BUILDING CULTURAL DIVERSITY AWARENESS AND EMPLOYEE COMMITMENT: THE MODERATING INFLUENCE OF PERCEIVED ORGANIZATIONAL SUPPORT IN COMMERCIAL BANKS IN KENYA

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ABSTRACT

The purpose of this study was to investigate the moderating influence of perceived organizational support on the relationship between building cultural diversity awareness and employee commitment in commercial banks in Kenya. The study adopted a descriptive survey research design with a target sample of 384 respondents drawn from a sampling comprising top, supervisory, and lower cadre employees. The sampling frame was obtained by using stratified and simple random sampling techniques. From each stratum, a proportionate allocation was used to select a representative sample and the data collected by use of questionnaires. Data was analysed using descriptive, correlation and linear, hierarchical and step wise regression statistics. Findings indicated that both building cultural diversity awareness and organization support have a positive and significant influence on employee commitment. Further, the findings also revealed that perceived organizational support has a positive and significant moderating influence on the relationship between building cultural diversity awareness and employee commitment. Therefore, the study recommends that organizational managers in the banking sector should emphasize on building cultural diversity awareness by creating an environment that is supportive to all employees and which could also ensure that there is improved employee commitment.

Keywords: Building cultural diversity awareness, Perceived Organizational support and Employee commitment

Introduction

The international trade in the banking sector has become more pronounced and as a result, an increase in the use of a multi-cultural workforce has become a reality (Madera, 2013; Korjala, 2012). However, evidence from the global and national talent indicate that Kenya and many other nations, are still looking for a diverse workforce to fill the skills gaps in the labour market (Kinyanjui, 2013; Yap, Holmes, Hannan & Wendy, 2010). As such, business environments and some leadership in governments have argued for increased workforce diversity at the workplace, with some of them supporting diversity regulations that can compel firms to do so (Jin, Lee & Lee, 2017). Nonetheless, some employers tend to engage into some HR practices such as building cultural diversity awareness (Rumana & Mutuku, 2017; Stewart, 2016; Madera, 2013) to effectively manage the contemporary diverse workforce (Ashikali & Groeneveld, 2015) and enhance their commitment to the organization (Chang, Nguyen, Cheng, Kuo & Lee, 2016). Building cultural awareness involves a cultural influence on one's individual thoughts, knowledge, skills, perspectives, beliefs and behaviours and how he or she can get to understand the behaviours of those from different cultural backgrounds that are different from his or her own (Patrick & Kumar, 2012). It involves the minimizing of miscommunications and building of relationships with diverse others. As a HR diversity management practice, building cultural diversity awareness promotes cultural diversity in HR and strengthens employees' ability to communicate with a wide span of people (Rumana & Mutuku, 2017). Consequently, through this practice Marriott International company in the United States of America (USA) help employees to gain competencies that enable them to work effectively with peers and customers from diverse cultures (Madera, 2013).

Perceived organizational support is the tendency to have a general feeling of being supported across many circumstances by either the organization or its agents (Eisenberger, Shoss, Karagonlar, Gonzalez-Morales, Wickham & Buffardi, 2013; Asya, 2011). In a study to establish the relationship between contingency pay and various types of perceived organization support (Asya, 2011), the task focused (OS-T) and Person Focused (OS-P) types of support were suggested. The study found out that there is no significant interaction between pay contingency with OS-T in affecting commitment. This was in contrast with OS-P's influence on employee commitment. However, there is sufficient literature to suggest that HR diversity management is associated with employee commitment as well as organizational support and employee commitment. However, minimal literature underscores the moderating influence of organizational support on the relationship between building cultural awareness and employee commitment (Wehab, 2010). Employee commitment has been defined as the psychological bond of an individual employee to the organization and the strength that depends on the degree of employee involvement, loyalty and belief in the value of the organization (Meyer, Stanley & Parfyonavo, 2012). This study adopted the Allen and Meyer's (1993) three conceptual model of affective, continuance and normative commitments.

From the Kenyan perspective, Section 7(1) of the NCIC Act, presumes that all workplace establishments should seek to represent the diversity of all people in employment. As such, commercial banks within have realized a tremendous growth beyond the East and Central Africa (Kyalo & Gachunga, 2015). As a result, they have brought many nationalities from other cultural backgrounds as members of staff (Central Bank of Kenya, 2015). However, to enhance commitment, each bank's management has to effectively manage its HR diversity (Munjuri & Maina, 2013) which includes different cultures among them. Therefore, employees in Barclays bank are fairly treated as they contribute fully to the vision of the bank (Barclays Bank's annual report, 2014). Its global pillars of gender, multiculturalism, Lesbian, Gay, Bisexual and Transgender (LGBT) and disability tend to ensure that the bank caters for everybody. Standard Chartered Bank prides in its power to effectively manage the diversity among its workforce and the belief in equal representation of talent at all levels (Standard Chartered Bank's Diversity management report, 2017).

Statement of the Problem

Employee commitment in commercial banks in Kenya is on the decline as witnessed by the high rate of employee turnover (Otoo, Assumeng & Kuranchie, 2018) to less lucrative disciplines such as teaching in schools. This has been attributed to a myriad cases of discrimination and exclusion widely practiced in these organizations (Rumana & Mutuku, 2017; National Gender & Equality Commission, 2016; Ngingi, 2016) arising from the very low promotion and sheer failure to institute clear diversity management practices such as building cultural diversity awareness (Kyambi, 2015; Kamoche, Siebers, Mamman & Newenham-Kahindi, 2015). Accordingly, only 29 per cent of jobs in banks in Kenya are held by women and less than 10 per cent are held by minority groups such as ethnic minority, those with disabilities (Ngingi, 2016) and the LGBT albeit not openly declared (Fullerton, 2013). Furthermore, Kyambi (2015) opined that the gap between the rhetoric about what HR diversity management policies seek to address and the reality about what is experienced by employees at the workplace is very significant. Nonetheless, several studies have been done on HR diversity (e.g. Kyalo & Gachunga, 2015; Ngui, Elegwa & Gachunga, 2014; Kinyanjui, 2013) with a majorly focusing on how the dimensions of diversity (culture, age, ethnicity, gender) relate to outcomes like performance (Rumana & Mutuku, 2017). These studies have failed to address the gap between building cultural diversity awareness and employee commitment, as well as the moderating influence of organizational support on the relationship between the two variables in the banking sector in Kenya.

