

**CONTRIBUTIONS OF EMPLOYEE DIVERSITY MANAGEMENT ON JOB  
PERFORMANCE IN KENYA'S TELECOMMUNICATION INDUSTRY**

**(A Case of Safaricom Kenya LTD)**

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**Abstract**

**1. Abstract**

The objective of this research study was to establish the contribution of employee diversity management towards job performance in Safaricom Kenya Limited. In particular, the study sought to establish how employee diversity management in gender and disability mainstreaming, age consideration and culture contribute to job performance at Safaricom Limited. The research design was a case study. From the findings, it emerged that a diverse workforce helps in obtaining diverse ideas and views, thus leading one to appreciate other people's culture in the work environment. People of different backgrounds prefer to work in an organization where there are others from other backgrounds and that, groups containing people with widely varying backgrounds are more likely to see factors and issues differently and consider a greater range of decision alternatives. The conclusion of the study was that, there is a positive relationship between diversity management practices and job performance of Safaricom Limited.

**Keywords:** *Diversity, Diversity Management, Job Performance, Human Resource Management*

## **2. Background to the Study**

The world's increasing globalization requires more interaction among people from diverse cultures, beliefs and backgrounds than ever before. Today's labor force is highly diverse. If effectively managed, this diversity can provide the organization with a powerful competitive edge which stimulates creativity and infuses flexibility into the company (Beardwell & Claydon, 2007). Managing diversity is a concept that recognizes the benefits to be gained from differences. It differs from equal opportunity, which aims at legislating against discrimination, assumes that people should be assimilated into the organization and often relies on affirmative action. Globalization increasingly requires employers to hire minority members with the cultural and language skills to deal with diverse customers (Thomas, 1994).

Greenberg (2004) defines diversity as the variety of differences between people in an organization including race, gender, ethnic group, age, personality, cognitive style, tenure, organizational function, education background and more. People are different. The differences can be in terms of gender, culture, race, social, physical and psychological characteristics. Similarly, our attitudes towards those differences can be negative or positive, depending upon individual perspectives and prejudices. Some characteristics are apparent and others are less obvious (Mavin & Girling, 2000). According to Fredman (2001), diversity can provide a basis for competitive advantage since it is a recognizable source of creativity and innovation. Similarly, diversity can also be a cause of misunderstanding, suspicion and conflict in the workplace that can result in absenteeism, poor quality work, low morale and loss of competitiveness. Diversity should be incorporated into the fabric of an organization in order to create a mindset in every manager and employee that will allow them to think consciously about treating one another fairly.

### **Employee Diversity Management**

According to Kandola and Fullerton (1998), the basic concept of managing diversity accepts that the workforce consists of a diverse population of people. The diversity consists of visible and non-visible differences which include factors such as sex, age, background, race, disability, personality and work style. It is founded on the premise that harnessing these differences will

create a productive environment in which everybody feels valued, where their talents are being fully utilized and in which organizational goals are met (Liff, 1999). Diversity management initiatives are policies and practices that the organization adopts voluntarily, not because of legal requirements, for the purpose of ensuring that all members of a diverse workforce feel that they are treated fairly (Jackson et al., 2009). Organizations serve a diverse set of customers and clients, thus there are significant business reasons for having a diverse workforce.

### **Employee Diversity Management and Job Performance**

According to Cascio (2003), organizations which plan for the anticipated workforce and accept diversity management as a progressive technique will benefit from better employee retention, increased productivity, less absenteeism, better morale, an expanded marketplace and improved customer service (Beardwell & Claydon, 2007). Diversity can affect productivity which can affect performance of an organization. One should consider some positive performance indicators to indicate whether an organization is doing well. For instance, consider increase in profits, positive feedback from customers and positive image of the organization by the public, among other indicators. Organizations serve a diverse set of customers. These customers would be better appreciated by a diverse workforce. The performance of organizations with diverse population backgrounds is likely to differ from that of organizations with more traditional backgrounds. Though this may seem natural and unquestioned, it is unfair because it could lead to lack of opportunity for women, ethnic minorities and other disadvantaged groups in society (Gomez-Mejia, 2010).

