

**INFLUENCE OF HUMAN RESOURCE PRACTICES ON WORKPLACE DIVERSITY
AMONG STATE CORPORATIONS IN MOMBASA COUNTY, KENYA**

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DECLARATION

I declare that this thesis is my original work and that it has not been presented for examination in any other University.

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DEDICATION

I dedicate this research thesis to my loving family, especially my brother Masoud for his love and unconditional support throughout the whole process. They were a source of inspiration and helped me go through the process with confidence and determination.

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ABSTRACT

The study was aimed to analyze the influence of human resource practices on diversity among state corporations in Mombasa County. Specific objectives were; to determine the influence of recruitment and selection on diversity among state corporations in Mombasa county, to analyze the influence of training and development on diversity among state corporations in Mombasa county, to investigate the influence of compensation on diversity among state corporations in Mombasa county and finally to establish the influence of succession planning on diversity among state corporations in Mombasa county. The study involved selected major state corporations with headquarters in Mombasa County. The study was anchored on resource based theory, Ability, Motivation and Opportunity (AMO) theory and Institutional Theory. The study adopted a descriptive research design and targeted 137 employees in the human resource department in the five selected state corporations in Mombasa County. Structured questionnaire containing a five pointed Likert scale were used. Data collected was edited and sorted for completeness and analyzed with the help of statistical package for social sciences (SPSS version 22). Descriptive and inferential statistics frequencies and percentages as well as tables and graphs were used to present the analyzed data so as to facilitate a clear interpretation of results and assist in drawing conclusions. The study found that human resource practices that is recruitment and selection, training, compensation, succession planning significantly (p value < 0.05) influence workplace diversity among state corporations in Mombasa County. The study concluded that all state corporations in Mombasa County should embrace workplace diversity to improve their performance.

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LIST OF ACRONYMS

ANOVA	Analysis of variance
HR	Human Resource
HRM	Human Resource Management
IT	Information Technology
KCB	Kenya Commercial Bank
KEMRI	Kenya Medical Research Institute
KPLC	Kenya Power and Lighting Company
NACOSTI	National Commission for Science, Technology and Innovation
NCIC	National Cohesion and Integration Commission
SAGAs	Semi- Autonomous Government Agencies
SHRM	Society for Human Resource Management
SPSS	Statistical Package for Social Sciences
USA	United States of America

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Human resource practices include selecting human resource needs, screening, recruiting, training, rewarding, appraising as well as attending to labor relations, safety and health, and fairness concerns (Dessler, 2017). Minbaeva (2016) viewed human resource practices as a set of practices used by organization to manage human resources through facilitating the development of competencies that are firm specific, produce complex social relation and generate organization knowledge to sustain competitive advantage. The effective implementation of human resource practices in organizations is a key source of competitive advantage and has a positive relationship with organization performance (Collins, 2017).

According to Harter, Schmidt, and Hayes (2015), human resource practices can generate increased knowledge, motivation, synergy, and commitment of a firm's employees, resulting in a source of sustained competitive advantage for the firm. According to Tan and Nasurdin (2017), an organization's approach of human resource practices has an influential effect on organizational innovation. Human resource practices set the tone and condition of the employer-employee relationship which can encourage the employees to become more innovative (Rousseau & Greller, 2015).

Effective human resource practices, if implemented effectively, are likely to make employees perceive their communication relationship with their manager as characterized by a supportive environment. This is based on investment in employee skills, regular and fair performance feedback, fair and attractive rewards for performance, and joint efforts to achieve meaningful goals (Sun, Aryee, & Law, 2017). In return, employees may feel obligated to meet the goals of their

managers and organizations. Therefore, they establish an emotional relationship with the manager and the organization itself, which is based on a mandatory reciprocal relationship in their exchange relationship (Mayer & Davis, 2018).

The concept of diversity brings a multi-ethnic, multi-racial, and multi-cultural perspective to organizations because that concept creates an awareness of diverse populations both in workplaces and commercial markets. After raising issues of diversity through the Workforce 2010 Report, organizations determined diversity by using a cost-benefit analysis because they believed that diversity provided benefits for businesses (Singal, 2014). Workplace diversity refers to the variety of differences among people in an organization. Diversity could be related to some factors including: age, gender, culture, education, employee status, physical appearance, family status, regional origin, national origin, thinking style, religion, race and more (Agrawal, 2016).

Diversity refers to the co-existence of employees from various socio-cultural backgrounds within the company. Diversity includes cultural factors such as race, gender, age, colour, physical ability, ethnicity, etc. The broader definition of diversity may include age, national origin, religion, disability, sexual orientation, values, ethnic culture, education, language, lifestyle, beliefs, physical appearance and economic status (Wentling & Palma-Rivas, 2013). Diversity requires a type of organizational culture in which each employee can pursue his or her career aspirations without being inhibited by gender, race, nationality, religion, or other factors that are irrelevant to performance (Bryan, 2015).

Diversity is a strategy used by many organizations seeking to create a working environment that allows employees to reach their full potential as they pursue organizational objectives (Thomas, 2014). This type of management is an ongoing, systemic and planned commitment on the part of

the organization to recruit and retain employees with diverse experiences and skills. In recognizing differences in all core business management functions, effective diversity practices must stem from adult learning theories that contextualize the workplace as both a social and collaborative learning environment while respecting difference and building strength through individual and collective relationships. It is also necessary to integrate the economic, sociological, and educational disciplines into the managerial discussion of diversity (Bassett-Jones, 2015).

The workforce diversity emerged mainly to further the availability equal opportunities in the workplace .This equal opportunity philosophy is aimed at ensuring that the organizations make the most out of the differences from a diverse workforce rather than losing talent which might assist the organization to be more efficient and effective(Bryan, 2016).The effectiveness of an organization can be measured in different criteria among them is productivity, profits, growth, turnover, stability and cohesion (French, Wendell & Cecil, 2014).

According to Mott (2017), open system perspectives focus on the exchanges with the environment this includes information processing, profitability, flexibility, and adaptability. That implies that if organizations exist to unite diverse perspectives, capabilities, and talents in pursuit of common purposes and mutually beneficial results, why do they stifle diversity, seek sameness, discourage individuality, promote conformance, reward uniformity, and punish nonconformity? Because managing diversity is harder than managing uniformity managing diversity is more challenging, expensive, time consuming, demanding, stressful, and prone to fail.

Managing diversity involves understanding that there are differences among employees that these differences, if properly managed, are an asset to work being done more efficiently and effectively. Furthermore, managing diversity should be considered an active phenomenon, which involves supervising or coordinating and directing the diversity or differences individuals bring to the

organization to ensure the organization's strategic goals are being fully and effectively met (Friday & Friday, 2014).

Company initiatives undertaken to include all employees in company programs and informal social networks. Organizations seeking global relevance cannot ignore the impact of workforce diversity on their ability to problem-solve, innovate, and cultivate diverse markets. Diversity goes far beyond simply hiring demographically diverse employees. It encompasses everything a company does that signals its genuine attitude toward employees' diverse perspectives and backgrounds (Torres & Bruxelles, 2016).

There are three approaches for managing diversity in organizations. These approaches include practitioner approach, the mainstream approach, and critical approaches. Practitioner also known as consultant approach emphasis on the positive aspects of how making the workplace more diverse can increase productivity. In this approach organizations focus on how diversity can benefit their business (Bairoh, 2016).

Since organizations find it difficult to find qualified workers that have the talent and abilities necessary to do the job, they must examine all possible means to find the workers they need. Using this approach to find qualified workers, making the workplace a more diverse environment helps employers make minorities and other potential employees who may be qualified more available and noticeable. If the workplace is diverse than these more diversified employees should be better able to understand what their diverse customers want. Diversity in the workplace can even improve productivity, increase creativity and innovation, and mitigate costs associated with mitigation (Lorbiecki & Jack, 2013).

The micro level, or the individual employee level, is based on understanding and managing stereotypes, prejudices, and discrimination. Proponents of managing workplace diversity at the micro level also feel that prejudices and stereotypes are immediate precursors for discrimination in the workplace. Discrimination is either completely eliminated or controlled by controlling prejudices and stereotypes. There are other antecedents of discrimination which include social psychological processes such as: the development of social identities and social categorizations, experience of realistic group conflict and contact with demographically different persons (Dietz & Petersen, 2016)

Critical approach is the other approach of diversity (Bairoh, 2016). According to Critical discourse analysis, they examined how managers and other policy makers within organizations defined and viewed the term diversity. Managers see diversity as something that should be managed. Since groups are identified and viewed as different because they need to be managed this helps to erase the differences found between diverse individuals (Lorbiecki & Jack, 2013).

Individuals are seen as being diverse within an organization, co-workers are forced to view them in a certain light. Because mainstream approaches to diversity place individuals into socially constructed demographic categories that are portrayed as obvious, natural, and undisputable that they make it almost impossible for change to occur. It is agreed that because traditional approaches to diversity assign differences to individuals that there will be no movement within or between diverse groups (Lorbiecki & Jack, 2013).

Organizations and their management teams often define diversity too narrowly by tolerating, rather than embracing, government guidelines about inclusion of gender, racial, and sexual diversity in the workplace; focusing on the avoidance of legal risks, rather than the benefits of diversity; and

doing the minimum necessary, rather than the maximum, to promote diversity. In the end, they promote uniformity rather than diversity, and understand only those customers who are most like their employees (White, 2016).

Human Resource Management practices refers to a system that attracts, develops, motivates, and retains employees to ensure the effective implementation and the survival of the organization and its members (Schuler & Jackson, 2017). Besides, Human Resource Management practices is also conceptualized as a set of internally consistent policies and practices designed and implemented to ensure that a firm's human capital contribute to the achievement of its business objectives. Additionally, Human Resource Management practices are set of practices used by organization to manage human resources through facilitating the development of competencies that are firm specific, produce complex social relation and generate organization knowledge to sustain competitive advantage (Minbaeva, 2015).

Human Resource Management practices such as recruitment and selection, training and development, compensation and benefits facilitated benevolence climate (organizational ethical climate) by supporting organizational policies and procedures that encouraged organizations to concern for the natural environment (Manroop, 2015).

A state corporation is an organization formed and owned by the government to meet both its commercial and social goals and that they exist for various reasons including correcting market failure, exploiting social and political objectives, providing education, health, redistributing income or developing marginal areas (Njiru, 6th October 2016). State corporations operate under the rules and guidelines set by the government. State corporations in Kenya are divided into broad

categories based on their mandate and functions. The categories are financial corporations, commercial corporations, regulatory corporations, public universities, service corporations, regional development authorities, tertiary education and training corporations and finally training and research corporations.

The State Corporation Act of Kenya, CAP 446 of 1986 defines a state corporation as a body established by the Government to carry out a specific function. State Corporations are regarded as government vehicles for conducting business. They could either be permanent or temporarily established. State corporations are also referred to as Executive agency or Semi- Autonomous Government Agencies (SAGAs). State corporations are classified into four categories: Utilities, Regulatory, Commercial or Industrial and Development Finance. Utilities parastatals are monopolies which have little or no competition from the private sector. Regulatory parastatals are semi-monopolies and they play a specific role. Such roles may involve development of a sub-sector, regulation of production prices and marketing. Commercial or industrial parastatals engage in competition with the private sector. Development finance parastatals facilitate industrial development and the participation of nationals in the economy.

All public establishments shall seek to represent the diversity of the people of Kenya in the employment of staff. No public establishment shall have more than one-third of its staff from the same ethnic community”, reads section 7 of the NCIC Act (2016). In Kenya, the issue of diversity in workforce has been given attention lately with corporations being urged to comply with the regulations set to monitor the diversity. The concept of diversity is currently deeply rooted in its constitution, the Kenyan Constitution (2010) that outlaws any legislation and practices that promotes discrimination of all persons regardless of age, gender, ethnicity, religion, class, race,

physical impairments, mental abilities etc. This therefore means that all corporate bodies in Kenya are required and expected to put in place practices to effectively promote and manage workforce diversity.

Consequently some corporations have developed and implemented diversity practices at the workplace (Conex & Walter, 2015). However it is important to note that implementation of the diversity practices and its effectiveness has to be determined by the employees. Apart from the Kenya Constitution 2010, state corporations are guided by some legal mandates enshrined in Employment Act 2016, Persons with Disabilities Act 2014, Occupation Health and Safety Act 2016, Workplace gender equality Act 2012 and other ratification of International Labor conventions.

1.2 Statement of the Problem

Workplace diversity is a central issue in human resource management in any organization in the 21st Century. The call for workforce diversity has arisen in part from social movements which challenge traditional patterns of exclusions in most important institutions of society including work institutions and public employment. Organized societies have promoted change in legislation, social values and roles in the workplace. Civil rights, women's and persons with disabilities movements have to a large degree put pressure to broaden composition of the labor force. This has led to opening up of opportunities for groups which previously had been excluded from accessing societal resources and opportunities.

Currently, there are about 700,000 persons serving in the public sector (KNBS 2015), who are from varied ethnic groups and races, persons with disabilities, the marginalized and minorities. A survey by the Public Service Commission in the year 2013–14 established that the constitutional

requirements of two third (2/3) gender rule have not been fully met though some progress was been made. With regard to ethnic composition, different surveys conducted by Public Service Commission and the National Cohesion and Integration Commission have established that some communities are over represented while others are underrepresented especially people from marginalized areas. As regards Persons with Disabilities, the survey established that the total percentage of persons with disabilities employed is less than one per cent.

National Cohesion and Integration Commission (NCIC) carried out a survey in 2011 on inequalities in employment public sector. The survey established that Over 50 per cent of Kenya's ethnic groups are only marginally represented in the Civil Service the country's largest employer. Only 20 out of over 444 listed Kenyan communities are statistically visible in the Civil Service. Some 23 communities have less than one per cent presence in the Civil Service.

