



**INFLUENCE OF RECRUITMENT AND SELECTION ON DIVERSITY MANAGEMENT AMONG STATE CORPORATIONS
IN MOMBASA COUNTY**

Ali, M. A., Mathuva, E., & Mwenda, P.

**INFLUENCE OF RECRUITMENT AND SELECTION ON DIVERSITY MANAGEMENT AMONG STATE CORPORATIONS
IN MOMBASA COUNTY**

Ali, M. A.,^{1*} Mathuva, E.,² & Mwenda, P.³

^{1*} MBA Student, School of Business and Economics, Kenya Methodist University [KEMU], Kenya

² Senior Lecturer, School of Business and Economics, Kenya Methodist University [KEMU], Kenya

³ Lecturer, School of Business and Economics, Kenya Methodist University [KEMU], Kenya

Accepted: July 3, 2019

ABSTRACT

The study sought to assess the influence of recruitment and selection on diversity management among state corporations in Mombasa County. The study involved selected major state corporations with head quotas in Mombasa County. The study was anchored on resource based theory which focuses on the resources of the organization. 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. Sample size consisted of 35% (48) of the target population. Structured questionnaire containing a five pointed Likert scale were used. Introduction letter was obtained from Kenya Methodist University and a research permit from the National Commission for Science, Technology and Innovation (NACOSTI). Permission to collect data was sought from the selected state corporations. 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. Due diligence was observed during the course of the study. Study results indicate that recruitment and selection influence diversity management and there exist a strong positive relationship ($r=0.545$) between recruitment and diversity management. The study concluded that recruitment and selection influence diversity management and has a strong relationship. The study recommended need to formulate and implement favorable recruitment and selection policies as this will help influence the diversity management.

Key Words: Recruitment, Selection, Diversity Management

CITATION: Ali, M. A., Mathuva, E., & Mwenda, P. (2019). Influence of recruitment and selection on diversity management among state corporations in Mombasa County. *The Strategic Journal of Business & Change Management*, 6 (3), 55 – 65.

INTRODUCTION

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 2000 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, 2012). Diversity management is considered as the process aimed to both maintain and create a positive work environment, where all individuals' similarities and differences are valued, so that all individuals can maximize their contributions to organizations' strategic objectives and goals (Patrick & Kumar, 2012).

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, color, 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, 2000). 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, 1999). Managing diversity means enabling the diverse workforce to perform its full potential in an equitable work environment where no one group has an advantage or disadvantage (Torres & Bruxelles, 1992).

Diversity management is a process that "involves creating a positive environment where employee's attitudes and behavior are altered through training and awareness" (Ewoh, 2013). This commitment moves beyond the economic benefits of diversity, and into the realm of social responsibility. Addressing social responsibility and enhancing organizational performance can both be achieved by effectively managing cultural diversity. This strategy involves helping individuals reach their full potential and ensuring quality of life for all members of an organization (Doherty & Chelladurai, 1999). Organizations that champion diversity provide leadership and social responsibility such as mentoring, succession planning, family friendly programs, flexible work arrangement, training and accountability (Sabharwal, 2014).

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, 2003).

Diversity can be classified into two dimensions. The primary dimension such as age, gender, sexual orientation and so on, exhibits the main differences between various individuals. This primary differences also have the most impact on initial encounters and can be easily noticed and serve as filters through which people view the world. The secondary dimensions such as religion, education, geographical location, income etc., are those qualities that are not noticeable in the first encounter and can even change throughout different encounters. These qualities are only noticed after some interactions occur between individuals (Ashton & Lee, 2010).

Human Resource Management practices such as recruitment and selection, training and development, compensation and benefits facilitated benevolence climate (e.g 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 2008). 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 parastatal 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 (2008). 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).

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 has 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.

Progress has been made in terms of ensuring that groups previously marginalized gain employment in the public sector, but studies have shown that the said groups upon entering the service have encountered new challenges in career advancement. Issues of organizational justice and fairness have thus become important in public agencies. With regard to ethnic representation for example, it was noted by the National Cohesion and Integration Commission (NCIC) in a survey conducted in 2011 that inequalities in employment exist in the 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 recruitment and selection on diversity management among state corporations in Mombasa County.

Purpose of the study

The purpose of this study was to assess the influence of recruitment and selection on diversity management among state corporations in Mombasa County.

LITERATURE REVIEW

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 R. , 1984) (Wernerfelt B. , 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).

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, 2007).

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.

Ability, Motivation and Opportunity (AMO) 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, 2000).

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, 2010). 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 therefore can be used by organizations when organizing for their succession planning. This is because organizations can identify employees who have the abilities, skills and are motivated and be groomed to fill vacant higher positions when opportunities arise.

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, Efficiency motives and normative forces: Combining transactions costs and institutional logic, 1999). 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 B., 2011).

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.

