

**DIVERSITY MANAGEMENT PRACTICES IN THE MINISTRY OF  
TRANSPORT AND INFRASTRUCTURE, KENYA**

**LOICE OKWOMA ABUKUTSA OJANGO**

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FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF  
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## **DECLARATION**

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

Signed: \_\_\_\_\_ Date: \_\_\_\_\_

**Loice Okwoma Abukutsa Ojango** (D64/60507/2013)

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

**Signed** \_\_\_\_\_ **Date** \_\_\_\_\_

**Mr. George Omondi**

School of Business

University of Nairobi

## **DEDICATION**

I dedicate this work to my late father Enos Abukutsa and mother Rosebella Abukutsa astute disciplinarians and administrators who strongly believed in the girl child education and abhorred discrimination of any kind, and my daughter Rhoda and husband Ojango for moral support when I worked late. Special dedication goes to the Ministry of State for Public Service, for sponsoring me for the course.

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## **ABSTRACT**

Diversity is a commitment to recognizing and appreciating the variety of characteristics that make individuals unique in an atmosphere that promotes and celebrates diversity. Diversity management practices involve the activities undertaken to encourage employees to value diversity. The objective of the study was to establish diversity management Practices in the Ministry of Transport and Infrastructure. The study adopted a case study design. Primary data was collected from 12 respondents out of 13 respondents using an interview guide and this gave a response rate of 92%. The population consisted of 42 officers who are members of the Departmental and Ministerial committees on diversity management. Data was analyzed using content analysis. It was established that the Ministry has policies and strategies on gender and disability mainstreaming with sexual harassment clearly articulated in the gender based violence policy. There was no policy on sexual orientation, ethnicity and age consideration and the Ministry relied on the Constitution of Kenya 2010, Government circulars and Human Resource Manual. The study established that gender mainstreaming, disability mainstreaming, ethnicity, age and sexual orientation were ranked in order of importance. It can be concluded that the Ministry needs to have in place policies on ethnicity, sexual orientation and age consideration. The recommendations were that the Ministry should make diversity management, a strategic matter and each employee made to account for their involvement in diversity improvement programs as part of continuous performance assessment. Stake holder involvement was found to be important. Sexual orientation should be addressed and studies undertaken to establish how many officers are of non conformist sexual orientation. The Ministry needs to drive all components of diversity at the same level and not to leave behind the three that have been mentioned without policies. The Ministry is encouraged to have a general value strategy to manage diversity. The study also recommends that gender mainstreaming, disability mainstreaming, ethnicity management, age consideration and sexual orientation need separate policies. Further studies should be undertaken in other organizations in Kenya.

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# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the Study

Organizations world-wide are aware that diversity in the work place is becoming more complex to deal with and therefore, there is need to prepare adequately in order to face challenges posed. Organizational goals are achieved through people, and it is the responsibility of the employer to nurture a conducive work environment for all employees. Organization theory explains how diverse populations work together. These theories describe the benefits and challenges that global companies face as they employ an increasingly diverse workforce in terms of cultural and ethnic background, age and experience. The act of paying attention to employees in a friendly and nonthreatening way was sufficient by itself to increase output. Uris (1986) referred to this as the "wart" theory of productivity. Nearly any treatment can make a wart go away--nearly anything will improve productivity. "The implication is plain: intelligent action often delivers results. This theory supports the management of diversity in the workplace keep the employees happy and achieve better results.

According to an article from the University of Tennessee Libraries (2003), diversity is a commitment to recognizing and appreciating the variety of characteristics that make individuals unique in an atmosphere that promotes and celebrates individual and collective achievement. Studies on diversity seem to have a two-fold purpose. The first purpose is to identify discriminatory practices in the workplace. Several studies have examined the working experiences of minority groups, inducing attention to phenomena such as the glass-ceiling effect (Cox & Nkomo, 1990; Wirth, 2001), wage differences (e.g. Ashraf, 1996; Blau & Beller, 1988), segregation (Anker, 1998; Ibarra, 1995).

A second purpose is to examine the effects of diversity on work-related outcomes. For instance, studies by (Milliken & Martins, 1996) have examined the relationship between value diversity and conflict, or between cognitive heterogeneity and problem-solving capabilities. Characteristics of diversity include age; cognitive style; culture; disability (mental, learning, physical); economic background; education; ethnicity; gender identity; geographic background

; language(s) spoken; marital /partnered status; physical appearance; political affiliation; race; religious beliefs and sexual orientation. There is need to distinguish between diversity and equality. Diversity describes the range of visible and non-visible differences that exist between people and equality means having the same value- indicating a state of balance. When referring to managing diversity, it means the harnessing of differences to create a productive environment in which everybody feels valued, where talents are fully utilized and in which organizational goals are met Kandola and Fullerton (1998). According to Kreitner, Kinick and Buehens (2002), diversity represents the multitude of individual differences and similarities that exist between people. It is clear that individuals bring different values to the work place and therefore the need to have skill and tact in handling them to achieve organizational goals. Diversity, according to Esty (1995), is acknowledging, understanding and accepting, valuing and celebrating differences among people with respect to age, class, ethnicity, gender, physical and mental ability, race, sexual orientation and spiritual practice. Today's managers recognize that managing diversity is crucial in the changing world that has varying demographics.

Employees from diverse backgrounds in organizations bring individual talents and experiences and come up with ideas that are flexible in adapting to fluctuating market and customer demands in a broad service range. For organizations which are service oriented, a lot of improvement is dependent on embracing diversity in their programmes Greenberg (2004).

A diverse collection of skills and experiences such as languages and cultural understanding enables a company to reach customers on a global basis. For effective execution, companies that encourage diversity in the work place inspire employees to perform to their highest ability. Company-wide strategies can then be executed resulting in higher productivity and quick return on investment. In an ideal situation, diversity should be easy to deal with. However, in reality, there are challenges Greenberg (2004).

