

**Influence of Human Resource Practices on Inclusion and
Diversity in Commercial Banks in Nairobi- a case of Stanbic
Bank, Nairobi.**

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Submitted in partial fulfilment of the requirements for the Degree of
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DECLARATION

I declare that this work has not been previously submitted and approved for the award of a degree by this or any other University. To the best of my knowledge and belief, the research proposal contains no material previously published or written by another person except where due reference is made in the research project itself.

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ABSTRACT

This research proposes to study the influence of HR practices on Diversity and inclusion at commercial banks in Kenya. The study will focus on Stanbic Bank, Kenya. The integration of HR practices is an integral part in fostering inclusion and diversity in the workplace. The general objective is to look at how the HR department practices, such as recruitment and selection, diversity training and organizational culture, influence inclusion and diversity at Stanbic Bank. This paper makes use of the Optimal Distinctiveness Theory and Institutional Theory which explains the relationship between fitting in and standing out and the external forces that foster inclusion and diversity. Descriptive research design will be used to measure the influence of practices on inclusion and diversity.

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LIST OF ABBREVIATIONS

HRM- Human Resource Management

I&D- Inclusion and Diversity

AI- Artificial Intelligence

ODT- Optimal Distinctiveness Theory

CHAPTER 1

INTRODUCTION

1.1 Background of the study

The continuous increase in globalization has seen a significant rise in diversity. People have migrated from their ancestral homes and gone to other places for different resources and experiences. For this reason, (Davis & Bhargava, 2015) state that laws have been enacted in recent years, and diversity training strategies have been adopted to combat the changes in diversity. In the African context, men dominantly occupied several working institutions, mostly the banking industry, (Obiria, 2023). Even after laws such as affirmative action came up to defend women and minority groups against discrimination in leadership positions, (Potters, 2024), African countries did not develop the concept until the late 1990s when it was first introduced to South Africa. Ziyen (2023) says that globalization has opened world boundaries leading to a single global culture.

There are four main dimensions of Human Resource practices: Managing the Human Resource Environment, Acquisition and Preparation of Human Resources, assessment and development of Human Resources, and Compensation of Human Resources, (Noe et al., 2010, "Four Dimensions of Human Resource Management Practices") This study will focus on three of these dimensions as it will look at recruitment and selection, diversity training, and organizational culture. Human resource practices being the independent variable in this study, the study will try to touch on at least one aspect of each dimension. When talking about diversity, we can divide it into two broad categories, external dimensions, and internal dimensions, (Roh & Koo, 2019). The external dimension focuses on physical attributes such as gender, race, age, and all attributes that are easily seen about a person, (Williams & O'Reilly, 1998). The internal dimension has behaviours that are not easily noticed by people such as values, attitudes, knowledge, and personality, (Jackson & Joshi, 2011).

Sander (2011) points out that affirmative action laws only focus on demographics and not other aspects of diversity, this means it only focuses on one dimension of diversity. Crenshaw (2011) highlights that myriad studies that were done did not pay attention to

how the various dimensions of diversity are related and interact. She says that some of the studies treat various social identities independently rather than acknowledging that they are interrelated. More approaches should be put in place to better understand the aspects of diversity, (Cho, Crenshaw & McCall, 2013).

1.1.1 The Concept of Diversity and Inclusion

The Society for Community Research and Action (2018) looks at diversity as accepting and respecting the full range of human characteristics in their socioecological, historical, and cultural contexts. The paper says that inclusion is an ethical matter that goes beyond putting up with differences. Embracing diversity means being actively involved in accepting differences and valuing them which fosters equity. Acknowledging these differences is a key step in creating an environment that focuses on mutual respect. Diversity is anything that can be used to differentiate a person, (Williams and O'Reilly, 1998). In their paper, they pointed out that Allport (1954) observed that human beings tend to use categories to simplify the world of experience. This alludes that naturally we group or categorize things according to their similarities and differences. It is a natural order and because of the categorization of things diversity exists. Williams and O'Reilly (1998) talk about diversity in two broad perspectives to understand the effects of diversity: an underrepresented party and demographic characteristics. Both perspectives point out visible characteristics of diversity. However, Jackson and Joshi (2011) further explain that there is surface-level diversity and deep-level diversity. Surface-level diversity is what Williams and O'Reilly (1998) discussed in their paper while deep-level diversity is whereby people may have characteristics that are not easily noticed. These may be characteristics such as behaviours and beliefs.

According to the Oxford English Dictionary, diversity is the practice of including people from a range of different social and ethnic backgrounds and other demographics. All these definitions acknowledge the fact that differences exist in human beings, bringing out diversity in all spaces. As organizations expand beyond national and even continental boundaries, there must be a lot of differences in the workplace. Understanding and embracing diversity leads to inclusion. Existing barriers such as systemic discrimination and biases may be a hindrance to fully achieving inclusion and embracing diversity in the

business world. As the world boundaries increasingly shrink, the topic of diversity continues to be a hot shot. Chris Otundo (2023) highlights the importance of inclusion in organizations. Some of the importance highlighted include fairness and justice in distributing resources and opportunities, fostering innovation, employee engagement, and better decision-making. According to this paper, embracing diversity and inclusion benefits the organization at the management level and as a competitive advantage strategy and it also increases the overall profitability. A diverse workforce has incredibly low employee turnover.

The Society for Community Research and Action (2018) looks at diversity as accepting and respecting the full range of human characteristics in their socioecological, historical, and cultural contexts. The paper says that inclusion is an ethical matter that goes beyond putting up with differences. Embracing diversity means being actively involved in accepting differences and valuing them which fosters equity. Acknowledging these differences is a key step in creating an environment that focuses on mutual respect. Kellie Wong (2024) highlights that organizations open to diversity and inclusion have a wider pool of talent to choose from when recruiting and selecting. Organizations can benefit from attracting more interested and qualified applicants. The paper also brings out the fact that a diverse workplace motivates employees to go the extra mile as they will be more engaged in the organization's undertakings. This will lead to increased performance of the employees. Navigating crises is easier with a diverse workforce. Since the organization is used to different perspectives and changes, they are better placed to manage any uncertainties, (Frances X. Frei & Ann Morris, 2023). Diversity also ensures an organization has a wider market base as the diverse employees may provide insight on how to penetrate the market in their backgrounds.

1.1.2 Human Resource Practices

Recruitment is one of the most crucial tasks in an organization as it informs the kind of employees the organization will hire, (James A. Breugh, 2017), he also highlights that there are two types of recruitment: internal and external recruitment. Internal recruitment is whereby staff are promoted or shifted to distinct positions within the organization whereas external recruitment involves hiring a completely new person from outside the organization.

Selection goes hand in hand with recruitment. These two aspects of HR are essential in fostering diversity and inclusion in the workplace.

This paper will look at another aspect of Human Resource practices: diversity training. According to Noe (2010); and Hughes & Bryd (2017), it means intentionally equipping employees with the necessary skills that can facilitate relating with people from diverse cultural backgrounds. Hughes & Bryd (2017) further state that diversity training promotes teamwork, and inclusion of distinct groups, and reduces or stops civil rights violations in the organization. Cocchiara, Connerly, and Bell (2010) highlight that it is important to conduct diversity training because the organization will attract top talent, develop leadership, and intensify development and effective management.

The last dimension of Human Resource practices that this paper will explore in relation to diversity is the organizational culture. Noe (2007) says that this is the backbone of the success of an organization. Gupta (2013) points out that strong cultures dictate that employees conduct themselves in a homogenous way. Understanding the organizational culture is key when looking at how business is conducted in an organization, (Schein, 1992).

1.1.3 Background of the Banking Sector in Kenya

All banks in Kenya are regulated by the Banking Act (Cap 488) and overseen by the Central Bank of Kenya. The basic classification of banks is by ownership. International Trade Administration (2024) explains that there are some banks that local or Kenyan corporations own and other banks that are owned by foreigners and foreign-owned entities or operate their branches and subsidiaries in Kenya. Stanbic Bank is one such bank that has its subsidiaries operating in Kenya. Currently, there are twenty-eight domestic and fourteen foreign commercial banks. They are also classified according to their sizes. There are Tier 1 banks that are large, have a lot of assets, and dominate the industry. Tier 2 banks are medium-sized and have moderate assets. Then there are Tier 3 banks which are significantly small, and they have limited access and a limited market presence. Another classification is specialized institutions which are further classified into Mortgage Finance Companies that assist people to get loans to buy their houses, Forex Bureaus that do

foreign currency exchange, and Money Remittance Providers that facilitate transfer of money within and outside the country. The last classification is by the nature of operations.

1.1.4 Stanbic Bank Kenya Limited

Stanbic Bank Kenya is a subsidiary of Stanbic African Holdings Limited which is owned by Standard Bank Group. Among the oldest banks in Kenya is Stanbic Bank which has been around for more than one hundred and ten years. It started as the National Bank of India, then it was taken to Uganda in 1906. The bank name was transformed several times and by a series of acquisitions until 2016 when it was named CFC Stanbic Holdings Limited. Today, it is one of the operating banks in Kenya, as it is a subsidiary of Stanbic Bank Kenya Limited and is a part of the Standard Bank Group, the largest bank in Africa based on total assets.

