RELATIONSHIP BETWEEN DIVERSITY MANAGEMENT PRACTICES AND EMPLOYEE COMMITMENT IN THE COMMERCIAL BANKS IN NAIROBI CITY COUNTY, KENYA

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DECLARATION

Declaration by Student

This research project is my original work and has not been submitted for consideration for credit or award in any other university.

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D61/78872/2012

Declaration by the Supervisor

This research report has been submitted for examination with my approval as the University supervisor.

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DEDICATION

I dedicate this research project to my beloved parents Mr. and Mrs. Sang for their financial support and immense spiritual and intellectual advice, my siblings Joyce, Mercy, Brian, Wesley and Wisdom for their moral support.

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ABSTRACT

Over the years, it has been demonstrated that workplace diversity is important to organizations. However, research on workplace diversity practices has been relatively narrow in scope and frequently failed to link diversity management practices to employee commitment. This study sought to establish the relationship between diversity management practices and employee commitment in the banking sector in Kenya. The study was based on a descriptive survey design. The target population consisted of employees of commercial banks in Nairobi County. The study sample was selected through stratified random sampling techniques. A sample of 168 respondents was used in the study. A semi-structured questionnaire was used to collect data. Data was analyzed using descriptive and inferential statistics and the results presented using tables and figures. Descriptive statistics comprising frequency distributions, means, standard deviations and percentages were used to show the profile of the respondents and the general trend in the data. Pearson's correlation analysis was used to establish the strength and significance of the relationship between diversity management practices and three forms of employee commitment. The study concluded that diversity management practices had significant influence on employee commitment in commercial banking sector. This resulted from the fact that the interaction among employees from diverse backgrounds was taking place in the banks; there was no discrimination in hiring of employees and employees were tolerant of other employees' perspectives. The study established a significant positive relationship between diversity management practices and affective commitment, continuance commitment and normative commitment. It is recommended that diversity management practices be enhanced in commercial banks in Kenya since work place diversity can lead to increased employee commitment. The findings of the study are expected to provide a source of information for policy makers, researchers and finance professionals to understand link between diversity management practices and employee commitment in commercial banking sector in Kenya.

CHAPTER ONE
INTRODUCTION

1.1 Background of the Study

Over the years, a lot of research attention has been directed towards the role of workplace diversity. This is because workplace diversity holds a significant symbolic meaning, signaling that the organization is both widely accessible and generally fair. This is relevant given the changing socio-demographic profiles of the population across the world (Smith & Fernandez, 2010). Therefore, workplace diversity communicates organizational receptivity to new ideas and perspectives that are useful in addressing complex workplace dynamics (Pitts & Wise, 2010).

Preliminary evidence shows that various organizations often make inclusive organizational policies regarding workplace diversity (Smith & Fernandez, 2010). These policies can produce better results for employees as well as the service receivers (Pitts & Wise, 2010). Organizations that embrace workplace diversity policies may uphold and make the most of on the benefits of workplace diversity particularly the commitment related aspects of diversity. This involves drawing on the exceptional knowledge, skills and aptitudes of a diverse number of employees. These organizations also conscientiously recruit and work to retain a diverse workforce, take steps to lessen biased policies and practices, and undertake diversity management practices to improve the organization by reducing the level of conflicts and interpersonal tensions that often arise as a result of an increase of workplace diversity. If workplace diversity is well managed the concerned organizations are likely to have satisfied and motivated employees who are committed to the ideals of their organization (Pitts & Wise, 2010). This hinges on the assumption that harnessing workplace diversity allows an organization to accomplish their missions with minimal resistance.

Therefore, it is essential to understand the concept of diversity management in relation to employee commitment. According to Herskovits (2001) employee commitment is referred to as the force that connects an employee to a particular course of action of relevance to the company as committed employees often stick to the goals of their organization. Generally, employees have conflicting levels of commitment. In the context of an organization some are likely to be committed to their designated work while others may be committed to the entire organization. In the financial sector, employees' level of commitment is important in helping

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to realize the desired results. Therefore, it is important for the management of commercial banks in Kenya to adopt diversity management practices which can enhance employee commitment.

The study was guided by the social identity theory, the strategic-choice theory and Maslow's hierarchy of needs theory. Through the social identity theory, a connection is provided between social structures and individual identity. Thus, workplace diversity practices are likely to become meaningful if employees are allowed to attach significance to their affiliation in identity groups based on common demographic characteristics (Tajfel, 2000). The concept further proposes that employees have a tendency of aligning themselves into social groupings that benefit them thus, this natures how they interrelate with colleagues in identity cluster and from those from different clusters (Tajfel, 2000). The strategic-choice perspective maintains that organizational structures are fashioned by employees. Effective planned choice involves the implementation of power in addition to organizational players' ability to make decision and to act in their own unrestricted desire in managing workforce diversity issues such as age, gender, education and status. Maslow's (1943) needs hierarchy theory argues that people are inspired to fulfill five basic needs (physical, security, social, esteem and self-actualization). In the context of work situation, unsatisfied needs dominate employees' attention and influence their level of commitment to work.

In the current competitive business world, every organization is fronting new challenges that concern employee commitment. Without committed employees, an organization cannot accomplish its objectives at ultimate levels. Hence, it is vital to know how diversity practices may influence employee commitment. In the financial sector, employee commitment is one of the intangible assets which can produce tangible results. Therefore, this study sought to find out if commercial banks adopted appropriate diversity management practices which could enhance employee commitment.

The study was situated in Nairobi County. This site was selected since it is the headquarters of many commercial banks in Kenya. In addition, financial institutions in Nairobi County draw employees from diverse backgrounds thus making it suitable for this study.

1.1.1 Diversity Management

According to Esty (2005) diversity is the acknowledging, accepting, appreciating and reveling differences among employees. These are differences in age, ethnicity, sexual category, physical and psychological ability, sexual orientation and religious backgrounds among others (Esty, 2005). It includes learning to appreciate and react appropriately to the necessities, attitudes, opinions and tenets that diverse employees convey to an organization, rectifying myths about the diversity among people and discovering the most realistic ways of utilizing their skills and talents (Mullins, 2002). The goal of diversity management is to harness these variations in order to make a useful environment in which every person feels valued and their talents are fully exploited for both their own benefits and the benefits of their organization.

According to Bagshaw (2004), diversity management is defined as an orderly and calculated commitment by an organization to recruit, appraise and promote varied employees. Diversity management is a proactive practice that strives to promote heterogeneity in an organization's workforce. Today, most business organizations are realizing that there is enormous benefit associated with having diversity management programs which ensure that there is a narrow gap in the composition of organizational workforce (Mathis & Jackson, 2003). Therefore, the efforts of diversity management center on handling the varied workforce to ensure that the company has a competitive advantage. However, workplace diversity is a complex phenomenon and different researchers have different viewpoints about diversity management practices. It encompasses all the probable ways employees can diverge, not necessarily in terms of race, sexual characteristics, age and other demographic sets but also in terms of their abilities and personality (Choi & Rainey, 2010).

According to Cox (1993) workplace diversity can be considered from a moral-ethical viewpoint in terms of primary and secondary features, variable and invariable features, and visible and invisible features. The difference between the primary and secondary features constitutes the fundamental versus the learned elements that are able to impact the manner in which employees recognize themselves and their surroundings. The primary measurements comprise of sexual category, age, background, sex, race and physical state. On the other hand, education, religious conviction, geographical origin, pay, marital status and career are categorized under the secondary measurements.

Hubbard (2004) lay emphasis that companies need to spell out the purpose of diversity management comprising leadership roles and anticipations for diversity programs. The company additionally has a responsibility of setting out the vision and mission statements that express the significance of diversity as well as communication through company websites and in the same way communicate the obligation of assigning the essential funds in budgets, workforce, and period to push diversity ahead. According to Lee (1997), diversity management has ceased to denote solely to the heterogeneity of the personnel within a single nation-state but additionally refers to the personnel structure across nation-states as a result of globalizing economy and rise in multinational organizations.