### **1.1.1 Diversity Management**

Diversity, according to Kreitner, Kinick and Buehens Kandola and Fullerton (1998), represents the multitude of individual differences and similarities between people. This definition underscores three important issues about managing diversity. There are many different components of diversity. This implies that diversity belongs to everybody. It relates to age, race

or gender. It pertains to most individual differences that make all people unique. It encompasses differences and similarities. The new diversity management thinking suggests that diversity goes beyond the equal opportunities management as described by the law Armstrong, (2006) Employees bring to the organization added value to the utilization of human capital, reduced interpersonal conflicts, enhanced work relationships, shared organizational vision and increased employee commitment). Until recently, most studies have focused on a single dimension of diversity (age, sex, and race) in a domestic, typically U.S. context.

The six dimensions of diversity are race, gender, age, disability, sexual orientation, and national origin. A number of theories have been used for studying race/ethnicity as a central variable of interest. Gender, ethnicity, sexual orientation, age consideration and disability are the primary variables that define diversity and they need to be handled in totality Armstrong, (2006)

Future research may therefore benefit from understanding diversity as a mosaic of differences, where all differences are interrelated, and where differences are continuously produced and reproduced through the social embeddedness.

These reflections correspond with the request of several authors (Benschop, 1998; Cox, 1995; Morrison, 1995) to conduct more field studies in order to provide more insight into the complexity of diversity in organization and into the way in which processes and practices in organizations (re)produce diversity. This appeal accords with own concern to approach differences according to process and context. Diversity and difference are not given, but are produced within a network of relations that are situated in a historical context. Today's employees do not want to deny their cultural identities in order to fit in an organization's mainstream. Rather, they want to maintain their unique ethnic and cultural heritages while receiving the respect and support of their superiors and colleagues Rosado(2006). In return, employees bring added value to an organization's full utilization of human capital, reduced interpersonal conflicts, enhanced work relationships, shared organization vision and increased employee commitment. For instance, when employees know that the organization they work for values and celebrates diversity, the production and commitment is increased leading to high performance. The mere existence of personnel of different cultural backgrounds does not in itself amount to diversity unless the value of differences has been recognized and discrimination addressed and inclusiveness is promoted. According to Rosado (2006) every individual, whether in management, operations or low in rank, is bound to have some form of biases. Such biases can

only be dealt with, by inculcating diversity so that it is lived by both managers and employees. Management of diversity involves an elaborate process of creating an all inclusive work environment. Some of the measures that should be put in place include having policies that promote inclusiveness. Policies that make employees to feel appreciated and safe. Policies that make managers to understand that fairness is not necessarily equality.

Therefore, organizations need to develop, implement and maintain on-going training because change in people's attitudes and behavior require constant reminder in order to reinforce diversity in an organization. The sure way to go in fostering diversity in an organization is to mainstream it when formulating and executing initiatives that are part of every employee's daily routines. Every employee should be made to understand that diversity is not a peripheral issue that can be ignored at will. Armstrong (2006) Indicators of diversity in an organization include an attitude of openness among employees and a sense of equal value to all. Further, promotion of diversity in leadership positions provides visibility to a cross section of the workforce and enables the organization to benefit from synergy that arises from it. An organization that embraces diversity often carries out employee satisfaction surveys.

Results of such surveys guide management in establishing systems that address issues relating to diversity.

To embrace diversity, it requires an organization to undergo certain visible structural changes which can be expounded by the seven Ps namely Perspective, Policies, Purposes, Programmes, Personnel, Practices and Power (Rosado, 1996). Many organizations have however begun to go back to affirmative action instead of living diversity. What this means therefore is that the number of ethnically diverse employees in an organization does not make it multicultural.

According to Rosado (2004), valuing diversity is important as it may engender an awareness of and sensitivity to differences although it does not translate to structural change. He further states that what makes a company multicultural is whether or not its 7 Ps are embraced by an organization. Persons who are able to transcend their own racial/ethnic, gender, cultural and socio-political reality and identify with humanity throughout the world, at all levels of human need, they operate at all levels of living diversity.

### **1.1.2 Diversity Management Practices**

According to Reichenberg (2001), diversity management has been described as looking at the mind set of an organization, the climate, of an organization and, the different perspectives people bring to an organization due to race, workplace styles, disabilities, and other differences. The development of a formal process that is contained in laws, rules or procedures is important. Both human and financial time and resources are devoted to the program. In best practice organizations, diversity is a process that is an integrated, ongoing and measurable strategy. Reichenberg (2001) suggests that diversity efforts are primarily decentralized with a central governing body, outlining the requirements of the plans with individual agencies and departments developing their own plans that are tailored to their specific needs. This reinforces a sense of ownership and ensures that managing diversity has both top level support and is a reality throughout the organization. Ensures that managing diversity has both top level support and is a reality throughout the organization.

In best practice organizations diversity, training is provided to the workforce. The training is not limited to managers, but is extended throughout the workforce. Successful organizations incorporate diversity into mentoring efforts, leadership training and management-by-results programs. Best practice organizations utilize workforce data and demographics to compare statistics reported for the civilian labor force. Occupations with under-utilization are identified and goals are established to reduce the under-utilization. Reichenberg (2001) suggests that best practice organizations use affirmative action models, but each adds creative innovations that get results and set their programs apart. Agencies have found that requiring affirmative action efforts through law, executive order, or other mandates compels agencies to establish serious goals and to make earnest efforts toward meeting those goals. Reichenberg (2001) goes further to define best practice organizations have established a review committee that is responsible for establishing policies, providing technical assistance, reviewing/approving plans, and monitoring progress toward the achievement of goals.

Effective diversity programs also link recruitment, development and retention strategies to organizational performance they integrate employee development processes and map career paths to see what critical skills are necessary to advance; then communicate these skills to

employees and provide training. Accountability for the results of diversity programs is another attribute of best practice organizations. Accountability is determined through the use of metrics, surveys, focus groups, customer surveys, management and employee evaluations, and training and education evaluations.