With many branches opened in Kenya and over one hundred and ten years in existence, this company is among the largest banks in the country that operate in close cooperation with the Kenyan government. It has a strategic development task of supporting the country's socio-economic development by providing its branch network services for individuals, businesses, and commercial clients. Having fifteen branches in Nairobi and eleven branches outside Nairobi, Stanbic Bank is one of the banks that actively champions diversity and inclusion today. The bank has ensured that it has strategies that increasingly reduce gaps that exist in diversity management.

1.2 Problem statement

Inclusion and diversity is a topic that is increasingly becoming of interest to businesses (Katrin Kizilkan, 2024). The current world is increasingly changing, and boundaries are shrinking. Many companies expand in different countries. Because of this, many companies have come out to implement strategies and procedures to ensure measures that comply with the requirements. However, this strategy is met with challenges and barriers including ones related to systems and organizational culture. Just like other strategic initiatives, I&D practices are faced with resistance from members of the company. Obiria(2023) highlights that men dominated the banking industry in the early 1960s. It was not until 1967 that a woman banker was seen. Dr Mary Okelo, the first woman banker, joined Barclays Bank at the management trainee level, despite being turned down four times for being a woman. This move changed a lot in the banking sector, paving the way for other women in the industry. Since then, there have been several laws requiring

organizations to respect gender rules. However, despite all the efforts to cancel out discrimination against women in the workplace, the field has not levelled completely.

The Kenyan Wallstreet (2023) highlights that Stanbic Bank is one of the leading banks in Kenya that has taken steps to promote diversity and inclusion in the workplace. However, they have not fully achieved it. Neema Onsongo, the head of people and culture at Stanbic Bank in an interview with the Kenyan Wallstreet (2023), disclosed that despite their onboarding efforts to close the gender gaps, their ratio of men to women stands at fifty-two to forty-eight alluding that there is still a slight male dominance. Since it is an emergent trend, the current HR undertakings may not, in entirety, encourage a truly inclusive and diverse workforce. According to Stanbic Bank's annual report (2023), the bank continuously must review and evaluate its recruitment strategies. The HR department must come up with strategies that address implicit biases. These biases affect hiring, promotions, and team dynamics. This proves to be challenging as trends in the world change every other time.

Being the minority in a place often leads one to be forced to conform to the majority. This societal problem has existed for so long that people now find it hard to come up with a way in which even the minority in the group will be included. It has spilled over to the business world. Stanbic Bank is also finding a challenge as out of over one thousand, nine hundred employees, it only has six employees with disabilities. Stanbic Bank's youth representation is also quite low. As of 2023, it stood at thirty-three percent which is a third of the total population, making them a minority in the organization, Stanbic Bank annual report (2023). The report also states that the ratio of men to women is fifty -two to forty-eight. Their strategies have worked to reduce the diversity gap; however, the gap is not fully closed.

1.3 Research Objectives

1.3.1 General Research Objectives

The study will investigate the influence of human resource practices on inclusion and diversity in Stanbic Bank, Kenya.

1.3.2 Specific Research Objectives

The following are goals that the study will hopefully achieve upon its completion:

- a) To determine the relationship between recruitment & selection practices and inclusion and diversity in Stanbic Bank.
- b) To evaluate the diversity training programs and their influence on inclusion and diversity in Stanbic Bank.
- c) To examine the organizational culture and its relation to inclusion and diversity.

1.4 Research questions

This study will provide answers to the following questions:

- a) How do recruitment and selection strategies influence inclusion and diversity in Stanbic Bank?
- b) Does the training program encourage inclusion and diversity in Stanbic Bank?
- c) How does the organizational culture influence inclusion and diversity in Stanbic Bank?

1.5 Scope of the study

This study will focus on the different HR practices and their influence on inclusion and diversity strategies in Stanbic Bank, Nairobi. It will also explore how the two are integrated into the organization to ensure a diversity-friendly organizational culture. The HR practices will be recruitment processes, Training, and organizational culture. The main subject of this research will be Stanbic Bank.

1.6 Significance of the study

This study will benefit a lot of people in the industry and even those outside who would want to compare notes. The beneficiaries include:

This study will list and analyse different inclusion strategies that have been implemented in Stanbic Bank. It will look at how those strategies have been working for the promotion of diversity and recommendations from the study may be used by the bank and others seeking to benchmark on the same to improve their practices and procedures. They will also get insight into how to manage a diverse workforce through recruitment, training, and reward systems. Since some compliance laws from the Labour Relations Act and Employment Act of 2007 will be highlighted in the study, managers at Stanbic Bank will be able to refer and check if their bank complies.

BCG (2018) Inclusion and diversity lead to better performance as employees bring different ideas and modes of doing things. By reviewing its strategies through a different lens, Stanbic Bank can improve its methods and practices, further encouraging diversity. This will result in innovation and higher revenue streams. By the end of this study, Stanbic Bank will be able to foster an organizational culture that fosters diversity, making them attractive and able to retain their employees. A good organizational culture can improve employee performance and produce high productivity for the company (Putra et al., 2019). A good organizational culture will also lead to better customer satisfaction. In *The Kenyan Wallstreet* (2023), the Head of people and culture in Stanbic states achieving an inclusive workforce will enable them to serve their customers from diverse backgrounds since they will be able to understand them.

Inclusion strategies have not been properly integrated in several business institutions. Knowledge of their existence is also quite limited. Through this research, policymakers will be able to get more knowledge on the measures that are working to ensure diversity and inclusion. They will be able to know which practices can work best in other institutions that have similar conditions of operations. Diversity management strategies will also be analysed, and human resource managers will be able to read about effective ways to conduct their divergent functions such as recruitment, diversity training, and better reward systems that encourage being different. The study will bridge the gap that exists between HR practices

and inclusion strategies. People will develop and foster a conducive work environment, and they will be able to work from anywhere in the country and even in the world.

CHAPTER 2

LITERATURE REVIEW

2.1 Introduction

This section comprehensively looks at the theoretical, empirical, and conceptual framework of the concerned study of the influence of HR practices on inclusion and diversity in Stanbic Bank, Nairobi. The theoretical review will encompass Optimal Distinctiveness Theory and Institutional Theory.

2.2 Theoretical Review

2.2.1 Optimal Distinctiveness Theory (ODT)

This concept was developed by Brewer (1991) while attempting to understand the dynamics of inclusion and diversity. It explores the dilemma between fitting in and standing out, (Potts et al., 2016). This theory suggests that people perform best when they belong to a valued group in addition to having sufficient space and respect for their uniqueness. Therefore, the need to be different may become stronger in some cultures, but not others. Despite this, even in communist cultures, individuals like being unique in their own way, (Becker et al., 2012). Leadership plays a critical role in balancing the dual needs of belongingness and distinctiveness as outlined by ODT. Inclusive leaders recognize the importance of valuing both the collective identity of the organization and the unique attributes of each team member. Leaders who practice inclusive leadership are more likely to create environments where diversity is present and utilized to its full potential, (Randel et al., 2018). Chiradeep B. Mallick (2020) says that the concept of inclusion comes in when not only big corporations hire people of different ages, genders, races, and other statuses, but they also compensate them in the same way and similarly promote them.

Brewer & Pierce (2005) gave an example of the existence of a member of the minority group in an organization that emphasizes on diversity. Despite them being different, they are included but not forced to conform to the pressures of the dominant group, hence retaining their individual uniqueness.

However, some scholars such as Triandis (2018) argue that ODT emphasizes too much on the need for distinctiveness without looking at if it is really a factor. For example, there are some cultural contexts where being distinct is not highly regarded conforming and social cohesion is highly regarded. Such cultures include collectivist cultures. This perspective challenges the theory, and it suggests that the balance between inclusion and distinctiveness is subjective according to cultural and societal contexts. Baumeister & Leary (2017) suggest that there can be alternative perspectives when looking at inclusion and diversity. They give an example of the Belongingness Theory which prioritizes the need for belonging to differentiation. This theory also fails to look at the influence of power dynamics when it comes to establishing distinctiveness (Settles, Buchanan, & Dotson, 2019). They critique that it may be hard for the minority to assert dominance in the organization due to systemic bias and discrimination. Some scholars have also argued that this theory simplifies the Social Identity Theory by Tajfel & Turner (1986) because it only looks at the aspect of inclusion and distinctiveness instead of also considering the contribution of group memberships and inter-group comparisons in shaping identity. This implies that the theory has not completely captured the forces behind formation of identity.

In looking at inclusion and diversity, it is important to acknowledge that despite people having their own differences and uniqueness, they also want to be part of a social group. In organizations, HR practices such as recruitment and selection, training and development, and organization culture are measures that promote inclusion and diversity and they align with the principles of Optimal Distinctiveness Theory. In the recruitment and selection process has strategies that aim to attract a diverse pool of candidates who have unique attributes. Diversity training and promoting an inclusive culture works towards satisfying the need for fitting in and standing out.

