

INFLUENCE OF MANAGEMENT ON EFFECTIVENESS OF WORK PLACE DIVERSITY IN THE GOVERNMENT AGENCIES IN KENYA

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ABSTRACT

Diversity has become a favorite topic of discussion in academia, government institutions and work organizations across the globe over the past few years. If diversity is effectively managed in an organization, it may result to greater creativity and innovation, and improved decision-making. Conversely, if diversity is not managed effectively, some potential major costs to the organization include, at a minimum, breakdowns in communication, interpersonal conflict, and higher turnover. It is upon these grounds that this study seeks to establish the influence of management on effectiveness of employee diversity management in the National Treasury. This study used of a descriptive research design to study the research problem. The study focused on employees in top level, middle level and low level management from National Treasury, Kenya. The study used stratified random sampling to select the study sample. The studies utilized primary and secondary data. While primary data was collected using a questionnaire secondary was obtained from published documents or materials. A pilot study was conducted to enhance validity and reliability of the research instrument. Both qualitative data analysis and quantitative analysis were used for this study. Data was analyzed using descriptive statistics and inferential statistics. The study found that 80.17% of the changes in diversity management could be attributed to the combined effect of the predictor variables. The study found that

management support influence workplace diversity management to a great extent ($r=0.607$). Institutions need to adopt cohesive, coherent, and collaborative integration of diversity and inclusion into the institutional pursuit of excellence. The study also deduced that awareness and training influence workplace diversity management to a great extent ($r=0.713$). This is to mean that diversity training is essential to ensure teamwork for enhanced organizational performance. Further, the findings shows that performance management standards influence workplace diversity management to a great extent ($r=0.534$) and that employee resourcing influence workplace diversity management to a great extent ($r=0.483$). The study concludes that awareness and training had the greatest effect on workplace diversity management, followed by management support, then performance management standards while employee resourcing had the least effect to diversity management. The study recommends that in ensuring a diversity supportive environment, employees should be given opportunity to advance their career and social aspect of their lives through training, workshops and outings; a purposeful development and utilization of organizational resources to enhance employee learning.

Key Words: *diversity management, employee resourcing, performance management standards, awareness and training and support environment*

INTRODUCTION

Over the past few years, diversity has become a favorite topic of discussion in academia, government institutions and work organizations across the globe (Karp & Sammour, 2000). Kenya with its diverse population, which has been divided and segregated along ethnic and cultural lines, is no exception when it comes to the challenge of managing differences in the workplace. It is increasingly acknowledged that managing diversity is important for the success of organizations that employ diverse people and serve a diverse customer base (Nkomo and Cox, 1996). Employers need to create an understanding of diversity in the workplace to ensure the development of successful workforce relationships.

It has been purported that if diversity can be effectively managed in an organization, some potential benefits to the organization include greater creativity and innovation, and improved decision-making. Conversely, if diversity is not managed effectively, some potential major costs to the organization include, at a minimum, breakdowns in communication, interpersonal conflict, and higher turnover (Cox, 2001). While there may not be much empirical evidence to substantiate claims that effectively managed diversity directly leads to bottomline increases (Richard, 2000; Stark, 2001), there is real-world evidence (e.g. Coca-Cola, Denny's, Publix, and Texaco settlements) to suggest that not effectively managing gender and racio-ethnic diversity has been, and can be, detrimental to organizations and their bottom lines. Thus, it is a logical extrapolation that an organization's ability or inability to create a culture in which diversity is systemically acknowledged, valued, and effectively managed is more likely to determine the effects diversity will have on its bottom line.

Many organizations have implemented various diversity initiatives as a part of their corporate diversity strategy (Koonce, 2001), but most have not used a planned change approach to strategically align their initiatives with their long-term objectives and strategic positioning. It is highly probable that this lack of planned strategic alignment contributes immensely to the purported ineffectiveness of many diversity initiatives (Stark, 2001). Consequently, an organization that seeks to maximize the potential benefits of diversity should devise a planned change-corporate diversity strategy prior to implementing diversity initiatives.