1.1.2 Employee Commitment

According to Harter (2002) employee commitment is the individual's participation as well as fulfillment with eagerness for work. Seijts and Crim (2006) define employee commitment as being totally involved in and enthusiastic about one's work and caring about the future of the business. A supportive organizational climate and culture can be upheld and adopted by employee commitment, which can lead to employees becoming more faithful, resourceful and engaged at work. Some benefits of employee commitment are being more gainful, more customer-focused, more useful and less likely to leave the organizations. Schaufeli (2003) established that work commitment is a joint process. In some parts of the organization, personnel may be more involved than those in the other part, hence, commitment also refers to groups of employees that may be poles apart in their levels of commitment as well. According to Bezuijen (2010) in today's speedily fluctuating workplace, employee commitment is becoming gradually essential for employee achievement and organizational efficiency. Many organizations have adopted the commitment approach to employees' management.

The commitment approach focuses the mutual benefit between the company and the workforce. Pollar and Gonzalez (2004) give emphasis to the value of mutual benefit by emphasizing that the workforce tends to view an organization implementing the commitment approach as the reinforce of alternative that consequently makes employees devote to the organization. That is, an organization articulates its commitment to the work by way of employment surety, and employees will respond with their loyalty to the business.

Meyer and Allen (1991) came up with a three types of organization commitment. The three types consists of affective commitment which is referred to as emotional connection to business and continuance commitment which is the connection based on the accrued valued side benefits such as retirement fund, talent transferability, transfer and self-investment. There is also normative commitment which is the affection that is created on inspiration to fit in to social standards concerning attachment. Concerning the structure of the commitment management approach, academias have settled that it involves initiatives such as widespread recruiting, commitment-contingent payment, impartial commitment appraisal, and the distribution of information. Diversity management is defined as a reflection of commitment viewpoint because it essentially implies a corporation's dedication to the altered composition of the personnel as well as their varied needs. Diversity management enhances employee commitment in an organization.

1.1.3 Commercial Banks in Kenya

In Kenya, there are about 42 licensed commercial banks. The banks take deposits from their clients and in turn profit from the deposits through offering loans to different commercial entities at higher interest rates. All commercial banks are controlled by the Central Bank of Kenya Act and the Companies' Act, which instructs the actions they ought to engage in, the guidelines on publishing of their financial statements, least capital requirements and reserve requirements (CBK, 2016). There are many challenges facing commercial banks including diversity management. This is due to rapid expansions of the commercial banks both regionally and internationally thus leading to the hiring of international specialists from different parts of the globe. This calls for a serious search for possible solutions in managing workplace diversity to gain positive outcomes.

Just like in other sectors of the economy, commercial banks seem to be uncomfortable with adopting workplace diversity management practices into their organizational culture (Kossek & Block, 2000). In the recent past, commercial banks in Kenya have faced workforce diversity issues that have led to a decline in performance. Unsatisfactory working condition, lack of work place support systems for different cadres of employees and perceived favour for foreign staff are key challenges that have affected employee commitment.

1.2 Research problem

Due to rapid expansion of commercial banks, there has been an increase in diverse workforce. Diverse employees have different worldviews and perceptions and these can be successfully tapped to the benefit of an organization. For an organization to survive it is imperative to harness the differences among diverse employees. According to Kossek and Block (2000) effective diversity management enhances employee commitment. However, diversity management is a challenge to many organizations.

Recently, commercial banks in Kenya have experienced challenges related to diversity management and employee commitment such as lack of teamwork, under representation, communication barriers and lack of group cohesion especially in mixing old and fresh experiences (Wainaina, 2011). This has resulted into job dissatisfaction, increased employee turnovers, absenteeism, decreased profits and poor performance standards. This implies that if not well managed, workplace diversity can result into discriminatory work environment, conflicting primary loyalties, differences in thought patterns, lifestyles, mannerisms and mindsets.

A study by Munjuri (2012) on the influence of workplace diversity management on worker performance in the banking sector in Kenya showed that there was a substantial level of relationship between workplace diversity management and the mean efficiency levels of bank employees in Kenya. Also a study by Nakitare and Okibo (2015) on how employee diversity influenced competitive advantage, revealed that hiring policies in the organization supported the appointment of both gender in managerial positions, and that learning and effectiveness paradigms are key motivation for organization to realize diversity management programs in public and private sectors in Kenya.

A study conducted by Musyoki (2012) on the association between diversity management and job satisfaction in microfinance institutions in Kenya established that workplace diversity management alone was not the only factor that enhanced employee commitment. Other aspects that enhanced job commitment included training of employees, open communication and timely introduction of change. Also a study on workplace diversity management practices and job satisfaction in commercial banks in Nakuru County by Wanyoike (2012) established that employees are more likely to be committed if the management maintained promises and obligations. The study further established that there was a great correlation

between job satisfaction and employee commitment. A study carried out by Koech (2012) on the perceived connection between organizational culture and employees' commitment at Equity Bank in Kenya established that organizational culture dimensions supportive of employees' differences had a direct relationship with commitment of employees.

An analysis of these studies shows that there are knowledge gaps that were not addressed. The studies were not carried out in commercial banks that are located in the County of Nairobi. The variables of each study were different compared to the variable of this study. The independent variables of the studies were; mean productivity levels, organizational culture, competitive advantage and job satisfaction and not employee commitment that this study intends to address. In Kenya, the challenges that commercial banking sector face in promoting commitment among employees from diverse backgrounds were not addressed. Therefore, the question that this study sought to answer was: what is the connection between diversity management practices and employee commitment in Kenya's commercial banks?

1.3 Objective of the Study

To determine the relationship between diversity management practices and employee commitment in commercial in Nairobi City County.

1.4 Value of the Study

The study outcomes may help various stakeholders in strategic decision making with regard to employee commitment. The findings of this study may help the policy makers in formulating guidelines to tackle the existing challenges in the management of workplace diversity and eventually enhance employee commitment in financial institutions. The study findings will also assist the bank managers in adopting diversity management practices that will help to improve the level of employee commitment. The study will additionally facilitate the practicing Human Resource Bank administrators in the commercial banking sector to remain important amidst the contemporary challenges by setting up programmes for handling workplace diversity and utilizing strategies for management of workplace diversity in their companies to enhance employee commitment.

Other scholars and researchers may find this study useful as it will enhance the partial body of knowledge on workplace diversity management practices. This study will be of great advantage to the commercial banking sector in Kenya as it will provide insights into way of

harnessing workplace diversity in terms of knowledge, cultural, gender, racial among other attributes so as to improve employee commitment and consequently the overall organization commitment.

The execution of the proposed workplace diversity management plans of action will also be of significant benefit to the commercial banking sector in providing it with a competitive edge over other banks and micro-finance institutions. The study is further expected to benefit the employees in the sense of enhancing interpersonal relationships, and shared understanding and acceptance of each other irrespective of the various differences.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter reviewed both theoretic and pragmatic review of literature related to the study. The chapter also presents the summary of literature reviewed, the identified gaps and the conceptual framework.

2.2 Theoretical Review

The research is guided by three theories that are relevant in explaining work place diversity management practices and employee commitment. These theories include social identity theory, The Strategic-Choice Theory and Maslow's Theory of Hierarchy of Needs.

2.2.1 Social Identity Theory

This theory proposes that individuals have a tendency of categorizing themselves into social groups that have importance for them, consequently, profiling the manner in which they relate with others from their own self-groups and from diverse groups (Tajfel, 2000). Social identity stems from classification of people, their uniqueness and prestige associated with the group, the uniqueness of the group and the elements that are originally linked to its formation.

The theory is based on the idea of social differentiation and categorization. In regard to social categorization, the main idea is on how the group is used to divide, classify and order the social environment in order to make individuals undertake various forms of social actions (Tajfel, 2000). This also occurs when employees stereotype themselves by accrediting themselves with attitudes, behaviors and other features they relate with affiliation in that group (Kulik & Bainbridge, 2006). Assumption of this theory to this study is that employees are likely to be committed if working environment provides opportunity for employee to perceive themselves as being equitable employees and if workforce diversity practices offer avenues for employee categorization.