## **1.2 Research Problem**

Available literature defines diversity clearly, but as a fragmented entity, dealing with each parameter in an isolated manner rather than in totality to see the interplay of a range of parameters Greenberg (2004) this makes the implementation of diversity in organizations a difficult task. Authors, scholars have discussed the meaning of diversity and the best practice Rosado (1996), Kandola and Fullerton (1998), Kreitner, Kandola and Fullerton (1998) clearly define diversity. Reichenberg (2001) defines the best practice in diversity out of this literature, it is not clear which of the components has the highest weight so that during implementation special intervention strategies are employed in order to have impact. Each component of diversity been handled independently by various scholars Rosado (1994).It is not clear on how to implement diversity without clarity on the component with the highest weight. Diversity cannot be properly implemented without clear strategies Reichenberg (2001). Diversity studies in organization studies have mainly approached diversity in terms focusing on each component instead of having a consolidated approach. A holistic approach is required to manage diversity Management practices which the Ministry of Transport has used in managing diversity has been fragmented, it is not clear which is the key component of diversity so the necessary strategies are put in place to mitigate any challenges. (Benschop, 1998; Cox, 1995; Morrison, 1995) suggest that more field studies to be conducted in order to provide more insight into the complexity of diversity in organizations and into the way in which processes and practices are implemented.

Kenya constitution (2010) requires that there should be inclusiveness and equal opportunities to all citizens, abhors discrimination of any type and there should be equity in sharing the national resources. In the Civil service all government agencies are required to submit quarterly reports to Public Service Commission, to Gender Commission and Council for Persons with disability. Ministries and Government Agencies are required to come up with policies including those that manage components of Diversity. That has been embedded in the Performance Contracts and in the constitution of Kenya (2010). The Ministry of Transport and Infrastructure

is expected to put in place various policies including gender mainstreaming policy, Gender based violence, disability strategy and policy, and quarterly reporting on ethnicity composition of staff in the Ministry and the retirement age is clear in the Pension Act Cap (189). From the literature review it is clear that not all the components of diversity have the same weight it is important to determine the one with the highest weight, in order to achieve the required result.

Previous studies undertaken on diversity have not specifically dealt with ministry of transport and infrastructure. A study undertaken by Nguata (2013) did an investigation on challenges of implementing diversity policies in public universities. She found out that those public universities in Kenya have in place workforce diversity policies with laid down strategies for effective implementation. The researcher went further to state that implementation challenges are emanating from both external forces outside the public universities and from within .Shume (2013) undertook a study on diversity management practices adopted by international nongovernmental organizations in Kenya. The researcher found out that the organizations advocated for work environment that values and includes all employees, zero tolerance of harassment and discrimination and equal opportunity.

Other findings by Njoki (2000) in the study on the factors affecting implementation process of diversity in the public service, the findings indicated, there was need to include all ethnicities in the activities in the public service. The researcher seemed to have focused on ethnicity to represent diversity. Diversity has five primary components; gender mainstreaming, ethnicity and racial diversity, sexual Orientation, disability Mainstreaming and age Consideration. There is need to establish how important each component is in order to develop implementation of programmes and policies that work and not focus on challenges of implementation. In the study of Njoki (2000) and Nguata (2013) this is lacking. Both Nguata (2013) and Njoki have not addressed how the implementation is undertaken. Shume (2013) recommended that a study should be undertaken on public sector diversity management practices. This is a good chance for the researcher to bridge the knowledge gap and provide answers to the question, how are diversity practices undertaken in the Ministry of Transport and Infrastructure?

### **1.3 Research Objective**

To establish diversity practices in the Ministry of Transport and Infrastructure.

## **1.4 Value of the Study**

The study will add value to theory by forming a basis upon which further research can be undertaken. It will guide policy makers in both public and private sector to formulate policies that will lead to better management of diversity. Organizations worldwide are grappling with management of diversity in the workplace in order to create strong cohesion for achievement of results.

The study will assist the Ministry of Transport and Infrastructure managers to manage diversity better, by adopting practices that give the best results in management of diversity.

The recommendations will mitigate various challenges in implementation programmes and policies on diversity and will help to establish a holistic approach

Academicians will benefit from this study as a reference for thoughts and ideas on similar studies and research in future.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter presents a review of the related literature on the subject under study as espoused by various authors, scholars and analysts. It covers and highlights literature on global view of diversity as a study that management in organizations has to deal with to achieve organizational goals.

### **2.2 Theoretical Foundation of the Study**

The study is guided by the social identity theory which suggests that. people tend to classify themselves into social categories and this explains why diversity management is important.

#### **2.2.1 Social Identity Theory**

Social identity theory explains intergroup relations, stands out as a mega-theory that can explain the universal effects of social categorization and group membership regardless of the specific type of group. It is this all-embracing orientation of social identity theory that makes it relevant for the study of diversity in human services organizations. Based on Tajfel (2004) Tajfel and Turner (2004). Social identity theory has gained popularity in North America and in other regions of the world, It provides the connection identity between social structures and individuals through the meaning people attach to their membership in identity groups, such as those formed by race and ethnicity.

The theory postulates that people tend to classify themselves into social categories that have meaning for them, and this shapes the way individuals interact with others from their own identity group and from other groups Ely and Thomas, (2001). Social identification leads to activities and prestige of the group, the salience of out-groups, and the factors that traditionally are associated with group formation ,the group's collective identity, that support institutions that

embody their identity, and foster stereotypical perceptions of self and others Stets and Burke (2000)

A person's identity has two components: a personal component that is derived from idiosyncratic characteristics—such as personality physical, and intellectual traits—and a social component derived from salient commonalities derived from group memberships, such as race sex, class, and nationality social categories precede individuals; individuality- is of a unique combination of social categories; therefore the set of social identities making up self-categorization is equally relevant to the formation of one's identity, in which they identify themselves Stets and Burke (2000).

Management of diversity involves an elaborate process of creating a work environment that includes everyone. Some of the activities and strategies include having policies in place which can be executed resulting into higher productivity and return on investment Greenberg (2004). Diversity is defined in terms of group characteristics - often the demographic group characteristics such as race, gender, age or other primary dimensions, the nature of diversity is categorizing differences, however there are two important consequences for the way one understands and studies diversity. First, the use of categorization makes diversity seem to exist only for certain cultural groups, usually the oppressed groups. A second consequence of the use of categorization is the tendency to fix differences. The diverse 'reality' is portrayed as innate characteristics, which define the essence of the individual Stets and Burke (2000). Researchers have focused on understanding the identity of individuals who belong to a certain cultural group. However, in so doing there is the assumption that belonging to a group entails a well defined, stable identity. Behaviors of a person are to be ascribed to group membership and personal history or particular incidents are being discounted Greenberg (2004).

