

Effect of Diversity on Effectiveness of Human Resource Management Practices in West Pokot County Assembly

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Abstract: Diversity concerns valuing difference among different people in an organization. Lack of equal employment opportunity has made organization rethink on how to manage diversity in workplace. Workforce diversity can be source of organization success when best practices are used to contain dominance, tribalism, ethnicity, stereotype etc. The purpose of the study was to determine the effect of diversity on effectiveness of human resource management practices in West Pokot County Assembly. The specific objective was to establish the effect of equal employment opportunity, Three theories related to diversity were used to support this work theoretically. Mixed research design was preferred for this study. The entire West Pokot County Assembly and staff constituted the target population. The population of the study was 300 employees of which 90 were sampled. Questionnaire was the main instrument to collect data. Qualitative data was analyzed by descriptive statistics while quantitative data was analyzed by inferential statistics. Pretest, comments and correction from supervisor determined the validity of the instrument. Desirability of 0.7 and above Cronbach alpha determined the reliability of the instrument. Hypotheses of the study were tested, the test led to rejection of the null hypothesis. Thus alternative hypotheses were accepted. This showed that the hypothesis had statistical significance on effectiveness of human resource management practices. The findings of the study were discussed in line with the objective. Basing on the findings, Equal employment opportunity ($\beta = 0.784$) was found to be positively related effectiveness of human resource management practices in West Pokot County assembly. The study concluded that diversity has a significant effect on effectiveness of human resource management in West Pokot County assembly. The study is deemed to benefit researchers, policy makers and human resource managers.

Keywords: Equal Employment Opportunity, Diversity.

1. INTRODUCTION

According to Cox (2001) diversity is the disparity in identities of individuals in working environment. It concern valuing difference among different people in an organization. This difference can be inform of demographics (Opstal, 2009). Knouse et al., (2008), noted that diversity should focus beyond recognition of individual difference; homogeneity does not exist among people but rather heterogeneity of working people is the basis of diversity. They further observed that diversity should focus at smoothening difference to provide prosperous working environment where every individual irrespective of the difference is valued to obtain organization goals (Van Knippenberg, 2004). Since management of

diversity is different among organization. Organizations have designed practices to eliminate discrimination such as recruitment and selection, trainings, transfers, leaves etc. show how organization deal with heterogeneity in work place (Barker, 2005).

Globally there are different cultures, consequently these will form diverse work force in organization. In order for organization to obtain competitive advantage it has been urged that organization should provide equal employment opportunity to all. In doing so organization would be able to yield the benefit of diverse work force in form of skills, talent, and professionalism (Brown, 2008). The heterogeneity in organization should be turned into appreciating and responding to needs of people since each different individuals bring different value to the organization. Therefore it was important to harness different beliefs and values for the benefit the organization. Also organization should be able to come up with HRM practices that would utilize skills, and knowledge diverse employees (Dass & Parker, 1999).

Many scholars agree that policy on diversity will reduce conflicts from within and outside the organization hence increasing performance. Therefore organization policy on diversity influence the effectiveness of human resource management practices differently. For instance Western Europe adopted diversity management through legislation. Kyalo and Gachunga, (2015), reported that from such legislation of 1980s and 1990s more than 500 organization in UK started to develop policies and employed people that reflected society needs. While in Japan and North Korea they reported that diversity was not been recognized due to ethnic homogeneity. However more recently diversity was considered to cover wide range of issues. Because of ethnic homogeneity, the two countries have shifted focus on discrimination on age and gender, and gender dominance. It has been established that the workforce of the two countries are male dominant. In the year 2003 North Korea recorded increase in women participation in economy at 48.9% while in Japan it was recorded at 48.3% (Kyalo & Gachunga, 2015).

Lack of equal employment opportunity made Africa as continent causality of diversity, most of the countries suffered the racial and ethnic discrimination especially during and after colonialism. African labor was restricted and paid low wages than the European, Indian, and Arab labor. This affected productivity of most African labor. In South Africa for instance, the efforts made by Africans were discriminated and generally undermine by the Colonial Masters. Due to dominance of white minority, it led to colonial resistance movement and consequently the struggle for self-governance by most African countries (Smit & Cronje, 2007). After independence the African Countries suffered from ethnic inclusion. The ruling governments considered to go against human resource best practice by employing, promoting and rewarding their follow tribesmen irrespective of education and professionalism. Perhaps this was breeding ground for conflicts in most of African economies (Jackson, 2002).