2.2.2 The Strategic-Choice Theory

This perspective maintains that organizational structures and responses are shaped after the employees in authority. These perspective emphases on the power holders to elucidate organizational processes to the stakeholders and employees. Effective strategic choice

necessitates the use of power and that this power is held by the companies' actors who enjoy the will to perform in their individual free will. In this regard, CEOs are expected to have substantial flexibility in shaping their organizations (Finkelstein & Hambrick, 1996). Voluntary implementation of diversity management practice is an illustration of a strategic management choice. For instance, institutional factors may force organizations to implement workplace diversity management practices of choice, but organizational decision-makers employ discretion as to why and how to manage diversity (Bezuijen, 2010).

Strategic-choice theorists view this theory as the major link between the business and the surrounding. It emphasizes on the management's ability to generate, learn, and control the organization's environment. As a result, bank managers depend on cognitive models to attain strategic choices. This theory holds that if the characteristics of the organization's manager are related with the organized disparities in the organizational policy and commitment, then a analogous link to multiplicity management should also exist. These features include age, functional tracks, career skills, education, socioeconomic backgrounds, financial status, and group characteristics.

2.2.3 Maslow's Needs Hierarchy Theory

This theory claims that people are driven to satisfy five elementary types of wants (physical, security, social, esteem and self-actualization). This theory ascertains that these wants are organized in the order of importance, with inferior needs requiring sufficient fulfillment before the subsequent higher order need can inspire behavior. At the bottom rank, employees demand their physical needs be fulfilled, for example starvation and thirstiness. Then they develop desire for security and stability and afterwards long for need to belong to group and have significant relationship with others. After this need is fulfilled the individual will strive for self-confidence and personal success. Once this is achieved, the individual must realize his full potential. Organizations can apply Maslow's approach to achieve employee motivation through workplace diversity practices program.

The assumption of this theory in this study is that employees are would to be committed if there is working condition, fair pay, appreciation, career development, job design and job security. This implies that by managing diversity at the workplace, bank managers need to consider the evolving needs of their employees and satisfy them in order to make employees become committed.

2.3 Diversity Management Practices

The increasing diversity of workplaces presents a need for management practices that promote harmonious interaction among diverse employees in an organization (Barak, 2005). Employees experience diversity and the conception of diversity management matters because it addresses not only the employment procedure but also what transpires after the recruitment. Barak (2005) observes that diversity issues continue to intensely change the structure of the workplace. If diversity is well managed organizations can benefit from both synergistic and culture specific rewards including heightened creativity, flexibility and problem solving skills. Also diversity can be a foundation of competitive advantage for organizations (Barak, 2005). For diversity to be appreciated it is obligatory that employees become conscious of other employees' perspectives and different attitudes and capabilities. Various diversity awareness programs endeavor to grow workers awareness of their viewpoints, prejudices, and stereotypes and different perspectives.

According to Cross (2004) organizations that embrace diversity management often promote mixed workforce. According to Pollar and Gonzalez (2004) diversity management in organizations addresses some of the possible ways employees can vary not necessarily in terms of race, sexual characteristics, age and other demographic groups but also in terms of their aptitudes as well as their personality. In many respects employees are unique in different ways and these uniqueness cannot be ignored. Therefore, for one to manage the dynamics of a heterogeneous workforce, the shared effects of these differences ought to be considered. According to Hubbard (2004) many organizations accommodate diverse employees in relation to gender, age, ethnicity, sex, race, physical state, education, religion and marital status. White (2004) believes that categorization of diversity should make a change on the basis of the comparative variability on the causes of diversity.

According to Pollar and Gonzalez (2004) the classification of diversity adopts a more organizational and economical approach and includes classification based on cultural, functional and historical measurements. Cultural variances consist of religion, age and linguistic aptitude while functional measurements incorporate the variances in the process of learning, thinking, processing information and deal with authority. Historical differences incorporate inter-group relationships, family make-up and political opinions (Northcraft, Polzer, Neale & Kramer, 1995). Therefore, organizations must elucidate the purpose of workplace diversity and prospects through diversity ingenuities (Hubbard, 2004). In an

organization, the vision and mission statements should emphasize the significance of diversity and communicate to the public through corporate websites. To the employees, there should be diversity commitment by assigning the essential resources to move diversity forward.

2.4 Types of Employee Commitment

Employee commitment is one of the most explored concepts in human resources management. Employee commitment is referred to as the process through which the goals and objectives of a business and those of employees are integrated and congruent (McKay, 2008). Employment commitment is described by a resilient belief and approval of a corporation's goals and principles, willingness to apply considerable effort in the best interests of the organization and a strong wish to retain membership in the organization. Committed employees feel satisfied and involved in the organization. Similarly, committed work force is essential in performance orientation.

Although banking jobs are very tough due to lengthy working hours, employee commitment has been linked to several positive results in the banking sector such as lower turnover rate and absenteeism, higher level of motivation and job satisfaction, lower operating costs, higher productivity and higher efficiency (Lieu, 2013). According to Curries (2001) when employees are committed low rate of absentee will be observed, are likely to be contented and are less likely to exit the organisation. Committed employees benefit from synergistic in addition to culture precise benefits including improved creativity, productivity, suppleness and problem solving abilities (Lieu, 2013).

There are many definitions of employee commitment, but there is a common consensus among researchers that employee commitment should reflect a multidimensional connection of a person to the organization. Employee commitment symbolizes the employee's connection to the organization. In addition, it has implication on the decision as to maintain or terminate membership in the organization. Meyer and Allen (1997) described three dimensional model of employee commitment: emotional, persistence and normative.

2.4.1 Affective Commitment

This is the demonstration of employee commitment. It denotes how the worker has emotional connection to an organization and its objectives. The employees believe that they belong to

the company and would want to stay. This means that employees with affection that leads to dedicated to their organization often trust in the organizations' objectives and wish to retain their organizational involvement and feel part and parcel of it. Individuals develop a feeling of emotional commitment toward their corporations when they feel that they are proficient in performing their jobs and are contented with their roles as employees. There are some factors that may impact on the level of emotional commitment. These are Individual-level factors such as: temperament, values orientation, educational level and Organizational factors which includes be certain that employee's responsibilities and job objectives are distinctly well-defined, management support and concerning worker's job performances.

Employees with affective dedication may continue to work with their current organization out of their personal volition. In Kanter's (1968) view interconnectivity as the connection of a person's affection and feeling towards the group. Porter and Mowday (1979) illustrate affective method as the qualified asset of an individual's relationship with a participation in a particular organization. Thus, an affectively committed individual or one who is emotionally devoted to the organization, trust in the goal and ideals of the organization, works hard for the company and intend to maintain organization membership (Mowday, 2000). Meyer and Allen (1997) correlate emotional commitment with job encounters where workers receive psychologically relaxed feelings such as approachable managers, strengthening their sense of aptitude for example feedback. The growth of affective commitment comprises of distinguishing the organization's value and embracing its values and standards (Beck & Wilson, 2000).