These consequences raise the alternative and the need to move beyond categorical thinking. It is important to conceive differences not as categories but rather to relate them to one another within the organizational process.

### **2.3 Diversity Management Practices**

This section discusses diversity practices; they include gender mainstreaming, ethnicity and racial diversity, sexual orientation, disability mainstreaming and age consideration.

### **2.3.1 Gender Mainstreaming**

Gender mainstreaming is a strategy for making women's as well as men's concerns and experiences an integral dimension of the policies and programmes in political, economic and social spheres so that both benefit equally Walby (2005). Studies that have examined the relationship between gender diversity have yielded mixed findings found that being dissimilar to the group in terms of gender resulted in feelings of lower social integration. Lewis and Gibson (2000) found that gender diversity was associated with lower perceptions of collective efficacy in the group, but the effect was too weak to reach conventional levels of statistical significance. Similarly, non-significant findings were reported by Pelled, Eisenhardt, and Xin (1999) in a study of product development teams. In organizations, gender mainstreaming is important in order to ensure that different gender groups work together such that their various needs are addressed and better service delivery for the organization.

### **2.3.2 Ethnicity and Racial Diversity**

With regard to ethnic and racial diversity, early research into the consequences of social desegregation within the United States suggested that increasing racial diversity in predominantly white communities led to increased levels of racial conflict Jackson (2013) Similarly, in a study of work groups developing new processes and electronic products, that racial diversity was associated with higher levels of emotional conflict in teams.. There is need to ensure that all staff working in an organization, their background notwithstanding, form a strong team. Some tribes have positive attributes such as a culture of hard work which they can bring to an organization, good values to be emulated by others. Ethnicity has been researched on by a number of scholars. White (2002), states that ethnicity is the beauty of an individual's culture which one brings to the work place to blend with diverse ethnic backgrounds to give it flavor. White further asserts that the beauty of ethnicity is the recognition and sense of belonging it makes an individual have.

Ethnicity is a component of diversity that has been in existence for many years and it has been taken negatively instead of its beauty and strong teams it can help to build in the work

### **2.3.3 Sexual Orientation Management**

Sexual orientation covers sexual desires, feelings, practices and identification. Sexual orientation can be towards people of the same or different sexes (same-sex, heterosexual or bisexual orientation) Employers are faced with unique situations in the work environment where some employees are lesbians or homosexuals but they are not even known because these orientations are not legally recognized in Kenya and yet the practice goes on amongst the workers discreetly. It is imperative therefore that, those organizations find ways of addressing issues of people with different sexual orientation. The Kenya constitution (2010) prohibits same sex marriage.

### **2.3.4 Disability Mainstreaming**

Disability is a physical or mental condition that means one cannot use a part of his body completely or easily, according to Oxford Advanced Learners Dictionary. People with disabilities cross all racial, gender, educational, socioeconomic and organizational lines.

Companies that include people with disabilities in their diversity programs increase their competitive advantage. People with disabilities add to the variety of viewpoints needed to be successful and bring effective solutions to today's business challenges. The American economy is made stronger when all segments of the population are included in the workforce and in the customer base, Greenberg (2004). Organizations need to have sound policies on persons with disability to avoid biases or other forms of discrimination. Theoretical work on disability has increased, but empirical research is somewhat sparse. The most commonly studied antecedent involves expectations or perceptions of workers with disabilities.

Several laboratory studies have investigated rater perceptions of a hypothetical ratee with a disability (Bell & Klein, 2001) For example, in line with the norm to be kind, Miller and Werner (2005) found inflated task performance ratings of a ratee with a disability, particularly when the ratee is perceived as not responsible for the disability. In turn, performance expectations predicted raters' attitudes toward the ratee disability. In turn, performance expectations predicted raters' attitudes toward the ratee, perceived fairness of accommodation and employment judgments (McLaughlin et al., 2004). Other research has investigated the timing of disclosing a disability (Hebl & Skorinko, 2005) and the role of personal characteristics such as personality

Garcia, Paetzold, & Colella, 2005) and ethnicity (Saetermoe, Scattone, & Kim, 2001) in evaluating individuals with disabilities. Several studies of antecedents have employed workplace samples, including studies of ingratiation (Colella & Varma, 2001), individuals' experiences with co-workers who had a disability (Scherbaum, Scherbaum, & Popovich, 2005), comfort when interacting with people with disabilities legitimacy in the eyes of key stakeholders (Harcourt, Lam, & Harcourt, 2005). A few studies have involved legal issues, including reactions to accommodation requests (Florey & Harrison, 2000), and organizational resources and procedures for providing accommodation belief that it is the right thing to do). Rationales for compliance were more likely to hold stigmatized attitudes (Scheid, 2005).

Finally, diversity climate was found to be the biggest and most consistent predictor of workplace discrimination against those with disabilities (Nelson & Probst, 2004). More practical than theoretical, is increasingly taking a positive perspective (Franch Baril, Shaw, Nicholas, & Loisel, (2005), recommended a collaborative problem solving approach to return-to-work issues). Also encouraging is a recent study of diversity policies of the top 100 companies in the 2003 Fortune 500, which found that of organizations with diversity policies, 42% included people with disabilities in the definition of a diverse workforce, and 15% had supplier diversity policies that include disability in the definition of diversity (Ball, Monaco, Schmeling, Schartz, & Blanck, 2005). The authors concluded that management is realizing the importance of having an atmosphere of integration, attracting a diverse workforce, and promoting tolerance in the workplace. Nevertheless, Schur, Kruse, and Blanck (2005) and Spataro (2005) have cautioned that corporate culture is crucial in encouraging or discouraging attitudes and practices incorporating people with disabilities

## **2.4 Age Consideration**

Along Traditional age distributions within organizational structures (younger at the bottom and older in the middle and top) were derived from hiring employees at a young age and retaining them through most of their working lives. Such age distributions were aligned with societal expectations of orderly career progression, similarly aged work groups, and “appropriate” age differences between employees and managers (Armstrong-Stassen & Templer, 2005). The last twenty years have seen an erosion of such traditions as increased competition and expansion of the global economy has contributed to a trend for organizations to become flatter and leaner.