The Kenyan Constitution, 2010 addresses the past inequalities under Articles 10 and 232 on national values, principles of governance, and public service values and principles respectively. These articles call for strong national identity, effective representation and leadership, equitable allocation of resources and opportunities, good governance, sustainable development, and protection of the marginalized and vulnerable groups. Management in public service institutions should therefore strive at achieving a work force that is representative of all the citizens in terms of professional and academic merits, disability, gender, ethnicity, race, religion, minority and the youth. Public Service is required to promote diversity by reviewing its recruitment procedures, selection criteria, training opportunities, promotion criteria among other factors. This study therefore sought to assess the influence of human resource practices on employee diversity among state corporations in Mombasa County.

1.3 Objectives of the study

1.3.1 General objective

The general objective of this study was to assess the influence of human resource practices on workplace diversity among state corporations in Mombasa County.

1.3.2 Specific objectives

This study was guided by the following objectives

- i. To determine the influence of recruitment and selection on workplace diversity among state corporations in Mombasa county.
- ii. To analyze the influence of training and development on workplace diversity among state corporations in Mombasa county.
- iii. To investigate the influence of compensation on workplace diversity among state corporations in Mombasa county.
- iv. To establish the influence of succession planning on workplace diversity among state corporations in Mombasa county.

1.4 Research Questions

This study was guided by the following research questions:

- i. What is the influence of recruitment and selection on workplace diversity among state corporations in Mombasa County?
- ii. What is the influence of training and development on workplace diversity among state corporations in Mombasa County?
- iii. What is the influence of compensation on workplace diversity among state corporations in Mombasa County?

- iv. What is the influence of succession planning on workplace diversity among state corporations in Mombasa County?

1.5 Scope of the Study

The scope of this study was to analyze the influence of human resource practices on workplace diversity among state corporations in Mombasa County. The study involved selected major state corporations with head quotas in Mombasa County. These corporations were all located within the heart of Mombasa County with majority of them within the island and others in the outskirts of the island. They include Kenya Ports Authority, Kenya Maritime Authority, Kenya Ferry Services, Kenya marine and fisheries research institute and Coast development authority.

1.6 Significance of the Study

This study benefits the following stakeholders.

Management of state corporations. The managers of these corporations will benefit from the findings of this study. This is because they will be able to know human resource practices for diversity and their influence. This will inform them on which is the most effective human resource practice to apply in their organizations in order to manage workplace diversity.

National Cohesion and Integration Commission. Commissioners of this body will be in a better position to understand the human resource practices that different organizations can employ in order to manage diversity in both public and private organizations. This will be of great benefit to them as they make proposals and recommendations to both National and county governments.

Employees. Employees of organizations at all levels will be in a position to understand the different human resource practices being used in order to manage diversity in various organizations.

Other researchers. The findings of this study will be of benefit to both existing and upcoming researchers since they will use them for reference purposes.

1.7 Limitations of the Study

This study was limited to human resource practices for managing diversity in state corporations. The researcher experienced harsh weather conditions during data collection which was a limitation especially where the researcher had to move from one organization to another. The researcher also encountered uncooperative respondents during the exercise of data collection where they failed to respond in good time as it was expected. On the other hand, the respondents were limited especially to their responses since the questions that were used were likert scale questions where answers were provided for them to choose from. Hence limiting their responses to the choices provided.

1.8 Operational definition of terms

Workplace diversity – it is the process employee retention, Respect for personal differences, Employee satisfaction and inclusion in an organization.

Recruitment- it is the process where an organization has a Recruitment policy, Recruitment plan, Recruitment audit, Recruitment objective and Timely recruitment.

Training- training in an organization is the process where activities such orientation, Promotional Training, Safety training, Induction and Remedial training are carried out.

Compensation- refers to all the benefits and packages given to employees which includes Basic salary, Overtime pay, Commission, Fair pay, Social rewards, Task related rewards and Indirect pay.

Succession Planning- it is the process where there is Top management support, dedicated responsibility, Performance of a needs driven assessment, Professional development opportunities as well as Focused individual.

State Corporation- refers to a legal entity formed and owned fully or partially by the government for the purpose of engaging in commercial activities on its behalf.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed all theories supporting this study and all the past studies as per the objectives guiding the study influence of human resource practices on diversity in selected state corporations in Mombasa.

2.2 Theoretical Review

This section will analyze and discuss the theories related and supporting the variables of this study where human resource practices (Recruitment, Compensation, Training and Succession Planning) is the independent variable and workplace diversity is the dependent variable.

2.2.1 Resource Based View theory

Resource Based View theory is an economic tool used by organizations in order to identify the strategic resources that are available for it. This theory main focus is competitive advantage of an organization with reference to usage of valuable and unique resource owned by that organization where there are two types of resource which include visible and invisible sources (Rumelt, 1984) (Wernerfelt, 1984). Visible sources may include sources such as capital, access to capital and location and on the other hand invisible sources may include sources such as knowledge, skills, reputation and entrepreneurial orientation itself (Ferreira, Azevedo, & Ortiz, 2011).

This theory was named by (Wernerfelt , 1984) in his article Resource based view of the firm. The contribution he made in his seminal work was his view on firms in terms of their resources instead of their product markets and also developed economic tools for examining and managing the relationship between firm resources and profitability. This work was later revised by (Rumelt, 1984) and (Barney, 1986) where they focused on the analysis of firm's internal resources and their

link to competitive advantage. They outlined a strategic theory of the firm that contained many ideas which were later encapsulated by the resource based view including definition of organization as a bundle of resources that vary in value depending on the context in which they are utilized.

Resource based view theory offers a powerful impact to an organization about how they should perform better than other firms in the same markets. Moreover, they state that there are traditional notions that managers have a vital effect on how firms behave and act but it is not the sole reason of how the firm can achieve superior results than its competitors. In view of these authors, resource based view theory states that resources and organizational capabilities have a bearing on the growth and performance of the organization (Barney & Clark, 2016).

Organizations require more resources in order for them to achieve superior performance than their competitors. Proper leadership skills of the labor force and scarce resources do not provide vital impact on firm performance, however, very good leadership skills that are required to deploy resources but there are other dynamics which can offer effective balance between leadership skills and results-oriented performance. These resources can be summed up as a human resource which is the most important resource needed to drive the track where individual skills and level of significance. Further requirement of the appropriate financial resource to acquire technological companies that are dynamic. All these factors have a significant impact on organizational performance (Barney & Clark, 2016).

Resource-based theory argues that disparities in managers' opinions concerning the value of diversity for firm effectiveness influence the adoption of diversity practices. Moreover, when diversity is viewed to be highly relevant to organizational strategy, managers may adopt diversity

practices more comprehensively to acquire and exploit this valuable resource. Thus, exploring the link between strategy and diversity can facilitate understanding of the heterogeneity of diversity practices across organizations. In addition, diversity practices should be treated as a moderator of the association between diversity of human capital and performance outcomes (Kochan & Bezrukova, 2014). This argument is consistent with resource-based theory, which suggests that an organization must have the ability to utilize its resources in order to gain performance advantages (Barney & Clark, 2016).

Diversity practices assist organizations to derive value from a diverse labor force especially where training-focused human resource management practices reduce the negative influence of racial diversity on constructive group processes. Diversity-focused Human Resource Management practices, a customer-oriented business strategy, and a people-oriented organizational culture enhance the positive effects of gender diversity on constructive group processes. A competitive organizational culture and growth-oriented business strategy negate the association between racial diversity and business unit performance, while an integration-and-learning approach to diversity enhances the positive association between racial diversity and performance. Therefore, Resource-based theory, diversity practices have a direct effect on the intermediate outcome of building a rare and inimitable diversity of human capital which is thought to lead to performance advantages (Kochan & Bezrukova, 2014).

Resourced Based View of the firm is based on two main assumptions involved resource diversity and resource immobility (Barney, 1991). Resource diversity concerns whether different firms possess bundles of different resources and capabilities; while resource immobility refers to a resource is difficult to obtain by competitors because it is inelastic in supply or costly. These two

assumptions can be used to determine whether an organization is able to create a Sustainable Competitive Advantage by providing a framework for determining whether a process or technology provides a real advantage over the marketplace (Barney & Clark, 2016).

Resource Based View tends to focus on the types of resources and the characteristics of these resources that make them strategically important, the dynamic capability perspective which focuses on how these resources need to change over time to maintain their market relevance. Therefore, the two main assumptions of the resource-based paradigm are the heterogeneous distribution of resources and the non-transferability of them. The first concerns the generation of resources that derives, mainly, from the company's experience, while the second deals with the market imperfection (Jiang, 2014).

This theory therefore is related to this study in the sense that for organizations to recruit, train, compensate and even do succession planning they will require adequate resources both tangible and intangible for instance, to recruit new members in the organization, organizational resources will be spent where the firm has to advertise for the position and as well as carry out the entire process up to when the candidate is absorbed in the organization. More resources will also be required to train and compensate the candidate. Without adequate and appropriate resources organizational may not be in a better position to execute these functions.

2.2.2 Ability, Motivation and Opportunity theory

AMO theory suggests that there are three independent work system components that shape employee characteristics and contribute to the success of the organization. According to the theory, organizational interests are best served by a system that attends to the employee's ability, motivation, and opportunity (AMO). Ability, Motivation and Opportunity framework is anchored from basic concepts of psychology which include; Motivation which is the impetus toward a behavior; Ability, that is the skills and capabilities requisite to the performance of a behavior; and Opportunity which refers to the contextual and situational constraints relevant to the performance of the Behavior. This framework was initially proposed by Bailey (1993), who suggested that ensuring the employee's discretionary effort needed three components: employees had to have the necessary skills, they needed appropriate motivation and employers had to offer them the opportunity to participate (Appelbaum, Bailey, & Berg, 2013).

Based on this model, and drawing on the concept of high performance work systems (HPWS), the model was later developed and its acronym stands for the three elements that enhance together employee performance: individual ability (A), motivation (M), and the opportunity to participate (O) (Munteanu, 2014). Based on the model, people perform well when they have the capabilities, they have the adequate motivation, and their work environment provides opportunities to participate (Choi, 2014).

This model is comprised of basic concepts of psychology (Kroon, Voorde, & Timmers, 2013), which are related to three systems that shape individual characteristics: ensuring that employees have the appropriate abilities, motivating employees to enhance discretionary behavior, and empowering them toward organizational outcomes (Harney & Jordan, 2016). Ability dimension is usually defined by the acronym KSA (knowledge, skills and abilities) (Fu, Flood, & Bosak, 2013).

Thus, Ability-enhancing practices aim to improve those three components. Examples of these practices are employee recruitment techniques or formal training (Kroon, Voorde, & Timmers, 2013). Motivation deals with an employee desire to perform, which can be enhanced by extrinsic or intrinsic motivation. Examples of motivation-enhancing practices are incentives or career opportunities (Munteanu, 2014). The AMO model introduces as well the opportunity dimension, on the basis of job design theories (Kroon, Voorde, & Timmers, 2013) or empowerment literature. Hence, opportunity takes into consideration not only individual characteristics but also the work environment. Practices contributing to the opportunity dimension are, for instance, quality circles or team working.

The AMO theory illustrates that when employees are motivated, they are likely to perform better, leading to higher firm performance (Boselie & Paauwe, 2015). Human Resource Management practices play an influential role in motivating employees to exhibit favorable attitudes and behaviors, which are required to support and implement the competitive strategy of an organization.

The AMO model has also been used in recent decades as a framework to guide firms in their choice of Human Resource practices (Bos-Nehles, Riemsdijk, & Looise, 2013). Several studies have suggested that HR practices could be classified according to the same three categories, leading to three HR bundles (i.e. a combination of HR practices): skill-enhancing, motivation-enhancing and opportunity-enhancing (Appelbaum, Bailey, & Berg, 2013). Thus, in the HRM literature the AMO classification coexists at two levels of analysis, one related to employee-related variables, and the other to the set of HR practices used in the firm

Highly committed, motivated and satisfied employees performed better. Ability, Motivation and Opportunity (AMO) policies are argued to develop attitudes and feelings of satisfaction, commitment and motivation in most employees since these translate into great performance (Purcel et al., 2011). This theory also claims that people will perform if they possess the essential knowledge skills as well as qualifications to perform the task. The theory asserts that the people perform the task since they have to (Motivation), their performance improves whenever the atmosphere they are working in provides necessary support, (provide machines or technology needed).

According to (Lepak et al., 2007), organizations that adopt strategic HRM practices, including strategic recruitment and selection, strategic training practices, strategic voice mechanisms, welfare services that are strategic and compensation strategies yield an immense employee performance. The AMO theory has not been devoid of criticisms; its treatment of HR practices that allows for enhanced employee performance seems both theoretically defensible and empirically successful. According to Wright (2007) motivation and opportunity oriented bundles of HR practices are positively related to commitment and negatively related to turnover

Recruitment, training policies are expected to have their primary effect on ability (and related expectancy motivation perceptions). Job design and job analysis primarily determine ability requirements/opportunity and to some degree, (intrinsic) rewards offered. Motivation needs/values are primarily influenced by employee selection and training as well as employee reward. Thus the AMO theory thus states that performance is the function of employee ability, motivation and opportunity (Musah, 2008). Scholars have argued that a skilled, motivated, and flexible workforce can help develop a company's sustainable core competencies (Musah, 2008; Hsi-An, Yun-Hwa & Chu-Chun, 2006).

Committed and motivated workers are less likely to want to leave the organization (Gould-Williams & Davies, 2012). The AMO theory claims that people will perform well when they are able to do so (because they have the necessary knowledge and skills to the job), they have the motivation to do so (they will do the job because they want to) and finally, there will be enhance performance if their work environment provides the necessary support (for example through functioning technology) (Musah, 2008).

Whitener (2001) argued that the organization may adopt a high-commitment strategy, including employment practices, appraisal, competitiveness, fair reward, and comprehensive training and development in order for employees to have high commitment and motivation. This theory encourages high skills and abilities for employees, for example careful selection and high investment in training. It advocates for high employee motivation, for example employee involvement and performance-related pay; and an appropriate role structure and role perception, for example job design and extensive communication and feedback. According to proponents of this theory, organizational performance is a function of motivation. Employee involvement, capacity building, shared responsibilities and employee reward, plays a major role in employee motivation. If nepotism is allowed to thrive, it may lead to recruitment of employees that are not qualified. Promotions, training and development may not be done on merit. This may demoralize the employees and hence lower their output.