In Egypt, to embrace and to recognize diversity in work place the government recommended training of workforce in different languages such as English, French, Kiswahili, and German to complement the dominant Arabic language (Konchan *et al.*, 2002). This showed that Egypt had professionals of highly diverse training and diverse background. Nigeria had work force which was characterized as ethnically heterogeneous which is true reflection of workforce in work place. Each nation in Africa handled differently the issues concerning diversity. In some instance equal opportunity was advanced, however inequality was not been fully achieved (Lahoti & Swaminathan, 2013). In some cases, organizations implemented policies that violet equal opportunity such as discrimination based on; gender, age, and sexual orientation. This denied for instance women to work in formal sector, the few that were given the opportunity earn less compared to male counterparts (Sambrook & Wanoni, 2008). In recent past for instance women in high positions rose by 3% in past decade, and stagnated at 24.8% compared to women in such positions worldwide estimated at 28%, therefore the attainment of equal employment opportunity in Sub Saharan Africa was far from reality (Gok, 2008). Therefore, major focus for this study was to reveal the reasons behind unequal employment opportunity among diverse groups in County Assembly of West Pokot.

The requirement to manage diversity was found to affect the HRM practices. There was trend of workforce diversity in Kenya along ethnic and gender. Also there was trend of increasing proportion of workforce below the age of 30 and above the age of 50. All these trend had several implication for human resource professional in developing human resource and organization at large. There was likelihood that cultural and language deferential as well as proportion of working women and aging workforce was observed. This is a prejudice that may persist in many organization (Konchan *et al.*, 2002). Though Kenya have 42 tribes, each tribe with different values, however the way they handle women, minority groups such as disabled was similar. In most cases men had enjoyed dominance over women, this norms was taken to most of the

organization (Nyambegera, Daniels, & Sparows, 2001). It was unclear from the start of County assemblies whether diversity was implement. It was unknown whether there was policy which gave direction on HRM practices. This displayed gap in human resource employment practice which result into deeper discrimination.

In this case it was anticipated that West Pokot like other Counties in Kenya was not able to manage diversity. Despite the fact that Kenya had outlaw discrimination in employment opportunity and development framework that guide diversity management. Dominance in culture and discrimination is widespread. Hence the study revealed the level of HRM practices in managing diversity. Its main concern was to give description as to why diversity which was one of the resource management practice was not effective. HRM practices are of great benefit not only to employees but also the organization. For example implementation of diversity policy in workplace was positively related with high performance. Heterogeneity in workforce led to organization designing better human resource practices such as equal opportunities, this provided employment chances to skillful and knowledgeable employees. Despite the benefits of observing diversity, HRM practice in many organization is far from practice. Many organization offered employment based on ethnicity without focusing on gender, education and professional qualification (Hanappi-Eggar, 2011).

Many studies were carried out to reveal effectiveness of human resources management concerning diversity. These studies showed inconsistent results, thus it puts dilemma on the attainment of diversity practices in many organization. Most of these studies were carried out in most of developed countries like UK, USA and Japan. Diversity management in developed countries differed with developing nations. Gareth and Jones *et al.*, (2008), observed that different groups in organization today had received unequal treatment as result of organization policy, norms, values, stereotypes and discrimination. Rachele (2010), argues that universal diversity policy had not produced influence elsewhere since they are designed within the context of USA. It was however unfortunate to note that there are few studies which were been carried out in Kenya more so County Assemblies. Therefore the notion that diversity in County Assembly resulted to effectiveness of human resource best practices remained speculative than fact finding, this was due to lack of research findings and evidence.

In most of the institutions, there was numerous complaints from stakeholders concerning on dominance, unequal opportunities, and in most cases discrimination where minority groups were the most disadvantaged (Raidet, 2014). Therefore County Assemblies in Kenya is no exception. It remained unknown as to whether diversity management was effective in County Assembly of West Pokot. Without observing diversity in its Workforce County Assembly conflicted with activists, workers union and other interested stakeholders. Human resource management practices were not effective without observing diversity. Therefore West Pokot County Assembly was the main area of study in as far as observing diversity to obtain best HRM practices specifically to determine the effect of equal employment opportunity on effectiveness of human resource management practices in West Pokot County Assembly.