2.4.2 Continuance Commitment

Continuance commitment denotes the awareness of the outcomes associated with exiting the business. According to Allen and Meyer (1997) continuance commitment denotes cognitive attachment between workforce and their corporation that is if the costs of exiting those companies surpass the benefits. Costs may consist of, losing a decent pay, material benefits, created networks or acquaintances, image, need to reallocate and job search costs. Representatives express duration duty because of individual interests in nonexchangeable speculations, for example, uncommon abilities that are exceptional to a specific association, close working associations with colleagues, and different advantages that makes it extremely exorbitant for one to leave association and look for business somewhere else. Different workers make budgetary speculations after joining an association. Another perspective

driving that leads duration responsibility might be the representatives' apparent absence of choices outside of the association. On the off chance that representatives trust that less work open doors exist external to their associations, the apparent expenses of leaving existing associations will be higher, and they will build up a more grounded feeling of continuation responsibility to their associations. At the point when representatives go into the relationship, they will undoubtedly keep up a link with the association and this make them submitted and in this way making them to stay with the association because of absence of an option opportunity or attention to the overheads connected with exiting the association. The cost attached with departing incorporates alluring advantages, the risk of wasting the time, exertion spent on obtaining the occupation, upset individual relationship (Allen and Meyer, 1997). Somers (1993) recommend that duration duty can be part up into high give up responsibility, for example, giving up of one's own priorities connected with departing and low option duty, for example, constraints open doors for other work duration responsibility occurs when an individual distinguishes that he or she will drop ventures and sees that there are no options or other strategy. At the point when a person knows as well as educated about consumptions and dangers associated with exiting the association, this type of responsibility is assumed to be calculative (Meyer and Allen 1997). Meyer and Allen (1997) note that predetermined people with imperative association with the company depend on continuation duty and they will remain with the business essentially on the grounds that they must choose between limited options.

2.4.3 Normative Commitment

Normative commitment displays a sentiment duty by an employee to continue staying in the business. Employees with a great intensity of normative commitment believe that they must stick with the business and that if they leave the organization they will create a big gap. Normative commitment advances due to past involvements shaped by family-based experiences such as close relative that emphasize loyalty at job or cultural experiences such as sanctions against jumping from job to job (Allen & Meyer, 1997). The normative aspect advances as individuals' view of their ethical responsibility to stay with a particular organization, regardless of the position, improvement or fulfillment the business gives the individual over a given period (March & Mannari, 1977). Normative commitment is perceived to result from the receipt of welfares which encourages a sense that one has a responsibility to give in return, and/or recognition of the terms of a psychological contract. Employees believe that they have to stick with an organization since they deem it is morally

correct to do so because they have obtained bursaries and training investments in return. Education and age are some of the factors that might affect the level of normative commitment.

2.5 Relationship between Diversity Management and Employee Commitment

Review of literature identified a range of diversity management issues that have been consistently linked with employee commitment in organizations. Existing studies have given emphasis to the positive outcomes of diversity management practices on employees' attitudes (Bezuijen, 2010). Research maintains that workers are more expected to be committed when the corporation or organization utilizes human resources practices established on the commitment philosophy. The outcomes of diversity strategies on workers' mindsets can therefore be efficiently examined from an employee dedication management perspective. It is an established certainty that the correlation between a business and its workers rests on interactions between the two sides. Such relations are established by inducements, or payments made by the organization, and contributions, or payments done by the employees to the organization. They maintain that employees will continue to make their contributions if the inducements offered by the business are as important significant their own contributions. The major areas of workplace diversity are demographic characteristics, cultural diversity, management policies and diversity paradigms.

Baum (2003) studied the relationships between work place diversity management and job commitment in Canada and established that the gender differences slightly influenced job commitment. However, when the researcher considered the employees' position in a company, it was reported that there was a link between consideration of diversity and commitment of employees according to rank.

Sowmya and Panchanatham (2011) studied the factors that affect employee commitment in the banking sector in India. The researchers utilized factor analysis principle by using component method to find the factors that influence the organizational commitment of employees working at PSBs and NPSBs. The study established that employee commitment had been conceptualized and measured in different ways. Acquisition of awareness concerning commitment levels and the respective influencing factors were reported to be significant in increasing employee commitment.

A study by Oshagbemi (2014) on the influence of diversity management on job commitment in higher education in Nigeria established that male employees earning low income in comparison with female employees have low job commitment. Study by Mesh'al (2001) on the influence of diversity management on Education, job satisfaction, and gender in Kuwait established that job satisfaction is directly correlated with the effectiveness of diversity management after controlling the age variable. This denotes that job satisfaction in respect to salary increases with age due to the low financial responsibilities as one advances in age. A study by Garrido (2005) on the determinants of sales director contentment in industrial firms in Spain established that when the salary of some employees is low compared to the level of salaries of other employees in the same organization, they are likely to feel dissatisfied.

Dormann (2005) on the impact of workplace diversity management on employee commitment in public and privately owned firms in Italy established that the gender and age differences do not influence job commitment directly but through other factors. Job commitment does not increase by a single factor such as age and that there might be other factors that contribute more powerfully to job commitment level. Gazioglu and Tansel (2006) on job commitment in Britain established that employee commitment declines with increase in level of education. The study suggests that education has a harmful influence on employee commitment this is because increase in education often leads to higher expectations. As such, an educated person may be dissatisfied with performance the routine tasks that are expected in most jobs even if their salary are often higher than for younger employees. Njoroge (2013) on the relationship between recruitment and promotion practices and employee commitment at the national cereals and produce board of Kenya established that the lack of opportunities to advance one's career or the likelihood of promotion affects the level of employee commitment.

2.6 Knowledge Gaps

There are gaps identified in the empirical studies carried reviewed. For instance, few studies on diversity management practices have been conducted in African setting. Diversity management in the Western countries has been widely researched. In Africa, there is scanty research documenting diversity management in organizations. The existing research studies around the world have been carried out in industries and companies with little research undertaken in the banking sector. In addition, the studies have concentrated on the association between workplace diversity management and organizational productivity but not in relation

to employee commitment. Moreover, the existing studies attempting to relate workplace diversity management to employee commitment have not provided a clear link between diversity management practices and worker commitment in the financial sector particularly in Kenya. Thus, this study attempted to address this disparity by studying the relationship between workplace diversity management on worker commitment in the commercial banks in Kenya.

CHAPTER THREE
RESEARCH METHODOOGY

3.1 Introduction

This chapter provides the methodological framework within which data was collected and analyzed. It illustrates the research design employed, target population, sample and sampling techniques, research instrument, instrument validity and reliability, and data analysis methods.

3.2 Research Design

The research was based on descriptive survey research design. Descriptive survey design is appropriate for this study because it explores and describes the relationship between variables in their natural setting without manipulating them. The descriptive study focuses on acquiring information that can be analyzed, patterns extracted and assessment made with an aim of providing clarification and prerequisite of basis for making decisions. Qualitative and quantitative data was obtained for comparison purposes. The use of a descriptive research design is recommended where the study problem is identified and the researcher seeks to find out particular facts about that problem (Mugenda & Mugenda, 2003). Kerlinger (1986) states that descriptive studies are not limited only to finding facts but may involve the designing of principles of knowledge as they include measurement, classification, analysis and interpretation of data.

3.3 The Target Population

The population of a study refers to a comprehensive set of individuals, cases or items that possess some common evident characteristics (Mugenda & Mugenda, 2003). Cooper and Schindler (2003) define population as a group of individuals, objects or items that provide samples that are used for measurement. Therefore, the population can be observed as the great group where a researcher can obtain a representative sample from for the case of collecting data relevant to the study that is being done. The target population consisted of 42 banks with more than 1,000 employees distributed in different cadres and levels of employment in commercial banks in Nairobi City County.

3.4 Sample and Sampling Procedure

Out of the 42 commercial banks in Nairobi County, a sample size of 12 banks and 300 employees was randomly selected. This was about 30% of both the number of banks and the

target population. To determine the sample size Fischer's formula as quoted in Mugenda and Mugenda (2003) was used:

$$n \quad = \quad \frac{Z^2pq}{d^2}$$

Where: n is desired sample size, Z = the standard normal deviation at the required confidence level, p is the proportion in the target population estimated to have the characteristics being measured. According to Fisher et al, as cited in Mugenda and Mugenda (2003) if there is no estimate obtainable of the proportion (p) in the target population assumed to have the characteristics of interest, 50% should be used and in this case p is 0.5, q is 1-p = 0.5; d = the level of statistical significance set; 1 = a unitary. Thus: n = $(1.96^2 \times 0.5 \times 0.5)/0.05^2$ = 384. Since 30% of the target population of approximately 1000 is 300, the final sample size estimate was adjusted as recommended by Mugenda and Mugenda (2003) to

$$nf = n / (1 + n / N)$$

Where; nf = the desired sample size when the population is less than 10,000

n = the desired sample size when the population is more than10, 000

N = the estimate of population size

Substituting values nf = 384/ (1 + 384/300) thus nf = 168. From each bank 12 employees and 2 managers were selected through simple random sampling and convenience sampling to give a sample size of 168 respondents.