AMO model posits that if employees have the ability, motivation, and opportunity to do their job, they will demonstrate increased effort, which, in turn, will result in a higher performance. Employees make inferences about the intentions of the organization by interpreting its practices (Boselie & Paauwe, 2015). Based on these inferences, employees will feel the obligation to reciprocate with positive work attitudes and behaviors. HRM practices that are aimed to enhance

employees' abilities, motivation, and opportunities are thought to be viewed as beneficial by these employees and provide them the incentives to perform. The ability dimension is defined as employees having the skills, knowledge, and abilities to perform. Furthermore, the motivation dimension is defined as employees' willingness and drive to perform. This theory is relevant to this study because human resource practices play an influential role in motivating employees to exhibit favorable attitudes and behaviors, which are required to support and implement the competitive strategy of an organization. Organizations can identify employees who have the abilities, skills and are motivated and be groomed to fill vacant higher positions when opportunities arise.

2.2.3 Institutional Theory

Institutional theory emphasizes the normative contexts within which organizations exist. In this view, an understanding of organizational structures and actions cannot be separated from an understanding of their social environment (Martinez & Dacin, 2015).

The study of institutions traverses the academic fields of economics, sociology, political science and organizational theory. The common denominator for institutionalism in various disciplines appears to be that of, 'institutions matter' (Kaufman, 2011). An underlying assumption in the study of institutions is that organizations are deeply embedded in the wider institutional context. Thus, "organizational practices are either a direct reflection of, or response to, rules and structures built into their larger environment" (Boselie, 2010). This institutional environment is the source of legitimization, rewards or incentives for, as well as constraints or sanctions on, organizational activities. The institutional approach used in organizational analysis is referred to as organizational institutionalism (Greenwood & Suddaby, 2016).

Organizational institutionalism deals with the overall question: ‘What does the institutional perspective tell us about organizational behaviour, Institutional theory is a useful lens to analyse organizational behaviour because it can respond to empirical mismatch, where, ‘what we observe in the world is inconsistent with the ways in which contemporary theories ask us to talk’ (March & Olsen, 2014).The theory is credited with its emphasis on the contextual, historical and processual aspects in which organizational actions take place (Currie, 2017). The roots of institutional theory can be traced back to the 19th century (Scott, 2016). Institutional theory evolved as an antidote to the overly rationalist and technocratic perspective (Greenwood & Suddaby, 2016)

DiMaggio and Powell (2013) suggested that legitimacy has a central role in institutional theory. It is defined as a force that constrains change and pressures organizations to act alike, or to imitate others. This is captured by the concept of isomorphism. Consequently, the institutional environment presents normative forces that pressure organizations to conform in certain ways in order to maintain their legitimacy. The emphasis, therefore, is on imitating the behaviour of other similar, successful organizations. They further highlighted coercive, normative and mimetic processes. Coercive factors involved political pressures and the force of the state, providing regulatory oversight and control. Normative factors stemmed from the portent influence of the profession and the role education. Mimetic forces draw on habitual, taken for granted responses to circumstances of uncertainty (Powell, 2016).

Scott (2011) further developed three pillars of institutional order: Regulative, normative and cultural/cognitive. Regulative elements emphasized rule setting and sanctioning. Normative elements contain an evaluative and obligatory dimension while cultural/cognitive factors involve shared conceptions and frames through which meaning is understood. Each of Scott’s pillars

offered a different rationale for legitimacy either by virtue of being legally sanctioned, morally authorized or culturally supported. Institutional theorists are mainly preoccupied with pointing out its lack of attention to the political processes, and to other non-institutional factors shaping the responses of organizations to pressures from the environment. It is also criticized for a tendency to underestimate the significance of interest and agency (Beckert, 2016), as well as of powerful groups that use their power to enforce institutional compliance (Covaleski & Dirsmith, 2015).

Moreover, this theory makes a distinction between ceremonial or superficial adoption and actual substantive change to show differences between practices adopted and practices actually in use (Kostova, Roth, & Dacin, 2016). Organizations create superficial symbols to show conformity to legal requirements in the area of equal employment opportunity and affirmative action.

Institutional factors have been theorized in literature to be potentially important determinants of performance in an organization. Institution theory suggests that performance increases legitimacy because it indicates how well a firm is fulfilling its roles in society (Meyer & Rowan, 2017; Suchman, 2015). Supporters of Institutional theory as suggested by Hoskisson et al (2015 cited in Braton and Ahlstrom, 2010) have shown institutional theory to be particularly powerful in examining international related topics which relate to institutions. Galbraith (2015) concurs that factors such as structure, strategy, culture, policies and practices and technology play a crucial role in the overall performance of the organization. Although an attempt is made to study these institutional factors, the process which this relationship is achieved is not explained and different factors have different effects.

A significant critique of early neo-institutional theory invokes its focus on homogeneity and persistence and its relative inattention to the role of interest and agency in shaping action (DiMaggio, 2013). Recent work has sought to address this criticism by acknowledging both

variation and change (Coodrick & Salancik, 2016; Coodstein, 2014; Oliver, 2012). This diversity is derived from both exogenous sources and perceptions, interpretations, and enactments of institutional logics by actors who give meaning and life to institutions. The observation that multiple institutional logics exist and compete for attention points to the importance of examining the institutional arenas or relational contexts wherein such contests get played out.

Kostova and Roth's (2016) study, in this forum, of the adoption of total quality management (TQM) practices by a multinational corporation's subsidiaries highlights consideration of the broader institutional context as well as the more localized, relational context. Kostova and Roth examined the behavioral and attitudinal components (internalized beliefs about the value of practices) of adoption responses by subsidiaries. They found variation in the level of institutionalization of the same practice across broad contexts (countries) as well as across organizational units. Their study has important implications for the role of alignment of practices, interests, and agency and relational contexts in producing successful diffusion and institutionalization of practices. In addition to Kostova and Roth's examination of subsidiary-level agency, several other studies in this issue devote explicit attention to the role of power, interests, and agency in determining how organizations interpret and respond to institutions.

Lawrence, Hardy, and Phillips (2016) examine the journey of one organization's collaborative relations and highlight the role of collaboration as a means of institutional entrepreneurship. They suggest that strong ties with other organizations shape the path to and nature of resultant changes in practices. DiMaggio (2017) introduced the idea of institutional entrepreneurship, whereby agents deploy the resources at their disposal to create and empower institutions. Institutional entrepreneurs serve as agents of legitimacy supporting the creation of institutions that they deem

to the appropriate and aligned with their interests. These agents have the resources and hence the power to shape the character of institutions and institutional change.

Townley's (2014) study highlights the importance of the powerful "carriers" or agents of change and how their interpretations shape the implementation of new systems in the public sector. Zilber's (2015) study also focuses on organization members as active carriers of institutions. In other words, actors are not passive. They make choices in the interpretations of the meaning put forth. Actors perceive the meaning of institutions and infuse their actions with meaning based upon these perceptions.

In another study in the forum that addresses interests and agency, Carud, Jain, and Kumaraswamy (2017) explore the complex mixture of cooperative and competitive practices involved when companies collectively craft common standards to govern a technology. They provide an illuminating description of the "institutional entrepreneurship" of Sun Microsystems as it acted as the primary sponsor of Java technology for the Internet, destroying existing taken-for-granted standards and constructing new rules governing competition in the software industry. Forged through conflict, these rules contained built-in tensions that fueled new conflicts of interest insuring further struggle and ongoing institutional change.

Meyer and Rowan (2015) and DiMaggio and Powel (2017) further contend that institutional system should be viewed as a class of elements (Scott, 2017). This is because loci of institutionalized rules, standards and norms do not come from one source but multiple environments shaped by different actors. This shift is accompanied by other changes such as cultural elements, multiplicity and diversity of organizational sources, markets, strategy, competitors and customers. From the foregoing, institution theory provides a useful framework for analyzing questions about how organizations interact with their environment and how factors

become institutionalized over time. Today this theory has been welcomed and it is applicable in the areas that affect organization policies, strategies, structures and procedures in the organization and how they become institutionalized over time as the organization interacts with its environment. This in turn affects how the organization performs in today's turbulent and competitive environment.

This study is anchored on this theory because it emphasis on the deeper and more resilient aspects of social structure. It considers the processes by which structures, including schemes, rules, norms, and routines, become established as authoritative guidelines for social behavior of employees. Institutional theory aids understanding of the pressures for institutions to become more similar, which decreases institutional diversity. Organizations attempt to conform to easily recognizable and acceptable standards within the organizational field, which helps foster the organization's legitimacy. It describes how both deliberate and accidental choices lead institutions to mirror the norms, values, and ideologies of the organizational field. Therefore, organizations can use the concepts of this theory to effectively manage diversity in organizations by making the right choices in terms how to well manage differences in their organizations.

2.3 Empirical Review

The main focus of this section is to review the past research studies that have ever been conducted in regards to the objectives of this study which is guided by four objectives that is influence of Recruitment, Compensation, Training and Succession Planning on diversity.

2.3.1 Recruitment and Selection

In a research study on managing diversity in three companies and a city government in America identified diverse recruiting team as a key player in managing employee diversity aspects such as gender, disabled, religion, ethnicity, or race and any other known diversity. The research findings

mirror the best diversity practices emanating from heterogeneous recruiting teams whose diversity approach reflects their diversity composition (Dobbs, 2014).

According to Opatha (2016) recruitment is the process of finding and attracting suitably qualified people to apply for job vacancies in the organization. It is a set of activities an organization uses to attract job candidates who have the needed abilities and attitudes. Recruitment is the process of generating a pool of qualified applicants for organizational job vacancies. A study by Ofori and Aryeetey (2017) indicated that recruitment is the process of generating a pool of competent individuals to apply for employment within an organization. The study indicated that larger corporations are more likely than smaller organizations in implementing sophisticated recruitment processes with majority of smaller organizations relying on referrals and advertising as their recruitment practices of choice.

A study by Gamage (2014) indicated that recruitment and selection are vital functions of human resource management for any type of business organization. These are terms that refer to the process of attracting and choosing candidates for employment. The quality of the human resource the firm has heavily depends on the effectiveness of these two functions. A study by Ofori & Aryeetey (2011) indicated that recruiting and selecting the wrong candidates who are not capable come with a huge negative cost which businesses cannot afford. Thus, the overall aim of recruitment and selection within the organization is to obtain the number and quality of employees that are required to satisfy the strategic objectives of the organization, at minimal cost.

A study to critique the value-added and non-value activities in a recruitment and selection process. The strategic manpower planning of a company, training and development program, performance appraisal, reward system and industrial relations, was also appropriately outlined in the study. This

study was based on the fact that efficient HR planning is an essence of organization success, which flows naturally into employee recruitment and selection (Taher & Arefin, 2010). Thus, the study identified the waiting time, inspection time and filing time as non-value added tasks and the cost of advertisement as the only value added activity in the overall process. The recruitment and selection section of Bangladesh Open University. It was found that whenever the recruitment and selection department of BOU received a recruitment request of new applicants from other sections, the officials failed to instantly advertise the vacancy in various media (Taher & Arefin, 2010).

in Chien and Chen's (2007) empirical study of a leading Taiwanese semiconductor manufacturing firm, they measured the firm's effective recruitment by considering the new recruit's retention period and performance rating. They found that other management practices conducted by the employee's department or supervisors might have contributed to the quit-rate of new recruits. Locally, in the analysis of the effect of employee recruitment and selection strategies on employee retention at equity bank, Karemu, Gikera, and Marie Joseein (2014) established that such strategies influence employee retention. The study results supported this premise in that the relationship between employee recruitment and selection strategies and employee retention was found to be statistically significant. It was noted that the directions and strengths of this effect vary across individual employee recruitment and selection strategies. Pilbeam and Corbridge (2016) provide a useful overview of potential positive and negative aspects noting that: The recruitment and selection of employees is fundamental to the functioning of an organization, and there are compelling reasons for getting it right. Inappropriate selection decisions reduce organizational effectiveness, invalidate reward and development strategies, are frequently unfair on the individual recruit and can be distressing for managers who have to deal with unsuitable employees.'

Thompson and McHugh (2009) go further, taking a critical view on the general use and, in particular, the validity of employee recruitment and selection methods. In commenting on the use of personality tests in selection, these authors state that in utilizing such tests employers are essentially clutching at straws⁴ and on this basis will probably use anything that will help them make some kind of systematic decision. These authors identify now discredited selection methods, such as the use of polygraphs to detect lying and other methods such as astrology, which are deemed more appropriate in some cultures than in others.

A study by Sinha and Thaly (2013) noted that there is a variety of recruitment approaches (e.g. employee referral, campus recruitment, advertising, recruitment agencies/consultants, job sites/portals, company websites, social media etc.); and most organizations will use a combination of two or more of these as part of a recruitment process or to deliver their overall recruitment strategy. However, which recruiting channels should be used depends on the job position, on the company's employer brand, on the resources the company has on its recruiting team, on how much recruiting budget the company has. The recruiting experience of each company is different and the best way to figure out what works best is to analyze metrics based on the past recruiting efforts, not the efforts of everybody else. Once the company has its recruiting metrics solution in place, it is time to start using the recruiting channels that the company thinks will work for it (Sinha & Thaly, 2013).

In a study focusing on the effects of Employee Recruitment Strategies and Retention at the Equity Bank Kenya using descriptive survey research design, the findings of their investigation revealed that employee recruitment strategies have positive significant effects on employee retention (Karemu, Kahara, & Josee, 2014). It is important to note that in Kenya the resourcing process must be in tandem with the Kenyan constitution 2010.

In a study analyzing the Effectiveness of Fair Recruitment and Selection Procedures in the public sector universities of Pakistan found out that organizational politics and line management have the greater influence on the effectiveness of fair recruitment and selection procedures. The most significant conclusion was the organizational politics which was not good for the organizational productivity; as such it affected the overall performance and causes severe questions over the effectiveness of recruitment strategy meeting its objectives (Nabi & Wei, 2014). According to a study on New Diversity & Inclusion survey by SHRM (2014), more than 57% of HR professionals said that their recruitment strategies are designed to help increase diversity in their organizations.

