policy as a benchmark for the desirability of a working environment. To compete in recruitment and retention companies must act on this desire (www.braunconsulting.com, 2004).

Diversity has been implemented a**s** a legal or donor requirement**.** Many organisations are under legislative mandates to be non-discriminatory in their employment practices. Non-compliance with Equal Employment Opportunity or Affirmative Action legislation can result to costly litigation and lawsuits, loss of contracts and donor support as well as damage to reputation. In the context of such legislation, it makes good business sense to utilize a diverse workforce which in actual sense well covers the requirement of these legislations.

Buying power, particularly in today's global economy, is represented by people from all walks of life (ethnicities, races, ages, abilities, genders, sexual orientations, etc.) To ensure that their products and services are designed to appeal to this diverse customer base, "smart" companies, are hiring people, from those walks of life - for their specialized insights and knowledge. Similarly, companies who interact directly with the public are finding it increasingly important to have the makeup of their workforces reflect the makeup of their customer base (McInnes, 2000). Moreover, organisations cannot

underestimate the contribution of good communication to achieving their goals. With increasing diversity of other stakeholders such as vendors, partners, collaborators and customers it is imperative that organisations increase the heterogeneity of their workforces, as a communications strategy so that they can continue to be effective in their external interactions and communications.

Continuous change is the norm in the business climate today. Organisations that prosper have the capacity to effectively solve problems, rapidly adapt to new situations, readily identify new opportunities and quickly capitalize on them. This capacity can be measured by the range of talent, experience, knowledge, insight, and imagination available in their workforces. In recruiting employees, successful companies recognize conformity to the status quo as a distinct disadvantage. In addition to their job-specific abilities, employees are increasingly valued for the unique qualities and perspectives that they can also bring to the table. Rodriguez (2002), former Director of Diversity for Microsoft, observes that true diversity is exemplified by companies that hire people who are different – knowing and valuing that they will change the way you do business (McInnes, 2000**)**.

Many organisations have diversity policies and programs because those working there believe that it is inherently right. They believe that equal rights are at the very foundation of way of life. It is clear that organisations that diversify their workforces will have a distinct competitive advantage over those that don't. Moreover, it is argued that the greatest benefits of workforce diversity will be experienced, not by the companies that that have learned to employ people inspite of their differences, but by the companies that have learned to employ people because of them (DuBrin Andrew, 2009).

2.5 Challenges of Diversity Management in Workplace

Traditionally, assimilation has been the preferred approach to diversity by both businesses and society at large. Newcomers are expected to adapt so that they 'fit'; the burden of making the change fell on them squarely. Managers expected that those who are different bear the brunt of adjusting, and they have been more than willing to help employees through the process. Thomas (1990) asserts that the assimilation model has been so acceptable in the past that many managers tended to take it for granted. They

believed that their organisations' cultures have evolved through the years in response to business realities, and it is only reasonable that employees be expected to conform. They assume assimilation, is what ensures unity and common purpose and without it, there would be chaos. Employees too have bought into the rationale for assimilation and have given up anything that would make them stand out. Many have failed to focus on their personal strengths or on their innovative ideas and instead, they are too busy trying to adapt (Thomas, 1990). The consequences can be a lackluster performance which is deadly and stifling in a competitive environment. Those who try to force today's reality into yesterdays management patterns will seriously jeopardise the viability of their enterprise; those who see diversity as an opportunity for competitive advantage can outrun their competition if they are willing to take on the challenge (Kossek and Lobel). As an effort to improve on the disparities found in the work place, there has been advocacy to adopt a radical approach that promote positive discrimination or reverse discrimination to compensate for a history of discrimination of specified groups and to redress the balance more immediately (Torrington et al, 2005). In some countries such as the UK legislations provide for positive action such as special support and encouragement of disadvantaged group but not positive or reverse discrimination as is the case in some other countries such as the USA.

