

**DIVERSITY MANAGEMENT PRACTICES ADOPTED BY
INTERNATIONAL NON GOVERNMENTAL ORGANIZATIONS IN
KENYA**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENT FOR THE DEGREE OF
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Declaration

I declare that this is my original work and has not been presented for a degree in any other University.

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Date: _____

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

Signed: _____

Date: _____

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Dedication

To the almighty God for the gift of life and strength to do this course. To my family, friends and my class mates.

Acknowledgement

I would like to acknowledge my project supervisor, Mr. George Omondi for his expert guidance and encouragement during the entire duration of my undertaking this project. Your tremendous help and words of advice will never be forgotten. Special thanks go to my family and friends for their remarkable support and constant encouragement over this project.

To my husband and parents for your endless support and words of wisdom during the entire project undertaking as well as my time at school will forever be etched in my memory.

Abstract

Diversity can be defined as the variation of social and cultural identities among people existing together in a defined employment or marketing setting. Diversity management practices involve the activities undertaken by organizations to encourage employees to value diversity. The objective of the study was to establish diversity management practices adopted by international non-governmental organizations in Kenya. The study adopted a cross sectional survey design. This design was suitable for the study since it involved collecting data from several respondents at the same time. Primary data was obtained using semi structured questionnaire. The study targeted 1500 international non-governmental organizations operating in Kenya. The researcher used Yamane's formula of 2001 to determine the sample and then systematic sampling was used to select the sample limit. Data was then analyzed using descriptive statistics. Tables, pie charts and graphs were used to present the findings. From the study, it was revealed that international non-governmental organizations in Kenya have; equal opportunity for training and development to all staff, flexible benefits based on employee needs and work, equal opportunities in promotion, rewards and compensation, recognition for performance, work environment that values and includes all employees, zero tolerance of harassment and discrimination and they are equal opportunity employers. It was concluded that international non-governmental organizations in Kenya have adopted diversity management practices in functions like; human resource planning, recruitment and selection, training and development, performance management, reward and compensation, health and safety and employee relations. It was recommended that international non-governmental organizations in Kenya should continue to adopt diversity management practices because of the nature of its workforce. Limitation of the study was that it relied on one person the human resource manager in each organization to respond to the questionnaire, so the results are only indicative and not conclusive. It was suggested that further studies should be conducted to determine the diversity management practices adopted by local non-governmental organizations and public sectors in Kenya.

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CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Many people use the terms “diversity” and “inclusiveness” interchangeably. Inclusion is a state of being valued, respected and supported. It’s about focusing on the needs of every individual and ensuring the right conditions are in place for each person to achieve his or her full potential. Inclusion should be reflected in an organization’s culture, practices and relationships that are in place to support a diverse workforce. Graham and Bennett (1998) inclusion means including all individuals and groups, treating people fairly and with respect, giving choices, not tolerating discrimination, breaking down barriers and providing a supportive and nurturing quality standard care service. Inclusive organizations not only have diverse individuals involved; more importantly, they are learning-centered organizations that value the perspectives and contributions of all people, and strive to incorporate the needs and viewpoints of diverse communities into the design and implementation of universal and inclusive programs. Inclusive organizations are, by definition, diverse at all levels. Developing inclusive organizations begins with a fundamental understanding and belief that different communities have different strengths and needs, and there are cultural nuances that impact how people think and behave.

According to Pease (2005) Characteristics of inclusive organizations include: Inclusive organizations are aware of different cultural nuances, and they use that awareness to plan and implement programs, Inclusive organizations understand that all people do not respond in the same way to messages, and they recognize that it is important to

communicate in culturally appropriate and sensitive ways, Inclusive organizations develop internal systems to help bridge cultural gaps between people from different backgrounds, and they try to ensure that all voices are listened to and that all backgrounds are respected, Inclusive organizations are self-aware-they understand that conflict is natural and do their best to effectively anticipate, manage, and resolve conflict.

Pease (2005) states that an inclusive culture can have a number of benefits to the organization and staff. If individuals feel valued, they are more likely to add value in return, boosting the overall productivity of the organization, employees work more effectively together and inclusion can also reduce the risk of disputes and tribunals, which can have a damaging financial impact and deal a blow to your reputation as an employer. By creating an inclusive workplace, you can establish a working environment where discrimination is a non-issue and any challenges that may arise can be resolved effectively.

Diversity has been variably defined by individuals and Organizations with no single universally accepted definition. Despite the many definitions, diversity at workplace is understood to be a subject that deals with differences in Organizational player and endeavors by organizations to tap the strengths in these differences to its advantage (Kondola and Fullerton,1994). The concept of diversity encompasses acceptance and respect. It means understanding that each individual is unique, and recognizing individual differences. These can be along the dimensions of race, ethnicity, gender, sexual orientation, socioeconomic status, age, physical abilities, religious beliefs, political

beliefs, or other ideologies. It is the exploration of these differences in a safe, positive, and nurturing environment. Moreover, it is about understanding each other and moving beyond simple tolerance to embracing and celebrating the rich dimensions of diversity in each individual, as opposed to a pure compliance to equality/affirmative action laws approach (Thomas, 1990).

