



The introduction discusses about the background of diversity management of human resources which started in USA during the first world war. The government of the day was in urgent need of employees for the war activities, in order to perform exclusively better than the competitors, the organization need to recruit and select high quality employees for the present and future HR needs. The organization need to be diversified in its human resource management to accommodate the affirmative action and equal employment opportunity. The objectives of the study are; to investigate the effect of affirmative action, equal employment opportunity and diversity management on organizational productivity. The research questions are; to investigate the effect of affirmative action, equal employment opportunity and diversity management on organizational performance. The study will be of importance to management of water companies and other parastatal companies, while the scope of the study which will be limited by the employees of water companies in the coastal region.

John Wanjala

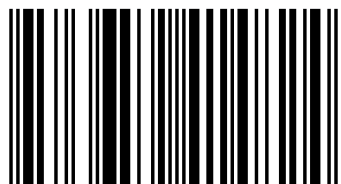
# The effect Of Employee Diversity On Organizational Performance

Impact of equal employment opportunity and affirmative action on organization performance



**John Wanjala**

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**DECLARATION**

“ I declare that this research thesis is my original work and has not been presented in any other university”.

Signature \_\_\_\_\_ Date \_\_\_\_\_

**John Wekesa Wanjala**

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“This research thesis has been submitted for examination with our approval as university supervisors”.

Signature \_\_\_\_\_ Date \_\_\_\_\_

**1. Dr Karim**

Signature \_\_\_\_\_ Date \_\_\_\_\_

**2. Irene mwongera**

## **DEDICATION**

I dedicate this research thesis to my Son Masuudi and the rest of the family.

## **ACKNOWLEDGEMENT**

I thank the Almighty God for without his blessings I could not have managed to undertake this exercise, Special thanks to my supervisor Dr Omido Karim who sacrificed his crucial time to guide me through writing the thesis. I also congratulate Mr Eric Mathuva, Mr Steve Maore and Evans Mwititi for their advise on thesis writing, without forgetting the senior librarian Joel Nakitare for his kind assistance in thesis hints.



## **ABBREVIATIONS**

AA	Affirmative action
CWSB	Coast Water Services Board
EEO	Equal employment opportunity
HPWP	High performance work practices
HPWS	High performance work systems
HRM	Human Resource Management
KIMAWASCO	Kilifi-Mariakani Water and Sewerage Company
KWASCO	Kwale Water and Sewerage Company
LAWASCO	Lamu Water and Sewerage Company
MAWASCO	Malindi Water and Sewerage Company
MC	Municipal Council
MD	Managing director
MOWASCO	Mombasa Water and Sewerage Company
MWI	Ministry of Water and Irrigation
NWCPC	National Water Conservation and Pipeline Corporation
R & S	Recruitment and Selection
SPSS	Statistical Package for Social Sciences
TAVEVO	Taveta-Voi Water and Sewerage Company
TAWASCO	Tana Water and Sewerage Company
UK	United Kingdom
USA	United States of America

## **DEFINITION OF TERMS**

<b>AFFIRMATIVE ACTION</b>	The protection of interests of the minority, the less advantaged and correction of previous injustices
<b>DIVERSITY</b>	Differences in age, gender, religion, race, etc in workforce
<b>DYNAMISM</b>	Continuous Change in the way of doing things
<b>EQUAL EMPLOYMENT</b>	Employ same number of employees in gender, age, ethnicity
<b>LINE MANAGER</b>	Managers in charge of a specific function
<b>RECRUITMENT</b>	The Process of soliciting applicants
<b>SELECTION</b>	Process of picking suitable applicants from pool of recruits
<b>TECHNOLOGY</b>	Computer and internet services

## **ABSTRACT**

The introduction discusses about the background of diversity management of human resources which started in USA during the first world war. The government of the day was in urgent need of employees for the war activities, in order to perform exclusively better than the competitors, the organization need to recruit and select high quality employees for the present and future HR needs. The organization need to be diversified in its human resource management to accommodate the affirmative action and equal employment opportunity. The objectives of the study are; to investigate the effect of affirmative action, equal employment opportunity and diversity management on organizational productivity. The research questions are; to investigate the effect of affirmative action, equal employment opportunity and diversity management on organizational performance. The study will be of importance to management of water companies and other parastatal companies, while the scope of the study which will be limited by the employees of water companies in the coastal region.

Literature review discusses the theoretical review that includes the discrimination and fairness theory, the access and legitimacy theory, and the emerging diversity paradigm theory while the empirical review discusses the review of the experimented or experienced rather than ideas or theories. Diversity in the workplace meant acknowledging, understanding, accepting, valuing, and celebrating differences among people with respect to age, class, ethnicity, gender, physical and mental ability, race, sexual orientation, spiritual practices and public assistance status. Women in the workplace, the study shows that the company with a reasonable number of women employees in key positions tend to perform better. Affirmative action is the preferential treatment of all protected groups, which include race, sex, age, handicapped, or national origin.

The descriptive research was used to collect data by use of observation, questionnaire and interview guide. The population of 1872 employees of the Water companies were the base which the sample size of 188 respondents were drawn. The stratified random sampling technique was used, where employees were grouped into Managers, Supervisors, and Subordinates strata. The research instruments included the interview guide, and questionnaire. The data collection procedure-primary data was collected from respondents, while the secondary data was from HRM textbooks, relevant journals and news papers and analysed using SPSS computer package. The findings of the study have shown that if equal employment opportunity, gender mix, and affirmative action are considered, there will be increase in employee productivity. There is positive relationship between diversity management and performance.

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## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background of the study**

Due to globalization and politics of the day, organizations are being forced to consider diversity, affirmative action, equal employment opportunity and technology in their recruitment and selection practices. Affirmative action is the rectification of the past injustices of discriminating some quality candidates in the recruitment and selection practices. In the recent study in the USA, it was found that out of 150 companies, 120 companies have put into consideration the affirmative action and that the comparison in performance showed that those that consider affirmative action are performing better than those that do not (Schools, 2010).

The diversity in the management practices involve the acknowledging, understanding, accepting, valuing, and celebrating differences among people with respect to age, class, ethnicity, gender, physical and mental ability, race, sexual orientation, spiritual practices, and public assistance status (Esty, et al, 1995). Co-chair of the Business Higher Education Forum, believes that diversity is a key and valuable competitive asset that organizations cannot afford to ignore (Robinson, 2002).

Equal Employment Opportunity being the giving of fair chance to each and every person, race, gender, ethnicity and religion to be recruited and selected for the vacancy in the organization. The EEO has made the recruitment and selection practice to change such that there is abalance in terms of gender, race, age, religion in the process (Jackson, 2008).

Also invention of new technology seem to take diversity management by storm as the process of advertisement and selection is being online hence reduce time and cost besides reaching

largest number of applicants around the globe which has led to companies getting the top quality candidates than before, hence improved productivity (James, 2009).

## **1.2 Statement of the problem**

In the study carried out in 150 companies in the U.S.A on diversity issues during recruitment and selection, findings revealed that 120 companies considered diversity in their management process. In comparison, diversity compliant organizations' performed better than organizations that did not (Robinson, 2002). Related study done in China on the affirmative action, out of the 80 organizations 60 had embraced affirmative action in their recruitment and selection, and when the performance were compared, companies practicing affirmative action had better results (Schools, 2010). Again, the investigation on the EEO done in UK, out of 100 organizations 70 had entrenched EEO in their recruitment and selection practices and when the performances of the two groups compared, EEO compliant organizations performed better than those without.

In Kenya the audit report from public service ministry show that about 72% of Men as compared to 28% Women employees are on pay roll, however Women form 46% of teachers and Men 54% (Daily Nation June 29, 2011). However, article 81 of the constitution requires that not more than two-thirds (2/3) of members of the elective public bodies shall be of the same gender. Kinyua (2011) argued that there is no vetting in the recruitment and selection process in the Water companies, as there are job mismatch. All these have led to poor service delivery and persistent water shortage. All these have triggered the need to investigate the effect of diversity management in recruitment and selection practices in the water companies and its effect on organizational performance.

### **1.3 Purpose of the study**

The purpose of the study was to find out how employee mix, affirmative action, and equal employment opportunity affects organizational productivity.

### **1.4 Objectives**

#### **1.4.1 General objective**

To investigate the effect of diversity management on organizational performance.

#### **1.4.2 Specific objective**

(i) To investigate the effect of employee mix on organizational performance.

(ii) To establish the influence of affirmative action on organizational performance.

(iii) To establish the effect of equal employment opportunity on organizational performance.

### **1.5 Research questions**

(i) Does employee mix have direct relationship with organizational performance?

(ii) Does affirmative action have any relationship with organizational performance?

(iii) Does equal employment opportunity have significant relationship with organizational performance?

### **1.6 Importance of the study**

The study will offer valuable insights to the management of Water and Sewerage Companies about the importance of HRM practices for superior and sustainable organizational performance. In addition, it will add information to the limited empirical knowledge about link of HRM practices and business performance in a developing economy, where the role of HRM is gaining popularity as a vital tool for business performance. It will also be of greater value to other researchers in the related field as it will provide valuable information to form the base in terms of literature review so as to broaden their knowledge in the related study and

a void replication of what has already been exhausted. The study will be useful to other companies when dealing with employment issues as they can borrow much from the study so as to evade expenditure of colossal amounts of money to carryout fresh study.

The findings will also be of help to the government, specifically the ministry of labor, which can be of use to ensure that the government will have enough quality employees for present and the future Human Resource needs. The study shall be of significance to the residents of Mombasa County, as the outcome if well implemented will ensure that the people have enough Water both for domestic and industrial use, also it may lead to reduction of money spent to buy Water from Water tankers' which is very expensive. If there is proper management of employees will lead to high productivity, the government will achieve its goal of ensuring clean Water for all come 2030, hence realization of vision 2030.

The study will be of major importance to the employees of public Companies, such that if proper recruitment and selection will be done, then the employees will have sufficient skills to tackle tasks easily hence reduced stress leading to employees' families happy and significant reduction of domestic violence and brokage of mariages will be witness.

### **1.7 Scope of study**

The scope of study was the public Water Companies situated in the coastal region of Kenya. The employees to be engaged are Managers who comprise of Managing directors, section heads, and area heads; Supervisors that comprise of foremen, and Subordinates who are lower level workers under Supervisors direction. The study was confined to matters related to employee mix, affirmative action and equal employment opportunity.

### **1.8 Limitations of study**

Since the study was conducted only in the water sector, generalising its findings to other sectors may be misleading.

The respondents especially from lower cadre may not have given true information due to fear of victimization.

The management may have concealed valuable information hence leading to unsatisfactory conclusion on the subject matter.

### **1.9 Assumptions of the study**

The researcher was of the assumption that the respondents were of sufficient knowledge as pertaining the human resources practices, thus able to understand the questions and answer appropriately.

The second assumption was that the respondents understand english very well, so were able to understand the questions properly.

The researcher also was of the assumption that management and the respondents gave more comprehensive information as the study didnot not touch on sensitive issues pertaining the organizational productivity.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

Literature refers to the analysis of textbooks and manuscripts. Although many people rightly associate literature with novels and poetry, literature means the works the researcher consults in order to understand and investigate the research problem. A literature review therefore is an account of what has been published on a topic by accredited scholars and researchers.

### **2.2 Theoretical review**

As per Behling (1978), theoretical review is the review of the ideas, thinking and not practically proved or experimented. The ideas put forward by scholars in the field of study and followed to become the way things should be done without questioning the authenticity.

#### **2.2.1 Discrimination and Fairness theory**

Gomez (1987), the Discrimination and Fairness Paradigm is one of the main diversity theories in practice today. Diversity in the workplace has been a subject of inquiry for many theorists, and, in a previous article, I introduced theories of diversity in general. This is the most dominant diversity theory in the workplace today.

This is the type of theory that gives management an easy way out. Instead of accepting and embracing the differences between people in the workplace, the discrimination and fairness theory tends to ignore all of those differences in the name of fairness. People are treated as though they were vanilla folders. This is obviously a popular pick for management. It is easy for them to say that everyone is equal, and their respective backgrounds and experiences have no bearing on their potential contribution to the company.

Everyone is the same, and being a woman or a Muslim does not give you any different insights into various operations of the business. This is simply not the case. People are different, and those differences need to be embraced and recognized, not hid under a blanket

of "fairness" as many firms do now. Cultural differences that relate to the workplace should be discussed openly in order to improve upon the diversity practices of the firm.