2. EFFECT OF EQUAL EMPLOYMENT OPPORTUNITY ON EFFECTIVE HRM PRACTICES

The current demographics in work force in Kenya pressurized organization to manage diversity. Diversity in Kenya affected day to day business operation and the economic stability of the nation (Mastrine, 2013). Organization effectiveness went over and above normal work place diversity in terms of age, and gender to fostering equal employment opportunity (EEO). EEO was rooted in policy framework, norms and values, interaction and communication and recognition of group differences within working environment (Wanagare *et al.*, 2013). Mastrine (2013), asserted that making radical changes required to maintain promote EEO in an organization, it required strategy change in working procedures. In Kenya there was attempts to fix issues of National identity and National unity through promulgation of the Constitution of Kenya 2010 and creation of institutions structures such as the National Cohesion and Integration Commission, and campaigns aimed at strengthening National Cohesion and controlling tribalism (Kenya, 2011). It was argued that institution uphold values that ensure equity, non-discrimination in all sorts of employment opportunities such as recruitment, promotion, rewarding, transfers (Mastrine, 2013)

Organizational leadership were responsible for the success of diversity policies and implementation of EEO in the workplace. The success was obtained by developing diversity policies and incorporating to organization strategy. Organization had the responsibility of supporting employees in learning how to effectively appreciate, interact with people from diverse grouping in workplace. There was need to raise awareness for the benefit of diverse work place (Wanagre *et al.*, 2013).

Diversity was all about understanding differences, perspectives, opinions and contributions that each individual brought to the organization. Inclusion was about leveraging diversity to create an environment that was welcoming, collaborative and productive. Diversity and inclusion recognizes multitudes of differential dimension as explained in diversity model (Black Enterprise, 2001). EEO protects individuals from unfair discrimination in the workplace. EEO regulations consist of monitoring workplace rules, policies, practices, and behaviors to warrant fairness and non-discrimination of individuals, which often results from categorization of individuals into groups. EEO groups are defined as individuals affected by past discrimination in employment practices (Wangare *et al.*, 2013). These groups included women, disabled, and members of racial, ethnic, and ethno-religious minority groups (Kenya, 2011).

The current Constitution of Kenya supported the implementation of EEO for instance in legislative position such as parliament at National both Senate and National assembly, as well as County assembly stipulated that no more than two thirds of same gender in election position. Employment act of 2007 outlawed discrimination in all sorts of employment which included recruitment, promotion, pay, working environment, and harassment (Nyaencha, 2014). The international Labor organization (ILO) guided institutions to systematically put more efforts in promoting equality. Despite the fact that Kenya subscribed to the provisions of EEO, it had not achieved gender equity in its legislature, measured by women comprising at least one third of its national legislators (Chitere, 2013). Gates and Barbara (2012), tested the assumption that more diverse nursing workforce lead to better patient and nurse outcomes. They carried a study in nursing units in acute care hospitals. The influence of age, gender, education, race/ethnicity and the perceived value diversity on nurse job satisfaction, nurse intent to stay and patient satisfaction were examined. There was no relationship between education and intent to stay. Additionally, positive relationship were found between race/ethnicity diversity and nurse job satisfaction as well as between age diversity and intent to stay. From practice perspective, the findings suggest that effective retention, recruitment and other HR practice foster a strong shared value system among nurses may lead to better workplace outcomes.

Jones *et al.*, (2008), study reported that 5.2% of highly paid employees were women while their representation in corporate America is 7.9%. On contrary it was found that women (who are lowly paid) influence nearly all customer purchase in America. Despite low representation and low earning female executive outperform male counterpart on skills such as communication and motivating others. Better financial performance was related to organization with number of women in top position while on the other hand low financial performance was reported in organization with lower number of female managers. Saumaya (2009), in this study diversity and equal employment opportunity was explained through four models. First primary dimension which included age, gender, mental (physical), race, ethnic sexual orientation. Second secondary dimension which included geographical location, work experience, income, religion, language, organizational role, communication style, family status, work style, education, military experience. Third is the tertiary dimension such as beliefs, assumptions, perceptions, attitude, values, and group norms. Fourth Kaleidoscope perspective which included attributes like age, religion, gender, qualification, caste and family status. The author described the last two models as foundation of equal employment diversity. The study conclude that equal employment opportunity was achieved when all four the dimension are observed.

