

Effect of Hiring Practices on Workplace Diversity in Public Universities in Kenya

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Abstract

Globalization and internationalization are demanding that managers adapt new hiring policies and procedures to stay competitive. The traditional roles and responsibilities of managers need to change especially hiring practices as they influence in attaining a workplace with diverse employees. Workplace diversity has become an important issue in Kenya especially in the public sector. The main purpose of this paper is to look at the way hiring practices are influencing workplace diversity in public universities in Kenya. The research design was descriptive cross sectional survey design. The sampling frame was the 22 chartered public universities in Kenya and the sampling technique used was purposive sampling. Primary data was collected by use of questionnaires. Analysis was done using Pearson's Correlation to determine the strength and direction of relations between the variables and regression analysis was used to determine relationships between the independent and the dependent variables.

Keywords Hiring practices, Workplace diversity, Public Universities in Kenya, Human Resource Management.

1. Introduction

As the world is shrinking through globalization, more and more people live and work in different cities or countries and thus they continually come into contact with people from diverse cultural origins, involving language, norms and lifestyle. The rapidly changing global marketplace, characterized by increased technological advancement, requires organizations to demand a more flexible and competent workforce to be adaptive and to remain competitive (Mukanzi, 2013). The one-size-fits-all approach to management that was effective 40 years ago is arguably no longer an appropriate strategy for ensuring maximum employee performance (Riccucci, 2002). According to Luring and Selmer (2010) the improvement and management of the people on a global scale inevitably requires dealing with cultural diversity and adopting diversity management strategies in their organizations.

In Kenya, the issue of diversity has received a lot of attention since 2007 after the General elections which led to ethnic clashes, which further led to the enactment of the National Cohesion and Integration Act, (2008). Discrimination in the public service has reached a level of concern as one of the major challenges facing universities with existence of negative ethnicity and intolerance from university administrators (Kibaji, 2010; NCIC, 2012). While contemplating people as the most important asset of every organization, it is equally important for HR strategists to recognise human inequalities, otherwise called workforce diversity and manage these effectively (Barbosa, 2007). Particularly, in the context of expansion where interactions among socially and culturally differing people is desired and also inevitable, HR managers could increase individual and group commitment to organisational goals by creating conducive diversity climate (Cox 1993). As strategic partners, HR managers translate the business strategy into action (Ulrich, 2012). So it is also reasonable to infer that effective hiring practices influence workplace diversity leading to enhanced organizational performance which in turn is pivotal for sustaining competitive strength.

Human resource management contributes to value creation by increasing intellectual capital within the firm (Ulrich, 2012). Unlike in the past, contemporary Human Resource Management is more business focused than administering workforce welfare. Its core functions such as hiring

practices are streamlined to support organizational strategy by providing a pool of knowledge workers. A flexible knowledge workforce represents competitive advantage for organizations focusing on strategic expansion. Hiring practices is responsible and accountable for the most important and appreciable asset of every organization, namely its people and can provide a constant flow of qualified human resources required to fulfill business strategy (Stone, 2005). The Human Resource Management practices that are successful in one country may not render the required results in another (Erwee, 2003). While wide consensus among scholars about the need for alignment between business strategy and Human Resource strategy exists, experts disagree about the existence of one set of best Human Resource Management practices that work always and everywhere. Cox & Nkomo, (1997) advocate a contingency approach that takes company specific attributes into account whereas the findings from a multinational longitudinal study reveals that there are international Human Resource Management best practices (Ulrich, 2012). It has been stated that the truth lies somewhere between the two extremes of the best practices approach and contingency approach (DeNisi & Griffin, 2006). Nevertheless, the ultimate goal of both approaches is to detect, develop and utilize the skills and potential of all people in the organization. To know how well hiring practices of Kenyan public universities influence the expansion strategy, it is necessary to understand the existing practices and their conceptual convergences and differences.

Workplace diversity includes several dimensions starting from the legal aspect, equal opportunity, and non-discrimination to other valued people's identities and perspectives (Marquis, 2008). Diversity is based on informational differences reflecting a person's education, experience, and generational differences from the differences that exist within the workplace (Kerby & Burns, 2012; Douglas, 2010). Diversity is advantageous to both the organization and its staff. A diverse workforce improves an organization's performance and boosts its bottom line (Ozbilgin & Tatli, 2008). The employers receive the most skilled and the most qualified candidates as building blocks of their company when they hire the employees belonging to different cultural thoughts and varied backgrounds. The chances to hire the best and brightest from labor market also amplify after the workers are trained by diversity management trainers (Kerby & Burns, 2012). Diversity thus embraces difference of opinions and of ideologies and welcomes individuals to adopt each other's peculiarities while observing a better understanding of the workplace (Llopis, 2011). It helps organizations to develop their own mirrors to reflect global demographic trends which may affect global market (Kwak, 2002; Rahim, 2003). The presence of multiple generations in the workplace will not only help in information transformation but will promote cultural and social cohesiveness (Douglas, 2010).