### 2.2.2 **The Access and Legitimacy theory**

Fillipo (1998), Access and Legitimacy is one of the most popular diversity paradigms in use today. The idea that diversity should be implemented in order to gain market share in diverse markets is sometimes called the Access and Legitimacy Paradigm. Hiring diverse workers can give you access to markets that otherwise might be tough to conquer. The legitimacy portion refers to the trust that is inherent when dealing with people that look similar to you.

The positives are obvious. The access and legitimacy paradigm works in practice, as people do feel more comfortable dealing with people who look like they do. It gives companies immediate access to different demographic groups. Businesses who engage in this sort of diversity program usually deal with many different ethnicities and groups of people. That is why it is so easy for them to see the positives of using this theory.

### 2.2.3 **The Emerging Diversity Paradigm**

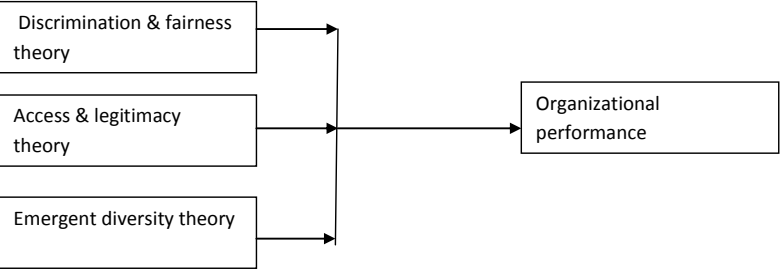
Mejia (1978), the Emerging Diversity Paradigm is the newest diversity theory out there. Differences are celebrated but not investigated and understood. They are simply used. There is another method that is evolving in the workplace. Instead of assimilation or differentiation, integration is the motivating factor behind this new theory. Assimilation pursues fairness without regard for the consequences. Most people do not want treatment with blind fairness, as they would rather be appreciated as a contributing force in an organization.

Differentiation takes advantage of differences and uses them simply as a tool instead of celebrating them and learning about them in order to improve business practices. Integration is the best of both worlds. Similar to the fairness and discrimination paradigm, it requires that

people be treated fairly and equitably without discrimination. In addition, like the access and legitimacy paradigm it acknowledges that people are different, in many ways.

However, this new model transcends the two other paradigms and combines the best of all worlds. It internalizes these processes and makes the company better because of them. Instead of placing differences in silos, it blends them into the knowledge and practices of the business as a whole.

**Figure: 1 Theoretical framework**



**Independent variables**

**Dependent variable**

Source: researcher (2011)

**2.3 Empirical review**

Empirical review is the review of what has been experimented or experienced rather than ideas or theories. It is the review of what other researchers have verified during their investigations in the related field.

**2.3.1 Diversity in the workforce**

(James, 2000) the world’s increasing globalization requires more interaction among people from diverse cultures, beliefs, and backgrounds than ever before. People no longer live and work in an insular marketplace: they are now part of a worldwide economy with competition



coming from nearly every continent. For this reason, profit and non-profit organizations need diverse workforce to become more creative and open to change, maximizing and capitalizing on workplace diversity has become an important issue for management.

Diversity is generally defined as acknowledging, understanding, accepting, valuing, and celebrating differences among people with respect to age, class, ethnicity, gender, physical and mental ability, race, sexual orientation, spiritual practice, and public assistance status (Esty, et al, 1995). Diversity issues are now considered important and are projected to become even more important in the future due to increasing differences in the Kenya population. Companies need to focus on diversity and look for ways to become totally inclusive organizations because diversity has the potential of yielding greater productivity and competitive advantages (Butler, 1995). Co-chair of the Business-Higher Education Forum, believes that diversity is a key and valuable competitive asset that organizations cannot afford to ignore (Robinson, 2002). Managing and valuing diversity is a key component of effective people management, which can improve workplace productivity (Jackson et al, 2001). Demographic changes (women in the workplace, organizational restructuring, and equal opportunity legislation) will require organizations to review their recruitment and selection practices and develop new and creative approaches as to managing people. Changes will increase work performance and customer service.

Also the study conducted on gender diversity by McMillan-Coerhart and Frank et al (2003) indicated that there was an overall positive relationship between gender diversity (eg from 0.05 to 0.10 on Blau's index), employee productivity increased by an average of \$ 38,824 annual operating revenue per employee. Thus the study adds a growing body of diversity literature supporting the business case for workforce gender diversity. The positive relationship between organizational gender diversity and employee productivity supports the resource-based view of the firm (Barney, 1991). The results also strengthen the argument

that intangible resources are the primary source of sustainable competitive advantage because most tangible resources can be imitated by the competitors (Hitt & Hoskisson, 1998). Further, the study's results support the argument implied in the resource-based view of the firm that a resource should precede performance (Barney and Mackey, 2005).

### **2.3.2 Racial and Ethnicity**

In their study, McLeod and Lobel (1992) on racial and ethnicity in an experiment involving students, found that racially-heterogeneous groups produced higher quality ideas in a brainstorming exercise than homogeneous group. Watson et al (1993) found that racially-heterogeneous groups of students performed better than homogeneous groups, but only after a sufficient amount of time had passed for those groups to work through process-orientated problems related to diversity. O' Reilly et al (1997) conducted field research in an organization known for being a proponent of diversity, and findings showed that creativity and implementation ability increased in groups with higher racial / ethnic heterogeneity.

### **2.3.3 Older employees**

Research suggests that the resource-based view (RBV) of the firm can be a powerful theory when the relationship between demographic diversity and firm performance is considered (Richard, 2000). According to the RBV (Amit & Schoemaker, 1993; Barney, 1986; Peteraf, 1993; Teece, Pisano & Shuen, 1997), firms must do a good job of accumulating and developing unique and difficult-to-copy resources (Colbert, 2004) so that they can formulate and implement correct and effective strategies. Good firm performance therefore depends on whether a firm can rationally identify and control its resources (Teece, Pisano & Shuen, 1997). According to the resource-based perspective, human capital comprises a very valuable set of firm resources. The reason is that human capital of a given firm is often unique and difficult to copy, in contrast with the other resources of a firm, such as technological or financial resources. As a result, human capital or resources are often the most crucial

differentiating factor explaining the differences in performance among firms with similar technological or financial resources (Pfeffer, 1994).

Age diversity can be considered as part of human capital. According to some researchers ( Peterson & Spiker, 2005; Avery, McKay & Wilson, 2007), age diversity increase the amount of capabilities and resources possessed by a firm that are unique and difficult to copy, which can lead to a sustained competitive advantage. Age diversity is difficult to copy because it is protected by barriers of interpersonal connections, knowledge and experience that are socially highly complex. In other words, a right balance of age diversity in a firm often represents a mix of human capital that can make this firm differs from its competitor, which can also be elusive and hard to understand by people from outside the organization, and therefore can be very difficult to copy.

In addition, as the populations in markets throughout the world are getting older, an appropriate level of age diversity among the employees of a firm can help to improve a firm's marketing and financial performance (Jayne & Dipboye, 2004). This is because age diversity can help a firm to understand better the preferences and demands of its customers (Morrison, 1992), which in turn can help improve performance. For instance, an insurance firm trying to sell its life or medical products to middle- and old-aged customers can be more effective or successful if it has the right proportion of employees who are also in these age categories. Empirically, some authors show that it is beneficial for a firm to adjust its human resource proportion or mix in terms of demographic proportions to reflect those proportions in the target market (Cox & Blake, 1991; Richard, 2000).

Another reason why age diversity constitutes a valuable resource for a firm is that both old and young employees have unique values upon which their firms can draw to improve performance. As Cox and Blake ( 1991) suggested that, the diversity can provide a broad

range of perspectives, skills and insights, which enhances firms' creativity and problem-solving capabilities, thereby improve firm performance. Consistently, some research shows that older employees have unique values because they contribute to a dimension of human capital that can be achieved only through many years of working and learning in a specific industry or organization ( Ntatsopoulos, 2001; Peterson & Spiker, 2005). Moreover, older employees also contribute through socially-complex dynamics, such as those based on social connections that they have built up over years of working in a given business environment. Finally, older employees are also found to have a higher level of caring responsibility than younger employees ( Ntatsopoulos, 2001; Van Yoder, 2002). Consistent empirical evidence to support these arguments were found in various sources. For example, research by the Department for Work and Pensions of the UK government, conducted as part of its Age Positive campaign, suggests that the over-50s are more reliable, conscientious, loyal, hard-working and committed (Pollitt, 2006). It is precisely because of these characteristics that the contributions of older employees can be seen as resources that are unique and difficult to copy.

#### **2.3.4 Younger employees**

On the other hand, younger employees also have unique values that they bring to their organizations, such as flexibility, energy and creativity (Beaver & Hutchings, 2005). Moreover, younger employees are normally better educated and physically more capable (Hatfield, 2002). An appropriate level of age diversity will thus allow the values of these two subgroups of employees to complement each other in such a way that a firm with these resources is more likely to achieve good performance. Finally, a firm that tries to attract diversified and capable human resources will stand a much greater chance of success if it can maintain balanced age diversity. As some authors suggest ( Beaver & Hutchings, 2005), firms that capitalize on age diversity put themselves in a better position to attain competitive

advantages by being the employer of choice for talented workers, which can also have a positive effect on firm performance.

Many authors (Barney & Wright, 1998; Oliver, 1997) point out that the effects of demographic diversity, including age diversity (Caldwell, Farmer & Fedor, 2008; Cleveland & Shore, 1992; Timmerman, 2000; Tsui, Porter & Egan, 2002), can be understood better if additional contextual variables are taken into account. In other words, firm resources that are unique and difficult to copy are more likely to have a significant effect on firm performance when a firm is positioned within the proper context, such as a certain strategy or cultural background (e.g., Miller & Shamsie, 1996; Richard, 2000). Several studies have obtained empirical evidence to support this argument. Some of these studies tested the effects of age diversity directly. For instance, Ely (2004) studied data from 486 branches of a bank in the United States and found that, given the condition of low cooperation and teamwork, age diversity had a strong positive relationship with revenue from new sale and a weak positive relationship with total performance. The author attributed this result to “a trade-off between cooperation/teamwork and the expression of difference”. It seems that, in the condition of low cooperation, age diversity can become more significant in increasing the information and other resources in a given team or a branch for good performance. On the other hand, Caldwell, Farmer and Fedor (2007) found a positive relationship between age and helping behaviors in groups or teams. Moreover, this relationship is stronger in groups with older age means. Assuming that the helping behaviors can lead to better performance, one can consider the findings from this study as evidence supporting the relationship between age diversity and group performance.

### **2.3.5 Benefits of increasing (age) heterogeneity**

The costs of age heterogeneity may be juxtaposed with its potential benefits. The general drivers of these benefits are positive complementarities and composition effects.

Complementarity effects emerge when collaboration in a group enables individuals to be more productive than when working on their own. As a result, the overall output of the group surpasses the sum of the individual outputs. Composition benefits emerge when different organizational activities can be better performed by staff with differing skills. Having employees of different ages, for example, can help a firm maintain better relationships with customers from different age groups. A group of employees consisting of different age groups would therefore be more productive than a group with employees belonging all to the same age group (Zenger, Lawrence 1989). Hence, the benefits of age heterogeneity are based on additional productivity effects that arise due to the interaction among individuals of different ages with differing skill profiles, differing perspectives and perhaps also different personality traits. In the following, we summarize empirical results that discuss the possible origins of the added value of age-specific differences that can make collaboration among age-heterogeneous staff enhance productivity.

Another benefit of greater age diversity is that it tends to counteract the dominance of one particular age group and the ensuing organizational problems. A homogeneous and dominant age group might reduce career options for the up-and-coming age group, because they clog the corporate career ladder. Within a homogeneous age group, increased conflicts over scarce job vacancies can be expected, which diminishes the effectiveness of promotion based incentives as a result. Such reduced performance incentives, in turn, negatively affect the productivity of firms with age-homogeneous workforces. Conversely, the productivity of more age-heterogeneous workforces should be higher due to more effective promotion incentives (Pelled, Eisenhardt, Xin 1999).