### **Safaricom Kenya LTD**

Present day, Safaricom Limited has passed through various transitional levels which have reflected its concerted efforts to be the leading player in the telecommunications sector in Kenya and in Africa. With these transitions Safaricom K Ltd has managed to attract a workforce possessing diverse characteristics with regard to gender, ethnicity, disability, age and religion thus calling for diversity management. Safaricom K Ltd is committed to being an employee of choice and has therefore developed a charter to guide the management and interaction with staff. The charter commits the organization to providing a great place to work where both individual

accomplishments and team effort will be rewarded thus creating opportunities for personal empowerment and career growth in an atmosphere of trust, honesty and openness.

### **3. Statement of the Problem**

Safaricom Kenya Limited is the leading public telecommunications company in Kenya with its headquarters situated at the capital city of Kenya, Nairobi. It prides itself in being an employer of a diverse workforce. Safaricom Limited has devoted resources to diversity initiatives because they believe diversity is a business imperative and good for the bottom line. The management has implemented workforce diversity strategies such as ensuring teams are well diversified, comprising employees across generations and nationalities as employees of different profiles often have different strengths and attributes. The company culture and work ethos are emphasized as part of the orientation program to all new hires. An open-door policy is practiced where employees are encouraged to raise concerns or challenges faced at work. Despite the company effectively adopting and implementing workforce diversity management strategies, a study focusing on determining the contributions of employee diversity management on job performance in the organization has not been established.

### **4. General Objective of the Study**

This study sought to assess the contribution of employee diversity management on job performance in Safaricom Limited Kenya.

### **5. Specific Objectives of the Study**

- i. To determine the contribution of gender mainstreaming management towards job performance in Safaricom Ltd.
- ii. To establish the contribution of cultural diversity management towards job performance in Safaricom Ltd.
- iii. To assess the contribution of disability mainstreaming management towards job performance in Safaricom Ltd.

- iv. To determine the contribution of age consideration management towards job performance in Safaricom Ltd.

Research questions were derived from the research objectives.

## **6. Significance of the Study**

The study will add value to theory by forming a basis upon which further research can be undertaken. It will guide policy makers in both public and private sector to formulate policies that will lead to better management of diversity. Organizations worldwide are grappling with management of diversity in the workplace in order to create strong cohesion for achievement of results. The study will assist the Safaricom Ltd managers to manage diversity better, by adopting practices that give the best results in management of diversity. The recommendations will mitigate various challenges in implementation programs and policies on diversity and will help to establish a holistic approach. Academicians will benefit from this study as a reference for thoughts and ideas on similar studies and research in future.

## **7. Scope of the Study**

The study was conducted in Safaricom Limited Kenya; Nairobi headquarters and focused on managing diversity in the organization and how it affected employee job performance. In particular the study was limited to how diversity management in the areas of gender, culture, age and disability affect employee job performance at Safaricom Ltd. Primary data used in this study was collected through the use of an interview guide. The study was conducted for a period of three months from March to May 2015.

## **8. Research Design**

The research design for this study was a case study since the unit of analysis was one organization. The study aimed at getting detailed information regarding the contributions of employee diversity management on job performance at Safaricom Kenya LTD. According to Ngechu (2006), a case study allows an investigation to retain the holistic and meaningful characteristics of real life events. Kothari (2004) noted that a case study involves a careful and complete observation of social units. It is a method of study in depth rather than breadth and

places more emphasis on the full analysis of a limited number of events or conditions and other interrelations.

## 9. Sample Design

In this study, stratified random sampling technique was used to select respondents. It involved dividing the target population into strata then picking the desired number of respondents from each group randomly to come up with a sample size. The sample size consisted of 30% of the target population. This is represented in table 1 below.