Hiring Practices and Workplace Diversity

Successful organizations can benefit from workforce diversity by creating an organized environment which attracts people from diverse labour markets. Managing diversity promotes competitive edge by recruiting the best people for the job, regardless of age, gender, ethnicity or other individual characteristics (Ozbilgin and Tatli, 2008). Empirical evidence suggests that many employees and managers regard diversity management as being equal to having an equal opportunity for any person to enter the organization.

Many world class organizations have been effective in hiring women and minorities to mirror the increasingly diverse markets and win over new customers (Taylor, Nicole & Maguire, 2011). Managerial attention to increased work force diversity has been mandated in IBM, Xerox and J. C. Penney (Ted 2005). Alcoa recruits and retains high caliber people through harnessing the creative capacity of its employees. Alcoa creates a work environment and culture where this

creativity will flourish (DIMIA 2002). Allen, Dawson, Wheatley and White (2004) examine diversity practices and ninety-three per cent of the companies reported a zero-tolerance level of workplace discrimination in recruitment. South Africa addresses its past segregation and discrimination policies by way of Affirmative Action programs demanding the appointment sometimes of a black person above a better qualified white candidate (Van Jaarsveld 2000).

Despite several decades of equality legislation and declared commitment to equal opportunities, there still exists a systematic discrimination in the hiring practices (Horwitz, 2006). Morrison (2002) found that most organizations introduced just one approach to equality, instead of an array of measures intended to make the organizational climate more supportive. He proposed that managing diversity can complement affirmative action strategies and new employment policies and practices to address the failure of organizations to promote women and racial and ethnic minorities into higher levels of management. Bennington and Wein (2000) found that there is widespread discrimination in employment in Australia. Walsh (2005) argued that the increasingly competitive environment makes it difficult for public sector managers to maintain the levels of organizational commitment required for equal employment opportunity to be truly meaningful. Worldwide, only 54% of working-age women are in the workforce compared to 80% of men (Kossek et al. 2009).

2. Statement of the Problem

The concept of workplace diversity has increasingly become a “hot-button” issue in political, legal, corporate and educational arenas. Managing diversity is becoming a contemporary management issue with many organizations focusing on the same and investing in diversity management practices. Ozbilgin & Tatli, (2008) argue that a cultural diverse workforce is economically beneficial, and improves performance by 20% to 30%.

Kenya aims to achieve industrialization and sustained economic growth consistent with the Government’s employment, wealth creation and poverty reduction objectives. All this is being done through many efforts among them the promotion of higher education, which are top priority under vision 2030. Kenya aims to increase its annual GDP growth rates to 10% and to maintain that average until the year 2030 (Vision 2030). However what has been achieved so far is 5.8% by 2015 (KNBS, 2015), clearly this falls short of the targeted 10% annual GDP growth rate. GDP per capita may therefore be viewed as a rough indicator of a nation's prosperity. The growth has been supported by mainly agriculture and trade and transport that all need trained human resources from the universities to support strong expansions. Through the efficient use diverse human resources at the training level the experts can reap the benefits of the knowledge, skills and change in attitude about having a diverse workforce and consequently a higher growth rate can be achieved.

Various authors have demonstrated that there is a link between hiring practices and a firm’s productivity (Mukanzi 2013, Kepha 2014, Sang 2015, Guyo 2015). Going by the above analysis, Kenya’s growth target is seemingly ambitious and cannot be realized and sustained without serious human resource management reforms (KIPPRA, 2012). According to Omolo, (2010), the gap between Kenya’s economy and those of the high performing Asian tigers has widened tremendously since the country’s independence in 1963 with Kenya recording low GDP compared to the Asian tiger countries. This is because developed countries and the Asian tigers, have over the years emphasized on diversity of human resources leading to increased

productivity and to improve G.D.P as well as raised standards of living. According to Lanke and Maket (2012), there is a need to look at modern hiring practices in Kenya that ensure maximum utilization of human resources at the workplace.