Many organizations have struggled with their definations for diversity confusing it with many other approaches in management. Defining 'diversity management' as a process highlights its evolutionary nature. It allows organisations to develop steps for generating natural capability to tap potential of all employees including the majority. Another word for tapping employees full potential is empowerment – a term which has been widely used in management circles for a while. In fact, a managing diversity capability is implicit not just in empowerment, but also in other innovative approaches already in use in progressive organisations such as 'Total quality management', 'bottom–up decision making process', 'Restructuring for greater efficiency and productivity'. What unites all these approaches is that their success will depend on the ability to empower the total workforce and thus, managing diversity becomes a critical determinant of success. Similarly, diversity can and has been addressed through different perspectives each with a different agenda such as civil rights, women rights, humanitarianism, moral

responsibility, equal opportunity, social responsibility and the very latest, effective management in pursuit of the organizational goals. Miller (2010) asserts that in many ways, diversity initiatives complement non-discrimination compliance programs by creating the workplace environment and organizational culture that make differences work.

The new diversity management is being hailed as a proactive, strategically relevant and result focused approach and a welcome departure from equal opportunities approach which has been defined as reactive, operational, and sometimes counterproductive (Worman, 2006). Unlike equal opportunity approach which focuses on groups and fairness trying to minimize differences, diversity concentrates on individuals, asserting that people have different abilities to contribute to organisational goals and performance. Diversity approach treats difference as a positive asset. Liff (1996) notes in this regard that organisations should recognise rather than dilute differences, as differences are positive rather than negative. Instead of merely allowing a greater range of people the opportunity to 'fit in', the concept of diversity embodies the belief that people should be valued for their difference and variety. Diversity is perceived to enrich an organization's human capital (DuBrin Andrew, 2009). There are fears however, that glorification of differences in individuals in diversity may compromise team cohesiveness and effectiveness. Mcshane and Glinow (2003) argue that effective team members must be motivated to agree on the goal, work together rather than alone and abide by the teams rules of conduct. They observe that employees in homogeneous teams tend to be more effective on task requiring a high degree of cooperation and coordination. Heterogeneous teams on the other hand have been seen to experience more conflicts, thus taking longer to develop. But many research confirm that heterogeneous groups have proven to deliver better results in resolving complex issues more easily because they bring to play different perspectives and have a broader knowledge base.

In many cases, management of diversity approaches concentrates on individuals rather than groups. Hence managing diversity involves everyone and benefits everyone, which is an attractive message to both employers and employees (Torrington et al., 2005). Other diversity experts have preferred to shift their focus of diversity from individual to social

group level. Kriton and Greene comment that some literature has firmly tied diversity to individualistic, utilitarian, instrumental models, conceptualizing social groups as homogeneous, hermetically sealed units. They claim that social groups are in themselves heterogenius, overlapping and non-fixed. From this perspective, a diversity paradigm has the ability to highlight intragroup difference, enabling issues of social identity to be drawn out (Kriton and Greene, 2000).

While the management rhetoric has been in favour of diversity, there is also an alternative view that questions both the substance and nature of diversity approach. Some anti-diversity theories such as the discrimination and fairness paradigm have been brought to the fore. This theory tends to ignore differences and focuses on fairness and equal treatment. This is a popular pick for management and it is easy for them to say that everyone is equal, and their respective backgrounds and experiences have little or nothing to do with their potential contribution to the company. However this theory is weak and contradictory because as it is observed during recruitment where resumes are evaluated for the same aspects, it would mean that they are important. They actually determine if one is hired or not.

Experience and environment differentiates one person from another. People are different, and those differences need to be embraced and recognized, not hid under a blanket of "fairness" as many organizations do. Another problem where managers follow discrimination and fairness approach is that they often institute programs aimed at improving the 'disadvantaged' such as mentoring only for their minority employees. This opens an avenue for complaint from majority constituents, who also want the opportunity for mentorship. This is an example of a difference in treatment, when the paradigm clearly states that everyone should be treated as though they were identical. Clearly, the applications of this theory do not agree with the logic upon which it is based. Having such biased and inconsistent diversity practices can also breed resentment in your majority members. It is therefore important that cultural differences that relate to the workplace should be discussed openly in order to improve upon the diversity practices of the organisation.

2.6 Measuring the effectiveness of Diversity Management

A relationship between positive diversity climate and job satisfaction and commitment to the organisation has been found (Hicks-Clarke and Iles 2000). Although the impact on performance is more difficult to assess, it is reasonable to assume that more satisfied and committed employees will lead to reduced absence and turnover levels. In addition the value of different employee perspectives and contribution is seen as providing added value to the organisation (Torrington 2005). To be diverse is to be different in some measurable way. Although the diversity factor is measurable in a scientific sense, it may not be visible on the surface. Data driven management is preferable in most situations where decisions are made based on facts rather than impressions and guesses. However intuition and judgment still contribute to making major decisions. At times relevant data may not be available and acting on hunches can be essential (DuBrin Andrew, 2009).