General Objective

The general objective of this study was to investigate the moderating influence of perceived organization support on the relationship between building cultural diversity awareness and employee commitment in the banking sector in Kenya.

Specific Objectives

This study was guided by the following specific objectives.
1) To establish the influence of building cultural diversity awareness on employee commitment in the banking sector in Kenya.
2) To investigate the moderating influence of perceived organizational support on the relationship between building cultural awareness and employee commitment in the banking sector in Kenya.

Literature Review

In a study to investigate the best practices in diversity management in customer service organizations, Madera (2013) observed that twelve of the fourteen organizations cited by Diversity Inc. had cultural awareness programs. Furthermore, to help spearhead the company's outreach outside USA and make people aware of their sensitivity to cultural differences, Marriott International appointed a Global diversity officer. Through its training in diversity awareness, the firm helps its employees to gain cultural competence and enhanced commitment. Furthermore, the hospitality industry in USA embraces cultural diversity awareness by celebrating some of the religious holy days such as Ramadan and the Lunar to enhance their employees' commitment among other outcomes. Consistently, Groeneveld (2011) asserted that understanding the value of a colleague through cultural diversity awareness is significantly associated with employee commitment. Equally, this finding is also supported by Guerrero, Julie and Muresanu, (2013) who opined that building cultural diversity awareness has a significant influence on affective commitment. Accordingly, Thatcher and Patel (2011) also found out that building cultural diversity awareness is significantly linked to employee commitment. Further, Lee and Matteliano (2009) argued that building cultural awareness inherently involves members of the organization becoming cognizant of the cultural backgrounds that their colleagues bring to the organization. Nonetheless, Leveson, Joiner and Bakalis (2009) suggested that there is an indirect positive association between building cultural diversity awareness among employees and all types of commitment, and hence, the need for organizational support. Other researchers have also indicated that organizational support

significantly moderates the relationship between HR diversity management practices and HR outcomes such as employee commitment (Won-Moo, Su-Jin, Jeong-Ju, & Yae-Won 2015; Eisenberger *et al.*, 2013). On the other hand, employees can directly reciprocate to the extent of perceived commitment to the organizational support received, such that the higher the organizational support received, the higher the employee commitment (Ahmed, Nawaz, Ali & Islam, 2015). On the international scene, United Arab Emirates (UAE) is a prime example of cultural diversity at both public and private firms, yet the employment practice on the ground is characterized by clear disparities between groups (Bakr, Forstenlecher & Al-Nakeeb, 2009). For instance, in disciplinary measures, there is little job security for expatriates as compared to Emiratis (Forstenlechner, 2009; Bakr *et al*., 2009). This negatively influences the commitment of minority employees, with very devastating impact on their performance as well as that of the respective organizations.
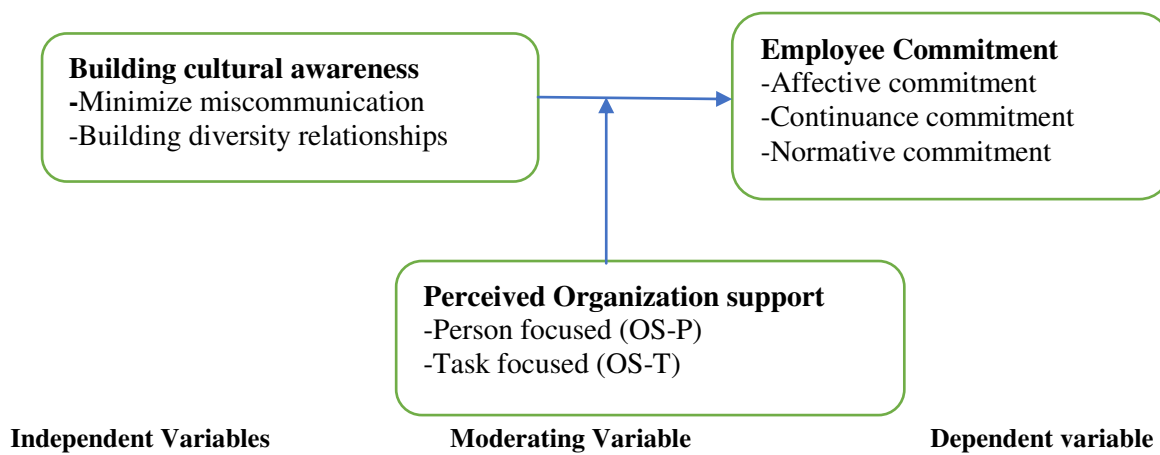
Conceptual Framework

Building cultural awareness
-Minimize miscommunication
-Building diversity relationships

Employee Commitment
-Affective commitment
-Continuance commitment
-Normative commitment

Perceived Organization support
-Person focused (OS-P)
-Task focused (OS-T)

Independent Variables   **Moderating Variable**   **Dependent variable**

Figure 1: Level of Cultural Awareness

Research Methodology

This study adopted a survey research design which entailed self-administration of the questionnaire to 384 respondents selected from a targeted population of 36, 212 employees working in commercial banks in Kenya. Survey research has been used extensively to study organizational problems in a structured manner (Fraenkel & Wallen, 2006; Malhotra & Grover, 1998). Stratified sampling was used with a proportionate allocation of the sample size, followed by a simple random sampling technique from each stratum. Building cultural diversity awareness was measured in terms of minimizing miscommunications and building of diverse relationships, with question items adapted from Patrick and Kumar's (2012) questionnaire item. Organizational support was also adapted and measured in terms of person focused and task focused organizational support (Asya, 2011; Kumar & Kumar, 2012). Further, employee commitment was adapted and measured in terms of affective, continuance and normative commitments (Allen & Meyer, 1993).