**Table 1: Sample Size**

<b>Management Level</b>	<b>Population</b>	<b>Sample</b>
Top	50	15
Middle	150	45
<b>Total</b>	<b>200</b>	<b>60</b>

All the 60 top and middle level managers working in Safaricom Kenya LTD projected to be interviewed were interviewed making a response rate of 100%. The commendable response rate was achieved at after the researcher made frantic effort at booking appointment with the managers despite their tight schedules and making phone calls to remind them of the interview.

## 10. Respondents Work Experience

The respondents were asked about their experience in Safaricom Kenya Limited. The findings in Table 4.4 show that majority (50%) of the respondents had over 10 years' experience while 30% had between 5-10 years. It was also established that 20% of the respondents had an experience not exceeding 5 years. This is a commendable group of respondents as they have served the Safaricom Ltd for a longer duration and therefore are likely to give more accurate information. These groups of respondents also have a good background of various Human Resources initiatives which have been implemented by the Safaricom Ltd including diversity management practices and therefore their input was deemed to be valuable.

**Table 2: Respondents Work Experience**

<b>Work Experience</b>	<b>Frequency</b>	<b>Percentage</b>
< 5 Years	12	20.0
5-10 Years	18	30.0
> 10 Years	30	50.0
<b>Total</b>	<b>60</b>	<b>100.0</b>

### **11. Department/Division**

The respondents of the study were sixty (60) managers drawn from various departments including Marketing Managers, Sales Managers, Regulatory/Corporate Affairs Managers, Human Resource Managers, Finance Managers, IT Managers, Financial Services Managers, and Customer Care Managers. Managers are better placed to provide required data because they play a leading role in ensuring that they position the Company favorably within the changing environment through instituting appropriate timely responses like adopting diversity management practices. This implies that the respondents of this study are well distributed across the strategic business units and key departments and thus the results can be generalized for the whole organization.

### **12. Extent to which the Company has Experienced Workforce Diversity**

The interviewees were requested to indicate the extent to which the company had experienced workforce diversity. From the responses, the interviewees were unanimous that the company made the most of the full range of the employees as it attracts and retains the right skills, the best minds and all the required resources. The interviewees also reiterated that the company maximizes the potential of a diverse workforce in achieving competitive advantage in the market. The interviewees further indicated that the company had greater employee's diversity as it employed staff from different races, age, different tribes, from different nationalities and different gender. This implies that with the company has embraced workforce diversity to a great extent. This is in line with Peteraf, (1993) who stated that an organization's workforce diversity

strategy is a key mechanism in ensuring the knowledge, skills and attitudes necessary to achieve organizational goals and create competitive advantage in the market.

### **13. Policy of Workforce Diversity Management**

On whether Safaricom Kenya Limited has achieved better employee job performance as a result of applying policy of workforce diversity management, interviewees explained that the company embrace a more diverse workplace by reviewing policies on holidays, time off and employee communication. The interviewees also indicated that the company acknowledge standard holidays and recognize various religious holidays and adopted flexible leave for employees influence motivation of employees in achieving high performance and improving company overall performance through increase market share, increase customer base, improve on product development. Though office communications is in Standard English, Safaricom Company have come up have with different ways to communicate to employees who speak other languages to be more diverse in workplace and influence company performance and making the company more competitive in the market. This implies that an organization's performance and competitiveness depends upon its ability to embrace diversity and realize the benefits. This is in line with Truss (1999) who strongly emphasizes on management policy and appreciating and making use of diversity at the strategic level.

The organization has also implemented "open door" policies and other processes to facilitate employee communication of grievances and concerns. This practice supports the results of a study that was done by Society for Human Resource (2011) which concluded that, most human resource professionals and business leaders agree that formalized communication strategy is essential to effective and consistent business operations. Human resource department is often responsible for managing the flow of critical information throughout the organization. Whether the purpose is merely to update employees on new policies, prepare for an emergency, share achievement or listen to employee concerns, human resource is a principal function of an organization's communication strategy. Getting work done in teams requires a free flow of accurate information and open productive relationships with employees. The organization also articulates 'zero tolerance' of harassment and demonstrates commitment to it. This finding shows that organizations recognize and treat all employees equally making them feel valued.