Cox (2001) notes, "The challenge of diversity is not simply to have it but to create conditions in which its potential to be a performance barrier is minimized and its potential to enhance performance is maximized" (p. 16). Diversity management refers not only to those groups that have been discriminated against or that are different from the dominant or privileged groups, but to "the mixture of differences, similarities and tensions that can exist among the elements of a pluralistic mixture" (Thomas, 2005). Using a jar of jelly beans (colourful candy) as a metaphor, Thomas (1996) emphasizes that diversity management is dealing with the collective mixture of all workers, not just the recent additions to the organizational workforce. Organisations find it hard to manage diversity especially multinationals. this is because, these organization might not have a one fit all diversity management policy. For example, Park (2008) noted that while a U.S.

company is likely to provide training and promotion opportunities to young women (in compliance with antidiscrimination legislation), its Korean subsidiary may view such policies as a waste of time, considering the Korean cultural norms. Further, Lee, (1997) indicated that for a company based in South Africa, it has to abide by the South African equal rights legislation, which compels it to treat men and women equally. If the same company has a branch in Saudi Arabia, however, it will have to treat its employees according to the laws of that country, which are inspired by the shari'ah and follow the Islamic tradition of prescribed gender roles.

Pretorius (2002) views diversity as all the ways in which people differ and the effect of those differences on people's thinking and behavior. Diversity includes all those differences that define individuals as unique beings. These differences may be cultural, ethnic, racial, gender, nationality, age, religion, disability, sexual orientation, educational background, experiences, opinions, beliefs and abilities (Kossek & Lobel, 2000). According to Kossek and Lobel (2000) managing diversity through understanding, respect and valuing differences would allow organizations to capitalize on the benefits that diversity brings to the workplace. The value of this research lies in its attempt to contribute to a better understanding of managing diversity in Kenyan workplaces and to ensure that management initiatives succeed in creating an environment in which differences are understood and appreciated by everyone.

There are a number of activities that an organization can engage in to manage the diversity of their workforce. Various researchers studying diversity in the workplace have consistently found that organizations that emphasize collectivism in the work environment see more benefits of workplace diversity than organizations that emphasize individualism (e.g. Chatman & Spataro, 2005; Dwyer, Richard, & Chadwick, 2003). It has also been found that an emphasis on teamwork fosters better relationships within a department and can promote identity within the department or organization that moves beyond surface level differences (Jayne & Dipboye, 2004).

The management of cultural diversity in the workplace can be considered a response to the need to recognize, respect and capitalize on the different backgrounds in our society in terms of race, ethnicity, age and gender. Different cultural groups have different values, styles, and personalities, each of which may have a substantial effect on the way they do business. Rather than punishing or stifling these different management styles because they do not conform to the traditional management methods, employers should recognize these differences as benefits (McCullough and Worthington, 1994b). Not only can diverse management styles achieve the same results as traditional methods, but cultural diversity in the workplace can also help improve the company's competitive position in the marketplace.

Despite the difficulties of diversity management, Cox (2001) notes that diversity management can create a competitive advantage in areas such as marketing, problem solving, and resource acquisition. Therefore, diversity management is not the sole domain of the human resource function in the organization (as has been the case with affirmative or positive action initiatives)

primarily aimed at compliance with legal requirements. It is a systematic organization-wide effort based on the premise that for organizations to survive and thrive there is an inherent value in diversity (Cox, 2001; Kreitz, 2008; Orlando, 2000). However, it is important to note that careful research in a global context suggests that diversity management can have both positive and negative consequences as well as no change at all and that a more nuanced approach to the link between diversity management and organizational outcomes is in order (Kochan, Bezrukova, Ely, Jackson, & Joshi, 2003).

The functions of the National Treasury are strategic in several ways. As a main function, the Treasury is charged with the responsibility of formulating financial and economic policies. It is also responsible for developing and maintaining sound fiscal and monetary policies that facilitate socio economic development. This responsibility makes the Treasury strategic and central to the country's economic management, as all sectors of the economy look upon the Treasury to create an enabling environment in which they can operate effectively and efficiently. The Ministry regulates the financial sector which is central to the development of the country and on which all other sectors depend for investment resources.

The Treasury coordinates government ministries/departments in the preparation of the annual national budget. It is the responsibility of the Treasury to initiate and guide all ministries/departments to prepare their ministerial budgets. The Treasury also provides Accounting, Auditing, IT, Insurance, Pensions, Procurement, Clearing and Forwarding services, and Divestiture services among others to other government ministries/departments. The Treasury has established an elaborate network through its established departments, and sector institutions, to effectively deliver on its mandate.

