

**INFLUENCE OF WORKFORCE DIVERSITY MANAGEMENT ON  
EMPLOYEE PERFORMANCE IN STATE CORPORATIONS IN KENYA:  
A CASE OF THE NATIONAL MUSEUMS OF KENYA.**

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**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR THE AWARD OF MASTER IN BUSINESS  
ADMINISTRATION DEGREE IN HUMAN RESOURCE MANAGEMENT OF  
MOUNT KENYA UNIVERSITY**

**JUNE, 2024**

## DECLARATION

### Declaration by the student

The content of this research project was entirely my own creation and has not been submitted for a degree at any other institution or for any other accolade.

Signature :  .....

Date :  .....

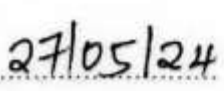
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### Approval by the university supervisor

I verify that the research carried out in this project was done by the candidate under my supervision and guidance as a university supervisor.

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## DEDICATION

This proposal was a special dedication to my husband Samuel Mutugi Muchomba



## **ACKNOWLEDGEMENT**

I extend my profound gratitude to the Almighty God, the fountain of all wisdom, for guiding me throughout this program. I am grateful to the lecturers Mount Kenya university school of Business and Economics for the moral support and contributions made towards the achievement of this project. My special thanks go to my supervisor Dr. Jacqueline Omuya for her guidance and tireless efforts in making this research project a success. Lastly, I would like to thank everyone who has contributed in one way or another in enabling me carry out this research study.



## ABSTRACT

According to the assessment report from the Quality Assessment and Performance Improvement Strategy, it was identified that the staff members of the state corporations in Kenya exhibited low performance levels, leading to a decline in employee satisfaction. The National Cohesion and Integration Commission (NCIC) audit report revealed disparities in race and ethnicity within the corporations. This suggests that public resources, such as salaries, predominantly benefit specific communities, significantly impacting the nation's growth, unity, and contributing to the unjust delivery of services. The primary objective of the research was to examine the future impact of workforce diversity on the performance of employees at the NMK. Specifically, the investigation aimed to assess how gender, age, ethnicity, and education diversity influenced employee performance in the organization. The research drew guidance from theories such as social identification and categorization, similarity/attraction, information and decision-making, and expectancy theory. In the study, a descriptive cross-sectional survey design was employed, focusing on the staff members stationed at the NMK headquarters. The future total population comprised 550 employees at various personnel levels. A future sample of 110 members was selected through Stratified random sampling. Data was collected using a semi-structured questionnaire administered to the chosen sample. To ensure the reliability of the instrument, Cronbach's Alpha was employed, while factor analysis was used to validate the tools. The future gathered data underwent analysis using SPSS version 27, employing both descriptive and inferential statistical methods. Descriptive statistics was utilized for the analysis of quantitative data, with the results presented through future tables, figures, graphs, and prose. The research uncovered significant positive correlations between various forms of diversity and employee performance within the NMK. Specifically, gender, age, ethnicity, and education, all exhibited positive and noteworthy impacts on employee performance. This underscores the importance of cultivating diversity when hiring personnel, as it contributes to enhanced performance. Furthermore, ensuring equal opportunities for promotion fosters employee motivation and dedication. Tailoring working environments and conditions to accommodate employees of different ages is crucial. To maximize the benefits of diversity, organizations should actively promote it and harness the collaborative potential of diverse work groups to improve both individual and organizational performance. Additionally, maintaining a diverse workforce, including diversity in education levels across all levels of employment, is vital for organizational success.

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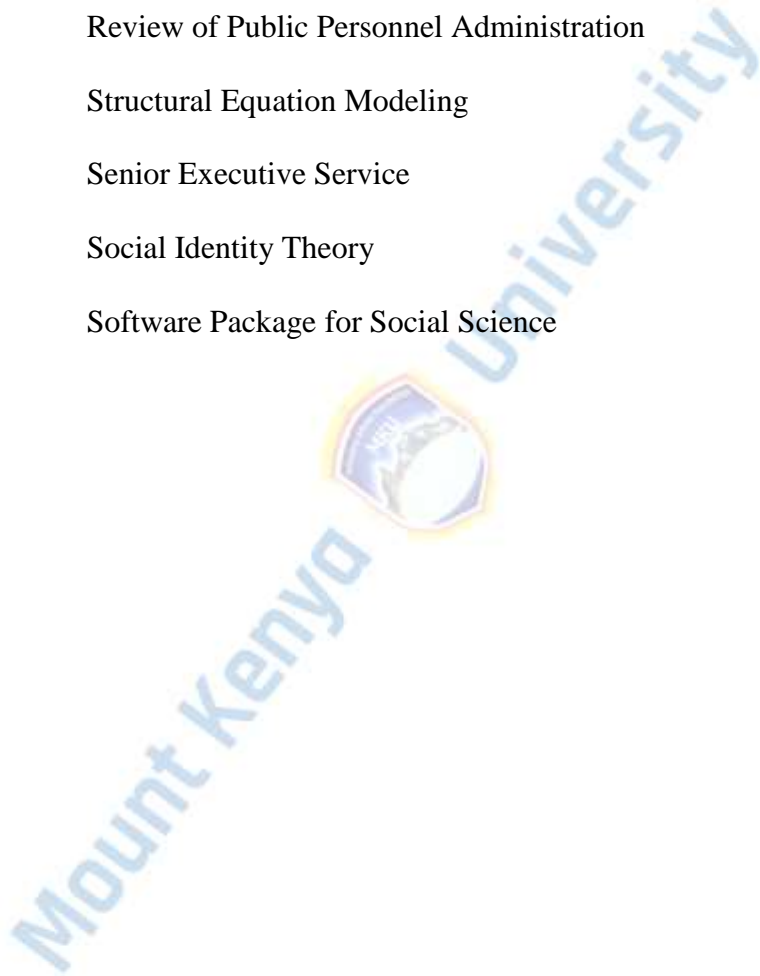
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## **ABBREVIATIONS AND ACRONYMS**

<b>ANOVA:</b>	Analysis of variance
<b>DM:</b>	Diversity management
<b>MoH:</b>	Ministry of Health
<b>NCIC:</b>	National Cohesion and Integration Commission
<b>NMK:</b>	NMK
<b>ROPPA:</b>	Review of Public Personnel Administration
<b>SEM:</b>	Structural Equation Modeling
<b>SES:</b>	Senior Executive Service
<b>SIT:</b>	Social Identity Theory
<b>SPSS:</b>	Software Package for Social Science



## CHAPTER ONE

### INTRODUCTION

#### 1.1 Background of the Study

Employee performance was a major issue for businesses throughout the world since it affected the efficiency of the company as a whole. The purpose of this study was to investigate how NMK employee performance is affected by workplace diversity. The global interest in diversity among employees was evident in both work environments and the market. To enhance dynamism and profitability, companies embraced diverse perspectives, ensuring employees experience diversity in the daily operations and activities of the business (Corrington et al., 2020). The motivation of employees and effective human resources management played crucial roles in enhancing individual performance. Đorđević et al. (2020) argued that a company's ability to compete and succeed relies on its employees' level of dedication, which in turn leads to better performance.

Workforce diversity encompassed both the distinctions and similarities presented among employees (Makhdoomi & Nika, 2017). Age, gender, race, ethnicity, culture, and handicap were among the many demographic factors in play in the workplace (Otike et al., 2022). This idea mirrored the overt and covert variations among people, resulting in a varied community that valued and celebrated diversity (Otike et al., 2022). Workforce diversity brought together individuals from various backgrounds to collaborate on shared objectives. It involved the coexistence of individuals with diverse dimensions, including cultural, religious, age, and gender differences, within organizational structures, collectively termed as workforce diversity. The benefits of a diverse workforce are many, and they improve our lives in many ways (Goethe & Colina, 2018). The diversity within a workforce significantly impacted both employee performance and the overall

effectiveness of organizations. Scholars highlighted that diverse dimensions within organizations yield various effects (Telyani et al., 2022). Barney (1991) resource view suggested a positive correlation between diversity and employee performance. Conversely, Tajfel and Turner (1978) social identity theory posited a negative association between performance and the diversity of the workforce. According to the resource perspective proposed by Barney (1991), there is a beneficial relationship involving diversity and employee performance. The social identity theory of Tajfel and Turner (1978) argued that diversity in the workplace was negatively correlated with performance.

### **1.1.1 Global Perspective of Workforce Diversity and Employee Performance**

Organizations worldwide were making efforts to evolve by ensuring that employees from various cultural and demographic backgrounds develop the necessary competencies and were supported in their roles to effectively execute business strategies (Ramirez et al., 2016). This global trend towards inclusivity and diversity within corporations was underscored in the United States through a study conducted by the Human Resource Institute. In 2001, this study surveyed over a thousand organizations, both private and public, unveiling that a significant portion of these entities offer diversity training: 56% in racial diversity, 68% in gender issues, 45% in ethnic diversity, 35% in age diversity, 54% in addressing disabilities, 57% in sexual orientation, and 24% in religious diversity (Ramirez et al., 2016). Additionally, it was observed that organizational performance indices improved by seven percent, predominantly led by the private sector with a five percent increase. The comparatively lower performance improvement in the public sector was linked to its hesitance in fully incorporating diversity practices into their management frameworks.

According to Mitchell et al. (2018), the minority labor force in the US is projected to see a substantial increase, going from 16.5% in 2000 to an expected 25% by 2050. White men

made up 86% of the federal government's Senior Executive Service (SES) workforce when the ROPPA was first established in 1980. A more varied workforce was seen in 2008, when this ratio dropped to 65%. In addition to changes in racial and ethnic demographics, the impact of globalization further enriched cultural and linguistic diversity. It was noted that approximately 18% of households in the U.S. communicate in a language other than English at home, and about 13% of the population were immigrants (Windscheid et al., 2018).

Diversity management initiatives in Korea and Japan mostly targeted gender inequality because of the countries' relatively low levels of ethnic diversity. In 2013, women's labor force participation reached 48.9%, according to official numbers from Korea's National Statistical Office. At the same time, in 2014, women's labor participation in Japan increased slightly to 48.3%, according to the Ministry of Health, Welfare, and Labor. In spite of all these improvements, which gender gap in employment has persisted since 1985 (Báez et al., 2016) with the share of women in full-time work being unchanged at 30%.

The establishment of Malaysian Airways in 1947 laid the groundwork for what would evolve into Malaysia Airlines. By 2017, this airline boasted a diverse workforce of approximately 20,000 employees. The composition of this workforce was notably multicultural, with 43% being According to Wouters (2017), out of all the Malaysians, 39% are of Indian descent, 14% are of Chinese descent, and 4% are of mixed ethnicity. Half of the employees were women, while the other half were men, making for a roughly equal gender split in the organization (Wouters, 2017).

In 2003, Norway passed a landmark law requiring publicly traded corporations to have 40% female board members. Gender parity in business leadership was the stated goal of this program. Following Norway's example, the European Commission set forth

proposals aimed at enhancing female representation in leadership positions across public organizations. It advocated for women to occupy 30% of these roles by 2015, with an ambition to increase this figure to 40% by 2016, as reported by Christiansen, (Karimi & Busolo, 2019). Recent data from the Bureau of Labor Statistics (2017) revealed a balanced age distribution within the European labor market, with half of the workforce aged over 50 years and the other half under 50 years, indicating a diverse mix of experience and youth.

### **1.1.2 Regional Perspective of Workforce Diversity and Employee Performance**

The implementation of equity policies into the constitution in 1998 as a response to the apartheid system positioned South Africa as a forefront nation in Africa for embracing diversity. Despite significant progress in democracy, challenges persisted, including discrimination and unequal treatment within the workforce. A critical issue remained the underrepresentation of black individuals in senior roles within public institutions, alongside a lack of representation for women and almost complete exclusion of disabled individuals (Badubi, 2017).

The Cross-Cultural Foundation notes that religious, political, and ethnic diversity in Ugandan public institutions posed difficulties for diversity management. Environmental changes, individual and collective endeavors, and intermarriages all contribute to the widespread belief that variety is a problem. Successfully incorporating diversity into the management structures of public enterprises was the immediate priority. Furthermore, it was determined that there was a need to push for the Equal Opportunities Act's execution and for cultural, governmental, and educational organizations to be more proactive in fostering diversity management.

In Nigeria, despite approximately half of the population being of working age, the employment rate hovered around twelve percent. The convergence of foreign and local

cultures, spurred by multinational corporations and the broader effects of globalization, presented both challenges and opportunities in managing workforce diversity. For instance, FirstBank in Nigeria exhibited a gender disparity within its workforce, with 61% male employees and 39% female employees. This discrepancy extended into the managerial and board levels, where males comprised 66% and 84%, respectively, compared to females at 34% and 16%. Furthermore, FirstBank's subsidiary boards included only nine women, highlighting significant gender imbalance at the highest levels of decision-making (Waller, 2016).

Kossek et al. (2015) pointed out that employment among women of working age stood at only 54%, in stark contrast to 80% of men in the same age bracket. This discrepancy underscored the persistent trend of women's engagement in domestic work and the invisible care economy, which continued to be undervalued and overlooked in formal employment statistics. Additionally, the pharmaceutical industry in Egypt, established in 1939 as one of the country's strategic sectors, employed 39,500 individuals, including those in production roles, reflecting the scope of employment opportunities within a single industry (Ngao & Mwangi, 2016). This data highlighted the varying degrees of employment diversity and gender representation across different regions and sectors.

### **1.1.3 Local Perspective of Workforce Diversity and Employee Performance**

When Kenya's new constitution was ratified, it sparked vast changes throughout the country's demographic management practices. Enacted in 2010, the Kenyan constitution laid a robust framework aimed at ensuring equality across various spheres of life, including economic, cultural, and social sectors (Alden, 2018). It championed for the representation and inclusion of individuals from all walks of life, particularly in public sector appointments, marking a progressive step towards embracing diversity.

Prior to these changes, the lack of specific policies to enforce conventions and treaties resulted in notable disparities within public institutions, especially concerning disability,

gender, and ethnicity. Discriminatory practices were often reinforced by existing laws and policies, perpetuating inequality across the board (Thompson, 2020). However, the 2010 Constitution, through Articles 10 and 232, addressed these issues head-on by underscoring the country's core values and principles of governance. These principles emphasized the cultivation of a strong national identity, the promotion of effective leadership and representation, the provision of equal opportunities and access to resources, the commitment to sustainable development, the adherence to good governance, and the safeguarding of vulnerable and marginalized groups.

These constitutional mandates required public institutions to ensure their staffing reflects the nation's diversity in professional and academic backgrounds, as well as in various demographic factors including gender, age, disability, minority status, race, and ethnicity. This approach not only aimed to correct past imbalances but also to foster an inclusive environment that mirrored the rich tapestry of Kenyan society.

The Kenyan Constitution, enacted in 2010, introduced significant reforms aimed at enhancing inclusivity and representation within the public sector, reflecting the country's commitment to addressing historical inequalities and promoting diversity. Article 232 mandated the representation of diverse communities in the public service, ensuring that public institutions mirrored the demographic composition of the nation. Furthermore, Article 10 emphasized the principles of inclusivity and non-discrimination, with a specific focus on safeguarding the rights of marginalized and vulnerable groups, including older individuals, children, persons with disabilities, the youth, and minority groups, as delineated in Articles 54 to 57 (O'Brien, 2022).