While the trend of emphasis in workplace diversity is picking up internationally, the situation in Kenya, particularly in the public sector is far from the reality of the trends (Kibaji, 2010).

The Human Resource Management function is the custodian of the people management processes while the workplace diversity is an employee centered function that can be streamlined through Human Resource Management (Armstrong, 2013; Jie Shen, 2009). The Human Resource Management toolkit addresses inequality in hiring practices, which can improve inclusiveness and enhance creativity in a diverse workforce (Gupta, 2013; Ozbilgin & Tatli, 2008). Nevertheless, most of these studies focus on diversity setting in developing countries. There are only a few local studies (Munjuri & Maina, 2013; Oluoch, 2006; Ikama, 2010; Mureithi, 2009; Shume, 2013) that focus on the diversity at workplace in Kenya. However, all these local studies focus on the status of workplace and do not attempt to address the gap from any perspective. There is therefore a dearth of information on how the hiring function influences workplace diversity in Kenya. This study therefore examines the effect of Hiring practices on workplace diversity in Public Universities in Kenya. In the light of the above discussions, the following alternative hypotheses have been formulated: **H_a**: Hiring practices have a significant effect on workplace diversity

3. Methodology

The study used both quantitative and qualitative data. The data obtained through questionnaires was established by calculating response rate, and descriptive statistics such as mean, standard deviation, and frequency distributions for the observed variables. These measures help to tell us the point about which items have a tendency to cluster (Kothari, 2004). Second, data collected on each of variables under study was analyzed using factor analysis and descriptive statistics. Lastly, correlation and regression analysis was used to analyze the data. The entire hypothesis was tested at 95% confidence level.

4. Data Analyses

This study used the percentages to present the study findings on factors used in examining the effect of Hiring practices on workplace diversity in public universities in Kenya. The purpose of descriptive analysis is to enable the study to meaningfully describe a distribution of scores of measurements using indices or statistics.

Construct Hiring practices

According to Myloni (2004), hiring practices primarily aims at attracting maximum number of highly talented applicants and selecting the best in order to achieve diversity in the firm. The process entails concerted efforts by management to ensure implementation enduring success of organizational goals. Hiring practices is the process of attracting individuals on a timely basis in sufficient numbers and with appropriate qualifications (Walker, 2009). The study sought to determine various hiring practices elements in the public universities. These are elaborated in the following sections. Godard (2004) mentioned sophisticated selection practices emphasize workplace diversity and are one of the import HRM practices to be followed by an organization. According to Wright et al. (2003), when firms invest in hiring the most highly skilled people employees find a workplace filled with qualified co-workers which make for a positive work

environment. In this section, the study addressed the specific objective which sought to find out the effect of hiring practices on work place diversity in public universities in Kenya. As indicated on table 4.1 below.

Table 4.1 Descriptive results on Hiring Practices

	N	Yes	No	Do not know	Total
Top management supports diversity in recruitment	196	40.3%	55.1%	4.6%	100
The current job description and selection processes reflect minority' needs.	196	44.9%	49.5%	5.6%	100
Minority employees are present on selection committees	196	33.7%	45.9%	20.4%	100
They have special programs that aim to recruit minorities each year	196	26.5%	52%	21.4%	100
Job advertisements appear in ethnic newspapers, television or radios	196	34.2%	48.5%	17.3%	100
There are recruiting efforts to specifically targeted audiences through periodicals, job fairs, selected colleges and professional groups	196	24.9%	54.1%	24%	100
The human resource manager makes an effort to head hunt the minority employees	196	28.1%	43.8%	28.1%	100
The management makes an annual review of the staff diversity	196	38.8%	46.4%	14.8%	100

The results of the study showed that majority of the respondents, 55.1% stated no implying that top management does not supports diversity in recruitment. The findings agree with a research conducted by Gberevbie (2010), which showed that hiring based on merit, appropriate educational qualifications, skills and experience even within the principal of equal regional and gender representation can act as a basis for enhanced workplace diversity. This findings are also supported by research done by Pfeffer (1994) which identified hiring practices as one of the HRM practices that were considered as best practice, in driving institutional performance.