3.5 Data Collection

A questionnaire was incorporated in this study to collect primary data. Questionnaire is a suitable method for data collection because of its ability to avoid subjectivity that is brought about by the absence of interviewer's influence. It additionally provides respondents with adequate time to answer on items that need thinking or consultation before responding (Kothari, 2004). The questionnaires involved structured items. The structured items allow the researcher to tabulate and examine data with ease. The questionnaire was composed of close ended items with spaces where the research respondents were required to tick the responses of their choice. The questionnaire consisted of three sections. Section one sought data on the respondents' demographic characteristics. Section two gathered data on diversity management practices while section three sought information on employee commitment. The statements were based on the five Likert's scale with responses ranging from not at all to a very great extent.

3.6 Validity and Reliability of the Research Instrument

3.6.1 Validity of the Instrument

Validity entails the correctness, importance and helpfulness of interpretations a researcher makes based on the data collected (Mugenda & Mugenda, 2003). A correct interpretation is one that is relevant to the purpose of the study while a important inference is one which says something about the importance of the information obtained through the use of the instruments. The validity of the instrument was determined by obtaining opinion from at least three employees with expertise in the questionnaire construction.

3.6.2 Reliability of the Instrument

Reliability comprises of the degree to which a measuring device is consistent in measuring whatever it measures (Mugenda & Mugenda, 2003). It can also be described as the extent to which a research instrument produces constant data after repetitive trials. Reliability of the research instrument was enhanced through a pilot study that was done in 10 purposively selected commercial banks in Nairobi City County. Reliability was measured by Cronbach's Coefficient Alpha which measures internal consistency. In this study a reliability coefficient of 0.7 was considered acceptable and reliability.

3.7 Data Analysis and Presentation

Data collected was coded and laid out on tables to ensure completeness and afterwards analyzed quantitatively. Both descriptive and inferential statistics were incorporated in data analysis. Data analysis was done with the aid of Statistical Package for Service Sciences (SPSS) version 23. Quantitative data was examined using descriptive statistics such as frequency distributions, percentages and frequency tables were used to summarize data. Pearson correlation analysis was used to determine if there was a relationship between the independent and dependent variable. Pearson's correlation analysis was used to test the strength of association of the independent and dependent variable at 95% confidence level (α = 0.05). Data was presented in tables and charts as well as in percentages, means and standard deviations.

CHAPTER FOUR
DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

This chapter provides the findings of the research on the relationship between diversity management practices on employee commitment in the commercial finance sector in Nairobi City County. It also discusses the results of the study. The collection of data was made using self-administered questionnaire. The instrument was designed in line with the research objective.

4.2 Response Rate

This section presents the questionnaires issued and the ones that were returned to the researcher for analysis. The response rate from the study as per the questionnaires received is presented in table 4.1.

Table 4.1: Response Rate

Questionnaires	Frequency	Percent (%)
Distributed	168	100
Returned	140	83
Response Rate	140/168	83

As shown in table 4.1, 168 questionnaires were circulated across a wide range of respondents out of which 140 were received back. This represented a response rate of 83% of the distributed questionnaires. The response rate was considered adequate as this is consistent with Mugenda and Mugenda (2003), suggests that any a response rate 60% is generally truly representative for a descriptive study. Therefore, the response rate of 83% was adequate to make conclusion and generalization from the findings.

4.3 Demographic Information

The researcher aimed at establishing the distribution of respondents based on gender, age, length of service and highest level of education. These characteristics were considered important because they have a bearing on the respondents' understanding of the relationship between the study variables. They also provide valuable information about the background of the respondents. These characteristics are further discussed in the following subsections.

4.3.1 Distribution of Respondents by Gender

Gender was a matter of concern in this study because men and women have different perceptions on workplace diversity issues. The researcher sought to establish diversity management practices in the commercial banking sector can be influenced by an individual gender status. The findings are presented in table 4.2.

Table 4.2: Respondents by Gender

Gender	Frequency	Percent
Male	54	39%
Female	86	61%
Total	140	100%

It is evident that out of 140 respondents who participated in the study, 54(39%) were males, 86(61%) were females. This implies that majority of the employees in the commercial banking sector were females probably because females are better at establishing rapport with customers in the banking sector.

4.3.2 Distribution of respondents by Age

The researcher sought to establish the age distribution of respondents so that it can be ascertained how age disparity affects the employees' perception on diversity management practices in the commercial banking sector. The findings are presented in table 4.3.

Table 4.3: Distribution of the Respondents by Age

Age in years	Frequency	Percent
Below 30	13	9.7%
31-40	58	41.3%
41-50	42	29.9%
Above 50	27	19.1%
Total	298	100%

Table 4.3 shows that 58(41.3%) of the respondents fell in the age bracket of 31-40 years, 42(29.9%) fell in the age bracket of 41-50 years, 27(19.1%) were over 50 years while 13(9.7%) fell in the age bracket of below 30 years respectively. This implies that majority of the employees in the commercial banking sector were aged between 31 and 40 years

implying that majority of the respondents were able to provide credible information regarding diversity management practices. This also implies that the banks were opting to employ more mature employees possibly owing to the sensitive nature of the banking work which perhaps need mature employees. However, there is a relatively uniform distribution of employee in the various age groups implying that there will be continuity of service provision in the banking industry in Nairobi City County. In essence, there is likely to be smooth transition of service provision thus minimizing the cost of recruitment and training for replacement of retirees.

4.2.4 Respondents' Length of Service in the commercial banking sector

The study investigated the length of period in years served by the respondents in the commercial banking sector. It additionally provides the findings obtained are presented in table 4.4.

Table 4.1: Distribution of Respondents According to Length of Service

Length of Service	Frequency	Percentage (%)
Below 1year	14	10
1- 5 years	50	36
6-10 years	36	26
11-15 years	21	15
Above 15years	18	13
Total	**140**	**100**

Source: Author (2016)

From Table 4.4, it is apparent that 36% of the respondents were at one point employed in the banking sector for a period of 1-5 years then followed by those who had worked for 6-10 years (26%), then 11-15 years (15%), above 15 years (13%) and below 1 year (10%). This shows that majority of the respondents were once employed in the banking sector for a period of 1-5 years. A further interpretation of this is that this biggest percentage of employees who have worked for a duration of between years 1-5, were recently employed; this could possibly be interpreted to mean that the banking industry had experienced good progress in business thus requiring to employ en-mass in order to offer services to its customers diligently. From the results, it is also noted that those employees with between 6-10 years (26%), 11-15 years

(25%) and above 15 years (13%) years of service forms a combined percentage of 54% which is well above the half of the employees in the banks found in Nairobi City County, an interpretation concerning this means that these banks have got a well experienced pool of personnel implying a effective diversity management.

4.2.5 Education Characteristics of Respondents

The findings in regard to the education levels of respondents were obtained and the results are shown in table 4.5.

Table 4.2: Distribution of Respondents by Level of Education

Qualification Level	Frequency	Percentage (%)
O' Level	4	3
Diploma	21	15
Graduate	37	52
Post Graduate	36	26
Others	4	3
Total	**140**	**100**

Source: Author (2016)

As shown in table 4.5, 52% of the respondents had bachelor's degree, followed by post graduate (26%), diploma (15%), O'level (3%) and others (3%). This means that the respondents were adequately qualified to provide reliable data in regard to the study variables. Further interpretation pertaining to the education level f the respondents is that the largest cluster of personnel is educated up to graduate level and thus presenting an opportunity to manage diversity issues in the banking sector.

4.4 Descriptive Statistics

This section gives the detailed analysis of the study findings over the variables that were under study. Analysis was done using means, standard deviations, percentages and frequency tables to give insight into the variables that were under study.