These environmental forces have undermined traditional career paths and associated age norms in organizations, contributing to more potential for age diversity effects. Another societal trend that relates to age composition in organizations is the impending retirement of the baby boom generation. There is increasing concern that the loss of baby boomers will lead to critical labor shortages. Thus, organizational leaders are beginning to focus on retention of older workers. As yet, however, there does not seem to be much evidence that organizations are proactively addressing these issues (Armstrong-Stassen & Templer, 2005).

There has been a recent trend of these baby boomers coming out of their retirement and such a trend represents an additional complicating factor in understanding age-related diversity in organizations with the trend of an ageing US workforce has come increased interest in understanding intergenerational relationships within Organizations Webber (2001) Yet, most studies of age diversity within Organizations have focused on top management teams, where age diversity is somewhat limited. Despite the restricted age ranges found in top management teams, there is some support for the predictions made by social identity theory. For example, Webber (2001) found that top management teams with greater age diversity were less likely to engage in agreement-seeking behaviors that could result in reaching strategic consensus

Implementation of these independent variables affects diversity and their proper implementation in totality creates an ideal diversity mainstreamed organization. They should be implemented systematically to achieve the desired results in an organization. There are aging employees and very young employees with different ideals, values and they all need to be integrated to work together to achieve strategic objectives of organizations Zemke, Raines, Filipczak (2004). Very little research has examined antecedents of age diversity in the work setting. Unlike race or gender at the distributions within organizational structures (younger at the organizational structures (younger bottom and older in the middle and top) were derived from hiring employees at a young age and retaining them through most of their working lives. Such age distributions were aligned with societal expectations of orderly career progression, similarly aged work groups, and “appropriate” age differences between employees and managers.

The last twenty years have seen an erosion of such traditions as increased competition and expansion of the global economy has contributed to a trend for organizations to become flatter

and leaner. These environmental forces have undermined traditional career paths and associated age norms in organizations, contributing to more potential for age diversity effects.

This does not seem to be much evidence that organizations are proactively addressing these issues ([Armstrong-Stassen](#)). The research on age diversity is much less developed than that on race and gender, suggesting the need for new paradigms and new approaches to studying age in the work setting. The majority of research has been conducted in a Western setting, and as pointed out by [Joshi and Roh \(2007\)](#), cultural views of aging may influence age effects such that different theories and effects may be posed based on cultural norms and perspectives. Unlike other social categories of diversity, aging is an experience that most human beings will have, in light of current predicted life spans.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter presents the research design, the target population, data collection and techniques used for data analysis.

### **3.2 Research Design**

The study adopted a case study design, which sought to describe a unit in detail, in context and holistically, [Kombo and Tromp \(2006\)](#). The design was suitable for this study to aid the description of how the Ministry of Transport and Infrastructure manages diversity.

### **3.3 Target Population**

The target population for this study was the 42 officers in the in the Ministry of Transport and Infrastructure, who are members of the sub- committees and main committee on diversity management.

### **3.4 Sample Design**

The researcher used simple random sampling technique, which was used to select a representative sample of the population of 42, the employees who sit in sub and main committees which deal with diversity management issues, in the Ministry of Transport and Infrastructure. At

least 30% of the total population is representative. Borg and Gall (2003). Respondents were selected randomly. This approach ensured a representative sample. So 30% of 42 is 13, this is the sample that was interviewed.

### **3.5 Data Collection**

The study relied on primary and secondary data. An interview guide was used to collect data. The interviews were administered by the researcher to officers who are members of the sub committees and the main committee for diversity issues. The respondents comprised of the acting director human resource management, the acting assistant director human resource development, the chief economist, head of planning and head of performance contracting, the head of quality assurance, the acting director government clearing and forwarding services, the senior principal supervising engineer roads, the senior principal chemist, the chief human resource officer, the legal officer, human resource assistant, principal human resource officer who also has a disability, and two economists. The secondary data was collected from policy documents and procedures on diversity management.

### **3.6 Data Analysis**

Content analysis was used to analyze data collected from respondents. Kothari (2004) described content analysis as a method of analyzing contents of documentary materials such as books, journals, magazines, newspapers and the most important contents of verbal material whether spoken or written. Content analysis provides the researcher with a qualitative picture of the respondent's concerns, ideas, feeling and attitudes. It is used to identify the intentions and focus on communication trends of respondents.

## **CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATION**

### **4.1 Introduction**

This chapter presents responses on diversity management practices.

### **4.2 Response rate**

From a sample size of 13 respondents, the researcher interviewed a total of twelve respondents which gave a response rate of 92%. The response rate was considered adequate to generate representative results on the subject of study.

### **4.3 Diversity Management Practices**

#### **4.3.1 Gender Mainstreaming**

The respondents indicated that the Ministry had a broad policy on gender and had gone further to develop a gender based violence policy which articulated zero tolerance to sexual harassment. The respondents agreed that gender issues are an important component of diversity management. Due to historical factors, women were marginalized in recruitment, promotions and training and this created imbalances in the labour market. The respondents further explained that the performance contracts have enhanced management of gender activities, the annual and quarterly reporting to the National Gender and Equality Commission on gender mainstreaming and to Public Service Commission of Kenya has kept gender activities on course. In the performance contracts signed by the Cabinet Secretary, gender and other components of diversity are included as a statutory obligation. Guidelines on gender policy are issued by the National Gender and Equality and Directorate of gender under the Ministry of Planning and Devolution. The principal secretary had appointed a team consisting of heads of department and officers dealing with gender in the Ministry to draft a policy.

The recommendations are made to the principal secretary who approves the policy after consulting with the Cabinet Secretary for approval of implementation. The respondents stated

that the Ministry had ensured 30% of the officers recruited are women, equal training opportunities provided, quarterly and annual monitoring by the National Gender and Equality Commission on gender mainstreaming, ensured gender issues are integrated in the annual performance contract of the Cabinet Secretary and developing annual work plans of activities which are submitted to the gender commission for approval and collecting sex disaggregated data to guide in planning. This implies that the Ministry has top management endorsement of gender mainstreaming.