The difference in organization brought many difficulties in workplace. HRM practices are important since they are able to solve problems that arise at the start of employment and even solves what may arise after employment. Macibi, (2007), reported that controlling difference in workforce lead to high performance in the organization. Kulik and Roberson, (2008) felt that diversity require not only training but also continued learning to increase organizational performance.

Diversity learning and training taken by organization in order to raise awareness and bring about cohesive and collaborative workforce. Diversity training can be done in two ways; improvement in skills and raising awareness training. Cohesiveness and collaboration is concerned with raising awareness among employees on the benefits of diversity in workplace. Skill based training is mostly corned with building employee knowledge to handle difference in working environment. The two trainings will assist employees make understand cultural differences, communicate well with different people from different people from different cultural background (Manisha, 2017). Alder (2002), noted the negative aspect of diversity as it may make cohesiveness difficult, bridges misunderstanding, increases ambiguity and confusion among different groups. Alder calls for diversity management to reduce the negative consequences of diverse workforce as it may be stumbling block to high performance and utilizing the positivity of diversity since it can source of high performance organization. Rewarding employees is HRM practice that would increase morale of diverse workforce (Thomas & Ely, 1996).

Arpita (2007), in this article the author says that due to the increased globalization the world is shrinking day by day. Hence the organizations have to recruit cross cultural employees but it is very difficult for the employees to adapt and adjust with a new environment and culture. At this point of time a manager can play a very important role by providing the employees with trainings, seminars, meetings negotiations so that they can adopt appropriate organization culture such as food and eating habits, mode of dressing of different individuals. Patricia (2008), reported that organizations are faced with diversity challenge such as workforce heterogeneity, client diversity and competition in world market. Patricia main focus was to manage diversity by designing HRM practices .

3. METHOD

Mixed research design was designed for this study with a target 300 employee as target population only within County Assembly of West Pokot which constituted of department, stakeholders, heads of department and employees in West Pokot County Assembly and a sample size of 90 respondents. The research designed questionnaire to enable data collection. Piloting was done to test the reliability and validity of the instrument for data collection. Data editing, and coding was carried out to correct anomalies from field. Descriptive statistics was used to analyze qualitative data. The descriptive statistics allowed data to be represented with bar graphs, pie-charts, and tables. Mean is measure of central tendency of random variable characterized by the distribution. Multiple regression was used to test the effect of one variable to the other.

4. DISCUSSION

The study sought to determine the effect of equal employment opportunity on the effectiveness of human resource management practices in West Pokot County Assembly. The findings are presented in a five point Likerts scale where SA=strongly agree, A=agree, N=neutral, D=disagree, SD=strongly disagree T=Total.

Table 4.1 below contains a summary of data relating to attitude of respondents towards equal employment opportunity on the effectiveness of human resource management practices in West Pokot County Assembly. For instance when respondents were asked whether there exist a gap in employment opportunity in West Pokot County Assembly. The distribution of findings showed that 9.4 percent of the respondents strongly agreed, 46.1 percent of them agreed, 28.2 percent of the respondents were neutral, 10.9 percent disagreed while 5.5 percent of them strongly disagreed. These findings implied that there exist a gap in employment opportunity in West Pokot County Assembly.

The respondents were also asked whether there is likely to exist a gap in transfer of knowledge in West Pokot County Assembly after retirement. The distribution of the responses indicated that 6.7 percent strongly agreed to the statement, 29.9 percent of them agreed, 32.7 percent of them were neutral, 22.7 percent of them disagreed while 8.9 percent of them strongly disagreed to the statement. These findings implied that there is likely to exist a gap in transfer of knowledge in West Pokot County Assembly after retirement.

The respondents were also asked whether human resource norms and value positively affect employment opportunity in West Pokot County Assembly. The distribution of the responses indicated that 9.8 percent strongly agreed to the statement, 45.2 percent of them agreed, and 29.1 percent of them were neutral, 5.1 percent of them disagreed while 10.8 percent of them strongly disagreed to the statement. These findings implied that human resource norms and value positively affect employment opportunity in West Pokot County Assembly.