4.4.1 Means and Standard Deviations Diversity Management Practices

The study sought to analyze the diversity management practices in the commercial banking sector in Nairobi City County. The respondents were requested to show their level of agreement with selected indicators of diversity management practices based. The findings are displayed in table 4.4.

Table 4.4: Means and Standard Deviation for measures of Diversity Management Practices

Diversity Management Practices	N	Min	Max	Mean	SD
Interaction among employees from diverse backgrounds takes place in our bank	140	1	5	4.11	0.73
Diversity management practices in our bank is guided by creativity, flexibility and problem solving in my organization	140	1	5	4.07	0.93
My organization believes in diverse workforce	140	1	5	3.17	1.07
Recruitment practices in our bank is sensitivity to applicants backgrounds	140	1	5	2.37	0.39
There is diversity sensitivity training in my bank	140	1	5	2.79	0.87
In our bank employees are tolerant of other employees' perspectives and various attitudes and experiences of others	140	1	5	3.89	0.53
Views of different employees are usually considered in our organization	140	1	5	3.97	0.97
Our bank attracts both male and female qualified employees	140	1	5	4.03	0.41
Due to diversity management there are enhanced creativity, flexibility and problem solving skills	140	1	5	3.21	0.23
Our bank provides support for employees with young children	140	1	5	3.42	0.39
Our organization considers demographic qualities of employees	140	1	5	2.27	0.98
Our organization blends youthful and old workforce	140	1	5	2.21	0.75
Our organization undertakes diversity-training initiatives and cultural audit for all employees	140	1	5	3.59	0.38
In our organization there are no discrimination in hiring employees	140	1	5	4.01	0.49
In our organization there is free interaction among employees from diverse backgrounds	140	1	5	3.93	0.72

Source: Research Data (2016)

As shown in table 4.4 a large number of respondents agreed that interaction among employees from diverse backgrounds was taking place to a large extent in the banks; diversity management practices in the bank were guided by creativity; flexibility and problem

solving was high in the banks; banks attracted both male and female qualified employees and there was no discrimination in hiring employees as revealed by a mean response of 4.11 (SD=0.73), 4.07 (SD=0.93), 4.03 (SD=0.41) and 4.01 (SD=0.49), respectively. It is also evident that there was a moderately higher response rate with regard whether views of different employees were usually considered in the organization, there was free interaction among employees from diverse backgrounds, employees were tolerant of other employees' perspectives and various attitudes and experiences of others, and the organization undertook diversity-training initiatives and cultural audit for all employees in the commercial banking sector in Nairobi City County as indicated by a mean of 3.97, 3.93, 3.89 and 3.59 with a standard deviation of 0.93, 0.72, 0.53 and 0.38 respectively.

The results also show slightly higher response rate in regard to whether banks provided support for employees with young children, there was enhanced creativity, flexibility and problem solving skills, the organization believed in diverse workforce and whether there was diversity sensitivity training in commercial banks that are located in Nairobi City County as indicted by mean scores of 3.42, 3.21, 3.17 and 2.79, respectively with standard deviations of 0.39, 0.23, 1.07 and 0.87, respectively. The results also show slightly lower response rates in regard to whether recruitment practices were sensitive to applicants' backgrounds; organizations considered demographic qualities of employees and blended youthful and old workforce in commercial banks in Nairobi City County as indicted by a mean scores of 2.37, 2.27 and 2.21 with a standard deviation of 0.39, 0.98 and 0.75 respectively. This clearly indicates that diversity management practices affected employee commitment in commercial banks in Nairobi City County.

4.4.2 Employee Commitment

The study aimed at establishing the effect of employee commitment in the commercial banking sector in Nairobi City County. The findings are presented for each of the three dimensions of commitment respectively in tables 4.5, 4.6 and 4.7 respectively

Table 4.5: Means and Standard Deviations for measures of Affective Commitment

Affective Commitment	N	Min	Max	Mean	SD
I like discussing my business with outsiders	**140**	1	5	2.26	0.67
I feel like a member of the family at my company	**140**	1	5	3.99	0.87
I have a strong sense of being in the right place to my organization	**140**	1	5	4.14	0.63
I feel emotionally attached to my corporation	**140**	1	5	3.03	0.59
I enjoy talk about my organization with my fellow workers	**140**	1	5	2.36	0.45
I feel emotionally attached to this organization	**140**	1	5	4.07	0.91
I feel happy to spend the rest of my career with my current organization	**140**	1	5	2.31	0.37

Source: Research Data (2016)

As shown in table 4.5, higher responses were reported in regard to whether the respondents felt a solid sense of belonging to their corporation, felt emotionally involved to this organization and felt like member of the family at their organization as indicated by mean effect of 4.14, 4.07 and 3.99 and standard deviation of 0.63, 0.91 and 0.87 respectively. The results also show relatively lower response rate in regard to whether the respondents felt emotionally attached to their organization, they enjoyed discussing their organization with their fellow workers, whether they felt happy to devote the remaining part of their job with their current organization as indicated by a mean response rate of 3.03, 2.36, 2.31 and 2.26 with a standard deviation of 0.59, 0.45, .37 and 0.67 respectively.

Table 4.6: Means and Standard Deviation for measures of Continuance Commitment

Continuance Commitment	N	Min	Max	Mean	SD
It would be very difficult for me to leave my organization right now - even if I wanted to	**140**	1	5	2.66	0.67
Leaving my organization requires considerable personal sacrifice	**140**	1	5	3.89	0.87
One of the few serious consequences of leaving my organization is the scarcity of available alternatives	**140**	1	5	2.84	0.63
I am not afraid what might happen if I quit my job without having another one lined up	**140**	1	5	3.73	0.59
At this point, remaining with my organization is a matter of necessity as much as I desire	**140**	1	5	3.56	0.45
If I got another offer for a better job elsewhere I would not feel it was right to leave my organization	**140**	1	5	2.57	0.91
Jumping from organization to organization does not seem at all unethical to me	**140**	1	5	2.75	0.47

Source: Research Data (2016)

From the findings in table 4.6, there were higher responses in relation to whether the respondents' leaving their organization required considerable personal sacrifice, whether they were not afraid what would probably happen if they left their career without having an alternative one lined up, and whether at that point, staying with their organization was as essential as they desired as reflected by a mean of 3.89, 3.73 and 3.56 with a standard deviation of 0.87, 0.59 and 0.45 correspondingly. The study also observed slightly high responses in regard to whether the respondents believed one of the various severe consequences of exiting their organization as the shortage of available options, whether hopping from one organization to another did not show any slight sign of being ethical, whether it would be very tough for them to quit their job positions in their organization right then - even if they intend to and whether they found another offer for a better job position in another company they would not deem it as a right decision to leave their organization as shown by a mean response of 2.84, 2.75, 2.66 and 2.57 with a standard deviation of 0.63, 0.45, 0.67 and 0.91. There was agreement in respondents' views with almost all the

statements having standard deviation values less than one suggesting that the responses did not have large variations.

Table 4.7: Means and Standards Deviations for measures of Normative Commitment

Normative Commitment	N	Min	Max	Mean	SD
I believe that these days, employees do not move from one company to another too frequently.	**140**	1	5	2.31	0.77
I believe that loyalty is important and thus I feel a sense of moral obligation to remain here	**140**	1	5	3.89	0.87
If I got another offer for a better job elsewhere I would not feel it was right to leave my organization	**140**	1	5	2.14	0.73
I believe that a person must always be loyal to his/her organization	**140**	1	5	3.73	0.59
Things were better in the old days when employees stayed with one organization for most of their careers	**140**	1	5	3.56	0.43
I would feel guilty if I left my organization now	**140**	1	5	3.57	0.99
I would not leave my organization right now because I have a sense of obligation to the organization	**140**	1	5	2.26	0.29

Source: Research Data (2016)

The findings presented in table 4.6 shows that there were higher responses in regard to whether the respondents believed that loyalty was essential and, therefore, they felt a sense of moral obligation to stay in their present job, whether they believed that a person has to be loyal to his/her company or organization, whether they would experience a feeling of guilt if they left their organization and whether things were better in the previous period when employees stayed with a single company for most of their professions as revealed by a mean response of 3.89 (SD=0.87), 3.73 (SD=0.59), 3.57 (SD=0.99) and 3.56 (SD=0.43) respectively.