In addition to such incentive problems, promotion backlogs in age-homogeneous workforces may also cause coordination problems, because they impede the transfer of knowledge from

one working generation to the next. If, for example, due to a lack of promotion options, a firm is unable to promote workers with important knowledge into higher ranking positions, workers may leave and take their knowledge with them. In this respect, heterogeneity is also necessary for an efficient in-house distribution of knowledge, which is especially important in settings with a preponderance of implicit knowledge. Only if the workforce is sufficiently age heterogeneous will an internal labor market be able to optimally perform its assigned function (Gibbons, Waldman 2006). Implicit knowledge benefits and incentive problems mostly arise in occupational fields where production is knowledge-intensive, highly innovative with little standardization, and in which information and knowledge transfer plays a critical role. In other words, we expect the positive productivity effects of age diversity to be greater in knowledge-intensive and highly innovative work settings.

### **2.3.6 problem-solving approaches and creativity**

An age-diverse workforce will display a host of different values, preferences and experiences, which makes it very likely that employees will also express differing opinions and approach problems in different ways. In comparison, within a homogeneous workforce, there is the risk that only highly similar ways of looking at and approaching problems will emerge, which tends to engender more of an innovation-inhibiting culture (Mas, Moretti 2006; Wiersema, Bird 1993: 1015-1019). Age homogeneity tends to lead to “groupthink”, which refers to a rigid, static style of decision-making that is conducive to within-group cliquish views and circles (Janis 1982). Page (2007) argues that the different perspectives, interpretations, heuristics and mental models within a relatively heterogeneous group represent a collection of cognitive tools that is enhanced by group diversity. This enlarged “tool box”, in turn, enhances the group’s flexibility and creativity, which ultimately leads to more creative, faster and flexible problem-solving processes with better outcomes (Canella, Park, Lin 2008; Hamilton et al. 2004; Kilduff, Angelmar, Mehra 2000: 32; Richard, Shelor 2002: 961).

However, it also has been shown that the company-specific context played a critical role with respect to productivity effects, because the relevance of the enhanced problem-solving competencies was basically dependent on the type of task at hand. For example, it has been shown that social heterogeneity has clearly positive effects, particularly when the work to be done required a high degree of creativity and decisionmaking skills or when dealing with strategic and complex decision-making and vaguely defined problems in a dynamic setting (Jackson 1992; Jackson, Joshi 2004; Richard Shelor 2002). We therefore postulate that in dynamic work environments, increased age diversity exerts a more positive effect on firm productivity than in relatively routine work settings.

#### **2.4 Affirmative action**

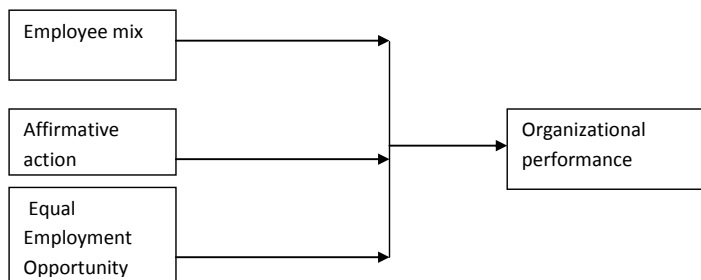
Hoff and Pandey (2007) study suggested that the implementation of Affirmative Action (AA) policies does not necessarily have an adverse effect on the performance of affected individuals. First, they found that knowledge of the existence of an asymmetry in ability in fact increases performance. Most importantly, when such asymmetry is corrected through AA policies, performance by both advantaged and disadvantaged individuals increased even more. They showed that increases in performance depended on individuals level of ability. In particular, disadvantaged individuals with relatively lower ability and advantaged individuals with relatively lower ability exhibited the largest increased performance, which may be directly affected by the implementation of AA. They also found that AA affected men and women differently depending on their ability, and that it positively increased the confidence in performance in disadvantaged subjects, while that of advantaged was unaffected. Finally they concluded that the average performance of the AA was only marginally lower than the average performance of the advantaged who would have been selected without it.



## 2.5 Equal Employment Opportunity

Jack and Wood (2006) in their study in the U.S.A on women performance at workplace found that when given equal chance to serve, women tend to produce more than men. The fact behind that is that women employees do concentrate more so that to prove men wrong in their stereotyping that men are hard working than women. Also the study concluded that men spent most of their working hour on other activities because they have more responsibilities that require money which can not be accomplished by single source of funds hence engage in other fund generating activities, resulting in their low performance at the end. The same instance has been proved true in the african scenario where by men have more responsibilities to fulfill that require money. For example the issue of extended family where the parents, brothers, sisters, and other relatives depending on men as the only bread winner in the society (Mark, 2002).

## 2.6 Conceptual framework



Independent variables

Dependent variable

Source: researcher (2011)

Conceptual framework is a research tool intended to assist the researcher develop awareness and understanding of the situation under study and to communicate. When clearly articulated, conceptual framework has potential usefulness as a tool to assist the researcher make meaning of subsequent findings (Guba and Lincoln, 1989). Because conceptual

framework is potentially so close to empirical study, it takes different forms depending on the research question or problem (Kothari, 2005). The research thesis adopted the conceptual framework above, the effect of employee mix, affirmative action and equal employment opportunity on recruitment and selection practices.

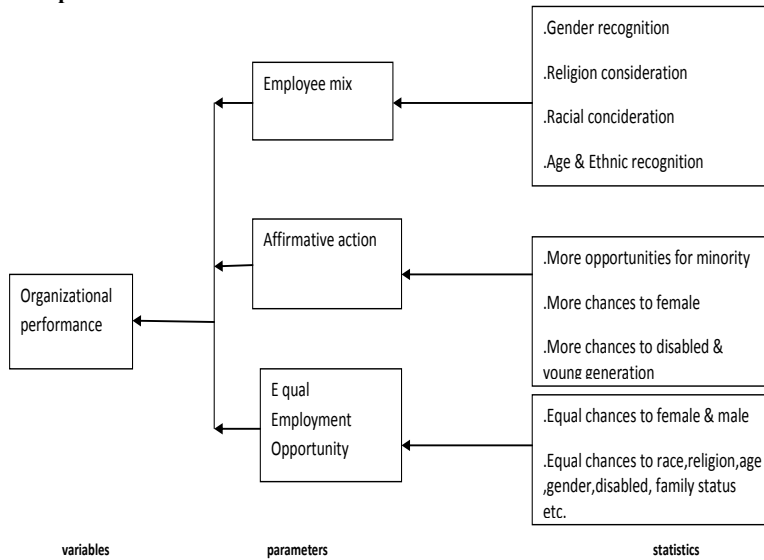
### **2.6.1 Conceptualization**

Conceptual or theoretical definition of a variable is a way of specifying precisely what we mean when we use a particular term to refer to a variable. Recruitment is theoretically in this study as the process of attracting a pool of quality applicants for the vacancy, while selection is the process to be used to choose the highly qualified candidate from the pool of applicants.

### **2.7 Operationalization**

This is the process of defining a concept as the operations that measure the variables. Through specific observations. In this regard, the study measured the extent at which employee mix, equal employment opportunity, and affirmative action affect Recruitment and Selection process.

## 2.7.1 Operationalization Framework



Source: researcher (2011)

In the strongest sense operationalization occurs when the variables are defined to make them measurable (Kothari, 2005). This framework integrates the variables – recruitment and selection which are affected by the parameters – employee mix, affirmative action and equal employment opportunity. The parameter employee mix is explained in terms of gender recognition, religion consideration, racial consideration and ethnic recognition. Affirmative action is revealed in terms of more opportunity for minority, more chances to female and equal employment opportunity is explained in terms of equal chances to female and male, equal chances to race, religion, age, gender, nationality etc.

## **2.8 Gap of the study**

Little empirical research has so far been undertaken to investigate the effect of diversity management on organizational performance in the public sector, thus a gap exist in the research in this area.

## **2.9 Critiques of the study**

Decenzo et al (2002) are of the opinion that different people with differences in skills, knowledge, culture, preferences etc may not reach a consensus hence lead to delayed decision making that will reduce performance. Opponents of affirmative action and equal employment opportunity say that the most quality employees are discriminated in favor of the less qualified hence leading to poor performance in the organization (Janssens,1999).

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

The chapter discusses the research design, population under study, sampling design and procedure, data collection procedures and instruments, and data analysis (Mugenda and Mugenda, 2000).

### **3.2 Research design**

According to Kothari (2005) research design is a blue print for collection, measurement and analysis of data. The type of research design for the study was descriptive research which is a process of collecting data in order to test hypotheses to answer questions concerning the status of the subject in the study used to collect information about the effect of employee mix, affirmative action and equal employment opportunity on recruitment and selection practices in the water sector.

### **3.3 Population of study**

According to Kothari (2005), a population is a group of individuals, objects or items from which sample size is taken for measurement. A population of one thousand eight hundred and seventy-two employees from which a sample of one hundred and eighty-eight was drawn. The population comprises of managers who are the managing directors (MD), heads of departments, and heads of area stations, supervisors which are the foremen in various stations and departments working under head of departments and area stations, while subordinates comprise of lower level employees under the guide of supervisors.

**Table 3.1: population**

<b>Category</b>	<b>Population</b>
<b>Managers</b>	67
<b>Supervisors</b>	200
<b>Subordinates</b>	1605
<b>Total</b>	<b>1872</b>

Source: researcher (2011)

### **3.3 Sampling technique**

According to Mugend and Mugenda (2000), sampling technique is the method used to select the elements to be taken into account in the study. The technique employed was stratified sampling where by individuals were grouped in managerial stratum, supervision stratum and the subordinate stratum. Then in each stratum, the individuals were selected randomly using the ratio of 0.1 so that each stratum has a fair representation in the sample size.

### **3.4 Sample size**

According to Kothari (2005), sample size is a selected number of items, individuals to be included in the study. The reasonable size of 10% of the employees was considered for selection of sample which was one hundred and eighty eight employees chosen from one thousand eight hundred and seventy two employees.

**Table 3.2: sample**

<b>Category</b>	<b>Sample</b>
<b>Managers</b>	7
<b>Supervisors</b>	20
<b>Subordinates</b>	161
<b>Total</b>	<b>188</b>

Source: researcher (2011)

### **3.5 Research instruments**

According to Mugende and Mugenda (2000), research instruments are the tools used to carry out the research. The researcher used the interview guide that was administered to top level managers thus CEO, MD, GM, Chairman and questionnaire the questionnaires were distributed to other employees of the companies. To ensure effectiveness of the questionnaire, a pretest was carried out. The questionnaires were simple to understand, instructions clearly given and no leading questions allowed, the questionnaire is important as it is designed in away that the respondent takes less time to fill hence wasting organizational time was minimized. The importance of interview guide was to interrogate the managerial group particularly the MD and HR Manager to shed more light on the Human Resource Management practices that the organization apply in carrying out their activities.

### **3.6 Data collection procedure**

Data collection was in two ways, Primary and secondary. The primary data was from the respondents, who comprised of the sample size chosen from the population, while secondary data collected from HRM textbooks, relevant journals from the internet, Kemu library, and newspapers. To collect the data, the researcher obtained authority from management to access the sources of information with the support of same request from University authority. The

questionnaires contained both open ended and close ended questions. The closed ended questions were questions with multiple choices, while open ended questions were questions without multiple choices and offered the opportunity for the respondent to express his/her opinion.

The questionnaires were administered to the head of departments, supervisors and the subordinates. The interview guide was administered to the managing director who gave detailed information on the future of the organization. The completed questionnaires were then collected after the agreed upon time, that happened after a formal clearance from the panel after defence. The questionnaires and the interview guide were developed by the researcher then submitted to the supervisor for verification, after which granted permission to collect data in the field.

### **3.7 Data Presentation and Analysis**

The data collected was edited to remove errors and or omissions, and then coded for use with the Statistical Package for Social Science (SPSS), and analysis conducted to critically evaluate coded data and make inferences using statistical formulas such as mean, correlation, regression and chi-square test.

### **3.8 Reliability**

The reliability of a measuring instrument is the degree of consistency with which it measures whatever it is suppose to be measuring. This quality is essential to any kind of measurement (Ary et al, 1996:274). Internal consistency was employed which involved correlating the responses to each question in the questionnaire with those to other questions in the questionnaire. It therefore measured the consistency of responses across either all the questions or a subgroup of the questions from the questionnaire.