To actualize the constitutional mandates of representation and inclusivity, the constitution prescribed the use of special techniques and affirmative actions aimed at fostering equal employment opportunities within the public service. Article 27(4)(d) of the Constitution

highlighted the imperative of non-discrimination, and Article 27(6) directed the government to undertake affirmative action measures to redress historical injustices and discrimination. Article 54(2) specifically provided for the hiring of people with disabilities by requiring that 5% of all job openings be set aside for this demographic. Additionally, Articles 55 and 56(c) addressed the employment of the youth and the affirmative action measures necessary for the employment of marginalized groups and minorities, respectively (Ricucci, 2021).

In 2011, Kenya passed an act that would create the NGECE. This commission would work to ensure that disabled people and other marginalized groups are included in Kenya's national development agenda, promote non-discrimination, and mainstream gender issues. The Ethics Act provided further backing for this pledge by establishing a diverse-friendly corporate climate. It promoted an inclusive work environment by requiring public officials to carry out their responsibilities professionally and courteously towards their coworkers. The 2015 Act mandated that public entities maintain diverse workforces, including equal representation of women, people with disabilities, and different ethnic groups, in order to uphold ideals and principles.

Full fulfillment of constitutional demands, including the two-thirds gender ratio, remains an issue in the public sector, notwithstanding these statutory frameworks. About 700,000 people from varied racial and ethnic origins, including minority groups, those with disabilities, and those on the margins of society were employed by the public sector in 2019, according to the KNBS. However, a PSC survey from 2013/14 highlighted the incomplete implementation of the constitutional gender requirements. Additionally, the survey pointed out disparities in ethnic representation, with some communities being overrepresented and others, particularly from marginalized regions, being

underrepresented. The representation of persons with disabilities in the public sector was notably low, at just 1%.

In light of this background, a research was conducted to investigate how the NMK's workforce diversity affects employee performance. The research aimed to comprehend the impact of workforce diversity on overall performance, taking into account the legislative endeavors and current obstacles to attaining an inclusive public service sector.

#### **1.1.4 Employee Performance**

The evaluation of employee performance commonly relied on both their results and behavior (Armstrong, 2016). According to Kaydos (2020), staff performance was measured against the established standards of the company. Various factors, such as production levels, efficiency, effectiveness, quality of outcomes, and profit margins, were considered in the assessment of performance (Okero, 2021). Profitability, defined as the consistent earning of profits over a specific period, was a crucial factor. Zacharias et al. (2021) stressed that managers bore the responsibility of ensuring that the organization strived for high performance. This meant that managers continuously assessed performance by setting goals and establishing standards against which staff performance could be gauged. Organizations ensured active contributions from their staff in producing high-quality goods and services. Through performance management, employees were motivated to engage in organizational planning, fostering a drive for elevated performance levels.

The purpose of performance management was to facilitate the efficient and successful completion of organizational objectives. All eyes were on the departments, workers, and procedures that go into making a product or providing a service. In contrast to cases when workers were unhappy with their positions, prior studies on staff productivity levels found a favorable association between high employee satisfaction and enhanced retention rates

(Landy et al., 2015). It is easier for management to inspire happy workers to meet corporate goals, as pointed out by Mone et al. (2018), since happy workers perform better.

### **1.1.5 NMK**

The NMK was a governmental entity established through the National Museums and Heritage Act of 2006. It operated as a comprehensive institution with the primary goal of acquiring, safeguarding, examining, documenting, and showcasing Kenya's historical, contemporary cultural, and natural heritage. The main goal, as stated in the NMK Strategic Plan (2020–2023), was to promote understanding, gratitude, and respect for these resources in order to enhance knowledge and ensure their sustainable use for the benefit of Kenya and the world at large. The NMK (NMK) was positioned with a visionary goal to emerge as a preeminent global leader in the realm of heritage research, innovation, and management. This ambition was underpinned by a comprehensive strategy that included the promotion, collection, and meticulous documentation of heritage materials. Central to NMK's mission was the advocacy for the conservation and sustainable use of the nation's heritage. This was achieved through a robust framework for generating, documenting, and disseminating vital research findings, along with the management of collections, and the introduction of innovative practices in the field.

NMK prided itself on housing an expansive and varied collection that spans several domains, notably Natural History, and Cultural/History/Musicology. This diverse collection not only served as a repository of knowledge and culture but also as a testament to NMK's commitment to preserving the rich tapestry of Kenya's heritage. Through its efforts, NMK aimed to foster a deeper understanding and appreciation of this heritage, both nationally and internationally, thereby ensuring its protection and accessibility for future generations.

The NMK (NMK) was deeply involved in a broad spectrum of research activities that span across cultural and natural history, as well as cutting-edge fields like biomedical research and bio-conservation. This multifaceted research agenda was characterized by collaborative efforts with a range of research and development organizations, underscoring NMK's commitment to advancing knowledge and fostering partnerships that enhanced its research capabilities.

A cornerstone of NMK's mandate was the preservation and conservation of its extensive collections. These duties extended to a vast diversity of things, including physical and immaterial artifacts, assets kept in and out of their original locations, and intangible and tangible heritage. This all-encompassing strategy made sure that the rich history contained in NMK's collections was carefully preserved for the benefit of generations to come.

Moreover, NMK was dedicated to making the wealth of information and insights gained from its research and collections accessible to the public. Through a dynamic array of exhibitions, educational programs, and multimedia channels, NMK sought to engage the public, raise awareness, and promote learning about the rich heritage it stewards. These initiatives were integral to NMK's strategic vision, as outlined in its Strategic Plan for 2020 - 2023, aiming to not only preserve but also to animate the heritage in ways that educate, inspire, and resonate with audiences both locally and globally.

## **1.2 Statement of the Problem**

The effectiveness of organizations, whether in the public or private sector, heavily depended on the performance of their employees. Successful organizations recognized numerous factors that influence performance, with Human Resources (HR) being identified as the most crucial (Dicke et al., 2018). Despite the presence of HR departments in Kenyan state corporations, which were tasked with functions like management of work

diversity and employee motivation, the overall performance of employees remained subpar (Kamau 2023). Over the past years, state corporations in Kenya witnessed a rise in low employee performance, and there were no indications of a reversal in this trend (Murungi, 2018).

The underperformance identified within certain organizational sectors was primarily linked to employees' failure to adhere to deadlines and the inferior quality of task completion. This issue was largely attributed to the recruitment of inadequately qualified personnel. Recommendations for improving performance and productivity, as outlined in the report, call for a significant reform in HR practices. These reforms included the necessity for training employees on new technologies, promoting youth empowerment, and eradicating discrimination, bias, and favoritism within the workplace. A 2023 audit report by The National Cohesion and Integration Commission (NCIC) shed light on the racial and ethnic disparities present within state corporations. According to the audit, out of 42 different tribes in the nation, just 10% were responsible for almost 88% of the labor, and only 20 of those tribes made up less than 1% of the whole workforce. This disparity hampered the nation's progress, cohesion, and fair distribution of services since public funds, including wages, were going to a small number of areas at the expense of the others.

Several studies have examined diversity in the workplace and its effects on employee performance and organizational underperformance, with a focus on constitutional commissions in Kenya (Dessler, 2016; Bekele, 2015; Nyambegera, 2002; Barlow et al., 2016). Otike et al. (2022) and similar studies have shown that constitutional commissions pay insufficient attention to the impact of workplace diversity on employee performance, as their focus is on the banking industry in Kenya and how diversity is managed within the workforce. Also, studies that looked at the interplay between gender, age, ethnicity,

education, and socioeconomic diversity as a whole and public sector employee performance were few and far between. In order to fill these gaps in knowledge, this research looked at how a diverse workforce affected NMK employees' productivity. By doing so, it hoped to add to our awareness of diversity management in government.

### **1.3 Purpose of the Study**

This research set out to answer the question, "How has workforce diversity management affected performance at the NMK.

### **1.4 Specific Objectives of the Study**

The study was guided by the following objectives;

- i. To determine the effect of gender diversity on employee performance at the NMK.
- ii. To analyze the effect of age diversity on employee performance at the NMK.
- iii. To establish the effect of ethnic diversity on employee performance at the NMK.
- iv. To examine the effect of education diversity on employee performance at the NMK.

### **1.5 Research questions**

The study sought answers to the following research questions;

- i. What was the effect of gender diversity on employee performance at the NMK?
- ii. To what extent did age diversity affect employee performance at the NMK?
- iii. What was the effect of ethnic diversity on employee performance at the NMK?
- iv. How did education diversity affect employee performance at the NMK?

### **1.6 Significance of the Study**

If implemented, the study's recommendations would benefit several parties;

#### **1.6.1 Republic of Kenya and Policymakers**

Diversity in the workplace has long been acknowledged by Kenyan officials as an important component in boosting productivity. This recognition paved the way for extensive rules and regulations to be crafted and put into place with the express purpose

of fostering diversity in the workplace. The goal of these programs was to increase diversity in the workplace by bringing in more people from different backgrounds and allowing them to share their expertise.

In tandem with these policy efforts, human resource professionals within Kenya were also acknowledging the vital role that workforce diversity plays in driving employee performance. As a result, they were actively developing and employing additional strategies aimed at nurturing and harnessing the talents of a diverse employee base. These strategies included targeted training programs, mentorship schemes, and inclusive recruitment practices, all of which were geared towards creating a more dynamic, innovative, and productive workforce. This concerted effort by both the government and HR professionals underscored a collective commitment to transforming organizational cultures and achieving higher levels of employee engagement and performance through diversity and inclusion.

### **1.6.2 Human Resources Practitioners**

This study held significant importance for organizational management by enriching the current understanding of workforce diversity and its management. It provided valuable insights that assisted management in cultivating an environment that values diversity, thereby enhancing various organizational processes such as hiring, promotion, communication, and power distribution. By embracing diversity, organizations leveraged a broad range of perspectives and skills, leading to more innovative solutions and a competitive edge in their respective industries.

Moreover, the study served as a crucial resource for human resources professionals and others responsible for managing diversity within organizations. It equipped them with the knowledge to more effectively assess the needs of their staff, thereby improving the design, evaluation, and implementation of diversity efforts. This, in turn, facilitated the

development of initiatives that more adeptly managed employee diversity, ensuring that all staff members felt valued and included. By doing so, organizations fostered a more inclusive work environment that not only attracted a diverse talent pool but also retained it, ultimately leading to enhanced organizational performance and employee satisfaction.

### **1.6.3 Researchers and Scholars**

For researchers interested in how diversity in the workplace affects productivity, especially in the public sector, this study was an essential starting point. It offered a solid foundation for other investigators to build upon, providing a useful standard for checking results and making improvements to future studies. By conducting comprehensive research and leveraging data from observations and existing studies, this work addressed previously underexplored dimensions of workplace diversity, significantly enhancing the current understanding of its effects on organizational outcomes.

The contribution of this study extended beyond academic circles, offering practical insights for policymakers, organizational leaders, and HR professionals seeking to implement effective diversity management practices. It highlighted diversity's strategic value as a benefit to organizations by investigating the combined impacts of several diversity elements on employee performance. This research not only enriched the discourse on diversity and inclusion but also guided evidence-based decision-making, setting the stage for future studies to further illuminate the complexities of managing a diverse workforce.

### **1.6.4 NMK**

Insights into how the NMK used diversity upgrades to boost performance were presented by this study, which also gave concrete evidence of the influence of workplace diversity on employee performance. In order to make its staff more efficient and productive, the NMK's HR managers used the study's recommendations.

## **1.6 Scope of the Study**

Employee performance was used as the dependent variable in this study, which sought to examine the relationship between workforce diversity (i.e., gender, age, ethnicity, and educational diversity) and NMK employee performance. The NMK had been selected for this study due to concerns raised by the National Cohesion and Integration Commission (NCIC) about racial and ethnic inequalities within state corporations, making it a pertinent context for examining diversity's effects on organizational effectiveness. The research surveyed 550 people working in and around Nairobi's National Museum Headquarters and its affiliated locations. Data collection was conducted through questionnaires, offering a structured approach to gather insights on diversity's influence on performance. The research was planned to take place from January 2024 to June 2024, providing a comprehensive analysis over this six-month period.

## **1.7 Limitations of the Study**

In the beginning phases of the research, the researchers expected a slow response to the surveys. The problem was solved, nevertheless, by persistently following up with them on a regular basis, which included physically visiting their offices and calling their offices. The research also took into account NMK's potential unwillingness to provide sensitive information. The research overcame this issue by obtaining an introduction letter from the institution. This letter assured respondents that their information would be used only for academic reasons and would be kept with the highest secrecy.

Another possible limitation that emerged from the operationalization of study variables is the vast variation that exists in the workplace. Nevertheless, this issue was tackled by the study by zeroing in on a handful of key areas that were deemed crucial components of diversity in the workplace: a wide range of ages, genders, races, and educational backgrounds

### **1.8 Delimitation of the Study**

The research was restricted to the NMK alone due to geographical constraints. The study's results cannot be applied to other types of businesses, sectors, or geographic areas. Recognizing that various divisions had unique organizational structures, cultures, and workforce dynamics, the research narrowed its scope to personnel working out of the NMK headquarters and other locations in the Nairobi region. It is important to note that workforce diversity management solutions should be customized to fit the individual needs of each firm. Therefore, our research focused only on the NMK.

### **1.9 Assumptions of the Study**

The fundamental assumptions upon which this research rested were that;

- i. Effective workforce diversity management at the NMK positively influenced employee performance. This assumed that a diverse and inclusive work environment fosters creativity, collaboration, and different perspectives, ultimately enhancing overall employee performance.
- ii. Leadership commitment to diversity and inclusion was a critical factor. This assumed that leadership practices that actively promoted diversity, equity, and inclusion contributed significantly to improve employee performance.
- iii. Effective diversity management contributed to a positive organizational image. This assumed that a commitment to diversity and inclusion attracted top talent and positively influenced the perception of the NMK, indirectly impacting employee performance.

### 1.10 Operational Definition of Key Terms

- Age Diversity:** Embracing individuals of various age groups within a business environment (Gutierrez & Klein, 2017).
- Diversity:** Signifying the range of identities concerning social and cultural aspects existing among individuals within a specific market setting (Woodward, 2018).
- Education Diversity:** The capacity to welcome individuals with diverse educational backgrounds into a corporate setting (Katmon et al., 2019).
- Employee Performance:** Employee performance was defined as the measurable outcomes per employee, encompassing service delivery and the quality of work (Muchiri, 2022).
- Ethnicity Diversity:** In terms of common cultural practices and ways of life, ethnic diversity is a key concept (Brubaker, 2006).
- Gender Diversity:** Having a diverse and inclusive representation requires not just a fair distribution of male and female voices, but also an openness to ideas that go beyond the binary gender system (Phipps, 2007).
- Workplace Diversity:** Includes the similarities and differences among employees in terms of age, culture, ethnicity, gender, sexual orientation, and religion (Mannix & Neale, 2005).

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

Theoretical frameworks for managing a diverse workforce were reviewed in this chapter. The literature study also dug into research that looked at how diversity in the workplace affected productivity. There was a graphic depiction of the conceptual framework that explained the dependent and independent variables. Diversity in terms of age, gender, ethnicity, level of education, and overall performance were all factors.

#### **2.2 Theoretical Review**

A number of ideas have been integrated into the area of workforce diversity with the goal of maximizing the potential of diverse workforces via improved cooperation. Theories include the capacities model, similarity/attraction, information and decision-making, viewpoint, organizational support, and social identification and categorization served as the basis for this study. Using these beliefs, we looked at how a diverse workforce affected productivity at the NMK.