Descriptive statistics of the percentages were used to analyse the data from respondents before correlation and regression analyses were used to test whether building cultural diversity awareness has a significant influence on employee commitment. Further, hierarchical and step wise regression analysis were used to test for the moderating influence of organizational support on the relationship between the two variables. The dependent variable (employee commitment) was kept in raw form while the predictor variable (building cultural awareness) and the moderator (organization support) were mean centered. Mean centering helps to reduce the risk of multi-collinearity (Eshiteti, Mukanzi & Senaji, 2018; Chauhan, Ghosh, Rai & Kapoor, 2017). Two regression models were used in this investigation where the first one tested the direct relationship between building cultural diversity awareness and employee commitment while the second was used to investigate

whether perceived organizational support had a moderating influence on the relationship between these two variables. The two models used are shown in equations I and II.

$$Y = \alpha + X_1 \beta_1 + \mu \dots \dots \dots \dots \dots \dots \dots \dots \dots \dots \dots \dots \text{ (I)}$$

By multiplying the moderator through equation (I), equation (II) was obtained as shown:
$$Y = \alpha + X_1 \beta_1 + X_2 \beta_2 + X_1 X_2 \beta_3 + \mu \dots \dots \dots \dots \dots \dots \dots \text{ (II)}$$

Where Y is Employee commitment;
X_1 is Building Cultural Diversity Awareness
X_2 is Perceived Organizational support;
$\beta 1 - \beta_3$ are the regression coefficients
μ is the error term;
α is a constant or the y- intercept

Results and Discussion
Building Cultural Awareness
The study sought to determine the extent to which commercial banks build cultural diversity awareness among their diverse workforce. All the measures of the variable used a five point likert scale from 1=strongly disagree to 5= strongly agree. The results obtained were presented in table 1:

Table 1: Building Cultural Awareness Practices

Building Cultural Awareness practices	SD %	D %	N %	A %	SA %
Education on individual differences	2.4	11.8	20.5	32.7	32.6
Spotlighting on some groups	0.8	6.7	15.4	50.0	27.2
Awareness on personal attitudes and opinions	0.4	3.5	19.3	40.6	36.2
Value messages on manners, dress	3.5	18.1	0.0	51.2	27.2
Formation of positive relations	2.4	4.3	5.5	36.2	51.6
Employees to treat others equally	1.6	3.1	5.9	37.0	52.4
Commemoration of diversity days	3.5	7.1	9.8	35.4	44.1
Acceptance and respect of customs and beliefs	3.9	5.9	16.5	39.4	34.3

Key: SD=Strongly agree, A= Agree, N= Neither agree nor disagree, A= Agree; SA= Strongly agree

The findings in table 1 revealed that a majority of respondents (65.3 per cent) cumulatively agreed that their organizations provide them with education programs on individual differences. However, 14.2 per cent either disagreed or strongly disagreed with the statement. As a result of this education, 77.2 per cent of respondents also agreed cumulatively, that these organizations discourage employees from using terms that spotlight on some groups in a manner that is likely to show bias or stereotyping. Nonetheless, 7.5 per cent of them indicated that this discouragement does not happen in their organizations. Equally, 76.8 per cent either agreed or strongly agreed that their organizations encourage all employees from within to be aware of their own personal attitudes and opinions in trying to build cultural awareness. This was against a paltry 3.9 per cent who were of the opposite opinion. Results in table 1 also indicated that commercial banks encourage employees to avoid valuing messages based on dress, mannerism, accent or eye contact among other stereotypical practices. 78.4 per cent responded to the affirmative on this view while 21.6 per cent either disagreed or strongly disagreed with it.

In addition, the findings in table 1 revealed that management of commercial banks encourage their employees to form positive relationships with their colleagues irrespective of their backgrounds. This statement was supported by 87.8 per cent of respondents against 2.4 per cent who strongly disagreed, and 4.3 per cent who

disagreed with the statement. Further, a majority (89.5 per cent) of respondents cumulatively agreed that employees within commercial banks are encouraged to treat others equally against 4.4 per cent who said that nothing of this kind happens at their workplaces. Similarly, the findings also revealed that 79.5 per cent of respondents cumulatively agreed that their organizations commemorate diversity celebration days such as Mother's Day, Women International Day among others. Nevertheless, 10.6 per cent either disagreed or strongly disagreed with the statement. Consistently, 73.5 per cent of respondents also cumulatively agreed that employees within commercial banks are always reminded to accept and respect other people's customs and beliefs. However, a cumulative 9.8 per cent disagreed (5.9 per cent) and strongly disagreed (3.9 per cent) with this view.

Organizational Support

This study also sought to find out the extent to which commercial banks engage in organizational support to help their diverse workforce and the influence of such support on employee commitment. The measures of organization support used 10 questionnaire items on a five point likert scale from 1= Never (N) to 5= Always (A). The results obtained were presented in table 2:

Table 2: Organizational support practices

Organizational Support practices	N %	S %	O %	F %	A %
My organization cares about my well being	2.4	14.6	18.1	35.0	29.9
My organization strongly considers my goals and values	2.4	15.7	22.8	36.2	22.8
My organization helps me when I have a personal problem	2.8	25.2	17.3	33.5	21.3
My organization cares about my opinion on personal matters	6.3	26.4	26.0	24.0	17.3
My organization is willing to extend itself to help me perform my job to the best of my ability	2.4	4.3	19.7	39.0	34.7
My organization appreciates any extra effort from me	2.4	12.2	15.7	45.7	24.0
My organization shows concern about my work success	1.6	6.3	16.5	42.1	33.5
My organization fairly compensates me in exchange for effort put	4.3	8.7	17.3	42.9	26.8
My organization strongly considers my goals and values in work related matters	1.6	17.7	13.0	48.4	19.3
My organization provides practical assistance when I have a problem in doing my work	3.9	7.5	20.1	45.3	23.2

Where, N=Never, S= Seldom, O = Occasionally, F=Frequently, A= Always

The results obtained in table 2 showed that most respondents agreed that their organizations frequently care about their wellbeing (35.0 per cent), while 29.9 per cent were of the view that this is done always. In addition, 18.1 per cent suggested that this care is occasionally shown to employees while 14.6 per cent suggested that their organizations seldom care about their wellbeing. However, 2.4 per cent said this is never carried out. Nonetheless, the findings in table 2 also revealed that 22.8 per cent of respondents were of the opinion that their organizations always consider their goals and values, while 36.2 per cent suggested that this consideration is very frequent. This was against 15.7 per cent and 2.4 per cent of respondents who agreed that the consideration is occasional and seldom, respectively. Similarly, results in table 2 also indicated that 33.2 per cent of respondents felt commercial banks frequently (33.2 per cent) help them with personal problems, while 21.3 per cent suggested that this help happens always. A total of 28.0 per cent said that the help from these firms is seldom (25.2 per cent) and a further 2.8 per cent suggested that it never happens. On personal matters, 26.4 per cent of respondents suggested that their organizations seldom (26.4 per cent) cares about their personal opinions, while 26.0 per cent suggested that their organizations occasionally care about these opinions. Similarly, 24.0 per cent posited that their organizations frequently care about their opinions on

personal matters. This was against 17.3 per cent who suggested that firms always do care with 6.3 per cent suggesting that they do not care at all.