Utilitarian theory accepts utility, or the greatest happiness principle, as the foundation of morals. It accepts that actions are right in proportion, if they tend to promote happiness and they are wrong if they promote the opposite of happiness. The greatest happiness of the greatest number therefore is the foundation of morals and legislation. It is often assumed that in business context, that maximizing happiness is the same as maximizing profit or return on capital invested. To improve this situation, Cost-benefit analysis is used as a natural tool of a utilitarian approach because it measures not only the direct costs and benefits to an organization but also externalities. Externalities are defined in economics as social costs and benefits that are not reflected in the price of a product or service because they do not accrue directly to the organization concerned (Fisher and Lovell, 2009). It seems unlikely that management go through such complex calculations whenever they need to make a decision. Indeed, psychological research suggests they use intuitive, heuristic approach which reduces the complexity of decisions and restricts the information that is brought to bear upon it. This may explain the reason why, as explained in the first chapter, many organizations institute diversity initiatives merely based on gut feel that it is the right thing to do and deduce their benefits on anecdotal evidence that many organizations and individuals are happy with it. One danger of utilitarianism which cost benefit analysis is designed to address is that organizations seek

to maximize 'a good' rather than 'the good' (Fisher and Lovell, 2009). A good such as valuing the differences may or may not augur well for the general good of the organization.

Many companies track the success of their diversity efforts in terms of what they do, not necessarily what leads to results. They measure what they put out, not what results they achieve in terms of either profit or savings. There are for example cases where success in diversity is measured in numbers of minorities hired not necessarily in the business results that those hires achieve. The reality is that companies often resort to simple "head counts" in measuring diversity efforts because the issues surrounding measurement, tracking and reporting of other aspects can be too complex. It is no wonder most companies report success in vague generalities and simple assumptions that diversity is working without significant measurable or verifiable results. It is ironical however, that organisations such as in corporate America devote billions of dollars in diversity industry with some estimates putting it at over 8 billion dollars a year. Unlike most other business practices, in many cases the money goes in to diversity programs without any meaningful valuation on the return on investment (Braun consulting 2000).

Diversity improves group decision making in unexpected ways, according to Tufts University research (1998). Diverse groups perform better than homogenous groups when it comes to decision making and that this is due largely to dramatic differences in the way people behave in diverse groups; changes that occur even before group members begin to interact. The researchers wanted to look at the observable effects of diversity on performance. Thomas (1991) observed that in a study involving 200 participants on 29 mock juries, panels of whites and blacks performed better than all-white groups by a number of measures. The diverse juries deliberated longer, raised more facts about the case, and conducted broader and more wide-ranging deliberations. They also made fewer factual errors in discussing evidence and when errors did occur, those errors were more likely to be corrected during the discussion. Thomas argues that this difference was primarily due to significant changes in white jury's behavior. Whites on diverse juries cited more case facts, made fewer mistakes in recalling facts and evidence, and pointed out missing evidence more frequently than did those on all-white juries. They were also

more amenable to discussing racism when in diverse groups. Interesting issue raised by the researchers here is that traditionally, most psychologists and legal scholars have assumed that gains of racial diversity result from the contributions of minority group members, who in effect bear the burden of bringing new perspectives and experiences to the table. This study offers the novel hypothesis that majority group members are also responsible for effects of diversity, and that performance advantages to jury diversity in this case were open to white and black jurors bringing different experiences to the jury room and sharing different perspectives.

While the above research examined the benefits of diversity in criminal juries, researchers believe that the study has significant applications for business and other institutions that grapple with difficult or controversial issues or wherever a premium is placed on reaching a good decision. Diverse groups show a number of advantages and benefits when it comes to this type of decision making.

