WORKFORCE DIVERSITY AND EMPLOYEE PERFORMANCE IN THE CONSTITUTIONAL COMMISSIONS OF KENYA

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Workforce Diversity and Employee Performance in the Constitutional Commissions of Kenya

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DECLARATION

This thesis is my own original work and has not been presented for the award of any degree in any other University

Signature …………………………..…………..Date ……………..…………...

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This thesis has been submitted for examination with our approval as University Supervisors.

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DEDICATION

I dedicate this thesis project to my family. My wife Margaret and son Saipotu., my daughters Ntamanywa and Naitoti, for bearing with me the many times I have not been able to give them due attention while studying for this programme. May God bless them.

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ABBREVIATIONS AND ACRONYMS

ANOVA   Analysis of variance

DM   Diversity management

EEO   Equal Employment Opportunity

EFA   Explanatory Factor Analysis

GMC   General Medical Council

MoH   Ministry of Health

NCAA   National Collegiate Athletic Association

NCIC   National Cohesion and Integration Commission

OCC   Options Clearing Corporation

OST   Organizational Support Theory

PCC   Professional Conduct Committee

PCT   Psychological Contract Theory

POS   Psychological Organizational Support

R&D   Research and Development

ROPPA   Review of Public Personnel Administration

SEM   Structural Equation Modeling

SES   Senior Executive Service

SIT	Social Identity Theory
SPSS	Software Package for Social Science
VIF	Variance Inflation Factor

OPERATIONAL DEFINITION OF TERMS

Age Diversity It is accepting individuals of different ages in a business setup (Lombardo 2015).

Diversity Diversity is variation of identity in terms of social and culture that exist among individuals in a particular set of market (Cox, 2014).

Education Diversity It's the ability of accepting people with different education levels into a business environment (Lombardo, 2015).

Employee Performance Employees performance is operationalized as output per employees, service delivery and quality of work (Ely & Thomas, 2014).

Ethnicity Diversity Ethnicity diversity refers to shared way of life and culture (Crossman, 2016).

Gender Diversity it is the equal ratio of male and female but is also inclusive of categories that are not gender binary (Sharon, 2016).

Social Diversity refers to the community where individuals of different race, ethnicity, religious beliefs, socioeconomic status, language, geographical origin, gender and/or sexual orientation bring their different knowledge, background, experience and interest for the benefit of their diverse community (Sharon, 2016).

Workplace Diversity it is similarity and variation in staff members regarding their age, culture, race, gender, sex orientation, religion (Hayles, 2016).

ABSTRACT

Based on the report provided by quality assessment and performance improvement strategy it was established that Kenyan Constitution Commission witnesses' low levels of performance of their staff members which resulted to reduced levels of employee's satisfaction NCIC report on audit established that the commission displayed inequality in race and ethnically. This implies that the public resources like salaries only benefit few communities which greatly affects the growth of the country and also affects the unity of the country and also a key cause of unfair delivery of services. The study's objective was to establish the influence of workforce diversity on employee performance in constitutional commissions of Kenya. Specifically, the study sought to determine the influence of gender diversity, age diversity, ethnicity diversity, and social diversity on employee performance in constitutional commissions of Kenya and to determine the moderating influence of organizational culture on the relationship between workforce diversity and employee performance in constitutional commissions of Kenya. The study was guided by social identification and categorization theory, similarity/attraction theory, information and decision-making theory, standpoint theory, organizational support theory and the capabilities model. The study adopted a descriptive cross-sectional survey. Targeted population was 15 Kenyan Constitution Commissions which formed the unit of analysis. The population of the study was staff members in the headquarters of the organization which was a total of 623 employees at managerial level. The sample of 244 members was used in the study and they were selected using Stratified random sampling method. Semi- structured questionnaire was selected as data collection tool where the researcher administered them to the entire sample selected. The study used Cronbach's Alpha to test for reliability of the instrument and factor analysis to ascertain the validity of the tools. The data gathered was analysed using SPSS version 23. The study analysed the data using descriptive and inferential statistics. Descriptive statistics were used in analysing quantitative data and the findings presented in tables, figures and graphs and in prose form. The study found that gender diversity positively and significantly affects employee performance in Kenyan constitutional commissions; diverse age positively and significantly affect employee performance in Kenyan constitutional commissions; diverse Ethnicity positively and significantly affects employee performance in Kenyan constitutional commissions; education diversity positively and significantly affects employee performance in Kenyan constitutional commissions and diverse Social has a significant positive influence employee performance in constitutional commissions in Kenya. Therefore, when employing staff, it is important to ensure that they are diverse; this will encourage their improved performance. Equal promotion of employees is important because it motivates employees to be dedicated to their work. It is also important for the organization to provide favorable environment and working conditions for employees depending on their age. The organization should increase diversity and use work groups to maximally utilizing their great participation and synergy in order to boost employee and organizational performance. The organization should ensure that there is education diversity among its employees, both management employees and juniors.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Employees performance is a concern for many organisational across the world. Employees performance determines the overall performance of the organisational. This study sought to determine the relationship between workplace diversity and employee's performance in constitution commission in Kenya. Worldwide, diversity of employees has become an issue of interest both at work and in the market. For any company that wants to be more dynamic and profitable should have views that have no boarders and should also assure the employees of diversity in daily running of the business and all the activities involved in everyday of the business (Childs & Losey, 2015). Motivation of employees and management of human resources has a direct influence on improvement of individual performance of any employee. Improving satisfaction of an employee is the foundation of commitment, which has been described as "the source of any organizations power and competitiveness" that amounts to improved performance (Krajcsák & Gyökér, 2013).

Workforce diversity is about the differences as well as about the similarities among the workforce (Makhdoomi & Nika, 2017). Workforce diversity is the variety of demographic characteristics that constitute a company's workforce particularly in terms of age, gender, colour, origin, race, culture, disability (Dessler, 2011). It comprises of the reality, invisible or invisible, in which people differ (Shen *et al.,* 2009). It is a heterogeneous group of people who accept, understand, respect and realize each other's differences (Kundu, Bansal & Chawla, 2015). It constitutes of the different people that are from different backgrounds that come together on the same platform to work towards a common goal. There are many different dimensions which distinguish one person from another which can be based on culture, religion, age or gender etc and when these different individuals co-exist in organizations and form the employee base it is termed as

workforce diversity. Diversity can bring many benefits that can enrich our lives in different ways (Goethe & Colina, 2018).