STATEMENT OF THE PROBLEM

Studies have shown that well managed workplace diversity is strength and therefore the need to manage diversity. For example Kanter, Rosabeth, Moss and Brinkerhoff and Derrick (1991) suggests that unmanaged workplace diversity is most likely to impede group functioning and lead to ineffectiveness. Other studies have shown that despite organizations investing millions in workforce diversity to boost employee morale and improve performance, they rarely achieve their expected benefits (Kundu, 2001). Extremely heterogeneous workforce in terms of race, ethnicity, culture, language, sexual orientation, religion, conceptions, business organizations face a very complex task to safeguard society or business organizations from potentially destructive conflicts that arise easily in a radically pluralistic or diverse organization (Dass and Parker, 1996). Studies have also shown that organizations with high levels of well managed diversity are effective and steering ultimately producing corporate cultures that has new perspectives, pioneering capabilities and fresh ideas necessary to survive (Jackson & Fasto,;Schulz & Kelly, 1992 and Torres, 1992).

Kenya is a country with people full of diversity ranging from ethnicity, gender, religion and cultures. The employment policies in government institutions agitate for equal employment policy where everyone is expected to get a job regardless of the age for those above 18 years, gender, ethnic affiliation or religion. These policies have led to institutions having people of diverse cultural background, religious background, ethnic orientations and age, therefore conflicts in the duty stations based on these diversities are evident where complaints in regards to women feeling discriminated, the youth feeling discriminated on promotion, some people of a particular ethnic groups feeling alleviated as in the case of National Treasury mainly in finance dockets such as Central Bank of Kenya and Kenya Revenue Authority which are dominated by one tribe which forms more than 40% of the work force (Society for International Development Kenya (2009).

Kenya as a nation draws its population from a diverse background. Kenya is home to 42 ethnic tribes. The major ethnic composition is as follows; Kikuyu 22%, Luhya 14%, Kalenjin 12%, Luo 13%, Kamba 10%, Kisii 11%, Kamba 6%, Maasai 1%, Meru 6%, Non-African 5% (Asian, European, and Arab) 7% (Fitzgerald, 2010). Other than ethnic diversity, Kenya has a religion diversity as follows; Protestant 47.7%, Roman Catholic 23.5%, other Christian 11.9%, Muslim 11.2%, no religion 2.4%, indigenous beliefs 1.7%, Bahá'í Faith about 1%, Buddhism 0.3%, other 2% (World Council of Churches, 2008; Bureau of Public Affairs, 2007). These statistics are an indication of diversity in Kenyan workforce. Diversity according to Harrison and Klein (2007) refers to the presence of individual differences within a team in terms of age, gender, nationality, ethnicity, values, personality, goal orientation, mental models, among other things.

The issue of diversity in Kenya is particularly important especially the ethnic diversity. In 2007, Kenya witnessed a gruesome post-election violence that tore citizens along ethnic lines based on their political alignment. PIV led to deaths of 1,500 people and more than 600,000 forcibly displaced. Despite the government effort through National Cohesion and Integration Commission (NCIC) negative ethnicity still lingers in the country. The main challenge of ethnicity is rooted to colonial periods, according to Little (1998) Kenya was divided into tribal reserves and districts in order to bind ethnicity to territory, and thereby facilitate the administration and domination of native peoples. Therefore, this has made integration of communities a challenge and of course presents challenges in managing diversity in work places with ethnic diversity. This affects work performance in organizations as it discourages teamwork. Therefore, management in organizations needs to employ the appropriate strategies to ensure that diversity in the work place is celebrated for better performance of the institutions.

GENERAL OBJECTIVE

The study seeks to establish the efforts by the management in ensuring a diversity support environment; creating diversity awareness and training; diversity management performance standards and ensuring diverse employee resourcing in an effort to manage diversity in the National Treasury.

SPECIFIC OBJECTIVES

1. The role of management in creating a diversity support environment in the ministry of finance in National Treasury, Kenya.
2. The role of management in creating a diversity awareness and training in the ministry of finance in National Treasury, Kenya.
3. The role of management in setting diversity management performance standards in the ministry of finance in National Treasury, Kenya.
4. The role of management in employee resourcing to support diversity in the ministry of finance in National Treasury, Kenya.

To study sought to establish the influence of management on effectiveness of employee diversity management in the National Treasury, Kenya. The researcher targeted the three cadres of the employees including senior managers, middle level management and lower cadre from National Treasury, Kenya.