2.2.2 Institutional theory

Meyer & Rowan (1977) explores adoption of formal structures and norms by organizations. This forms a basis for the inception of this theory which was later developed by introducing the concept of institutional isomorphism, (DiMaggio & Powell, 1983). Robert et al. (2019) defines the institutional theory as one that aims to explain the adoption and spread of formal structures in the organization. These structures may include overall behaviours, policies, and standard practices conducted in the organization. In every industry, especially banking, there are set guidelines and structures that govern how an institution is run, and they also dictate their basic policies. This is categorized as coercive pressure, where organizations in countries that have labour laws that strongly advocate for equal employment opportunities will adopt those laws, (Boxwbnbaum & Jonsson, 2017). Meyer and Rowan (2013) say that institutions are driven to conform to the norms of the industry that have existed repeatedly. They go ahead to state that such organizations increase their chances of survival in the industry, and they also increase their legitimacy. Other pressures that inform this theory include mimetic pressure, Kalev, Dobbin & Kelly (2018) where organizations mimic successful ones in the industry, and Normative Pressures where companies adopt professional practices, through schools, professional groups, to align with the norms of the industry, (Meyer & Rowan, 2019).

However, Kondra and Hinings (1998) bring out the fact that the theory leans more towards isomorphic institutional environments, paying little attention to what causes the institutional environments to change. Meyer & Rowan (2019) say that this theory may cause organizations to adopt the policies and procedures just to gain legitimacy or evade legal penalties rather than implementing them. This state is termed as decoupling. The theory focuses more on external pressures in an environment rather than paying attention to those who have been directly affected by the policies of diversity and inclusion, (Zietsma & McKnight, 2021). Meyer & Rowan (2013) also say that using the theory may conflict with the organizational efficiency criteria leading to the criteria being undermined.

This theory, in conjunction with ODT, clearly bring out the concept of inclusion and diversity. It encompasses the external pressures such as industrial compliance and cultural norms. These two theories, together, explain how the external pressures affect inclusion and diversity in entirety, both from external pressures and from their employees. While

Optimal Distinct Theory the psychological needs for the workers, institutional Theory addresses what shapes the organizational behaviour in relation to inclusion and diversity.

2.3 Empirical Review

2.3.1 The Influence of Recruitment Practices on Diversity and Inclusion

The recruitment practices are the first points of contact between potential candidates and an organization. These practices play a crucial role in diversity at work as well as establishing an inclusive culture. According to McKay et al. (2008) research, recruitment strategies that prioritize diversity can attract larger pools of qualified applicants hence reducing biases during hiring processes and making it more inclusive overall. Today, banks and other organizations use approaches like blind hiring, when doing recruitment and selection, where they delete information about identity from CVs thus eliminating biases in the selection process. This is proven through results obtained by Bertrand & Mullainathan (2004) which demonstrated that blind applications significantly reduced age and gender discrimination during employment. This research was conducted in Boston and Chicago, inferring that callbacks are rare for certain groups. Moreover, the HR department collaborates with various diversity-based institutions to activate marginalized groups thus enhancing a wider-reaching approach to employment. This is consistent with findings from research conducted by Kochan et al. (2003), which contend that strategic alliances with other partners are necessary for fostering a diverse workforce. Their study was conducted in Bangladesh, looking at the impact of diversity in the banking industry.

McConnell (2024) states the importance of having a diverse workforce and diverse pool of recruitment. He further explains that a diversity recruiting plan, which is key to every business, is a strategy that is dedicated to fostering workforce diversity. Tielkemeier (2023) brings out that one factor that affects inclusive recruitment and selection is unconscious biases. She further accentuates that the best way to overcome it is by training employees or hiring team on unconscious bias, conducting blind resumes and interviews, and creating work sample scenarios where employees will be judged based on the skills, they possess and not their age or gender. Hailey (2023) further says that recruiters should be aware of gender coded words such as aggressive which is viewed as a masculine word. There are sometimes when hiring people with different accents is not allowed, (U.S Equal

Employment Opportunity Commission, 2016). This is only allowed where the accent impedes the execution of their role in the organization.

2.3.2 The Influence of Training Programs on Inclusion and Diversity

HR practices that aim to create an inclusive and diverse work environment necessitate training programs. A good diversity training program can enhance the cultural competence of employees and reduce workplace discrimination, (Roberson et al., 2009). Stanbic Bank has made it a requirement for all its staff to undertake diversity and inclusion training whose modules are aimed at addressing local cultural issues and challenges. Several topics taught in these programs include unconscious bias, gender sensitivity, and intercultural communication. Research shows that inclusivity training is effective. This means that such programs have a lasting impact on worker's attitudes about their conduct as compared to one-time training, (Bezrukova et al., 2016). Finally, in addition to the mention, SHRM states that the bank's training on some elements is also based on inclusive leadership. According to Deloitte (2024), this approach resonates with previous research indicating that for an environment where diverse employees feel valued and supported then inclusive leadership is of foremost importance. Inclusive leadership promotes employee engagement and belonging, (Diversity for Social Impact, 2024)

Rosales et al., (2022) recommend that companies should consider partnering with high schools and learning institutions to train students in diversity acceptance. Greater equity is achieved by following a couple of steps including diversity training, (Devine, 1989). Diversity training improves experiences of people from marginalized groups and cushion them from the risk of experiencing discrimination, (Devine & Ash, 2022). Brogue (2024) highlights that diversity and inclusion training enhances employee engagement. When they feel valued, they are more motivated to do their best and to recognize their own biases and develop appreciation for differences. The training will cause employees to be more inclusive in their day-to-day interactions making them have a stronger relationship. The employees will understand the importance of working as a team and collaborating. This will improve the overall performance of the different teams and the entire organization in extension. Through the training, employees will get to adopt inclusion and diversity hence driving innovation and creativity in the organization.

2.3.3 Influence of organizational culture on Inclusion and Diversity

Schein (2017) states that culture is a pattern of beliefs, norms, and assumptions that are shared by certain people. If an organization has an inclusive culture, then it will support diversity through open communication, encouraging people to express themselves and respecting perspectives despite them being different. With this, the workforce will be more cohesive, and the people will collaborate constructively. Employee engagement is positively impacted and promoted by a culture that embraces diversity. When employees feel valued, they are encouraged to be more committed to the organization, (Shore et al., 2018). Rather than the traditional idea of “cultural fit,” recruitment practices have shifted to the idea of “cultural add.” This has ensured the existence of diversity in the organizations. Through this new idea, organizations are encouraged to accept and embrace diversity, inculcating the diverse practices into their culture, (Smith et al., 2019).

There are some dress codes and unnecessary which cause employees in the workplace to be oppressed in terms of their cultural expression, (Babcock, 2009). This insinuates that there are some policies that organizations put in place that limit the beauty of diversity. In companies where a sense of community and family are enhanced, their cultural underpinnings are informed, (Perlow & Kelly, 2014). Hence, this brings out the fact that inclusion enhances the organizational culture. These two aspects are interdependent because inclusion influences the organizational culture, and the organizational culture also fosters adoption of inclusion and diversity strategies. Companies that have frequent social events have a better shot at inclusion since the employees get to see their colleagues in other contexts apart from work, it helps them understand their colleagues more hence fostering inclusion, (Rosales et al., 2022).

2.4 Research gaps

The literature review in this chapter is based on recruitment and selection, training, and reward systems implications on diversity in the workplace while focusing on Stanbic Bank Nairobi, Kenya. It is broken into several sections.

Organizational research on diversity and inclusion (D&I) has grown tremendously over the years, but there are significant gaps in understanding D&I-related practices at the human resource level. Recognition of these gaps may inform further research, which holds the potential for strategies better targeted at organizations such as Stanbic Bank, Nairobi.

The reviews on diversity and inclusion mostly focus on Western contexts, in that they focus more on companies that are particularly in North America and Europe. No research to date has explored the application of D&I strategies in the context of Africa, specifically among financial institutions(Choi & Rainey,2014). The unique cultural, economic, and social situations in African countries may demand specific strategies for diversity that are different from those put in place in the Western context. Choi and Rainey (2014) expose the increased focus on Western cultural contexts, underscoring the importance of having more context-specific research across different geographical areas. In this way, the research will give a more accurate representation of what happens about inclusion and diversity.

Although extensive research has examined the influence of D&I practices on separate demographic groups such as women, and ethnic minorities. Very few contents explore intersectionality which is the overlapping of ways in which multiple forms of discrimination have been experienced. For example, what are the influence of recruitment strategies on people with multiple marginalized identities like women of colour? Holvino (2010) brings out the significance of intersectionality, saying that the existing studies have often overlooked the dynamics associated with intersecting identity dimensions.

2.5 Conceptual framework

The research paper explores the conceptual framework for inclusion and diversity in Human Resource Practices at Stanbic Bank, Nairobi. It provides a rational basis for determining what the study should derive and discover regarding all significant components of the field in question. This research aims to show how HR practices at Stanbic Bank, Nairobi affect inclusion and diversity across the organization. These practices include recruitment practices, training programs, and organizational culture constituting three critical HR areas.

Independent Variables

Recruitment and selection Practices: This includes how the hiring process is run, such as equal employment opportunity (EEO), blind recruitment, and targeted outreach to underrepresented groups. This variable is measured by looking at the number of diverse groups represented in the organization.