The respondents indicated that the Ministry has stayed on course to ensure programmes and policies succeed by mainstreaming different aspects of gender progressively, awareness programmes, training the committee, training staff. Armstrong (2009) goes further to suggest that management of diversity policy may include elimination of bias in such areas as selection, promotion, performance assessment, pay and learning opportunities this is similar to what the respondents discussed. The findings imply that, efforts have been made by the Ministry to mainstream gender and most respondents were well versed with steps of mainstreaming gender and how important it is. This implies that the Ministry has taken gender matters and sexual harassment seriously and has put in systems to protect each gender.

### **4.3.2 Disability Mainstreaming**

Persons with disabilities are found in organizations, some are born with disability others get disabilities as a result of accidents and other illness .There are persons with disability in the Ministry and the respondents confirmed that there is a disability policy formulated by a committee appointed by the principal secretary. The policy is approved after stakeholders have given their input. The view of the respondents was that disability was an important component of diversity management. Some of the persons with disability had participated in the formulation of policies on diversity and one of the respondents was a person with disability. Involving persons with disability is a plus for the organization because the policies affect them. The respondents also confirmed that persons with disability are involved in activities including training. The respondents gave the number of persons with disability in the Ministry as one hundred and sixty; this means the persons with disability in the ministry is 5 % of the total population, noting that the Ministry has three thousand two hundred employees. This can be interpreted that the Ministry has consistently recruited persons with disability to be able to achieve the percentage of

employees who have disability as 5%. The respondents stated that persons with disability retire five years after the normal retirement age which is sixty years, so long as they are registered with the council for persons with disability and they have been issued with a certificate. The respondents also stated that persons with disability are exempted from tax payment. It is worthwhile to note that not all persons with disability participate in policy formulation but they are represented on board.

The Ministry has stayed on course by creating awareness and sensitization, infrastructural adjustment, monitoring of all activities including training, recruitment of 5% of persons with disability who apply for advertised posts, ensuring quarterly reports are submitted to National Council for Persons with Disability and undertaking surveys to determine the level of mainstreaming. The respondents indicated that there have been challenges and these included negative attitude of some of the employees, slow infrastructural adjustment to persons with disability matters, funding for the activities. The issues on disability are included in the Cabinet secretary's performance contract, from the findings, it is clear that there is a committee that drives the processes and programmes and the stakeholders are involved. The inclusion of disability matters in the performance contract of the cabinet secretary has enhanced disability management matters. All these activities imply that the Ministry has taken disability mainstreaming a notch higher. Perhaps this is because there are persons with disability in the Ministry and training and sensitization undertaken which has enhanced understanding of disability matters.

### **4.3.3 Ethnicity**

Ethnicity relates to cultural factors such as nationality, culture, ancestry, language and beliefs. Ethnicity is an important component of diversity because it entails equity of treatment in the workplace and includes the following activities; recruitment, appointment in public offices, training, career progression, deployment, inclusion in remuneration and allowances payable. Management of diversity is now embedded in the Constitution of Kenya 2010 and requires that not more than one third of public appointments should be from one ethnicity. Majority of the respondents were of the view that the Ministry has stayed on course in ethnicity management, by organizing team building activities to ensure bonding of teams, observing the national language

in the work place, inclusiveness during recruitment, deployment and making quarterly reports to the Public Service Commission on ethnic composition in the Ministry and providing data on promotion, training, hiring, discipline per ethnicity. From the respondents view, there needs to be a specific policy on ethnicity in the ministry for smooth implementation.

The Ministry is currently relying on the provisions of the Constitution of Kenya to mainstream ethnicity matters and circulars from government. Not having a specific policy does not articulate the matters well and this leads to certain aspects not being addressed. Employees in the organization come from diverse backgrounds and they need to be comfortable in the work place. This can be articulated well through a committee which will be charged with formulating policy and monitoring the implementation. Although the Ministry is engaged in certain activities towards ethnicity management, the impetus to drive the process is not there. Written policies will assist the Ministry better in managing ethnicity matters. According to Mullins (2010), diversity is about appreciating that employees are different and it is that difference that needs to be managed well to create a better working environment to achieve results.

#### **4.3.4 Age Consideration**

The Ministry has diverse age groups, although majority are aged forty years and above and the younger generation rely on the older generation for coaching in the workplace, due to their experience. The younger generation has a different work orientation than the one set by the older generation. Majority of senior officers are much older than the young ones who are relatively in lower positions. The respondents view was that, there was no direct policy on age consideration but there was general integration of all staff guided by government circulars and the human resource manual which stipulates that the employment age is eighteen years and the retirement age sixty years, although employees can retire at age fifty years, if they so wish. The respondents indicated that age consideration was an important component of diversity management and indicated that, they had experienced issues on the youths' dress code, succession management was a problem because the youth come and go, retention rate is low, some senior employees fail to appreciate the younger generation in terms of their career progression, senior officers attend better training than the lower cadre youth, lack of policy guidance in the Ministry hampers harmonized implementation of age integration programmes and initiatives. According to Knight

et al (1999) in the study of top management, he found that top management teams with greater age diversity were less likely to engage in agreement-seeking behaviors that could result in reaching strategic consensus. The respondents went further to indicate that discrimination was likely to occur if age consideration is not managed well and this interferes with the tranquility of the organization. Other studies on top management teams have found significant relationships between age diversity and behavioral outcomes that are assumed to result from conflict, such as turnover Zemke, Raines, Filipczak (2004) Not much has been done to have a policy to mitigate any challenges that may arise out of age disputes. As yet, however, there does not seem to be much evidence that the ministry is proactively addressing age issues just as suggested by (Armstrong-Stassen& Templer, 2005) that organizations were not proactively addressing age matters.

#### **4.3.5 Sexual Orientation**

Sexual orientation is a person's sexual identity in relation to the gender to which they are attracted; the fact of being heterosexual, homosexual, or bisexual is a secretive matter in the workplace according to the respondents especially for those who are not heterosexual. There is no policy on sexual orientation but there is the Public Officer Ethics Act (2006), the Kenya Constitution (2010) and the human resource manual which articulate issues of integrity and moral standing, which the ministry relies on. The Constitution of Kenya (2010) abhors relationships of the same sex and upholds marriages of hetero-sexual nature. The respondents view was that sexual orientation was an important aspect of management of diversity. The challenge of sexual orientation is that gayism has not been articulated at policy level and this is not good for the organization and the management, of such matter pause challenges when they occur. The respondents indicated that in the absence of a policy framework on issues of sexual orientation, employees use individual discretion to handle matters on sexual orientation. In practice there has been no discrimination experienced. The findings also indicated majority of the respondents had not experienced any challenges on issues of sexual orientation. One respondent indicated that there had rumor of one employee being gay; this was enough to cause action to be taken on formulating policies. Issues of sexual orientation can cause emotional damage, when an organization discovers the top manager who drives the organization's objectives is gay. There needs to be policies to cushion both the employer and employees.