MATERIALS AND METHODS

This research problem was studied through the use of a descriptive research design. According to Cooper and Schindler (2003), a descriptive study is concerned with finding out the what, where and how of a phenomenon. Descriptive research design was chosen because it enables the researcher to generalise the findings to a larger population. This study therefore was able to generalise the findings to all the government agencies in Kenya. The target population for this study was drawn from National Treasury, Kenya. The study focused on employees in top level, middle level and low level management. The study examined a sample of staff drawn from the population of 384 management staff working in the management levels established. A sample of 20% from within each group in proportions that each group bear to the population as a whole was taken using stratified random sampling which gave each item in the population an equal probability chance of being selected. This yielded a sample of seventy seven (77) respondents. Stratified random sampling technique is used when population of interest is not homogeneous and can be subdivided into groups or strata to obtain a representative sample.

The studies utilized primary and secondary data. Primary data was gathered through questionnaires, while secondary data was obtained from published documents or materials such as journals, periodicals and magazines. The questionnaire designed in this study comprised of two sections. The first part included the demographic and operational characteristics designed to determine fundamental issues including the demographic characteristics of the respondent. The second part was devoted to the identification of the influence of diversity on strategy implementation where the variables of the study were put into focus. The questionnaire was designed to include both structured and unstructured questions. The structured questions were used in an effort to conserve time and money as well as to facilitate an easier analysis as they are in immediate usable form; while the unstructured questions were used so as to encourage the

respondent to give an in-depth and felt response without feeling held back in revealing of any information.

A pilot study was conducted to refine the research instrument so that results obtained from the field were a true representation of situation the ground. Therefore, validation of the research instrument was important to this study as it ensured that the study collects relevant information to answer the research questions. Mugenda and Mugenda (2003) contend that the usual procedure in assessing the content validity of a measure is to use a professional or expert in a particular field. To establish the validity of the research instrument the researcher sought the opinions of experts in the field of study especially the researcher's supervisor and lecturers. This facilitated the necessary revision and modification of the research instruments thereby enhancing validity. Reliability of the research instrument was enhanced through a pilot study that was done in Ministry of Education selecting a pilot group of 10 respondents. The respondents were conveniently selected since statistical conditions are not necessary in the pilot study. This reliability estimate was measured using Cronbach Alpha coefficient (α).

The researcher further employed a multivariate regression model to study the relationship between the independent variables and dependent variables.

The relationship of the equation was a linear equation as shown below:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$$

Where:

Y= Diversity management; β_0 = constant term; $\beta_1 - \beta_3$ =Beta coefficients (intercepts for independent variables); X_1 = management support; X_2 = Awareness and training; X_3 = Performance management standards; X_4 = Employee resourcing and ϵ =Error term

RESEARCH RESULTS

The study targeted a sample size of 77 respondents from which 49 filled in and returned the questionnaires making a response rate of 64%. This response rate was good and representative and conforms to Mugenda and Mugenda (1999) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent.

Reliability Analysis

A pilot study was carried out to determine reliability of the questionnaires. The pilot study involved the sample respondents from the National treasury. Reliability analysis was subsequently done using Cronbach's Alpha which measures the internal consistency by establishing if certain item within a scale measures the same construct. The table shows that management support had the highest reliability ($\alpha = 0.815$), followed by awareness and training

($\alpha=0.810$), performance management standards ($\alpha=0.805$) and employee resourcing ($\alpha=0.708$). This illustrates that all the four variables were reliable as their reliability values exceeded the prescribed threshold of 0.6. Gliem and Gliem (2003) established the Alpha value threshold at 0.6, thus forming the study's benchmarked. Cronbach Alpha was established for every objective which formed a scale.

Table 1: Reliability Analysis

Scale	Cronbach's Alpha	Number of Items
Employee resourcing	0.708	5
Management support	0.815	6
Awareness and Training	0.810	5
Performance management standards	0.805	5

Management Support

According to Liden et al., (2000) managers should develop strategies to ensure that the workplace support diversity. This study revealed that the management influenced work place diversity to a great extent as the managers practised social support where team members voluntarily provides emotional and psychological support to their colleagues and motivation. The management also ensures that employee are committed to ensuring improved performances and a shared purpose where the team members have a common representation of team goals and priorities and management support. This is in line with Carson et al., (2007) internal team environment as the extent to which team members perceive internal climate to be supportive or unsupportive. It was also clear that the top management lead the way in propagating the reasons celebrating diversity to ensure organizational performance and encourage employee participation where they involve them in decision making to ensure that employees suffer less from information asymmetry. The study further deduct that there is inclusive excellence in the organization where the managers integrate diversity and quality efforts to realize the benefits of diversity and ensuring employee's intellectual and social development. Dragoni and Kuenzi (2010) highlights that, in ensuring a diversity supportive environment, inclusive excellence ensures; a focus on employee's intellectual and social development.