### **3.9 Validity**

Great care was taken in the development of the questionnaire to ensure that valid information would be collected. The questionnaire was carefully designed to reflect the information collected and presented in the theoretical study. The choice of close-ended questions ensured that the responses would be valid and easily comparable. The questionnaire was also submitted to a professional in the field of Human Resources Management at the Kenya Methodist University, who ascertained the validity of the measuring instrument.

#### **3.9.2 Pilot study**

During pilot study in the Water Companies, the researcher identified the population of employees. The researcher took a small sample of employees composing of one manager (HRM), few supervisors and subordinates, the selected employees were not included in the sample that was engaged in the real study. The researcher also sought to know the companies' originality. The researcher also was interested in identifying the sources of employees and their level of education and experience.

In the study, the researcher was interested in the establishment of the problems that the companies are experiencing in recruitment and selection and promotion procedure. He further wanted to identify the companies' employees in terms of gender, ethnicity, age, religion and regional representation. The researcher was also interested in finding out the employees' understanding of issues concerning human resource activities.

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

### 4.0 Introductions

The chapter deals with the summaries of data findings in descriptive and narrative form for analysis and interpretation using; charts, percentages, mean, standard deviation, coleanarity, correlation, and regression. A seventy five per cent (75%) response rate was achieved out of the 188 questionnaires distributed to respondents. The questionnaires were divided in three sections; employee mix, equal employment opportunity, and affirmative action.

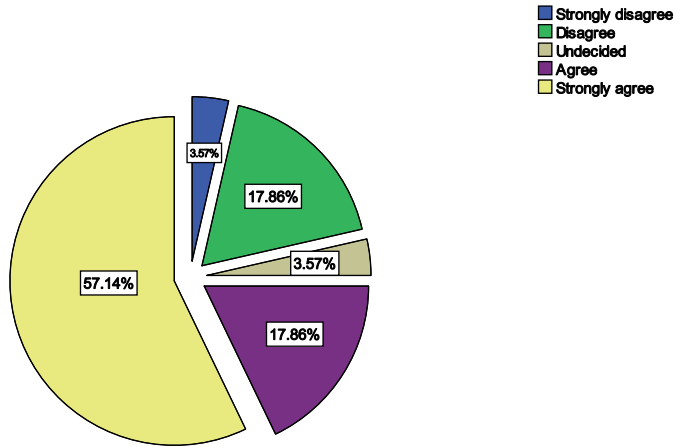
**Table : 4.1 Showing response on Gender balance**

The extend of agreement having gender balance in the Water Companies		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	5	3.6	3.6	3.6
	Disagree	25	17.9	17.9	21.4
	Undecided	5	3.6	3.6	25.0
	Agree	25	17.9	17.9	42.9
	Strongly agree	80	57.1	57.1	100.0
	Total	140	100.0	100.0	

Source: researcher(2012)

From the table above, it is evident that 75% of the respondents agree that there is gender balance in the organizations they work with. But 21.43% of the respondents were of the opinion that there is no gender balance in their companies, While 3.57% were undecided. The findings from the respondents were in agreement with the literature review that support the implementation of gender balance issue during recruitment and selection.

**Chart:4.1 Showing response on Gender balance**



Source:researcher(2012)

From literature review, McMillan-Coerhart and Frank et al (2003) indicated that there was an overall positive relationship between gender diversity and performance (eg from 0.05 to 0.10 on blau's index increased by an average of \$ 38,824 annual operating revenue per employee),such that if you increase gender diversity,there follows an increment in the employee productivity. Thus the study adds agrowing body of diversity literature supporting the business case for workforce gender diversity.

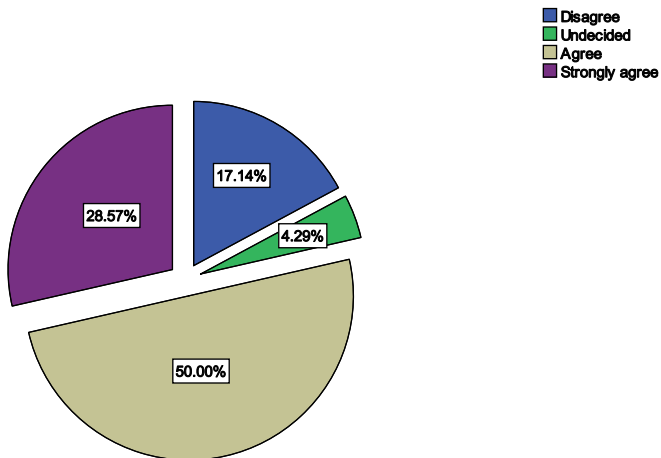
**Table: 4.2 Showing response rate on Different age groups**

The extent of acceptance on different ages working in the Water Sector		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	24	17.1	17.1	17.1
	Undecided	6	4.3	4.3	21.4
	Agree	70	50.0	50.0	71.4
	Strongly agree	40	28.6	28.6	100.0
	Total	140	100.0	100.0	

Source:researcher(2012)

From the table above it is clear that 78.57% of the respondents are in agreement that there is different age groups working in the Water companies. But 17.14% disagree that there is no different age groups working in the Water companies, while 4.29% were undecided.

**Chart: 4.2 Chart showing employment of different age groups**



Source:researcher(2012)

The respondents were in line with the literature on age groups. From empirical review, Zenger and Lawrence (1989) argued that the benefits of age heterogeneity are based on additional

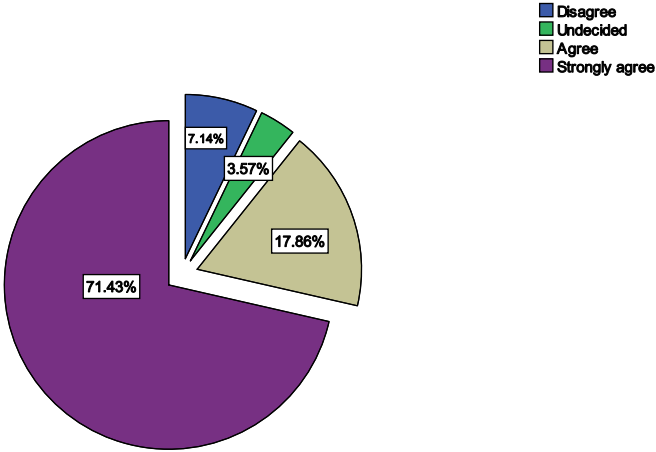
productivity effects that arise due to the interaction among individuals of different ages with differing skill profiles, differing perspectives and perhaps different personality traits.

**Table: 4.3 Showing response on different ethnicity**

The extent of acceptance on different ethnicity employed in the Water Companies		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	10	7.1	7.1	7.1
	Undecided	5	3.6	3.6	10.7
	Agree	25	17.9	17.9	28.6
	Strongly agree	100	71.4	71.4	100.0
	Total	140	100.0	100.0	

Source: researcher (2012)

**Chart: 4.3 showing employment of different ethnicity**



Source: researcher(2012)

From the pie-chart and table above it shows that 89.29% of the respondents are of the view that there are different ethnic communities employed in the Water companies. But 7.14% were of the opinion that there is no different communities in the Water companies, while 3.57% were undecided.

The results are consistent with the literature as O' Reilly et al (1997) conducted field research in an organization known for being a proponent of diversity, and findings showed that creativity and implementation ability increased in groups with higher racial / ethnic heterogeneity.

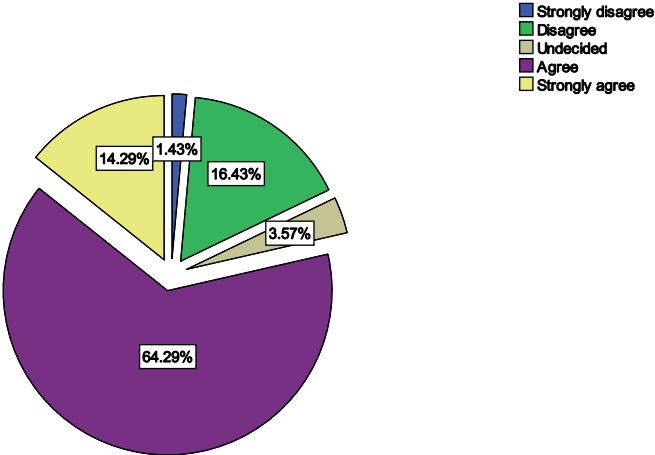
**Table: 4.4 Shows the acceptance of respondents on employment of different races**

The extent of acceptance on race employment		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	2	1.4	1.4	1.4
	Disagree	23	16.4	16.4	17.9
	Undecided	5	3.6	3.6	21.4
	Agree	90	64.3	64.3	85.7
	Strongly agree	20	14.3	14.3	100.0
	Total	140	100.0	100.0	

Source:researcher(2012)

From the table above,78.58% of the respondents agree that there are different races working in the Water companies.But 17.86% disagree there being different races in the companies,while only 3.57% of the respondents were undecided.

Chart: 4.4 Shows the response on employment of different races



Source:researcher(2012)

The findings positively correlates with that of McLeod and Lobel (1992) on racial and ethnicity in an experiment involving students, found that racially-heterogeneous groups produced higher quality ideas in a brainstorming exercise than homogeneous group. Watson et al (1993) found that racially-heterogeneous groups of students performed better than homogeneous groups.

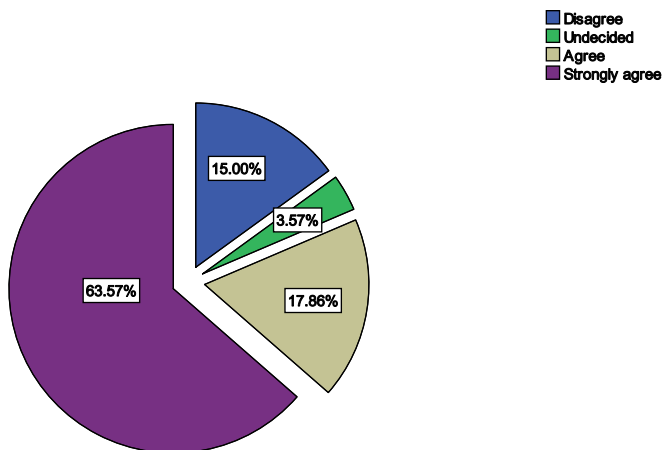
**Table: 4.5 Show the extent of reponse on employment different religions**

The	Extent of religion employment	Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	21	15.0	15.0	15.0
	Undecided	5	3.6	3.6	18.6
	Agree	25	17.9	17.9	36.4
	Strongly agree	89	63.6	63.6	100.0
	Total	140	100.0	100.0	

Source:researcher(2012)

From the table above it is clear that 81.43% of the respondents are of the opinion that there are different religions working in the Water companies. But 15% of the respondents disagree, while only 3.57% of the respondents were undecided.

**Chart: 4.5 showing the extent of response on employment of different religions**



Source:researcher(2012)



The result are in agreement with (James, 2000) that the world’s increasing globalization requires more interaction among people from diverse cultures, beliefs, and backgrounds than ever before. People no longer live and work in an insular marketplace: they are now part of a worldwide economy with competition coming from nearly every continent. For this reason, profit and non-profit organizations need diverse workforce to become more creative and open to change, maximizing and capitalizing on workplace diversity has become an important issue for management.

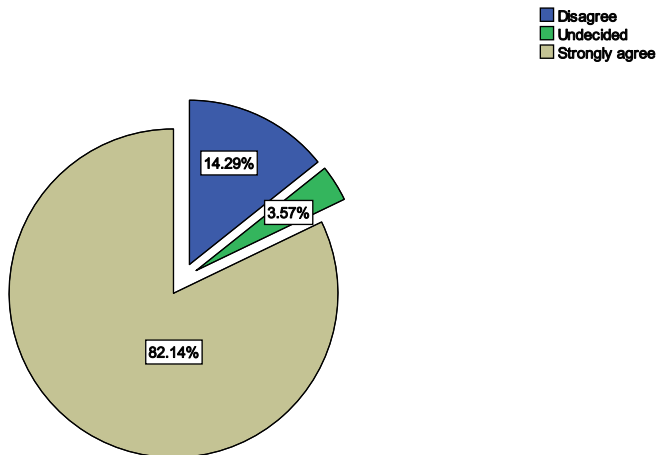
From the table below, 82.14% of the respondents strongly agree that there are different family status working with the companies. But 14.29% disagree there being different family status in the companies, while 3.57% of the respondents were undecided.