2.7 Experiences in Diversity Management

The Society for Human Resource Management former President and CEO Susan R. Meisinger observed that research confirms that most organizations currently have diversity policies and practices in place (2008). But, while policies mark a significant step forward, challenges remain. Marquis (2008) in his research found that companies recognized for their commitment to diversity may demonstrate best practice as identified in existing literature but do not always achieve a high degree of diversity in reality. Companies often opt for "surface diversity" by focusing on short-term recruitment to ensure a certain percentage of minority employees while neglecting comprehensive diversity management programs. Some diversity programs may result in a racially and ethnically mixed workforce but have limited success in promoting personal development and enhanced job satisfaction for all employees. Numbers alone are an inadequate measure of diversity. To reap the true benefits of diversity such as enhanced productivity, profitability and overall job satisfaction a company has to accept and integrate an inclusive diversity program into its social and business fabric. Organisations need to distinguish between diversity and diversity management (Hastings, 2008). Hastings

argues that a fair level of diversity does exist in any organisation but what they do with that diversity is what matters.

There are important and marked differences in the social, economic and historical context of countries that shape employment policy and practice at organisational levels and impacting on both individuals' and social groups' experiences. As a consequence, debates centred on employment policies and practice must be contextualised if the causes and effects of success or failure of various interventions are to be understood (Kriton and Greene, 2000). Diversity practitioners need to align diversity efforts with what CEOs wrestle with in their daily businesses agenda. The beginning point would be to understand the strategic direction of the organisation in order to add economic value in the area of diversity. Diversity must therefore be aligned with top strategic objectives (ibid). While broad prohibitions guard against unjustified discrimination on the basis of legally protected categories of age, race, national origin, gender and religion, employers can make a reasonable distinctions in some situations based on, or similar to such categories to achieve certain objectives (Tobenkin, 2008).

Much of the diversity literature places a huge emphasis on diversity as a way of improving a company's bottom line. The relationship between performance and profitability is an important motivator for companies to adopt comprehensive diversity management programs, even if it is not the case in every situation. However Marquis noted that there are limitations in existing diversity literature because it largely fails to take into account the individual nature of company goals, resources, and number of employees, business locations, product lines and customer bases (Marquis 2008). Howard (1994) observes that measuring and communicating information on the organisation's strategies, market position, competition, profit margins or any other factors will not be worthwhile if employees do not understand how the organisation works and what makes it successful. In the same breath, business knowledge gives the employees better understanding of how their differences and shared values contribute to wider goal of the organisation and they see the need to embrace suggested approaches such as diversity of achieving the objectives.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

The design for this research was a case study. The study aimed at getting detailed information regarding the challenges and benefits of workplace diversity management with main focus on Consultative Group on International Agricultural Research (CGIAR) centres in Kenya.

3.2 Population of the Study

The population of the study consisted of top level management and staff at ILRI and ICRAF. Total population for this study was 12 key informants who are directly involved in diversity management at ILRI and ICRAF, 6 from each organization.

3.3 Data Collection

Both primary and secondary data were used for the study. To obtain data, the study used interview guides and questionnaires. The research gathered information from the key informants who consisted of 4 directors and 2 human resource managers and collected data through questionnaires from six (6) human resource staff. Secondary data sources were also used to supplement the primary data received from interviews and questionnaires. The secondary data was qualitative in nature and was collected from already documented materials such as reports and journals. Secondary data consisted of reports from CGIAR annual report, Gender and diversity summary reports/ session papers and conference materials.

3.4 Data Analysis

The data collected in this study was qualitative and quantitative in nature. Data collected was checked for completeness and cleaned ready for analysis. Both descriptive and content analysis was used. Primary data was analyzed through the use of SPSS and presented in tables and figures. Secondary data was analyzed through content analysis and presented in prose form.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents data analysis, results and discussion of the study. The objectives of the study were to establish the benefits of work place diversity management and determine challenges of diversity management at the Consultative Group on International Agricultural Research Centres in Kenya. The researcher targeted 12 respondents from CGIAR Kenya. Of the targeted 12 employees of CGIAR Kenya, 10 responded to the questionnaire constituting 83% response rate.

4.2 General Information

4.2.1 Respondents by Gender

The researcher asked the respondents to indicate their gender. Majority of the respondents were female 60% as compared to male who were 40%. These results are presented in figure 4.1 below.