The respondents were further asked whether older generation employees feel threatened by upcoming younger generation employees in employment opportunity. The distribution of the responses indicated that 10.1 percent strongly agreed to the statement, 23.8 percent of them agreed, 37.0 percent of them were neutral while 16.2 percent and 12.9 percent of them disagreed strongly and disagreed to the statement respectively. These findings implied that older generation employees feel threatened by upcoming younger generation employees in employment opportunity.

The respondents were further asked whether in West Pokot County Assembly women employees hold low status jobs. The distribution of the responses indicated that 14.6 percent strongly agreed to the statement, 19.2 percent of them agreed, 38.0 percent of them were neutral, 22.7 percent of them disagreed while 5.5 percent of them strongly disagreed to the statement respectively. These findings implied that in West Pokot County Assembly women employees hold low status jobs.

The respondents were asked whether in County Assembly executive position are fairly distributed among women and other minority groups. The distribution of the responses indicated that 19.3 percent strongly agreed to the statement, 46.2 percent of them agreed, 18.3 percent of them were neutral, another 16.2 percent of them disagreed while none of them strongly disagreed to the statement respectively. These findings implied that In County Assembly executive positions are fairly distributed among women and other minority groups.

The respondents were further asked whether in County Assembly employees are fairly considered in employment irrespective of ethnic background. The distribution of the responses indicated that 7.6 percent strongly agreed to the statement, 42.4 percent of them agreed, 27.4 percent of them were neutral, 11.7 percent of them disagreed while 10.9 percent of them strongly disagreed to the statement respectively. These findings implied that in County Assembly employees are fairly considered in employment irrespective of ethnic background.

Further, the respondents were asked County Assembly select and recruit employees from different ethnic background. The distribution of the responses indicated that 35.5 percent strongly agreed to the statement, 39.3 percent of them agreed, 14.4 percent of them were neutral and 9.9 percent of them disagreed while none of them strongly disagreed to the statement respectively. These findings implied that County Assembly select and recruit employees from different ethnic background.

Finally, the respondents were asked whether equal opportunity employment enhances high performance. The distribution of the responses indicated that 22.5 percent strongly agreed to the statement, 30.9 percent of them agreed, 8.6 percent of them were neutral and 16.4 percent of them disagreed while 21.6 percent of them strongly disagreed to the statement respectively. These findings implied that Equal opportunity employment enhances high performance.

Table 4.1: Effect of equal employment opportunity on the effectiveness of human resource management practices in West Pokot County Assembly

Statements	SA	A	N	D	SD	T
There exist a gap in employment opportunity in West Pokot County Assembly	9.4	46.1	28.2	10.9	5.5	100
There is likely to exist a gap in transfer of knowledge in West Pokot County Assembly after retirement	6.7	29.9	32.7	22.7	8.9	100
Human resource norms and value positively affect employment opportunity in West Pokot County Assembly	9.8	45.2	29.1	5.1	10.8	100
Older generation employees feel threatened by upcoming younger generation employees in employment opportunity	10.1	23.8	37.0	16.2	12.9	100
In West Pokot County Assembly women employees hold low status jobs	14.6	19.2	38.0	22.7	5.5	100
In County Assembly executive position are fairly distributed among women and other minority groups	19.3	46.2	18.3	16.2	0	100
In County Assembly employees are fairly considered in employment irrespective of ethnic background	7.6	42.4	27.4	11.7	10.9	100
County Assembly select and recruit employees from different ethnic background	35.5	39.3	14.4	9.9	0	100
Equal opportunity employment enhances high performance	22.5	30.9	8.6	16.4	21.6	100

Inferential Statistics

Pearson Correlation

The study sought to establish the strength of the relationship between independent and dependent variables of the study. Pearson correlation coefficient was computed at 95 percent confidence interval (error margin of 0.05). This is illustrated on Table 4.2 (Below)

Table 4.2: Correlation Matrix

		Effectiveness of HR management practices
Equal employment opportunity	Pearson Correlation	.743**
	Sig. (2-tailed)	.000
	N	80

As shown on Table 4.2 above of correlation matrix, the p-value for equal opportunity employment was found to be 0.000 which is less than the significant level of 0.05, ($p < 0.05$). The result indicated that Pearson Correlation coefficient (r-value) of 0.743, which represented a strong positive relationship between multiculturalism and effectiveness of human resource management practices in West Pokot County assembly.