**Table: 4.6 Show the extent of respondents acceptance on employment of different family status**

The extent of agreement that people with different family status are employed in the Water Companies		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	20	14.3	14.3	14.3
	Undecided	5	3.6	3.6	17.9
	Strongly agree	115	82.1	82.1	100.0
	Total	140	100.0	100.0	

Source: researcher (2012)

Chart: 4.6 Show the extent of agreement on employment of different family status



Source:researcher(2012)

The study seem to agree with Page (2007) who argues that the different perspectives, interpretations, heuristics and mental models within a relatively heterogeneous group represent a collection of cognitive tools that is enhanced by group diversity. This enlarged “tool box”, in turn, enhances the group’s flexibility and creativity, which ultimately leads to more creative, faster and flexible problem-solving processes with better outcomes.

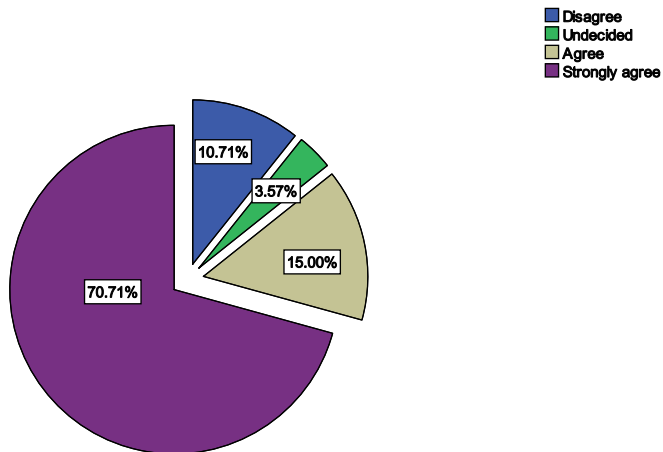
**Table: 4.7 Show the response on Equal chance for disabled**

The extent of acceptance on chances for disabled		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	15	10.7	10.7	10.7
	Undecided	5	3.6	3.6	14.3
	Agree	21	15.0	15.0	29.3
	Strongly agree	99	70.7	70.7	100.0
	Total	140	100.0	100.0	

Source:researcher(2012)

From the table above it shows that 85.71% of the respondents were of the opinion that there are people with disabilities employed in the Water companies. But 10.71% of the respondents disagreed, while only 3.57% were undecided.

**Chart: 4.7 Show the extent of acceptance on chances for disabled**



Source:researcher(2012)

The findings agree with the literature where Jack and Wood (2006) in their study in the U.S.A on minority performance at workplace found that when given equal chance to serve, minority

tent to produce more than majority. The fact behind that is that minority employees do concentrate more so that to prove majority wrong in their stereotyping that the advantaged are hard working than disadvantaged.

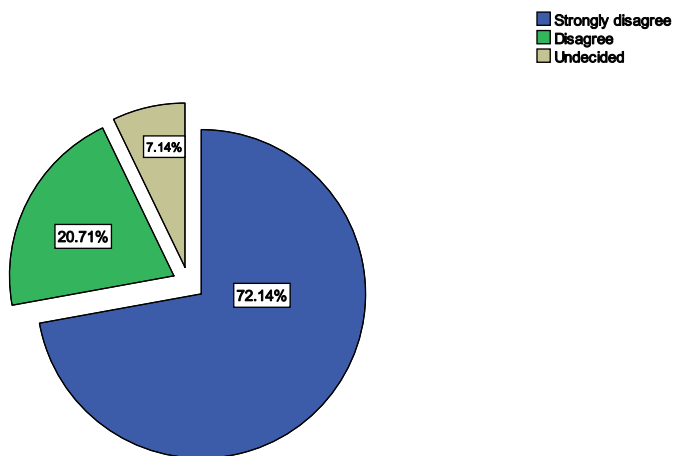
**Table: 4.8 Show extent of acceptance on employment of different nationality**

Extent of acceptance on nationality employment		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	101	72.1	72.1	72.1
	Disagree	29	20.7	20.7	92.9
	Undecided	10	7.1	7.1	100.0
	Total	140	100.0	100.0	

Source:researcher(2012)

From table above,72.14% of the respondents disagree there being different nationalities in the Water companies.But 20.71% of the respondents agree that there are different nationalities working in the companies,while 7.14% of the respondents were undecided.

**Chart: 4.8 Show the extent of acceptance on employment of different nationality**



Source:researcher(2012)

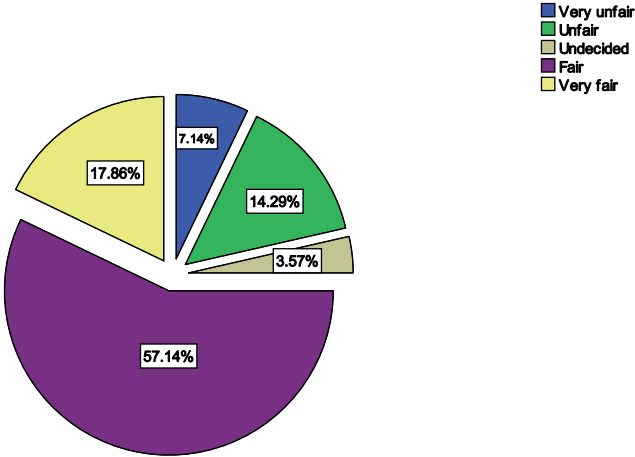
The findings agree with literature by O’ Reilly et al (1997) who conducted field research in an organization known for being apromponent of diversity, and findings showed that creativity and implementation ability increased in groups with higher racial / ethnic heterogeneity.

**Table: 4.9 Show the extent of acceptance on Equal chances to female & male**

The extent of fairness on equal chances to female and male		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very unfair	10	7.1	7.1	7.1
	Unfair	20	14.3	14.3	21.4
	Undecided	5	3.6	3.6	25.0
	Fair	80	57.1	57.1	82.1
	Very fair	25	17.9	17.9	100.0
	Total	140	100.0	100.0	

Source:researcher(2012)

**Chart: 4.9 Show the opinion of respondents on Chances for female and male**



Source:researcher(2012)

From the table and chart above it shows that 75% of the respondents agree that there are fair chances of employment for both female and male. But 21.43% of the respondents disagree

there being fair chances for both female and male,while 3.57% of the respondents were undecided.

From literature review, McMillan-Coerhart and Frank et al (2003) indicated that there was an overall positive relationship between gender diversity and performance such that if you increase gender diversity,there follows an increment in the employee productivity. Thus the study adds agrowing body of diversity literature supporting the business case for workforce gender diversity.

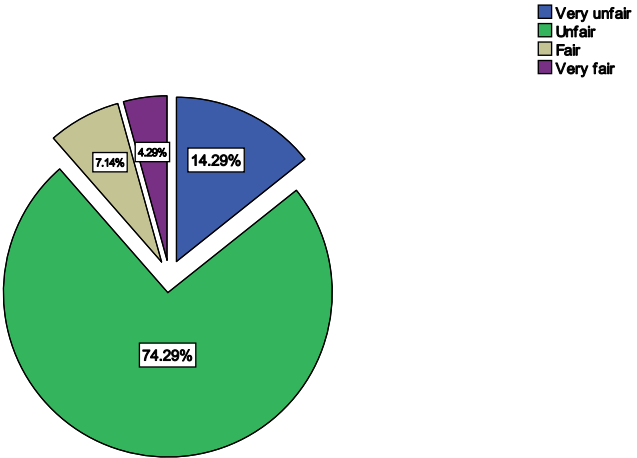
**Table: 4.10Show the extent of fairness on Young generation employment**

Extent of fairness on young generation employment		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very unfair	20	14.3	14.3	14.3
	Unfair	104	74.3	74.3	88.6
	Fair	10	7.1	7.1	95.7
	Very fair	6	4.3	4.3	100.0
	Total	140	100.0	100.0	

Source:researcher(2012)

From the table above,it is evident that 11.43% of the respondents said that there is fair consideration of young generation in recruitment and selection.But 88.58% of the respondents said that there is unfair consideration of young generation during recruitment and selection in the Water companies

Chart: 4.10 Show the extent of fairness on Young generation employment



Source:researcher(2012)

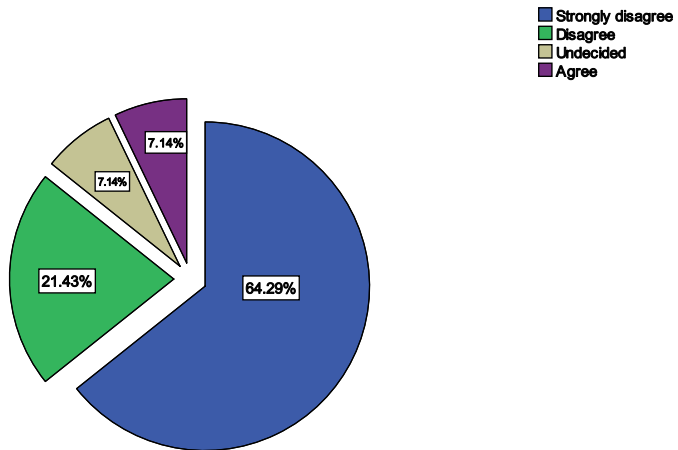
The results were not in agreement with the literature where younger employees have unique values that they bring to their organizations, such as flexibility, energy and creativity (Beaver & Hutchings, 2005). Moreover, younger employees are normally better educated and physically more capable (Hatfield, 2002).

**Table: 4.11 Show the extent of acceptance on employment of Small tribes**

The extent of agreement minority employment		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly disagree	90	64.3	64.3	64.3
	Disagree	30	21.4	21.4	85.7
	Undecided	10	7.1	7.1	92.9
	Agree	10	7.1	7.1	100.0
	Total	140	100.0	100.0	

Source:researcher(2012)

**Chart: 4.11 Show the respondents opinion on employment of Small tribes**



Source:author2012]



From the table and chart above,85.72% of the respondents disagree there being consideration of small tribes during recruitment and selection.But 7.14% of the respondents said that there is consideration of small tribes in the companies during recruitment and selection process.

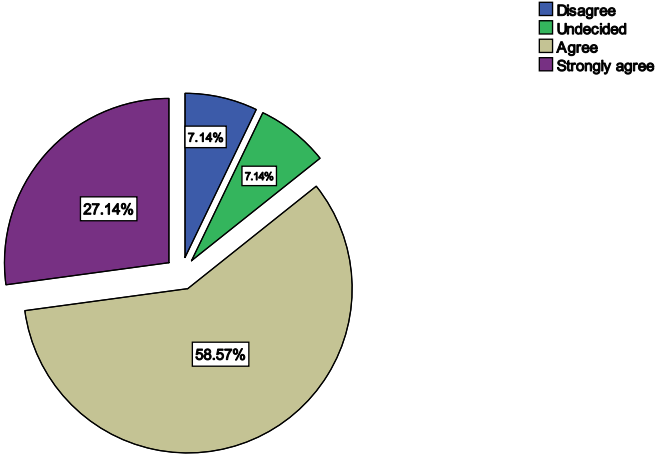
**Table: 4.12 Show the extent of acceptance on First priority to disabled in recruitment and selection**

The extent of agreement on priority for disabled		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	10	7.1	7.1	7.1
	Undecided	10	7.1	7.1	14.3
	Agree	82	58.6	58.6	72.9
	Strongly agree	38	27.1	27.1	100.0
	Total	140	100.0	100.0	

Source:researcher(2012)

From the pie-chart above, it is evident that 85.71% are in agreement that people with disability are considered during recruitment and selection in the Water companies.But about 7.14% of the respondents disagree there being consideration of the disabled during recruitment and selection,while 7.14% were undecided.

Chart: 4.12 Show the extent of acceptance on First priority to disabled in employment



Source:researcher(2012)

The findings agree with the literature where Jack and Wood (2006) in their study in the U.S.A on minority performance at workplace found that when given equal chance to serve, minority tend to produce more than majority. The fact behind that is that minority employees do concentrate more so that to prove majority wrong in their stereotyping that the advantaged are hard working than disadvantaged.