Workforce diversity can have a major effect on the employee performance as well as the overall performance of the organizations. Different scholars have noted that different dimensions of diversity have different effects in the organizations (De Saá-Pérez, *et al*. 2017). According to Barney (1991) the resource view of the organizations demonstrates a positive relationship among diversity and employee performance while as the social identity theory by Tajfel, 1978 puts forward a negative relationship among performance and workforce diversity.

1.1.1 Global Perspective of Workforce Diversity and Employee Performance

Globally, companies are trying to adjust themselves such that employees who have different backgrounds are able to acquire the right skills and also be supported to ensure that they are able to implement the corporate strategies (Ramirez, 2016). Proof of inclusion as a strategy of diversity in U.S. from Human Resource Institute, the establishments of a survey of the year 2001 conducted on a thousand privately and publicly owned organizations established that 56% offered diversity training on race, sixty-eight on gender, forty-five on ethnicity, thirty-five on age, fifty-four on disability, fifty-seven on sexual orientation, and twenty-four on religion (Kelly, Ramirez & Brady, 2016). The performance index of the company rose by seven percent with the private sector taking the bigger share of five percent. The reason why the public sector had a low performance index is because they are reluctant in integrating diversity in the management systems.

According to Christian, Porter and Moffitt (2016), the minority workforce in the United States is expected to rise from 16.5% in 2000 to an estimated 25% in 2050. When the Review of Public Personnel Administration (ROPPA) was first published in 1980, White males accounted for 86% of all Senior Executive Service (SES) employees in the U.S. federal government. By 2008, that number had decreased to 65%. In addition to more

racial/ethnic globalization has led to increases in cultural and linguistic diversity as well. About 18% of all households in the United States use a language other than English, and about 13% of U.S. residents were born in a different country (Rubaii-Barrett & Wise, 2018).

In Japan and Korea, the main concern of management of diversity is based on issues related with gender because of homogeneity in ethnicity. For the Korean case, based on a survey that was carried out by National Statistical Office indicated that the rate in which women take part in economic related activities rose to 48.9% in the year 2013. Ministry of health (MoH) Welfare and Labor carried out a survey in Japan and found that there was an increase in women's participation in economic activities in the year 2014 to 48.3%. From the year 1985, it is estimated that the population of women in full time employment has stagnated at 30% of all full-time employees (Magoshi & Chang, 2016).

In 1947 the Malaysian Airways was started and was later rebranded to Malaysia Airlines. It is estimated that by the year 2017, the airline had employed 20,000 employees out of whom 43% were locals i.e. Malaysians, 39% were from India, 14% from China ad 4% from other ethnic backgrounds (Eugene *et al.,* 2017). Also, 50.3% of the employees were females while the remaining were males (Eugene *et al.,* 2017). Norway did enact a law in 2003 which made it mandatory for 40% of women to be included in publicly listed organizations and EC gave a proposition for women to have a 30 percent representation in public organizations by 2015 and 40 percent by 2016 (Christiansen, Lin, Perreira, Topalova & Turk, 2016). Reports have shown that the labor force in Europe is made up of people aged 18-65 years with 50 percent being above 50 years and another 50 percent being below 50 years (Bureau of Labor Statistics, 2017).

1.1.2 Regional Perspective of Workforce Diversity and Employee Performance

Because of the apartheid system through which the policies on equity were added in the constitution in the year 1998, it has enabled SA to be the leading country in Africa that

has embraced diversity. Although they have advanced much in democracy, the employees are still faced with discrimination and being treated unequally. The main indicator of preserve inequality in the system is the failure of black people being represented in the top positions in public institutions and also women are not represented and the disabled are almost totally unrepresented (Nel, Gerber, Van Dyk, Haasbroek, Schultz, Sono & Werner, 2017).

According to Cross-Cultural Foundation of Uganda (2017), ethnic, political and religious diversity is posing a threat to diversity management in public organizations in Uganda. Diversity is manifested and perceived as a challenge to the workforce management; pluralism enhanced by environmental changes, individual and community initiatives, and intermarriages. The dilemma is how diversity can be integrated into the public organizations management fabric. There is also need to lobby for implementation of Equal Opportunities Act, diversity educational institutions, political parties and cultural institutions championing diversity management.

In regard to diversity of employees, about half of the population in Nigeria is in the age of working yet the rate of employment is around twelve percent. Because of the interaction of foreign and local cultures because of multinational operations as well as impacts of globalization, it has made diversity of employees a challenge and at the same time a resource. In Nigeria, the FirstBank has 61% of its employees being male and the remaining 39% being females, while at the managerial level 66% are male and 34% female and at the board level 84% are male and 16% are female. Currently, the FirstBank has only nine women in its subsidiary's boards (Waller, 2016).

Lobel, Kossek, and Brown (2015) explained that only 54% of women who are in their working ages are employed this is in comparison to 80% of men in the same age. The trend of women continuing to serve in domestic wok and invisible care economy is still continuing. The oldest strategic industry in Egypt is the pharmaceutical which was founded in the year 1939 and has employed 39,500 employees including production employees (Ngao & Mwangi, 2016).

1.1.3 Local Perspective of Workforce Diversity and Employee Performance

With introduction of the new constitution, Kenya has introduced new demographic processes. The Kenyan constitution 2010 covers the issue of provision of equal opportunities in various areas such as the economic, cultural and social aspects (Namachanja, & Okibo, 2015). There are conventions in Kenya calling for inclusion of people from any societal context which include the appointments of the public sector. In the old dispensation there were no policies that allowed the some of the conventions and treaties to take effect. The effect was that there was disproportion in the public institutions in terms of the disabled individuals, gender and ethnic. Lack of equality could be as a result of various aspects such as practices, laws and policies that favored discrimination (Waiganjo *et al.,* 2016).