Figure 4. 1: Respondents by Gender
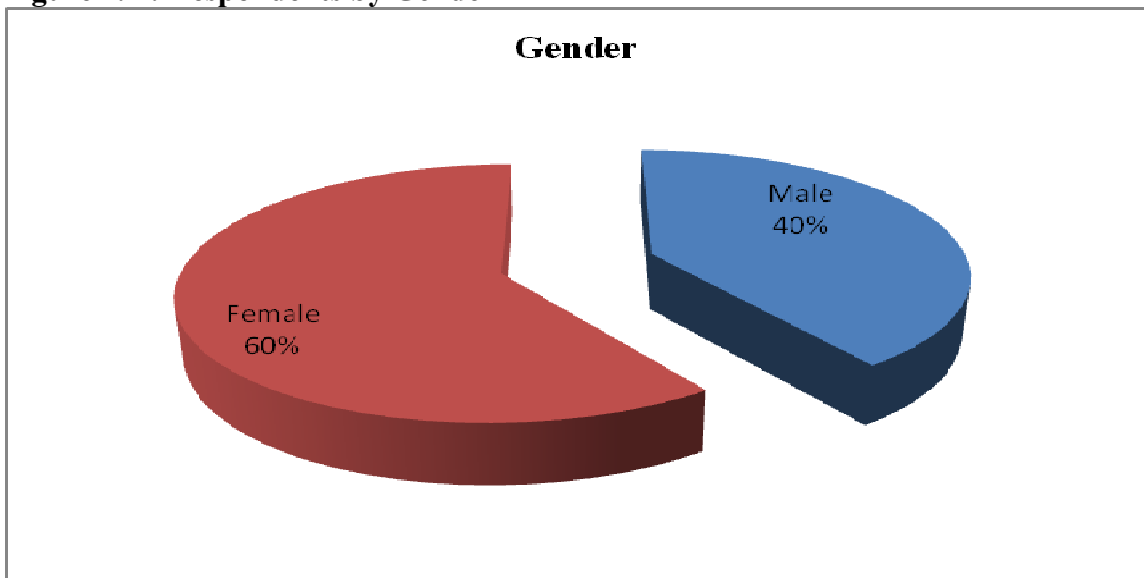
4.2.2 Respondents' Age bracket

The researcher asked the respondents to indicate their age bracket. Majority of the respondents were in the age bracket of 46-50 and 51 years and above at 30% each as compared to 20% who were in the age bracket of 31-35. Only 10% of the respondents were in the age bracket of 36-40 and 41-45 each. These results are presented in table 4.1 below.

Table 4. 1: Respondents' Age bracket

	Frequency	Percent	Cumulative Percent
31-35	2	20.0	20.0
36-40	1	10.0	30.0
41-45	1	10.0	40.0
46-50	3	30.0	70.0
51 years and above	3	30.0	100.0
Total	10	100.0	

4.2.3 Respondents' Academic qualification

On academic qualification, a majority of the respondents indicated that they had a masters degree 50% as compared to 30% who have bachelors degree. Only 20% of the respondents indicated a diploma as their highest level of academic performance. These findings are presented in table 4.2 below.

Table 4. 2: Respondents' Academic qualification

	Frequency	Percent	Cumulative Percent
Diploma level and below	2	20.0	20.0
Bachelors degree	3	30.0	50.0
Masters degree and above	5	50.0	100.0
Total	10	100.0	

4.2.4 Years Respondents have worked for the organization

The researcher wanted to know the number of years respondents have worked for the organization. The respondents indicated they have worked for the organization for 9-11 and 12 years and above equally at 50%. These findings are presented in figure 4.2 below.