A study by Subbarao (2016) explained the recruitment sources used by individual job seekers at various levels, the study further highlighted the importance of different types of approaches used at the time of recruitment which in turn makes any organization well-established or less established. According to Sarkar and Kumar (2017) organizational performance is hinged on the approach which the organization adopts in the recruitment and selection of employees. To this end, Sarkar and Kumar (2017) spoke of a holistic model of recruitment i.e. emphasizing the importance of the whole process of recruitment and the interdependence of its parts.

A study by Gamage (2014) indicated that employee selection practices determines who is hired. If properly designed, it will identify competent candidates and accurately match them to the job. The use of the proper selection device will increase the probability that the right person is chosen to fill a slot. When the best people are selected for the job, productivity increases. A study by Terpstra and Rozell (2015) reported of a positive association between the extensiveness of recruiting, selection test validation and the use of formal selection procedures and firm profits. The study

further discovered that sophisticated recruitment and selection procedures are positively related to performance in organizations.

2.3.2 Training

It was found in a study, that training and development are often used to bridge the gap between current performances and expected future performance. It was found that Training and development falls under HRD function which has been argued to be an important function of HRM. Amongst the activities of this function is the identification of the needs for training and development and selecting methods and programs suitable for these needs, plan how to implement them and finally evaluating their outcome results (Harris, 2011).

There has been a relationship between training and firms' performance and according to the findings reported in previous studies training and development affects the performance of employees with regards to their jobs (Nassazi, 2013). Similar studies in Kenya to determine human resource factors influencing employee performance in international non-governmental confirmed that a significant association existed between employee training and development, employee motivation and leadership style and improved employee performance (Chacha, 2013).

Training and development is indispensable strategic tool for enhancing employee performance and organizations keep increasing training budget on yearly basis with believe that it will earn them competitive edge and the results show that strong relationship exists between training (Falola, Osibanjo, & Ojo, 2014). On the job training have a positive effect to the employee performance while the employee come to duties (Ameeq & Hanif, 2013).

Ozbilgin and Tatli, (2018) highlight that in order to manage a multicultural workplace respecting traditions and culture, it is necessary to implement a new approach of training and development

which integrates and valorizes the diversity of the workforce. Training and development should incorporate diversity as a core function. This should in the context of expansion of organizations to culturally and socially differing destinations, as it can make substantial contributions to overall performance. To know how well training and development practices of Kenyan public universities influence the expansion strategy, it is necessary to understand the existing practices and their conceptual convergences and differences.

A study by Huselid (2015) indicated that provision of training opportunities may be interpreted by employees as an indication of the organization's commitment to its human resources leading to a strong psychological bonding with the organization and a willingness to expend extra effort to increase the organization's effectiveness (Hubbard 2004). Through training, employees may develop a positive self-concept and a sense of competence resulting from the employment relationship, leading to greater identity with the organization.

According to a study by Kamoche (2014), training in organizations in Kenya is mainly treated as a cost and with the volatile economic situation in Kenya, managers are finding it difficult to view training as an investment because of its uncertain value. Where training exists, it is usually limited to equipping the employees with narrowly-defined, firm-specific skills that facilitate the attainment of short-term objectives. This is consistent with traditional HRM whereby training is viewed as a 'burden' while training policies are unclear and vague. According to Kamoche et al. (2014), training in organizations in Kenya is mainly treated as a cost and with the volatile economic situation in Kenya, managers are finding it difficult to view training as an investment because of its uncertain value. Where training exists, it is usually limited to equipping the employees with narrowly-defined, firm-specific skills that facilitate the attainment of short-term objectives. This

is consistent with traditional HRM whereby training is viewed as a burden while training policies are unclear and vague (Kamoche, 2014). Tessema and Soeters (2016) also report that public sector employees in most developing countries who have received training paid for by their governments have been unable to utilize their expertise due to unattractive compensation and therefore opt to move to the private sector or overseas.

A study by Mwangi (2013) elaborated that training facilitate organization to recognize that its workers are not performing well and a thus their knowledge, skills and attitudes needs to be shaped according to the firm needs, thus retaining employees of all caliber (Mwangi, 2015). Organizations should invest in their employees through training and development in order to boost their performance since this is the only way for organizations to improve on their portfolio, thus diversity (Becker, 2004). Moreover, once organizations have procured employees, they should continuously develop their skills in order to improve on performance (Herold, 2012).

According to a study focusing on implementing polices: Guiding Principles for Information Technology Engineering Companies, emphasizes that education and training is crucial in raising awareness, changing behaviour as well as developing the skills needed to manage and work in a diverse workforce. Many organizations that are committed to diversity underpin their policies for a range of education and training programs for all employees. Some particularly public sector organizations make diversity training mandatory for some employees groups, for example new starters, and those in managerial role (Cox, 2014).

In their study conducted for a large multinational company in eight countries, according to their results, trainee culture (on Hofstede's individualistic-collectivistic continuum) influence perceptions of effectiveness and usefulness of diversity training, whereas trainee job level and

trainer culture moderated this relationship. Trier culture and gender interacted to influence perceptions of training utility and trainer effectiveness, especially with trainees from collectivist cultures (Holladay & Quiñones, 2015).

Amboka and Ssemigengeyi (2014) conducted a study on The Influence of Human Resource Management Practices on Employee Retention in Kenya Power Ltd, the study established that it is incumbent for all managers to initiate and sustain retention management programs such as orientation, boarding, developing and adopting diversity training, executive coaching, career development and motivation across the board.

In a field survey on the Factors Affecting the Adoption and Perceived Success of Diversity Training found in their study that 75% of trainees, who took diversity training, left the training with positive diversity attitudes, while only 9% of trainees actually entered with favorable attitudes. Sixty eight per cent of employees were skeptical prior to training, whereas only 7% reported skepticism after training (Rynes & Rosen, 2012).

In study conducted focusing on the effect of training and development on employee turnover, the research design they used was survey. A target of 24 medium size hotels in Kisumu City comprising a population of 350 employees was used. Their findings indicated that employee development significantly affected employee turnover. They further argued that although training plays a major role in this process, organizations need to look at additional strategies and practices that can enhance commitment. This is because training alone, according to them, may offer many benefits but a much greater impact will be found when using a strategy to human resources that entails many different organizational practices and policies (Mapelu & Jumah, 2013).

In their study entitled *Manpower Training and Development in the Nigerian Public Service* (Okotoni & Erero, 2015), found out that training and development help to ensure that organizational members possess the knowledge and skills they needed to perform their job effectively, taking on new responsibilities, and adapt to changing conditions. They also found that the experience of manpower training and development in the Nigerian public service has been more of ruse and waste. Additionally, in a study on the impact of training and development on organizational effectiveness in public sector in Nigeria. The study purposed to determine the nature of the relationship between training/development and organizational effectiveness. Fifty-five (55) questionnaires were duly completed and returned while 11 were not returned. The data generated from the field were presented and analyzed with descriptive statistic while the corresponding hypotheses were tested with the chi-square, Pearson's Correlation and linear regression. The finding indicated that there is positive relationship between training/development and organizational effectiveness (Obi-Anike & Ekwe, 2014).

In a study examining the training and development in 260 SMEs in Kenya firms, found that better training and development is the major improvement among these firms. These firms improve the higher productivity of performance. First within their organization these firm experienced better training internal communication and integration, organizational planning, organizational ability to manage change in business and enhanced their employees' performance, these as a result increased organizational performance of the firms in terms of better customer care, quality of product, use of new technology, organizations' image and financial control (Omolo, 2015).

In view of the need to further train and develop their employees very seriously, SMEs owner/managers in Ghana should therefore take the matter of training and development and give

serious consideration to investing in training and development of their employee to take up leadership position to enhance organizational performance (Yanney, 2014).

2.3.3 Compensation

In a study conducted to investigate the intervening roles of task dimension, team composition and individual performance levels found that a competitive (individual) reward structure enhanced the task dimension of speed, while a cooperation (group) reward structure enhanced the task dimension of accuracy (Beersma & Hollenbeck, 2014). However, in a meta-study on the effects of incentives on workplace performance, it was found that team incentives were more highly associated with performance outcomes as opposed to individual incentives and that both quantity and quality dimensions of performance were positively correlated with incentives (Condly, Clark, & Stolovitch, 2014).

Hurley and Estelami (2016) in a research study on remuneration and performance reports that a well paid employee will deliver services effectively because his/attention is only on the job and that they feel part of the job. Additionally, (Ballentine, 2014) reveals that in order to ensure that the employees attains the stated goals in an efficient and effective manner, it is pertinent that the employee reward policy is deployed in a way that engenders a motivated workforce. In another study, measuring though selection optimization-compensation and investigated that there is an effective and strategic relationship between compensation and job performance (Bajor & Baltes, 2014).

In his research study Mehran (2012) found a positive relationship between job performance and equity-based compensation policy which showed that equity-based compensation is used more extensively in firms for ensuring maximum performance. There was shown a link/relationship

between the job performance, job satisfaction and individual personality differences among people which are also related with compensation policy (Arnolds & Boshoff, 2015).

The findings of research study by Currall, Towler, Judge, & Kohn (2015) found that higher pay leads to higher satisfaction which results in better performance. Moreover (Snipes, Oswald, LaTour, & Armenakis, 2015) reveals that customer perceptions of service quality and satisfaction with benefits significantly influence job satisfaction at the work place. It is indicated that employees' satisfaction with pay is based on fairness with what they receive as compared to their co-workers (Sweeney & McFarlin, 2015).

A study by Armstrong (2016) indicated that effective employee compensation is the backbone of all policies concerning the acquisition and utilization of human resources. In pure economic terms, monetary compensation has been perceived as fundamental to the exchange relationship between employers and employees since it can be measured more objectively. Employees are therefore able to evaluate their perceptions of equity or justice in the organizational context.

A study by Nawab and Bhatti (2016), showed that if rewards are used effectively, they can motivate individuals to perform and thus can have a positive effect on diversity which in turn has a positive effect on organizational performance. A study by Sharma and Sharma (2016), suggests that employees are more likely to be motivated to perform when they perceive that there is a strong link between their performance and the reward they receive. However when rewards are not used effectively they may not impact on performance positively. In a study conducted by Aguinis, Joo & Gottfredson, (2017) it has been suggested that managers should first provide both salaries and benefits in order to make sure that the basic needs of the employee are met, however this may not necessarily make the employee happy with his/her job, there is also need to look at the nonmonetary rewards.

A study by Ozbilgin and Tatli, (2008) highlight that in order to manage a multicultural workplace respecting traditions and culture, it is necessary to implement a new approach which integrates and valorizes the diversity of the workforce. Employee compensation should incorporate diversity as a core function. This should in the context of expansion of organizations to culturally and socially differing destinations, as it can make substantial contributions to overall performance. To know how well employee compensation practices of Kenyan public universities influence the expansion strategy, it is necessary to understand the existing practices and their conceptual convergences and differences.

Singh (2013) indicated that traditional reward systems have been dominated by base payments determined by specific jobs, the need to maintain equity among employees and the need to pay salaries and wages that are competitive.

Rewards and incentives are designed to get the maximum performance from the employees and help retain the most productive among them (Arnold, 2013). Organization can consider a variety of ways to reward the employees for their work performance, but an organization need to consider using the best employee incentives to get the desired results. Incentives are an instrumental drive towards employee motivation and performance and it has great benefits and high potentials to motivate workers to put in their best in any giving task (Condly, Clark, & Stolovitch, 2014).

Odunlade, (2012) states that employee compensation and benefit can be considered of crucial importance to both the employers and employees in such a way that it plays a key role of being one of the essential hearts of workplace diversity.

According to Risher (2000), employees are rewarded with salary increases when they add new knowledge or skills or when they demonstrate higher-level competence at existing capabilities.

Therefore, compensation, an HR. practice in the motivation enhancing HR. bundle has the potential to moderate the relationship between management competence and company performance.

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According to Purce (2014), a pay system is also required to retain the most valuable employees by distributing the rewards in such a way that these employees are left with a feeling of satisfaction. An effective performance-based pay system should sustain high levels of performance from the organization's human resources, leading to employee satisfaction and improved performance.

Thus, performance-based pay systems can help to reduce wage disparities for diverse employees, since there is a direct relationship between pay and performance.

A study by Talent Management (2012) indicates that compensation equity is an important part of attracting, developing and retaining a qualified and diverse workforce. Companies can review their compensation practices and address differences before pay equity issues lead to important team member loss. In addition to being important for workforce diversity and retention, staying on top of employee pay has become more important as a legal and regulatory process

2.3.4 Succession Planning

In a study by Alvani, Souteh, Jandaghi, and Inaloo (2016) it was found that the main aim of a comprehensive succession plan is to transfer the knowledge possessed by key organizational individuals before they leave the organization. He reiterated that succession planning provides an organization with leaders who possess strategies of knowledge creation transferred from retiring workers to younger employees. Knowledge creation is important in corporate entrepreneurship as it can include the creative recombination of information. They asserted that organizations use knowledge creation to discover ways of developing new knowledge to benefit future knowledge management strategies (Ratten & Ferreira, 2016). It was affirmed that through a succession planning process, superior employees stay longer because they appreciate the self-development and investment in them (Akinyele, Akinyele, & Dibia, 2015).

In a study conducted by (Avanesh, 2011), it found a positive relationship between succession planning and organizational effectiveness through performance. The researcher measured the process of succession planning and its effect on organizational performance in Indian IT sector and made specific recommendations for improving the quality of succession planning and

organizational performance. The study found that the overall mean percentage of Succession Planning Performance of IT Consultancy firms (72.4%) is found to be higher than that of IT Product/ Research firms (70.4%). Organizational Performance of IT Consultancy firms (79.6%) are higher than that of the IT Product/ Research firms (76.7%). The relationship between practice of succession planning and organizational performance was found to be positive in IT Consultancy Groups and IT Product/Research Groups.