##### **2.2.1 Social Identity Theory**

The social identity hypothesis, put out by Tajfel (1982), states that different social categories emerge from differences in group memberships. Differences within these groups resulted in reduced cohesion or lower satisfaction among members. Mismanagement of these differences led to conflicts within relationships, adversely affecting performance (Tjosvold et al., 2018). This theory states that people construct their sense of self by identifying with the groups in which they belonged and by associating with others who share their worldview. The term "self-categorization" described the process wherein individuals perceived themselves as part of a group (Ali et al., 2018).

In this context, when individuals encountered a new target, they engaged in a comparative process between themselves and the new target. If differences were perceived, individuals sought out other groups that aligned more closely with their self-perception. Comparisons often revolve around key characteristics like age, race, and gender, which individuals used to identify themselves and categorize others. This theory posited that the development of prejudice, conflicts, and stereotypes could be traced back to the effects of social identification and self-categorization (Ali et al., 2018).

This theory operated on the assumption that the perceiver assigned a positive value to their own group membership and attaches emotional significance to fellow members. Individuals from other groups were viewed as deficient, leading to a perception of those groups as inferior or untrustworthy (Vural & Liedtke, 2017). The perceiver, in turn, maintained a positive view of their own category, facilitating the devaluation of groups to which they did not belong. This dynamic resulted in in-group bias, wherein individuals tend to favor their own group when comparing it to external groups. This bias served as a strategy to enhance the self-esteem of the perceiver, fostering a sense of well-being by favoring the in-group (Finkelstein et al., 1995). In-group bias became particularly prominent in societies that place unequal value on different groups and had impermeable group boundaries, making it difficult for members to move voluntarily from one group to another (Martinaityte, 2014).

This theory sheds light on how people see other people and themselves in society (Betjes et al., 2017). According to Betjes et al., (2017), self-categorization theory and social identity theory were linked theories that explained social identity in terms of its elements and mechanisms. People formed a social identity via self-categorization and group engagement. This social identity functioned as a cognitive framework (norms, values, and beliefs) for the behavior they engaged inside the group. While social identity theory

offered a theoretical basis for study on diversity, it also directed academics towards the minimal between-group paradigm—an analysis of power and inequality (Sundin, 2006). According to this paradigm, there was in-group bias in all identification groups, but it was more pronounced in high-status groups than in low-status ones. Furthermore, historically disadvantaged groups were more severely harmed by in-group prejudice committed by highly privileged groups than by vice versa (Sundin, 2006). Institutions should acknowledge the existence of in-group bias and out-group discrimination but strive to mitigate its impacts, according to the advice.

This theory had been helpful in understanding and forecasting the ways that variety affects people's attitudes and collective behavior. Identification in groups was linked to prejudice and internal strife and was mostly dependent on an individual's demographics. Diversity studies had shown that judgments on diversity had a substantial impact on social dynamics within a group and the organization as a whole, in line with the expansion of theories describing individual attitudes and qualities (Simons and Rowland, 2011). Researchers have sought to shed light on the significance of values-based and individual diversity by building on theories of social identification and social categorization, which were first developed to account for the effects of variety that have been seen.

### **2.2.2 Similarity/Attraction Theory**

This theory's proponent, Byrne et al. (1971), asserted that individuals were more drawn to others who had similar beliefs. The fundamental idea behind this hypothesis was that there was a greater chance of reciprocal attraction between people when there was demographic uniformity. Those from similar backgrounds often discover commonalities, making collaboration and problem-solving more seamless. Shared similarities enhanced one's sense of worth and ideas, while disagreements raised questions about values and ideas, introducing potential tension. Research indicated that in situations where

individuals had the opportunity to interact with various people, they tend to choose those with similar characteristics (Cassel, 2016).

Research based on the similarity/attraction theory showed that when there are not enough similarities, there's less attraction, which reduced communication and causes miscommunication and information distortion (Dębski et al., 2020(. \*). This theory was supported by data showing that diverse organizations also tended to have less effective work practices, which in turn hurt the performance of their workers. Employees from diverse age groups provided a variety of information, and their presence fosters professional development and a better comprehension of duties. The hypothesis links the employee performance at the NMK to the similarity/attraction theory, hence supporting the idea of age diversity.

### **2.2.3 Information and Decision-Making Theory**

Several studies had attempted to explain how teams process information and make choices by examining Simon (1979) information and decision-making theory. These studies revealed that the composition of a team significantly influenced how it processes information, communicates, and reaches decisions (Papadakis, 1996). Diversity, according to this idea, causes problems with communication, cooperation, and decision-making, even if the usual assumption is that diversity has a negative effect on results.

Diversity in the workplace may have its limitations in terms of process homogeneity, but research on team information management and decision-making thus far suggests that diverse teams have found ways to overcome these obstacles by leveraging their strengths in creativity, innovation, and diversity of thought (Tziner & Eden, 1985). According to Adler (2015), diversity was acknowledged as an essential asset and strength for companies, leading to increased effectiveness. Diversity was a source of varied views, which served as a source of diversity.

Considering the nature of the task was crucial when determining whether relying on specific information was appropriate in assessing how diversity may impact outcomes. For example, tasks with minimal interaction with groups did not benefit significantly from diversity (Adler, 2015). While having diverse knowledge and being creative provided some assistance, it did not substantially offset the challenges arising from a non-homogeneous team's flawed work. On the other hand, diversity was associated with better outcomes when dealing with complicated problems, coming up with creative or inventive ideas, or developing new goods. The likelihood of the team finding ideal solutions improved when members brought different perspectives and knowledge to the table.

Also, most studies on group decision-making and information processing have focused on academic diversity rather than ethnic diversity (Ancona & Caldwell, 1992) thus that has to be considered. A limited number of research used this idea in order to develop favorable hypotheses about performance and ethnic diversity. From the perspective of the individualism vs collectivism value split, Cox et al. (1991) proposed that companies might reap benefits and create synergy via the use of ethnic diversity. There was a minimal amount of study that specifically addresses this problem, according to McLeod and Lobel (1992) and Zgourides et al. (2016). Nonetheless, tests of information-and decision-making-related hypotheses have previously been conducted using a similar methodology. People with different levels of education have completely different sets of facts and information at their fingertips. Performance was more likely to improve when all of these factors were included. This theory was in accord with the education diversity variable because it established a link between the Information and Decision-making Theory and the performance of NMK personnel.

#### **2.2.4 Expectancy Theory of Employees Performance**

Furthermore, Vroom's expectation theory, which was first published in 1964, was used in the research. "The Vroom's expectancy theory was an attempt to describe how an individual's motivation to achieve a specific goal or performance target could be explained in terms of what outcome would become beneficial to the individual as a result of achieving that goal and what value was placed on that outcome" (Akinloye and colleagues, 2002). Vroom came up with this notion. The idea shed light on how a person sees or comprehended the connection that existed between effort, performance, and rewards. Considering that this was the foundation of motivation, Vroom concentrated on the elements that excited or encouraged a person to put more effort in their daily life. He determined that there were three components, each of which was dependent on the individual's assessment of the circumstance.

According to (Rachmaliya & Efendy, 2017).), behavior was not random; rather, it was motivated and directed toward an aim that the person feels, whether correctly or not, was in their best advantage because of the circumstances. In accordance with (Rachmaliya & Efendy, 2017), the intensity of the propensity to behave in a certain manner was contingent upon the expectation that a particular action would result in a particular outcome as well as the attraction of that consequence to the person. If the workers of the company had the expectation that their efforts, performance, or outcomes were rewarded (expectation), and if they feel that these benefits had the ability to fulfill their needs (valence), then it was probable that they would improve their performance on the job. In order to provide an explanation for the motivation that lied behind employee performance, this theory was applied.

### **2.3 Empirical Review**

This part of the study analyzed and reviewed previous empirical research that was pertinent to the factors that were being considered in this investigation. Research on a

worldwide, regional, and local scale was included in the review, which was carried out in accordance with the study's stated goals. This section uncovered research gaps and possibilities to improve the operationalization of variables.

#### **2.4 Gender Diversity and Employees' Performance**

Hoogendoorn (2016) conducted a field experiment to determine how gender diversity affects the efficiency of corporate teams. The primary aim of the research was to provide an estimate of the effect of female representation in business groups on their total performance. Groups of undergraduates were formed according to gender at random for the purpose of completing a course requirement: a business enterprise. Organizations with a more balanced gender composition outperformed those with a more male-dominated composition in terms of sales and profitability. Despite exploring many ideas to explain the positive impact of gender diversity on performance, the study could not find an explanation that offered persuasive support for any one of them.

Similarly, Ali et al. (2018) looked at how differing gender compositions affected the effectiveness of industrial businesses and government agencies. This study tested three different linear predictions: one positive, one negative, and a modified U-shaped curvilinear prediction. This research sought to answer the question, "Is there a correlation between gender diversity and organizational performance?" by testing three opposing hypotheses. Furthermore, the study may have had a moderating effect depending on the kind of organization (administrations vs. manufacturing), according to the research. The predictions were tested using a longitudinal design and quantitative data from the past. Positive linear and modified U-shaped curvilinear predictions were partially borne out by the results, as was the projected linear effect of industry type. Previous studies had shown contradictory conclusions, and these findings helped to reconcile those findings.

Additionally, they indicated that the environment of the sector may either boost or lessen the impacts of gender diversity.

Using the IAB-foundation board as an example, Laible et al. (2016) studied the effects of gender diversity on corporate performance in the C-suite. There was a small but statistically significant negative association between the percentage of women in senior management roles and company performance in 2008. More research on the correlation between female representation in executive roles and business outcomes revealed that external variables, such as company culture, industry, and climate, had a significant role in shaping this correlation. Observational study of Japanese firms was used by Nakagawa et al. (2015) to assess the correlation between gender diversity and company success. Various types of industries, working hours, and inclusion were all included into the research. Importantly, this research used observational data to look at publicly listed companies in Japan and saw whether there was a correlation between gender diversity and better performance. These businesses, which come from a variety of socioeconomic backgrounds in comparison to Western organizations, were investigated while taking into account factors such as size and the age of the company.

As a result of the rising relevance of Japanese female workers in the face of global competition, Ayuningtyas & Fadli, (2023) stressed the need of a more in-depth knowledge of gender-related problems in the management of organizations. They made the observation that paternalism, lifetime employment, rank-based promotions, and the promotion of corporate continuity were all examples of conventional management practices that had traditionally benefited males. These practices were now experiencing a shift. According to the study's findings, women's representation in management is positively correlated with financial metrics like Tobin's q, and this association does not need a long lag time to become obvious.

In the course of their investigation, Siegel and Kodama (2017) came to the realization that manufacturing organizations, in comparison to those in the service sector, stood to gain considerably and more gently from boosting the gender diversity of their management staff. The strength of this association was also far stronger for manufacturers, which was another point to consider. Additionally, following a similar concave pattern, organizations that need less overtime hours from their workers also enjoyed improved performance with an increase in management gender diversity. This was because the decrease of overtime hours magnified the effect of the rise in managerial gender diversity. In their study, Naqvi et al. (2016) sought to determine how gender diversity affected the productivity of teams in Pakistan's telecom infrastructure.

The gender diversity in Pakistan's telecommunications industry was the primary subject of this study. With 350 questionnaires sent out and 225 returned, a grand total of 225 test measures were used for the inquiry. All three of the previously proposed theories were proven correct. Creativity and originality were shown to rise when the gender diversity of a group increased. As a whole, the group's performance is boosted since the decision-making process is improved, leading to better end output.

The authors Kundu and Mor (2017) surveyed workers at an IT company in India to find out their thoughts on diversity. The study's purview included questions on diversity's applicability, diversity management's efficacy, the monetary worth of diversity initiatives, and the impact of diversity initiatives on business outcomes. In order to acquire data for the research, forty-two participants filled out a questionnaire that prompted them to submit their own self-reports. Descriptive statistics and correlation analysis were taken into consideration throughout the study.

According to the results, there was a widespread acknowledgment of diversity and its management inside the organization, independent of the backgrounds of the personnel

and their respective positions. The attitudes of employees about the value that was attributed to diversity practices were found to be significantly different, despite the fact that these disparities were limited. Furthermore, the study found that when people felt that their company was actively promoting gender diversity, they had a more positive impression of its performance. One significant limitation of the research was its reliance on a self-reporting questionnaire, which introduced the possibility of respondent bias. Another limitation was that the research environment was limited to a single information technology organization, which may affect the generalizability of the results.

### **2.5 Age Diversity and Employees' Performance**

Kerga and Asefa (2018) performed descriptive research within an Ethiopian telecom company and found that a diverse staff was associated with higher productivity. To measure workforce diversity, we looked at a number of variables, such as age, gender, ethnicity, education, work experience, and marital status. In order to get samples from all seventy-four respondents, the cluster sampling approach was used. After collecting data from a standardized questionnaire, descriptive statistics, correlation analysis, and regression were used to assess the results.

Results analyzed with the help of SPSS. However, Sundin (2017) found that workforce diversity did not affect the efficiency of the various organizations in Ethiopian banks due to the moderating effect of workforce settings. The 271 participants in the study were selected at random using a procedure called systematic random sampling. The questionnaire was used to collect primary data, while the files, historical records, office manuals, circulars, and policy papers from the banks were consulted for secondary data. After coding the data into SPSS, we ran descriptive and correlation analyses.

A cross-organizational research was conducted by Kunzeet al., (2017) to investigate age diversity, the climate of age discrimination, and the outcomes of performance surveys.

During the inquiry, the suggested model SEM technique was put to the test, and in general, it was found that the different theoretical connections were supported. The results showed that emotional responsibility had a role in the correlation between age diversity and the creation of an age discriminatory atmosphere in companies. This has an adverse effect on the business's operations, making it harder for the company to reach its objectives. A significant addition of these findings to the literature on diversity and separation was the identification of perceived age segregation at the organizational level as a mediator between the age diversity and execution interfaces. In addition, the findings suggested major practical implications that were necessary for the effective management of an undoubtedly diverse workforce in terms of age.

Joseph (2018) had completed his investigation of the correlation between age diversity in the workplace and employee productivity in Singapore. The data was analyzed using SPSS to find out whether there was a link between employee age and the company's performance. Workers' performance was shown to be negatively correlated with their age group, according to the research. There was a consensus that every company's commercial operation, HR policies, the character of the job itself, and organizational culture were unique. These distinctions were most likely to include the effects of variables on employee performance at one firm as compared to another.

As part of their research on age diversity and business performance in emerging economies, Li et al., (2017) conducted a study that offered proposals for multidimensional human asset administration on the topic. The study's stated goal was to find out if universal firms fared better when their workforces were more diverse in terms of age. This study demonstrated that having employees of varying ages has a favorable effect on productivity and that there is a strong correlation between age diversity and a firm approach to management. A key component in the People's Republic of China's (PRC)

rapid economic development allowed this to come to fruition. Furthermore, when comparing Western and East Asian organizations, the former showed a strong correlation between age diversity and company production, whereas the latter did not.

Researchers Backes-Gellner and Veen (2017) found that innovative organizations were more productive when employees' ages ranged from young to old. In order to prove that these groups were successful, they examined massive amounts of data. The goal of this piece was to take a look at how a company's productivity may change if its employees were of different ages. The study's assumptions were tested using a large-scale employer-employee panel data collection. The results showed that a company's productivity increased when its employees' ages ranged from young to old, but only when the business focused on innovation rather than routine tasks.