1.1.1 Diversity Management

Cox (2001) defined diversity as the variation of social and cultural identities among people existing together in a defined employment or marketing setting. While, William and O'Reilly (1998) defined diversity as the degree of heterogeneity among team members on specified demographic dimensions. Greenberg (2004) refers to workplace diversity as the variety of differences between people in an organization including race, gender, ethnic group, age, personality, cognitive style, tenure, organizational function, education, background and more. Jackson et al. (1995) define diversity as the presence of differences among members of a social unit. Today, the workforce is more diverse in terms of gender, race, ethnicity, national origin and comprises people who are different and share different attitudes, needs, desires, values and work behaviors' as noted by Rosen (1991). The management of diversity approach concentrates on individuals rather than groups, and includes the improvement of opportunities for all individuals and not just those in minority groups.

Graen (2003) cites sources of emergency of diversity as political favoritism, family connections, educational advantage, friendships, and Leader Member Exchange partnering skills including performance on team skills. Thomas (1990) also cites the

emergency of diversity to three factors: market globalization, changing composition of workforce and the increase in individuals celebrating their differences instead of contesting what makes them unique. Greenberg (2004) states that managing diversity is a conscious choice and commitment by an organization to value the differences by using diversity as a source of strength to achieve organizational goals. Diversity management is the key to growth in today's fiercely competitive global marketplace. Organizations that seek global market relevancy must embrace diversity – in how they think, act and innovate. In today's new workplace, diversity management is a time-sensitive business imperative. The long-term success of any business calls for a diverse body of talent that can bring fresh ideas, perspectives and views and a corporate mindset that values those views. It's also no secret that the lack of diversity can affect your ability to communicate effectively with diverse clients.

1.1.2 Diversity Management Practices

Best practices are defined as “practices which are most appropriate under the circumstances, especially, as considered acceptable or regulated in business; techniques or methodologies that, through experience and research, have reliably led to desired or optimum results” (Dictionary.com, 2007). Human Resource diversity practices have broadened beyond affirmative action and equal employment opportunity staffing efforts. Additional best practices include establishing a visible Diversity Advisory Committee, conducting mandatory training, and targeting communications to different affinity group members (Jackson, 2002). Part of the challenge in identifying best practices in diversity management is that the field lacks empirical research assessing particular diversity practices to determine if they will produce ‘desired or optimum’ results (Coats, Goodwin

& Bangs, 2000; Luring & Ross, 2004; Pitts, 2006). Most writing is descriptive, relying on brief case studies or anecdotal stories to support the authors' assertions.

Two core resources for workplace diversity best practices are Aronson's (2002) article on "Managing the diversity revolution: Best practices for 21st century business" and the United States Government Accountability Office's (2005) report on "Diversity management: Expert-identified leading practices and agency examples". Aronson gives an excellent overview of workplace diversity, outlining how to institute a diversity initiative, summarizing the principles on which it should be based, and providing a substantial number of best practices examples implemented by various companies. The Government Accountability Office's review included a comprehensive literature review, a detailed analysis of the writings of five diversity experts, and interviews with an additional 14 experts. From this process, they identified nine best practices. The two works complement each other. Aronson's business perspective and wealth of best practices detail is balanced by the Government Accountability Office's non-profit agency examples and its high-level focus on diversity principles. The Government Accountability Office's nine leading best practices are:

Top leadership commitment—a vision of diversity demonstrated and communicated throughout an organization by top-level management; Diversity as part of an organization's strategic plan—a diversity strategy and plan that are developed and aligned with the organization's strategic plan; Diversity linked to performance—the understanding that a more diverse and inclusive work environment can yield greater

productivity and help improve individual and organizational performance; Measurement—a set of quantitative and qualitative measures of the impact of various aspects of an overall diversity program; Accountability—the means to ensure that leaders are responsible for diversity by linking their performance assessment and compensation to the progress of diversity initiatives; Succession planning—an ongoing, strategic process for identifying and developing a diverse pool of talent for an organization’s potential future leaders; Recruitment—the process of attracting a supply of qualified, diverse applicant for employment and Diversity training—organizational efforts to inform and educate management and staff about diversity’s benefits to the organization.

Aronson’s analysis presents top-level best practices but also drills down into more detailed and specific advice and examples of tactics, practices, and policies. He begins with the same requirement as the Government Accountability Office’s analysis—commitment from the top—with a similar focus on communication and demonstration which he calls concrete actions. Defining diversity as inclusiveness, he asserts that the second best practice is ‘bringing people on board’. While this practice did not make the Government Accountability Office’s list, from many diversity experts’ writings (Digh, 1998a; Mor Borak, 2005; Thomas, 1992), employee involvement is critical to building workplace diversity success. His third practice, which is implied by several of the practices the Government Accountability Office identified, is assessing where an organization currently stands, that is, a diversity audit. His suggestions for how to conduct this audit match the advice given in a number of other textbooks and articles on diversity (Coats, Goodwin, & Bangs, 2000; Love, 2001; Winston & Li, 2000). The

fourth, and the most detailed, best practice mirrors the Government Accountability Office's second practice. An organization must develop a strategic plan to promote diversity and Aronson's includes six critical elements: A compelling analysis of the business case identifying diversity's advantage(s) for the organization; Recommendations for involving all employees in the diversity effort; Institutionalization of the diversity initiative through an office or individual responsible for the strategic plan at the executive level; Clearly defined goals tied to the gaps found through the diversity audit and the business goals; Diversity metrics to track progress toward those goals and accountability metrics which hold managers responsible for meeting diversity goals (2002).