Adwoa (2014) investigated succession planning as a tool for organizational development using a case of University of Education, Winneba - Kumasi Campus in Ghana. The study employed descriptive case study research design. Quota sampling technique was adopted in choosing the study respondents. Data were gathered with the aid of questionnaires and interviews. Both qualitative and quantitative techniques were adopted in analyzing the data. The study revealed that University of Education, Kumasi Campus had a succession plan policy in place to fill key roles in the institution. The University was able to achieve this mainly through continued staff training and development and performance evaluation programs that ensured that its core staff had the requisite competence to assume higher positions. Succession planning implementation was found to be integrated in the University's organizational policy.

Mkama (2013) did a study on the assessment of banking succession planning in ensuring its continuity using a case of Mkombozi Commercial Bank PLC in Tanzania. This was a case study where the staff of Mkombozi Commercial Bank Plc formed the study respondents. The implementation of succession planning was evaluated in terms of organizational objectives, top management participation and support as well as top management recruitment sources at various levels of the organization. The study employed questionnaires and interviews in data collection. The data were analyzed using descriptive statistics such as percentages and means. The results of

study showed that majority of the respondents were highly satisfied with the way succession planning was implemented in their organization. This was mainly attributed to the bank's staff being offered an opportunity to assume higher responsibilities that arose within the bank.

Adhiambo (2014) did a study on the influence of succession planning practices on performance of selected health service non-governmental organizations in Winam Division of 24 Kisumu County in Kenya. The study adopted a descriptive survey research design. The study targeted 480 employees of general and management staff of nine NGOs in Winam Division. The study used purposive and stratified sampling techniques in sample selection. Data was collected from study participants using a structured self-administered questionnaire. The study used descriptive statistics to analyze quantitative data using Statistical Package for Social Science (SPSS) application version 19 while qualitative data was analyzed through content and context analysis. The study established that there was a positive relationship between external recruitment of core personnel and performance of health service NGOs in Winam Division.

Odengo (2016) studied the influence of succession planning practices on performance of Kenya Power Limited Company. The study adopted a descriptive research design. The study had a target population of 1000 KPLC employees and a sample size of 100 employees of KPLC. Primary data was collected through the administration of the questionnaires. Data analysis was conducted through descriptive statistics such as frequencies, percentages, means and standard deviation and inferential statistics used both correlation and regression analysis using the Statistical Package for Social Sciences (SPSS). The study findings revealed a strong positive relationship between internal replacement of key staff and the performance of KPLC. Internal replacement of organization's core personnel was thus identified as a critical SP practice at KPLC.

According to a study by Abolaji and Kolade (2011) on succession planning and organizational survival using empirical evidence in Nigerian private tertiary institutions, the study noted that decisions on whether to recruit from inside or outside are not always a straight forward matter. The study concluded that it is not always easy to tell whether an internal or external replacement of key management personnel will have a positive or negative effect on organizational performance due to other variables that may come into play.

Similarly, according to a study by Ali et al. (2014) on the impact of succession planning on employee's performance using evidence from Commercial Banks of Pakistan, there is contestation regarding whether to replace core management staff from within or outside. The effect of either an internal or external recruitment of a senior manager replacement on organizational performance could go either way – positive or negative.

Kamande and Gachunga (2014) conducted a case study to analyze influence of Human Resource Planning on the performance of International Organization for Migration in Kenya. The components of human resource planning in their study was employee resourcing, career planning, succession planning and human resource development. The population for the study was 87 senior employees drawn from the various units at the International Organization for Migration in Regional office for Eastern and Southern Africa, Kenya and Somali Missions. The sample size for the study was 48 respondents with a response rate of 85.4%. The findings of the study showed that human resource planning: employee resourcing, career planning, succession planning and human resource development were statistically significant in influencing performance

A recent study by Nekesa (2013) investigated the succession planning and organizational performance practices among Kenyan family businesses. The findings of this study revealed that including being the succession planning there was a small percentage of the employee were not

aware succession planning due to lack of it in the strategic planning, education and professional qualification were vital for promotion, gender imbalance, material status are positively associated with organizational performance.

Ali et al. (2014) did a study on the impact of succession planning on employee's performance using evidence from Commercial Banks of Pakistan. The study was based on a survey to explore a conceptual model linking succession planning and employee's performance in commercial banks of Pakistan. The banks' staffs formed the study respondents with questionnaires being the research tools. Five point likert scales were used to measure the response from the respondents. The study applied a quantitative approach to investigate the relationship between the study variables. The study results showed a significant positive relationship between internal replacement of the banks' core staff and the performance of employees.

Mehrabani and Mohamad (2011) investigated succession planning as a necessary process in today's organizations. The study was premised on the argument that today's environment is changing rapidly making organizations to face serious unpredictability and uncertainty. The study argued that, in this unstable environment, organizations need to rely on the most important assets: their people. The study noted that organizations need to strategize to motivate and connect their employees in order to create a competitive advantage and achieve higher profitability. The study further noted that organizations may consider methods like succession planning and management to promote their employees' knowledge, skills, talents, and capabilities to tackle problems created by the challenging environments. Succession planning can greatly reduce the skills gap within companies as management can identify potential skills gaps and develop employees accordingly.

In their study assessing the effects of succession planning practices on organizational performance among Non-Governmental Organizations (NGOs) in Kenya, they found that succession planning

has significant effects on internal business as an aspect of organization performance. It further revealed that succession planning significantly contributes to institutional growth of NGOs based on teamwork where work teams frequently review and evaluate processes, incidents, decisions and innovations to derive as much learning as they can from both success and failure through performance appraisal and promoting commitment to the organization for growth and development as well as career development within the organization.

Adhiambo (2014) did a study on the influence of succession planning practices on performance of selected health service non-governmental organizations in Winam Division of Kisumu County in Kenya. The study adopted a descriptive survey research design. The study targeted employees of nine NGOs in Winam Division. Purposive and stratified sampling techniques were used in sample selection. Study data was collected using a structured self-administered questionnaire. The study found that there was a significant and a strong positive relationship between human resource planning attributes such as talent retention and performance of health service NGOs in Winam Division. The study concluded that human resource planning was a key SP practice that enhanced organizational performance.

In another research study on influence of succession planning on organizational commitment, where they randomly selected managers, supervisors, operational staff managers and Human Resource department heads from some organizations in South Pars, Cochran. Their finding revealed a significant relationship between the elements of succession planning and organizational commitment (Daraei, Hashemi, & Amal, 2015).

Pandey and Sharma (2014) investigated succession planning practices and challenges among Indian organizations. The study adopted a descriptive survey design and targeted senior management employees of the selected organizations as the study respondents. Study data was

collected using interviewer-administered questionnaires and analyzed using both descriptive and inferential statistics. The study noted that talent retention was a primary concern in majority of the Indian organizations studied and recommended that the organizations should develop sound employee retention strategies aimed at retaining highly skilled personnel and at the same time building up on under-performers. Lack of 17 advancement opportunities, poor work-life balance, inadequate reward and recognition were identified as common reasons for departure among all employees.

2.3.5 Diversity

Lastly, Jones, Pringle and Shepherd (2016) argue that the discourse of managing diversity from the US management literature cannot be simply mapped on to organizations in other cultural contexts. It uses the country to show that a diversity based on the demographics and dominant cultural assumptions of the USA fails to address the key diversity issues. It calls for a genuinely multi-voiced diversity discourse that would focus attention on the local demographics, cultural and political differences that make the difference for specific organizations and countries. The finding claim that managing diversity initiatives need to be congruent with differences in diversity, and off the shelf' diversity programs or initiatives are likely to achieve only limited success, especially if they are crossing national cultural borders.

Phelps (2017) posits that managing diversity touches people's emotions, values, and beliefs. It asks individuals to question and rolls out improvements in their conduct. It asks organizations to change policies, systems, and practices many of which nobody addressed for a considerable length of time and huge numbers of which have contributed not only to the organization's traditions and values, but also to its success.

According to Lumadi (2015) on managing diversity at Higher Education and Training Institutions (HETIs) in South Africa it was found that traditional academic cultures and relationships are being challenged, bringing new social dynamics to higher education systems and increasing diversity and differentiation within and between institutions. A major focus was to find out whether diversity was referenced in the university's vision and mission. The findings of the study recommended that there be an assessment of the institutional policy on annual basis; introduce a diversity scoreboard, effective communication on diversity and business strategy, needs of diverse groups should be met and exit interview should be done. The justification for promoting diversity in a multicultural work environment is based on the claim that policies create better decision making processes and enhance creativity and innovation.

Munjuri and Maina (2013) found out that cultural diversity seems more sensitive in the Banking sector and served a pivotal role. It encourages better employee retention, increased productivity, and expanded market share alongside improving customer service. The Mukanzi (2013) study confirmed the finding of Munjuri (2012) on the banking sector on workforce diversity that had revealed that the banking sector had strategies such as balanced recruitment, support for minority groups, diversity training and equal employment opportunity.

Dike (2013) in her research "The impact of workplace diversity on organizations" watched that a portion of the supervisors do not have enough information about the most effective method to deal with their workforce adequately. She encourages states that the powerlessness of a few supervisors to successfully manage diversity is because of the way of the organization and its practices. She refers to correspondence among managers and employee as issue of worry because of the methods managers use to impart to its employees. A study by Ojango (2014) tried to find out diversity practices in the Ministry of Transport and Infrastructure to which she presumed that the ministry

has executed gender and disability mainstreaming arrangements well yet not for sexual introduction, age thought and ethnicity. The Ministry has recognized the people with disability which is 5% of the populace. Her suggestion was that the Ministry needs to build up the ethnicity, sexual introduction and age thought strategies, to guarantee smooth usage diversity.

Nguata (2013) undertook a study on challenges of implementing diversity policies in public universities. She discovered that state funded universities in Kenya have set up workforce diversity policies with set down systems for compelling usage. The researcher went further to express that implementation challenges are radiating both from inside and outside the setting of state funded universities.

In Kenya, Gacheri (2012) established that workforce diversity was found to affect employee performance at varying degrees considering both managers and non-managerial employees of the Equity Bank. The lack of written workforce diversity policy programs in most Kenyan organizations, especially in the banking industry questions the competence and sensitivity of the Human Resource Managers and organizations to the contemporary changing trends in Human resource Management. It is also surprising that the few organizations having written workforce diversity policies in place display a clear disparity between the written policies and actual practice. This leads to continued realization of more negative effects of workforce diversity than positive effects.

Ikama (2010) did a study on the benefits and challenges of workplace diversity at Consultative group on international Agricultural Research Centers in Kenya. The study found that superior performance is displayed where groups incorporate diverse age, ethnicity, sexual orientation and different contrasts. Employee diversity was additionally found to advance learning and abilities of the organization and in addition enhancing organizational inventiveness. She presumes that

diversity targets were found in some cases to precede merit considerations during recruitment and promotions. Different discoveries by Njoki (2000) in the study ‘factors affecting implementation process of diversity in the public service’ showed that there was a need to incorporate all ethnicity in the exercises of public service.

According to Shume (2013), diversity practices adopted by international non-governmental organizations in Kenya revealed 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.

Elsaid (2012) did a study on the Effects of Cross Cultural Work Force Diversity on Employee Performance in Egyptian Pharmaceutical Organizations. This study explores the impact of gender, age, and education diversity on employee performance in the Egyptian Pharmaceutical industry which is renowned to employ highly diversified workforce. The study sample was 300 middle level management positions. Data was collected via self-administered questionnaires methodology. The results indicated that only two variables, gender and education diversity, were significant in explaining the variance in employee performance when different work force work together, while surprisingly, age diversity does not.

Emiko and Eunmi (2014) did a study on diversity and the effects on employees’ organizational commitment: evidence from Japan and Korea. The current research described the realities of diversity practices in Japanese and Korean companies, and empirically examines how the practices influence employees’ attitudes at the workplace. The results indicate that diversity practices trigger

positive effects on employees' organizational commitment, which was mediated by their perception of procedural justice.

In Kenya, Ndaire (2015) conducted a study on perceived benefits of workforce diversity policies and practices with a case study of Hilton Hotel, Nairobi. The objective of the study was to establish the perceived benefits by the Hilton Hotel expects from implementing Diversity Policies. The population of interest consisted of forty employees in senior and middle level management at Hilton Hotel, Nairobi. The data was collected using both structured and unstructured questionnaires. The response rate was 65%. The data was analyzed using descriptive statistics. The findings of this study established that implementation of diversity strategies at Hilton Hotel Nairobi has led to: improved revenues; increased productivity; improved job satisfaction; reduced lawsuits; increased market opportunities and respect for individual differences. The results showed that at least 80% of the senior management embrace diversity as individuals can attest to the benefits of diversity and are actually involved in the policy implementation process. They view diversity as an essential business concern. The results of the study indicate that, diverse work teams have brought high value to Hilton Hotel and respect to individual differences. The findings further established that having a diverse workforce and managing it properly is perceived as a competitive strategy that can not only help attract diverse customers but also employees who have different perspectives that can contribute to the creativity of the organization.

Wambari (2014) conducted a study on workplace diversity effects on implementation of human resource management practices in the ministry of health, Kenya. The study research objectives were related to demographic factors, cultural factors, diversity programs and diversity managerial role. The study evaluated literature from theoretical and empirical studies and finally outlines the conceptual framework of model. The Ministry Headquarters offices are located in Afya House and

the study targeted a population of 168 employees from various departments in the Ministry with a study sample size of 34 respondents from all cadres of employment. The findings of the study depicted majority of the workforce in the organization are in Gen X (48- 34 yrs) with a minority of the young generation between 22-37yrs having a mean of 42 yrs. A positive diversity is reflected by adherence of policies in recruitment, equitable and fair implementation of other HRM practices and provision of conducive and enabling environment for employees.

Otike,Omboi and Mwalekwa (2011) did a study on effects of workplace diversity on organizational effectiveness in Kenya commercial bank limited. Specifically, the study sought to establish the extent of demographic diversity, extent of social-cultural diversity, the management of diversity at the bank branches and how the management of the workforce diversity affect organizational effectiveness. The Study adopted a descriptive research design. The study established that overall, diversity affects the cohesion of the KCB and although the problems related to diversity are intermittent occurrences, in some branches, less than 20% of the branches, these happen very often. Although in 20% of the branches, diversity issues are minimal. Although, there are deliberate efforts to capitalize on diversity at KCB, very little is being achieved, and negative diversity is likely to affect organizational effectiveness, if not properly addressed.