While 49.5% of the respondents disagree that job description and selection processes reflect minority needs, and 46.4% disagreed that top management makes an annual review of the staff diversity. It was also noted that 48.5% disagreed that job advertisement appear in ethnic newspaper /television/radio, in addition, 45.9% disagreed that minority employees are present on selection committees. The results further indicate that 54.1% disagreed that there are recruiting efforts to specifically target audiences through periodicals, job fairs, selected colleges and professional groups was being done and 24% stated they did not know implying that this was not being done at all while 73.4% disagreed or did not know on the issue of special programs aiming to recruit minority each year. Lastly on the issue of the human resource manager makes an effort to head hunt the minority employees the respondents disagreed 43.8% while 28.1% did not know about this activity.

The findings, therefore, imply that institutions do not fully communicate to their employees on various human resource policies that are in place. This notwithstanding, organizations should have policies which provide clear guidelines on how the hiring process should be undertaken. These findings corroborate the studies conducted by Sarker and Afroze (2014) who found that successful organizations should have policies in place to guide on hiring activities. Mathew, Ogbonna, & Harris (2012) further indicate that for any hiring to be meaningful, it must be guided by an organizational policy

In an ideal situation, the selection panel should consist of a representative from the top management, the human resource manager and a technical person from a department/division which require additional staff. This is because a technical person understands the various technical aspects in terms of the activities in the department/division. In an environment to promote diversity the selection team has to constitute of persons of diverse origin for objectivity. These findings contradict the studies conducted by Lockyer and Scholarios (2007) who found that organizations with the best talents and skills are those whose selection panel is constituted objectively. Gallagher and O' Leary (2007) are also of the view that the selection process is a shared responsibility between the management, the human resource management and the operating departments. The same sentiments are also shared by Jenkins and Wolf (2002), Kersley (2006) and Parry and Tyson (2008). If an organization is to achieve diversity then it must ensure that it has the right skills throughout its hierarchies. Other scholars, Baron, (2006), Atkinson and Williams (2003), Green and Heywood (2004) and Tomlison (2006) indicate that policy makers in an organization should come into terms with reality and ensure that they adhere to various organizational policies regarding the hiring practices of staff.

Construct Workplace Diversity

Workplace diversity in public universities in Kenya is very critical because it determines whether they achieve their objectives or not. Workplace diversity also tends to enhance their image in the public sector. The study, therefore, sought to measure the extent of the indicators of workplace diversity in public universities. The results are presented in Table 4.2.

Table 4.2 Descriptive results on Workplace Diversity

	N	Strongly Agree	Agree	Undecided	Disagree	Strongly Disagree
The workforce profile is equally represented in the organization	196	11.2%	25.5%	13.3%	42.9%	9.2%
All groups are equally represented in the workforce	196	15.3%	25.5%	14.3%	35.7%	9.2%
The organization is broadening the pool of applicants by extended outreach efforts	196	12.7%	23.5%	18.4%	38.8%	7.7%
Employees among affirmative action groups are paid the same as dominant counterparts or those in similar positions	196	18.9%	37.2%	18.4%	20.4%	4.1%
Men and women are given equal pay for equal work in the same establishment	196	30.6%	41.3%	11.2%	10.7%	6.1%
Promotion rates for men, women and other affected are the same	196	21.4%	19.4%	15.8%	37.2%	6.1%
Voluntary and involuntary turnover by demographic category is reviewed annually	196	6.6%	18.4%	32.7%	28.6%	13.8%

The study sought to establish the extent of workplace diversity in the public universities. The data on table 4.2 shows responses on statements regarding the determinants of workplace diversity in public universities in Kenya. The data shows 36.7% of the respondents agree on the workforce profile are equally represented in the organization while 63.3% are do not agree or do not know. Also 40.8% respondents agree that all groups are equally represented in the workforce while 59.2% do not agree or were undecided. The respondents 64.9% disagree that the organization is broadening the pool of applicants by extended outreach effort. Of the

respondents 56.1% agree that employees among affirmative action groups are paid the same as dominant counterparts or those in similar positions. Men and women are given equal pay for equal work in the same establishment with a response rate of 71.9%, while a response rate of 40.8% agree on promotion rates for men, women and other affected are the same but 59.2% disagreed. Of the respondents 64.9% disagreed or did not know whether the Voluntary and involuntary turnover by demographic category is reviewed annually while 35.1% agreed.

The results concur with Mathews (1998), that diversity has been characterized as a function of human resource management and the policies and programs that constitute the diversity management function vary substantially among organizations, including mentoring opportunities, training programs, minority policies, and advocacy groups (Kellough & Naff, 2004).