Figure 4. 2: Years Respondents have worked for the organization
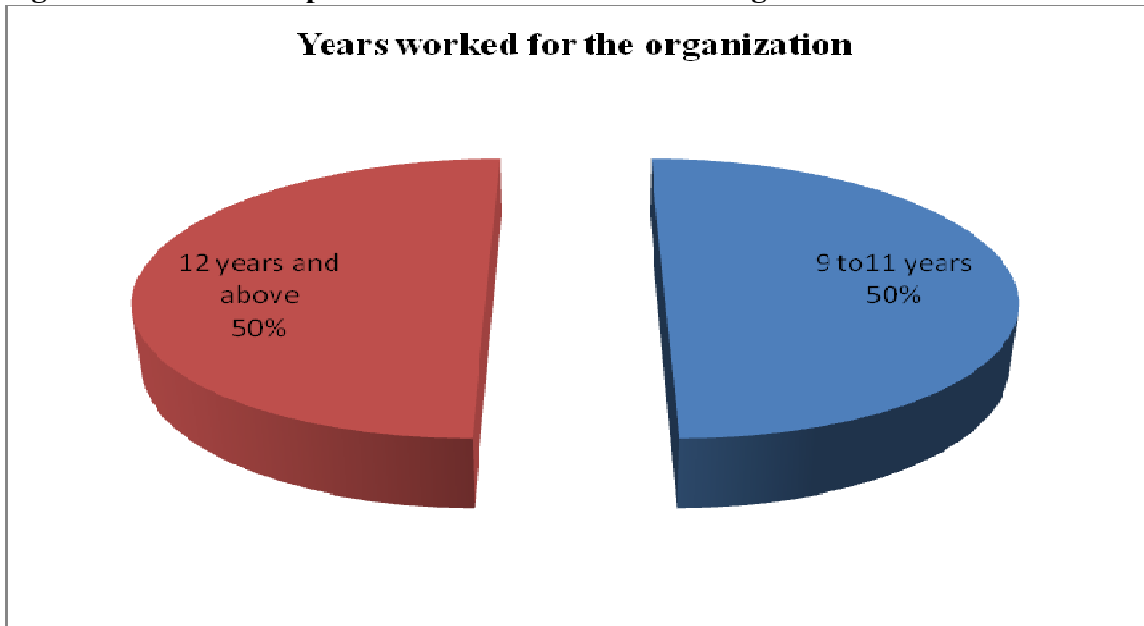
4.3 Benefits of work place diversity

The researcher posed a number of statements on benefits of work place diversity and wanted to know the extent to which respondents agree with them. The respondents were to rate the statements in a scale of 1-5 where 1- Not at all, 2- Little extent, 3- Moderate extent, 4- great extent, 5- very great extent.

High performance is exhibited where teams include diverse age, ethnicity, nationality gender and other differences. This statement was rated highly at a mean score of 4.30. It was followed closely by the statements employee diversity enrich knowledge and skills of the organization as well as employee diversity improve our organizational creativity at a mean score of 4.10 each. The respondents rated the statement employee diversity enhance efficiency at work at 3.80 while diversity of employees make it easier to work with partners and collaborators managed to score 3.50. Interestingly, the statement that CGIAR's workforce reflects the global nature of its work was rated at 3.10 while the statement it is easy for everyone to feel at home and contribute fully at ILRI despite our differences was rated at 2.71. The statement that leveraging differences of the workforce has strengthened ILRI's cohesion was rated the lowest at 2.70. These findings are presented in table 4.3 below.

Table 4. 3: Benefits of work Place Diversity

	N	Mean
High performance is exhibited where teams include diverse age, ethnicity, nationality gender and other differences	10	4.30
Employee diversity enrich knowledge and skills of the organization	10	4.10
Employee diversity improve our organizational creativity	10	4.10
Employee diversity enhance efficiency at work	10	3.80
Diversity of employees make it easier to work with partners and collaborators	10	3.50
ILRI's workforce reflect the global nature of its work	10	3.10
It is easy for everyone to feel at home and contribute fully at ILRI despite our differences	7	2.71
Leveraging differences of the workforce has strengthened ILRI's cohesion	10	2.70

The researcher further probed whether there are other benefits that respondents think CGIAR has enjoyed due to diversity of its employees or G&D programme that they would have liked to share. Some of the respondents cited that in communication, staffs learn to communicate with each other irrespective of their diversity. Equally, women empowerment has seen more women managers being included at management level. The G& D programme has empowered many of the employees. The training offered have empowered employees in knowledge on how to live in multi-cultural environment. The respondents also said that the workshops have trained and educated employees on career growth, improved on inter-personal skills in a working environment and most of all have helped employees in knowing and understanding the individuals they work with and how to be assertive when handling matters that require attention and change.

4.4 Challenges in work place diversity management

The researcher further posed more statements relating to challenges experienced in work place diversity management and wanted to the respondents to rate them in a scale of 1-5 where 1- strongly disagree, 2- disagree, 3- neutral, 4- agree, 5- strongly agree. The statement diversity objectives will in some cases precede merit considerations during recruitment and promotions was rated highest at a mean score of 3.50. Gender and diversity programme addresses female and male issues in a fair manner was rated at 3.30 followed closely by the statement that employee diversity has created divisions among staff in ILRI at mean score of 3.20. The statement that diversity has hindered team communication & information sharing among staff members, and that most employees are interested in gender and diversity activities were rated equally at 2.80 each. The statement that gender and diversity programme addresses IRS and NRS issues in a fair manner was rated lowest at mean score of 2.30. These findings are presented in table 4.4 below.