Mkoji and Sikalieh (2012) did a study on the influence of personality dimensions on organizational performance in Kenya Medical Research Institute (KEMRI). However, the dependent variable in this study was organizational performance which is different from employee performance. In addition, the study was limited to Kenya Medical Research Institute (KEMRI) and hence its findings cannot be generalized to the banking industry in Kenya.

Ndaire (2015) conducted a study on perceived benefits of workforce diversity policies and practices with a case study of Hilton Hotel, Nairobi. However, his study did not outline how

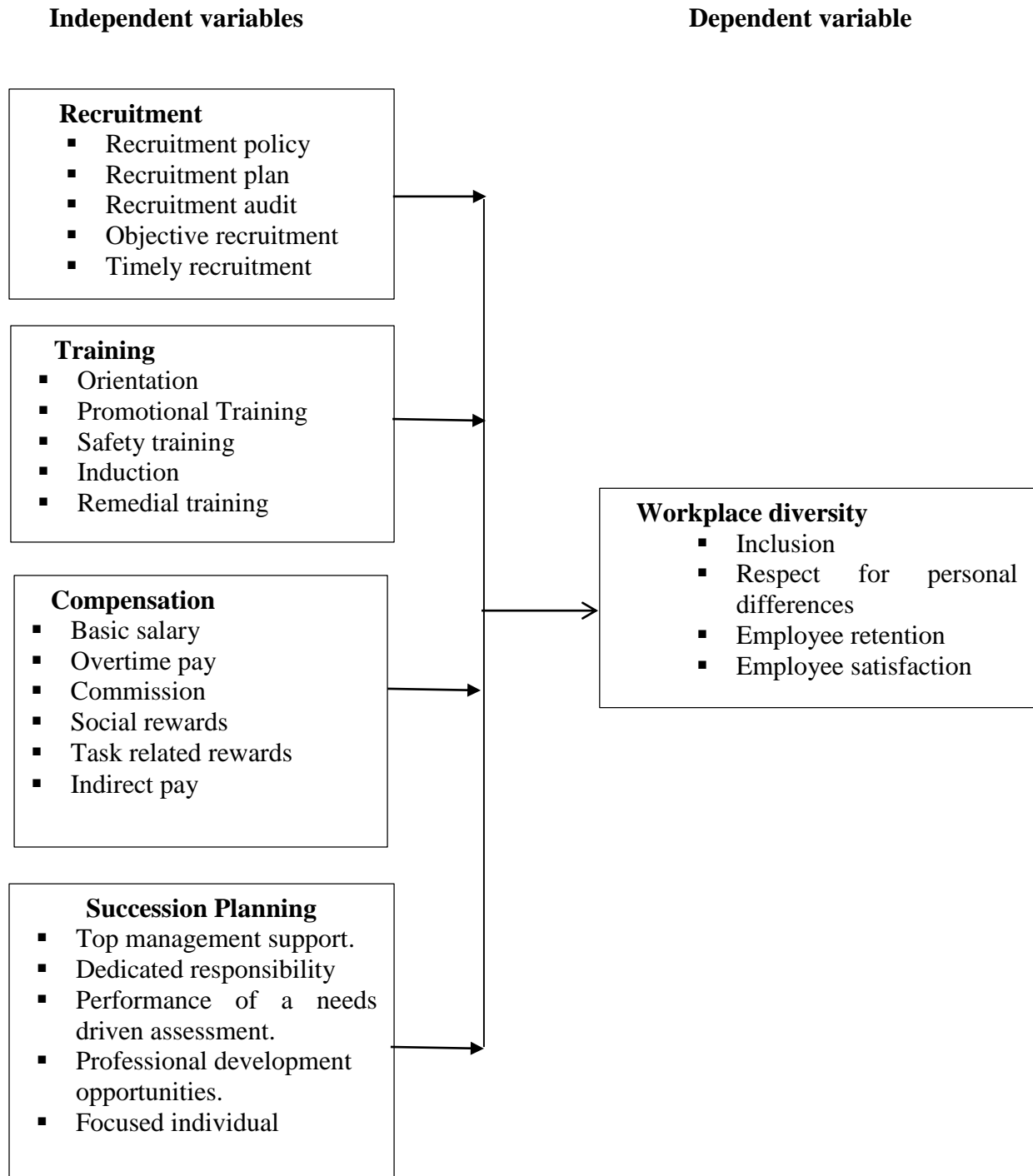
education diversity, ethnic diversity, age diversity and gender diversity influence employee performance. Wambari (2014) on the other hand, conducted a study on workplace diversity effects on implementation of human resource management practices in the ministry of health, Kenya. The dependent variable in this study was implementation of human resource management practices which is very different from employee performance. In addition, the study was limited to the ministry of health.

A study by Mensi-Klarbach, et al (2013) argued that Kenya, a multicultural country unlike England its former colonial master, has not been able to assimilate and cultivate cohesion along ethnic, religious and political boundaries. Kenya was artificially created by colonialists that formed 42 disparate tribal nations from 42 tribes different tribes. Colonial leaders governed the country through divide and rule strategy and practiced business capitalism to distract and divided the country along tribal reserves and districts binding ethnicity to territory and facilitate tribal administration to dominate the natives. According to Mensi-Klarbach et al, (2013), some ethnic groups were exposed to more resources than others, giving them power, education and wealth with privileged positions to have their own in government system, intensifying ethnic identity in African nations. Privileges lead to indirect institutional discrimination leaving some ethnic groups without access to resources, opportunities or rewards due to unfair power distribution among the tribes. The government enacted new constitution that forced organizations to hire people of different background to public service positions to provide legal prescription for diversity to remove inequities, power privileges and resource concentration. Kenya is an example where accusations of stealing elections were used as excuse to unleash violence on perceived perpetrators of historical injustices by supposed victims among the population characterized by the dichotomy of victim versus perpetrator Mensi-Klarbach, et al.(2013). Despite demand to manage age, gender,

education, physical and mental, sex and religion diversities, ethnicity is a major problem in Kenyan.

Nguata (2013) established that some public universities in Kenya have in place workforce diversity policies with laid down strategies for effective implementation. Despite this and in the course of policies implementation, challenges are emanating from both external forces outside the public universities and from within individual universities. The study recommended that empowering minority groups through affirmative action is imperative while consolidating all public universities under one administrative body to facilitate staff reorganization would offer a lasting solution to the challenges. Mureithi (2016) established that most of the organizations had developed diversity policies but implementation was not properly done. From the findings, it established that 40% of the organizations had developed these policies. The study by Ndaire (2017) found that implementation of diversity strategies at Hilton Hotel Nairobi has led to: improved revenues; increased productivity; improved job satisfaction; reduced lawsuits; increased market opportunities and respect for individual differences. The results showed that at least 80% of the senior management embrace diversity as individuals can attest to the benefits of diversity and are actually involved in the policy implementation process. They view diversity as an essential business concern and diverse work teams brought high value to Hilton Hotel and respect to individual differences. On the international scene there have been studies on managing diversity in academic organizations, about how the human resource practices of higher education institutions are responding to the challenges of an increasingly diverse academic force.

2.4 Conceptual Framework.



Source: Researcher 2019

Figure 2.1. Conceptual framework

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter entails the methodology of the study Influence of human resource practices on diversity among state corporations in Mombasa County. This includes research design, target population, sampling design and sample size, data collection instrument, data analysis and presentation as well as ethical considerations.

3.2 Research Design

A research design provides a framework for the collection and analysis of data (Bryman & Bell, 2016). The study adopted a descriptive research design. Descriptive research design is a scientific method which involves observing and describing the behavior of a subject without influencing it in any way. This design was appropriate for this study because its results to collection of huge data which are rich in results and allows collection of the same from participants in unchanged environment.

3.3 Population of Study

Population refers to a total group of individuals or units that are of interest to the researcher and individuals at which the outcomes of the study can be generalized (Bell & Waters, 2014). Target population also refers to the entire group of individuals or objects to which researchers are interested in generalizing the conclusions. The target population usually has varying characteristics and it is also known as the theoretical population. This study targeted 137 employees in the human resource department in the five selected state corporations in Mombasa County. These state corporations were selected on the bases of them having their head quotas in Mombasa and they are rich in the information the researcher is interested in. They include Kenya Ports Authority,

Kenya Maritime Authority, and Kenya Ferry Services, Kenya marine and fisheries research institute and Coast development authority.

3.4 Sample Size and Sampling Method

Sampling is a process used in statistical analysis in which a predetermined number of observations are taken from a larger population. In this study the researcher used a sample size of 35% of the target population. This size was deemed appropriate for this study because a sample size of between 5-40% of the target population is considered adequate for descriptive study and therefore 35% is adequate enough (Mugenda & Mugenda, 2014). The sample was selected using simple random method where all members of the target population was given equal opportunity to be selected. This sampling method was appropriate for this study because it has no biasness in terms for who is picked for the study.

Table 3.1:

Target Population/Sample Size

Name of State Corporation	No. HR Employees	(%)	Sample size
Kenya Ports Authority	58	35	20
Kenya Marine and Fisheries Research Institute	31	35	11
Kenya Ferry Services	23	35	8
Kenya Maritime Authority	14	35	5
Coast Development Authority	11	35	4
Total	137		48

Source: Researcher 2019

3.5 Data Collection Instruments

Data collection is the process of preparing, gathering, and measuring information on variables of interest in established systematic manner so as to answer research questions and evaluate outcomes of variables under study. Research Instruments are measurement tools (for example, questionnaires

or scales) designed to obtain data on a topic of interest from research subjects. Research instrument in this study consisted of a structured questionnaire that contained a five pointed Likert scale (Cooper & Schindler, 2016) where respondents were requested to indicate their opinion based on the statements provided.

The questionnaires was used because responses were gathered in a standardized way. Questionnaires are also relatively quick when information is collected from a large portion of a group. This data collection instrument is more appropriate for this study because Questionnaire and the interview are the two most commonly used primary data collection instruments (Lewis & Thornhil, 2017). Questionnaires have been found to be reliable for quantitative research and are essential tools for gathering sound information. Thus, the researcher chose to use a questionnaire to collect data for this study. The advantages of questionnaires are that the respondents have enough time to think about their answers carefully (De Vaus, 2015). Another advantage of the questionnaire is that a wide geographical area can be covered in the survey and respondents can complete the instrument at their own pace.

3.6 Data Collection Procedure

The questionnaires were administered by dropping and picking them later through agreeing on a certain time with the researcher. A five-point (1-5) Likert scale was utilized to measure the strength of these responses. Some of the respondents were difficult to reach due to time constraints were sent questionnaires through emails. Follow-up was made using phone calls. A cover letter was obtained from Kenya Methodist University as a proof of permission to collect data for academic purposes only. A letter of authority to collect data was obtained from the National Commission for Science, Technology and Innovation (NACOSTI).

3.7 Validity

Tavakol and Dennick, (2011) defines content validity as the extent to which the question on the instrument and the scores from these questions are representing possible questions that could be asked about the content or skill. The validity of the instrument was established by being given to experts, research assistants with experience and the Supervisors who approved the instrument for data collection.

3.8 Reliability

Ary, Jacobs and Razavieh (2016) stated that reliability is concerned with consistency in measuring what is intended to measure. In order to ensure the reliability of the questionnaires, a pretest was undertaken to test whether the aim of the study would be achieved, whether there is any ambiguity in any item, whether the research objectives are appropriately addressed.

In this study reliability was ensured through pretest. According to Ebrahim (2013), a pretest is necessary for testing the reliability of data collection instruments. A pretest was conducted to detect weakness in design and instrumentation and to provide proxy data for selection of a sample. The data from the retest was not included in the actual study. The pretested questionnaire was subjected to a sample of 4 (10% * 48) public organizations within Mombasa County that are not selected for the main study. Mugenda & Mugenda (2013) indicates that a successful pilot study should use 1 to 10 percent of the actual sample size. The pretest was conducted using Cronbach's Alpha coefficient reliability. According to Zinbarg (2015), Cronbach's Alpha is a coefficient of reliability that gives unbiased estimate of data generalizability. An alpha coefficient of higher than 0.6 indicates that the gathered data has a relatively high internal consistency and could be generalized to reflect opinions of all respondents in the target population.

3.9 Data Analysis and Presentation

Data collected and obtained from the questioners was edited and sorted for completeness, it was then analyzed with the help of statistical package for social sciences (SPSS version 22). Descriptive and inferential statistics frequencies and percentages as well as tables and graphs was used to present the analyzed data so as to facilitate a clear interpretation of results and assist in drawing conclusions.

3.10 Ethical Consideration

Permission was sought from Kenya Methodist University from the research coordinators before carrying out the research. The researcher also obtained research authorization from National Commission for Science Technology & Innovation (NACOSTI) in order to conduct this research. During data collection, the researcher sought the consent of the respondents, moreover, the researcher agreed with the respondents about the uses of the data and how the analysis was reported and disseminated. Participation of the respondents was voluntary and at the same time confidentiality and privacy was ensured during and after the process.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.1 Introduction

The purpose of this study was to analyze the influence of human resource practices on diversity among state corporations in Mombasa County. In this chapter, the study findings are presented based on the four independent variables and one dependent variable. The study was guided by four objectives as follows; to determine the influence of recruitment and selection, training and development, compensation and to succession planning on diversity among state corporations in Mombasa county.

4.2 Response Rate

A total of 40 responses were received out a possible 48 distributed questionnaires. This translated to a response of 83%. This response rate was deemed appropriate since any response rate above 70% is termed to be very good (Kothari, 2011), similar recommendations were made that a response rate of 50% is adequate for analysis while a response rate of 60% is generally good and a response of over 70% is termed as excellent (Mugenda & Mugenda, 2012).

4.3 Reliability assessment Test

In order to determine the reliability of the instrument, the researcher used Cronbach Alpha test. The findings of this test are as shown in Table 4.1.