Awareness and Training

According to Brian (2000), more than 70 per cent of the people entering the work force each year in US are women, immigrants and people of color. Studies show that by 2001 women and minorities accounted for more than half of the country's work force (Westfield & Stahlhut, 2003). The study established that awareness and training influenced workplace diversity management to a great extent. The study further established that the management used consultants, strategic plans, workshops, employee exchanges and on job training to conduct Awareness and Training. According to Westfield & Stahlhut (2003) diversity training is the

process by which a work force is educated about cultural, socio-economic, racial and religious differences among employees and taught how to embrace those differences so as to create and maintain an effective work environment.

The study established that diversity in the workforce is real in that to bring harmony in workplace, there need to be diversity training. There are usually legal issues involved with training a workplace to deal with diversity. Nonetheless, the training is essential to ensure teamwork for enhanced organizational performance. The training educate and empowers all employees with new skills and tools. It was clear that employees exchange between departments in the organization is essential in conducting awareness and training. It was established that external consultant are very useful in enhancing diversity management. This is in line with the literature review where Sundstrom et al (2000), on job training develops more trust in management, stronger commitment to the organization and their goals are more aligned with the firm's. As a result, improved motivation and enhanced discretionary effort result among team members. Moreover, employees learn skills through participating in team activities that may prove to be helpful for their regular work.

Performance Management Standards

According to Mayo(2001) the performance of all employees is fairly assessed to achieve the work-related requirements of the organization while paying proper regard to employee interests. The study further established that performance management standards influenced workplace diversity management to a great extent. In line with this, Blau (2007) suggested that firms with different levels of cultural diversity experience dissimilar dynamics and organizational outcomes. Within culturally homogeneous groups, members communicate with one another more often and in a greater variety of ways, perhaps because they share worldviews and a unified culture resulting from in-group attachments and shared perceptions. The study deduced that performance management standards helped organizations to achieve personal goals, occupational standards, work-related achievement, organizational goals and group goals. This is consistent with Tahvanainen (2000) who argues that performance management is argued to have a key role in developing such human capital. Organizational changes arising from competitive pressures, including flatter structures, leaner staffing levels and multiskilled cross-functional teams operating with considerable autonomy have had a great impact on workplace diversity management, not least because they have made the use of conventional top-down appraisal systems more difficult and led to, for example, the increased use of multi-source feedback. The study found that performance management coupled with personal goals has a key role in developing such human capital. Performance management (PM) includes activities which ensure that goals are consistently being met in an effective and efficient manner. In line with this, Blau(1977) suggests that deleterious social identity and self-categorization processes will not inhibit an organization with a culturally homogeneous management group. In other words this underscores the need for management of diversity in a workplace to enhance performance in a firm.

Employee Resourcing

According to Pilbeam and Corbridge (2002), employee resourcing (ER) is ‘that part of personnel and development which focuses on the recruitment and release of individuals from organizations, as well as the management of their performance and potential while employed by the organization’. Taylor (2002) argues that ‘effective hiring and firing, attracting the best candidates, reducing staff turnover and improving employee performance are fundamental diversity management functions. The study found that employee resourcing influenced workplace diversity management at the National Treasury to a great extent. It was clear that the recruitment process was based on skills and competence. The study also found out that the management were committed to diversity policy development, procedural development and documentation to ensure effective workforce. The study revealed that dismissal of employee in the organization was done according to the accepted procedures and in accordance to law, employees recruitment in the organization was skills based, the management conducted employee appraisals periodically to ensure effective workforce diversity and that the management used appreciation and rewards to ensure enhanced performance by the diverse workforce. According to Pilbeam and Corbridge (2002), employee resourcing (ER) is ‘that part of personnel and development which focuses on the recruitment and release of individuals from organizations, as well as the management of their performance and potential while employed by the organization’. The study found that effective hiring and firing, attracting the best candidates, reducing staff turnover and improving employee performance are fundamental diversity management functions. The management at the Treasury are committed to diversity policy development, procedural development and documentation to ensure effective workforce. Taylor (2002) argues that ‘effective hiring and firing, attracting the best candidates, reducing staff turnover and improving employee performance are fundamental diversity management functions. They are as relevant for small family businesses as they are for major international organizations. ER therefore involves ‘the range of methods and approaches used by employers in resourcing their organizations in such a way as to enable them to meet their key goals’.