## **2.6 Ethnic Diversity and Employees' Performance**

In their study of public institutions in Western Kenya, Mande and Awiti (2019) found that workforce diversity management helped with a major leadership issue. Addressing a critical leadership topic, our investigation presented companies with both opportunities and challenges. In this descriptive survey-correlational study, we set out to learn more about the relationship between a diverse workforce and productivity in the workplace. Department chairs at public institutions were the intended subjects of the study, which mostly relied on questionnaires to collect data. The data analysis technique made use of both regression and correlation analysis. A favorable and statistically significant correlation was found between workforce diversity and employee performance. In particular, the study's findings highlighted the positive effects of gender, ethnic, age, and educational background diversity on worker productivity. People who work for government agencies tend to have a positive view of their employers' diversity initiatives, which may explain these outcomes.

In a related study, Pettersson et al. (2020) looked at how different ethnicities affected group performance. Specifically, they investigated the role that work value diversity played as a mediator and the function that group tenure played as a moderator. Participants in this study were members of research and development teams from six different organizations, and the primary emphasis of this investigation was on the ethnic variety that exists within certain groups. Neither the projected associations between work value diversity and group performance nor the moderating effect of group employment on the link between work value diversity and group performance were supported by the data. Neither were the predicted correlations between ethnic diversity and group performance. The expectations were completely shattered by this.

A study conducted by van Zyl-Smit et al. (2017) examined how diversity and ethnicity affected the efficiency and effectiveness of healthcare workers. The research set out to investigate the impact of racism in healthcare settings in an effort to provide light on pressing issues that institutions like the NCAA were trying to address via increasing staff diversity and ethnic diversity in their hiring practices. The study's results showed that minority-identifying doctors were six times more likely to face charges than their white peers. In a study that lasted over six years and was commissioned by the GMC, Isobel Allen's investigation provided support for Esmail's results. On the other hand, it seemed to imply that the GMC had not yet completely comprehended the factors that contributed to the disproportionate participation of ethnic minority physicians in the disciplinary procedures.

Through the use of a field experiment, Hoogendoorn and Van Praag (2016) conducted different research in which they investigated the connection between ethnic diversity and the group's overall performance. Ethnicity appeared as the most significant component in the variability of groupings, with fifty-three different nations being represented by fifty-

five percent of the undergraduate students. According to the findings of the study, modest diversity had a minor influence on the performance of the group in terms of the results of business operations. However, when the majority of the members of the team were of different ethnicities, the performance of the group was favorably affected by ethnic diversity. Based on the statistics, it was proposed that this beneficial influence might be linked to a wide reservoir of knowledge that made it easier for individuals from different ethnic backgrounds to continue their education.

An investigation on the relationship between ethnic diversity and the success of businesses was carried out by Pitts and Jarry (2015). The researchers looked at diversity at both the management and street levels. Because public sectors were becoming more ethnically diverse and governments were making efforts to manage this diversity, it was becoming more important to have a better knowledge of how this diversity influenced employee relationships and the outcomes that were tied to work. The research discovered an inverse correlation for street-level bureaucrats compared to what was predicted, which was contrary to the original assumptions that were initially held. In general, the results were consistent with those of other studies that suggested that growing diversity levels presented difficulties during the orientation process and had a detrimental influence on outcomes linked to occupational performance.

### **2.7 Education Diversity and Employees' Performance**

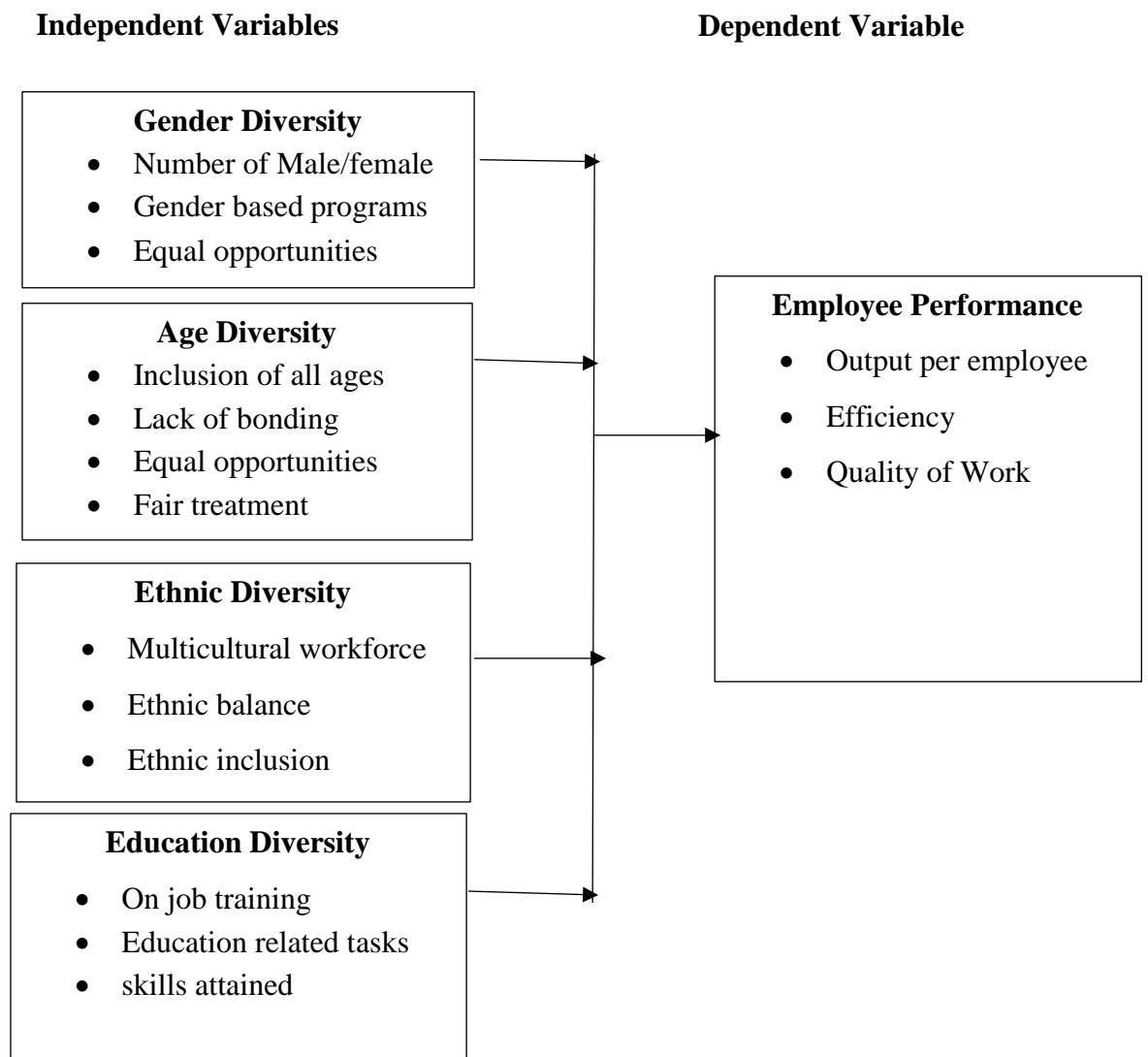
Kyalo (2015) conducted research to find out how much of an effect diversity has on the productivity of bank employees in Kenya. It was generally agreed upon that diversity was a huge benefit for companies, whether their goal was to attract and keep top talent, delight consumers, or stay ahead of the competition. The major goal of the study was to look at how different demographics, such as gender, age, education level, and ethnicity, affect the productivity of bank workers throughout the country. The descriptive research design

was used in the research technique of this study, which aimed to examine middle-level managers employed by the headquarters of all forty-three commercial banks in Kenya. Using a stratified random sampling procedure, 221 middle-level managers were selected for the sample.

Lemunen (2022) investigated how a diverse management team may affect a company's ability to compete. They chose Kisii Town's banks as an example. This research was quite similar to the previous one. Researching the impact of employee diversity on competitive advantage was the overarching goal of this research. Information was gathered from fifty-one managers as part of the study using a descriptive approach. The research made use of primary and secondary sources all through data collecting to get quantitative and qualitative information. Findings suggest that the company's hiring policies actively sought out candidates from underrepresented genders for managerial positions. Companies and government agencies alike have implemented diversity management initiatives in an effort to improve their operations and attract and retain talented employees. The study also showed that employees' self-assurance, skill set, training, and exposure all have a role in the company's performance. The company's strategy to boost performance includes responding to new challenges in a fair manner and placing a premium on the ages of its workers.

#### **2.4 Conceptual Framework**

An organized representation of the ideas or components developed by a researcher to accomplish certain objectives is what a conceptual framework is, according to Lwika et al. (2013). It makes the connection between the predictors and the answers (dependent variables) clearer. As seen in Figure 1, the conceptual framework of this study revealed the relationships between employee performance and demographic characteristics like age, gender, ethnicity, and degree of education.



**Figure 1: Conceptual Framework**

Source: Researcher (2024)

### 2.5 Summary of Literature Review and Research Gap

Theoretical frameworks such as Social Identification Theory, Similarity/Attraction Theory, Information and Decision-Making Theory, and Expectancy Theory were thoroughly reviewed in this chapter, which laid the groundwork for the study. A comprehensive review of relevant literature was also part of it, as was an analysis of the existing material and the identification of gaps that needed to be filled in order to achieve the study objectives. Separating independent and dependent variables, the chapter also

presented a conceptual framework for understanding the interrelationships of these factors.

This study set out to fill up some of the conceptual, contextual, and methodological gaps that had been found in previous research reviews. Research has shown that a diverse workforce is more likely to solve problems creatively, innovate, and provide better results (Castelló et al., 2013). Their findings revealed that organizations with a penchant for innovation tended to employ non-homogeneous groups for problem-solving, with higher representation of females and individuals from diverse ethnic backgrounds compared to less innovative counterparts.

A vast variety of experiences and points of view were brought to the table by diverse groups, as Kreitner and Kinichi (2014) had pointed out. Education that was both full-time and part-time works to increase training, exposure, and general growth. This was true regardless of the kind of education being pursued. Bransford (2010) asserts that it facilitated understanding and consensus-building among team members, ultimately leading to the achievement of the firm's overarching goals via performance. The evidence that supported the assumption that diversity directly promotes organizational performance is, however, less solid than the data that supports others. Whether or if diverse workforces in the public sector improve the performance of specific organizations have received little research attention.

Onywere and Waiganjo (2016) examined the effects of diverse management strategies in Kenyan universities, Joseph (2015) studied the effects of age diversity on staff performance in Singapore, and Maingi (2015) studied the effects of a diverse workforce on job performance in Kenya. These studies provided different perspectives on diversity in different settings. In contrast to Lemunen's (2022) study on commercial banks in Kisii County and the impact of diversified personnel management on competitive advantage,

Rizwan et al. (2022) examined the banking industry in Pakistan. The effects of managing a diverse staff were also studied by Lemunen (2015). To help fill in some of the highlighted conceptual and contextual gaps, this research set out to examine how workforce diversity affected employee performance at the NMK.



## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

This section of the study detailed the methodology that was ultimately used to examine the relationship between diversity in the workforce and performance at the NMK. Research methodology, population of interest, sampling strategy, sample size, and selection procedure were among the many topics discussed. The chapter also covered the methods, tools, and processes that will be used to gather data, as well as the pilot testing that will be carried out and the analysis and presentation that would follow.

#### **3.2 Research Methodology**

The term "research methodology" refers to the structured and systematic way in which a study was conducted, explore a problem, or address a research question. It acted as a detailed plan for the research project, directing the collection, analysis, and interpretation of data (Pandey & Pandey, 2021). The selection of a research methodology was influenced by the research question's characteristics, the data needed, and the study's primary objectives. Using a combination of quantitative and qualitative methods, this study sought to answer research questions. Researchers got a more complete picture of a study topic when they combined qualitative and quantitative data, which is why this method was chosen. Qualitative methods provided insights into the context, while quantitative methods offered numerical data and statistical patterns.

#### **3.3 Research Design**

In order to accomplish the study's aims, the researcher followed a research design that acted as a road map from data collecting to analysis (Parrott, 2017). Following the advice of Cooper and Schindler (2018), who highlighted the time-specific nature of descriptive cross-sectional surveys, this study opted for this research method. At any given time, this

method may help identify the most important correlations between variables (Mugenda & Mugenda, 2006). The research strategy is in line with the study's emphasis on understanding the influence of employee diversity on the performance of staff members at the NMK. Creswell et al. (2016) described this approach as examining the "what, how, and who" of a phenomena.

Both Berg (2015) and others have shown that descriptive survey research designs are great for gathering statistical data and making generalizations easier. The purpose of this study was to determine how workforce diversity affects the performance of NMK staff members. A descriptive research approach was therefore appropriate for this investigation. Saunders et al. (2016) described a research design that aimed to reveal connections between different characteristics by gathering data via standardized questions presented to the chosen study sample using a standardized technique for questioning.

#### **3.4 Location of the Study**

Several locations around Nairobi, including the National Museum Headquarters, participated in the research. Uhuru Gardens, Karen Blixen, the Institute of Primate Research, and the Nairobi National Museum were among the institutions represented. The county of Nairobi was home to all of these sites.

#### **3.5 Target Population**

Researchers aimed to collect data from a certain set of people known as the target population. In order to draw broad conclusions from a study, Odhiambo (2015) states that researchers must use a well-defined population of components or participants. Based on the information in Table 1, the target population for this study consists of 550 NMK workers chosen from three different strata of the workforce.

**Table 1: Distribution of Target Population**

Station	No of Personnel	Union-eligible workers	Lower-level management	Upper-level management
NMK Headquarters	350	300	35	15
Nairobi National Museums	20	15	4	1
Uhuru Gardens	20	13	5	2
Karen Blixen	10	8	1	1
Institute of Primate research	150	95	50	5
<b>Total</b>	<b>550</b>	<b>431</b>	<b>95</b>	<b>24</b>

Source: HRM department NMK (2024)

### 3.6 Sampling Technique and Sample Size

In order to determine a suitable sample size, the research used the stratified random sampling technique. The population under investigation is quite varied, hence this approach was selected to guarantee that the sample is representative of the total population by dividing it into different strata. According to Mugenda (2018), research was considered sufficient with a sample size ranging from 10 to 50 percent of the whole population being studied. The adoption of stratified random sampling was aimed at enhancing the extrapolation of the results to the broader population with a known margin of error, as noted by Mugenda & Mugenda (2018). For this research, the sample consisted of 110 respondents, which was 20% of the targeted population. This selection span across all departments and institutions located at the headquarters in Nairobi, ensuring a comprehensive representation.

**Table 2: Sample Size**

Personnel Level	No of Staff	% of No. Staff	Sample Size
Upper-level management	24	20%	5
Lower-level management	95	20%	19
Union-eligible workers	431	20%	86
<b>TOTAL</b>	<b>550</b>		<b>110</b>

**Source: (Researcher, 2024)**

### **3.7 Data Collection Instrument**

A questionnaire was the main tool for gathering information. The researcher aimed to provide relevant information and acquire answers vital for attaining the study's aims via the use of a questionnaire, as explained by Chandran (2016). Kothari (2014) states that descriptive statistics are best served by structured questionnaires because of their simplicity and ease of use.