The findings from table 2 also showed that commercial banks frequently (39.0 per cent) or always (34.7 per cent) do assist employees perform their jobs to the best of their abilities. In addition, 19.7 per cent and 4.3 per cent of respondents suggested that this assistance by the employer only happens occasionally and seldom respectively. A further 2.4 per cent said that their organizations never assist anybody to perform better on the job. Consistently, 45.7 per cent and 24.0 per cent of respondents suggested that their organizations appreciate any extra effort either frequently or always respectively. This was against 15.7 per cent and 12.2 per cent who suggested that commercial banks occasionally or seldom appreciate any extra effort. This was also against 2.4 per cent of respondents who concurred that commercial banks (employer) never appreciate any extra effort. On the contrary, 42.1 per cent of respondents indicated that banks frequently show concern about one's work success while 33.5 per cent of them said that this is done always. However, 1.6 per cent said that banks do not show any concern at all against 6.3 per cent and 16.5 per cent who suggested that it is seldom and occasionally done respectively. As a concern for work success, 26.8 per cent of respondents said that commercial banks (their employer) in Kenya always compensate them for the extra effort, while 42.9 per cent agreed but suggested that the compensation was more frequent. On the other hand, 4.3 per cent said that they are never compensated for extra effort against 8.7 per cent who are seldom compensated for such, while another 17.3 per cent suggested that they are occasionally compensated. Results in table 2 also showed that Individual goals and values are frequently (48.4 per cent), always (19.3 per cent), occasionally (13.0 per cent) and seldom (17.1 per cent) considered against 1.6 per cent who suggested that such goals are never considered strongly by banks. In addition, the results in table 2 also indicated that there is frequent (45.3 per cent), always (23.2 per cent), occasional (20.1 per cent), seldom (7.5 per cent) and no (3.9 per cent) provision of practical assistance on problems experienced at work place. Generally, these findings are supported by the fact that organizational support tend to initiate a social exchange process in which employees tend to feel obligated to assist the organization to achieve its goals and objectives, but expect that the increased efforts on the firm's behalf may lead to greater rewards (Eshiteti *et al*., 2018; Kurtessis, Eisenberger & Buffardi, 2015). Therefore, organizational support can be said to fulfil social-emotional needs which results in greater identification and more commitment to one's organization. It leads to an increased desire to assist the organization succeed in the process, creating a greater psychological wellbeing.

Employee Commitment
This study further determined the extent to which employees in commercial banks are committed and how such commitment is influenced by building cultural diversity awareness. All measures of employee commitment used a five point likert scale as from 1= strongly disagree (SD) to 5=strongly agree (SA). The results obtained are shown in table 3:

<div align="center">Table 3: Employee Commitment</div>

Employee commitment Practices	SD %	D %	N %	A %	SA %
Affective Commitment					
Happy to spend rest of my career here	3.5	9.5	23.6	38.6	24.4
I feel emotionally attached	1.2	10.2	18.5	39.0	31.1
Organization has a great meaning for me	3.1	11.0	19.7	36.6	29.5
I feel like part of family here	4.3	14.6	7.5	41.7	31.9
I feel strong sense of belonging	4.7	12.2	14.6	39.0	29.5
My organizations problems are mine	7.5	12.6	16.9	30.3	32.7
Continuance Commitment					
It is hard to leave even if I wanted to	16.1	21.7	19.3	32.7	10.2
I continue to work for overall benefits	9.1	7.1	18.1	31.9	33.9

My life would be disrupted if I leave	16.1	26.4	22.0	19.7	15.8
I stay with my firm as a necessity	8.7	22.0	20.9	31.1	17.3
I few options to leave	11.0	34.3	20.5	18.9	15.4
Normative Commitment					
I feel sense of moral obligation energy)	9.4	19.7	20.9	30.3	19.7
My organization needs my loyalty	7.5	6.3	15.0	48.4	22.8
Will feel guilty if I were to leave	24.8	20.5	20.9	25.6	8.3
If I had not put so much I would leave	20.9	21.3	18.9	29.9	9.1
My organization is a nice place to work	7.9	3.9	12.2	52.0	24.0
I would not leave even for a better job	29.1	22.0	16.1	20.5	12.2

Findings in table 3 revealed that a majority (38.9 per cent) of respondents simply agreed that they were happy to spend the rest of their careers at their present organizations while 24.4 per cent of them strongly agreed with the same statement. However, this was against 3.5 per cent who strongly disagreed with the statement and 9.5 per cent who simply disagreed. A further 23.6 per cent neither agreed nor disagreed with the same statement. Consistently, 39.0 per cent of respondents agreed that they felt emotionally attached to their organization while 31.1 percent of them strongly felt emotionally attached to their present organizations, against 10.2 per cent who disagreed and a further 1.2 per cent of respondents who strongly felt that they did not feel emotionally attached to their own organizations. In addition, 36.6 per cent of respondents agreed that they held the feeling that their organizations had a lot of meaning to them. Also, 29.5 per cent of them strongly agreed with the statement while 3.1 per cent (strongly disagreed) and 11.0 per cent (disagreed) of respondents felt that their organizations did not have a lot of personal meaning to them.

Furthermore, 41.7 per cent (agreed) and 31.9 per cent (strongly agreed) of respondents all felt like part of the family membership in their respective banks. Nonetheless, 4.3 per cent (Strongly disagreed) and 14.6 per cent (disagreed) of respondents did not feel the same way. Similarly, results from table 3 indicated that 29.5 per cent (strongly agreed) and 39.0 per cent (agreed) of respondents felt a strong sense of belonging to their respective banks, unlike 4.7 per cent (strongly disagreed) and 12.2 per cent (disagreed) who did not feel the same way. Equally, 32.7 per cent (strongly agreed) and 30.3 per cent (agreed) of respondents felt as if their organization's problems were their own problems, against 7.5 per cent (strongly disagreed) and 12.6 per cent (disagreed) who did not feel as if the problems of their organizations were theirs. Therefore, from these results, the study can conclude that most employees in banks are committed in the affective to their respective organizations. This finding was consistent with those of Ashikali & Groeneveld (2013) who asserted that diversity management practices have a significant effect on employee commitment in the Australian manufacturing firms.