The inequalities were addressed by the 2010 Constitution under Articles 10 and 232 on values of the nation and principles of governing. The article emphasizes on strong identity in the nation; leadership as well as representation that is effective; equal opportunities and resources to all; development that is sustainable; governance that is good; and protecting of the vulnerable individuals and the marginalized. It is therefore the responsibility of the management of these public institutions to ensure that their staff members represent all the citizens professionally, academically, in terms of gender, age, disability, minority, race, ethnicity, etc.

In Article 232 the constitution affords that the different communities in Kenya should be represented in the public service. Further, in Article 10 public organizations are required to ensure inclusiveness, protection of marginalized and vulnerable groups and non-discrimination. The constitution is specific on Articles 54-57 on individuals qualified for special rights of application, they include; society old members, children, disabled individuals, the youth, marginalized and minority groups.

To make sure there is representation in the public service, the constitution provides for use special techniques and affirmative action so as to promote equal employment

opportunities. This can be found in Article 27 4(d) which emphasizes on non-discrimination on the other hand 27(6) provides that the government should take affirmative action addressing the challenges faced by people who might have faced discrimination in some point in their life. The appointments on people with disabilities are indicated in Article 54(2) where 5% of the employment should consider these people. The issues about youth employment are found in Article 55. Affirmative action on marginalized groups and minorities employment is emphasized in article 56(c).

The commission of National Gender and Equality was established by the 2011 Act, its roles include inter-alia, equality promotion, non-discrimination and mainstreaming gender issues, people with disabilities and marginalized individuals in national development. The Ethics Act provides for a business environment that supports diversity. Public officers are required to discharge their duties professionally and respect their colleagues in the public service. The 2015 Act focuses on values and principles. Public organization are required to ensure that both male and female, disabled persons and various ethnic groups form part of the employees in the public organizations.

According to KNBS (2015) the public sector has approximately 700, 000 employees, from various races and ethnic groups, marginalized persons, people with disabilities and minorities. PSC survey (2013/14) revealed that the requirements of the constitution on two third rules on gender have not been implemented fully. About ethnic composition, PSC surveys have revealed that there are communities which are highly represented and others underrepresented more so from marginalized regions. Moreover, people with disabilities representation is also low (1%). This study sought to establish the influence of workforce diversity on employee performance in constitutional commissions of Kenya.

1.1.4 The Constitutional Commissions in Kenya

Without a considerable degree of independence, constitutional commissions and independent offices cannot hold neither the legislature nor the executive accountable nor

contribute to open and democratic governance. If these institutions are regarded as part of government,45it would be difficult for them to act without fear, favor or prejudice and to fulfil their functions effectively. This is due to the reality that these institutions are supposed to act against those in power. Ochieng (2019) argue that developing independent institutions that can guarantee accountable governance is a considerable challenge. It requires a legal framework that explicitly protects these institutions' independence and impartiality. They note that these institutions must also enjoy operational independence. Therefore, to guarantee the independence of these institutions, the constitution must require certain actions and prohibit others to ward of interference by other actors (Mathiba, 2020).

The 2010 Constitution duly designates constitutional commissions and independent offices as independent bodies. They are accorded constitutional protection to enable them achieve the objectives for their establishment (Ochieng, 2019). The Constitution provides that they are subject only to the Constitution and the law, and they are independent and not subject to the direction or control by any person or authority. This textual recognition of the independence of these institutions is important 51 But what determines whether an independent institution ends up as an effective force for accountable governance is its institutional design, and whether the designed independence is sustained in day-to-day political dealings.

1.2 Statement of the Problem

The major responsibilities of constitutional commissions are to protect the sovereignty of the people; to ensure that all state organs observe democratic values and principles; and to promote constitutionalism. However, majority of these commissions have not achieved their mandate which can be attributed to low performance of the employees. Based on the report provided by Quality Assessment and performance improvement strategy (2016) it was established that Kenyan Constitution Commission witnesses' low levels of performance of their staff members which resulted to reduced levels of employee's satisfaction by 8% for the period of 2015-2016. The unsatisfactory

performance was attributed to employee's inability to meet deadlines and poorly done tasks due to hiring of employees who are not qualified. The recommendation of the report regarding improvement of performance and level of production it also suggested that the commission should overhaul its practices of HR mainly regarding training of employees in new technology, empowerment of youth and eliminating discrimination, biasness and favors at work environment.

According to NCIC (2016) report on audit it was established that the commission displayed inequality in race and ethnically. From the report it was established that out of 42 tribes in the country, only 10% take around 88% and twenty tribes combined do not constitute even 1% of the entire workforce. This implies that the public resources like salaries only benefit few communities which greatly affects the growth of the country and also affects the unity of the country and also a key cause of unfair delivery of services, (NCIC, 2016).

Various studies (Dessler, 2016: Bekele, 2015; Nyambegera, 2017; Barlow *et al.,* 2016) have focused on various aspects of diverse workforce diversity and furthermore they appreciate the issue of staff performance and the rate of non-performance of organizations that is bedeviling the constitutional commission in Kenya. Munjuri and Maina (2013) for instance focused on the workforce diversity management and employee performance in the banking sector in Kenya. This confirms that little has been done on the influence of workplace diversity on employees' performance in constitutional commission in Kenya. Similarly, existing literature has not jointly determined how gender diversity, age diversity, ethnicity diversity, education diversity and social diversity jointly influence employee's performance in the contextual of public sector. Therefore, there exist both conceptual and contextual gaps that the current study sought to address by establishing the influence of workforce diversity on employee performance in constitutional commissions of Kenya.

1.3 Objectives of the study

1.3.1 General Objective

The general objective of this study was to establish the influence of workforce diversity on employee performance in constitutional commissions of Kenya.