The research questions were meant to be addressed by each participant using a questionnaire that was customized to the study's aims. Both free-form and multiple-choice questions were included into the questionnaire. In order to get down to brass tacks, we used closed-ended questions. This approach facilitated the examination of various attributes, reducing associated response variability and enabling the collection of diverse responses. Open-ended questions was also included to capture information not addressed by the closed-ended queries.

### **3. 9 Pilot Study**

The research tool was pretested and validated through a pilot test. Internal consistency, measured by Cronbach's alpha, was utilized to assess the correlation among measurable items. The chosen methodology for this study aligned with the applied technique. Ten participants were chosen at random from the Kenya National Archives to take part in the pilot project, in accordance with the 10% sample size advised by Mugenda (2018). The final research did not include these individuals since they were participating in the pilot. The chosen participants made up 10% of the total research population. The final research study did not include data from the pilot test.

### **3.9 Testing for Validity and Reliability**

#### **3.9.1 Testing Reliability**

Mugenda and Mugenda (2018) highlighted the importance of reliability in research instruments, defining it as the consistency with which these tools yield similar results over numerous trials. To ensure an instrument's reliability, researchers adopted several strategies, including conducting pilot tests of the interview guides and questions, opting for structured response options, and adhering to rigorous procedures for gathering, transcribing, and documenting field notes systematically.

The pilot test served as a trial run for the exploration equipment, allowing us to fix any issues that may have shown up and making sure the devices could reliably measure the amounts we needed. In order to make the instrument more reliable, it was also important that responders had clear instructions. The use of comparable items, evaluating different samples, and comparable testing methodologies further improved dependability. The study relied on Cronbach's Alpha to determine the data's reliability, and SPSS was used to examine the computations. The components' dependability was explained by the alpha values, which might be anywhere from 0 to 1. Following the recommendations of Cooper

and Schindler (2018), we established 0.7 as the minimum acceptable alpha value, with higher values indicating more dependability.

### **3.9.2 Validity**

The primary focus of validity was whether the measure accurately reflects what it was intended to assess (Zikmund & Babin, 2013). Precision, as highlighted by Jain and Thietart (2013), was crucial for generalizing findings. This study was primarily concentrated on ensuring that the researcher measures appropriately, with questions structured in alignment with the research objectives. To evaluate if the questionnaire effectively captured the essential aspects, 10 selected respondents assisted in this validation process. In order to ensure the reliability and validity of the instrument, we spoke with the university supervisor and conducted a literature study and expert views to determine its content validity as well as its construct validity.

### **3.10 Data Collection Procedure**

After the request was approved by the department panel, the researcher contacted Mount Kenya University's directorate of postgraduate studies to get a recommendation to the NACOSTI for a research permission. The researcher used these materials to schedule appointments with members of the sampled population and to get approval from the appropriate NMK departments. Primary data was collected via the use of self-administered questionnaires utilizing a drop-and-pick approach. The researcher personally distributed self-administered questionnaires to all study participants, with the assistance of trained assistants. Stringent care and control measures was implemented to ensure the collection of all distributed questionnaires. To achieve this objective, a comprehensive register was maintained to track the administration and reception of each questionnaire. The drop and pick method were used for questionnaire distribution, with each accompanied by an individualized cover letter for the respondent. To expedite the

process, follow-up calls was made as reminders, ensuring sufficient responses were obtained from the participants.

### **3.11 Data Analysis and Presentation**

In order to gather information for a certain subject, data analysis entails methodically arranging and combining research findings while also evaluating theories. Data was cleaned, coded, and analyzed after a period of difficulty in understanding raw field data (Mugenda, 2018). The research utilized Mixed Methods data analysis approach, encompassing both inferential and descriptive analyses.

The study will employ SPSS version 27 for the processing of data gathered from the field. During the data entry phase, questionnaires was systematically coded to streamline the process. The research collected both quantitative and qualitative data. We used descriptive statistics including frequencies, percentages, averages, and standard deviations for our quantitative data analysis. For the most part, qualitative data was analyzed using content analysis.

We used Pearson's R correlation coefficient to assess the direction and strength of the linear correlations between the variables. The first four goals of the study—examining how different aspects of workforce diversity (including gender, age, ethnic origin, and educational diversity) affect NMK workers' performance—required this action. The presence of multicollinearity among the variables was also shown by the correlation analysis.

Multiple regression analyses were performed to ascertain the impact of the predictor factors on the result variable. This approach was selected because it allowed for the examination of how several independent variables together influenced a dependent variable, thereby determining the potential of certain factors to predict specific outcomes, as Mugenda (2018) suggest. Specifically, this research applied a multiple regression

model to investigate how workforce diversity affected employee performance at NMK. To accomplish goals 1–5 of the study, the researchers used linear regression analysis for each variable because, as stated by Gujarati (2016), it is well-suited to models that aim to explain causal links.

The overall model was  $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$

Where;

Y = Employee performance

X1 = Gender Diversity

X2= Age Diversity

X3 = Ethnicity Diversity

X4 = Education Diversity

$\beta_1, \beta_2, \beta_3, \beta_4$ , were regression coefficients to be estimated

$\varepsilon$  = Error term

$\beta$  = the beta coefficients of independent variables

### **3.12 Ethical Consideration**

The researcher ensured the observation and reinforcement of certain values throughout the research process. To uphold confidentiality, the researcher refrained from disclosing any information provided by respondents about themselves or their organization. A commitment to using the gathered information exclusively for academic purposes was assured, emphasizing the confidential treatment of the data.

Respect for the respondents was a priority for the researcher. This involved demonstrating patience, adhering to scheduled times during questionnaire completion, and employing polite language when interacting with participants.

During data collection, the researcher embodied honesty, aiming to dispel any suspicions regarding the authenticity of the research study. A letter of introduction from the directorate of postgraduate at Mount Kenya University was submitted by the researcher to certify the objective of the study.



## CHAPTER FOUR

### RESEARCH FINDINGS AND DISCUSSION

#### 4.1 Introduction

This section presents and discusses the study's results. It analyses the independent factors and provides general details about the respondents. In order to analyze the data, descriptive and inferential statistics were used. The purpose of the research was to find out if and how NMK workforce diversity management influences worker productivity.

#### 4.2 Response Rate

In all, 110 questionnaires were sent out to those who agreed to participate in the study. The response rate was 89.1%, as shown in Table 3, with 97 properly completed and returned surveys. For analysis and reporting, Mugenda and Mugenda (2013) state that a response rate of 50% is acceptable, 60% is sufficient, and 70% is extraordinary. Our response rate of over 70% was considered exceptional and used for further study and reporting.

**Table 3: Response Rate**

Questionnaire	Frequency	Percent
Returned	97	89.1
Un-returned	13	10.9
<b>Total</b>	<b>110</b>	<b>100.0</b>

Source: Researcher (2024)

#### 4.3 Reliability of the Research Instrument

The study used Cronbach's Alpha to evaluate dependability, with calculations done using SPSS. The reliability of the parts is shown by the alpha values, which may take on values between zero and one. The dependability of the variable is increased with higher alpha

values. To be regarded acceptable, an alpha value must be at least 0.7. Standards for these principles were laid down by Cooper and Schindler (2016).

**Table 5: Reliability Analysis**

Variable	Number of items	Cronbach's Alpha	Remarks
Gender Diversity	8	0.809	Reliable
Age Diversity	7	0.774	Reliable
Ethnicity Diversity	6	0.794	Reliable
Education Diversity	6	0.790	Reliable
Employee performance	8	0.821	Reliable

**Source: Researcher (2024)**

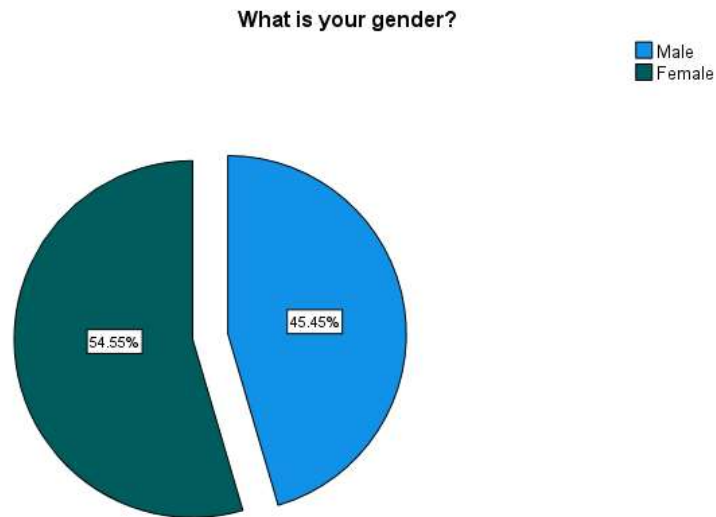
We determined the Cronbach's alpha values for gender, age, ethnicity, and educational background diversity in the workplace, as shown in Table 5. The results were 0.809, 0.774, 0.794, 0.790, and 0.821, respectively. These values all exceed the 0.70 threshold, indicating that each variable is reliable.

#### **4.4 Demographic Information**

The study participants are described in broad strokes in this section. Gender, duration of employment, and job categorization were the primary outcomes of this study.

##### **4.4.1 Gender of Respondents**

Participants were requested to specify their gender.



**Figure 2: Gender of Respondents**

The data in Figure 2 reveals that 54.55% of respondents were women, while 45.45% were men. This balanced representation indicates that the survey was inclusive of both genders. Additionally, it suggests that the NMK does not show gender bias in selecting management-level staff, as both genders were fairly represented, adhering to the one-third gender guideline. The organization thus demonstrates gender diversity.

#### **4.4.2 Respondents Length of Time Working in the Organization**

The duration of the respondents' tenure at their individual employers was the primary objective of the study.

**Table 6: Respondents Length of Time Working in the Organization**

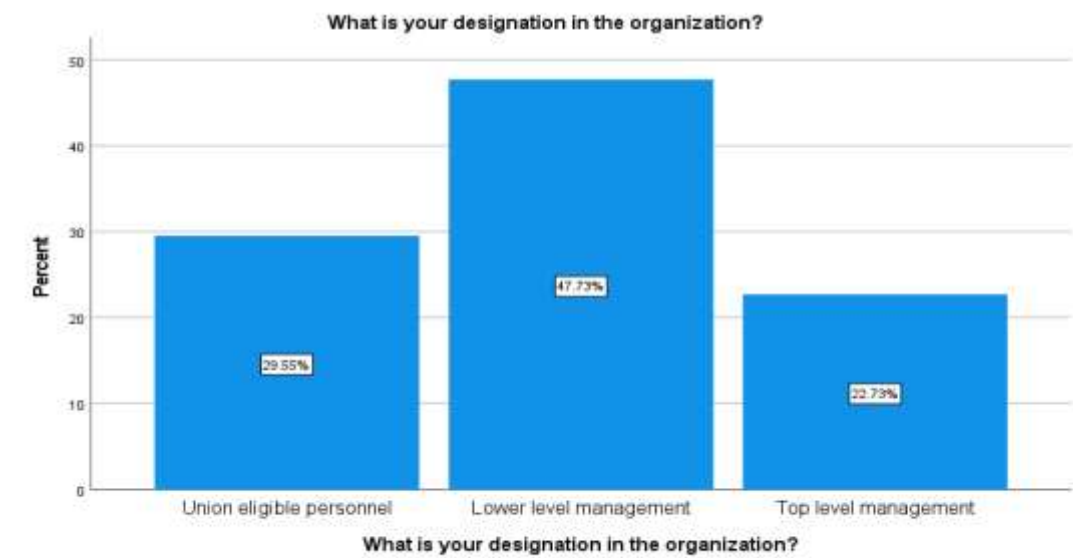
		<b>Frequency</b>	<b>Percent</b>
<b>Valid</b>	3 years and below	21	21.6
	4 - 7 years	33	34.1
	8 - 11 years	21	21.6
	12 years and above	22	22.7
<b>Total</b>		<b>97</b>	<b>100.0</b>

**Source: Researcher (2024)**

Results from Table 6 reveal that 34.1% of the participants had tenure within their organization ranging from 4 to 7 years, 21.6% had tenure between 8 and 11 years, and 22.7% had tenure of 12 years or more. These findings illustrate that the participants had diverse lengths of employment, indicating a considerable range of experience among them, which was beneficial for providing the necessary information for the study.

#### 4.4.3 Respondents Designation

Finding out where the respondents stood in their respective companies was the driving force for the investigation.



**Figure 3: Respondents Designation in Organization**

The data depicted in Figure 3 indicates that 47.73% of the participants held positions in lower-level management, 29.55% were eligible for union membership, and 22.73% were in top management roles. These results imply that the surveyed participants occupied various organizational positions. This diversity suggests that the study effectively gathered insights from employees across different levels within the organization.

## 4.5 Descriptive Results

Results from Likert scale surveys asking respondents to rate various claims about how workforce diversity affects employee performance are presented in this section of the research.

### 4.5.1 Gender Diversity

Table 7 displays the descriptive analysis results. The study's primary objective was to examine how gender diversity affected the performance of NMK staff. The researcher aimed to understand how respondents perceived the effects of gender diversity on employee performance. Each comment was designed to capture an individual's freely held beliefs, attitudes, and perspectives on this topic.

**Table 7: Descriptive Results for Gender Diversity**

Statements	N	Min	Max	Mean	Std. Deviation
The organization has a balanced representation of both males and females among its workforce.	97	1	5	3.98	1.008
Equal opportunities are provided for both male and female employees to showcase their capabilities	97	1	5	3.82	0.973
In terms of how employees are treated, fairness is maintained across the board, regardless of gender	97	1	5	4.11	1.077
The organization actively promotes career growth for all its employees	97	1	5	3.97	0.939
Training and development programs are designed to cater to the specific needs of both male and female staff members	97	1	5	3.90	1.060
In decision-making processes, participation is encouraged from individuals of all genders	97	1	5	4.05	0.993

Both genders are afforded an equal chance for promotion within the organization	97	1	5	4.06	1.016
<b>Valid N (listwise)</b>	97				
<b>Overall Mean Score</b>				<b>3.98</b>	<b>1.009</b>

**Source: Researcher (2024)**

Results from the survey on gender diversity show that, on average, respondents agreed with statements with a total score of 3.85 (Table 7). Regarding employment practices, respondents agreed that the company recruits' individuals of both genders (M=3.98, SD=1.008). They also expressed agreement that both genders receive equitable treatment (M=34.11, SD=1.077) and opportunities to showcase their capabilities (M=3.82, SD=0.973).

Regarding training, participants agreed that the organization encourages professional advancement for all workers, regardless of gender (M=3.97, SD=0.939), and that training programs are tailored to suit the requirements of both male and female staff (M=3.90, SD=1.060). Respondents generally concurred that the organization encourages participation from individuals of all genders in decision-making processes (M=4.05, SD=0.993). Regarding career advancement, participants agreed that there is equal opportunity for both genders within the company (M=4.06, SD=1.016). The low SDs of the statements suggest minimal variation in respondents' responses from the mean, indicating a high level of consensus.

Additionally, participants highlighted many ways in which gender diversity impacts the NMK staff's performance. Employees are more inclined to aim for professional greatness when there is gender parity in the workplace and equal opportunity for promotion regardless of gender, they observed. In addition, a varied staff allows workers to better understand their consumers, which in turn improves the quality of services they provide.

Culture, regulations, working circumstances, and employees are just a few of the variables that determine whether gender diversity is beneficial to a firm.