After discussing these four best practices, Aronson then describes in detail many policies, processes, and tactics used to incorporate diversity into an organization. He categorizes these more specific best practices into five areas: recruitment and hiring, promotion and career advancement, alternative dispute resolution, management accountability, and human factors. In each section, he provides numerous examples of successful implementation tactics to support that best practice. At the end of his article, Aronson includes a best practices cheat sheet comprised of 46 one- to two-line suggestions for successfully implementing a diversity initiative.

1.1.3 International Non- Governmental Organizations in Kenya

Non-governmental organizations, or NGOs, are generally regarded as organizations which have not been formed by governments or agreements among governments. According to Jacobson (1984), their members are usually individuals and private associations, rather than states and they may be formally established networks of other

organizations. A wide variety of Non-governmental organizations function in intractable conflicts. These include conflict resolution NGOs, as well as those in humanitarian assistance, development, human rights, peace building, and other areas. Non-governmental organizations include many groups and institutions that are entirely or largely independent of government and that have primarily humanitarian or cooperative rather than commercial objectives. They are private agencies in industrial countries that support international development; indigenous groups organized regionally or nationally; and member-groups in villages (NGO directory 2012).

The registered non-governmental organizations in Kenya are broadly categorized into two; international and national. International Non- Governmental Organizations are those that are incorporated in other countries other than Kenya but operate within Kenya under a certificate of registration. The non- governmental organizations coordination board (NGO directory 2012) reports indicates that it has cumulatively registered over 5,000 non- governmental organizations out of which 1500 are international non- governmental organizations. The board adds that the impact of globalization and the opening up of democratic space in Kenya has further contributed to an expansion in the non-governmental organizations sector activities in the country.

According to the Non- Governmental Organization Coordination board, International Non- Governmental Organizations can be distinguished from the local/national non-governmental organizations with the following characteristics; has international presence; voluntary-formed freely, willingly, spontaneously by individuals, groups or organizations

with an element of voluntary participation; self-governing and self-regulating-have their own internal procedures for governance but nonetheless operate within accepted norms of society; not for profit sharing-not profit making organizations but where profits are accrued, they are ploughed back to the community through the organization.

1.2 Research Problem

Managing diversity in the workplace should be a concern of every organization. In order to survive, a company needs to be able to manage and utilize its diverse workplace effectively. Managing diversity in the workplace should be a part of the culture of the entire organization (Anderson, 2012). Valuing and recognizing diversity is imperative to maintaining competitive advantage. Organizations that promote and achieve a diverse workplace will attract and retain quality employees (Cox, 1994). Human resource diversity management strategies have broadened beyond affirmative action and equal employment opportunity staffing efforts (Jackson, 2002).

The rapid growth international non-governmental organizations has posed several challenges such as workforce diversity which is a natural phenomenon that has both negative and positive impacts on employee performance depending on how well it is managed. International non-governmental organizations today encounter more problems above those faced by local or domestic non-governmental organizations. The geographic distance and need to maintain employment relationships represent a major challenge to the international non-governmental organizations. These challenges have increased pressure for organization's to formulate diversity management practices that will help them achieve benefits associated with implementation of those practices.

A number of studies have been done on diversity management in Kenya. Ikama (2010) did a study on the benefits and challenges of workplace diversity management case study of Consultative group on international Agricultural Research Centers in Kenya, Oluoch (2006) did a survey on diversity management practices of Commercial banks in Kenya, and Mureithi (2009) sought to establish the diversity management practices NGO's in Nairobi. It established that 40% of the organizations had developed these programmes. Recommendations that were made from the study were that; cases of sexual harassment reported within the organizations should be promptly handled. The International Human Resource Management Association in their paper presented to the United Nations Expert Group Meeting in New York (May 2001), established benchmarks to determine best practices in Diversity Management in public sector organizations which left out private firms and International Non-Governmental Organizations. The International Human Resource Management Association study observed that an effective Diversity Management Program links to recruitment, employee development and retention strategies to organizational performance. This suggestion wouldn't be applicable to International Non-Governmental Organizations sector because they are non-profit oriented and their performance is measured by different parameters unlike the public sectors where performance is measured by profits and market share.

None of the previous studies examined diversity management practices among International Non-Governmental Organizations in Kenya. Therefore this study aims at filling this gap in knowledge by asking the question what are the diversity management practices adopted by International non-governmental organizations?

1.3 Research Objective

To establish diversity management practices adopted by International Non-Governmental Organizations in Kenya.

1.4 Value of the study

These research findings will be of great significance in offering guidelines to policy makers to better understand issues .of diversity management and their impact on productivity as well as benefits derived from its use

Also, the findings of the study will be of great significance in offering guidelines to address the current challenges in human resource management and development and ultimately enhance employee performance in organizations.

The research will help the managers by expanding the literature in the management of workforce diversity to improve employee performance for competitive advantage of their various organizations.

It will also enable practicing human resource managers in the international non profit organizations to remain relevant amidst the contemporary challenges by putting in place programmes for managing workforce diversity and employing strategies for management of workforce diversity in their organizations to get better employee performance.