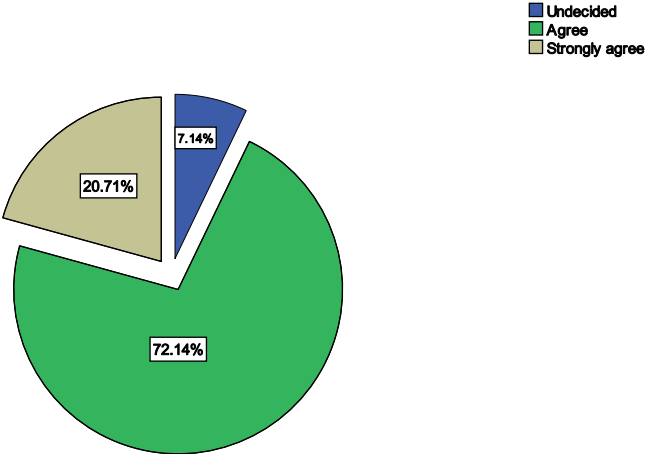
Table: 4.13 Show the extent of agreement on First priority to female

The extent of agreement on priority to female		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Undecided	10	7.1	7.1	7.1
	Agree	101	72.1	72.1	79.3
	Strongly agree	29	20.7	20.7	100.0
	Total	140	100.0	100.0	

Source:researcher(2012)

From the table above, 92.85% of the respondents agree that female are offered first priority to female during recruitment and selection in the Water companies. But 7.14% of the respondents were undecided.

**Chart: 4.13 Show the extent of acceptance on first priority to female in employment**



Source:researcher2012)

The findings agree with the literature where Jack and Wood (2006) in their study in the U.S.A on women performance at workplace found that when given equal chance to serve,women tent to produce more than men. The fact behind that is that women employees do concetrate more so that to proof men wrong in their stereotyping that men are hard working than women. Also the study concluded that men spent most of their working hour on other activities because they have more responsibilities that require money which can not be acomplished by single source of funds hence engage in other fund generating activities, resulting in their low

performance at the end. The same instance has been proofed true in the african scenario where by men have more responsibilities to fulfill that require money. For example the issue of extended family where the parents, brothers, sisters, and other relatives depending on men as the only bread winner in the society (Mark, 2002).

**Table: 4.14 Show the respondents opinion on affirmative action policies**

The extent of respondents opinion on affirmstive action		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	15	10.7	10.7	10.7
	Undecided	11	7.9	7.9	18.6
	Agree	100	71.4	71.4	90.0
	Strongly agree	14	10.0	10.0	100.0
	Total	140	100.0	100.0	

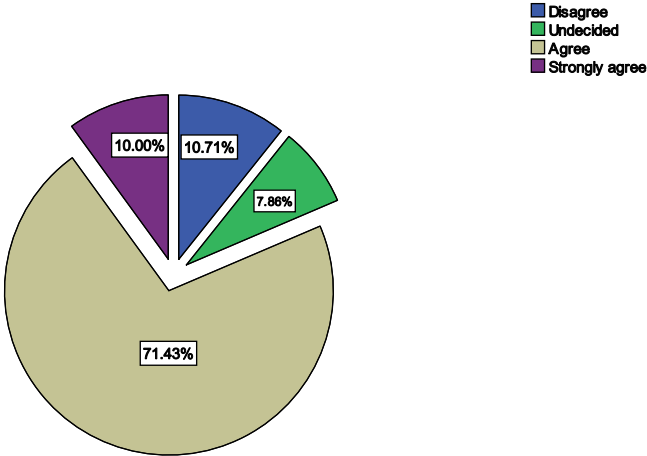
Source:researcher(2012)

From the table above it is evided that 81.43% of the respondents agree that there are affirmative action rules in the companies they work with. But about 10.71% of the respondents said that they disagree, while 7.86% of the respondents were undecided.

The findings agree with the literature where Jack and Wood (2006) in their study in the U.S.A on women performance at workplace found that when given equal chance to serve, women tent to produce more than men. The fact behind that is that women employees do concetrate more so that to proof men wrong in their stereotyping that men are hard working than women. Also the study concluded that men spent most of their working hour on other activities because they have more responsibilities that require money which can not be acomplished by single source of funds hence engage in other fund generating activities, resulting in their low performance at the end. The same instance has been proofed true in the african scenario where by men have more responsibilities to fulfill that require money. For example the issue of

extended family where the parents, brothers, sisters, and other relatives depending on men as the only bread winner in the society (Mark, 2002).

**Chart: 4.14 Show the extent of respondents opinion on affirmative action policies**

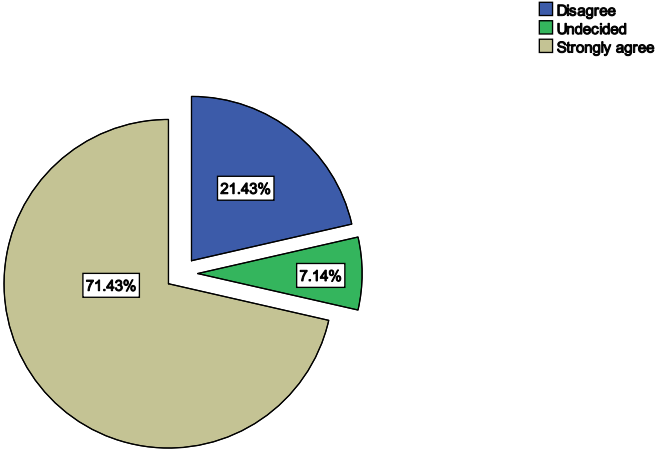


Source:researcher(2012)

**Table: 4.15 Show the extent of respondents satisfaction that affirmative action has significance to society**

The extent of satisfaction on having affirmative action policies		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	30	21.4	21.4	21.4
	Undecided	10	7.1	7.1	28.6
	Strongly agree	100	71.4	71.4	100.0
Total		140	100.0	100.0	

**Chart: 4.15 Show the extent of satisfaction that affirmative action has Significance to society**



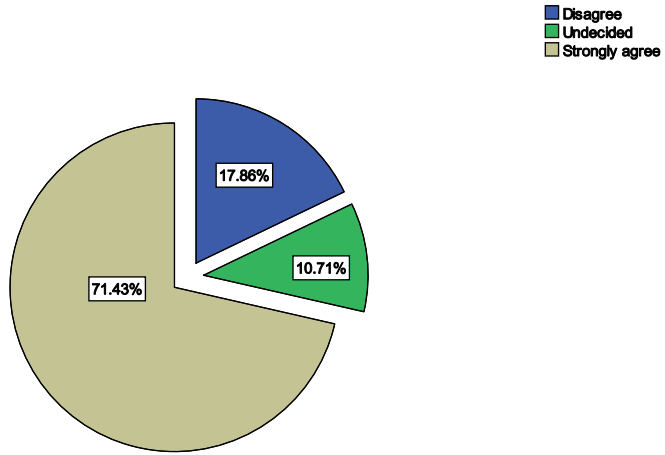
Source:researcher(2012)

From the chart above, it is clear that 71.43% of the respondents are in agreement that affirmative action has significance in the society. But about 21.43% of the respondents said that they disagree, while only 7.14% of the respondents were undecided.

**Table: 4.16 Show extent of satisfaction that Affirmative action means violation of recruitment norms**

The extent of agreement on policy		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	25	17.9	17.9	17.9
	Undecided	15	10.7	10.7	28.6
	Strongly agree	100	71.4	71.4	100.0

**Chart: 4.16 Show the extent which affirmative action means violation of recruitment and selection norms**



Source:researcher(2012)

From the pie-chart above,it shows that 71.43% of the respondents are in agreement that affirmative action violates recruitment and selection norms.But about 17.86% of the respondents disagree that affirmative action violate the recruitment and selection rules,while 10.71% of the respondents were undecided.

**Table: 4.17 Show the extent of acceptance that affirmative action motivate employees**

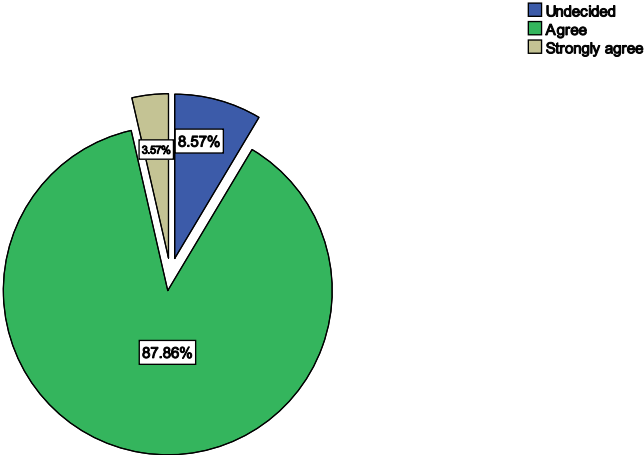
The extent of agreement on motivation		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Undecided	12	8.6	8.6	8.6
	Agree	123	87.9	87.9	96.4
	Strongly agree	5	3.6	3.6	100.0
	Total	140	100.0	100.0	

Source: researcher (2012)

From the table and chart above, it is evident that 91.43% of the respondents agree that they are motivated by the implementation of affirmative action. But 8.57% of the respondents were undecided.



Chart: 4.17 Show the extent of acceptance that affirmative action motivate employees



Source:researcher(2012)

The respondents were in agreement with the literature review which supports the implementation of affirmative action that leads to motivation of the previously discriminated employees. The findings agree with the literature where Jack and Wood (2006) in their study in the U.S.A on minority performance at workplace found that when given equal chance to serve, minority tend to produce more than majority. The fact behind that is that minority employees do concentrate more so that to prove majority wrong in their stereotyping that the advantaged are hard working than disadvantaged.

**Table: 4.18 Show the respondents opinions on Employee mix**

The factors of employee mix	N	Minimum	Maximum	Mean	Std. Deviation
Different gender	140	1	5	4.07	1.284
Different age groups	140	2	5	3.90	1.006
Different ethnicity	140	2	5	4.54	.868
Different races	140	1	5	3.74	.949
Different religions	140	2	5	4.30	1.091
Valid N (listwise)	140				

**Likert scale:**

strongly disagree=1, disagree=2, undecided=3, agree=4, strongly agree=5

**Source:researcher(2012)**

From the findings,the results of descriptive statistics indicated general agreement of the respondents to the different recruitment and selection practices.The mean value ranged from highest 4.54 to lowest 3.74.The results for ethnicity indicated the highest concurrence (mean = 4.54, standard deviation = 0.868), followed by religion (mean = 4.30, standard deviation = 1.091), then gender (mean = 4.07, standard deviation = 1.284), the race (mean = 3.74, standard deviation = 0.949) and age (mean = 3.90, standard deviation = 1.006). The mean score and standard deviation reflected conformity of respondents' perception about recruitment and selection practices and the agreement to the model.

**Table:4.19 Show the means of factors of Equal Employment Opportunity**

The factors of equal employment opportunity	N	Minimum	Maximum	Mean	Std. Deviation
Equal chance for disabled	140	2	5	4.46	.985
Different nationality	140	1	3	1.35	.611
Different colors	140	2	5	4.07	1.001
Equal chances to female & male	140	1	5	3.64	1.145
Valid N (listwise)	140				

**Likert scale:**

**strongly disagree=1, disagree=2, undecided=3, agree=4, strongly agree=5**

**Source:researcher(2012)**

From the table above, the results of descriptive statistics indicated general agreement of the respondents to the different recruitment and selection practices. The mean values ranging from highest 4.46 to second lowest 3.64, but only one factor recording lowest of 1.35. The results for equal chances for disability indicated highest concurrence (mean = 4.46, standard deviation = 0.985), show that the Water companies give equal chances to disabled, color, female and male of being recruited during recruitment and selection as it is indicated by means of 4.46, 4.07, 3.64 on the likert-scale. But there seem to be huge disparity among respondents as is shown by standard deviation of 0.985. In the contrally, people from different nations seem not given equal chances to be recruited and selected.

**Table: 4.20 Show the means of factors of Affirmative action**

The factors of affirmative action	N	Minimum	Maximum	Mean	Std. Deviation
Young generation	140	1	5	2.13	.896
Small tribes	140	1	4	1.57	.907
First priority to disabled	140	2	5	4.06	.794
First priority to female	140	3	5	4.14	.512
Valid N (listwise)	140				

**Likert scale:**

strongly disagree=1, disagree=2, undecided=3, agree=4, strongly agree=5

Source:researcher(2012)

The table above shows that there are less consideration of the young generation and small tribes as shown by means of 2.13 and 1.57 on the likert-scale respectively. But the deviation from the means are great as indicated by 0.896 and 0.907 standard deviations respectively. Strong consideration is given to people with disability and female as indicated by 4.06 and 4.14 on the likert scale respectively, but again with great disparity of 0.794 and 0.512 standard deviation respectively.