The study's results back up the claims made by Naqvi et al. (2016) that teams with a greater gender diversity are more creative and innovative. They go on to say that better group performance is the result of better decision-making procedures. Plus, the findings back with the study by Hoogendoorn et al. (2013), which indicated that teams with equal numbers of men and women made more money than groups with a preponderance of men.

#### 4.5.2 Age Diversity

The study's secondary aim was to look at how the NMK's staff performance was affected by the presence of different age groups. We polled our participants on the topic of age diversity in the workplace and how it influences productivity. You may see a summary of their answers in Table 8.

**Table 8: Descriptive Results for Age Diversity**

statements	N	Min	Max	Mean	Std. Deviation
The organization hires personnel from generation X, who operate autonomously with minimal oversight	97	1	5	3.97	0.979
Baby boomers strive to attain organizational objectives	97	1	5	3.90	0.978
The organization employs individuals from generation Y	97	1	5	3.88	0.892
Individuals from Generation Y are also part of the workforce, and they favor collaborative teamwork to meet organizational goals	97	1	5	3.69	0.934

Generation Y places a strong emphasis on advancing their careers	97	1	5	3.75	1.001
People from Generation Z also make up the organization, and they work together with their colleagues to accomplish goals.	97	1	5	3.98	0.977
Members of the organization's staff span generations. Z	97	1	5	3.86	0.906
<b>Valid N (listwise)</b>	97				
<b>Overall Mean</b>				<b>3.86</b>	<b>0.952</b>

**Source: Researcher (2024)**

With a mean score of 3.86 and a standard deviation of 0.952, respondents agreed with many claims on age diversity, as indicated in the table of findings. Generation X employees, in particular, are known to operate autonomously with little oversight, and respondents believed that Baby Boomers put in a lot of effort to accomplish company objectives (mean=3.90, SD=0.978). In reference to Generation Y, participants expressed agreement that this group places a high value on career advancement (mean=3.75, SD=1.001). Additionally, participants acknowledged that the organization employs members of this demographic (mean=3.88, SD=0.892), who favor cooperative teamwork in order to accomplish organizational goals (mean=3.69, SD=0.934).

In reference to Generation Z, participants agreed that members of the generation work together to accomplish organizational objectives (M=3.98, SD=0.977) and that members of the generation are employed by the company (M=3.86, SD=0.906). The statements' tiny SDs suggested that the respondents' replies varied minimally from the mean, indicating a high degree of agreement among them.

Other ways that age diversity affects staff performance at the NMK were brought up by participants. Some people said that senior staff members are better at supporting and mentoring their junior colleagues because of their experience and knowledge, which

eventually boosts output. Others, however, voiced worries that the different interests and work styles of people of different ages would make it impossible for them to collaborate as a team. The results of the research contradict the claims made by Kunze, Boehm, and Bruch (2017), who argued that companies with a diverse workforce are less likely to have an atmosphere free of age discrimination, which in turn hurts company performance due to emotional responsibility. Conversely, the study's findings corroborate those of Joseph (2018), who found that performance was negatively correlated with employees' age groups.

### 4.5.3 Ethnicity Diversity

Examining how racial and ethnic diversity affects NMK employees' productivity was the study's secondary aim. We polled people on the topic of ethnic diversity and how it influences productivity in the workplace. Their replies are summarized in Table 9.

**Table 9: Descriptive Results for Ethnic Diversity**

Statements	N	Min	Max	Mean	Std. Deviation
A workforce enriched with diverse cultures fosters creativity as team members bring unique perspectives to their tasks	97	1	5	3.99	0.950
Equal treatment is extended to employees regardless of their ethnic background	97	1	5	3.83	0.980
The corporation is committed to attracting and hiring individuals from minority groups, providing them with opportunities for growth and advancement within the organization	97	1	5	3.93	0.992
Cultural values and customs of the staff are valued and prioritized by the corporation	97	1	5	3.99	1.007

The organization also hires individuals from different ethnic backgrounds, where employees from these diverse ethnic groups collaborate effectively	97	1	5	4.15	0.909
The organization embraces diversity by employing individuals from various cultural backgrounds	97	1	5	3.86	0.906
<b>Valid N (listwise)</b>	97				
<b>Overall Mean</b>				<b>3.958</b>	<b>0.957</b>

**Source: Researcher (2024)**

The results are in, and respondents were in agreement with the statement about ethnic variety (mean=3.958, SD=0.957), as shown in Table 9. Concerning the multicultural workforce, participants concurred that the company actively recruits and hires individuals from diverse ethnic backgrounds, and that these diverse groups collaborate effectively (M=4.15, SD=0.909). They also acknowledged that a multicultural workforce stimulates creativity within the organization due to the varied approaches of its members towards their tasks (M=3.99, SD=0.950). Regarding ethnic background, participants agreed that employees from diverse ethnic backgrounds receive fair treatment (M=3.83, SD=0.980), and that the company values and respects the cultural traditions of its workforce (M=3.99, SD=1.007). Moreover, respondents endorsed the statement indicating the company's commitment to recruiting and promoting members of underrepresented groups and providing them with opportunities for internal growth (M= 3.93, SD= 0.992). The low SDs of the statements suggest minimal variation in respondents' responses from the mean, indicating a high level of consensus.

Participants also shared insights on how ethnic diversity affects employee performance in Kenya's constitutional commissions. They noted a growing trend of utilizing work groups to leverage the significant engagement and synergy they offer, aiming to enhance

organizational and employee performance amidst increasing diversity. They further explained that individuals from diverse cultural backgrounds often bring fresh perspectives to problem-solving, and leaders can enhance team performance by effectively leveraging these differences.

Consistent with previous research, this study demonstrated no significant effect of moderate diversity on group performance in terms of economic results (Hoogendoorn and Van Praag, 2013). However, ethnic diversity enhances group performance when it constitutes the majority of the team. This suggests that the broad range of knowledge present in ethnically diverse communities may be responsible for this positive effect, as it fosters learning.

#### 4.5.4 Education Diversity

The impact of educational variety on NMK staff performance was the focus of the study's fourth aim. The impact of educational diversity on employee performance were among the topics covered in the survey. Table 10 presents an overview of their responses.

**Table 10: Descriptive Results for Education background Diversity**

Statements	N	Min	Max	Mean	Std. Deviation
Staff members are selected for roles based on their qualifications	97	1	5	3.58	1.014
Employees collaborate effectively with their colleagues in the organization, offering mutual assistance in resolving any work-related challenges	97	1	5	3.63	0.916
Employees possess information technology skills, including proficiency in specific computer programs and expertise in data management	97	1	5	3.69	1.006

Employees operate collectively as a team, aiding each other in problem-solving	97	1	5	3.93	0.982
Self-motivated employees can function effectively with minimal supervision	97	1	5	3.97	1.020
The organization provides unbiased professional development opportunities throughout the entire organization	97	1	5	3.77	0.979
<b>Valid N (listwise)</b>	97				
<b>Overall Mean</b>				<b>3.75</b>	<b>0.986</b>

Source: Researcher (2024)

According to Table 10's findings, respondents agreed with the following statements regarding the level of education: that workers are hired for positions for which they are qualified (M=3.58, SD=1.014); that workers can collaborate well with other workers (M=3.63, SD=0.916); that workers function as a team and help one another solve problems (M=3.93, SD=0.982); and that workers are self-motivated, so they can work with little direction (M=3.97, SD=1.020).

Additionally, respondents said that the company offers impartial possibilities for professional growth across the board (M=3.77, SD=0.979). The statements' tiny SDs suggested that the respondents' replies varied minimally from the mean, indicating a high degree of agreement among them.

Respondents also brought up other ways in which the NMK's staff members' various educational backgrounds affect their work. An individual's educational attainment is the determining factor in promotions, they stressed. Workers with more education are supposedly more productive than those with less, according to their claims. Employees with less education may also struggle with poor self-esteem, social uneasiness, and confidence, all of which have a negative effect on productivity.

Namachanja and Walter (2015) found similar results to this investigation, who concluded that learning and efficacy are key drivers behind an organization's engagement in diversity management initiatives across both public and private sectors. Moreover, the organization's hiring policies support the appointment of managers from diverse genders. The confidence, skills, exposure, and training of the workforce significantly influence the organization's operational effectiveness. Furthermore, the organization values age diversity and proactively addresses issues as they arise in an effort to enhance performance.



#### 4.5.6 Employee Performance

The study dependent variable was employee performance, Participants were presented with questions regarding their views on employee performance in the NMK. Table 11 provides a summary of the replies.

**Table 11: Descriptive Results of Employee Performance**

Statements	N	Min	Max	Mean	Std. Deviation
In the last five years, there has been an enhancement in employee performance	97	1	5	3.89	1.029
The presence of age diversity within organizations has contributed to improved employee effectiveness	97	1	5	3.67	1.396
The organization provides unbiased professional development opportunities throughout the entire organization	97	1	5	3.77	1.379
Self-motivated employees can function effectively with minimal supervision	97	1	5	3.97	1.129
Educational diversity in the organization has played a role in enhancing overall performance	97	1	5	3.86	0.976
Social diversity has positively impacted employee performance levels within our organization	97	1	5	4.00	1.093
The corporation recognizes and incentivizes employees for their outstanding performance	97	1	5	3.91	1.001
Our organization's commitment to fostering gender diversity has resulted in improved performance among employees.	97	1	5	3.80	1.016

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**Source: Researcher (2024)**

According to Table 11's results, most respondents agreed on a number of points pertaining to the improvement of worker performance over the previous five years. Within the company, they include the favorable benefits of social diversity (mean=4.00, SD=1.093) and educational variety (mean=3.86, SD=0.976). In addition, participants acknowledged the organization's policy of awarding staff members for exceeding expectations (mean=3.91, SD=1.001) and the belief that gender diversity enhances worker performance (mean=3.80, SD= 1.016).

The small SDs values in the responses suggest that there was a consistent agreement among the respondents, as their responses didn't deviate much from the average. This aligns with Sabwami's (2018) argument that failure to meet goals can be personally disappointing, and high-performing employees are more likely to be promoted within a company compared to those with lower performance.

#### **4.6 Diagnostic Tests**

Before doing multiple regression analyses, the investigative team made sure the data were appropriate for the purpose. The following assumptions were tested: homoscedasticity, no autocorrelation, multicollinearity, and a linear connection.

##### **4.6.1 Normality Test**

The Shapiro-Wilk test was used to ensure that this study was normal. As stated in the null hypothesis, the population is not regularly distributed. This is why, in the event that the chosen alpha level is larger than the p-value, we will accept the null hypothesis; this will enough to demonstrate that the data is not normally distributed.

**Table 12: Shapiro-Wilk Test of Normality**

	Shapiro-Wilk		
	Statistic	df	Sig.
Employee Performance	.561	216	.067
Gender Diversity	.955	216	.147
Age Diversity	.974	216	.241
Ethnicity Diversity	.954	216	.098
Education Background Diversity	.958	216	.108

Source: Researcher (2024)

In Table 12, we can see that every single variable had a p-value higher than 0.05. This proves that the data does in fact follow a normal distribution, the data is normal, and we might reject the null hypothesis because of this.

#### 4.6.2 Linearity Test

The assumption of linearity is foundational to many parts of the GLM, including regression and correlation, therefore evaluating linearity was vital to this work. An ANOVA table was used to assess linearity in the research. A non-linear component is considered significant if its F significance (P value) is lower than the threshold value of 0.05. A p-value less than 0.05, on the other hand, indicates that the dependent and independent variables are linearly dependent on one another.

**Table 13: ANOVA for Regression Analysis**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	1.405	4	0.351	23.660	.000 <sup>b</sup>
Residual	44.185	93	0.532		
<b>Total</b>	<b>45.591</b>	<b>97</b>			

Dependent Variable: Employee Performance

Diversity in Age, Gender, Ethnicity, and Education (Constant): Predictors Diversity in Background

A linear association between the independent and dependent variables was verified by the test, which yielded  $F=23.660$  ( $p=0.000$ ).

#### 4.6.3 Multicollinearity

Multicollinearity was tested in the research by use of the VIF. In cases of multicollinearity, the effects of the independent variables are difficult to disentangle due to the high degrees of correlation between them (Garson, 2012). According to the study's VIF threshold of 5, multicollinearity is not present when VIF is less than 5, and it is present when VIF is significant.

**Table 14: Multicollinearity Test Statistics**

Variables	Collinearity Statistics	
	Tolerance	VIF
Gender Diversity	.726	1.377
Age Diversity	.653	1.531
Ethnicity Diversity	.471	2.124
Education Background Diversity	.452	2.211

**Source: Researcher (2024)**

The results displayed in Table 14 demonstrate that each variable had a VIF (Variance Inflation Factor) of less than 5, indicating the absence of multicollinearity. Consequently, all variables are deemed suitable for inclusion in the regression analysis.

#### 4.6 Inferential Results

The study used inferential statistics to examine the interrelationships of its variables. Multivariate regression analysis was used to see if the independent variables significantly predicted changes in the dependent variable; correlation analysis was employed to examine the relationship between the independent and dependent variables.

#### 4.6.1 Correlation Results

John Pearson The direction and intensity of linear relationships between variables were measured using R correlation. If the degree of connection was determined to be minor ( $\pm 0.1 < r < \pm 0.29$ ), medium ( $\pm 0.3 < r < \pm 0.49$ ), or high ( $r > \pm 0.5$ ), the relationship was categorised as such.

**Table 15: Pearson Moment Correlation Matrix**

		Employee Performanc e	Gender Diversit y	Age Diversit y	Ethnic Diversit y	Educatio n Diversity
Employee Performanc e	Pearson Correlatio n Sig. (2- tailed) N	1 97				
Gender Diversity	Pearson Correlatio n Sig. (2- tailed) N	0.793* 0.000 97	1 97			
Age Diversity	Pearson Correlatio n Sig. (2- tailed) N	0.743* 0.000 97	0.376* 0.000 97	1 97		
Ethnic Diversity	Pearson Correlatio n Sig. (2- tailed) N	0.846* 0.000 97	0.443* 0.002 97	0.485* 0.000 97	1 97	
Education Diversity	Pearson Correlatio n Sig. (2- tailed) N	0.808* 0.002 97	0.293* 0.021 97	0.487* 0.008 97	0.668* 0.013 97	1 97

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

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**Source: Researcher (2024)**

Table 15 shows that in the Kenyan constitutional commissions, there was a notable positive correlation between gender diversity and performance ( $r=0.793$ ,  $p=0.000$ ). Similarly, in the same commissions, there was a strong positive correlation between age diversity ( $r=0.743$ ,  $p=0.000$ ), ethnicity diversity ( $r=0.846$ ,  $p=0.000$ ), and education diversity ( $r=0.808$ ,  $p=0.002$ ). The findings demonstrate that gender, age, ethnicity, and education level were the four diversity characteristics that had the most influence on the NMK's staff performance.

#### **4.6.2 Multiple Regression Analysis**

Several regression models were fitted to the data in order to determine the influence of the predictor variables on the response variable. This study used a multiple regression model to look at how workforce diversity management affected the NMK's employees' productivity.

Viewing a model summary allows one to determine the extent to which changes in the independent variables impact the dependent variable. The researchers at Kenya's National Museum of Kenya set out to answer the question, "How do demographic variables like gender, age, education level, and ethnicity affect staff performance?"