To the researchers, it will enrich the limited body of knowledge on workforce diversity.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter discusses the literature review of the study. This chapter will discuss theoretical foundation of the study, diversity management and diversity management practices

2.2 Diversity Management

To manage the diverse workforce, diversity management practices can be used as an effective human resource strategy. This is a new approach that emerged from the earlier concepts of equal opportunity and affirmative action (Thomas, 1990). Implementing a diversity management program successfully is a long term process that takes time, commitment and dedication. Structured efforts must be made to educate employees on the importance of diversity management through communication among employees and management in order to improve productivity at all levels. Currently, an increasing number of organizations are attempting to enhance diversity and inclusiveness of under-represented individuals through proactive efforts to manage their diversity. There are substantial results associated with diversity that justify efforts to manage it. Diversity can enhance creativity and innovation, it can broaden and deepen skills, talents, ideas, work styles and professional and community networks from which are Organization draws (Gormley and Linda, 2003). Promoting workplace diversity has many bottom line benefits. These benefits include: increased adaptability, attraction and retention of highly qualified and committed staff, increased morale of staff, increased productivity, improved decision making, enhanced problem solving skills and legal protection. Organizations

that have put in place diversity management practices have remained relevant amidst the contemporary challenges Hayles and Mendez (1997)

Cox and Blake (1991) argued that organizations that valued diversity would have greater marketing capability by mirroring increasingly diverse markets. Kossek and Zonia (1993) found that regardless of one's individual demography, faculty in work groups with greater gender diversity had more favorable attitudes toward organizational efforts to increase diversity, relative to individuals in other units with less diversity. Kanter (1977) emphasized how a minimum number of employees, who represent a minority in a group, create a critical mass that can protect the minority members from negative stereotypes. Ely (1995) reported that an increase in the proportion of women in upper management is associated with a reduction in stereotyping. Kossek, Markel and McHugh (2003) note the importance of identifying tipping points, defined by Kanter (1977) as having a sufficient critical mass of minorities in groups, for effectiveness in diversity change strategies.

Researchers recognize the importance of measuring the tenure of members on the team; as individuals get to know each other better, the negative effects of diversity often subside (Watson, Kumar & Michaelsen, 1993). Besides demographic diversity, other variables such as congruence in values (Harrison, Price & Bell, 1998) are relevant. Cox and Blake (1991) argued that heterogeneous organizations that valued diversity would have higher-quality group decision making, greater creativity and innovation, more organizational flexibility due to the possession of divergent thinking, greater ability to attract and retain the best talent, and greater marketing capability. These objectives can

be realized via organizational change strategies and interventions. Interventions such as altered selection processes (individual focus), conflict management (group focus) and top management commitment (organizational focus) might all contribute to the effect that diversity has on firm effectiveness. Interventions target not only formal bottom-line outcomes, such as turnover and productivity, but also intermediate and informal process-oriented outcomes, such as the cultural experiences and quality of member interactions, teamwork and cooperation, and individual commitment and identification with organizational goals.

Researchers have documented two reasons why implementing diversity in the workplace is difficult (Bassett-Jones, 2005; Cox, 2001; Galagan, 1993; Moore, 1999; Thomas, 1992). First, human beings prefer working in homogeneous groups. Second, human beings, and the organizations they are a part of, generally avoid and resist change. Successful diversity management requires human resource managers to possess skills in leadership, organizational development, change management, psychology, communication, measurement, and assessment. Such cross-cutting skills might seem broadly useful to the success of any business initiative.

2.3 Diversity Management Practices

Diversity Management practices involve the activities undertaken by Organizations to encourage employees to value diversity. Diversity Management practices are the policies and practices that the organization adopts voluntarily (not because of legal requirements) for the purpose of ensuring that all members of a diverse workforce feel they are treated fairly (Jackson, S. E 2009). Diversity management practices is manifested more in

recruitment, performance management, reward management, and training and development

2.3.1 Employee Recruitment

According to White (1999) the primary means of achieving a diverse workforce requires a company to expand its recruitment efforts. This involves the process of attracting a supply of qualified, diverse applicants for employment. To manage diversity during recruitment process, one needs to specify the need for skills to work effectively in a diverse environment in the job. The key challenge for human resources is not only the attraction of the right candidates to the right jobs but also retention of diverse employees in the organization. Organizations should come up with good strategies that will help to retain the diverse talent by empowering them. When companies recruit from a diverse set of potential employees, they are more likely to hire the best and the brightest in the labor market. In an increasingly competitive economy where talent is crucial to improving the bottom line, pooling from the largest and most diverse set of candidates is increasingly necessary to succeed in the market today. To build an inclusive and harmonious workplace, organizations need to recruit candidates who are able to work with or lead diverse teams.

2.3.2 Performance Management

This involves the understanding that a more diverse and inclusive work environment can yield greater productivity and help improve individual and organizational performance. Cascio (2006) defines performance as working effectiveness, that is, the way in which somebody does a job, judged by its effectiveness. Effective performance management

can make a major contribution towards the achievement of business Objective while maximizing the contribution of employees (Cornelius, 1999). A good performance appraisal system can help enhance employee performance and such a system should be objective not subjective, relevant to the job and fair to all employees (Schuler et al., 1992). Organizations can take several steps to improve the effectiveness of performance appraisal practices in the area of diversity. Such steps may include involving minorities in the panels during the evaluation process and the appraisal process should focus on appraising the individuals' performance and not personality. Fulkerson and Schuler (1992) argue that the appraisal process should be as culturally neutral as possible.