Training Programs: These are the diversity and inclusion-cantered training programs provided by the bank as a measure to raise awareness and reduce bias in employee interaction and activities. Such initiatives include unconscious bias training, cultural competence workshops, and inclusive leadership development programs. Through feedback from correspondents, this research will provide a measure of the training programs and their effectiveness in the organizational context.

Inclusive Organizational culture: these comprise of the day-to-day practices of the employees in the organization. Inclusive Organizational culture indicates how an organization's culture fosters diversity and inclusion. It serves as a driving force between the HR practices from one end and diversity & inclusion effects on the other hand.

Dependent Variables

Diversity: Through this aspect, the organization can track different demographic group representations such as gender diversity, racial or ethnic diversity, and age diversities.

Inclusion: This measure reflects how valued, respected, and included employees feel in the organization. In short, it covers how employees feel about their sense of belonging, fairness, and ability to contribute meaningfully.

2.5.1 Operationalisation of the study variables

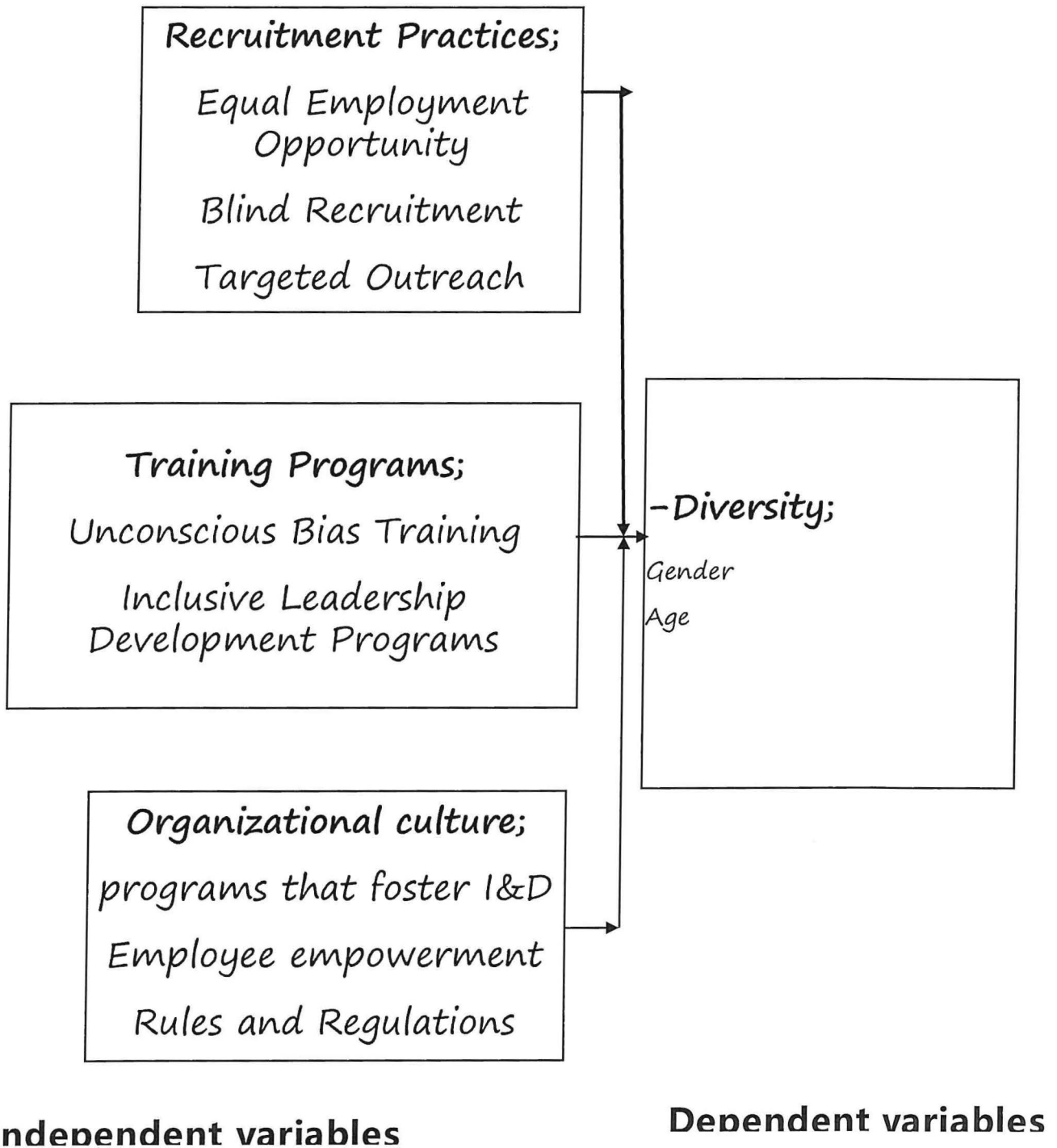


Fig.1- diagram of dependent and independent variables

CHAPTER 3

RESEARCH METHODOLOGY

3.1 Introduction

This chapter looks at the different research designs, population sampling, data collection methods, data analysis, research quality, and ethical issues in research.

3.2 Research design

Bhandari (2023) defines a research design as a basic framework for answering questions in your research using empirical data. According to this research, Bhandari (2023), highlights that deciding on the research design involves looking at the research objectives and approach, whether you will focus on primary or secondary research, the sampling methods, data collection methods, data analysis methods, and the criteria for selecting your subjects. Descriptive research design aims to describe a population, situation or phenomenon accurately and systematically, McCombes(2023). This paper employs a descriptive design. It seeks to investigate the influence of HR practices, specifically recruitment, training, and organizational culture, at Stanbic Bank, on inclusion and diversity. The main aim of the design is to obtain information regarding the current HR practices and the extent to which they promote diversity and inclusion. The research will explain the circumstances since it is based on theories and involves collecting, analysing, and presenting data.

3.3 Population and Sampling

3.3.1 Study population

The target population of this study includes employees of Stanbic Bank, Nairobi across different departments and their managers. Ideally, the diversity and inclusion officers at the bank, if available, are also key populations given the nature of their roles. As of 2023, the Bank had a total population of one thousand, one hundred and twenty-nine employees which depicted an increase from the previous year which stood at one thousand, and forty-five employees, as seen in the table below, (Stanbic Bank annual report, 2023).







	2023	2022	2021
Permanent Employees 	1129	1045	1005
Gender Parity 	48% Female (546) 52% Male (583)	47% Female (500) 53% Male (545)	47% Female (469) 53% Male (537)
Contract & Commission Earners Employees 	Contract: 27 Commission Earners: 54	Contract: 29 Commission Earners: 78	Contract: 44 Commission Earners: 38
Gender Parity in Senior Management and above	34 Female 56 Male	36 Female 55 Male	36 Female 51 Male
Gender Parity in Board 	3 Female 6 Male	3 Female 6 Male	5 Female 4 Male
Employees living with disability 	3 Female 4 Male	3 Female 4 Male	5 Female 3 Male
Age Breakdown 	Below 30 years – 11% 30-40 years – 52% Above 40 – 37%	Below 30 years – 11% 30-40 years – 57% Above 40 – 32%	Below 30 years – 6% 30-40 years – 62% Above 40 – 32%
Management (SBG 11 and above) Non-Management (SBG 5 – SBG 10)	Management 40% (448) Non-Management 60% (681)	Management 40% (423) Non-Management 60% (622)	Management 41% (408) Non-Management 59% (598)
New Hires	195	145	69
Exits	114	110	50

Fig.2-a table showing distribution of employees in Stanbic Bank

3.3.2 Sampling

Sampling is carefully deciding the people who will participate in the research being conducted, (McCombes, 2023). It is important to explain how the sample size has been selected. To produce the sample size for this research, the Yamane formula will be employed.

$$n = N / 1 + N(e^2)$$

where n is the sample size

N is the total population

e is the margin of error

according to this formula, a sample of two hundred and ninety-five employees will be used to ensure statistical validity as highlighted by Lynch (2023)

$$n = 1129 / 1 + 1129(0.05)^2$$

$$n = 295.3$$

$$= 295$$

Group	Target population	Sample size	Percentage (%)
Female	546	143	48.47
Male	583	152	51.53
Total	1129	295	100

Table 1- a table of the target population and sample size

3.4 Data collection methods

The research will make use of primary data collection methods. Questionnaires with closed ended questions will be applied. The questionnaires will contain three parts. The first part will have the demographic data where information about gender, age and department. This will assist to know how the population is distributed within the organization. The second part will have the five-point Likert scale which will assist in measuring effectiveness of the recruitment and selection processes, training programs and the employee's satisfaction

with how the organizational culture affect inclusion and diversity. The last part will contain general questions requiring participants to give their recommendations that Stanbic can apply to improve their inclusion and diversity strategies. Semi-structured interviews will also be conducted, during which HR managers and other participants will be interviewed to get more detailed information regarding the inclusion and diversity policies and implementation.

3.5 Data Analysis

After collecting the questionnaires with the responses, they will be cross-checked to ensure they are reliable and accurately represent the answers. A frequency distribution table will be made on Microsoft excel or Statistical Package for Social Sciences (SPSS). For analysis of quantitative data, mean, mode, and other measures of frequency will be applied. The simplicity of the methods will assist in clear and concise recording and presentation of the data collected. Inferential statistics will be employed to apply responses from the participants as a representation of the total population. In addition, the correlation coefficient will be used to gauge the strength of the association (Kindness et al., 2024) between these HR practices, inclusion, and diversity.