Table 4.1

Data Reliability assessment test

Variables	Cronbach's Alpha	N of Items
Recruitment and selection	0.711	5
Training and development	0.708	5
Compensation	0.719	5
Succession planning	0.805	5
Workplace diversity	0.889	5

Source: Researcher data, (2019)

As shown in table 4.1 Cronbach alpha values for all the variables; were greater than 0.7. From these findings it can be concluded that the constructs measured had the sufficient reliability for the subsequent stages of analysis since all the Cronbach Alpha values were above 0.7. This therefore, indicates a very high level of consistency for the scale used to measure the influence of Human Resource Practices on Diversity among State Corporations in Mombasa County.

4.4 Organization of the respondent

Table 4.2

Organization of the respondent

Organization	Percentage (%)
Kenya Marine Authority	10%
Kenya Ferry Services	15%
Kenya Ports Authority	40%
Coast Development Authority	10%
KEMFRI	25%
Total	100%

Source: Researcher data, (2019)

Upon seeking of respondent's opinions on the organizations they represent, 10% of the respondents were coming from Kenya Marine Authority, 15% were from Kenya Ferry Services, 40% from Kenya Ports Authority, another 10% from Coast Development Authority whereas 25% were from KEMFRI.

4.5 Gender of the Respondents

Table 4.3

Gender of the Respondents

Gender	Percentage (%)
Male	37.5%
Female	62.5%
Total	100%

Source: Researcher data, (2019)

When the gender of the respondents was sought. 37.5% of the respondents were males whereas 62.5% were females. From these results it can be deduced that majority of human resource practitioners in these selected public organizations are females.

4.6: Highest Academic Level

Table 4.4

Highest Academic Level

Academic Level	Percentage (%)
Certificate	0%
Diploma	10%
Bachelors	70%
Masters	20%
PhD	0%
Total	100%

Source: Researcher data, (2019)

Upon seeking of respondent's highest academic level, 70% of the respondents were bachelor's degree holders, 20% of the respondents agree were holders of master's degree, 10% of the respondents were diploma holders while none of the respondents were certificate holders nor PhD holders. This implies that the respondents are conversant with human resource matters and especially the variables under study.

4.7 Age Bracket

Table 4.5

Age Bracket

Organization	Percentage (%)
20-30	32.5%
31-40	42.5%
41-50	20%
51- 60 years	5%
Total	100%

Source: Researcher data, (2019)

Upon seeking of respondent's opinions and views on the age distribution, the study established that 32.5% of the respondents were aged between 20-30 years; 42.5% were aged between 31-40 years; 20% were aged between 41-50 years whereas 5% were aged between 51-60 years. Based on these results it is evident that majority of the human resources practitioners (42.5%) serving in these public organizations are in their prime age, energetic and productive.

4.8 Extent of human resource practices and diversity

This study assessed the influence of recruitment and selection, training and development, compensation and succession planning on diversity among selected public organizations in Mombasa County. Descriptive statistics of each of these variables (recruitment and selection, training and development, compensation and succession planning on diversity) is presented and discussed below and its implications on the dependent variable (diversity) among selected public organizations in Mombasa County.

4.8.1 Recruitment and selection influence on workplace diversity

The researcher sought to establish the extent to which recruitment and selection influence diversity among state corporations in Mombasa County. The researcher posed a number of questions intended to measure the extent to which recruitment and selection have influence on diversity among state corporations in Mombasa County and the responses are as presented in Table 4.6

Table 4.6***Recruitment and selection influence on workplace diversity***

Statements	N	Mean	Std. Deviation
All state corporations have recruitment policy on diversity	40	4.35	0.62
All state corporations have recruitment plan which influence diversity	40	4.52	0.55
State corporations conduct recruitment audit on diversity	40	4.40	0.54
State corporations practice objective recruitment which influence diversity	40	4.42	0.59
State corporations practice timely recruitment which influence diversity	40	4.32	0.86

Based on the results presented in Table 4.6, recruitment and selection have an influence on diversity among state corporations in Mombasa County. Some of the statements which were tested about recruitment and selection influence on diversity among state corporations in Mombasa County included the influence of recruitment plan on diversity which scored the highest mean of 4.52 and the presence of recruitment policy on diversity scoring the least mean of 4.35 implying that state corporations which plan for their human resource recruitment greatly influence the corporation's diversity.

This result is in agreement with the results of a study analyzing the Effectiveness of Fair Recruitment and Selection Procedures in the public sector universities of Pakistan that found organizational politics and line management have the greater influence on the effectiveness of fair recruitment and selection procedures. The most significant conclusion was the organizational politics which was not good for the organizational productivity; as such it affected the overall performance and causes severe questions over the effectiveness of recruitment strategy meeting its objectives (Nabi & Song, 2014).

4.8.2 Training and development influence on workplace diversity.

This study intended to assess the extent to which training and development have influence on diversity among state corporations in Mombasa County. A number of questions intending to measure the extent to which training and development have influenced diversity among state corporations in Mombasa County and the responses are as presented in Table 4.7.

Table 4.7

Training and development influence on workplace diversity

Statements	N	Mean	Std. Deviation
All employees in state corporations undergo orientation which influence diversity	40	4.18	0.93
Employees in state corporations undergo promotional training which influence diversity	40	4.50	0.68
All employees in state corporations undergo safety training which influence diversity	40	4.20	0.72
All new employees in state corporations undergo induction which influence diversity	40	4.42	0.71
Employees in state corporations undergo remedial training which influence diversity	40	4.45	0.55

Results presented in Table 4.7 indicates that training and development influences diversity among state corporations in Mombasa County. Some of the statements which were tested about training and development influence on diversity among state corporations in Mombasa County included the influence of promotional training on diversity which scored the highest mean of 4.50 and the influence of remedial training on diversity scoring the least mean of 4.45 implying that state corporations which practice promotion training greatly influence the corporation’s diversity. These results concur with the results of (Harris, 2011) in his study, it was found out that training and development are often used to bridge the gap between current performances and expected future performance. He found that Training and development falls under Human Resource Development function which has been argued to be an important function of Human Resource Management.

4.8.3 Compensation influence on workplace diversity

In this study, the researcher focused on analysing the extent in which compensation influences diversity among state corporations in Mombasa County. Questions intending to measure the extent to which compensation influences diversity among state corporations in Mombasa County were posed and the results are presented in Table 4.8.

Table 4.8

Compensation influence on workplace diversity

Statements	N	Mean	Std. Deviation
Employees in state corporations are entitled to basic pay which influence diversity	40	4.48	0.55
All employees in state corporations are entitled to overtime pay which influence diversity	40	4.43	0.59
State corporations offer fair pay to all its employees hence influencing diversity	40	4.30	0.72
State corporations have social rewards which influence diversity	40	4.28	0.78
Task related pay in state corporations has an influence on diversity	40	4.45	0.55

Results presented in Table 4.8 reveals that compensation have influence on diversity among state corporations in Mombasa County. Some of the statements which were tested about compensation influence on diversity among state corporations in Mombasa County included the influence of basic pay on diversity which scored the highest mean of 4.48 and the influence of social rewards on diversity scoring the least mean of 4.28 implying that state corporations which put more emphasis on basic pay highly influence the corporation’s diversity. This result agrees with results of a (Hurley & Estelami, 2016), who in a research study on remuneration and performance reports that a well paid employee will deliver services effectively because his/attention is only on the job and that they feel part of the job. Moreover, though selection optimization-compensation and investigated that there is an effective and strategic relationship between compensation and job performance (Bajor & Baltes, 2014).

4.8.4 Succession planning influence on workplace diversity

The researcher sought to assess the extent to which succession planning has influence on diversity among state corporations in Mombasa County. The researcher posed a number of questions intended to measure the extent to which succession have influence on diversity among state corporations in Mombasa County and the results are as presented in Table 4.9.

Table 4.9

Succession planning influence on workplace diversity

Statements	N	Mean	Std. Deviation
State corporations support its top management hence influencing diversity	40	4.40	0.74
Focused individual attention has an influence on diversity	40	4.52	0.51
Inclusion of employees in the succession planning has an influence on diversity	40	4.38	0.63
Provision of development opportunities to employees has an influence on diversity	40	4.47	0.60
Adoption of needs driven assessment has an influence on diversity	40	4.22	0.83

Results presented in Table 4.9 indicate that succession has an influence on diversity among state corporations in Mombasa County. Some of the statements which were tested about succession influence on diversity among state corporations in Mombasa County included the influence of professional development opportunities on diversity which scored the highest mean of 4.47 and the influence of succession planning practice on diversity scoring the least mean of 4.38 implying that state corporations which have room for professional development opportunities greatly influence the corporation's diversity. The result here are in agreement with (Mehdi Alvani, Gholipour Souteh, Jandaghi, & Balaghi Inaloo, 2016), who in their study found that the main aim of a comprehensive succession plan is to transfer the knowledge possessed by key organizational individuals before they leave the organization. They reiterated that succession planning provides

an organization with leaders who possess strategies of knowledge creation transferred from retiring workers to younger employees.

4.8.5 Diversity and human resource practices

The research emphasised on assessing the extent of diversity as a result human resource practices among state corporations in Mombasa County. The researcher posed a number of questions intended to measure the extent and the results are presented in Table 4.10.

Table 4.10

Diversity and human resource practices

Statements	N	Mean	Std. Deviation
State corporations practice inclusion of all its employees in its operations which influence diversity	40	4.48	0.64
There is respect for personal differences in state corporations hence influencing diversity	40	4.38	0.53

Results captured in Table 4.10 shows there is an extent of diversity as a result of human resource practices among state corporations in Mombasa County. Some of the statements which were tested about diversity in regards to human resource practices among state corporations in Mombasa County included whether state corporations practice inclusion of all its employees in its operations which influence diversity which scored the highest mean of 4.48 and whether there is respect for personal differences in state corporations hence influencing diversity scoring the least mean of 4.38 implying that state corporations which include human resources practices in their human resource policy greatly influence the corporation’s diversity. This implies that human resource practices are great determinants of diversity in public organizations.

4.9 Relationship between human resource practices and diversity.

Table 4.11

Bivariate Correlations analysis results

		Correlations				
		Diversity	Recruitment	Training	Compensation	Succession
Workplace diversity	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	40				
Recruitment	Pearson Correlation	.545**	1			
	Sig. (2-tailed)	.000				
	N	40	40			
Training	Pearson Correlation	.716**	.271	1		
	Sig. (2-tailed)	.000	.020			
	N	40	40	40		
Compensation	Pearson Correlation	.780**	.341*	.735**	1	
	Sig. (2-tailed)	.000	.031	.000		
	N	40	40	40	40	
Succession	Pearson Correlation	.516	.449	.544	.629	1
	Sig. (2-tailed)	.000	.006	.019	.049	
	N	40	40	40	40	40

Table 4.11 above presents bivariate correlation results between human resource practices variables (recruitment and selection, training and development, compensation and succession planning) and workplace diversity among selected public organizations in Mombasa County.

The study sought to establish the extent of the relationship between human resource practices and diversity among selected public organizations in Mombasa County. Results presented in Table 4.11 indicate that there exists a strong positive relationship ($r=0.545$) between recruitment and workplace diversity. The result further revealed that the relationship is also significant ($p=0.000$). From the results, it can be noted that training, compensation and succession planning all have strong positive relationship with workplace diversity ($r=0.716$, $r=0.780$ and $r=0.516$ respectively).

This implies that the more human resource practices, the greater the workplace diversity in public organizations.

4.10 Regression Analysis

An inferential analysis of the relationship between the elements; recruitment and selection; training and development; compensation; and succession planning and diversity using the multiple linear models:

$$Y = B_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Whereby: Y is Workplace diversity; β_0 is regression constant; $\beta_1 - \beta_4$ are regression coefficients; X_1 is recruitment and selection; X_2 training and development; X_3 is compensation; X_4 is succession and planning and ε is error term.

4.10.1 Model summary

Results in Table 4.12 model summary shows R squared. (R^2). This is the fraction of the variation in dependent variable (workplace diversity) that can be explained by independent variables i.e. recruitment and selection; training and development; compensation; and succession planning.

R-square (76.6%) is therefore the proportion of the variation in the dependent variable that was explained by variations in independent variables. 23.4 % is the proportion of variation in the dependent variable which is explained by other factors not included in the scope of this study.

Table 4.12

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.875 ^a	.766	.739	.26586

a. Predictors: (Constant), Succession, Compensation, Recruitment, Training

4.10.2 Model Validity

From Table 4.13, the significance (p Value= 0.001) was obtained. This implied that the regression model obtained was fit and statistically significant therefore can be deemed fit for prediction purposes.

Table 4.13

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	8.093	4	2.023	28.625	.000 ^b
	Residual	2.474	35	.071		
	Total	10.567	39			

a. Dependent Variable: Employee diversity

b. Predictors: (Constant), Succession planning, Compensation, Recruitment and Selection , Training

4.10.3 Coefficients

From results in Table 4.14 it was revealed that if all factors (recruitment and selection; training and development; compensation; and succession and planning) remain constant at zero, workplace diversity among selected public organizations in Mombasa county, Kenya will be 0.083.

Table 4.14

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.083	.346		.239	.812
	Recruitment and selection	.291	.080	.318	3.646	.001
	Training	.315	.107	.368	2.940	.006
	Compensation	.349	.112	.396	3.121	.004
	Succession Planning	.065	.031	.178	2.087	.044

a. Dependent Variable: workplace diversity

The results presented moreover indicate that taking all other independent variables at zero, a unit increase in recruitment and selection will lead to a 0.291 increase in workplace diversity in Mombasa county , Kenya; a unit increase in training and development will lead to a 0.315 increase in workplace diversity in Mombasa county , Kenya; a unit increase in compensation will lead to a 0.349 increase in employee diversity in Mombasa county , Kenya and unit increase in succession will lead to a 0.065 increase in employee diversity in Mombasa county , Kenya. This infers that compensation contribute most to employee diversity in state corporations in Mombasa County. At 5% level of significance and 95% level of confidence, recruitment and selection had a ($p= 0.006$) level of significance; training and development a ($p=0.010$) level of significance; compensation a ($p=0.004$) level of significance; and succession, a ($p=0.004$) level of significance.