2.3.3 Reward and Compensation Management

According to Thompson (2002) reward management is concerned with the formulation and implementation of strategies and policies the purpose of which are to reward employees fairly, equitably, transparent and consistently in accordance with their value to the organization and to help the organization to achieve its strategic goals. Equity is achieved when people are rewarded appropriately in relation to others within the organization. Equitable reward process ensures that relativities between jobs are measured as objectively as possible and that equal pay is provided for work of equal value. A consistent approach to the provision of rewards means that decisions on pay should not vary arbitrarily and without due cause between different people or at different times. They should not deviate irrationally from what would be generally regarded as fair. Transparency means that people understand how reward process operates and how they are affected by them. The reasons for pay decisions are explained to them at the time they are made. Employees should be given a voice in the development of reward policies

and practices and have the right to be given explanations of decisions and to comment on how they are made. A good reward system ensures that there is a direct relationship between employee's efforts and reward. An effective pay system should be based on performance

2.3.4 Training and Development

Diversity training refers to Organizational efforts to inform and educate management and staff about diversity through provision of knowledge, promotion of favorable attitudes and adoption of skills and behavior that promote diversity. Diversity training programs are generally intended to provide an avenue for increasing awareness and examining stereotypes and biases (Robbins, 2005) because it provides a structured environment where these controversial issues can be dealt with. Organizations should develop training programmes to equip employees and managers with the skills to be more effective in working with and leading diverse teams. Organizations need to conduct learning sessions among staff during which employees share with each other how their varying beliefs, cultures and traditions shape their professional and personal lives. In light of this, organizations also needs to have a good orientation programme which will help an organization 'jump start' the employee to get him/her up to speed. Organizations should include their vision for diversity management to help new employees understand the values and behaviors expected of them.

Diversity training helps to create awareness to employees and develop a greater sensitivity to the challenges and opportunities presented by working in an increasingly dynamic, global and diverse organization. The training should start with managers so as

to develop the leaders' management skills and to coach them on how to create an inclusive /diverse work environment. Diversity training should be designed to fit the needs of the organization and generate a positive impact on the target employees and leave them feeling valued, motivated while bringing the desired change in their behavior and attitudes. Cox (1993) and Griggs and Louw (1995) suggest that diversity training and development programs should be integrated with the organization's diversity strategy and should not be a solution in themselves.

2.3.5 Human Resource planning

Human resource planning is an information and decision making process designed to ensure that enough competent people with appropriate skills are available to perform jobs where and when they are needed (Armstrong, 2005). Human resource planning functions were greatly affected by lack of effective labor demand and supply forecast strategies. This makes it difficult for the organization management to predict with greater certainty future labour requirements and respond effectively by recruiting staff to fill the labour gap. Lack of accurate and reliable data on labour demand and supply influences poor execution of human resource planning functions since the organization management only relied on the current labour and supply information. Most of the respondents explained that the organization encountered difficulties in balancing labor demand and supply and this was a major challenge on human resource planning.

2.3.6 Health and Safety

It is the responsibility of employers to educate their workforce regarding the risk of and response to infectious diseases while maintaining the confidentiality of affected

employees. Organizations can incorporate policies to prevent the exposure or spread of diseases through several proactive measures: closely monitor resources such as the World Health Organization for travel alerts, offer vaccination awareness programs as needed by ensuring international assignees are appropriately vaccinated, provide daily screening too employees who may be exposed to infectious diseases and stagger breaks by offering lunch and break periods (Society of human resource 2011).

According to Society for human resource (2011) Organizations that offer wellness and health programs are able to achieve tangible results such as; greater employee engagement, organizational productivity, talent retention, creativity and innovation and health care cost savings. A wellness program consists of services offered by the employer to promote or maintain good health rather than the correction of poor health. Most often programs target physical, mental and social well-being (World Health Organization 2006). Organizations should have emergency preparedness plans. Such plans should describe the actions to be taken by staff to respond to situations that pose a threat to human health and environment. Emergency situations could include planning for natural disasters and human disasters.

2.3.7 Employee Relations

According to Society for human resource (2011), most human resource professionals and business leaders agree that formalized communication strategy is essential to effective and consistent business operations. Human resource department is often responsible for managing the flow of critical information throughout the organization. Whether the purpose is merely to update employees on new policies, prepare for an emergency, share

achievement or listen to employee concerns, human resource is a principal function of an organization's communication strategy. Getting work done in teams requires a free flow of accurate information and open productive relationships with employees. But that's easier said than done in a diverse workplace where many cultures collide. Diverse teams are often virtual teams because team members don't share the same values, beliefs, attitudes and approaches to decision making, they face additional challenges and may require different types of support than homogeneous teams.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methodology that will be used to carry out the study. It describes the research design, population of the study and sampling technique. It also describes the data collection and data analysis

3.2 Research Design

The study adopted cross-sectional survey design. This design was suitable for the study because it involved collection of data from several respondents at the same point.

3.3 Population of the Study

The target population of interest of this study comprised over 1500 registered International Non- Governmental Organizations operating in Kenya as listed by the Non-Governmental Organizations Co-ordination Board (Non-Governmental Organization directory 2012).

3.4 Sampling Design

A sample of 40 organizations was used in the study. Given the large number of items within the population (400), Yamane's formula of 2001 was used to determine the sample size. It provides a 95 percent level of confidence and a maximum variability $(p) = .5$.

$$n = \frac{N}{1 + N(e)^2}$$

Where n is the sample size, N is the population size and e is the level of precision

$$n = \frac{1500}{1 + 1500(0.05 \times 0.05)} = 400 \text{ organizations}$$

From the 400 international non-governmental organizations, systematic sampling was used to pick the sample; every 10th item was selected reducing the sample size to 40 organizations

3.5 Data Collection

The study used primary data. Primary data was obtained by the use of semi-structured questionnaire. The questionnaire was administered through drop and pick method. The questionnaire consisted of two sections; section one involved the background information and section two focused on the diversity management practices.