#### **4.3.6 Diversity Processes, Programmes and Practices**

It is important to give value to the Processes, Programmes and Practices of diversity then it becomes easier to identify the most important components of diversity and implementation is clear. The respondents were of the view that the Ministry had prioritized the implementation of only three policies, gender, disability and partly ethnicity. The two others: age consideration and sexual orientation had not been prioritized. Majority of the respondents were of the view that each component of diversity should have its own policy but have a clear strategy to drive the policies to achieve better results on diversity management. This was in response to whether there should be one single policy to drive diversity or each component should have its policy.

In the last two years, the Ministry has improved diversity management by reviewing the disability and gender policies to be in tandem with the Constitution of Kenya 2010, has established an inter-departmental committee to deal with diversity issues on gender, disability and cross cutting matters.

Majority of the respondents were of the view that the processes, procedures, and programmes the Ministry had put in place added value to management of diversity. The respondents went further and indicated that reviewing of the policies was a good step to ensure that diversity activities, remained on course and are in tandem with the current legal provisions. The Ministry had undertaken two surveys to establish the level of gender mainstreaming and disability mainstreaming. This fits in well with what the three scholars suggested (Benschop, 1998; Cox, 1995; Morrison, 1995) that more field studies needed to be conducted, in order to provide more insight into the complexity of diversity in organizations and into the way in which processes and practices are implemented.

Annual work plans and committees should deal with diversity matters and it should not be relegated to human resource management only. The respondents went further and isolated lack of funding, lack of policy framework for some components, organization culture and complexity of diversity, attitudes and cultural inhibitions, as challenges faced. In order of importance, the respondents were of the view that gender mainstreaming was most important followed by, disability, ethnicity, age consideration and sexual orientation Makower (1995) advocates for top management involvement in diversity matters. Perhaps the respondents classified the

components this way because the Ministry has been active on gender and disability matters and a lot of sensitization has been undertaken.

Top leadership commitment is important because it enables, a vision of diversity to be communicated throughout an organization by top-level management, making diversity as part of an organization's strategic plan and linking it to performance, known literature by Hubbard (2003) suggests that diversity planning should be aligned with strategic objectives and goals of the organization so that they are achievable within existing frameworks. There should be a way of measurement and accountability as advocated for by Kossek & Lobel (1996).

The Ministry has chosen the model of affirmative action to achieve diversity management. It is important to note that the number of ethnically diverse employees in an, organization does not make it multicultural. The Ministry needs to make visible structural changes which can be expounded by its perspectives, policies, purposes, programmes, personnel, practices and power as proposed by Rosado (1996). Thomas (1990) also emphasized that there needs to use change from affirmative action to affirming diversity.

#### **4.3.7 Emerging Issues**

Emerging issues are many and they include inadequate institutional framework to address diversity in totality, this is according to the respondents. Poor and ineffective monitoring of the implementation and inadequate funding. This is important in order to achieve better standards. The respondents were of the view that merit should not be sacrificed while implementing equity policies in order to accommodate minority groups instead disadvantaged communities should be assisted to get the right qualifications to compete with others. Resistance to policy and not understanding the issues in the policy are some of the emerging issues cited by respondents, Changes in structures, lack of policy on sexual orientation, ethnicity and age consideration.

## **CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

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

### **5.2 Summary**

From the study it was established that the Ministry of Transport and Infrastructure has put in place a committee to oversee diversity management issues and there is a policy on gender mainstreaming, disability mainstreaming and gender based violence policy, which deal with any sexual harassment. Programmes and procedures are in place including, recruitment 30% women and 5% persons with disability, training, deployment, and infrastructural changes are in place to support persons with disability. Gender and disability mainstreaming is included in the Cabinet Secretary's performance contract. The study established that the primary components of diversity management ranked in order of importance as; gender mainstreaming, disability, ethnicity, age consideration and sexual orientation. Available literature suggests that problem-solving arguments hold that better decisions would be inherent in heterogeneous problem solving groups (Cox and Blake, 1991). This argument supports the respondents' view that diversity should be enhanced to improve organizational performance. When an organization is tranquil, the employees work freely.

It was established that the Ministry did not have internal policies on ethnicity, sexual orientation and age consideration and used general government circulars on the three aspects of diversity. Programmes to integrate employees of all ages were not in place. In the absence of that, discrimination may occur. In the study it was established that there had been rumors of one officer being gay, this requires the Ministry to have policies formulated to mitigate future incidences. There have been studies to determine the level of gender mainstreaming and

disability mainstreaming but non on sexual orientation. The respondents demonstrated a desire to be sensitized more on issues of non conformist sexual orientation and management of age diversity. The respondents were of the view that all components of diversity should be put in strategic plans to form part of strategic objectives to enhance accountability and suggested that all the stakeholders should be included during discussions on policy formulation.

The study established that there should be systems to measure performance on diversity, make it a strategic goal, accountability to be enhanced and avail the budgetary provision for the activities. The employees depend on each other be they young or old but the ministry does not have clear integration programmes to ensure smooth transition and succession programmes. In the absence of that, discrimination may occur. External and internal stakeholders are key and therefore should not be left out of discussions on policy formulation. It was established that the respondents knew the actual numbers of persons with disability to be at one hundred and sixty out of three thousand two hundred employees, which gave 5% of persons with disability in the Ministry. The respondents were of the view that institutional framework to address diversity in totality was lacking. Poor and ineffective monitoring of the implementation and inadequate funding was also mentioned by respondents. This is important in order to achieve better standards. The respondents were of the view that merit should not be sacrificed while implementing equity policies in order to accommodate minority groups, instead disadvantaged communities should be assisted to get the right qualifications to compete with others. Resistance to policy and not understanding the issues in the policy are some of the emerging issues cited.