Table 3 presents findings which show that a majority of respondents at 32.7 per cent (agreed) and 10.2 per cent (strongly agreed) had the belief that it would be very hard for them to leave their current banks even if they had wanted to. This was against 16.1 per cent (strongly disagreed) and 21.7 per cent (disagreed) who felt like it would be easier for them to leave. Also, 33.9 per cent (strongly agreed) and 31.9 per cent (agreed) of respondents revealed that they continue to work in their current banks because of the overall benefits available to them. This was against 9.1 per cent (strongly disagree) and 7.1 per cent (disagree) who did not feel the same way. Similarly, table 3 indicated that 16.1 per cent (strongly disagreed) and 26.4 per cent (disagreed) did not feel like leaving their organizations would disrupt too much of their lives. However, 19.7 per cent (agreed) and 15.8 per cent (strongly agreed) felt that leaving their current banks would be very disruptive to their lives. This meant that a majority (42.5 per cent) would still leave the organization to work elsewhere without a major problem (possibly the young) as compared to 35.5 per cent who seemed uncomfortable with the movements.

In addition, findings in table 3 revealed that 31.1 per cent (agreed) and 17.3 per cent (strongly agreed) of respondents suggested that they would stay with their organizations as a matter of necessity rather than a desire. This was against 8.7 per cent (strongly disagreed) and 22.0 per cent (disagreed) who did not feel the same way. At the same time, 11.0 per cent (strongly disagreed) and 34.3 per cent (disagreed) of respondents felt like they still have got many options to consider leaving their current organizations, unlike 18.9 per cent (agree) and 15.4 per cent (strongly agree) who felt like there are no options to consider as an alternative to their firms. These findings could also mean that these employees were satisfied with their current banks and therefore did not feel like taking up other jobs elsewhere. Table 3 also indicated that there is continuance commitment among employees in the banking sector, although this does not seem to be as strong as the affective commitment. On the normative commitment, results in table 3 revealed that most respondents, 30.3 per cent (agreed) and 19.7 per cent (strongly agreed) felt a sense of moral obligation to remain with their current firms. This was against 9.4 per cent (strongly disagreed) and 19.7 per cent (disagreed) who felt that this was not the case for their continued stay in their current banks. Thus, most respondents, at 50.0 per cent were obliged to stay. Consistently, 48.4 per cent (agreed) and 22.8 per cent (strongly agreed) of respondents felt like their banks deserved more of their loyalty, against 7.5 per cent (strongly disagreed) and 6.3 per cent (disagreed) who did not feel the same way. On the contrary, the findings from table 3 revealed that a majority (24.8 per cent for strongly disagree and 20.5 per cent for disagree) of respondents would not feel guilty leaving the organization, against 8.3 per cent (strongly agreed) and 25.6 per cent (agreed) who did not feel the same way. Consequently, 20.9 per cent (strongly disagreed) and 21.3 per cent (disagreed) were negative to the statement that they would consider working elsewhere had they not put much of their effort in their current organizations. However, 29.9 per cent (agreed) and 9.1 per cent (strongly agreed) responded in the affirmative. Nonetheless, a majority 52.0 per cent (agreed) and 24.0 per cent (strongly agreed) felt that their respective firms were nice places to work. This was contrary to the 7.9 per cent (strongly disagreed) and 3.9 per cent (disagreed) who felt the opposite. Inconsistently, 20.5 per cent (agreed) and 12.2 per cent (strongly disagreed) of the respondents suggested that they would not feel it right to leave their current banks for a better offer elsewhere. This was against 22.0 per cent (disagreed) and 29.1 per cent (strongly disagreed) who would feel it right to leave for a better offer. This finding was consistent with those of the continuance commitment where most respondents did not feel like it would be disruptive on their lives if they left their banks for other opportunities elsewhere, making a case for young employees. The results further indicated that commercial banks also experience normative type of commitment from their own employees, although like continuance commitment, normative commitment was not found to be as strong as the affective type of commitment.

Inferential Analysis

To test for the influence of building cultural diversity awareness on employee commitment, a correlation and linear regression analysis were conducted. The results of a correlation matrix are presented in table 4 and interpreted thereof.

Table 4: Building Cultural Awareness on Employee Commitment

Correlations Results		Affective commitment	Continuance commitment	Normative Commitment	Employee Commitment
Building cultural awareness	Pearson Correlation	.437**	.308**	.165**	.715**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	254	254	254	254
Organizational support	Pearson Correlation	.561**	.275**	.304**	.470**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	254	254	254	254

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

Table 4 revealed that building cultural awareness has a positive and significant influence on affective commitment (r=0.437**, p< 0.01), on continuance commitment (r=0.308**, p< 0.001), normative commitment (r=0.165**, p< 0.01) and employee commitment (r=0.715, p< 0.001) respectively. These results were in support of the findings from previous researches. For instance, Guerrero *et al.* (2013) suggested that building cultural diversity awareness is significantly linked to affective commitment. Accordingly, many organizations are devoting great effort and resources to manage cultural diversity which will then demonstrate that employees are not victims of unfavourable treatment within the organization. As such, this practice has been significantly linked to employee commitment (Thatcher & Patel, 2011). Consistently, Madera (2013) also opined that, diversity awareness building can enhance diverse group integration among minority and mainstream. Accordingly, this can be of great help to improve the understanding of the value of diversity, social cohesion and contribute towards improving individual and organizational commitment. However, Leveson, Joiner and Bakalis (2009) found out that there is an indirect positive association between building cultural awareness among employees and all types of commitment and hence, the need for organizational support.

According to Patrick and Kumar (2012), the IT industry employees in India reported discrimination as the most frequently encountered barrier to effective management of workforce diversity. To reduce the discrimination, prejudices and stereotypical thinking, the IT industry within the country emphasised on building and increasing cultural awareness among employees. As a result, the various strategies put in place to ensure the recognition of the existing diversity differences have seen the enhancement of organizational commitment by the various employees in the sector. Consistently, in his study to determine the challenges faced in the management of HR diversity and the IT service inclusion in the Indian multinationals (Donnelly, 2015), it was established that building and increasing awareness about HR diversity differences helps the organization to increase employee commitment. In addition, Kim *et al.*'s article (2015) on the effect of HR diversity in a highly male dominated culture observed that, stereotypical perceptions about the cultural assumptions in the workplace about certain category of employees can negatively affect their commitment towards the organization. However, the study further established that HR diversity management through such practices as building of cultural awareness has a positive and significant relationship with employee commitment.

Regressions

The study hypothesised that building cultural awareness has no significant influence on employee commitment and its constructs of affective, continuance and normative commitments. Therefore, the amount of variation of building cultural diversity awareness on employee commitment and its constructs was found by regressing the variables and the results obtained presented in tables 5, 6, 7 and 8 respectively.