**Table 16: Model Summary for Regression Analysis**

<b>Model</b>	<b>R</b>	<b>R Square</b>	<b>Adjusted R Square</b>	<b>Std. Error of the Estimate</b>
<b>1</b>	.886 <sup>a</sup>	0.776	0.772	0.13824

a. Predictors: (Constant), Age Diversity, Gender Diversity, Education Background Diversity, Ethnicity Diversity

According to Table 16, the corrected R square value is 0.772, which indicates that around 77.2% of the variance in employee performance at the NMK can be explained by differences in gender, age, education background, and ethnicity diversity. The remaining

22.8% are attributable to other factors influencing employee performance that were not included in this study. A score of  $R = 0.886$  indicates a positive and substantial correlation between the dependent variable (employee performance) and the independent variables (gender diversity, age diversity, educational background diversity, and ethnicity diversity).

Analyzing the variance allows one to ascertain whether the model has statistical significance. Our significance threshold for evaluating the unmoderated and moderated regression models was set at 5%.

**Table 17: ANOVA for Regression Analysis**

<b>Model</b>	<b>Sum of Squares</b>	<b>df</b>	<b>Mean Square</b>	<b>F</b>	<b>Sig.</b>
<b>1</b> Regression	1.405	4	0.351	23.660	.000 <sup>b</sup>
Residual	44.185	93	0.532		
<b>Total</b>	<b>45.591</b>	<b>97</b>			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Age Diversity, Gender Diversity, Education Background Diversity, Ethnicity Diversity

Source: Researcher (2024)

There was a significant difference between the chosen level of significance (0.05) and the model's significance (0.000) in Table 17's unmoderated regress model, model 1. As a result, it seems the model was meaningful. Employee performance at the NMK may be predicted by factors such as age diversity, gender diversity, education background diversity, and ethnicity diversity, according to the results, which demonstrate that the F-calculated value (23.660,  $p=0.000$ ) was higher than the F-critical value ( $F_{5,211}=2.257$ ).

The NMK used regression analysis to find out whether having a diverse workforce in terms of gender, age, ethnicity, and education level affected productivity. To fit the regression equations, the beta values that were established in Table were used.

**Table 18: Coefficients for Regression Analysis**

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
1 (Constant)	0.920	0.543		4.271	0.000
Gender Diversity	0.388	0.067	0.073	0.664	0.029
Age Diversity	0.784	0.066	0.062	0.565	0.007
Ethnic Diversity	0.335	0.072	0.007	0.066	0.021
Education Diversity	0.205	0.068	0.164	1.478	0.030

a. Dependent Variable: Employee Performance

For the regression equations fitted,  $Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \beta_4X_4 + \varepsilon$

Where;

Y = Employee performance; X1 = Gender Diversity; X2= Age Diversity; X3 = Ethnicity Diversity; X4 = Education Diversity;  $\varepsilon$ = Error term.

From the findings of the model the following regression equation was fitted;

$$Y = 0.920 + 0.388X_1 + 0.784X_2 + 0.335X_3 + 0.205X_4$$

With all other factors held constant at zero, including gender, ethnicity, age, and educational background, the above equation reveals that the NMK's staff performance will stay at 0.920.

The gender diversity of the NMK workforce significantly affects their performance ( $p=0.029<0.05$ ). Increases in gender diversity lead to a 38.8% improvement in employee performance, as shown by the positive impact of gender diversity on performance ( $\beta=0.388$ ). Hoogendoorn, Oosterbeek, and Praag (2013) discovered that teams with a more balanced gender ratio performed better monetarily and in terms of sales compared to teams with a more male-dominated composition. Our results support their findings.

Age diversity at the NMK has a considerable impact on employee performance, as shown by the statistics ( $0.007 < 0.05$ ). Employee performance is positively impacted by age diversity, as shown by the study ( $\beta = 0.784$ ). These findings suggest that a more diverse workforce benefits productivity by 78.4 percent. Consistent with previous research, our findings show that a varied workforce performs better than one with a narrow focus on age. (Backes-Gellner and Veen, 2017).

Moreover, the data clearly shows that ethnic diversity significantly affects the performance of employees at the NMK ( $p\text{-value} = 0.021 < 0.05$ ). Furthermore, employee performance is positively correlated with ethnic diversity ( $\beta = 0.335$ ). Based on these findings, it seems that a one-unit shift in ethnic diversity is associated with a 0.335 variation in employee performance. Our findings contradict the claims made by Pitts and Jarry (2015), who suggested that a more diverse workforce would hinder orientation and productivity on the job.

According to the study, a diverse educational background has a considerable impact on the performance of the NMK's personnel ( $p\text{-value} = 0.030 < 0.05$ ). Furthermore, the findings demonstrate that diversity has a positive effect on employee performance ( $\beta = 0.205$ ). Thus, gender diversity is associated with increased workplace efficiency by 20.5%. These results corroborate the claims made by Namachanja and Walter (2015), who indicate that confidence, skills, training, and exposure of staff members have a substantial effect on organizational success.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.1 Introduction

In this part, we will review the main results, discuss their ramifications, and provide some recommendations for moving forward. All of the recommendations and findings centered on the research's intended purpose.

#### 5.2 Summary

A distinct synopsis of the findings was generated for every study objective. The research aimed to address the following questions in particular: What effects does gender diversity have on the efficiency of museum employees? What does age diversity look like in terms of museum staff performance? How does ethnic diversity look like in terms of museum staff performance? And lastly, how does education diversity look like in terms of museum staff performance.

##### 5.2.1 Gender Diversity and Employee Performance

The results show that the organization actively seeks out candidates of both sexes for available jobs. Men and women are treated equally and given equal opportunities to demonstrate their abilities; there is no gender prejudice in the workplace.

When it comes to training, the study's authors discovered that women and men are equally involved in making decisions. Training and development programs are gender-neutral and the organization supports women's and men's professional growth. According to the findings, the company does provide chances for female workers to progress in their careers. Within the company, the promotion procedure is fair and both genders are given equal consideration for advancement.

When men and women have equal opportunities for growth and a workplace free of gender bias, employees are more motivated to work hard, according to the research. A

more complete understanding of consumers is another benefit of a diverse workforce that translates to superior customer service. Whether or not gender diversity is advantageous depends on a lot of things, such as company strategy, culture, environment, and workers. The study's authors used correlation analysis to determine that gender diversity had a strong relationship with productivity in the workplace. According to regression study, gender diversity significantly affects employee performance; in fact, for every one unit increase in gender diversity, performance goes up by one unit. The results showed that workplace productivity increased dramatically when gender diversity was present.

### **5.2.2 Age Diversity and Employee Performance**

Generation X workers usually operate independently with little oversight, baby boomers want to achieve organizational goals, and the company recruits members of Generation X, according to descriptive results on Generation X. According to the research, members of Generation Y place a premium on professional growth, the company actively seeks out people of this generation, and millennials in the workforce like to work in teams to achieve common goals.

According to the poll, individuals of Generation Z are driven by social advantages, mentorship, and continual feedback; they work in partnership with other stakeholders of the company to accomplish similar goals; and they are employed by the organization.

Findings suggest that some older professionals are able to impart their wealth of knowledge and experience to their younger colleagues, giving them a leg up in the workplace. Nonetheless, there are those who believe that bridging generational gaps in interests and preferred approaches makes collaboration more challenging. The study's correlation analysis revealed a robust positive relationship between age diversity and employee performance. Another finding from the regression study was that workplace productivity is strongly correlated with the presence of a varied workforce by age group.

Employee performance is favorably affected by age diversity, according to the research, which implies that a more diverse workforce will have better results.

### **5.2.3 Ethnicity Diversity and Employee Performance**

This organization aggressively recruits from underrepresented groups to fill available jobs, as seen in the study's description of a multicultural workforce. This diversity, in turn, encourages employees to think outside of the box and contribute fresh ideas to the table. Study findings about ethnic diversity indicate that company actively seeks out candidates from a wide range of ethnic origins, encourages and supports constructive interactions amongst workers of different backgrounds, and treats all employees fairly. The research found that in terms of ethnic inclusion, the company shows a dedication to knowing and respecting the cultural beliefs and practices of its employees, gives minorities chances to grow and advance, and prioritizes their development and advancement.

Moreover, the study found that increased diversity has resulted in a rise in the use of work groups, with the goal of improving organizational and employee performance via the usage of their synergy and considerable participation. The research also provided further detail on how to predict different cultural traits, which provide ethnically distinct viewpoints on problem-solving. Theoretically, teams may function better when leaders make good use of members' unique qualities. An extensive and favorable association between racial/ethnic diversity and productivity in the workplace was shown by the correlation study. Ethnic diversity is a strong predictor of employee success, according to regression research. Employee performance is positively affected by ethnic diversity, according to the research. Consequently, employee performance would rise as a consequence of a more diverse workforce.

#### **5.2.4 Education Diversity and Employee Performance**

The research found that workers are employed according to their credentials for the roles, which promotes a happy work environment where employees work together to address any work-related difficulties that may come up, based on the descriptive analysis of educational attainment. The survey found that workers are competent in data administration, have knowledge of certain computer programs, and have a variety of other abilities connected to technology. In terms of soft skills, the study's participants actively helped their coworkers solve problems, worked well in teams, and showed signs of self-motivation, which allowed them to work independently with less oversight.

Respondents' educational attainment is associated with higher promotion rates, according to the study. A higher degree of education is also associated with greater productivity on the part of the employee. People with less education may also struggle to perform to their potential because of issues including poor self-esteem, social anxiety, and lack of self-assurance.

Employee performance was positively and noticeably correlated with educational background diversity, according to the research. Employee performance is favorably and considerably affected by educational background diversity, according to regression research. Employee performance is expected to increase as a result of a more diverse workforce in terms of educational background.

### **5.3 Conclusions**

#### **5.3.1 Gender Diversity**

The research found a favorable and statistically significant correlation between gender diversity and employee performance in constitutional commissions in Kenya. Workplace efficiency improved when gender diversity was also present. Research in Kenya found that gender diversity in constitutional commissions has a favorable and statistically

significant effect on staff performance. And because men and women are unique in the skills they bring to the table, it's smart to let them both have a voice in crucial choices and opportunities to shine so that everyone can perform better.

### **5.3.2 Age Diversity**

There was a favorable and statistically significant correlation between the age diversity of employees and their performance on the Kenyan constitutional commissions, according to the study. Employee performance in these commissions is also highly impacted by age diversity. Therefore, the research finds that staff performance within Kenyan constitutional commissions is positively and significantly affected by demographic diversity in terms of age.

The report went on to say that as one generation passes into the next, younger people tend to be more tech-savvy and flexible, while older people usually have more life experience to offer. With a range of ages represented, workers may play to one other's strengths, which boosts performance.

### **5.3.3 Ethnicity Diversity**

Employee performance in Kenya's constitutional commissions was positively and significantly correlated with ethnic diversity, according to the research. Ethnic diversity was also associated with higher output, and this association was statistically significant. Thus, the research deduces from these results that staff members of constitutional commissions in Kenya benefit greatly from having a broad ethnic background. Researchers also found that companies with multicultural workforces are more creative overall because employees from different backgrounds bring fresh ideas and experiences to the table, which boosts productivity.

### **5.3.4 Education Diversity**

The research found that workers' performance in Kenya's constitutional commissions was positively correlated with educational diversity. Additionally, staff performance in Kenya's constitutional commissions was significantly impacted by educational background diversity. Staff members' performance in Kenyan constitutional commissions is favorably and considerably impacted by educational diversity, according to the study's conclusions. Employee performance was shown to be greatly enhanced by hiring people with varied educational backgrounds, technical competence, and soft skills, as part of an effort to promote education diversity, according to the research.

## **5.4 Recommendations**

### **5.4.1 Managerial Recommendations**

Findings from the research highlight the value of making gender diversity a top organizational priority. The need of hiring a diverse team to promote better performance is highlighted. Employees are more likely to stay committed to their jobs when they have equal opportunity for advancement. According to the research, the company must make promoting age diversity among workers a top priority. It also stresses the need of making sure that workers of all ages are comfortable and have the right tools for the job. As individuals age, they bring valuable experience, while younger employees tend to exhibit greater innovation and adaptability to new technologies. Depending on the organization's goals, it should recruit employees of suitable age for the positions they offer.

A more varied staff, in terms of both experience and ethnicity, would be beneficial for constitutional commissions in Kenya, according to the study. Additionally, it implies that individuals and organizations may benefit from a more diverse workforce by maximizing the potential of work groups. According to the research, the company should make an effort to have a diverse educational background among all of its workers. People with

more education are better able to help others with less knowledge because of their extensive knowledge and experience. Furthermore, it is critical for the company to delegate work to workers according to their abilities. The study concludes that the business should use social capital tactics, such as trusting workers' discretion when disclosing sensitive information. The fact that a company's culture may either facilitate or hinder knowledge sharing highlights the importance of fostering an environment that encourages open communication within the firm.

#### **5.4.2 Policy Recommendations**

By actively promoting diversity and inclusion in the workplace and by holding management accountable for their actions, constitutional commission officials may serve as an exemplary role model. Hiring managers should be based on their accomplishments, not their gender, age, or ethnicity. This would show employees that these factors do not determine success at the organization. Furthermore, the research suggests that lawmakers institute a diversity plan that mandates measurable goals for gender diversity on the part of the board of directors, with annual reviews of both the goals' attainment and progress made.

#### **5.5 Areas for Further Research**

The primary goal of this study was to examine the relationship between workplace diversity and the productivity and effectiveness of constitutional commissions in Kenya. Although this study mainly focused on employee performance, more research on the effects of a diverse workforce on organizational success is necessary. Possible topics for future studies on the topic of diversity in the workplace include its impact on interpersonal relationships and communication, which might have repercussions on employee performance and the bottom line. According to studies, demographic disparities within Kenya's constitutional commissions account for around 77.2% of the variation in

employee performance. These variables include age, gender, education level, socioeconomic class, and ethnicity. Therefore, future research should investigate other factors that might account for the remaining 32.8% of the variation in commission employee performance.



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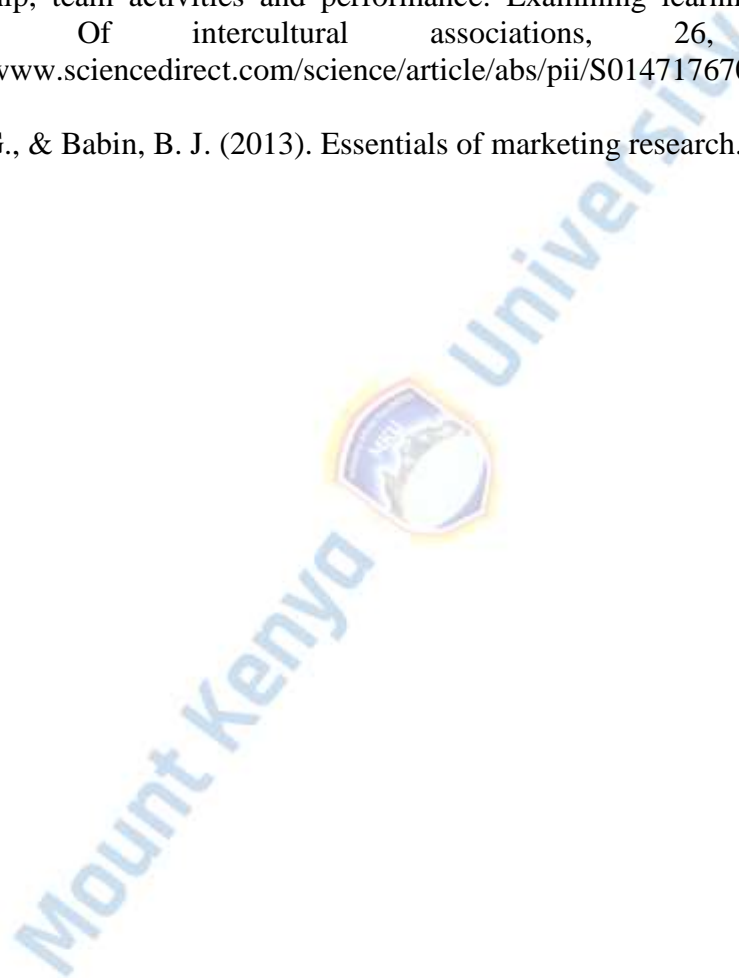
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## APPENDICES

### **Appendix I: respondents informed consent** **INFLUENCE OF WORKFORCE DIVERSITY MANAGEMENT ON** **EMPLOYEE PERFORMANCE IN STATE CORPORATIONS IN KENYA: A** **CASE OF THE** **NMK.**

Greetings, my name was -----, and At Mount Kenya University, I am pursuing a Master of Business Administration degree with a concentration on human resource management. For my final assignment, which is entitled "Impact of Managing Workforce Diversity on the Performance of Employees in Kenyan State Corporations," I am reaching out to inquire whether you would be interested in taking part.: A Study of the NMK." This research aimed to explore how managing workforce diversity affects employee performance within the NMK.