### **5.3 Conclusions**

It can be concluded that that the Ministry of Transport and Infrastructure has implemented gender and disability mainstreaming policies well but for sexual orientation, age consideration and ethnicity. The ministry has identified the persons with disability in the Ministry which is 5% of the population. The Ministry needs to develop the ethnicity, sexual orientation and age consideration policies, to ensure smooth implementation of management of diversity. The Ministry does not tolerate gender based violence and sexual harassment; the gender based violence policy and the general gender mainstreaming policy are in place. Proper institutional

framework and monitoring of diversity has not been established and merit should not be compromised in order to accommodate minority groups instead they should be assisted to get to the right standards of education.

Diversity has not been in every employee's targets and including it in the strategy will make every employee accountable on diversity matters and budgetary provisions should be availed by management, for this purpose. Old and young employees need each other in work performance and the management needs to give attention. From the study, all components of diversity are important and they need to be managed well. Internal and external stakeholders should be included when formulating policies to get full consensus and policies should be reviewed biannually. To achieve success on implementation, negative attitude to policy needs to be dealt with.

#### **5.4 Recommendations**

The study recommends that all staff be sensitized in order to play a proactive role on issues of diversity and there should be continuous improvement programmes to reinforce learning. Diversity matters should be made an integral part of every activity to ensure policies are institutionalized, increase budgetary allocation for implementation of policies, each ministry should practically account to all the staff and other stake holders, how they have implemented policies, this means that there should be continuous assessment of the implemented policies to enhance better results. The study recommends celebration of diversity to be enhanced, through learning, make deliberate efforts to deal with all aspects of diversity.

The Ministry should formulate policies on sexual orientation, age consideration and ethnicity management and involve all the stake holders to get buy in from the all. Research on level of implementation of each component should be continuous and the results communicated to all the staff and each department made to account. Top management to be trained on sexual orientation matters, age consideration and ethnicity management. This creates a value that will drive all the policies of diversity into one entity and achieve the desired goals. Diversity management is a core matter and not peripheral, let everyone account for the success by making it a strategic objective in the Ministry.

## **5.5 Limitations of the Study**

This study was confined to Ministry of Transport and Infrastructure and was therefore not able to take a comparative study in other sectors on diversity management.

## **5.6 Suggestions for Further Study**

The study was confined to the Ministry of Transport and Infrastructure, the study may be replicated in other ministries to establish whether there will be consistency in the management of diversity Practices.

Further research should be undertaken on the effects of positive ethnicity on management of diversity. This would give another dimension other than what this research has handled. Ethnicity has been expressed as a complex matter and it is not an individual's fault that he/she is born in the ethnic background that they find themselves in. This will enhance understanding of ethnicity and the impact it can have

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## **APPENDIX I: INTERVIEW GUIDE**

### **Diversity Practices**

#### **1. Gender mainstreaming**

- a) Do you have a gender policy in the ministry? Kindly explain how it is formulated and mainstreamed
- b) Do you think gender is an important component of diversity management?
- c) Kindly explain how the ministry has stayed on course in gender mainstreaming to ensure the programmes and policies succeed.

#### **2. Disability mainstreaming**

- a) Do you have a disability policy in the ministry?
- b) In your view, is disability mainstreaming important in diversity management
- c) Do you have persons with disability in the ministry? Did they participate in making the decisions for persons with disability?
- d) Kindly explain what programmes your ministry has put in place to ensure improved disability mainstreaming and state any challenges you have faced.

#### **3. Ethnicity**

- a) Do you have an ethnicity policy and what does it entail?
- b) Do you think that ethnicity is an important component of diversity?
- c) Kindly explain the programmes and practices you have to manage ethnicity and how you deal with challenges.

#### **4. Age consideration**

- a) Do you have a policy on integrating employees of all ages kindly explain how it works
- b) Is age consideration important in managing diversity?
- c) Kindly explain how you manage issues of age and any challenges you have faced in the ministry

#### **5. Sexual orientation**

- a) Do you have a policy on sexual orientation? (You understand homosexual and heterosexual)
- b) Do you think it is important in the management of diversity?
- c) Please explain if there are any officers who are gay, do you think this affects management of diversity

d) Explain any challenges you have experienced on issues of sexual orientation and how you have dealt with it?

**6. Processes, Programmes Procedures and Practices**

a) How have you prioritized the implementation process, of the five policies you have mentioned in section A, some schools of thought advocate that there should be one single policy on diversity. What is your view on this?

b) Kindly discuss any changes that the ministry has made in the processes, practices and programmes in the last two years on diversity?

a) What procedures are in place in the Ministry to ensure that diversity is managed well in totality?

b) Do you think the procedure you described in question (a) above adds value to improvement of management of diversity?

7. Gender mainstreaming, Disability mainstreaming, Ethnicity management, age consideration and sexual orientation are practices of diversity the ministry is required to implement. How have you prioritized the practices to achieve results?

8. What are the emerging issues and how would you like the issues addressed

9. Kindly make suggestions how diversity management can be improved

**Thank you for your responses.**

## **APPENDIX II: RESPONDENTS FROM THE MINISTRY OF TRANSPORT AND INFRASTRUCTURE**

1. Chief Economist and Head of Planning and performance contracting
2. Ag Director Human Resource Management
3. Head of Quality Assurance
4. Ag Director Government Clearing and Forwarding
5. Senior Principal Superintending Engineer
6. Principal Human Resource Management Officer
7. Chief Human Resource Officer
8. Economist
9. Human Resource Assistant
10. Ag Senior Assistant Director Human Resource Development
11. Senior Principal Chemist
12. Legal Officer

## **APPENDIX III: LETTER OF INTRODUCTION**



**UNIVERSITY OF NAIROBI**  
**SCHOOL OF BUSINESS**  
**MSc HUMAN RESOURCE PROGRAMME**

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

P.O. Box 30197  
Nairobi, Kenya

DATE.....

**TO WHOM IT MAY CONCERN**

The bearer of this letter ... LOICE OKWOMA ABUKUISA @JAKA  
Registration No. .... D64/60507/2013 .....

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

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

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**  
**MSc HR ADMINISTRATOR**  
**SCHOOL OF BUSINESS**