1.3.2 Specific Objectives

The study was guided by the following objectives

1. To determine the influence of gender diversity on employee performance in constitutional commissions of Kenya
2. To analyze the influence of age diversity on employee performance in constitutional commissions of Kenya
3. To establish the influence of ethnic diversity on employee performance in constitutional commissions of Kenya
4. To examine the influence of education diversity on employee performance in constitutional commissions of Kenya
5. To assess the influence of social diversity on employee performance in constitutional commissions of Kenya
6. To determine the moderating influence of organizational culture on the relationship between workforce diversity and employee performance in constitutional commissions of Kenya

1.4 Research Hypotheses

The study was guided by the following questions

1. H_{01} Gender diversity has no significant influence on employee performance in constitutional commissions of Kenya

2. H_{02} Age diversity has no significant influence on employee performance in constitutional commissions of Kenya

3. H_{03} Ethnic diversity has no significant influence on employee performance in constitutional commissions of Kenya

4. H_{04} Education diversity has no significant influence on employee performance in constitutional commissions of Kenya

5. H_{05} Social diversity has no significant influence employee performance in constitutional commissions of Kenya

6. H_{06} Organizational culture has no significant moderating influence on the relationship between workforce diversity and employee performance in constitutional commissions of Kenya

1.5 Significance of the Study

1.5.1 Republic of Kenya and Policymakers

The government of Kenya and policy makers understands the importance of workforce diversity on employee performance and therefore they will be able to come up with policies and regulations to promote workforce diversity in the organizations. The human resource practitioners can understand how essential workforce diversity is on employee performance and therefore they were able to come up with more ways of developing employee talents.

1.5.2 Human Resources Practitioners

The study is important to the management of organizations because it contributes towards enhancing the existing knowledge on workforce diversity and assist the management to manage workforce diversity to make sure that the ability of the organization to develop an environment valuing diversity and improve their activities

like process to hire, promote, communicate and allocate power. The study helps HR professionals and other individuals that are in charge of diversity in an institution to assess the needs of their staff members in a better way; better the design, evaluation and implementations of efforts of diversity; and establish the initiatives that better manages diversity of the employees.

1.5.3 Researchers and Scholars

Future researchers can use this study as a basis of other researches that was conducted in the future, and therefore it assists in validation of the research findings and refining of the studies conducted in the future after researching sufficiently using data gathered on observations and studied. There is limited knowledge on the joint effect of workplace diversity on employee's performance in public sectors hence this study contributed to the existing body of knowledge on the relationship between workplace diversity and employee performance.

1.5.4 Constitutions Commissions

The constitutional commission in Kenya have a special mandate of protecting the sovereignty of the people; to ensure that all state organs observe democratic values and principles; and to promote constitutionalism. This study provided empirical evidence on how workplace diversity influence employees performance and how the commission can leverage on enhancing the diversity to improve performance. The heads of these commission can therefore adopt the findings of this study to increase efficiency and effectiveness of the commissions.

1.6 Scope of the Study

The study sought to establish the influence of workforce diversity on employee performance in constitutional commissions of Kenya. The independent variable of the study was gender diversity, age diversity, ethnicity diversity, education diversity and social diversity, while the dependent variable was employee performance. The study was

carried out in constitutional commissions in Kenya. The study selected these commission because the major responsibilities of constitutional commissions are to protect the sovereignty of the people; to ensure that all state organs observe democratic values and principles; and to promote constitutionalism which has not been realized 12 years after promulgation of the 2010 constitution. The target population was the employees of constitutional commissions in Kenya. The study targeted 623 members of staff in at management level and employees currently working at head office of Constitution commissions in Kenya. The study used questionnaires for data collection. The study was conducted between July 2019 and December 2020.

1.7 Limitations of the Study

The rate of response to the questionnaires was slow at the beginning of the research which was mitigated by frequent follow ups that was achieved by physically visiting their offices of reaching them via their offices phones that enhanced the rate of the response. Further, constitutional commissions consider some information as confidential and hence availing such information was a major limitation. The study however overcame the limitation by having a letter of introduction from the university to assure the respondents that the provided information would only be used academic purposes and would thereby be treated with utmost confidentiality. Operationalization of the study variables was also a limitation faced by the study since workplace diversity is too broad however, the study adopted gender diversity, age diversity, ethnicity diversity, education diversity and social diversity which were identified as the main aspects of workplace diversity.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviews the theories of work force diversity management; the conceptual framework will comprise a figure representation and explanation of the independent and dependent variables which include age diversity, gender diversity, ethnic diversity, education diversity and social diversity and employee performance. The empirical review of other studies carried out about the influence of workforce diversity on employee performance in constitutional commissions of Kenya.

2.2 Theoretical Review

The discipline of workforce diversity in its effort to streamline the interactions of diverse workforce and annex its potential in organizations has borrowed a number of theories. The study was guided by social identification and categorization theory, similarity/attraction theory, information and decision-making theory, standpoint theory, organizational support theory and the capabilities model was used in this study to establish the influence of workforce diversity on employee performance in constitutional commissions in Kenya.

2.2.1 Social Identity Theory

This theory was proposed by Tajfel (1982) and argues that diverse social category is the variation in the membership of social category. Due to the difference that exists in the groups, it can lead to reduced cohesiveness in the group or low levels of satisfaction among the members. Failure in the management of the differences there will arise conflict of relations and it has a negative impact on performance, (Williams & O'Reilly, 1998); Tjosvold *et al.,* 2018). Based on this theory, people develop personal identity based on part of the categories to which they themselves belong. Individuals tend to

group themselves to those other members of the group that they share the same behaviors, attitude and attributes. Self-categorization is the term that is used in describing the process where an individual sees themselves as being part of a group (Kulik & Bainbridge, 2016).

This theory implies that if the perceiver has a new target, comparison is done between the individual and the new target. People opt to find other groups when they discover that the group they targeted is different from what they perceived. It's a common thing for people to make comparison between themselves and other groups (Ashforth & Humphrey, 1995). The main aspects that are used in making comparison are the age, race and gender because they are the main characters that the perceivers sees and uses in identifying themselves and therefore applies the same in categorizing other people. The impact of self-categorization and social identity is that it leads to prejudice, conflict and stereotype (Kulik & Bainbridge, 2016).

This theory has an assumption that the category of membership for the perceiver has a positive value and that the members in the group have emotional significance to the perceiver. Members of other groups are seen as deficient and this leads to people seeing other groups as being worse or untrustworthy (Loden & Rosener, 2017). The perceiver therefore sees his category positively this is to allow devaluation of other groups that the perceiver is not member of. The result is that there is in-group biasness, where comparing between the groups that are in and the ones outside, members tend to favour the inside group. The biasness is a strategy of boosting the self-esteem of the rater and by favoring the inside group the rater feels good about themselves (Finkelstein *et al*, 1995). In-group bias is especially likely to be observed when society values one group more than another and group boundaries are not permeable (members cannot voluntarily move from one group to another (Betterncourt, Dorr, Charlton & Hume, 2014).