4.11 Discussion of Findings

The study findings indicated that recruitment and selection had a $p=0.001$ which is less than the significance level of 0.05 which indicating a strong relationship between recruitment and selection and diversity in state corporations in Mombasa County. These findings are related to a study by Dobbs (2014) on managing diversity in three companies and a city government in America which identified diverse recruiting team as a key player in managing employee diversity aspects such as gender, disabled, religion, ethnicity, or race and any other known diversity.

The study also indicated that training had a p value of 0.006 which indicates a strong relationship between training and diversity in state corporations in Mombasa County. These findings are in line with a study by Ozbilgin & Tatli, (2018) which indicated that in order to manage a multicultural workplace respecting traditions and culture, it is necessary to implement a new approach of

training and development which integrates and valorizes the diversity of the workforce. Training and development should incorporate diversity as a core function.

The study indicates that compensation had a $p=0.004$ which is less than the significance level of 0.05. The implication is that compensation positively contributes to diversity in state corporations in Mombasa County. These findings concur with those a study by Talent Management (2012) which indicates that compensation equity is an important part of attracting, developing and retaining a qualified and diverse workforce. Companies can review their compensation practices and address differences before pay equity issues lead to important team member loss. In addition to being important for workforce diversity and retention, staying on top of employee pay has become more important as a legal and regulatory process.

The study indicates that Succession Planning had a $p=0.004$ which indicating a strong relationship between succession planning and diversity in state corporations in Mombasa County. These finding concur with a study by Gormley and Linda (2013) which indicated that diversity, good corporate culture and promotion from within policy are practices which are put into consideration when implementing succession planning.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter deals with the summary of the research findings, conclusion and recommendations of the study conducted by the researcher. The study intended to analyze the influence of human resource practices on diversity among state corporations in Mombasa County. Specific objectives included: to determine the influence of recruitment and selection on diversity among state corporations in Mombasa county, to analyze the influence of training and development on diversity among state corporations in Mombasa county, to investigate the influence of compensation on diversity among state corporations in Mombasa county and to establish the influence of succession planning on diversity among state corporations in Mombasa county. Data for analysis was obtained by use of questionnaires designed by the researcher for the respondents. The information that was obtained from the research was edited, coded and analyzed quantitatively with the aid of statistical package for social sciences (SPSS) version 21 computer software.

5.2 Summary of Findings

The first objective of the study was to determine the influence of recruitment and selection on diversity among state corporations in Mombasa County. The study findings revealed that recruitment and selection have influence on workplace diversity among state corporations in Mombasa County. Some of the statements which were tested about recruitment and selection influence on diversity among state corporations in Mombasa County included the influence of recruitment plan on diversity which scored the highest mean and the influence of recruitment practice on diversity scoring the least mean implying that state corporations which plan for their human resource recruitment greatly influence the corporation's workplace diversity.

The second objective of the study was to analyze the influence of training and development on diversity among state corporations in Mombasa County. The study findings revealed that training and development have influence on diversity among state corporations in Mombasa County. Some of the statements which were tested about training and development influence on diversity among state corporations in Mombasa County included the influence of promotional training on diversity which scored the highest mean and the influence of training practice on diversity scoring the least mean implying that state corporations which practice promotion training greatly influence the corporation's diversity.

The third objective of the study was to investigate the influence of compensation on workplace diversity among state corporations in Mombasa County. The study findings revealed that compensation have influence on diversity among state corporations in Mombasa County. Some of the statements which were tested about compensation influence on diversity among state corporations in Mombasa County included the influence of basic pay on diversity which scored the highest mean and the influence of compensation practice on diversity scoring the least mean implying that state corporations which put more emphasis on basic pay highly influence the corporation's diversity.

The fourth objective of the study was to establish the influence of succession planning on workplace diversity among state corporations in Mombasa County. The study findings revealed that succession have influence on diversity among state corporations in Mombasa County. Some of the statements which were tested about succession influence on diversity among state corporations in Mombasa County included the influence of professional development opportunities on diversity which scored the highest mean and the influence of succession planning

practice on diversity scoring the least mean implying that state corporations which have room for professional development opportunities greatly influence the corporation's diversity.

5.3: Conclusion

The study concluded that all state corporations have recruitment practice in place. For effective diversity, state corporations have come up with policy's which are meant to be followed to the latter. State corporations follow an already set recruitment plan with a clear road map of when recruitment would take place. This is done so as to make sure that all recruitments are done without any feverish and that the right people are employed. State corporations conduct recruitment audit on diversity frequently so as to ensure that all the employees recruited within a certain time frame passed through the all the recruitment processes as stipulated by the government. State Corporations are required to conduct recruitment at only stipulated time so as to deal with favoritism during recruitment.

The study also concluded that all state corporations are required to conduct training practice on diversity to all its employees especially the management team so as to ensure that all the employees know the importance of having a diverse workplace. State corporations try their level best to ensure that all the new employees are well trained on matters related workplace diversity and how to manage it. State corporations are required by the state to ensure that they conduct training on diversity to promoted employees before they set foot on their new positions. State Corporations conduct safety training frequently to all its employees with the aim of ensuring that all the employees understand the risk of having workplace which is not diversified.

The study also concluded that employee compensation seeks to improve employee performance by rewarding those who have made a contribution to the organization's performance. Good Employee compensation ensures that there is a direct relationship between effort and reward. Thus,

a performance-based compensation is viewed as being effective when the process of providing measurable rewards is appropriately linked to the individual or group performance management. Effective employee compensation is the backbone of all policies concerning the acquisition and utilization of human resources.

By effectively planning employee induction and adding a personal touch to the process, State Corporation would be able to increase employee retention. State corporations in Kenya have in place succession planning policies which consider diversity aspects of management during recruitment as result this has contributed to employee retention. State corporations in Kenya have put a lot of emphasis in diversity within the succession planning policy. This has made many employees to believe that recruitment disregards discrimination against gender, religion and sex which enhances team work. In State corporations, top management is comprised of employees from different gender, different community's and that all of them have risen to their ranks using the right channel. During preparation of strategic plans, state corporations collect views from all its employees with an aim of ensuing that there is inclusivity.

5.4: Recommendations

The study recommends that diversity training and development programs should be integrated with the organization's diversity strategy. This is because diversity training helps to create awareness to employees hence developing a greater sensitivity to the challenges and opportunities presented by working in an increasingly dynamic, global and diverse organization.

Training and development opportunities should be availed to all employees and ensure there is continuous skills improvement of the work force. This will ensure that there are no skill gaps especially when there is an abrupt loss of an employee through death, early retirement or family commitments.

The existing succession planning practices should always lead to employee retention. In this regard, conscious decisions need to be made when promoting talented employees. It has been observed that when promotion is done by merit, employees build confidence with management and remain loyal to the organization and hence employee retention.

5.5 Suggestion for further studies

Further research should be out to analyze the influence of human resource practices on diversity among non-state corporations in Mombasa County so as to make comparisons between the two corporations. This will help the policy makers to come up with new policies which can help improve diversity in the entire area.

In addition, further research should be carried out to determine other factors influencing workplace diversity in state corporations as this study could not explain 23.4% of factors which are not human resource related.

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APPENDIX I: LETTER OF INTRODUCTION

To Whom It May Concern

Dear Sir / Madam,

RE: REQUEST TO PARTICIPATE IN DATA COLLECTION

I am a student pursuing Master of Business Administration at Kenya Methodist University. I am currently carrying out a research on “Influence of Human Resource Practices on Workplace diversity among State Corporations in Mombasa County”

Kindly spare few minutes to complete this questionnaire. Your views, in combination with those of others, are extremely important. I assure you that the information provided will be treated with confidentiality and will be used strictly for the intended academic research purpose.

Thanks for your support in this study.

Yours faithfully,

Munira Abdulkader

MBA Student, KeMU

APPENDIX II: QUESTIONNAIRE

Section A: General Information:

(Please tick in the box provided)

- 1. Gender: Male Female

- 2. Age bracket 20-30 31-40 41-50 51-60

- 3. Name of your Organization (Optional)
 - Kenya Maritime Authority Kenya Ferry Services
 - Kenya Ports Authority Coast Development Authority
 - Kenya Marine and Fisheries Research Institute

- 4. Level of education
 - Certificate Diploma Bachelors
 - Masters PHD Others (specify).....

Section B. Recruitment

In a scale of 1-5 rate the following statements concerning influence of recruitment as human resource practice for workplace diversity.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

Recruitment	1	2	3	4	5
All state corporations have recruitment policy on diversity					
All state corporations have recruitment plan which influence diversity					
State corporations conduct recruitment audit on diversity					
State corporations practice objective recruitment which influence diversity					
State corporations practice timely recruitment which influence diversity					

Section C. Training

In a scale of 1-5 rate the following statements concerning influence of training as human resource practice for workplace diversity.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

Training	1	2	3	4	5
All employees in state corporations undergo orientation which influence diversity					
Employees in state corporations undergo promotional training which influence diversity					
All employees in state corporations undergo safety training which influence diversity					
All new employees in state corporations undergo induction which influence diversity					
Employees in state corporations undergo remedial training which influence diversity					

Section D. Compensation

In a scale of 1-5 rate the following statements concerning influence of compensation as human resource practice for workplace diversity.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

Compensation	1	2	3	4	5
Employees in state corporations are entitled to basic pay which influence diversity					
All employees in state corporations are entitled to overtime pay which influence diversity					
State corporations offer fair pay to all its employees hence influencing diversity					
State corporations have social rewards which influence diversity					
Task related pay in state corporations has an influence on diversity					

Section E. Succession Planning

In a scale of 1-5 rate the following statements concerning influence of succession planning as human resource practice for workplace diversity.

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

Succession Planning	1	2	3	4	5
State corporations support its top management hence influencing diversity					
Focused individual attention has an influence on diversity					
Inclusion of employees in the succession planning has an influence on diversity					
Provision of development opportunities to employees has an influence on diversity					
Adoption of needs driven assessment has an influence on diversity					

Section F. Workplace diversity

In a scale of 1-5 rate the following statements concerning extent of diversity as a result of human resource practice for workplace diversity

1	2	3	4	5
Strongly disagree	Disagree	Neutral	Agree	Strongly Agree

Workplace diversity	1	2	3	4	5
State corporations practice inclusion of all its employees in its operations which influence workplace diversity					
There is respect for personal differences in state corporations hence influencing workplace diversity					
There is a high level of employee retention in this company					
I am highly satisfied to work for this company					
Diversity practices improves performance in this company					

Thank you for your time

APPENDIX III: UNIVERSITY AUTHORITY LETTER



KENYA METHODIST UNIVERSITY MOMBASA CAMPUS

P O Box 89983-80100 MOMBASA, Kenya
Tel: +254-715120282

Fax: 041-2495946
Email: services.mombasa@kemu.ac.ke

Date: 12/03/2019

TO WHOM IT MAY CONCERN

Reg. No: BUS-3-1678-2/2017

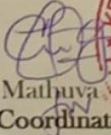
Name: MUNIRA ABDULKADER ALI

This is to confirm that the above named person is a bona fide student of this University pursuing a **Master of Business Administration** as part of the degree requirements the student is required to undertake research and write a thesis in the area of specialization.

The student is undertaking research on **"Influence of Human Resource Practices on Diversity Management among State Corporation in Mombasa County"** and is currently proceeding to collect field data.

Any assistance given towards attaining this goal will be highly appreciated.

Yours faithfully,


Eric Mathuva
For Coordinator, Postgraduate Studies



APPENDIX IV: MINISTRY OF EDUCATION RESEARCH AUTHORITY



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,
2241349, 3310571, 2219420
Fax: +254-20-318245, 318249
Email: dg@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/19/29700/28923**

Date: **3rd April 2019**

Munira Abdulkader Ali
Kenya Methodist University
P.O. Box 267- 60200
MERU.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on ***“Influence of human resource practices on diversity management among state corporations in Mombasa County”*** I am pleased to inform you that you have been authorized to undertake research in **Mombasa County** for the period ending **1st April, 2020**.

You are advised to report to **the County Commissioner and the County Director of Education, Mombasa County** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a **copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.


BONIFACE WANYAMA
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The County Commissioner
Mombasa County.


The County Director of Education
Mombasa County.


National Commission for Science, Technology and Innovation is ISO9001:2008 Certified

APPENDIX V: RESEARCH PERMIT

THIS IS TO CERTIFY THAT:
MISS. MUNIRA ABDULKADER ALI
of KENYA METHODIST UNIVERSITY,
0-80100 Mombasa, has been permitted
to conduct research in Mombasa
County
on the topic: INFLUENCE OF HUMAN
RESOURCE PRACTICES ON DIVERSITY
MANAGEMENT AMONG STATE
CORPORATIONS IN MOMBASA COUNTY
for the period ending:
1st April, 2020.

Permit No : NACOSTI/P/19/29700/28923
Date Of Issue : 3rd April, 2019
Fee Received : Ksh 1000




Director General
National Commission for Science,
Technology & Innovation

Applicant's
Signature


ORIGINAL

AC 24974

OFFICIAL RECEIPT

Station Nairobi **Date** 22/3/19
RECEIVED from Munira Abdulkader Ali
Shillings One thousand only
on account of Research permit fee
Vote Head R-43

USD.....
Kshs..... 1000/-
AC.....
No......
Signature of Officer receiving remittance


Item A-1-A
Cash
Cheque No. Direct Deposit

APPENDIX VI: CERTIFICATE OF PUBLICATION



The Strategic *Of* **Business & Change**
JOURNAL *Of* **MANAGEMENT**

No. 2019/6/3/005

Certificate of Publication

This is to certify that **MUNEERA ABDULKADER ALI, ERIC MATHUVA** and **PAUL MWENDA** have published a research paper in this journal, *Volume 6, Issue 3, 2019, pp 55 - 65.*

Article Title:-
"INFLUENCE OF RECRUITMENT AND SELECTION ON DIVERSITY MANAGEMENT AMONG STATE CORPORATIONS IN MOMBASA COUNTY"

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