Multiple Linear Regression

Multiple linear regressions were computed at 95 percent confidence interval (0.05 margin error) to show the multiple linear relationship between the independent and dependent variables of the study.

Coefficient of Determination (R^2)

Table 4.3 shows that the coefficient of correlation (R) is positive 0.536. This means that there is a positive correlation between effect of diversity and on effectiveness of human resource management practices in West Pokot County assembly. The coefficient of determination (R Square) indicates that 27.4% of effectiveness of human resource management practices in West Pokot County assembly is influenced by the effect of diversity. The adjusted R^2 however, indicates that 24.3% of effectiveness of human resource management practices in West Pokot County assembly is influenced by the effect of diversity on leaving 75.7% to be influenced by other factors that were not captured in this study.

Table 4.3: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.536 ^a	.274	.243	9.20118

a. Predictors: (Constant), equal opportunity employment,

Analysis of Variance

Table 4.4 shows the Analysis of Variance (ANOVA). The p-value is 0.000 which is < 0.05 indicates that the model is statistically significant in predicting how effect of diversity on effectiveness of human resource management practices in West Pokot County assembly. The results also indicate that the independent variables are predictors of the dependent variable.

Table 4.4: ANOVAa

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	577.876	3	107.334	34.154	.000b
	Residual	1212.316	77	15.644		
	Total	1790.192	80			

Regression Coefficients

From the Coefficients table (Table 4.5) the regression model can be derived as follows:

$$Y = 34.064 + 0.784X_1$$

The results in table 4.5 indicate that all the independent variables have a significant positive effect on effectiveness of human resource management practices in West Pokot County assembly. The most influential variable is productivity diversity with a regression coefficient of 1.104 (p-value = 0.000), followed by equal opportunity employment with a coefficient of 0.784 (p-value = 0.000). According to this model when all the independent variables values are zero, effectiveness of human resource management practices in West Pokot County will have a score of 34.064.

Table 4.5: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	34.064	2.304		42.110	.000
1 Equal opportunity employment	.784	.103	.721	2.921	.000

Hypotheses Testing

Hypothesis One

Ho₁: Equal employment opportunities do not have significant statistics effect on effectiveness of human resource management in West Pokot County assembly.

From Table 4.5 above, equal employment opportunity ($\beta = 0.784$) was found to be positively related effectiveness of human resource management practices in West Pokot County assembly. From t-test analysis, the t -value was found to be 2.921 and the p -value 0.000. Statistically, this null hypothesis was rejected because $p < 0.05$. Thus, the study accepted the alternative hypothesis and it concluded that Equal employment opportunity has a significant statistics effect on effectiveness of human resource management in West Pokot County assembly.

5. CONCLUSION AND RECOMMENDATIONS

In conclusion basing on the findings, Equal employment opportunity ($\beta = 0.784$) was found to be positively related effectiveness of human resource management in West Pokot County assembly. From t-test analysis, the t -value was found to be 2.921 and the p -value 0.000. Statistically, this null hypothesis was rejected because $p < 0.05$. Thus, the study accepted the alternative hypothesis and it concluded that Equal employment opportunity has a significant statistics effect on effectiveness of human resource management in West Pokot County assembly.

Based on the findings, the study recommended the following: The West Pokot County assembly's management practices should take into consideration of filling the equal employment opportunity. The management of the West Pokot County assembly should also train their county staffs to be competent enough in order to allow performance. They should also embrace and value diversity to bring new knowledge, innovation and creativity and avoid discrimination whenever filling the vacant position for high productivity. They should distribute job positions are fairly among women and other minority groups to bring around team spirit and motivated staffs. The County government of West Pokot put together the policies of fairness and equity especially in consideration of employees irrespective of ethnic background to enhance high performance. The management should also have a recruitment plan in county assembly based on the cultural diversity of the workforce and that at work to bring confidence in inclusion for cultural diversity. They should also embrace and encourage their employees on diversity among employees to bring around team spirit that motivates employees to perform highly. They should also practice diversity in order to minimize prejudice, discrimination and inter-group conflicts, ignorant in order to enable customers to access quality.

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