3.6 Research quality

To enhance the validity and reliability of the research instruments; the questionnaires and interview guides will be subjected to a pilot study on a sample of respondents from Stanbic Bank. Some changes will be made after reviewing their responses.

3.7 Ethical issues in research

The study will consider the following ethical considerations: the researcher will get the relevant permission from both the organization and school to conduct the study. Respondents will be made aware of the nature of study and thus consent to participate in it. They will also be taken through the research to ensure they understand everything. All the data that will be gathered will be regarded as sensitive and personal information about participants will be kept discreet. In the study data collection, the correspondents will be able to withdraw from the study at any given time without any reason being asked of them.

CHAPTER 4

4.1 Introduction

This chapter aims to display the findings of the study. The data was collected across different branches of Stanbic Bank in Nairobi County.

4.2 Sample representation

Distribution of 'Gender'

Gender	Count of Gender	No of respondents
Male	51.91%	63
Female	48.09%	68
Grand Total	100.00%	131

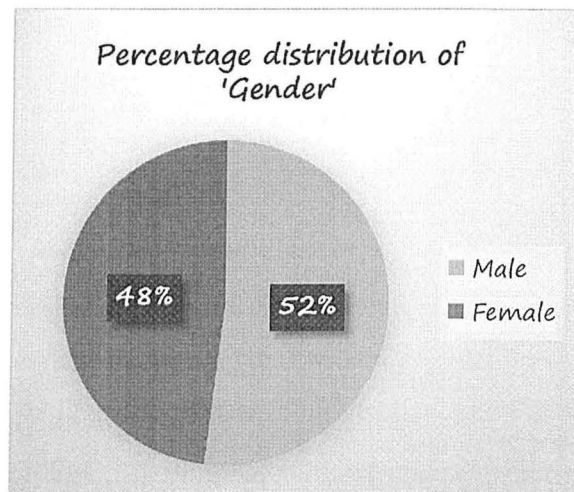


Fig.3-visual representation of gender distribution

Distribution of age

Age	Count of Age	No of respondents
26-35	24.43%	32
36-45	22.90%	30
Above 55	18.32%	24
46-55	17.56%	23
18-25	16.79%	22
Grand Total	100.00%	131

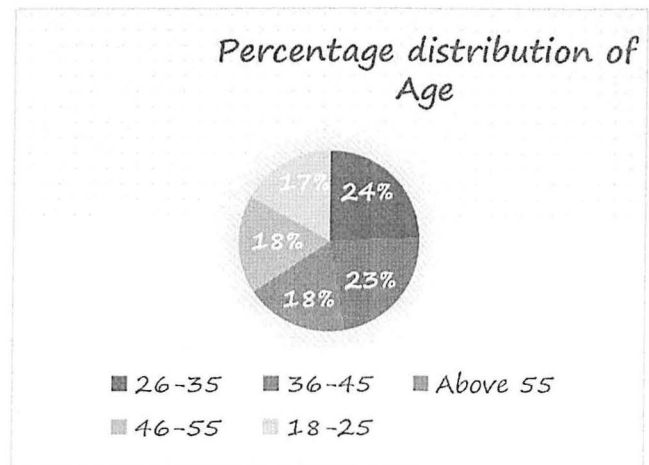


Fig.4- visual representation of age distribution

Distribution of 'Department'

Department	Count of Department	Count of Executive
Human Resource	33	25.58%
Procurement	24	18.60%
Finance and Accounting	21	15.50%
Marketing	19	14.73%
IT	14	10.85%
Legal	12	9.30%
Executive	8	5.43%
Grand Total	131	100.00%