#### **14. Workforce Diversity Management Strategies Successfully Applied**

To the question on the extent to which workforce diversity management strategies have been successfully applied in managing workforce diversity, the interviewees cited that the management had strategized, developed and implemented a meaningful diversity plan focusing on diversity initiatives, overall progress in recruiting, retaining and promoting employees in the company. Interviewee stated that the Safaricom Kenya Limited management value its employee's contributions, grant promotions where appropriate, train its employees to take more responsibilities and pay each worker accordingly. The interviewees explained Safaricom Kenya limited hired some employees from overseas, pays employees a huge bonus to create a high performance-driven culture. This implies that diversity programs assist organizations facing rapid demographic changes in their local consumer market and labor pool by helping people work and understand one other better thus pursuing workforce diversity is a management goal that contributes greatly to the bottom line of the company. This is in line with Johnson and Scoles (2002), who view strategy as the direction and scope of an organization over the long-term which achieves advantage for the organization through its configuration of resources within a changing environment and fulfill stakeholders' expectations.

#### **Age**

According to the respondents, Safaricom Kenya LTD values the contribution of its employees regardless of age and is fully committed to promoting age diversity across the institution. It seeks to eliminate age stereotyping and discrimination on the basis of age. It emphasizes that employees are assessed on the basis of skills, ability and potential. This means that employment opportunities and career development are available irrespective of a person's age. Staffs of all age groups participate in training and have a chance to improve their skills. Assumptions are avoided about physical abilities or career intentions of older job applicants or employees. The respondents stated that, where the needs of Safaricom Kenya LTD allow, flexible work patterns are offered because older workers have a vast job experience which is required for better performance of Safaricom.

The respondents stated that generational diversity is another aspect of diversity. The different generations of the workforce possess different values, aspirations and beliefs that characterize that generation. There is the Generation X and Generation Y. According to the respondents, Safaricom appreciates the need to work with both these two generations. It has also made efforts to safeguard against age bias in performance management. The respondents stated that, concerning training, all training opportunities are based on merit and individual needs. It also encourages succession planning for employees who need to further their career. The research noted that the management has identified the interests of the different generations and provided relevant education and counseling to the workers to make them aware of the importance of working together. This has aided organizational performance as it has led to mutual respect. The workforce composed of these varying generations. When this diverse generational workforce works together harmoniously, it leads to a productive organization. This is consistent with Mathis and Jackson (2004) who state that the current situation is that as more older workers with a lifetime of experience and skills retire, the human resource manager will face significant challenges in replacing them with workers having the capabilities and work ethics that characterize many mature workers.

## **Gender**

The respondents stated that, there is a Gender Mainstreaming Policy which was reviewed in 2012 for the purpose of aiding in the employment of more women so as to create a balance in gender proportions. According to the respondents, women have a fair share of the job assignments that are the traditional stepping stones to successful careers in the company. The respondents added that women have equal chances to international job assignments. The respondents asserted that Safaricom has made an extra effort to promote those in protected groups, particularly when those groups are under-represented. Safaricom also tailors job advertisements and better use of networks to ensure that recruitment advertising appeals to and reaches more women. According to the respondents, Safaricom is altering the male-dominated environment of engineering to make it more attractive to women. This enables the organization to boast of a more representative workforce. The respondents asserted that efforts are being made to address the barriers to entry so that women can feel they are entering the job on a level playing field with men in everything from career opportunities, to pay and to personal safety. If a role

had been undertaken by only one gender in the past, efforts are made to encourage the other gender to apply. Occupational segregation is no longer prevalent and women are currently positioned in all levels of organizational hierarchies in jobs that are equally prestigious to the men. In order to create a business culture that supports innovation, growth and prosperity, it requires people with diverse talents. Flexible working and job sharing is encouraged in order to retain skills of valued employees. Day care center has been setup to enable women with little children work while at same time taking care of their little children. Comprehensive medical cover is provided for women employees and their children and flexible maternity leaves provided all in an effort to attract and retain more women in the Safaricom workforce.