Correlation analysis for construct hiring practices

Based on the results in table 4.3 the correlation coefficient (P) between the hiring practices and workplace diversity was found to be $r(196) = .638, p < 0.01$, two tailed. These results indicate that according to the study, there was a significant linear correlation between the two variables (hiring practices and workplace diversity). This implies that the relationship between the two variables is very close. This supports the argument by Rynes and Barber (2000) and Levering and Maskowitz (2003) who indicate that the way organizations conduct hiring will either improve the diversity of employees or not. They argue that if hiring practices is conducted in an objective and professional manner, then it is likely to improve workplace diversity. Bowles and Gintis (2002) and Osborne (2005) indicate that personality type appears to have a major impact on diversity. They argue that the effectiveness of hiring practices will determine whether organizations will get the right persons who are ready to deliver, Shury et. al (2008) indicate that the calibre of employees obtained during the hiring process will determine whether they will perform at the workplace or not.

Mullins (2011) states that if the HRM function is to remain effective, there must be consistently good levels of teamwork, plus on-going co-operation and consultation between line managers and the HR manager. This is most definitely the case in hiring practices (recruitment and selection) as specialist HR managers can be an important repository of up-to-date knowledge and skills, for example on the important legal dimensions of this area. Hiring practices forms a core part of the central activities underlying human resource management. It frequently forms an important part of the work of human resource managers or designated specialists within work organizations. Dessler (2002) asserts that recruitment and selection also has an important role to play in ensuring workplace diversity. Mullins (2011) further indicated that to be a high performing organization, human resource management must be able to assist the organization to place the right person in the right job.

Table 4.3 Correlation analysis for construct hiring practices

		Hiring Practices	Workplace Diversity
HP	Pearson Correlation	1	.638**
	Sig. (2-tailed)		.000
	N	196	196
WD	Pearson Correlation	.638**	1
	Sig. (2-tailed)	.000	
	N	196	196

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

Regression Analysis

In interpreting the results of multiple regression analysis, the R squared was used to check how well the model fitted the data. Therefore, it is interesting to know if the independent variable hiring practices relates to the dependent workplace diversity. The coefficient of determination R^2 was used to measure how well the regression line represents the data. If the regression line passes exactly through every point on the scatter plot, it would be able to explain all of the variation. The further the line is away from the points, the less it is able to explain. The p - values were used to measures the hypotheses of the study. The coefficient of determination is the ratio of the explained variation to the total variation. The coefficient of determination is such that $0 < r^2 < 1$, and denotes the strength of the linear association between x and y.

The following sections present the results of the hypothesis tests: the aggregate mean score of the hiring practices (independent variable) was regressed on the aggregate mean scores of the workplace diversity practices (dependent variable) and the relevant results were presented in table 4.4. The results showed that hiring practices had moderate explanatory power on workplace diversity as it accounted for 40.7% with the coefficient of determination $R^2 = .407$ and $R = .638$ at significant level of 0.05. The R square value is an important indicator of the predictive accuracy of the equation. The results shown indicate that an increase in hiring practices tends to increase the workplace diversity in the public universities by 40.7% and the remaining 59.3% can be explained by other factors. Therefore, this is an indication of positive attitude towards the use of proper hiring practices when enrolling employees to the universities. This result concur with the findings of Wright et al. (2003) who indicated that when firms invest in selecting the most highly skilled people, employees find a workplace filled with qualified co-workers which make a positive work environment by enabling them to focus on doing their jobs well. Also, if suitable employees are selected which are beneficial to the organization it is on the safe side but if decision goes wrong it can be dangerous to the organization (Mankikar, 2014).

Regression results for HP and workplace diversity

The aggregate mean scores of hiring practices (independent variable) were regressed on the aggregate mean score of workplace diversity (dependent variable) and the research findings were outlined in table 4.4. To assess the effect of HP on workplace diversity in

public universities in Kenya the study had the following alternative hypothesis; H_{a1} : Hiring practices has a significant effect on workplace diversity.

The individual regression results reveal statistically significant positive linear relationship between HP and workplace diversity ($\beta = 0.555$, P-value 0.000). Hence, H_{a1} is accepted as there is a significant linear relationship between hiring practices and workplace diversity since $\beta \neq 0$ and P-value < 0.05 .

Table 4.4 Regression coefficient

Model	Coefficients ^a			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	2.682	.187		14.326	.000
HP	.555	.150	.587	3.711	.000

a. Dependent Variable: WD

The ANOVA was done to test the significance of the independent variable in table 4.5 which was hiring practices. The analysis results revealed that the significance of F statistics is 0.000 which is less than 0.05. This implies that there is a significant relationship between hiring practices and workplace diversity as seen in table 4.5.