Empirical Review

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, 2003).

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).

METHODOLOGY

The study adopted a descriptive research design and was carried out in Mombasa County where one hundred and thirty seven human resources officers from five major state corporations were involved. Data was only corrected ones from a target population of forty eight human resource officers that were purposively sampled. Data was analyzed using SPSS version 23 and presented through descriptive and inferential statistics.

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).

The study required the respondents to indicate the organization in which they were working. In this study respondents were required to indicate in the questionnaire whether they were coming from Kenya ports authority, KEMFRI, Coast development authority, Kenya ports authority or Kenya Marine Authority. The respondents were also required to indicate their gender, their highest level of education and their age category. The background information results were presented in the table 1 below.

Table 1: Respondents' characteristics

Variable	Response	Percent
Organization of the respondent	Kenya Marine Authority	10.0
	Kenya Ferry Services	15.0
	Kenya Ports Authority	40.0
	Coast Development Authority	10.0
	KEMFRI	25.0
Gender	Male	37.5
	Female	62.5
	Total	100.0
Highest level of education	Certificate	00.0
	Diploma	10.0
	Bachelors	70.0
	Masters	20.0
	PhD	00.0
	Total	100.0
Age bracket	20-30	32.5
	31-40	42.5
	41-50	20.0
	51- 60 years	5.00
	Total	100.0

Source: Research data, (2019)

In this study, 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 26 percent were from KEMFRI. In addition, 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. The study also established that more than half of the respondents had attained a bachelor's degree. This implies that the respondents are conversant with human resource matters and especially the variables under study. In terms of 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.

FINDINGS

Recruitment and selection influence on diversity management

The researcher sought to establish the extent to which recruitment and selection influence diversity management 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 management among state corporations in Mombasa County and the responses are as presented in Table 2 below.

Table 2: Recruitment and selection influence on diversity management

Statements	N	Mean	Std. Deviation
What is the influence of recruitment practice on diversity management	40	4.1000	.70892
What is the influence Recruitment policy on diversity management	40	4.3500	.62224
What is the influence of recruitment plan on diversity management	40	4.5250	.55412
What is the influence of recruitment audit on diversity management	40	4.4000	.54538
What is the influence of objective recruitment on diversity management	40	4.4250	.59431
What is the influence of timely recruitment on diversity management	40	4.3250	.85896

Based on the results presented in Table 2, recruitment and selection have an influence on diversity management among state corporations in Mombasa County. Some of the statements which were tested about recruitment and selection influence on diversity management among state corporations in Mombasa County included the influence of recruitment plan on diversity management which scored the highest mean of 4.5250 and the influence of recruitment practice on diversity management scoring the least mean of 4.1000 implying that state corporations which plan for their human resource recruitment greatly influence the corporation's diversity management.

This result was 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).

Diversity management and human resource practices

The research emphasised on assessing the extent of diversity management 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 3 below.

Table 3: Diversity management and recruitment and selection

Statements	N	Mean	Std. Deviation
What is the extent of diversity management as a result of recruitment and selection	40	4.3000	.56387
What is the extent of inclusion as a result of recruitment and selection	40	4.4750	.64001
What is the extent of respect for personal differences as a result of recruitment and selection	40	4.3750	.95239
What is the extent of employee retention as a result of recruitment and selection	40	4.3500	.53349
What is the extent of competitive advantage as a result of recruitment and selection	40	4.5250	.75064
What is the extent of employee satisfaction as a result of recruitment and selection	40	4.5000	.50637

Results captured in the Table 3 above, showed that there is an extent of diversity management as a result of recruitment and selection among state

corporations in Mombasa County. Some of the statements which were tested about diversity management in regards to recruitment and selection

among state corporations in Mombasa County included the influence of inclusion as a result of recruitment and selection on diversity management which scored the highest mean of 4.4750 and the influence of diversity management as a result of recruitment and selection on diversity management scoring the least mean of 4.3000 implying that state corporations which include recruitment and selection in their human resource policy greatly influence the corporation's diversity management. This implied that recruitment and selection are great determinants of diversity management in public organizations.

Relationship between recruitment & selection and diversity management

The researcher conducted a correlation analysis to test the relationship between recruitment & selection and diversity management among selected public organizations in Mombasa County. The study sought to establish the extent of the relationship between recruitment & selection and diversity management among selected public organizations in Mombasa County. Results presented in Table 4 indicated that there exists a strong positive relationship ($r=0.545$) between recruitment and diversity management. The result further revealed that the relationship is also significant ($p=0.000$).

Table 4: Correlations

		Diversity	Recruitment and selection
Diversity	Pearson Correlation	1	
	Sig. (2-tailed)		
	N	40	
Recruitment	Pearson Correlation	.545**	1
	Sig. (2-tailed)	.000	
	N	40	40

SUMMARY

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

CONCLUSION

The study was based on the premise that recruitment and selection influence diversity management among state corporations in Mombasa County. The study results supported this premise in that the respondents interviewed agreed that recruitment and selection influencing the diversity management among state corporations in Mombasa County.