Table 4. 4: Challenges in work place diversity management

	N	Mean
Diversity objectives will in some cases precede merit considerations during recruitment and promotions	10	3.50
G&D programme addresses female and male issues in a fair manner	10	3.30
Employee diversity has created divisions among staff in ILRI	10	3.20
Diversity has hindered team communication and information sharing among staff members	10	2.80
Most employees are interested in Gender and diversity activities	10	2.80
G&D programme addresses IRS and NRS issues in a fair manner	10	2.30

The researcher went ahead to ask the respondents to indicate whether there other challenges that they think CGIAR have experienced due to diversity of its employees or G&D programme. Respondents said that the division between IRS and NRS in terms of remuneration and benefits was still outstanding. In addition, some jobs are still seen as the preserve of IRS since they are the ones considered for such positions irrespective of

whether NRS have same or better qualifications. Respondents also said that women scientists have benefited the most from the G & D programme. The respondents therefore saw the need for consideration of people in other fields/careers as well in order to create a balance across the board.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary, conclusions and recommendations of the study. The study aimed at establishing the benefits of work place diversity management and determining challenges of diversity management at the Consultative Group on International Agricultural Research Centres in Kenya.

5.2 Summary of the study

This study started with a chapter on introduction. This chapter set out the lay out on which the study was done. It comprised of the background of the study, statement of the problem, objectives of the study, and value of the study. The second chapter reviewed related literature. This looked at the concept of diversity, work place diversity, management of work place diversity, benefits and challenges of work place diversity, measuring the effectiveness of diversity management, and experiences in diversity management. The third chapter outlines the methods and procedures that were used to achieve the study objectives. These include the research design used, a description of the study population, data collection and data analysis procedure. The fourth chapter is composed of data analysis, results and discussion of the study findings. The quantitative data findings are presented in tables and figures while qualitative data was presented in prose. Finally, the fifth chapter contains the study summary, conclusions made from the study findings and recommendations from the study.

5.3 Conclusions

The study revealed that high performance is exhibited where teams include diverse age, ethnicity, nationality gender and other differences. It was also found that employee diversity 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. However, the respondents were neutral on

whether CGIAR's workforce reflects the global nature of its work. This could mean that work place diversity is not fully entrenched in CGIAR Kenya centres. This is further confirmed by the low rating that the statement that it is easy for everyone to feel at home and contribute fully at ILRI despite their differences received. The statement that leveraging differences of the workforce has strengthened ILRI's cohesion was also rated the lowest.

On the benefits of work place diversity, the study found that staffs learn to communicate with each other irrespective of their diversity. Equally, women empowerment has seen more women managers being included at management level. The training offered have empowered employees in knowledge on how to live in multi-cultural environment. Work place diversity management have also impacted positively on the employees' career growth, improved on their inter-personal skills in a working environment and most of all have helped employees in knowing and understanding the individuals they work with and how to be assertive when handling matters that require attention and change. It can therefore be concluded that work place diversity management at CGIAR Kenya centres has lead to learning and employee development.

One of the major challenges that were found to cloud work place diversity management is that diversity objectives will in some cases precede merit considerations during recruitment and promotions. This may hinder the organization from getting the best talent as well as lack of fairness and merit in recruitment. These aspects could affect the organization negatively in the long run. It was also revealed that employee diversity has created divisions among staff in CGIAR centres in Kenya. The division is between the IRS and NRS. This was confirmed by ratings of the statements that gender and diversity programme addresses IRS and NRS issues in a fair manner as the lowest. It is evident that these two groups are not treated equally and fairly. The division between IRS and NRS in terms of remuneration and benefits are outstanding. In addition, some jobs are still seen as the preserve of IRS since they are the ones considered for such positions irrespective of whether NRS have same or better qualifications. The study also revealed that there was over emphasis on female scientists who have benefited the most from G&D programme neglecting employees in other careers and or fields. This study

therefore concludes that there is need for consideration of people in other fields/careers as well in order to create a balance across the board.