Table 5: Building Cultural Awareness on Affective Commitment

Model Summary						
R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
				R Square Change	F Change	Sig. F Change
.437[a]	.191	.188	.88080	.191	59.390	.000

a. Predictors: (Constant), building cultural awareness

Table 5 indicates the amount of variation on the predicted variable (affective commitment) as explained by independent variable (building cultural awareness). The regression analysis yielded the coefficient R value of 0.437 and the R^2 of 0.191, which meant that 19.1 per cent of the corresponding variation in affective commitment can be explained by building cultural awareness. In addition, the adjusted R square (.188) also

attempts to generate a more honest value that tends to estimate the R square for the entire population at 18.8 per cent. Further, the rest of the variation could be explained by other variables not included in the model. Furthermore, the ANOVA test gave the F value of (59.390, p < 0.001), which was sufficient in its support of the goodness of fit of the model in explaining the variation in the dependent variable (affective commitment). Similarly, the regression analysis results further revealed that there is a positive and significant relationship between building cultural awareness and affective commitment (β= 0.437, p < 0.001). This implies that employees who experience high levels of cultural awareness on diversity issues, may also exhibit high levels of affective commitment. Besides, when the regression analysis was conducted between building cultural awareness and continuance commitment to establish the nature of influence of the predictor variable on continuance commitment, the results obtained were presented in table 6:

Table 6: Building Cultural Awareness on Continuance Commitment

Model Summary						
R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
				R Square Change	F Change	Sig. F Change
.308[a]	.095	.092	.93531	.095	26.505	.000

a. Predictors: (Constant), building cultural awareness

The results in table 6 show the quantity of change on the predicted variable (continuance commitment) as explained by the independent variable (building cultural awareness). The regression analysis performed yielded the coefficient R value of 0.308 and the R^2 of 0.095, which meant that only 9.5 per cent of the corresponding variation in continuance commitment can be explained by building cultural awareness. In addition, the adjusted R square (.092) also attempts to generate a more honest value that tends to estimate the R square for the entire population at 9.2 per cent. Furthermore, the ANOVA test gave the F value of (26.505, p < 0.001) which was sufficient in its support of the goodness of fit of the model in explaining the variation in the dependent variable (continuance commitment). Therefore, this validates the view that building cultural awareness is a useful predictor of continuance commitment. Also, the regression analysis was conducted between building cultural awareness and normative commitment to establish the nature of influence of the predictor variable (building cultural awareness) on normative commitment. The results obtained were presented in table 7:

Table 7: Building Cultural Awareness on Normative Commitment

Model Summary						
R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
				R Square Change	F Change	Sig. F Change
.165[a]	.027	.023	1.00091	.027	7.042	.008

a. Predictors: (Constant), Building cultural awareness

The results obtained in table 7 indicate the amount of variation on the predicted variable (normative commitment) as explained by the independent variable (building cultural awareness). The regression analysis yielded the coefficient R value of 0.165 and the R^2 of 0.027, which meant that only 2.7 per cent of the corresponding variation in normative commitment can be explained by building of cultural awareness on diversity issues. In addition, the adjusted R square (.023) also attempts to give a more honest value that tends to estimate the R square for the entire population at 2.3 per cent. Further, the rest could be explained by other variables not included in the model. Furthermore, the ANOVA test gave the F value of (7.042, p = 0.008)

which was very low to support the goodness of fit of the model in explaining the variation in the dependent variable (normative commitment). However, the regression analysis results revealed a positive and significant relationship between building cultural awareness and normative commitment (β= 0.165, p < 0.01). In addition, a regression analysis was conducted between building cultural awareness and employee commitment to establish the nature of influence of this predictor variable on employee commitment. The composite index of building cultural awareness dimensions and that of employee commitment were first computed before the regression analysis was performed. The results were presented in table 8 and interpreted thereof.

Table 8: Building Cultural Awareness on Employee Commitment

Model Summary						
R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
				R Square Change	F Change	Sig. F Change
.715[a]	.511	.509	.52281	.511	263.390	.000

a. Predictors: (Constant), building cultural awareness

The results in table 8 present the findings on the amount of variation obtained on the composite predicted variable (employee commitment) as explained by predictor variable (building cultural awareness). The regression analysis yielded the coefficient R value of 0.715 and the R^2 of 0.511, which meant that 51.1 per cent of the corresponding variation in employee commitment can be explained by the building of cultural awareness. In addition, the adjusted R square (.509) also attempts to give a more honest value that tends to estimate the R square for the entire population at 50.9 per cent. Further, the rest (48.9 per cent) could be explained by other variables included in the multiple regression models. Furthermore, the ANOVA test gave the F value of (263.390, p < 0.001) which was large enough to support the goodness of fit of the model in explaining the variation in the predicted variable (employee commitment). It also showed that with a p value of less than 0.001, there is less than 1 in 1000 chances that the influence of building cultural awareness on employee commitment could be described by a flat line. Therefore, this validates the view that building cultural awareness is a very useful predictor variable of employee commitment. Similarly, the regression analysis results further revealed that there is a positive and significant relationship between building cultural awareness and employee commitment (β= 0.715, p < 0.001). It further implies that employees who experience high levels of cultural awareness on diversity issues, will also exhibit high levels of commitment.

These findings support previous research work on the effect of imparting knowledge about cultural awareness to a diverse set of employees (e.g. Kim, Lee & Kim, 2015; Ashikali & Groeneveld 2015; Nguyen, 2014; Madera, 2013; Fullerton, 2013; Munjuri & Maina, 2013; Leveson *et al*., 2009). According to Nguyen (2014) on a study that was conducted to examine the implementation of diversity training in organizations in 2006 by Hite and McDonald, it was observed that organizations fail to offer training that goes beyond the awareness level. Further, the findings about the embodied prejudices on diversity and practices (De Figueiredo, 2015) found that these prejudices tend to affect the access to knowledge about cultural awareness and end up perpetuating the historical cultural dominance hence, affecting employee commitment negatively. Nonetheless, Ashikali and Groeneveld (2015) further revealed that the relationship between HR diversity management practices and employee commitment could be mediated by inclusiveness in the culture of the organization. The coefficients of the fitted model using the "unstandardized coefficients" was given in the table 9;

Table 9: Regression Coefficients of Building cultural awareness

Coefficients[a]					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.355	.225		1.579	.116
Building cultural awareness	.911	.056	.715	16.229	.000

a. Dependent Variable: Employee commitment

Equally, the results obtained in table 9 revealed that the unstandardized regression coefficients β value of the computed (composite index) scores of building cultural awareness was found to be 0.911, with a t-value of 16.229 at a significance level of $p < 0.01$. This implied that for every 1 per cent increase in building cultural awareness, there was a predicted increase in the percentage of employee commitment of zero.