Regression Analysis

In this study, a multiple regression analysis was conducted to test the influence among predictor variables. The research used statistical package for social sciences (SPSS V 21.0) to code, enter and compute the measurements of the multiple regressions. R-Squared is a commonly used statistic to evaluate model fit. R-square is 1 minus the ratio of residual variability. The adjusted R², also called the coefficient of multiple determinations, is the percent of the variance in the dependent explained uniquely or jointly by the independent variables. 80.17% of the changes in diversity management could be attributed to the combined effect of the predictor variables. This is in line with Cox (2001) that if diversity is not managed effectively, some potential major costs to the organization include, at a minimum, breakdowns in communication, interpersonal conflict, and higher turnover. As per the SPSS generated table below, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \epsilon$) becomes:

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$$Y = 2.442 + 0.607X_1 + 0.713X_2 + 0.534X_3 + 0.483X_4$$

The regression equation above has established that taking all factors into account (management support, awareness and training, performance management standards and employee resourcing) constant at zero diversity management will be 2.442. The findings presented also show that taking all other independent variables at zero, a unit increase in management support would lead to a 0.607 increase in diversity management and a unit increase in awareness and training would lead to a 0.713 increase in diversity management. Further, the findings shows that a unit increases in performance management standards would lead to a 0.534 increase in diversity management. The study also found that a unit increase in employee resourcing would lead to a 0.483 increase in diversity management. At 5% level of significance and 95% level of confidence, management support had a 0.022 level of significance; awareness and training showed a 0.017 level of significance, performance management standards had a 0.028 level of significance while employee resourcing showed 0.039 level of significance hence the most significant factor is awareness and training.

Overall, awareness and training had the greatest influence on workplace diversity management, followed by management support, then performance management standards while employee resourcing had the least influence to diversity management. All the variables were significant ($p < 0.05$). This is in agreement with Chatman & Spataro, (2005); Dwyer, Richard, & Chadwick, (2003) that there are a number of activities that an organization can engage in to manage the diversity of their workforce. Various researchers studying diversity in the workplace have consistently found that organizations that emphasize collectivism in the awareness and training as well as work environment see more benefits of workplace diversity than organizations that emphasize individualism.

Table 2: Regression coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
1 (Constant)	2.442	0.258		1.216	0.044
management support	0.607	0.278	0.336	2.474	0.022
awareness and training	0.713	0.151	0.424	4.663	0.017
performance management standards	0.534	0.361	0.125	2.914	0.028
employee resourcing	0.483	0.325	0.387	1.115	0.039

CONCLUSION

From the findings, the study concludes that awareness and training had the greatest influence on workplace diversity management, followed by management support, then performance management standards while employee resourcing had the least influence to diversity management. The study also concludes that there is a linear relationship between awareness and training and workplace diversity management. This is mainly enhanced at the treasury through use of consultants, strategic plans, workshops, employee exchanges and on job training. This is to mean that diversity training is essential to ensure teamwork for enhanced organizational performance.

The study also concludes that there is a linear relationship between management support and workplace diversity management as the managers practised social support. Further, the top management lead the way in propagating the reasons celebrating diversity and also encourage employee participation where they involve them in decision making. Institutions need to adopt cohesive, coherent, and collaborative integration of diversity and inclusion into the institutional pursuit of excellence.

The study concludes that there is a linear relationship between performance management standards and workplace diversity management. It is underpinned by the notion that sustained organizational success will be achieved through a strategic and integrated approach to improving the performance and developing the capabilities of individuals and wider teams. Performance management standards helped organizations to achieve personal goals, occupational standards, work-related achievement, organizational goals and group goals.

The study finally concludes that there is a linear relationship between employee resourcing and workplace diversity management. It was clear that effective hiring and firing, attracting the best candidates, reducing staff turnover and improving employee performance are fundamental diversity management functions at the National Treasury.

RECOMMENDATIONS

1. From the study findings and conclusions, the study recommends that managers should develop strategies to ensure that the workplace support diversity.
2. The study also recommends that managers should ensure that the internal environment supports diversity for enhanced performance of the organization.
3. The study further recommends that in ensuring a diversity supportive environment, employees should be given opportunity to advance their career and social aspect of their lives through training, workshops and outings; a purposeful development and utilization of organizational resources to enhance employee learning.

4. Finally, the study recommends that employers need to create an understanding of diversity in the workplace to ensure the development of successful workforce relationships.

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