This theory draws out a comprehension of the manner in which individuals comprehend others and themselves in the general public (Korte, 2017). Korte (2017), social identity theory and self-categorization theory are correlative speculations clarifying social

personality, in term of its components and procedures. Through self- categorization and group participation, people build up a social character, which fills in as a social-subjective pattern (standards, qualities, and convictions) for their gathering related conduct. As the theory of social distinguish could give a theoretical establishment to analysts in the examination of assorted variety, anyway it tends to lead decent variety scientists to the investigation of intensity and disparity named as 'insignificant between gathering worldview' (Prasad, Pringle and Konrad, 2016). This worldview proposes that all personality bunches consistently take part in-aggregate inclination and the predisposition is more grounded in a high-status group than a low status group. Besides, in-group inclination biasness by exceptionally special group is probably going to be emphatically more exorbitant to truly burdened groups than the reverse would ever be (Prasad, Pringle and Konrad, 2006). Prasad Pringle and Konrad (2016) propose that while in-group biasness and out-group discrimination are common aspects in institutions, institutions should endeavor to moderate its impacts.

This theory has been applied in making predictions and comprehending the way diversity affects the attitude of the people and the way the group behaves. In explaining the impacts of diversity on the results of a person, the main argument is that the visibility and the character affect the feeling of identification (Tsui, Egan & O'Reilly, 1992). In groups identification is mainly depends on demographics of the individuals and it relates with biasness inside the group and conflict in the group. Through the expansion of the theories explaining the attitude of individuals and their traits, studies conducted on diversity have established that decisions made on diversity have a high likelihood of influencing the social activities in a group and the institution as well (Jehn, Northcraft & Neal, 1999; Pelled, Eisenhardt & Xin, 1999). Despite the fact that the theories of social categorization and social identity were created with the aim of explaining the impact of diversity that has been identified, some of the scholars have applied these theories in explaining the impact of personal diversity and value-based (Thomas, 1999).

Employment of individuals of different genders is important for an organization. This is because their interaction can create new knowledge hence improving their performance.

The theory supports the variable of gender diversity by linking the social identification and categorization theory to employee performance in constitutional commissions of Kenya

2.2.2 Similarity/Attraction Theory

According to Byrne (1971) who is the proponent of this theory, in general people are most attracted to others who share similar attitudes. The foundation of this theory is the notion that homogeneity in demographics of people increases their chances of being attracted and like each other. People who are from the same background may find that they gave a lot in common compared with those from a different background; this makes it easy for them to work together and come up with products or solutions to problems. Having similarities boosts one's value and ideas while disagreements bring about the question of ones values and ideas and it's not settling. Studies done have established that in circumstances whereby people get the chance to interact with various individuals, there is a high likelihood that the person will select someone they share the same characters (Berman, *et al,* 2018; Cassel, 2016).

Researches done based on similarity/attraction concept established that lack of similarities led to less attraction among individuals manifesting through reduces communication, distorted information, and error in communication (Cameron & Quinn, 2016). Research based on this theory established that in organizations, there are high levels of diversity which have a high likelihood of leading to faulty work procedures. Faulty work will result to poor performance of workers. Individuals of different age groups have diverse knowledge. Therefore, incorporation of employees of diverse ages will promote the growth of employees and also improve the understanding of their tasks. The theory supports the variable of age diversity by linking the similarity/attraction theory to how employees perform in constitutional commissions of Kenya.

2.2.3 Standpoint Theory

Standpoint theory is attributed to the work of Harding (2004). The theory indicates that a perspective that differs is brought to an organization by marginalized groups, this perspective challenge status quo because the organization had already created their own social world and therefore it will be different from dominating group (De Pree, 2014). Hoobler *et al* (2016) gave a suggestion of a way to comprehend co-cultural relations; he indicated that exploration of subordinate employees is needed. Co-cultural theory gives a framework whereby the views of the marginalized people regarding the association of the dominating and the non-dominating groups in a particular society can be assessed. Despite the fact that dominating team will be more powerful, a leader who is transformational will support the coexistence of conflicting standpoints which will lead to conflict ensuing. Conflicts will create a challenge regarding the way things are performed, ideas brought to the table and issues that hadn't been looked at in various ways. This theory provides voice to those able to see pattern in behaviour not acknowledged by those immersed in the culture (Allen, 2018).

Eradication of group think which arise in a non-heterogeneous group can be achieved by the unique and varying standpoints. Scot Page's (2017) in his research on homogeneous groups indicated that workforce diversity isn't easy and that there are various challenged that are faced in the struggle to have an inclusive work environment with diverse thoughts and ideas.

The organization should employ individuals from various ethnic groups. This ensures the interaction of people from different ethnic group. Hence, it's easy for comprehend their colleagues and work in harmony as a team. The theory supports the variable of ethnicity diversity by linking standpoint theory to employee performance in the constitutional commissions of Kenya.

2.2.4 Information and Decision-Making Theory

The information and decision-making theory was proposed by Simon, (1979). Various researches have been done on the issue of information and decision-making in teams and it was established that who makes up the team will significantly affect the way the team will take in the information, communicate, and decide (Gruenfield, 1996; Wittenbaum & Stasser, 1996). The expectation of majority of the people might be that diversity and outcomes are negatively related. This theory holds the argument that because of diversity, communication and collaborations will break downs, and it also causes issues in the process of reaching decisions and generating information.

Existing literature regarding how teams handle information and make decisions reveal that, for coming up with information and reaching decisions, if the processes are faulty due to low levels of homogeneity are overcome by the advantage of creativity, great ideas and a vast variety of information (Tziner & Eden, 1985). Researches done have established that despite the negative effects of diversity in organizations, those organizations that have diversified workforce still have increased level of information (Ancona & Caldwell, 1992; Jehn, 1997; Zenger & Lawrence, 1989). Diversity is the source of various perspectives which enables an organization to be highly effective, as acted as the main reason why diversity is viewed as organizational resources as well as strength (Adler, 2015; Dobbs, 1998; Thomas, 1990).