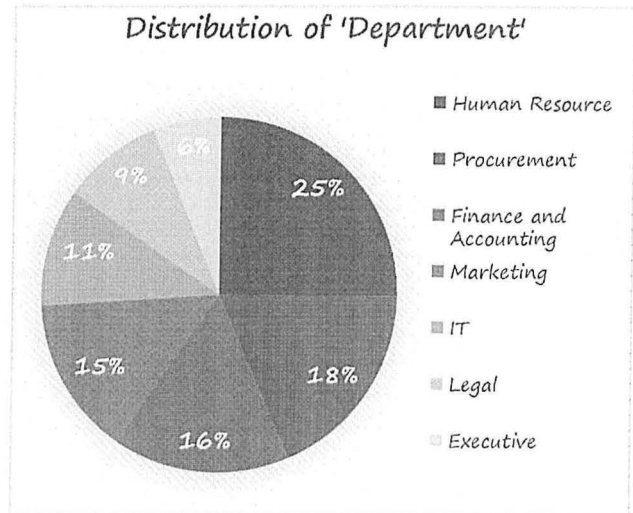


Fig.5- visual representation of distribution of department



Fig.6- distribution of responses for question 1



Fig.7- distribution of responses for question 2

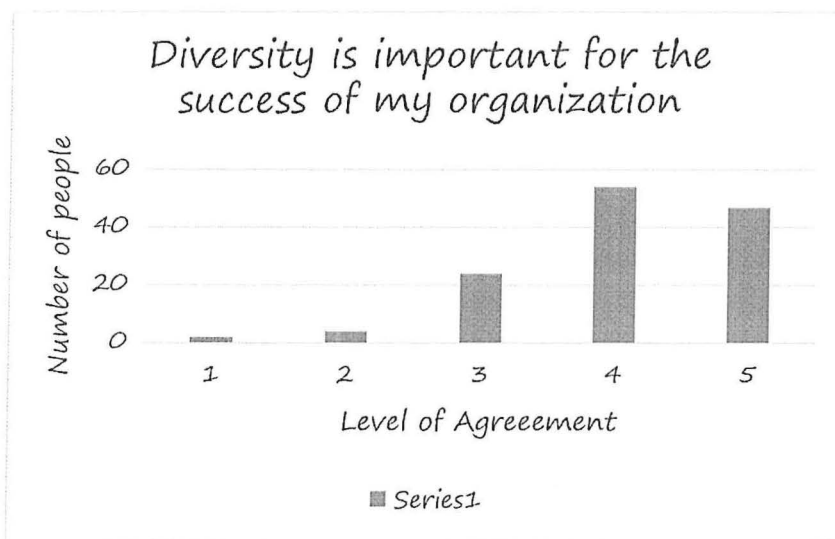


Fig.8- distribution of responses for question 3

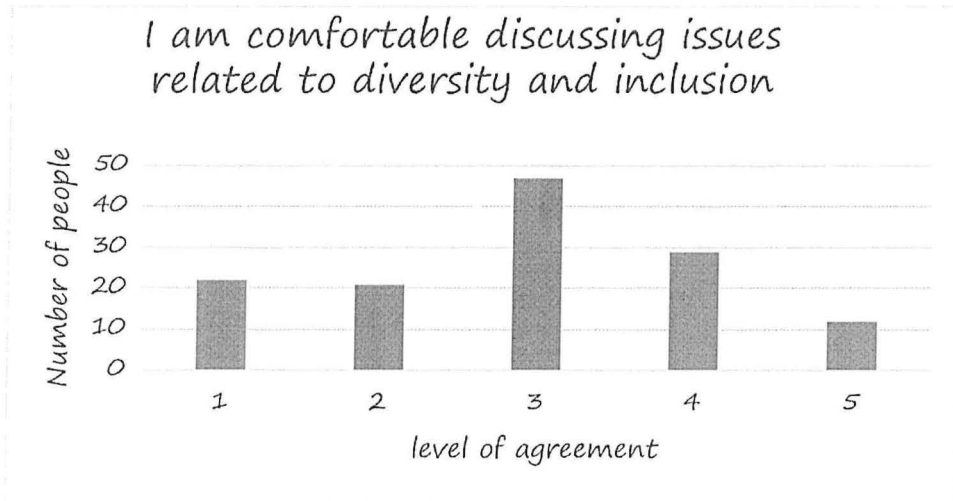


Fig.9- distribution of responses for question 4



Fig.10- distribution of responses for question 5



Fig.11- distribution of responses for question 6

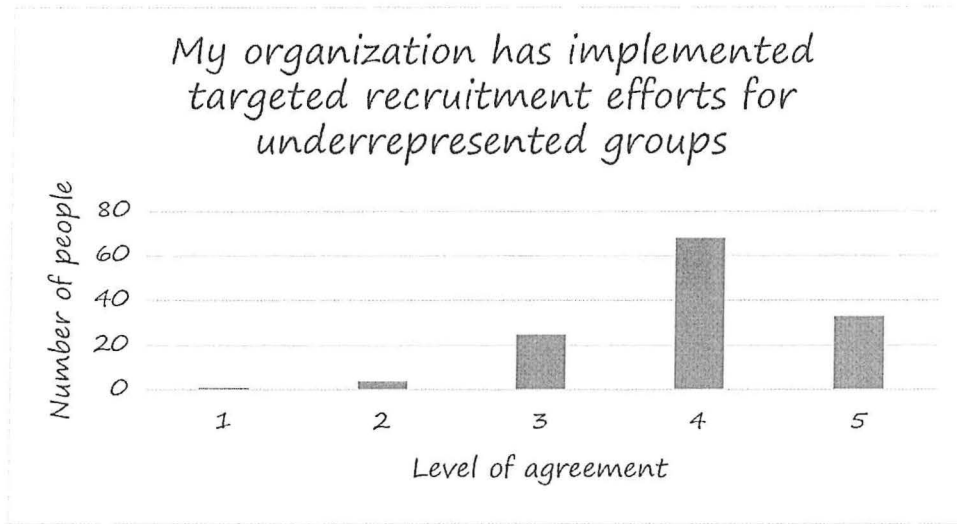


Fig.12- distribution of responses for question 7

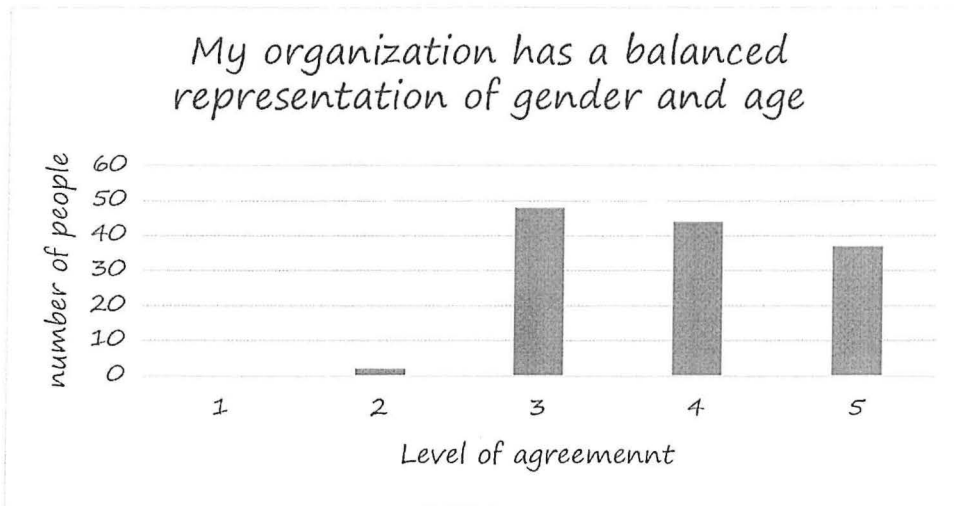


Fig.13- distribution of responses for question 8



Fig.14- distribution of responses for question 9



Fig. 15- distribution of responses for question 10



Fig.16- distribution of responses for question 11



Fig.17- distribution of responses for question 12

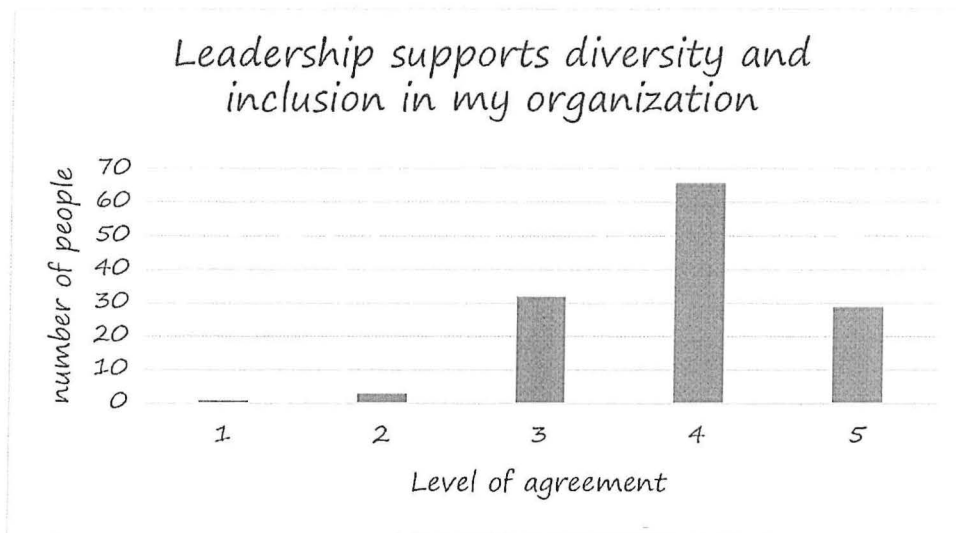


Fig.18- distribution of responses for question 13

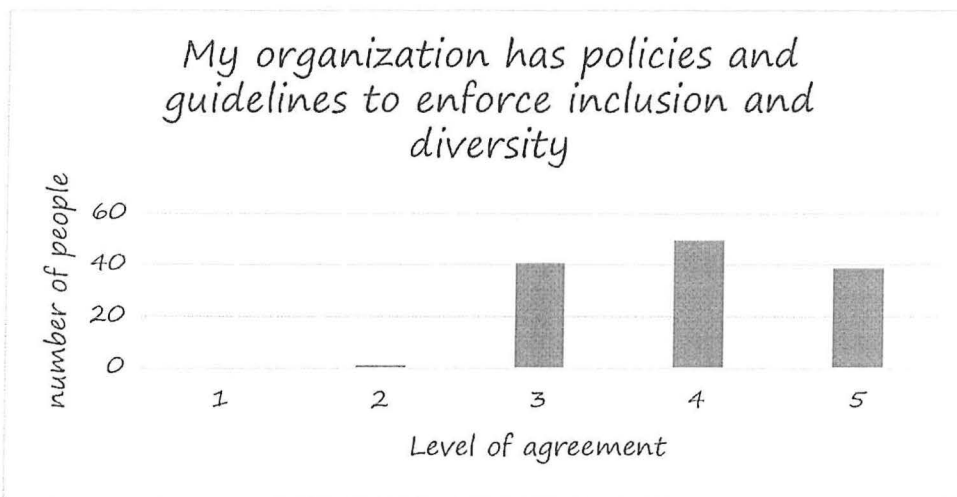


Fig.19- distribution of responses for question 14

Fig.20- distribution of responses for question 15





Fig.21- distribution of responses for question 16

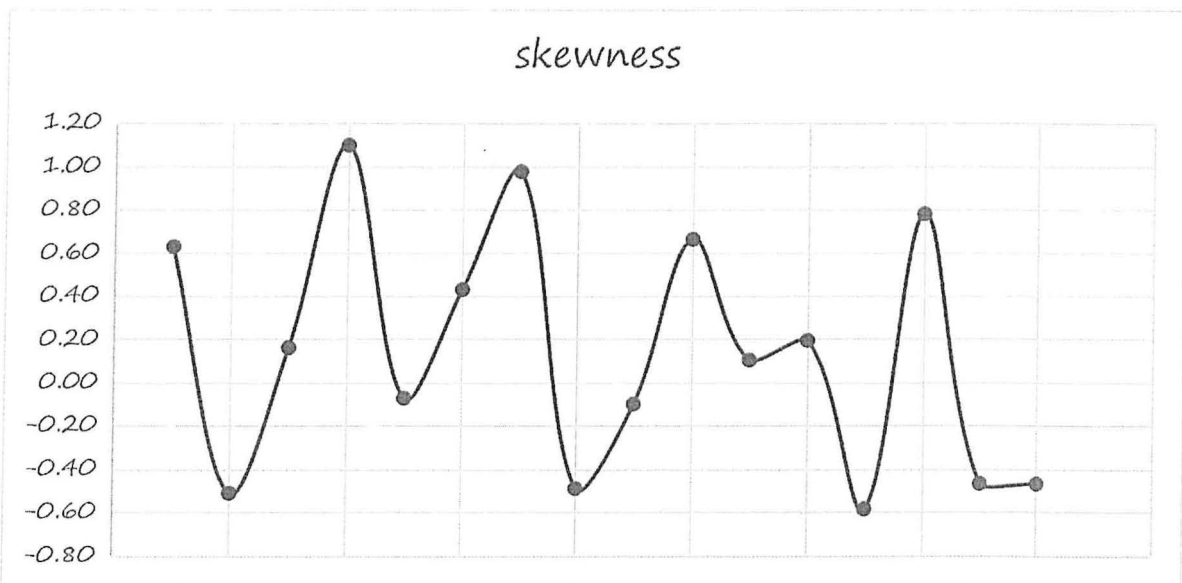
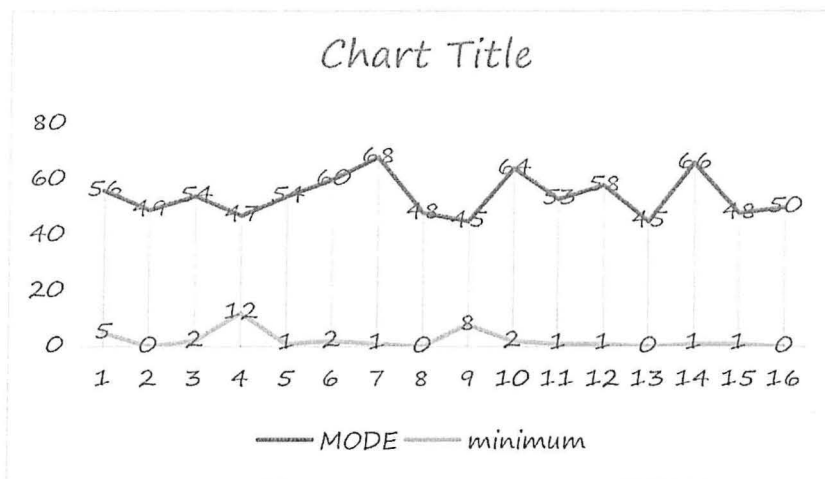


Fig.22- diagram showing skewness of the response data.