It was totally up to you whether you wanted to take part in this research. There were no repercussions if you wanted to withdraw at any point or skip questions you didn't want to answer. There are no major dangers beyond those that people face every day in taking part in this research. We took every precaution to ensure the privacy and secrecy of your replies. Your personal information was saved securely and reported in a way that protects your identity. No one outside of the study team will be able to access this data. Although direct benefits from participating may not be immediate, the insights gained from this research could provide valuable contributions to the field and potentially benefit others in similar contexts in the future.

Should you choose to participate, please complete the attached questionnaire as accurately as possible? It was anticipated that filling out the questionnaire will take approximately 35 minutes. Prompt return of the completed questionnaire will greatly assist in the efficient completion of the research.

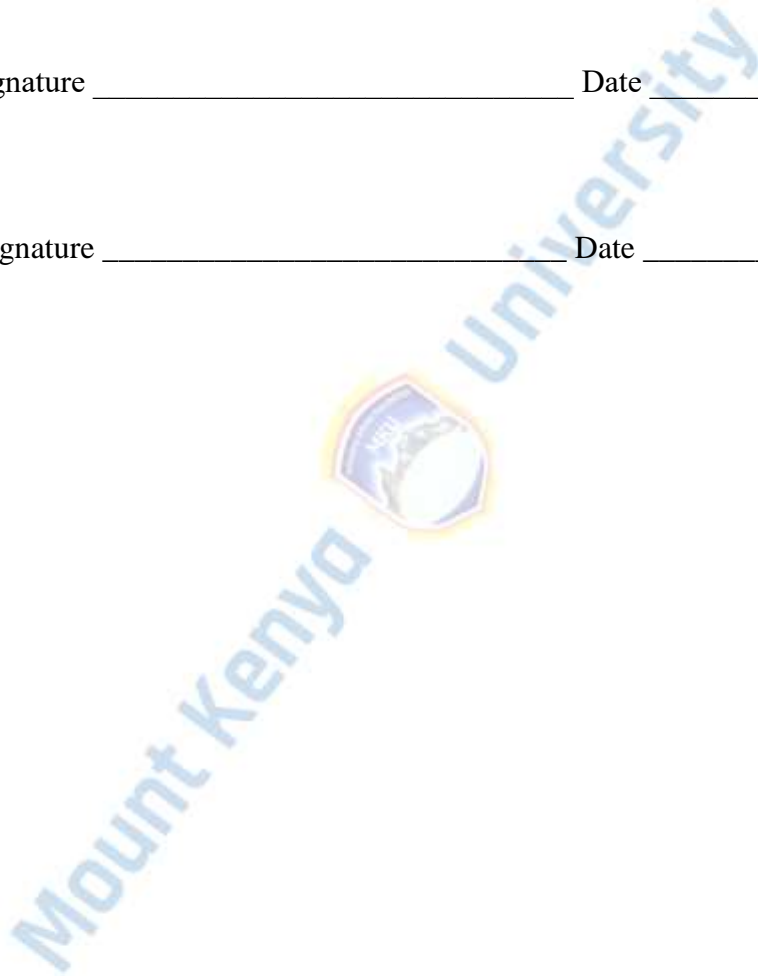
Lydia Nguta (the lead investigator) at 0712517192 or Dr. Robert Obuba (my supervisor) at 0729709826 may be reached for any inquiries or further details on this study. Feel free to get in touch with Mount Kenya University's Ethical Review Committee Chairman at P.O. Box 342-01000, Please feel free to contact Thika with any inquiries or complaints about your rights as a study subject. Your assistance in this important study was much appreciated.

**CONSENT AGREEMENT**

I confirm that all of the above-mentioned details of the research are clear to me. I have been given enough time to inquire and have gotten responses that meet my needs. By participating, I understand that it is entirely optional and that I am under no obligation to continue and am free to quit at any moment. A hard copy of this permission form will be provided to me for my records, and I understand that. I thus give my informed consent to take part in this investigation.

Participant's signature \_\_\_\_\_ Date \_\_\_\_\_

Investigator's signature \_\_\_\_\_ Date \_\_\_\_\_



**Appendix II: Questionnaire**  
**Section A: General Information**

Instructions

Please indicate your answer by selecting the appropriate box..

1. What was your gender?

Male [ ] Female [ ]

2. How long have you been working in the organization?

3 years and below [ ]

4-7 years [ ]

8-11 years [ ]

12 ears and above [ ]

3. What role did you play inside the company??

a) Top level Management [ ]

b) Lower level Management [ ]

c) Union eligible personnel [ ]

**SECTION B: GENDER DIVERSITY**

4. This section focuses on examining whether Gender diversity affect employee performance within the NMK. Please select the appropriate response by checking the corresponding box.

	Statements	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
		5	4	3	2	1
1	The organization has a balanced representation of both males and females among its workforce.					
2	Equal opportunities were provided for both male and female employees to showcase their capabilities.					
3	In terms of how employees were treated, fairness was maintained across the board, regardless of gender.					
4	The organization actively promotes career growth for all its employees.					

5	Staff members, both male and female, had their unique requirements taken into account while planning training and development programs.					
6	In decision-making processes, participation was encouraged from individuals of all genders.					
7	Both genders were afforded an equal chance for career advancement within the company.					
8	The promotion process was characterized by fairness and transparency.					

4 Additional ways in which gender diversity impacts NMK employee performance?

.....  
 .....

**SECTION C: AGE DIVERSITY**

6. This section focuses on examining whether Age diversity affect employee performance within the NMK. Please select the appropriate response by checking the corresponding box.

	<b>Statements</b>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	The organization hires personnel from Generation X, who operate autonomously with minimal oversight					
3	Baby boomers strive to attain organizational objectives.					
4	Members of Generation Y work for the company.					
5	People from Generation Y also held paid employment; members of this generation place a premium on teamwork and consider it					

	essential to accomplishing goals.					
6	Generation Y places a strong emphasis on advancing their careers.					
7	The organization also has individuals from Generation Z, who engage in collaborative efforts with fellow members to achieve organizational objectives.					

7 What further ways does NMK's age diversity impact employee performance??

.....  
 .....

**SECTION D: ETHNIC DIVERSITY**

8. This section focuses on examining whether Ethnic diversity affect employee performance within the NMK. Please select the appropriate response by checking the corresponding box.

	<b>Statements</b>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	The organization embraces diversity by employing individuals from various cultural backgrounds.					
2	A workforce enriched with diverse cultures fosters creativity as team members bring unique perspectives to their tasks.					
3	The organization also hires individuals from different ethnic backgrounds, where employees from these diverse ethnic groups collaborate effectively.					
4	Equal treatment was extended to employees regardless of their ethnic background.					

5	The corporation was committed to attracting and hiring individuals from minority groups, providing them with opportunities for growth and advancement within the organization					
6	Cultural values and customs of the staff are valued and prioritized by the corporation.					

9. What other ways does NMK's ethnic diversity impact employee performance?

.....  
 .....

**SECTION E: EDUCATION BACKGROUND DIVERSITY**

10. This section focuses on examining whether Ethnic diversity affect employee performance within the NMK. Please select the appropriate response by checking the corresponding box.

	<b>Statements</b>	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
		<b>5</b>	<b>4</b>	<b>3</b>	<b>2</b>	<b>1</b>
1	Staff members were selected for roles based on their qualifications.					
2	Employees collaborate effectively with their colleagues in the organization, offering mutual assistance in resolving any work-related challenges.					
3	Employees possess information technology skills, including proficiency in specific computer programs and expertise in data management.					
4	Employees operate collectively as a team, aiding each other in problem-solving.					
5	Self-motivated employees can function effectively with minimal supervision.					

6	The organization provides unbiased professional development opportunities throughout the entire organization.					
---	---	--	--	--	--	--

11 What other ways does diversity in education impact the effectiveness of NMK employees??


.....  
 .....

**SECTION F: EMPLOYEE PERFORMANCE**

Statement	5	4	3	2	1
Staff productivity has increased within the last five years..					
The presence of age diversity within organizations has contributed to improved employee effectiveness.					
Employees who consistently perform at high levels find it easier to secure promotions compared to those with lower performance levels.					
Educational diversity in the organization has played a role in enhancing overall performance.					
Social diversity has positively impacted employee performance levels within our organization.					
Employees that consistently go above and above are recognized and compensated by the company..					
Our company's gender diversity has helped boost productivity.					

**Thank you**

## Appendix III : ERC Clearance

**Mount Kenya University**

REF: MKU/ISERC/3543  
TO: LYDIA NGUTA  
REG: MBA/2023/39909

Date: 28 March 2024

Dear Sir/Madam,

**RE: INFLUENCE OF WORKFORCE DIVERSITY MANAGEMENT ON EMPLOYEE PERFORMANCE IN STATE CORPORATIONS IN KENYA: A CASE OF THE NATIONAL MUSEUMS OF KENYA.**


This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2587**. The approval period is **28/03/2024 - 27/03/2025**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

Yours sincerely,

  
Dr. Alfred Owino, PhD  
Chairman, Mount Kenya University ISERC

*The Chairman*  
Mount Kenya University  
Ethics Review Committee  
P.O. Box 342-01000, Thika

---

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.  
Cell: +254 709 153 000 | +254 709 153 200  
Email: info@mku.ac.ke, Web: www.mku.ac.ke  
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**Unlocking Infinite Possibilities**

## Appendix IV : Introduction Letter



### DIRECTORATE OF GRADUATE STUDIES

MBA/2023/39909

2<sup>nd</sup> April, 2024

*National Commission for Science Technology & Innovation (NACOSTI)  
Off Waiyaki Way, Upper Kabete,  
P.O Box 30623- 00100  
NAIROBI, KENYA*

Dear Sir/Madam,

**RE: LYDIA NGUTA - REGISTRATION NO. MBA/2023/39909**

The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**.

The title of the research is "**Influence of Workforce Diversity Management on Employee Performance in State Corporations in Kenya: A Case of the National Museums of Kenya.**" It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **April, 2024 and June, 2024**.

Any assistance accorded to the student will be highly appreciated.

Thank you.

For 

**Dr. Samuel M. Karenga, Ph.D.**  
**Director, Graduate Studies**  
Enc.

Mount Kenya University  
P.O. Box 342-01000, THIKA  
Office of the Director  
Graduate Studies

**Appendix V : Research permit**

 <p>REPUBLIC OF KENYA</p>	 <p><b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b></p>
<p>Ref No: 256336</p>	<p>Date of Issue: 19/April/2024</p>
<p><b>RESEARCH LICENSE</b></p>	
	
<p><b>This is to Certify that Ms. Lydia Ngugi of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: INFLUENCE OF WORKFORCE DIVERSITY MANAGEMENT ON EMPLOYEE PERFORMANCE IN STATE CORPORATIONS IN KENYA: A CASE OF THE NATIONAL MUSEUMS OF KENYA, for the period ending : 19/April/2025.</b></p>	
<p>License No: NACOSTI/P/2434891</p>	
<p>Applicant Identification Number: 256336</p>	
<p><b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b></p>	
<p>Verification QR Code</p>	
	
<p>NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.</p> <p>See overleaf for conditions</p>	

**Appendix VI : Field Entry Authorization**



**OFFICE OF THE PRESIDENT**  
**MINISTRY OF INTERIOR AND NATIONAL ADMINISTRATION**

Telegrams.....  
Telephone: Nairobi 316845, 341666  
When replying please quote

**COUNTY COMMISSIONER**  
**NAIROBI COUNTY**  
P.O. Box 30124  
**NAIROBI**

**REF: ED 10/6 VOL. XXIX ( 45)**

**19/4/2024.**

LYDIA NGUTA  
**MOUNT KENYA UNIVERSITY**

**RESEARCH AUTHORIZATION**

Your letter dated 19/4/2024 refers.

This office has no objection and authority is hereby granted to conduct research on the topic **“Influence of Workforce Diversity Management on Employee Performance in State Corporations in Kenya. A Case of the National Museums of Kenya”** for the period ending 19<sup>th</sup> April, 2025.

**P. K. ONGERE**  
**For: COUNTY COMMISSIONER**

Copy to: Deputy County Commissioner  
**WESTLANDS**



**NATIONAL MUSEUMS OF KENYA**

**WHERE HERITAGE LIVES ON**

**DATE: 23<sup>rd</sup> April, 2024**

**LYDIA NGUTA**

**MOUNT KENYA UNIVERSITY**

**MBA/2023/39909**

**REF: DG/H/321/14**

**DIRECTOR GENERAL**

**NATIONAL MUSEUMS OF KENYA**

**P.O. BOX 40658 -00100**

**NAIROBI.**

**RESEARCH APPROVAL.**

The above matter refers.

The National Museums of Kenya has approved your request to collect data for your research on the topic "Influence of workforce Diversity Management on Employee Performance in State Corporations in Kenya. A case of the National Museums of Kenya" for the period ending 19<sup>th</sup> April, 2025

Kind regards

Director General

**Appendix VII : Similarity**

**INFLUENCE OF WORKFORCE  
DIVERSITY MANAGEMENT ON  
EMPLOYEE PERFORMANCE IN  
STATE CORPORATIONS IN  
KENYA: A CASE OF THE NMK.**

*by* LYDIA NGUTA

---

**Submission date:** 23-May-2024 02:49PM (UTC+0300)

**Submission ID:** 2380796766

**File name:** Lydia\_Final\_project\_1\_1\_.docx (256.99K)

**Word count:** 22838

**Character count:** 141846

Mount K.

INFLUENCE OF WORKFORCE DIVERSITY MANAGEMENT ON  
EMPLOYEE PERFORMANCE IN STATE CORPORATIONS IN  
KENYA: A CASE OF THE NMK.

ORIGINALITY REPORT

<b>20%</b> SIMILARITY INDEX	<b>19%</b> INTERNET SOURCES	<b>8%</b> PUBLICATIONS	<b>14%</b> STUDENT PAPERS
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effect of women in leadership roles", The Leadership Quarterly, 2023

Publication

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