It is very important to put into consideration the type of task to be performed when trying to establish if it is appropriate to depend on certain information in establishing how the outcome will relate with diversity. For instance, there is less likelihood that a task requiring less interaction with groups will find diversity to be beneficial (Adler, 2015). Since the knowledge of information and being creative assists a little, the likelihood that it won't be greatly beneficial in offsetting the faulty work done because of non-homogeneous team is high. Whenever the issue is solving complicated issues, generation some ideas that are creative or innovative or create a new product then diversity has the highest likelihood of producing positive results. In such cases the

availability of variety of information and viewpoints then the higher the chances that the team will reach optimal solution.

A 2nd caveat is that most of the researches that are concerned with making decisions and information in groups are based on diversity in education and not on ethnic (Ancona & Caldwell, 1992; Bantel & Jackson, 1989; Pelled *et al.,* 1999). Very few works apply the use of this theory to come up with nonnegative hypothesis regarding performance and ethnic diversity. Cox *et al.* (1991) applied the use of individualism/collectivism value divide to imply that organizations will benefit and attain synergy through ethnic diversity. A number of studies have used similar framework in testing of hypotheses that is associated with information and making of decision, but there is very little literature related with the same topic (McLeod & Lobel, 1992; Watson *et al.,* 1993).

People with different education level have different level of knowledge. When the different contributions are put together then performance will improve. The theory supports the variable of education diversity by linking the Information and Decision-Making Theory to employee performance in constitutional commissions of Kenya.

2.2.5 Organizational Support Theory (OST)

Organizational Support Theory (OST) is believed to have sprung up from Blau's (1964) SET, which suggests that workers appear more likely to reciprocate an organization's support with equal or more measure of input. However, the employees will act contrary to the expectations of the organization as long as they perceive that support from management is lacking (Ahmed *et al,* 2014:784:786). Some reviews done on the studies of OST reveal that it has some similarities with Psychological Contract Theory (PCT). Basically, the PCT highlights the relationship between employees and their employers regarding the mutual expectations of each other's input and results. OST and PCT, posit that employees will render their services to the organization based on the organization's ability to satisfy their socio-emotional and impersonal needs (Aselage & Eisenberger, 2013).

Managing an organization can be a daunting task, especially during stressful and challenging times within the organization. Successful assurance and management of employees' behaviour can give them (employees) the sense of support they need. Both verbal and non-verbal attitudes are the major indicators of support from managers in challenging times (Martin & Fellenz, 2015). Leveson *et al.* (2015) measure perceived organisational support (POS) as a mediator between diversity and commitment instead. On the contrary, other studies have recorded POS as a moderator between the response and the predictor variables. Nasurdin *et al.* (2018) is a typical example for such studies. These necessitated the study to measure its potential moderating role in workforce diversity and non-financial performance (internal and external).

Social diversity includes people with different racial, ethnic, and geographic backgrounds, including religious beliefs, language and gender contributing their unique and distinct knowledge, experiences and interests with the aim of benefiting an organization. The theory supports the variable of social diversity by linking the Information and Organizational Support Theory to employee performance in the constitutional commissions of Kenya.

2.2.6 Expectancy Theory of Employees Performance

The study was also anchored on expectancy theory proposed by Vroom (1964). "Vroom's expectancy theory is an attempt to describe how an individual's motivation to achieve a particular goal or performance target can be explained in terms of what outcome would become beneficial to the individual as a result of achieving that goal and what value is placed on that outcome" (Banjoko 2002). The theory explains how an individual perceives or understands the relationship between effort, performance and rewards. Vroom centred on those factors involved in stimulating or prompting an individual to put in more effort into something as this was the basis for motivation. He identified three factors each based on the individual's perception of the situation.

Behaviour is not random; it is caused and directed towards some end that the individual believes, rightly or wrongly, is in his/her best interest (Robbins, 1989). The strength of the tendency to act in a certain way depends on the strength of the expectation that an act will be followed by a given outcome and on the attractiveness of that outcome to the individual (Robbins, 1989). Hence, if the employees of the organisation believe that their outcome, performance or results will be followed by rewards (expectation); and that these rewards have the potential or ability to satisfy their needs (valence), they would most likely increase their performance on the job. This theory was adopted to explain the motivation behind employee performance.

2.3 Conceptual Framework

Conceptual framework is a plan of idea (factors) operationalized by a researcher with the end goal to accomplish the set targets (Mugenda & Mugenda, 2013). It clarifies the connection among predictor and response variables. In this examination the conceptual framework will show the independent variables which are gender, age, ethnicity, education, and social diversities and employee performance. This is as shown in Figure 2.1:

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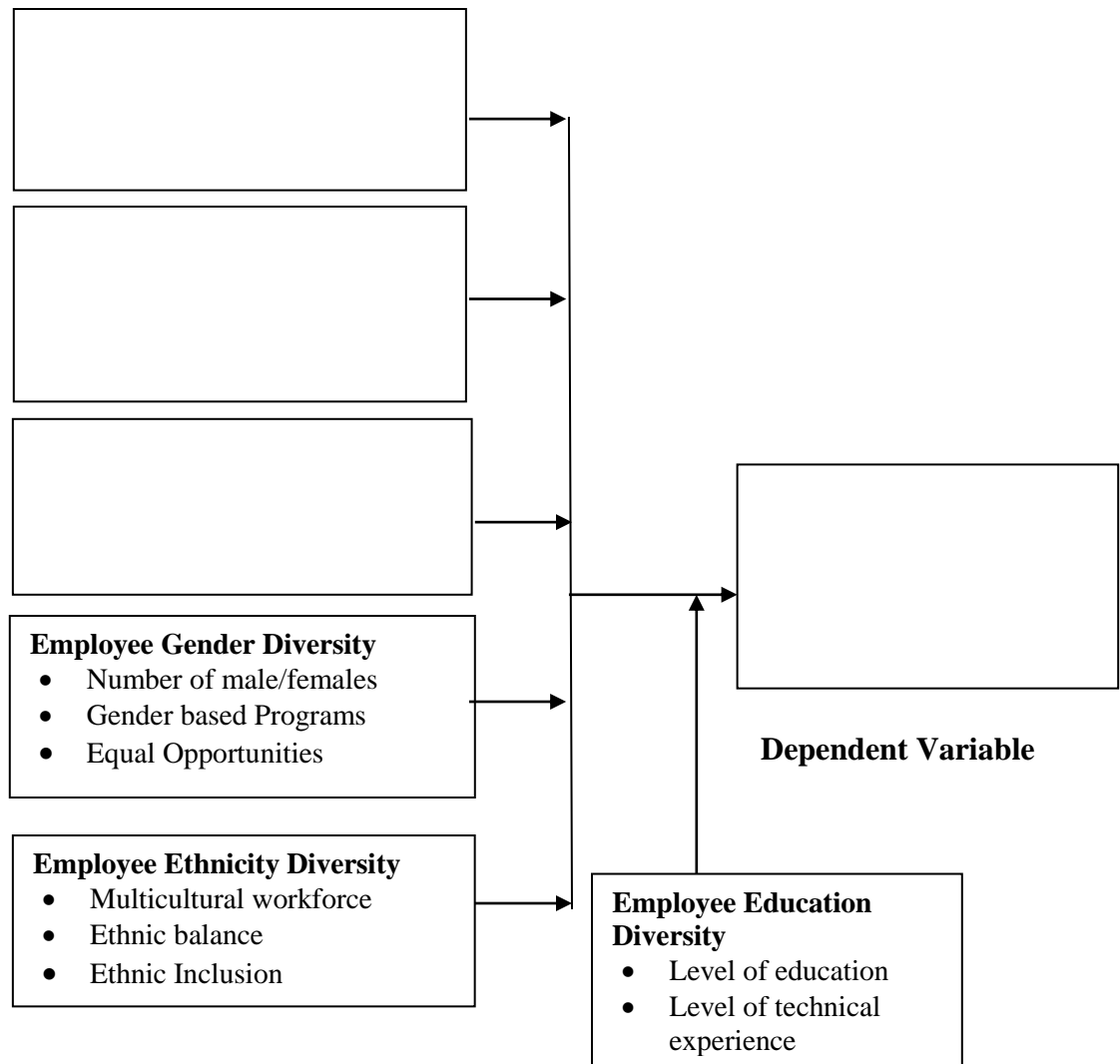
Figure 2.1: Conceptual Framework

2.3.1 Gender Diversity

Employee perceptions of diversity that include the significance of diversity, diversity management, the value of diversity practices, and the impact on organizational performance was studied by Kundu and Mor (2017) in an Indian Information Technology (IT) company. A sample of 402 filled out the self-report questionnaire for data collection. Data was analyzed using descriptive statics and correlation analysis.

The results showed that irrespective of employees' backgrounds, they acknowledged diversity and diversity management. There was limited but significant differences observed on employee perceptions regarding valuing the diversity practices. In addition, the perception of promotion of gender diversity was found to be positively related to perceived organizational performance. Some of the noted limitations of the study include the use of a single IT company as the research setting which limits the ability to generalize findings and the use of a self-reporting questionnaire which is prone to respondent bias.

In companies the gender-based inequality are reinforce and justified by stereotyping and biasness describing positively characteristics which leads to higher preference given to male (Leonard & Levine, 2016; Nkomo, 2016). This means that the companies prefer male employees that the female because of the perception that they perform better and have more ability to manage their duties. Carrel (2016) stated that there is a significant amount of diversity of employees that is not effective if gender factors aren't recognized and managed. It was also indicated tin the study that the greatest challenge to overcome is the perception that women and men aren't equal. Kossek, Lobel, and Brown (2015) indicated that in the entire world, the population of men at their working age and are employed are 80% while that of women is only 54%. Further, the position that women have been given in the society relates with care giving and domestic duties.

Kochan, *et al* (2016), stated that it is very important for women to be provided with equal opportunities in a company because they are essential in the improvement of the performance of the company. The societal mandates did eliminate the policies that discriminate against some level of workers and for the companies that failed to implement the fair employment opportunities were faced with increased costs. Because of discrimination practices by organization, the organizations are forced to hire employees who are paid much higher compared to alternative and they are not very productive (Barrington & Troke, 2017). Moreover, Wentling and Palma Rivas (2015) indicated that companies that have employees who are diversified will provide better services because they understand their clients better (Kundu, 2016). Kundu's research

(2016) indicated that employing female staff; the minority will assist the company in tapping niche market.

Joshi and Jackson (2016) did research and established that diversity of group gender diversity and intra-team cooperation were positively associated, but in the areas that were gender diverse. Further, diversity of team gender had a positive association with the way the team performed, but only in the areas that were gender diverse. Generally, those areas that were gender diverse in both the levels of managerial and non-managerial cooperated more. Jayne and Dipboye (2018) stated that gender diversity doesn't have positive effects like the increase in motivation, improved talent, reduced conflicts, and increased commitment. The conclusion reached was that the advantage of diversity is contingent on areas like the strategy of the company, culture, the environment and the people and the company. Aside from adequate training, which help the employees to become more adequate it is very crucial at the surface level.

There is a lot of funds required and also time spent. Lastly, it is argued that great diversity leads to low quality because individuals whose performance is low are placed in positions that do not best suit them (Herring, 2015; Williams and O'Reilly (2018) suggested that diversity has a great likelihood of slowing down the functionality of the group (Herring, 2015). Critics of the model of diversity have suggested that group difference leads to conflict and the attendance cost. Because of these skeptics of the model question what the real impacts of diversity are to business companies (Herring, 2015).

2.3.2 Age Diversity

Currently workplaces comprise of varied generations. It is the first time in history that five generations are working together. This could pose a great challenge to leaders trying to harmonize their teams to accomplish a shared goal (Shen & Zhu 2017). Hansen and Leuty (2016) explained that generation is a group of individuals sharing either life or work experience. In each cohort of generation, life experience of the group during their

early stages in life contributes significantly to their values. Currently, there are four generations that are working: Baby-boomers, Generation X, Generation Y and Generation Z.