Table 4.4 Anova

Model	ANOVA ^a				
	Sum of Squares	Df	Mean Square	F	Sig.
1 Regression	8.473	1	8.473	33.773	.000 ^b
Residual	119.351	194	.615		
Total	127.824	195			

a. Dependent Variable: WD

The ANOVA test results on HP revealed F statistic of 33.773 which was significant at 0.05 ($p < 0.05$). This means that 33.77% of the change in workplace diversity was influenced by HP measures.

6. Summary of findings

6.1 The effect of hiring practices on workplace diversity

The study sought to find out the effect of hiring practices on workplace diversity and to test the research hypothesis that hiring practices significantly influence workplace diversity. From the descriptive analysis majority of the respondents felt that top management did not support diversity in recruitment (55.1%) while the current job description and selection processes did not reflect minority' needs, in addition to the minority employees not present on selection committees. The majority of respondent felt

that universities do not have special programs that aim to recruit minorities each year (52%) as no job advertisements appear in ethnic newspapers/television/radios nor were they targeting audiences through periodicals, job fairs, selected colleges and professional groups. Majority of the respondent disagreed on the issue of the human resource manager making an effort to head hunt the minority employees (43.8%) and also the issue of an annual review of the staff diversity in the public universities in Kenya.

The computed Cronbach's Alpha of the items of hiring practices was 0.720; this meant a high reliability of the study instrument and data. The inferential analysis and findings showed that there is a positive significant linear relationship between Hiring practices and workplace diversity, with a Pearson correlation coefficient of 0.638 and a p-value of 0.000 and an R Square value of 0.407. This means that hiring practices contributes to 40.7% to workplace diversity and is significantly positively correlated to workplace diversity. This implies that an improvement in Hiring practices leads to an increase in workplace diversity

These findings indicate that hiring practices will influence workplace diversity, while still observing the principle of equal regional and gender representation and where a large pool of talented people are encouraged to apply and correctly selected, thus ensures workplace diversity. This can be enhanced further by ensuring that the hiring committee used during selection and recruitment are well trained on selection and recruitment techniques to ensure diversity is attained. The study therefore concludes that hiring practices plays a significant role in influencing workplace diversity, and accepts the alternative hypothesis.

These results therefore revealed that it is possible to have diversity in the staff for public universities in Kenya if they practice on the issue of achieving and implementing proper hiring practices when enrolling their employees.

6.2 Conclusions and Recommendations

The conclusions were based on the objectives of the study that aimed at establishing the effect of Hiring practices on the workplace diversity in public universities in Kenya. The results established that Hiring practices were found to significantly and positively influence workplace diversity. The basic Hiring practices include; recruitment, selection and outreach. When the stated hypotheses were tested in the regression model they were found to have a significant relationship between themselves and workplace diversity. Recruitment was the practice which had the highest effect on workplace diversity. The findings of the study revealed that public universities in Kenya should undertake Hiring practices which are aimed at helping them to achieve their goals. These practices were found to be influential in predicting workplace diversity in public universities Kenya. Although the public universities in Kenya have undertaken the Hiring practices, they are not consistent on their application. This implies that they are doing well in some areas, whereas they face major challenges in some aspects of the practices. Nonetheless, they do appreciate the fact that they cannot be able to achieve their desired objectives if effective Hiring practices are not put in place. This is supported by the fact that their strategic plans are aligned on the basis of the best HRM practices. In adopting the best hiring practices, they aim to attract and retain the most qualified employees, continuously develop them and motivate them to achieve a university with diversity and attain their visions to be

centers of excellence. They should also be able to compete in ranking with other leading universities in Africa and the world.

Hiring practices play a key role in influencing workplace diversity, it is therefore crucial for public universities in Kenya to adopt hiring practices that favour diversity. This is by ensuring that all human resource personnel and administrative managers at the public universities are trained on hiring skills among other human resource management skills whereas the HR department plays a strategic role as in training and implementing diversity policies and practices.

6.4 Suggestions for further research

There is need to undertake further studies in order to establish reasons for inconsistency in the application of Hiring practices by public universities in Kenya. This is because the findings indicate that Hiring practices are applied inconsistently. The study did not focus on how the Hiring practices can be continuously improved and it is, therefore, recommended that further studies be undertaken to address this matter. Since the study has concentrated on public universities which are government owned, there is also need to undertake similar or comparative studies with international universities operating in Kenya.

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