**4.4 Reliability and validity of data**

The results indicated cronbach's alpha for questionnaire (140 items) was 0.75. The cronbach's alpha for individual variable were equal employment opportunity, employee mix, and affirmative action) were found above acceptable level (Nunnally,1978) result at figure 4.2.18.

**Table:4. 21 Test of Normality of data**

Excluded Variables <sup>b</sup>						
Model	Beta In	t	Sig.	Partial Correlation	Collinearity Statistics	
					Tolerance	
2	employee mix	.720 <sup>a</sup>	12.178	.000	.720	1.000
	Equal Employment Opportunity	.731 <sup>a</sup>	12.590	.000	.731	1.000
	Affirmative action	-.413 <sup>a</sup>	-5.322	.000	-.413	1.000

a. Predictor: (constant)

b. Dependent Variable: recruitment and selection

Source:researcher(2012)

Collinearity test was undertaken to determine the normality of data, results at table above. The results reflected that tolerance levels (1.00) and the results indicate multicollinearity between variables.

**Table: 4.22 Show Correlation among equal employment opportunity, gender, race, and religion**

Factors of Employee mix		Employee mix	Different age groups	Different ethnicity	Different races	Different religions
Employee mix	Pearson Correlation	1	-.201*	.372**	.423**	.467**
	Sig. (2-tailed)		.018	.000	.000	.000
Different age groups	Pearson Correlation	-.201*	1	-.021	.213*	-.084
	Sig. (2-tailed)	.018		.809	.011	.324
Different ethnicity	Pearson Correlation	.372**	-.021	1	.295**	.847**
	Sig. (2-tailed)	.000	.809		.000	.000
Different races	Pearson Correlation	.423**	.213*	.295**	1	.355**
	Sig. (2-tailed)	.000	.011	.000		.000
Different religions	Pearson Correlation	.467**	-.084	.847**	.355**	1
	Sig. (2-tailed)	.000	.324	.000	.000	

\*. Correlation is significant at the 0.05 level (2-tailed).

\*\*. Correlation is significant at the 0.01 level (2-tailed).

a. Listwise N=140

**Source:researcher(2012)**

From the correlation table above, it is clear that there is negative relationship between employee mix and age. At the same time there is no correlation between age groups and ethnicity, also there is no correlation between age groups and religion. But on the contrary employee mix has positive correlation with the ethnicity, race and religion. Correlation being significant at the 0.05 and 0.01 levels (2-tailed).

**Table: 4.23 Show Correlation among family status, disability, nationality, colors, and female and male**

Factors of Equal Employment Opportunity		Different family status	Equal chance for disabled	Different nationality	Different colors	Equal chances to female & male
Different family status	Pearson Correlation	1	.885**	-.578**	.891**	.779**
	Sig. (2-tailed)		.000	.000	.000	.000
Equal chance for disabled	Pearson Correlation	.885**	1	-.567**	.843**	.810**
	Sig. (2-tailed)	.000		.000	.000	.000
Different nationality	Pearson Correlation	-.578**	-.567**	1	-.512**	-.581**
	Sig. (2-tailed)	.000	.000		.000	.000
Different colors	Pearson Correlation	.891**	.843**	-.512**	1	.682**
	Sig. (2-tailed)	.000	.000	.000		.000
Equal chances to female & male	Pearson Correlation	.779**	.810**	-.581**	.682**	1
	Sig. (2-tailed)	.000	.000	.000	.000	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

a. Listwise N=140

Source:researcher(2012)

From the table above it is evident that factor family status have positive correlation with disabled ,color and female and male.But have negative correlation with nationality.The factor disability has positive correlation with family status,color and female and male,while nationality has negative correlation with family status,color,disabled,and female and male. Correlation being significant at the 0.01(2-tailed).

**Table: 4.24 Show Correlation among young generation, small tribes, disability, and female**

Factors of affirmative action		Young generation	Small tribes	First priority to disabled	First priority to female
Young generation	Pearson Correlation	1	-.144	-.021	.118
	Sig. (2-tailed)		.089	.810	.163
Small tribes	Pearson Correlation	-.144	1	-.366**	.343**
	Sig. (2-tailed)	.089		.000	.000
First priority to disabled	Pearson Correlation	-.021	-.366**	1	.034
	Sig. (2-tailed)	.810	.000		.691
First priority to female	Pearson Correlation	.118	.343**	.034	1
	Sig. (2-tailed)	.163	.000	.691	

\*\* . Correlation is significant at the 0.01 level (2-tailed).

a. Listwise N=140

Source:researcher(2012)

The table above show that there is no significant correlation between factor young generation and small tribes and priority disabled but small tribes have significant correlation with priority to female and disabled.The factor Priority to female have positive correlation to young generation,small tribes,and priority to disability.Correlation being significant at the 0.01 level (2-tailed).



**Table:4.25 Show Correlation among recruitment and selection,employee mix,equal employment opportunity,and affirmative action.**

Combined factors of EM, EEO, AA ,& OD		Recruitment and selection	Employee mix	Equal Employment Opportunity	Affirmative action	Organizational Diversity
Recruitment & Selection	Pearson Correlation	1	.720**	.731**	-.413**	.634**
	Sig. (2-tailed)		.000	.000	.000	.000
Employee mix	Pearson Correlation	.720**	1	.806**	-.132	.910**
	Sig. (2-tailed)	.000		.000	.120	.000
Equal Employment Opportunity	Pearson Correlation	.731**	.806**	1	-.215*	.890**
	Sig. (2-tailed)	.000	.000		.011	.000
Affirmative action	Pearson Correlation	-.413**	-.132	-.215*	1	.141
	Sig. (2-tailed)	.000	.120	.011		.096
Organizational Diversity	Pearson Correlation	.634**	.910**	.890**	.141	1
	Sig. (2-tailed)	.000	.000	.000	.096	

\*\* . Correlation is significant at the 0.01 level (2-tailed)\*. Correlation is significant at the 0.05 level (2-tailed).

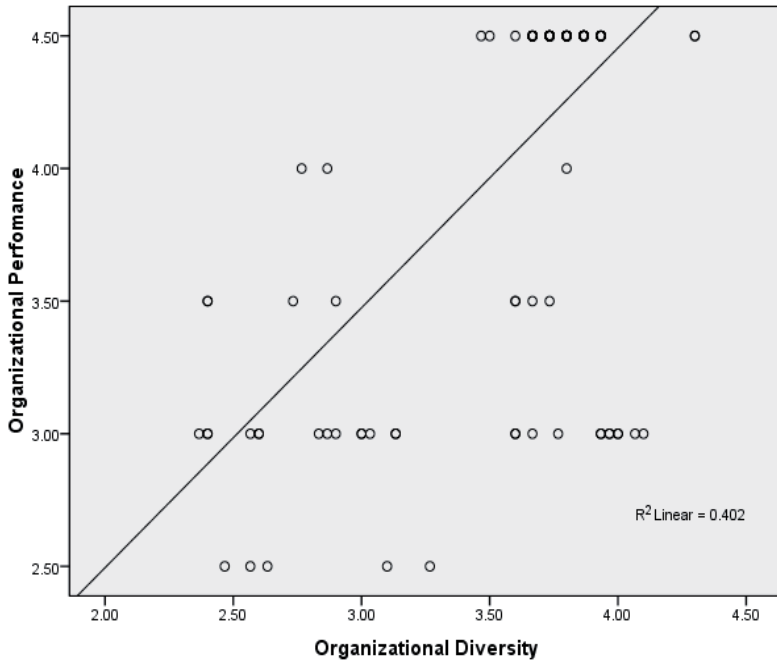
a. Listwise N=140

Source: researcher (2012)

The table above shows that the combined factor recruitment and selection has strong positive correlation with Employee mix, Equal employment opportunity, and organizational diversity. However, on the centrally has negative correlation with combined factor affirmative action, Correlation being significance at the 0.01 and 0.05 (2-tailed).

The findings mean that the organization should emphasis on employee mix and equal empolymnt opportunity during recruitment and selection in order to improve the organizational outcome.

**Figure: 4.1 Show Scatter plot of organizational Performance and Organizational Diversity**



Source: researcher (2012)

From the graph above it is clear that there is significant relationship between organization recruitment and selection and organizational diversity such that one unit of organizational recruitment and selection is explained by 0.402 units of the organizational diversity. The graph indicates that the organization considering diversity during recruitment and selection shall increase the production.

**Stepwise multiple Regression organizational Affirmative action, Equal Employment Opportunity and Employee mix on Recruitment and Selection**

**Table: 4.26 Show Model Summary of affirmative action, employee mix, and equal employment opportunity**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.813 <sup>a</sup>	.661	.653	.39589

a. Predictors: (Constant), Affirmative action, employee mix, Equal Employment Opportunity

Source:researcher(2012)

From the table above ,it is evident that 81.3% variability is explained in the recruitment and selection of the Water companies by equal employment opportunity,employee mix, and affirmative action with a coefficient value of 0.653, indicating that increasing one unit of EEO,AA, & EM will increase effective recruitment and selection with 0.653 after allowing standard error of estimate of 0.39589.Hence it is accepted that there is a positive relationship between effective recruitment and selection and EEO,AA,& GM.

**Table: 4.27 Show affirmative action, equal employment opportunity, and employee mix ANOVA**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	41.490	3	13.830	88.243	.000 <sup>a</sup>
	Residual	21.315	136	.157		
	Total	62.805	139			

a. Predictors: (Constant), Affirmative action, Employee mix, Equal Employment Opportunity

b. Dependent Variable: Recruitment and Selection

Source:researcher(2012)

The table above shows that in model one regression has sum of the squares of 41.490, degree of freedom (df) 3, mean square of 13.830 and confidence level (F) of 88.24%.In the model

there is also residual value where sum of the squares is 21.315, degree of freedom of 136, mean square of 0.157 and the total for the model is sum of the squares of 62.805, df of 139.

The outcome means that there is 88.24% confidence that recruitment and selection did not occur by chance, but by contribution of employee mix, equal employment opportunity, and affirmative action. The outcome means that 41.490 variations out of 62.805 are well explained in the model, while 21.315 measures the variation in modelling error. The mean square in regression is 13.830 based on 3 variables, while the residual mean square is 0.157 based on 136 variables.

**Table: 4.28 Show employee mix, equal employment opportunity, and affirmative action Coefficients.**

		Coefficients a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.661	.352		7.557	.000
	Employee Mix	.408	.085	.406	4.797	.000
	Equal Employment Opportunity	.322	.081	.343	3.998	.000
	Affirmative action	-.450	.081	-.286	-5.570	.000

a. Dependent Variable: Recruitment and Selection

Source: researcher (2012)

Stepwise multiple regression revealed three factors; employee mix, equal employment opportunity, and affirmative action explained statistically significant portion of the variance (R square = 0.661) associated with the extent of recruitment and selection. The employee mix has beta of 0.406, equal employment opportunity has beta of 0.343, while affirmative action has beta of -0.286.

The results means that one unit change in employee mix leads to change of 0.406 units of the recruitment and selection, and one unit change in equal employment opportunity lead to 0.343 units in the recruitment and selection, while one unit change in the affirmative action lead to - 0.286 unit change in the recruitment and selection. The findings lead to the regression formula as follows:  $\text{Recruitment and Selection} = 2.661 + 0.408(\text{employee mix}) + 0.322(\text{equal employment opportunity}) - 0.450(\text{affirmative action})$ .

## **Chapter Five: Summary, Conclusions and Recommendations**

### **5.1 Summary**

The purpose of the study was to find out how employee mix, affirmative action, and equal employment opportunity affects the recruitment and selection practices and the ultimate outcome on organizational productivity. The objectives were; to investigate the effect of gender mix on recruitment and selection, to investigate the influence of affirmative action on recruitment and selection, and to investigate the effect of equal employment opportunity on recruitment and selection.