Moderation Relationship

The main objective of this study was to investigate the moderating influence of organizational support on the relationship between building cultural diversity awareness and employee commitment in commercial banks in Kenya. A hierarchical regression analysis was conducted to establish the incremental contribution of organization support on the relationship after both the independent variable (building cultural diversity awareness) and the moderator (organization support) were mean centered. Mean centering of variables reduces the risk of multi-collinearity (Eshiteti, 2019; Eshiteti *et al.*, 2018; Chauhan *et al.,* 2017). Further, the mean centered independent variable and the moderator (organization support) were multiplied to create interaction terms. A series of regression analysis was conducted by use of the mean centered predictor and moderator variables beginning with the control variables (job category, age, education level and length of service) to determine their influence on employee commitment. A series of steps was followed and the results obtained shown in table 10.

Table 10: Hierarchical Regression

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	Sig. F Change
1	.142[a]	.020	.005	.74449	.020	1.288	.275
2	.743[b]	.551	.542	.50477	.531	293.661	.000
3	.781[c]	.610	.601	.47148	.059	37.265	.000
4	.789[d]	.622	.611	.46517	.012	7.745	.006

a. Predictors: (Constant), Length of Service, Education level, Age, Job Category
b. Predictors: (Constant), Length of Service, Education level, Age, Job category, Building cultural awareness
c. Predictors: (Constant), Length of Service, Education level, Age, Job category, Building cultural Awareness, Organization support
d. Predictors: (Constant), Length of Service, Education Level, Age, Job Category, Building Cultural Awareness, Organization Support, Building Cultural Awareness * Organization Support

The findings in Model 1 of table 10 show that cumulatively, all the demographic variables were found to be positive but insignificantly associated with employee commitment (r =.142, p>0.05). This indicated that the control variables (length of service, education level, age and job category) were weakly but positively correlated with employee commitment with R^2 of 0.020. This implies that the demographic variables could only explain 2 percent of variance in employee commitment. Nonetheless, this model was neither fit nor applicable. When the standardized z scores of building cultural diversity awareness was added to model 1,

model 2 was obtained as shown in table 10. Similarly, building cultural diversity awareness was found to be positive and significantly correlated to employee commitment (r=0.743, p<0.01). The R^2 value increased by .531 to .551, implying that the new model could explain 55.1 per cent of variance in employee commitment at 0.01 significant level. The model was statistically significant, fit and applicable.

The findings in table 10 also showed that when organizational support was added as a moderator, the results (model 3) obtained indicated that both the independent variable (building cultural diversity awareness) and the moderator (organization support) were significantly and jointly associated with employee commitment (r =0.781, p<0.01). That is, when all the demographic variables were controlled, the relationship between building cultural diversity awareness (on addition of organizational support) and employee commitment was positive and statistically significant. This changed the R^2 by .059 to .610. This meant that model three could explain 61.0 per cent of variance in the commitment among employees. Finally, to investigate how organization support moderates the relationship between building cultural diversity awareness and employee commitment in the banking sector in Kenya, the interaction term of the mean centered building cultural awareness* organizational support and the mean centered moderator (organization support) was entered in the regression model to obtain model 4. Findings in table 10 indicated that organizational support has a positive moderating influence on the relationship between building cultural diversity awareness and employee commitment (r = 0.789, R^2 = 0.622, p<0.01). Accordingly, the R^2 value showed that building cultural diversity awareness could explain 62.2 per cent of variance in employee commitment.

These results were supported by Patrick and Kumar (2012) who asserted that the relationship between diversity management practices and employee commitment can be sought in moderation. According to Mukanzi, Gachunga, Ngungi and Kihoro (2014), perceived managerial support defines the extent to which the organization management is sensitive to employees' work responsibilities. Further, it moderates the relationship between experienced burnout and stress arising from poor HR diversity management. In addition, employees' perceived sufficient support from their management could enable them to continue working in various banks. The unstandardized coefficient table11 is indicated as shown:

Table 11: Unstandardized Coefficients (Hierarchical Regression)

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	4.562	.465		9.807	.000
	Job Category	-.125	.084	-.124	-1.498	.135
	Age	.036	.082	.035	.443	.658
	Education Level	-.115	.091	-.090	-1.269	.206
	Length of service	.005	.049	.008	.093	.926
R=0.142, R^2 = 0.020, ΔR^2 =0.020, FΔ (4, 249) =1.2888, P = 0.275						
2	(Constant)	5.097	.317		16.081	.000
	Building Cultural Awareness	.563	.033	.755	17.137	.000
R=0.743, R^2 = 0.551, ΔR^2 =0.531, FΔ (1, 248) =293.661, P = 0.000						
3	(Constant)	4.765	.301		15.834	.000
	Organization Support	.232	.038	.311	6.105	.000
R=0.781, R^2 = 0.610, ΔR^2 =0.059, FΔ (1, 247) =37.265, P = 0.275						
4	(Constant)	4.831	.298		16.219	.000
	Building Cultural Awareness* Organization Support	-.068	.024	-.112	-2.783	.006
R=0.789, R^2 = 0.622, ΔR^2 =0.012, FΔ (4, 246) =7.745, P = 0.006						

The findings in table 11 revealed that the interaction influence of organization support on the relationship between building cultural diversity awareness and employee commitment is positive and significant. In addition, this indicated that the association between building cultural awareness and employee commitment is contingent on the level of organization support. The nature of the moderation influence was presented in figure 2:
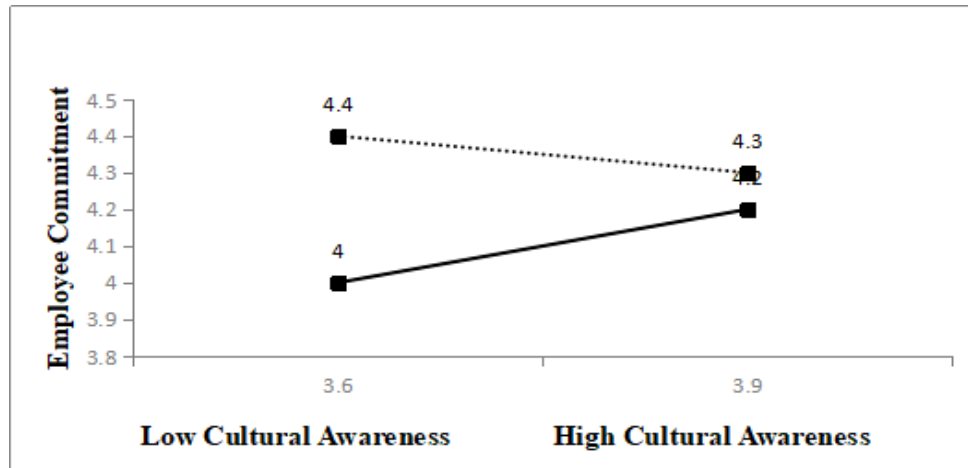