3.6 Data Analysis

Descriptive statistics such as percentages, standard deviation mean and mode was used to analyze the data. Data was then presented using frequency tables, bar graphs and pie charts.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION OF THE FINDINGS

4.1 Introduction

This chapter presents data analysis, results and discussions of the findings.

4.2 Response Rate

From a sample size of 40 international non-governmental organizations, 34 responded to the questionnaire making 85% response rate.

4.3 Demographic Characteristics

The demographic characteristics of the respondents included gender, academic qualifications, and years of experience.

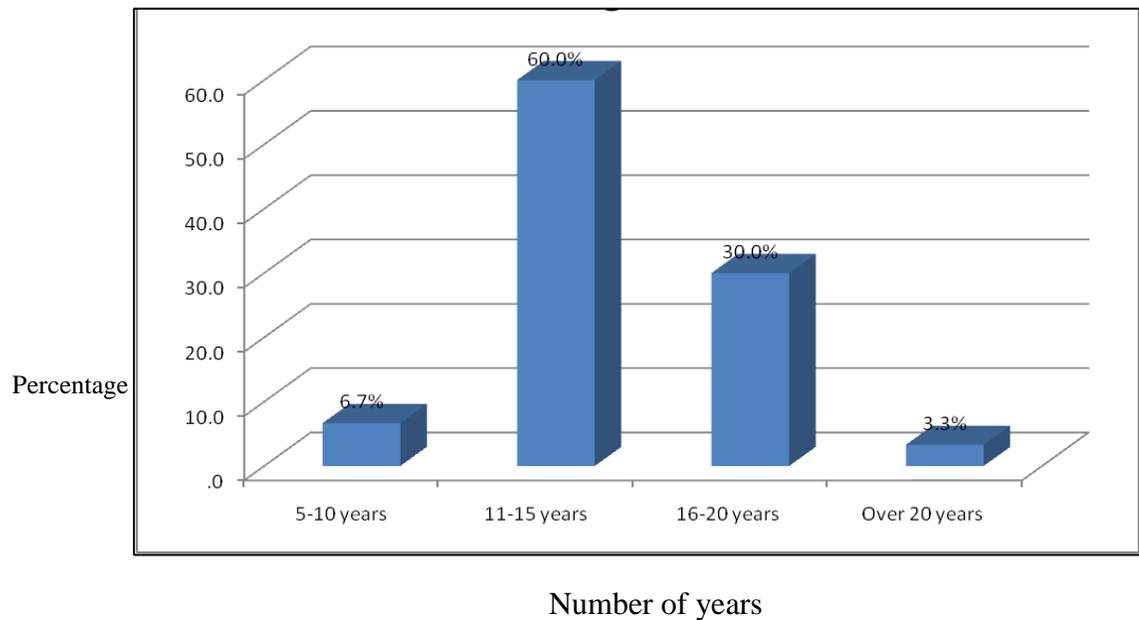
Table 4.3.1: Level of Education

Level	Frequency
Diploma	4
Bachelors	25
Master	5
PhD	-
Total	34

The data of table 4.3.1 presents the findings on the highest levels of education achieved by the respondents, based on the data a majority of the respondents had a bachelor's

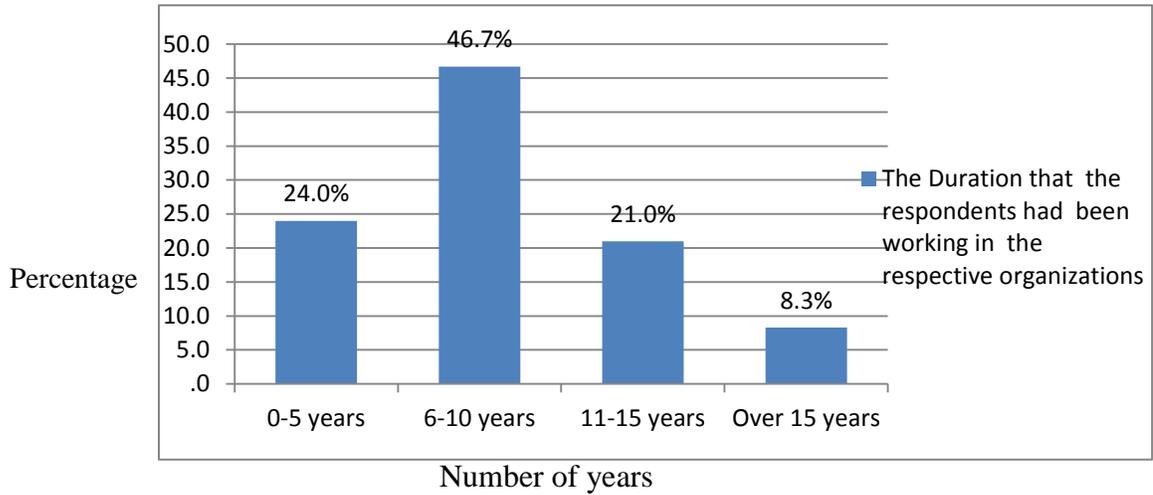
degree followed by 5 who had master's degree and only 4 of the respondents indicated they had a diploma. This implies that the international non-governmental organizations employ individuals with varying educational qualifications and therefore enhancing diversity in terms of professional skills of the employees.