KEY

1-16= the questions on the questionnaire in the exact order.

Fig.23- diagram

showing max and min number of responses per question

4.3 Descriptive analysis

My organization has properly educated me on the meaning of inclusion and diversity.

No	Statement	Mean	Mode	min	Std dev	skewness
1	My organization has properly educated me on the meaning of inclusion and diversity.	26.2	56	5	20.39	0.63
2	I have felt excluded or marginalized in my organization at one time or another	26.2	49	0	21.63	-0.51
3	Diversity is important for the success of my organization	26.2	54	2	21.40	0.16
4	I am comfortable discussing issues related to diversity and inclusion	26.2	47	12	11.72	1.10

1	Recruitment and selection process in my organization are fair and transparent	26.2	54	1	20.70	-0.07
2	Recruitment and selection processes at my organization promotes diversity and inclusion	26.2	60	2	23.60	0.43
3	My organization has implemented targeted recruitment efforts for underrepresented groups	26.2	68	1	24.18	0.98
4	My organization has a balanced representation of gender and age	26.2	48	0	20.88	-0.49
1	I have participated in a training program for diversity training program at my organization.	26.2	45	8	15.51	-0.10

2	The diversity and inclusion training programs at my organization are effective in promoting inclusion and diversity.	26.2	64	2	25.48	0.66
3	Training programs help in reducing biases and promoting teamwork among members from diverse cultures.	26.2	53	1	18.84	0.11
4	Training programs are conducted more often in my organization	26.2	58	1	21.30	0.20
1	The organizational culture of my organization fosters diversity and inclusion	26.2	45	0	20.65	-0.58
2	Leadership supports diversity and inclusion in my organization	26.2	66	1	23.66	0.78
3	I feel valued and respected in my organization	26.2	48	1	19.32	-0.47
4	My organization has policies and guidelines to enforce inclusion and diversity	26.2	50	0	21.31	-0.47

Table 2- table showing descriptive analysis for the number of responses per question

4.4 Correlational analysis

This analysis shows how strongly one variable affects the other. In this study, the correlation analysis will be undertaken to determine:

- The relationship between recruitment and selection practices and their influence on inclusion and diversity.
- The influence of diversity training programs on inclusion and diversity.
- How the organizational culture affects inclusion and diversity.

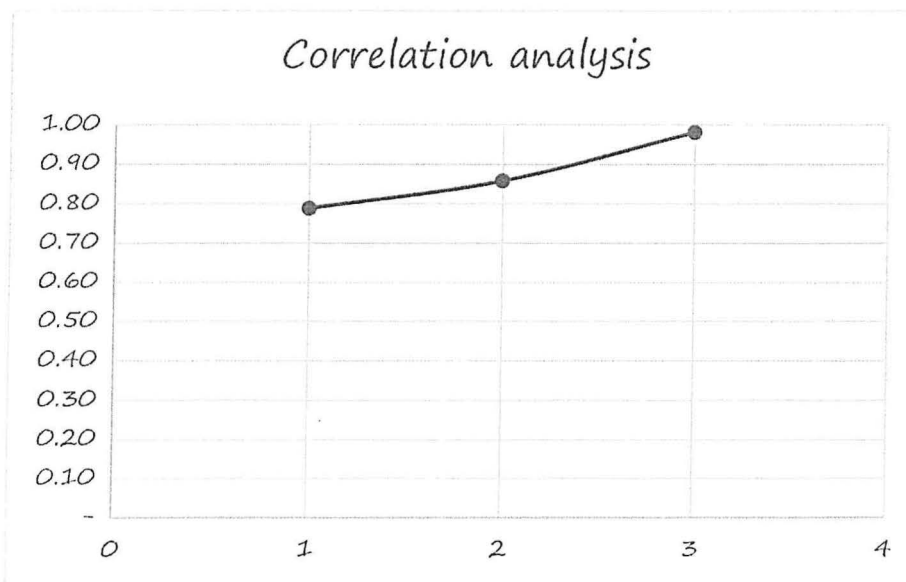


Fig.24- visual representation of the correlation analysis

KEY

1= The relationship between recruitment and selection practices and their influence on inclusion and diversity.

2= The influence of diversity training programs on inclusion and diversity.

3= How the organizational culture affects inclusion and diversity.

No	Statement	1	2	3	4	5
1	My organization has properly educated me on the meaning of inclusion and diversity.	10	45	56	15	5
2	I have felt excluded or marginalized in my organization at one time or another	39	43	49	0	0
3	Diversity is important for the success of my organization	2	4	24	54	47
4	I am comfortable discussing issues related to diversity and inclusion	22	21	47	29	12

4.5 Summary of the findings

1	Recruitment and selection process in my organization are fair and transparent	1	4	54	41	31
2	Recruitment and selection processes at my organization promotes diversity and inclusion	2	2	47	60	20
3	My organization has implemented targeted recruitment efforts for underrepresented groups	1	4	25	68	33
4	My organization has a balanced representation of gender and age	0	2	48	44	37
1	I have participated in a training program for diversity training program at my organization.	8	41	9	45	28
2	The diversity and inclusion training programs at my organization are effective in promoting inclusion and diversity.	2	3	64	49	13
3	Training programs help in reducing biases and promoting teamwork among members from diverse cultures.	1	11	40	53	26
4	Training programs are conducted more often in my organization	1	4	36	58	32
1	The organizational culture of my organization fosters diversity and inclusion	2	0	45	40	44
2	Leadership supports diversity and inclusion in my	1	3	32	66	29

	organization					
3	I feel valued and respected in my organization	1	5	40	48	37
4	My organization has policies and guidelines to enforce inclusion and diversity	0	1	41	50	39

Table 3- *table showing a summary of the findings from the research*

The tables above contain a summary of responses on each question, obtained from employees in the organization.

CHAPTER 5

5.1 Introduction

In this chapter, the findings that have been presented in the previous chapter will be analysed and conclusions will be drawn.

5.2 Summary of the findings

5.2.1 Summary of 'The relationship between recruitment and selection practices with inclusion and diversity(objective 1)'

Recruitment and selection is an important step to ensuring inclusion and diversity in an organisation, (Shalingi .G. &Snehlata .S., 2020). According to the research conducted, most employees in Stanbic bank, Nairobi agree that the processes put in place to ensure that the bank has a diverse workforce. The sample responses indicate that the recruitment process is fair, there are efforts for targeted recruitment of underrepresented parties. The study also shows that most people agree that there is a balanced representation of both genders. These results also suggest that there may be room for slight improvement when it comes to gender balance.

There is a strong positive correlation of 0.79 between the recruiting strategies and the existence of inclusion and diversity. This means that there is a significant relationship between the two variables. This further means that implementing better and more strategies for recruitment and selection will ultimately lead to an increase in gender representation in the company. The better strategies will ensure it considers forecasting and staffing needs.

5.2.2. Summary of 'Diversity training programs and their influence on inclusion and diversity in Stanbic Bank'.

According to Bezrukova et al.(2016), Diversity training programs are quite instrumental in building awareness about biases and stereotypes. Employees of Stanbic bank, Nairobi have expressed that such programs occur often in the organization. However, a sizeable number of them have never attended a single workshop. Nonetheless, majority of them believe that these programs are effective in reducing biases and promoting teamwork and they also believe that they are effective in promoting inclusion and diversity. They are aware that the organisation often conducts the training programs.

Training programs increase knowledge and skills related to inclusion and diversity(Roberson et al., 2009). Higher levels of knowledge would increase the

acceptance of inclusion and diversity practices. This study depicts a correlation of 0.86 between the training programs and the existence of balance in gender. With this strong positive correlation, it is quite evident that when training intensity and frequency is increased, so will the practices also increase.

5.2.3 Summary of 'Organisational culture and its relation to inclusion and diversity'.

Shore et al. (2011) says that culture ensures that members of a diverse culture feel valued and respected. As seen from the responses in Stanbic Bank, Nairobi, the organisation has curated a culture where the employees feel valued, heard, and respected. The results suggest that there are guidelines and policies that enforce inclusion and diversity. Best of all, the leaders in the organisation support the initiatives aimed at promoting inclusion and diversity.

The highest of the correlations performed in this study is the one between organisation culture and inclusion and diversity. This correlation stands at 0.98 which is a very strong positive correlation. This alludes that the strong organisation culture supports inclusion and diversity. An increase in organizational acceptance or belief on inclusion and diversity will lead to an increase in inclusion and diversity practices, particularly, the balance of gender.