It is also evident that there was a moderately lower responses with regard whether the respondents believed that these days, employees did not move from one corporation to another very regularly, whether they would not leave their organization because they had a

sense of responsibility to the organization and whether if they got alternative offer for a better employment elsewhere they would not feel it was just proper to leave their organization as indicated by a mean of 2.31, 2.26 and 2.14 with a standard deviation of 0.77, 0.29 and 0.73 respectively. This indicates that normative commitment was slightly demonstrated by the employees in commercial banks in Nairobi City County. All the responses had standard deviation values less than 1 indicating greater cohesion in the responses.

4.5 Relationship between diversity management practices and employee commitment

This section presents the results on inferential statistical analyses. The inferential analyses were done using Pearson correlation analysis. Pearson correlation analysis was applied to test the relationship between diversity management practices and employee commitment in the commercial banking sector in Nairobi City County.

4.5.1. Relationship between Diversity Management Practices and Affective Commitment

The results of the analysis of the association between diversity management practices and affective commitment are presented in tale 4.8.

Table 4.8: Correlation Coefficient for the Relationship between Diversity Management and Affective Commitment

		Diversity Management
	Pearson Correlation	.301
Affective Commitment	Sig. (2-tailed)	.004
	N	140

* σ=0.05 (Correlation is significant at 0.05 level (2-tailed)

Source: Research Data (2016)

Table 4.8 shows that there was a positive relationship between diversity management practices and affective commitment($r = 0.301$; $p< 0.04$). This suggests that the influence of diversity management practices on employee affective commitment was statistically significant.

4.5.2. Relationship between Diversity Management and Continuance Commitment

The study set out to establish the relationship between diversity management on continuance commitment. The researcher used Pearson correlation coefficient to establish whether there

was any statistically significant effect of diversity management on continuance commitment. The findings are presented in table 4.9.

Table 4.9: Correlation Coefficient for the relationship between Diversity Management and Continuance Commitment

		Diversity Management
Continuance Commitment	Pearson Correlation	.194
	Sig. (2-tailed)	.012
	N	140

* σ=0.05 (Correlation is significant at 0.05 level (2-tailed)

Source: Research Data (2016)

The results presented in table 4.9 shows that there was a positive correlation between diversity management practices and continuance commitment (r = 0.194; p<0.012). This suggests that diversity management practices positively influenced employee commitment in the commercial banking sector in Nairobi City County, although the influence was not statistically significant.

4.5.3 Relationship between Diversity Management and Normative Commitment

The study sought to give an insight into the relationship between diversity management and normative commitment using Pearson correlation analysis. The findings are presented in table 4.10.

Table 4.10: Correlation Coefficient for the Relationship between Diversity Management and Normative Commitment

		Diversity Management
Normative Commitment	Pearson Correlation	.213
	Sig. (2-tailed)	.002
	N	140

* σ=0.05 (Correlation is significant at 0.05 level (2-tailed)

Source: Research Data (2016)

The results in table 4.10 indicate that there is positive relationship between diversity management practices and normative commitment with r = 0.213; p=.002. This suggests that the influence of diversity management practices on normative commitment in the commercial banking sector in Nairobi City County was statistically significant.

4.6 Discussion of the findings

This section discusses the results in line with the objective of the study and the existing literature on the relationship between the study variables. The findings indicate that commercial banks in Kenya recognize the importance of diversity management practices. There was interaction among employees from diverse backgrounds and the diversity management practices were guided by creativity, flexibility and problem solving. It is also evident that banks in Nairobi County attracted both male and female qualified employees as there was no discrimination in hiring employees. According to Wanyoike (2012) effective management of diversity is crucial to the success of any organization since a consideration of diversity leads to employee commitment. In addition, diversity management practices confirm to the employee that their efforts are meaningful and appreciated. Thus the study confirmed that diversity management practices played an essential role in employees' commitment. This is in agreement with Esty (2015) whose research indicated that a consideration of work place diversity provides employees with opportunity for engaging in career challenges, advancement opportunities and work, all of which are connected to employee commitment.

It is evident that there was a moderately higher response rate with regard to whether views of different employees were usually considered in the organization, whether there was free interaction among employees from diverse backgrounds, whether employees were tolerant of other employees' perspectives and various attitudes and experiences of others, and whether the organization undertook diversity-training initiatives and cultural audit for all employees. These findings concur with Wainaina (2011) who noted that in organizations that pay special attention to diversity issues promote employees commitment. The findings also concur with Armstrong (2003) who found that one of the important factors in employee commitment is diversity management. Hence, employees are likely to stay in an organization that facilitates work place diversity.

The findings show that there were higher responses in regard to whether the respondents believed that loyalty was vital and thus they felt a sense of moral responsibility to stay in their present job, whether they believed that an individual must always maintain loyalty to his/her organization, whether they would feel guilty if they left their organization and whether things were better in the previous times when employees remained in one organization for a better part of their careers. This concurs with Cox (2003) who established that there was a positive correlation between diversity management practices and all the three

components of employee commitment suggesting that enforcement of effective diversity management practices was strongly associated with employee commitment. Felicia (2011) used regression analysis to investigate the determinants of employee commitment in commercial banks in Nigeria and discovered that diversity management practices played a significant role.

The results also show that there was moderately lower responses with regard to whether the respondents believed that these days, employees did not jump from one company to the other very regularly, whether they would not leave their organization since they had a feeling of commitment to the organization and whether if they got another alternative for a better job elsewhere they would feel it was wrong to leave their organization These findings are in agreement with Curries (2011) who noted that there was a need for adoption of diversity management practices to increase employee commitment. Similar agreement was advanced by Lieu (2011) who noted that work place diversity management lowered employee inertia thus becoming significant to employee commitment. The findings concur with Lieu (2013) who noted that diversity management encourages diverse and heterogeneous workforce thus giving a company a competitive advantage.

CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of findings, conclusions, recommendations and suggested areas for further research.

5.2 Summary of Findings

This section presents the summary of the major findings. The results show that the response rate was 83% of the distributed questionnaires. Majority (61%) of the respondents were female. It is also evident that majority of the respondents (41.3%) were aged 31-140 years while 36% of the respondents had offered their services in the banking sector for a period of 1-5 years with a about 52% of the respondents having bachelor's degree.

In regard to diversity management practices, there was higher response rate concerning whether interaction among employees from diverse backgrounds was taking place in the banks, whether diversity management practices were guided by creativity, flexibility and problem solving, whether banks attracted both male and female qualified employees and whether there was no discrimination in hiring of employees as revealed by a mean response of 4.11 (SD=0.73), 4.07 (SD=0.93), 4.03 (SD=0.41) and 4.01 (SD=0.49) respectively.

Moreover, there was a moderately higher response rate with regard whether views of different employees were usually considered, whether employees were tolerant of other employees' perspectives, and whether the organization undertook diversity-training initiatives and cultural audit for all employees as indicated by a mean of 3.97, 3.89 and 3.59 with a standard deviation of 0.93, 0.53 and 0.38 respectively.

The findings show that the respondents felt a strong sense of belonging to their organization; they were emotionally attached to the business and felt like a member of the family as indicated by mean effect of 4.14, 4.07 and 3.99 and standard deviation of 0.63, 0.91 and 0.87 respectively. There were also higher responses in relation to whether the respondents' leaving their organization required considerable personal sacrifice, whether they were not afraid what would possibly occur if they quit their job despite there being no alternative job, and whether remaining with their organization was necessary as much as they desired as reflected by a mean of 3.89, 3.73 and 3.56 with a standard deviation of 0.87, 0.59 and 0.45 respectively.