Figure 4.3.1: Duration of Existence of the Organization



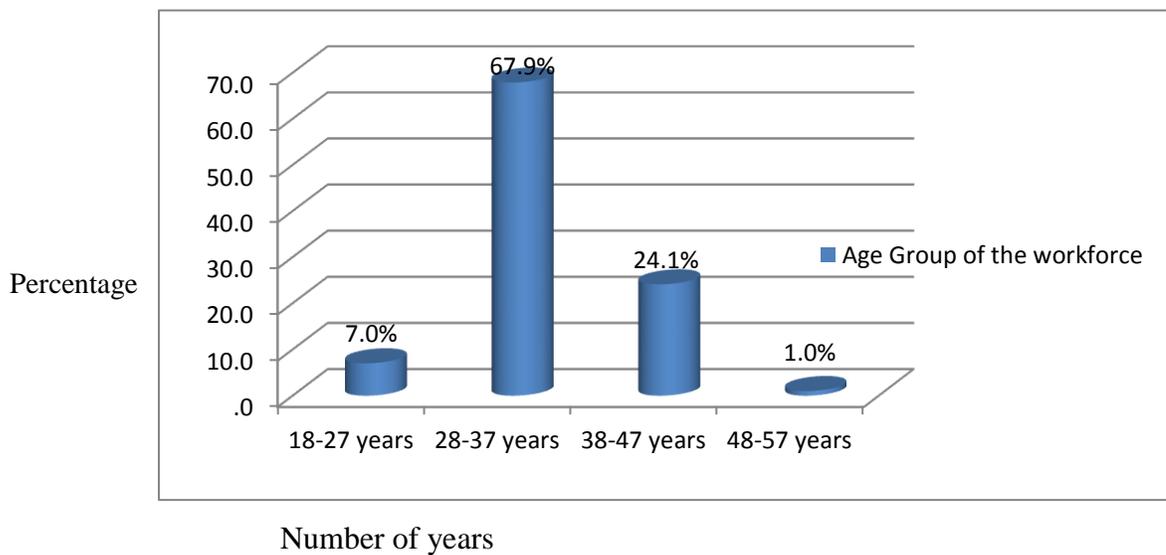
Based on the results presented on figure 4.3.1, a greater proportion of the organizations (60.0%) had been in existence for a period of 11-15 years, 30% for a period of 16-20 years and 3.3% for a period of over 20 years. This information implies that a greater percentage of the organizations had a good experience in diversity management

Figure 4.3.2: Length of Service of the Respondents



As shown in figure 4.3.2, a greater proportion of the respondents 46.7% had worked in the respective organizations for a period of between 6-10 years, 24% had worked for a period of 0-5 years while 8.3% had worked for over 15 years in the organizations. The information implies that the respondents gave accurate information about diversity management practices in their organizations having worked for a long period of time

Figure 4.3.3: Age of the workforce



The results on figure revealed that the age group of majority of the workers (67.9%) in the international non-governmental organizations was between 28-37 years, 24.1% represented the age group of 38-47 years while 1.0% represented 48-57 years, this implies that international non-governmental organizations have a diversified workforce in terms of age groups.

4.4 Diversity Management Practices

Diversity management practices in international non-governmental organizations consist of the set of formalized practices developed and implemented by organizations to manage diversity effectively among all organizational stakeholders Jackson, (2002). From the study, international non-governmental organizations in Kenya were found to have adopted the following diversity management practices;

The management in international non-governmental organization incorporates diversity measurement into the strategic management process of the organization. This practice supports the known literature as suggested by Hubbard, (2003) that, 'Diversity management planning should be aligned with strategic objectives and goals of the organization so that they are achievable within the existing frameworks'.

During recruitment the organization ensures that selection measures are not potentially unfairly discriminatory. This practice supports the known literature as suggested by White (1999) that the primary means of achieving a diverse workforce requires a

company to expand its recruitment efforts. This involves the process of attracting a supply of qualified, diverse applicants for employment.

Most of the organizations reported that they are equal opportunity employers. This means that all individuals who seek employment in these organizations are all given equal opportunities without any discrimination as all vacant positions are advertised.

The organizations offer equal opportunities for training and development to all employees. This practice supports the known literature as suggested by Cox (1991) that diversity training helps to create awareness to employees and develop a greater sensitivity to the challenges and opportunities presented by working in an increasingly dynamic, global and diverse organization

There are flexible benefits that address a broad range of employee work and family needs. Most of the international non-governmental organizations have expatriates which calls for them to have flexible benefits to address a broader range of employees.

Organizations recognize performance. Equity is achieved when people are rewarded appropriately in relation to others within the organization. Equitable reward process ensures that relativities between jobs are measured as objectively as possible and that equal pay is provided for work of equal value.

Employees demonstrate commitment to diversity in word and action. This supports the known literature according to Greenberg (2004) that managing diversity is a conscious choice and commitment by an organization to value the differences by using diversity as a source of strength to achieve organizational goals.

Organization recruits and retains a committed workforce by ensuring a work environment that values and includes all employee. This practice supports the known literature according to Cox (1991) that heterogeneous organizations that value diversity will have higher-quality group decision making, greater creativity and innovation, more organizational flexibility due to the possession of divergent thinking, greater ability to attract and retain the best talent, and greater marketing capability

Cases of sexual harassment reported in the organization have been promptly and exhaustively handled, this finding revealed that staff report such cases without fear since they know they will be promptly investigated and auctioned.