5.3 Conclusions

The HR practices study on diversity and inclusion at Stanbic Bank in Kenya was carried out, and it divulged a lot of important information about how a good department of human resources can create a more inclusive working environment. The outcomes display that the recruitment and selection processes are the key factors in defining the company's diversity scene.

Through the implementation of the recruitment strategies that bring people from diverse talent pools, Stanbic Bank can improve its representation in the workforce across all of the available demographics. The research shows that this process will not work as required unless a gap in the diversity of talent is addressed. This, in turn, would negatively affect the number of applicants and further worsen employee morale and retention.

However, the implementation of the initiatives also caused some barriers such as implicit biases in hiring practices and insufficient representation of certain groups like women and individuals with disabilities. These factors indicate that in spite of the fact that they have been put in place, the continuous monitoring and adoption of HR strategies are necessary to ensure that they reflect real inclusivity.

In summary, the study indicates that the use of fully-fledged HR practices is vital to the expansion of diversity and inclusion at Stanbic Bank. Through the filling of the existing gaps and the creation of an environment that accepts the uniqueness of each employee's contribution, the bank will gain a competitive advantage over its rivals and contribute to sustainable development of a diverse global economy.

5.4 Recommendations

Despite majority of the employees in Stanbic bank, Nairobi agreeing on the fact that the organisation has strategies that have been put in place, there is still some room for improvement. The organisation can openly communicate their use of blind recruitment and targeted recruitment strategies.

The organisation can also benefit from educating their employees on the meaning of inclusion and diversity. This will assist them in successfully implementing I&D strategies and they will be more confident to talk more about inclusion and diversity. Seeing that majority of the employees who have worked for less than ten years have close to no proper education on inclusion and diversity. This also translates to them not being able to confidently speak about the topic. Getting the conversation going will create more awareness on the subject.

The diversity training program should be tailored to accommodate everyone, including new entrants. This will enlighten employees' attitude towards the subject. They will also act as ambassadors of inclusion in the bank. It was also noted that some 'Neutral' responses were as a result of not being involved in some of these initiatives, this recommendation will go a long way in making people surer. The organisation should also include diversity training in the professional development curriculum.

5.5 Suggestions for further research

As this research only focused on one variable of inclusion and diversity, further studies ought to look at other aspects of inclusion and diversity such as race, religion, level of education, and tribe among others. This approach will ensure that a greater understanding of how different variables correlate in different organisational settings. Researchers should also explore other banks within and outside Nairobi.

Researchers should also pay more attention to systematic barriers that prevent effective implementation of the diversity and inclusion efforts. From this, there may stem policy changes that will ultimately lead to restructuring in the organisation, hence a more inclusive work environment.

Researchers could also benefit from conducting comparative analysis, using institutions with varying levels of success in carrying out practices that promote inclusion and diversity. This can serve as a benchmark for other organizations, getting them better insights on effective strategies and potential shortcomings of the research.

5.6 Limitations of the research

The study was done towards the end of the year. at this time, especially for banks and other financial institutions, there is a lot of activity happening in the organisation. One major limitation that was encountered during this research was getting participants to give their responses. It was observed that most of the employees were swamped with work, hence, they had limited time to respond. Beyond this, some of the participants were unwilling to give up their time.

Part of the management team was not receptive to the study, despite being assured of confidentiality, they were unwilling to participate stating that they are afraid of being exposed. The bank branches being spread throughout the city meant that the researcher had to travel over long distances to get to those specific branches.

Overall, the study had very few limitations.

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APPENDICES

APPENDIX 1: INTRODUCTORY LETTER

Dear Sir/Madam,

RE: REQUEST FOR DATA COLLECTION

I am a student at Strathmore University pursuing a Bachelor of Commerce degree. I am currently researching the *“Influence of Human Resource Practices on Inclusion and Diversity in Commercial Banks in Nairobi.”* This research is aimed at establishing a foundational understanding of inclusion and diversity. I would like to collect information from your organization by administering questionnaires and conducting semi-structured interviews. I am accountable for all information extracted from you and will ensure that it will be used for research purposes only and will be kept confidential. Your participation and response will be highly appreciated.

Yours faithfully,

Ochieng Cindy Nina,

Admission Number 147107,

Strathmore University.

APPENDIX 2: Questionnaire

The following questionnaire is meant for data collection on the influence of HR practices on inclusion and diversity. Being done in the Kenyan setup, this research aims to address the gap whereby most prior studies focus on Europe and western countries, hence it will provide an actual local representation of the subject matter. Information collected will entirely be confidential and used for the purpose of this study only. Respondents are not obliged to answer.

SECTION A: Demographic Information

This section seeks to collect demographic data about the target population at Stanbic Bank, Nairobi. *(kindly put a cross(X) on answers that apply to you)*

1. Gender

Male []

Female []

2. Age

[] 18-25

[] 26-35

[] 36-45

[] 46-55

[] Above 55

3. Which department do you work under?

[] Finance

[] Human Resource department

[] Accounting

[] Marketing

[] other *(Please specify)* _____

4. How long have you worked at Stanbic Bank?

Under 1year

1-5 years

5-10yrs

Above 10yrs

5. Do you feel that the leadership in your organization prioritizes diversity and inclusion? Why or why not?

SECTION B: This section evaluates participants' satisfaction with the HR practices.

PART 1: Inclusion and Diversity

This part contains statements about inclusion and diversity. Use the following key as a guide to indicate the extent to which you agree with the statements:

1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree

(kindly put a tick on your answer)

No	Statement	1	2	3	4	5
1	My organization has properly educated me on the meaning of inclusion and diversity.					
2	I have felt excluded or marginalized in my organization at one time or another					
3	Diversity is important for the success of my organization					
4	I am comfortable discussing issues related to diversity and inclusion					

PART 2: Recruitment and Selection Practices

This part contains statements about inclusion and diversity in relation to the recruitment process in your organization. Use the following key as a guide to indicate the extent to which you agree with the statements:

1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree

(kindly put a tick on your answer)

No	Statement	1	2	3	4	5
1	Recruitment and selection process in my organization are fair and transparent					
2	Recruitment and selection processes at my organization promotes diversity and inclusion					
3	My organization has implemented targeted recruitment efforts for underrepresented groups					
4	My organization has a balanced representation of gender and age					

PART 3: Diversity Training Programs

This part contains statements about the different training programs in your organization. Use the following key as a guide to indicate the extent to which you agree with the statements:

1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree

(kindly put a tick on your answer)

No	Statement	1	2	3	4	5
1	I have participated in a training program for diversity training program at my organization.					
2	The diversity and inclusion training programs at my organization are effective in promoting inclusion and diversity.					
3	Training programs help in reducing biases and promoting teamwork among members from diverse cultures.					

4	Training programs are conducted more often in my organization					
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Section 4: Organizational Culture

This part contains statements about inclusion and diversity in relation to your organization’s culture. Use the following key as a guide to indicate the extent to which you agree with the statements:

1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly agree

(kindly put a tick on your answer)

No	Statement	1	2	3	4	5
1	The organizational culture of my organization fosters diversity and inclusion					
2	Leadership supports diversity and inclusion in my organization					
3	I feel valued and respected in my organization					
4	My organization has policies and guidelines to enforce inclusion and diversity					

SECTION C: General Feedback

(This section contains general feedback that can be given to improve the practices)

17. What improvements do you think Stanbic Bank could make to further promote diversity and inclusion in the workplace?

18. Do you have any additional comments or suggestions regarding the diversity and inclusion practices?

APPENDIX 3: TURN IT IN REPORT

turnit in doc.docx

Match Overview

11%

Rank	Source	Percentage
1	Submitted to Strathmor... Student Paper	5%
2	www.coursehero.com Internet Source	1%
3	su-plus.strathmore.edu Internet Source	1%
4	Submitted to University... Student Paper	<1%
5	Heru Susanto, Fang-Yie... Publication	<1%
6	Submitted to Mount Ke... Student Paper	<1%
7	Submitted to Miami Da... Student Paper	<1%
8	etd.aau.edu.et Internet Source	<1%
9	Submitted to Sheffield ... Student Paper	<1%
10	Submitted to University... Student Paper	<1%
11	etd.uum.edu.my Internet Source	<1%
12	Submitted to University...	<1%

APPENDICES

Appendix 4: Supervision Schedule



STRATHMORE UNIVERSITY BUSINESS SCHOOL

MANAGEMENT RESEARCH PROJECT I

MANAGEMENT RESEARCH PROJECT II

SUPERVISION SCHEDULE

Name of the student: OCHIENG CINDY NINA Reg. No: 147107

Programme Name: BACHELOR OF COMMERCE (CHR)

			Signature	
Session	Date	Tasks achieved	Student	Supervisor
1	5/7/24	Chapter one - Completed		
2	30/7/24	Chapter one Corrections Chapter 2 & 3 Completed.		
3	12/8/24	Chapter 2 & 3 corrections		
	27/8/24	Overall corrections for chpt 1, 2, 3		
4	3/9/24	Submission of corrections - final and questionnaire		
	11/9/24	Project def proposal defense		
5	14/10/24	Corrections after defense		
	22/11/24	Final corrections		
	03/12/24	Data collection		
Etc.	03/01/25	Final submission		
6	07/01/25	Corrections plus final submission		