According to the respondents, all training materials are checked to ensure that the language and images used in them reflect the diversity of the employees and customers. This is consistent with Armstrong and Baron (1998), who state that, organizations should set communication standards that take into account the sensitivities of a diverse employee population. A range of training options is offered to ensure all employees have equal training. Cases of sexual harassment reported in the organization have also been promptly and exhaustively handled, this finding revealed that staff report such cases without fear since they know they will be promptly investigated and auctioned. The respondents stated that, by blending the workforce with regard to gender, Safaricom has become a more productive community. The management is taking steps to include development-oriented performance appraisals and providing developmental opportunities, that ensure female and minority candidates are in the company's career development pipeline since they have seen the importance of doing so to the performance of Safaricom Kenya LTD. This is consistent with Morrison (1992), who states that the proportion of women entering the workforce has increased over the years.

## **Disability**

The respondents stated that disabled people, better known as the special population, are the most disadvantaged because the barriers to work are not only social and psychological but also physical. Safaricom has made efforts to provide suitable access and facilities to meet the needs of the special population. It has facilitated the movement of disabled workforce by putting up constructions to facilitate the movement of the special population within the premises of

Safaricom. According to the respondents, Safaricom has also made available to its disabled workforce alternative career paths, extended leaves and flexible work schedules. It has also assisted the disabled people to secure their rights. The respondents stated that the benefit of accommodating and appreciating the disabled workforce is that, Safaricom is seen in a better light by the community. The community views Safaricom as being humane and thus the community would consider interacting and doing business with the organization. This boosts the profits and image of Safaricom. This is consistent with Liff (1999), who states that, at the heart of employing individuals with disability is for employers to make reasonable accommodations in several areas.

### **Culture and Ethnicity**

From the study, the respondents stated that ethnicity in Kenya is usually equated with hostility and prejudice. The respondents stated that Safaricom recognizes cultural and individual differences exist in the workforce and that, it recognizes and responds to individual differences. Safaricom is composed of a workforce of varying tribes. According to the respondents, the distribution of this workforce in the levels of the organization would be described as evenly-distributed. The management has set up a program that does not involve preferential selection standards. The respondents stated that the management has seen the need to sustain diversity in its workforce with regard to tribe. The management of Safaricom has publicized a philosophy promoting a multi-cultural employee population as being essential to the leadership of Safaricom. Thereafter, taking steps to foster diversity and to managing it. These steps, according to the respondents, included evaluating diversity program efforts, recruiting minority groups and networks and offering diversity training programs.

The respondents appreciate that when attention is focused on individual differences, it leads to better group performance since the individual becomes a better team player. The top management has realized that by appreciating the culture of its diverse workforce, the institution becomes better-placed in dealing with global issues. It pays to invest the employer's time and resources in broadening its diversity and in getting its employees to work together more harmoniously. The respondents stated that Safaricom benefits from diversity of a workforce with regard to tribe in that the government views the institution as being compliant to legal

employment requirements and also the public is better able to consider the institution as being accommodating and having exposure to diverse ways of life of different people. The respondents of the study asserted that embracing diversity gets more diverse thinking and problem solving. Groups containing people with widely varying backgrounds are more likely to see factors and issues differently and consider a greater range of decision alternatives. This is consistent with Torrington and Stephen (2008), who state that organizations serve a diverse workforce and that the performance of organizations with diverse population backgrounds is likely to differ from that of organizations with more traditional backgrounds.