The respondents also believed that loyalty was vital and thus they felt a sense of moral duty to remain in their present job; a person need always display loyalty to their organization, one would feel guilty if they left their organization and things were better in the past times when employees stayed with one company for most of their careers as revealed by a mean response of 3.89 (SD=0.87), 3.73 (SD=0.59), 3.57 (SD=0.99) and 3.56 (SD=0.43) respectively.

The inferential analysis showed that there was a positive relationship between diversity management practices and affective commitment($r = 0.301$; $p< 0.05$); diversity management practices and continuance commitment ($r = 0.194$; $p< 0.05$) and diversity management practices and normative commitment with $r = 0.213$; $p=0.05$

5.3 Conclusion

The study examined the relationship between diversity management practices and employee commitment in commercial banking sector in Kenya. The results indicated that diversity management practices had significant influence on employee commitment in commercial banking sector. From the findings, the interaction among employees from diverse backgrounds was taking place in the banks, diversity management practices were guided by creativity, flexibility and problem solving, banks attracted both male and female qualified employees and there was no discrimination in hiring of employees. Moreover, views of different employees were usually considered, employees were tolerant of other employees' perspectives, and commercial banks undertook diversity-training and cultural audit for all employees.

From the findings, it is evident that the respondents felt a strong sense of appreciation to their business where they were emotionally attached and felt like part of the family. The respondents also felt that leaving their organization required considerable personal sacrifice as they were afraid what might happen if they leave their career without having another alternative, and opted to remain with their organization as a matter of obligation as much as they desired. Also being loyal was important, thus making one feel a sense of moral obligation to remain in their present job as they would feel guilty if they left their organization.

The study established a significant positive relationship between diversity management practices and affective commitment, continuance commitment and normative commitment.

5.4 Recommendations

The diversity management practices should be enhanced in commercial banks in Kenya since diversity can lead to increased employee commitment. To build a strong workforce it is important for commercial banks to become more sensitive to applicants backgrounds and consider demographic qualities of employees and blend youthful and old workforce.

The commercial banks should also encourage employees to feel more emotionally attached to their organization so that they can enjoy discussing their organization with their fellow workers and feel happy to devote the rest of their career with their current company

The commercial banks also need to encourage employees to believe in their organization and remain committed to their organization due to scarcity of available alternatives and the feeling that jumping from organization to organization was considered unethical to them.

5.5 Limitations of the Study

The researcher encountered some limitations while conducting the research. Some of the respondents who were in the management level were generally busy and this made it difficult to get the questionnaires to be filled in time. However, the researcher made several visits and communicated through e-mail to contact them so as to get favorable responses.

Some respondents were also reluctant in giving some information about their level of commitment as they viewed this as being confidential. However, the researcher reassured them that the information obtained from them would be used for the purposes of the study only.

Generalizing the findings to other organizations was a limitation in that other organizations had factors which were only unique to them but were lacking in the commercial banks studied and they may not be subjected to the study.

The study was limited to the structure of the questionnaire and so answers were confined within that schedule. The questionnaires were closed ended and this denied the respondents a chance to express their opinions which may be outside the structure.

5.6 Areas for Further Research

The study recommends that a similar study to be done on the relationship between diversity management practices and employee commitment in non-financial organizations in Kenya. This would allow for generalization of the study findings to other organizations. The researcher also recommends for further study to be undertaken exploring diversity policies and programs in organizations around the world. It is also pertinent to study the diversity initiatives related to employee satisfaction and encourage more studies on different approaches used in different organizations in Kenya. Hence, further studies are suggested to establish the influence of diversity management practices on employee satisfaction in other sectors of the economy in Kenya.

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Appendix I: Introduction Letter

Dear Sir/Madam,

Request to participation in a research study

I am Sang Nancy Jepchumba an MBA student at the University of Nairobi. My area of specialization is Human resource management. I am currently undertaking a research on '**Relationship between Diversity Management Practices and Employee Commitment in Commercial Banks in Nairobi city county, Kenya.'** I would be grateful if you could spare some time from your busy schedule and participate in providing the required information. All the information provided will be used purely for academic purposes only and will be treated with utmost confidentiality. Kindly contact me in case of any queries or clarification on any of the questions.

Thank you for your cooperation.

Yours faithfully

Sang Nancy Jepchumba

Appendix 2: Questionnaire to the Respondents

This questionnaire seeks information from the managers and employees of commercial banks in Nairobi County on the relationship between diversity management practices and employee commitment in the Commercial Banks in Kenya. You are kindly requested to complete this questionnaire by filling in the blanks with a tick [√] against the most appropriate answer.

Section One: Demographic Data

1. Gender: Male [ ] Female [ ]

2. Your age? Below 30 yrs [ ] 31 – 140 [ ] 41-50 [ ] Above 50 years [ ]

3. Level of Education: O' level [ ] Diploma [ ] Bachelor's [ ] Master's [ ] Others [ ]

4. Years worked? Below 1yrs [ ]   1-5 yrs [ ]   6-10 yrs [ ] 11–15 yrs [ ] above 15 yrs [ ]

Section Two: Diversity Management Practices

Please rank the following statement on Likert Scale ranging from not at all to a very great extent: Where; 1= Not at All; 2= less extent; 3= moderate extent; 4= A great extent and 5= a very great extent

5. To what extent are the following statements descriptive of what is done in your organization?

No.	Statements	5	4	3	2	1
1	Interaction among people from diverse backgrounds takes place in our bank					
2	Diversity management practices in our bank is guided by creativity, flexibility and problem solving in my organization					
3	My organization believes in diverse workforce					
4	Recruitment practices in our bank is sensitivity to applicants backgrounds					
5	There is diversity sensitivity training in my bank.					
6	In our bank employees are tolerant of other peoples' perspectives and various attitudes and experiences of others.					
7	Views of different employees are usually considered in our organization					
8	Our bank attracts both male and female qualified employees					
9	Due to diversity management there are enhanced creativity, flexibility and problem solving skills					
10	Our bank provides support for employees with young children					
11	Our organization considers demographic qualities of employees					
12	Our organization blends youthful and old workforce					
13	Our organization undertakes diversity-training initiatives and cultural audit for all employees					
14	In our organization there are no discrimination in hiring employees					

| 15 | In our organization there is free interaction among employees from diverse backgrounds | | | | | |

Section Three: Employee Commitment

6. Please rank the following statements on a Likert Scale ranging from not at all to a very great extent: Where; 1= Not at all; 2= less extent; 3= moderate extent; 4= A great extent and 5= a very great extent

No.	Affective Commitment	5	4	3	2	1
1	I enjoy discussing my organization with outsiders.					
2	I feel like part of the family at my organization.					
3	I feel a strong sense of belonging to my organization.					
4	I feel emotionally attached to my organization.					
5	I enjoy discussing my organization with people outside.					
6	I feel emotionally attached to this organization					
7	I feel happy to spend the rest of my career with my current organization					
	Continuance Commitment					
8	It would be very difficult for me to leave my organization right now - even if I wanted to.					
9	Leaving my organization requires considerable personal sacrifice					
10	One of the few serious consequences of leaving my organization is the scarcity of available alternatives.					
11	I am not afraid what might happen if I quit my job without having another one lined up.					
12	At this point, remaining with my organization is a matter of necessity as much as desire.					
13	If I got another offer for a better job elsewhere I would not feel it was right to leave my organization					
14	It would be very difficult for me to leave my organization right now - even if I wanted to.					
15	Jumping from organization to organization does not seem at all unethical to me					
16	I was taught to believe in the value of remaining loyal to one organization					
	Normative Commitment					
17	I believe that these days, people do not move from one company to another too frequently.					
18	I believe that loyalty is important and thus I feel a sense of moral obligation to remain here.					

19	If I got another offer for a better job elsewhere I would not feel it was right to leave my organization.					
20	I believe that a person must always be loyal to his/her organization					
21	Things were better in the old days when people stayed with one organization for most of their careers					
22	I would feel guilty if I left my organization now					
23	I would not leave my organization right now because I have a sense of obligation to the organization					
24	This organization deserve my loyalty					

Adopted from Allen and Meyer (1990)