The organization has implemented 'open door' policies and other processes to facilitate employee communication of grievances and concerns. This practice supports the results of a study that was done by society for human resource (2011) which concluded that, most human resource professionals and business leaders agree that formalized communication strategy is essential to effective and consistent business operations. Human resource department is often responsible for managing the flow of critical

information throughout the organization. Whether the purpose is merely to update employees on new policies, prepare for an emergency, share achievement or listen to employee concerns, human resource is a principal function of an organization's communication strategy. Getting work done in teams requires a free flow of accurate information and open productive relationships with employees

The organization we articulate 'zero tolerance' of harassment and demonstrate commitment to it. This finding shows that organizations recognize and treat all employees equally making them feel valued.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the findings of the study, conclusions, recommendations and suggestions for further research

5.2 Summary of the Findings

From the study international non-governmental organizations in Kenya have adopted; equal opportunity for training and development to all staff, flexible benefits based on employee needs and work, equal opportunities in promotion, rewards and compensation, recognition for performance, work environment that values and includes all employees, zero tolerance of harassment and discrimination and they are equal opportunity employers as diversity management practices.

5.3 Conclusion

It can be concluded that international non-governmental organizations in Kenya have adopted diversity management practices in functions like; human resource planning, recruitment and selection, training and development, performance management, reward and compensation, health and safety and employee relations

5.4 Recommendations

International non-governmental organizations in Kenya should continue to adopt diversity management practices because of the nature of its workforce. Also,

management should ensure that they incorporate diversity measurement into the organization strategic management process.

5.5 Limitations of the Study

The study relied on one person the human resource manager in each organization to respond to the questionnaire, so the results are only indicative and not conclusive.

5.6 Suggestion for Further Study

A study should be conducted to determine the diversity management practices adopted by local non-governmental organization in Kenya. Also a study should be conducted in public sectors to determine the diversity management practices adopted.

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APPENDIX I: LETTER OF INTRODUCTION



UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS
MBA PROGRAMME

Telephone: 020-2059162
Telegrams: "Varsity", Nairobi
Telex: 22095 Varsity

P.O. Box 30197
Nairobi, Kenya

DATE 9/10/13

TO WHOM IT MAY CONCERN

The bearer of this letter HOPE SHUME

Registration No. DG1/60122/2011

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

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

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.


PATRICK NYABUTO
MBA ADMINISTRATOR
SCHOOL OF BUSINESS



APPENDIX II: INTERNATIONAL NON GOVERNMENTAL ORGANIZATIONS OPERATING IN KENYA

1. ACTED-Agency for Technical Cooperation and Development
2. ACORD- Agency for Cooperation and Research in Development
3. Agakhan Foundation
4. Action Against Hunger
5. Action Aid
6. ADRA
7. AMREF
8. British Red Cross
9. CAFOD- Catholic aid agency for England and Wales.
10. Care International
11. CHF International
12. Catholic Relief Services
13. Christian Aid
14. Concern Worldwide
15. Danish Refugee Council (DRC)
16. Food for the Hungry International (FHI)
17. GOAL
18. German Agency For Technical Cooperation (GIZ)
19. Handicap International
20. HelpAge International
21. International Committee of the Red Cross(ICRC)
22. International Federation and Red Crescent Societies(IFRC)
23. International Medical Corps
24. International Rescue Committee
25. Islamic Relief
26. Lutheran World Federation (LWF)
27. Mercy Corps Scotland

28. Merlin (Medical Emergency Relief International)
29. Médecins Sans Frontières (MSF) International
30. Norwegian Refugee Council (NRC)
31. Norwegian Church Aid
32. Oxfam
33. Pump International
34. Plan International
35. Save the Children
36. Samaritan's Purse
37. Solidarity
38. Swedish African Welfare Alliance
39. Tearfund
40. World Vision

Source: NGO directory 2012

APPENDIX III: QUESTIONNAIRE

SECTION 1: DEMOGRAPHIC DATA

Please tick (✓) the box that contains the correct description.

1. Please indicate your education level

- Diploma level
- Bachelors Degree
- Masters level
- PhD level
- Other(Please specify)

2. For how long has the Organization been in existence?(Please select one)

5-10 years 11-15 years 16- 20 years over 20 years

3. For how long have you been working in this Organization (in terms of years)? (Please select one)

0-5 6-10 11-15 over 15

4. Age group of the workforce (please tick appropriately)

18- 27years 28-37 years 38-47years 48-57years
Over 58years

SECTION 2: DIVERSITY MANAGEMENT PRACTICES

For each of the statements, please indicate the level of agreement or disagreement as follows:-

1 = Strongly Agree 2 = Agree 3 = Neither agree nor Disagree 4 = Disagree

5= Strongly Disagree

STATEMENT	1	2	3	4	5
In my organization training and development opportunities are available to all employees					
In my organization there are flexible benefits that address a broad range of employee work and family needs					
My organization monitors recruiting, hiring, promotion and compensation systems for compliance and equity					
In my organization there is recognition for performance					
During recruitment the company ensures that selection measures are not potentially unfairly discriminatory.					
My organization is an equal opportunity employer					
During recruitment, my organization targets the minority groups					
My organization recruits and retains a committed workforce by ensuring a work environment that values and includes all employees					
Cases of sexual harassment reported in my organization have been promptly and exhaustively handled					
My organization has implemented 'open door' policies and other processes to facilitate employee communication of grievances and concerns					
In our organization we articulate 'zero tolerance' of harassment and discrimination and diligently observe this commitment					
Have policies and programs that are responsive to the changing demographic profile of employees.					
The management incorporates diversity measurement into the strategic management process in my organization					
In my organization staff can balance work and personal interests and still progress in their performance					

Thank you for your support