### **15. Workforce Diversity Management Strategies influence on Employee Job Performance**

The interviewees were requested to indicate whether workforce diversity management strategies adopted by the Safaricom Company had influenced the employees' job performance. From the findings, interviewees indicated that use of workforce diversity management strategies influenced achieving of high profits, increase company return on assets and return on investment, increase firm productivity, influence achieving of competitive advantage, increase market share of the company, improve on quality service delivery, offering of quality products, increase Company Network, product market performance and increase sales volume. This implies that workforce diversity management strategies improve workforce productivity and customer satisfaction. This is in line with Sing, (2004) who stated that the demand for a well qualified workforce becomes a strategic objective.

The study also proceeded to determine the extent to which workforce diversity strategies influence company performances. The interviewees concurred that the company has used huge amounts in diversifying the workforce recognizing and utilizing it as an important organizational resource to provide an excellent customer service or to maintain a competitive edge. Interviewees suggest that diversity efforts can support and contribute to an organizational growth strategy and reinforces the importance of linking diversity. The successful diversity strategy at the company address organizational culture change to create a work environment that nurtures teamwork, participation and cohesiveness which positively impact performance.

Team building and group training at Safaricom Kenya Limited enhances mutual cooperation, reduces role conflicts and increases sharing among the diverse work force. This implies that workforce diversity impacts organizational level outcomes indirectly through effects that begin at the individual level. And that satisfaction with a mentoring relationship has been a stronger influence on career attitudes such as commitment and job satisfaction. Moreover efficient communication enhances information sharing among employees which increases organizational effectiveness. This is in line with Delaney and Huselid (1996), who stated that a diverse workforce strategy becomes a source of competitive advantage for firms that strive to achieve a high level of innovation that ensures employee's satisfaction, quality, market share and the number of new products. Richard and Johnson (1999), stated that the repercussions for not adopting managing strategies for workforce diversity would lead to lack of skills, competencies, and interests in employees, which will ultimately increase employee turnover and reduce individuals' and organizations' performance to a great extent.

## **16. Challenges in Applying Workforce Diversity Management Strategies**

The study sought to know the challenges faced by Safaricom Kenya Limited in applying workforce diversity management strategies. Interviewees stated that quantifying diversity, managing diversity and the misperception that diversity is about affirmative action are the challenges in applying the strategies. Managers also are challenged with losses in personnel and work productivity due to prejudice, discrimination, complaints and legal actions against the organization. Negative attitudes and behaviors which include prejudice, stereotyping and discrimination are barriers to workforce diversity because they harm working relationships, damage morale and work productivity. Interviewees stated that challenges in managing workforce diversity are individual versus group fairness, resistance to change, equal employment opportunities and group cohesiveness and interpersonal conflict. This implies that there are challenges to managing a diverse work population. This is in line with Stavrou, Brewster and Charalambous, (2004) who stated that the intensification of global competition and the relative success of economies that give an emphasis to investing in training have resulted in the recognition of the importance of training are the main challenges they faced.

## **17. Summary of Findings**

The study sought to establish the effect of diversity management on job performance of Safaricom Kenya LTD. The study was a case study. The findings established that the diversity issues that are prominent at Safaricom include age, gender, disability, tribalism and culture. According to the findings, the management of Safaricom spearheads diversity management efforts. From the findings, the top management frequently reviews its diversity management policies so as to ensure that it is in line with the current state of affairs.

According to the findings, heads of department are aware of the existence of the diversity management policies and also make every effort to communicate to their subordinates on diversity management issues and also cause their subordinates to appreciate working in a diverse working environment.

### **Gender Mainstreaming Management**

With regard to gender, the findings establish that the workforce needs to be blended and accommodate the previously disadvantaged gender. Thus, Safaricom provides developmental opportunities and smoothening of the career development pipeline for the female gender.

### **Disability Mainstreaming Management**

From the findings, Safaricom accommodates the special population by providing architectural adjustments as well as providing alternative career patterns and work schedules to the disabled workforce.