The literature reviewed were recruitment and selection theories thus objective factor theory, subjective factor theory and critical factor theory, while the empirical findings included; age diversity, race and ethnicity, gender balance, affirmative action, equal employment, and family status. The researcher employed descriptive research method to carry out the study, the questionnaire and interview guide were research instruments for the study. The findings were presented in figures, charts and tables, then analysed using SPSS package hence interpretation done to find the relationship with the empirical review.

The conclusions were that the findings conformed to the literature and so recommendations were that the Water companies should continue implementing employee mix and equal employment opportunity during recruitment and selection for the betterment of their performance by the recruiting organ. The researcher recommended that future research should be directed on the consideration of the effect of internet services technology on recruitment and selection and the ultimate outcome on quality of workforce.

## 5.2 Conclusion

The research contributes to understanding of influence of employee mix, equal employment opportunity, and affirmative action practices on organizational recruitment and selection in the Water companies. The results of the study offered empirical support for the existence of a positive and statistically significant influence of employee mix, equal employment opportunity and affirmative action practices on organizational recruitment and selection. The study in the Water Sector in coast region offered support for the positive effects of recruitment and selection on organizational performance.

The results indicate statistically significant relationship of employee mix, equal employment opportunity, and affirmative action with recruitment and selection. The result of present study indicate that extensive use of an integrated approach to efficient employee mix and equal employment opportunity practices yield positive results in term of their effects on organizational performance. Review of literature identified three essential recruitment and selection practices namely; equal employment opportunity, affirmative action, and employee mix Wilk, S.L., & Cappelli, P. (2003). Understanding the determinants of employer use of selection methods, *Personnel Psychology* .

These practices have been used in the present study to evaluate the effects of diversity management on organizational performance. Recruitment and selection primarily aims at attracting maximum number of highly talented applicants and selecting the best to achieve competitiveness. The process entails concerted efforts by management to ensure implementation of employee mix, equal employment opportunity and affirmative action to the success of organizational performance. From table 4.18 (2012) we argue that effective selection system based on gender mix, equal employment opportunity and affirmative action is essential to organizational performance.

Table 4.5 (2012) findings led to conclude that equal employment opportunity, employee mix, and affirmative action yields sustainable results and enhances organizational credibility and makes the workforce loyal to the organization. Table 4.7 (2012) strongly favoured an equal employment opportunity system free of discrimination. Effective implementation of employee mix, affirmative action and equal employment opportunity during recruitment and selection is essential to affect sustained improvement in productivity and reduce intention to quit.

From table 4.17 (2012) we established that practicing an effective recruitment and selection process that incorporate employee mix has positive relationship with organizational performance. The researchers found a positive and statistically significant association between use of recruitment and selection procedure that consider equal employment opportunity, gender balance, and affirmative action and profits, table 4.17 (2012). From figure 4.1 (2012), the researcher concluded that equal employment opportunity and employee mix, positively affect recruitment and selection hence ultimate organizational outcome.

### **5.3 Recommendation**

The study makes significant contribution about understanding and implementation of recruitment and selection practices in one of the most important sector affecting Kenya's economy. The study evaluated the association between employee mix, equal employment opportunity, and affirmative action practices and recruitment and selection. The study identified that employee mix and equal employment opportunity practices have positive and significant influence on the firm recruitment and selection. The empirical results indicate that the coastal Water companies, are integrating employee mix and equal employment opportunity practices in organizational recruitment and selection to improve business performance. Management should understand the importance of equal employment



opportunity and employee mix function as a strategic partner and should incorporate equal employment and employee mix input in recruitment and selection process.

The management should be aware of the use of these practices in an integrated manner to realize the organizational objectives. The managers should be well aware that a changed paradigm of people management is essential in changing business environment. The focus of this new approach should be to attract and retain the talents and leverage the talent to achieve competitive advantage through a proactive HRM related activities. It is imperative for managers to fully understand the strategic pay off of the investment made in employee mix and equal employment opportunity.

#### **5.4 Future Research**

The study was restricted to a small sample of firms in one region and may therefore limit the generalizability of the findings. The respondents' provided information on implementation of employee mix, equal employment opportunity, and affirmative action practices and perceived measure of organizational performance. The possibility of respondents' bias in reporting may have happened (Paul & Annantharaman, 2003).

Future research may include large scale sample in other regions in Kenya to statistically validate the results of present study. The researcher also recommended that future research should be directed on the consideration of the effect of internet services technology on recruitment and selection and the ultimate outcome on quality of workforce.

## Appendix: 1

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## **Appendix 2: Interview guide**

1. Do you have recruitment and selection department in your organization, if yes what progress have it achieved and if not what are the problems encountered?
2. What are the future plans concerning Human Resource Management practices?
3. Give highlights of Human Resource Management practices in the company?
4. Does Affirmative action, Equal Employment opportunity and diversity of workforce practices demote or promote business culture?
5. How do you carryout Affirmative action, Equal Employment opportunity and diversity at workplace in consideration to practices during recession?
6. Does your organization use internet services in recruitment and selection?, if yes what has it effected the performance of the organization in general and individuals in perticular?

### **Appendix 3: Questionnaire**

#### **Instructions**

1. Please tick one of the choices or give clear comprehensive but brief explanation where necessary.

2. Each question has only one correct answer.

3. It is important that all the sections be attended to.

#### **PART ONE**

1. What is the name of the organization?

1	MOWASCO
2	KIMAWASCO
3	LAWASCO
4	TAVEVO
5	TAWASCO
6	MAWASCO

2.As indicated below,which department do you work with?

1	Finance
2	Inspection
3	Corporate communication
4	Technical
5	Human Resource
6	Commerce
7	Customer care
8	Operations
9	Stores

3. Indicate your educational level?

1	KCSE
2	Diploma
3	Undergraduate
4	Postgraduate

## PART TWO

### Section A: Employee mix

(20) Do you agree the company you work with employ people from different religions?

5	Strongly agree
4	Agree
2	Disagree
1	Strongly disagree
3	Undecided

5. To what extent do you agree that the different races work with the organization?

1	Strongly agree
2	Agree
4	Disagree
5	Strongly disagree
3	Undecided



(18) To what extent do you agree that different ethnic groups are employed in the company you work with?

5	Strongly agree
4	Agree
2	Disagree
1	Strongly disagree
3	Undecided

(15) To what extent do you agree that different age groups are employed in your company?

5	Strongly agree
4	Agree
2	Disagree
1	Strongly disagree
3	Undecided

(12) To what extent do you agree that gender balance is put into consideration during recruitment and selection in the company you work with?

5	Strongly agree
4	Agree
2	Disagree
1	Strongly disagree
3	Undecided

## Section B: Equal Employment opportunity

(11) How do you consider the female and male employment in the company you work with?

5	Very fair
4	Fair
2	Unfair
1	Very unfair
3	Undecided

(13) To what extent do you agree the organization you work with employ multiple of races ?

1	Strongly agree
2	Agree
4	Disagree
5	Strongly disagree
3	Undecided

(14) Do you consider people with different colors have equal opportunities of employment in the company as stated below?

5	Strongly agree
4	Agree
2	Disagree
1	Strongly disagree
3	Undecided

(16) To what extent do you agree that people from different nationality are employed in the company?

1	Strongly agree
2	Agree
4	Disagree
5	Strongly disagree
3	Undecided

(17) To what extent do you agree that disabled people are employed in the company?

5	Strongly agree
4	Agree
2	Disagree
1	Strongly disagree
3	Undecided

(19) To what extent do you agree the organization you work with offer opportunities to different family status?

5	Strongly agree
4	Agree
2	Disagree
1	Strongly disagree
3	Undecided

**Section C:Affirmative action**

(21)To what extent do you agree that your company has affirmative action policy in recruitment and selection process ?

5	Strongly agree
4	Agree
2	Disagre
1	Strongly disagree
3	Undecided

(24)In the organization you work for,are female given first priority in the recruitment and selection process?

5	Strongly agree
4	Agree
2	Disagre
1	Strongly disagree
3	Undecided

(25).Does people with disability given first priority in the recruitment and selection process?

5	Strongly agree
4	Agree
2	Disagree
1	Strongly disagree
3	Undecided

(26).To what extent do you agree that small tribes are given first priority during employment process in the company?

5	Strongly agree
4	Agree
2	Disagree
1	Strongly disagree
3	Undecided

(27).How fair do you consider young generation in relation to the recruitment and selection in the company you work with?

5	Very fair
4	Fair
2	Unfair
1	Very unfair
3	Undecided

**Section D: Organization performance**

(22) To what extent do you consider the affirmative action implementation in the company?

5	Very high
4	High
2	Low
1	Very low
3	Udecided

(23) To what extent do you agree that the affirmative action have positive effect on the organization?

5	Strongly agree
4	Agree
2	Disagree
1	Strongly disagree
3	Undecided

(28).To what extent do you agree that affirmative action motivate the employees of the organization you work with?

5	Strongly agree
4	Agree
2	Disagre
1	Strongly disagree
3	Undecided

(29).Affirmative action means violation of the recruitment and selection norms, to what extent do you agree?

1	Strongly agree
2	Agree
4	Disagre
5	Strongly disagree
3	Undecided

(30).To what extent do you agree affirmative action having any significance in relation to recruitment and selection in the society?

5	Strongly agree
4	Agree
2	Disagre
1	Strongly disagree
3	Undecided

(31).In relation to Equal Employment opportunity, Affirmative action and Diversity, do you view it positively affecting the recruitment and selection outcome in line with performance?

Explain.....  
.....  
.....  
.....  
.....

(32). In the current situation where the world has become a global village, does recruitment and selection in consideration to Equal Employment opportunity, Affirmative action, and Diversity provide acompetitive edge over the company's competitors?.

Explain.....  
.....  
.....  
.....  
.....

(33).In your opinion how do you consider Recruitment and Selection practices in the company and the way forward?.....  
.....



#### **Appendix:4**

The responses were given numerical figures which can be accepted by computer for computation. The Likert scale model was adopted where by strongly agree was allocated maximum five points, agree given four points, undecided three points, and disagree two points while strongly disagree given one point.

The numerals were adopted so that can be accepted by the SPSS computer package which only accept and recognise numerals to work with.

#### **Degree of freedom**

The estimate of a parameter which is equal to the number of independent scores that go into the estimate minus the number of parameters used as intermediate steps in the estimation of the parameter itself. (which, in sample variance, is one, since the sample mean is the only intermediate step)

#### **Standard error**

The standard error is the standard deviation of the sampling distribution of a statistic. The term may also be used to refer to an estimate of that standard deviation.

#### **Beta(B)**

The beta of a factor is a number describing the relation of its returns with those of the market as whole. An asset has a beta of zero if its change independently of changes in the market's returns.

#### **Standardized coefficient**

In statistics, standardized coefficients or beta coefficients are the estimates resulting from an analysis carried out on variables that have been standardized so that their variances are 1. Therefore standardized coefficients refer to how many standard deviations a dependent variable will change, per standard deviation increase in the predictor variable. Standardization

of the coefficient is usually done to answer the question of which of the independent variables have a greater effect on the dependent variable.

### **Coefficient of determination**

A measure used in statistical model analysis to assess how well a model explains and predicts future outcomes. It is indicative of the level of explained variability in the model. The coefficient, also commonly known as R-square, is used as a guideline to measure the accuracy of the model.

### **R-Squared**

Is a statistic that will give some information about the goodness of fit of a model. In regression, the R-Squared coefficient of determination is a statistical measure of how well the regression line approximates the real data points. An R-Squared of 1.0 indicates that the regression line perfectly fits the data.

### **Adjusted R-Squared**

Is a modification of R-Squared that adjusts for the number of items in a model. R-Squared always increases when a new term is added to a model.

### **Mean square**

Refer to an estimate of the population variance based on the variability among set of measures.

### **Degree of freedom**

In statistics, the number of values in a study that are allowed to vary.

### **Sum of Squares**

Is a quantity used in describing how well a model, often a regression model, represents the data being modelled. In particular, the explained sum of squares measures how much variation there is in the modelled values and this is compared to the total sum of squares, which measures

how much variation there is in the observed data, and to the residual sum of square, which measures the variation in modelling errors.

### **Model**

A simplified version of something complex used in analyzing and solving problems or making predictions.

### **Collinearity statistics**

Passing through single line or lying on single line.

### **Tolerance**

Allowance made for deviation.

### **Unstandardized coefficients**

This is conceptually equivalent to the model summary.

### **Standard error**

Is usually the estimated standard deviation of a parameter estimate.







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