Figure 2: Building Cultural Awareness and Organization Support Interaction

The results presented in figure 2 revealed that when organization support is high, then the relationship between building cultural awareness and employee commitment is relatively high. However, when organization support is low, then building cultural awareness was also found to have a positive influence on employee commitment. Therefore, organization support has a moderating influence on the relationship between building cultural awareness and employee commitment in the banking sector in Kenya. The findings are consistent with Leveson *et al.* (2009) who also found out that the relationship between building cultural diversity perceptions and affective commitment is indirect and therefore, could be moderated by organizational support.

Step-wise Regression Analysis

Similarly, in the step wise analysis, organizational support was also treated as a moderator as the study sought to find out its incremental contribution on the relationship between building cultural diversity awareness and employee commitment. Furthermore, the analysis established that the control variables (length of service, education level, job category and age) had the weakest contribution on the variance in employee commitment than the predictor variable (building cultural diversity awareness) and as a result these variables were automatically removed from the model. The results obtained are presented in table 12:

Table 12: Building Cultural Diversity Awareness and Employee Commitment

Model Summary							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics		
					R Square Change	F Change	Sig. F Change
1	.715[a]	.511	.509	.52281	.511	263.390	.000
2	.765[b]	.585	.582	.48249	.074	44.875	.000
3	.773[c]	.597	.592	.47642	.012	7.437	.007

a. Predictors: (Constant), Building Cultural Awareness
b. Predictors: (Constant), Building Cultural Awareness, Organization Support
c. Predictors: (Constant), Building Cultural Awareness, Organization Support, Building Cultural Awareness * Organization Support

The output of the step-wise regression in table 12 has three models. The control variables were removed from the model because of the insignificant explanation in the variance on the predicted variable. Therefore, the first model consists of the constant and building cultural diversity awareness. Findings in table 12 show that the R^2 for model 1 was 0.511, which suggests that building cultural diversity awareness can explain 51.1 per cent of variance in employee commitment. With a $p < 0.01$, the model was significant at 99 per cent confidence level. In addition, the F change statistic of 263.390 also show the model to be significant, fit and applicable. Further, model 2 added organizational support variable to model 1, increasing the influence on employee commitment to 58.5 per cent with a p value of less than 0.01. Thus, model 2 was found to be significant and applicable since the F change statistic obtained was also significant ($\Delta F=44.875$, $p < 0.01$). Similarly, model 3 was obtained by adding the interaction term of building cultural diversity awareness * Organization support. This addition increased the R^2 value from 0.585 to 0.597. Accordingly, this suggested that putting together building cultural diversity awareness, organizational support, and building cultural diversity awareness * organization support could explain 59.7 per cent of variance in employee commitment. The model obtained was also significant with a p value = 0.007 still at 99 per cent confidence level. Based on the F change ($\Delta F=7.437$, $p < 0.01$) statistic obtained in table 12, the third model was fit and applicable. Nevertheless, step-wise regression does multiple regressions severally and at each time removes the weakest correlated variable (Saunders, Lewis& Thormhill, 2014). Therefore, from the output in table 12, all the control variables were removed. However, the results obtained further produced the unstandardized coefficients which can be summarized as shown in table13:

Table 13: Unstandardized Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.963	.033		120.821	.000
	Building Cultural Awareness	.533	.033	.715	16.229	.000
2	(Constant)	3.963	.030		130.917	.000
	Building Cultural Awareness	.413	.035	.553	11.703	.000
	Organization Support	.236	.035	.317	6.699	.000
3	(Constant)	3.998	.032		123.269	.000
	Building Cultural Awareness	.396	.035	.530	11.182	.000
	Organization Support	.238	.035	.319	6.829	.000
	Building Cultural Awareness*Organization Support	-.067	.025	-.112	-2.727	.007

a. Dependent Variable: Employee Commitment

The Unstandardized regression coefficients β values of the computed (composite index) scores of building cultural diversity awareness and employee commitment, when moderated with organizational support as presented in model 3 were 0.396 (building cultural diversity awareness), 0.238 (organizational support), -0.067 (building cultural diversity awareness × organizational support), with a t- values of 11.182 (building cultural awareness), 6.829 (organizational support), and -2.727(building cultural diversity awareness × organizational support). All the t-values were above +1.96 and below -1.96. The p values for all the variables in table13 were less than 0.01. Therefore, both building cultural diversity awareness and organization support

had a statistically significant influence on employee commitment. Further, table 12 also showed that organizational support had a significant moderating influence on the relationship between building cultural diversity awareness and employee commitment. Having achieved the objective, the study rejected the null hypothesis that:

H₀: *Organizational support has no moderating significant positive influence on the relationship between building cultural diversity awareness and employee commitment in the banking sector in Kenya.*

Therefore, the regression model obtained from the step-wise regression coefficients in table 13 can be stated as shown:

$Y = 3.998 + 0.396X_1 + 0.238X_2 - 0.067X_2*X_1$……………II
or

Employee Commitment (predicted) = 3.998 + 0.396Building cultural diversity awareness + 0.238 Organizational support - 0.067Building cultural diversity awareness × Organizational support………… (II)

Summary, Conclusion and Recommendation

The study sought to establish the moderating influence of organizational support on the relationship between building cultural diversity awareness and employee commitment in the banking sector in Kenya. The findings revealed that both building cultural diversity awareness and organization support have a positive and significant influence on employees' commitment. Further it was found that organizational support has a positive and significant moderating influence on the relationship between building cultural awareness and employee commitment. The conclusions drawn suggest that organizational managers should be able to create a culture that is trusting; open and supportive to individual employees. Therefore, it is the recommendation of this study that all organizations institutionalize organizational support for increased employee commitment, as well as strive to build diversity awareness among the workforce.

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