### **Cultural Diversity Management**

From the findings, Safaricom appreciates that it needs to have a diverse work population in order to be competitive in this global environment. A diverse workforce helps in obtaining diverse ideas and views, thus leading one to appreciate other people's culture in the work environment. From the findings, diversity efforts aid in recruiting and retaining workers from diverse backgrounds. People of different backgrounds prefer to work in an organization where there are others from other backgrounds.

## **Age Consideration Management**

From the findings, Safaricom appreciates that it requires the knowledge and experience of the older workforce and also has to accommodate the more dynamic younger workforce. This is because both groups have their part to play in the success of the organization.

The study established the challenges facing application of workforce diversity management strategies. Quantifying diversity, managing diversity and then is perception that diversity is about affirmative action are the challenges in applying the strategies, losses in personnel and work productivity and negative attitudes and behaviors challenges the company in applying workforce diversity management strategies.

## **18. Conclusion**

The overall objective of this study was to find out the effect of employee diversity management on job performance of Safaricom Kenya LTD. Considering the research findings;

- i. Gender mainstreaming management has contributed positively towards job performance at Safaricom Kenya LTD. By including all genders the workforce had become more productive and innovative since talents of both genders were incorporated in the company.
- ii. Cultural diversity management in Safaricom has contributed positively to job performance by ensuring all employees appreciate each other and thus become better team players. It has made the company be better placed to deal with global issues by since the diverse background of the employees brought more diverse thinking and problem solving.
- iii. Disability mainstreaming management at Safaricom contributes positively to better job performance since it had made the company be seen in a better light as being more humane thus boosting its profits and image.
- iv. Age consideration management had contributed to better job management at Safaricom Kenya LTD since by incorporating both the young and old the company was able to have a large pool of talent and ideas needed to boost productivity and profits.



## 19. Recommendations

From the research findings and conclusions, it is recommended that;

- i. The Company should spend significant amounts of money recruiting, training and developing their employees in both genders, top priorities being the retention and development of diverse talent of both genders. The management should actively assess their handling of workplace diversity issues, develop and implement diversity plans in gender mainstreaming as this will enable the company to report multiple benefits.
- ii. In order to achieve a high level of innovation that ensures employee's satisfaction, quality, market share and the number of new products management in the company must ensure that it further improves its cultural diversity management strategies to further support efforts such as mentoring or recruitment of minorities for top jobs, organizational diversity and upward mobility efforts more effectively. Communicating the outcomes and future goals of the diversity strategy should be expanded beyond employee groups to include additional stakeholders and the public. The goals should be recognized by employees, suppliers, customers and the public as an inclusive organization that places a high value on diversity that is reflected in the business products and services. Negative attitudes and behaviors in the workplace which include prejudice, stereotyping and discrimination should never be used by management for hiring, retention and termination practices. Attempts to achieve diversity goals must progress within lawful boundaries.
- iii. The company should allocate sufficient resources for diversifying the workforce in terms of disability, recognizing and utilizing it as an important organizational resource to achieve a competitive edge. The successful workforce disability management strategy at the company will enhance organizational culture change to create a work environment that nurtures teamwork, participation and cohesiveness which positively impact job performance.
- iv. Recruitment policies in the company should incorporate further age consideration management to help in building diversity through a recruitment process that enables the company to select competent, qualified and knowledgeable workforce that improve on its productivity and improve the performance of the company. The recruitment policy adopted by the firm should determine how to award, postings and where to post them considering the generation for a diverse recruitment. The management should search for prospective employees, stimulate and encourage them to apply for jobs in the organization as recruitment

efforts are a very important aspect of achieving workplace diversity management and building diversity that improves on productivity and improves the performance of the company.

- v. The researcher finally suggests that a cross-sectional study should be done on diversity management practices used by other organizations in various industries. This would assist organizations to compare the diversity management practices used and adopt appropriately. The study also recommends that further research should be done to determine factors that hinder effective workforce diversity management in telecommunications firms.

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