5.4 Recommendations from the Study

This study recommends that inequalities between IRS and NRS should be looked into to ensure that the power and benefits of work place diversity are reaped by CIGIAR. The employees cannot feel comfortable when they seem to be treated unfairly while their fellow employees are being favoured. This might bring job dissatisfaction, conflicts in the work place and many other ills that might interfere with the efficiency and effectiveness of the organization. The study further recommends that work diversity management programme should be encouraged and expanded to include other fields and careers in CGIAR to put every employee on board. To overcome the challenges of work place diversity management, fairness should be considered in the work place diversity programmes and every employee's concerns should be put into consideration to ensure these programmes achieve their goals without creating more divisions among the employees.

This study recommends that further study be conducted to establish the factors hindering the entrenchment of work place diversity at CGIAR to reflect the global nature of its work. The relationship between work place diversity and organizational performance should also be ascertained through a study.

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APPENDICES

Appendix I: Interview Guide

1. What are objectives of diversity management and why are they important to the organization?

2. What key achievements has the organization experienced through diversity management?

3. Does the workforce reflect the global nature of this organization's work and does that have a bearing on the effectiveness or quality of the research outcomes?

4. Does the public know about the diversity management program and how does this knowledge or lack of it influence the kind of talent you get and retain in employment?

5. How freely are the staff willing and able to share their ideas that affect their well being and/or the research in this organization?

6. Is there a specific reason why there is a gender' emphasis in the title of the program and how does it influence the outcome of the diversity management in your organization?

7. How has the diversity management program influenced or has been influenced by the donor community?

8. Does diversity management have a role to play in the organisation's strategic plans?

9. Do the staffs understand diversity in respect to this organization? If yes, how do they demonstrate this in their behaviour?

10. Have you been able to measure the benefits you have achieved due to diversity management vis-à-vis any costs you may have incurred?

11. Are there cases where 'merit' considerations conflict with 'diversity' interests and what takes precedence? Which one takes precedence and what are the outcomes?

12. Has diversity management affected team cohesion? If yes, how?

13. Do you have activities aimed at promoting diversity in the organization? If yes, how well have these activities promoted diversity?

THANK YOU!!

Appendix II: Diversity Management Questionnaire

Instructions: *Kindly tick or write in the spaces provided as appropriate.*

1. Kindly indicate your gender: Male   [ ]   Female   [ ]

2. What is your age bracket?

   20 years and below   [ ]

   21-25   [ ]

   26-30   [ ]

   31-35   [ ]

   36-40   [ ]

   41-45   [ ]

   46-50   [ ]

   51 years and above   [ ]

3. What is your highest level of academic qualification?

   Masters and above   [ ]

   Bachelors degree   [ ]

   Diploma   [ ]

   Any other (kindly specify) ……………………………………………………

4. How many years have you been working at CGIAR?

   2 years and below   [ ]

   3-5 years   [ ]

   6-8 years   [ ]

   9 and above   [ ]

5. To what extent do you agree with the following statements? 1- Not at all, 2- Little extent, 3- Moderate extent, 4- great extent, 5- very great extent.

Statement	1	2	3	4	5
It is easy for everyone to feel at home and contribute fully at CGIAR despite our differences					
Leveraging differences of the workforce has strengthened CGIAR's cohesion					
High performance is exhibited where teams include diverse age, ethnicity, nationality gender and other differences					
Employee diversity improve our organizational creativity					
Employee diversity enhance efficiency at work					
Employee diversity enrich knowledge and skills of the organization					
CGIAR's workforce reflect the global nature of its work					
Diversity of employees make it easier to work with partners and collaborators					

6. Are there other benefits that you think CGIAR has enjoyed due to diversity of its employees or G&D programme that you would like to share?

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7. Please rate the following statements using the scale of 1 for strongly disagree, 2 for disagree, 3 for neither agree nor disagree, 4 agree and 5 for strongly agree

Statement	1	2	3	4	5
Diversity has hindered team communication and information sharing among staff members					
Diversity objectives will in some cases precede merit considerations during recruitment and promotions					
Employee diversity has created divisions among staff in CGIAR					
Most employees are interested in Gender and diversity activities					
G&D programme addresses female and male issues in a fair manner					
G&D programme addresses IRS and NRS issues in a fair manner					

8. Are there other challenges that you think CGIAR has enjoyed due to diversity of its employees or G&D programme that you would like to share?

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9. Any other comment on diversity management?

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Thank you for your participation.