RECOMMENDATIONS

Based on the findings and conclusions of the study, the recommendations made were, that there is need for the state corporations in Mombasa County to formulate and implement favorable recruitment and selection policies as this will help influence the diversity management.

REFERENCES

- Agrawal, V. (2012). Managing the diversified team: challenges and strategies for improving performance. *Team Performance Management*, 18(7), 384–400. doi:http://doi.org/10.1108/13527591211281129
- Ashton, M., & Lee, K. (2010). Trait and source factors in HEXACO-PI-R self- and observer reports. *European Journal Perspective.*, 24, 278–289. doi:doi: 10.1002/per.759
- Barney, J., & Clark, D. (2007). *Resource-Based Theory: Creating and Sustaining Competitive Advantage*. New York : Oxford University Press.
- Bryan, J. (1999). *“The Diversity Imperative”, Executive Excellence*. New Delhi: Sage.
- Conex, N., & Walter, O. (2015). Effects of Employee Diversity Management on Competitive Advantage: A case of Commercial Banks in Kisii Town . *International Journal of Social Sciences Management and Entrepreneurship*, 1 (1):15-32.
- Dobbs, M. (2003). Managing diversity: Lessons from the private sector. *Public and Private Personnel Management*, 25, 351-368.
- Doherty, A., & Chelladurai, P. (1999). Managing Cultural Diversity in Sport Organizations: A Theoretical Perspective. *Journal of Sport Management*, 13, 280-297.
- Ewoh, A. (2013). Managing and Valuing Diversity: Challenges to Public Managers in the 21st Century. *Public Personnel Management*, 42, 107-122.
- Ferreira, J., Azevedo, S. G., & Ortiz, R. F. (2011). Contribution of Resource-Based View and Entrepreneurial Orientation on Small Firm Growth/Contribución del Enfoque de Recursos y Capacidades y la Orientación Emprendedora en e Crecimiento de las Pequeñas Empresas. *Cuadernos de Gestión*, 11(1), 95.
- Friday, E., & Friday, S. (2003). Managing diversity using a strategic planned change approach. *Journal of Management Development*, 22, 863-880.
- Karemu, G., Kahara, G., & Josee, V. M. (2014). An Analysis of the Effect of Employee Recruitment Strategies on Employee Retention at Equity Bank, Kenya. *European Journal of Business and Management* , Vol.6, No.17.
- Kothari, C. (2011). *Research Methodology; Methods and Techniques*. New Delhi: New Age International Publishers.
- Manroop, L. (2015). Human resource systems and competitive advantage: An ethical climate perspective. *Business Ethics: A European Review*, 24(2), 186–204.
- Mugenda, O. M., & Mugenda, A. G. (2012). *Research Methods: Quantitative and Qualitative Approaches*. Nairobi: Acts Press.
- Nabi, G., & Song, W. (2014). Effective Recruitment and Selection Procedures: an Analytical Study Based on Public Sector Universities of Pakistan. *Public Policy and Administration Research*, Vol.4, No.10.

- Nabi, G., & Wei, S. (2014). Effective Recruitment and Selection Procedures: an Analytical Study Based on Public Sector Universities of Pakistan. *Public Policy and Administration Research* , Vol.4, No.10.
- Njiru, E. (6th October 2008). The Role of State Corporations in a Developmental State The Kenyan Experience. *30th Annual Roundtable Conference*. Nairobi: AAPAM.
- Patrick, H., & Kumar, V. (2012). Managing Workplace Diversity: Issues and Challenges. *Sage Open*, 2(3), 346–351. doi:<http://doi.org/10.1177/2158244012444615>
- Rumelt, R. (1984). 'Toward a strategic theory of the firm'. In R. Lamb (ed.), *Competitive Strategic Management*. Englewood Cliffs, NJ: Prentice-Hall.
- Sabharwal, M. (2014). Is Diversity Management Sufficient? Organizational Inclusion to Further Performance. *Public Personnel Management*, 43, 197-217.
- Singal, M. (2014). The business case for diversity management in the hospitality industry. *International Journal of Hospitality Management*, 40, 10-19. doi:<https://doi.org/10.1016/j.ijhm.2014.02.009>
- Torres, C., & Bruxelles, M. (1992). "Capitalizing on Global Divesity". *HR Magazine*, December, Pg. 30-33.
- Wentling, R., & Palma-Rivas. (2000). "Current Status of diversity initiatives in selected multinational corporations". *Human Resources Development Quarterly Journal*, Vol 11(1), pp 35-60.
- Wernerfelt, B. (1984). A resource-based view of the firm . *Strategic Management Journal* , 5, pp. 171-180.