Baby Boomers are also referred to as the "Me" generation and comprises of those individuals born between 1946 and 1964. This generation is well established in their careers and they are on their 40s and 50s. Therefore, they hold powerful and authoritative positions like that of leaders and executives in law firms (Knight, 2018). This generation of baby boomers is loyal, cynical, work-centric and ambitious. Their preference is monetary rewards but also appreciate other non-monetary rewards like flexible plans for their retirement and recognition by their peers. Because this generation is goal-oriented, it is easy to motivate them through promotions, professional development and acknowledging their expertise and valuing them (Gardiner, Grace, & King, 2015).

Individuals born between 1965 and 1980 fall in generation X. This generation is currently in their 30s and 4os and most of their early lives as children, they spent alone. Because of this, the entrepreneurial spirit was created within them. This generation forms the greatest percentage (55%) of startup founders. The preference of this generation X is working alone with no supervision. This generation is also characterized by their value for growth opportunities and making choices and also having relationships with mentors. According to them, promotions should be done based on competence and not seniority, age or rank. Motivation of this generation can be through flexible schedules, telecommunicating benefits, recognition from boss, bonuses, gift card, and stock (Wan Yusoff & Shen-Kian, 2016).

Generation Y also referred to as the Millennials is the group born in the 80s and is the generation that is tech-savvy and is currently the largest group (Eisner, 2015). This generation is in their 20s and has started to come up with their workforce. In today's workforce, it is the fasted growing group. Some of the generation Y is content with selling their skills to the person who will bid the highest. Therefore, unlike the baby

boomers this generation is not loyal. Most of the time, they are comfortable with shifting from one company to another (West, 2018). This generation also considers culture to be very important. Their ideal work environment is one that can allow them to work with others. Flexibility in work schedule, time off, and adoption of latest form of communication are also important to millennials. Gen Y tends to be more successful in an environment that is structured, stable and offers continuous learning opportunities and immediate feedback. If a monetary reward is being offered, their preference is stock options (Knight, 2018).

Generation Z follows closely the millennials and have started entering the workplace (Ozkan & Solmaz, 2015). What motivate this generation is mentorship, social rewards, and constant feedback. They want their doings to be meaningful and be provided with more responsibilities (Kapil & Roy, 2018). Like the millennials they also want to have flexible schedules. This generation can also be motivated through experimental rewards and badges like the ones earned in games and also by providing them with opportunities to grow. Other expectations they have is transparency, clear direction and structure (West, 2018).

2.3.3 Ethnicity Diversity

In the 90s, the focus was on attaining a multicultural workforce and it was a success since in this era it has picked the pace (Zgourides, Johnson & Watson, 2016; Milliken & Martins, 2016; Nemetz & Christensen, 2016). Due to the increase in diversity, work groups have been greatly used with the intention of maximally utilizing their great participation and synergy in order to boost employee and organizational performance. Workforce has become greatly mixed in terms of gender, age, ethnicity, parallel interest this has led to increased effect of diversity in learning institutions (Zgourides *et al.,* 2016). A rise in cultural diversity in organization due to increased diversity in the society has also pervaded into family, education and religion.

Zgourides *et al.* (2016) indicated that various cultural traits could be predicted and having various views that are ethnically distinct in solving problems whose outcome is improved performance of the teams once the leaders learn how to utilize the differences. Timmermans, Ostergaard, and Kristinsson, Candi and Sæmundsson (2017) established a successful innovation is the one that involve interaction and communicating with workers of an organization and draws on various good qualities in them from all the workers in various organizational positions. Diversity in based on characters like ethnicity, gender, nationality and age and they have the ability to negatively affect the company. Those individuals who do not belong to the dominant team can be less satisfied with the job, be less committed, and have issues with ID and perception of discrimination (Timmermans *et al.,* 2017; Milliken & Martins, 2016). As these minorities grow, the issues they were encountering will be solved.

Timmermans *et al.,* (2017) established in his research that diversity in ethnicity and different backgrounds can have positive impact on innovation and performance since it widens the company's view point (Richard, 2015). Moreover, based on Timmermans *et al.* (2017) research, some degree of ethnic diversity may have a positive association with innovation while high degrees of ethnicity can negatively affect the organization since it will cause conflict (Dahlin, 2015).

2.3.4 Education Diversity

Tracy and David (2017) established that organizations usually do not employ those individuals who are seen as not having adequate experience, training or education. Consequently, it means that educational background is of importance to workers; they cannot secure a job and perform well if they lack proper education. Aside from that, Daniel (2019) established that various levels and also type of education can have varying rates of mobility. For instance, the position available for those individuals who have work experience and don't have tertiary paper might be different from that of those with same level of education but with tertiary paper. Mobility might be different across those

occupations, which might cause mobility of people having experience at work to differ from that of those without any work experience but have a degree certificate.

Daniel (2019) in his study established that the productivity of people depends on their educational level. Higher levels of education imply high productivity. Glaeser, Scheinkman and Shleifer (2015) revealed a higher percentage of educated workers mean that there will be an increase in growth of the economy. However, Zeng, Zhou, and Han (2019) established that high-level manager with high levels of educational levels and workers work experience is 11-15 have displayed a decrease in how they perform since they have lacked space to develop and thus temporary disengagement occurs. There is a greater likelihood that employees with low educational qualifications will suffer inferiority complex which could greatly affect their performance levels (Eduard, 2015). He added that those employees could persistently feel inferior. Those employees tend to feel insecure socially and their confidence levels at work drops. Experts have indicated that variation in educational qualification positively affects performance of teams because it provides a wider range of cognitive skills (Cohen & Bailey, 2015). Organizations absorptive capacity tend to increase with varying knowledge structure which is reflected in diversified levels of education (Cohen & Levinthal, 2015).

2.3.5 Social Diversity

Shaping of knowledge is ensured by the social networks. It is also important to have aspects of social capital: believing the people will not share the knowledge with other people that cannot be trusted. Sharing of knowledge could be inhibited by the culture of the company. Because of the fact that knowledge is power, the idea could be not to share that knowledge. The culture that is not restricted will not inhibit sharing of ideas and knowledge (Armstrong, 2016). The view of social networks is that individuals who share several aspects that are similar have a high likelihood of working together in an effective manner (McPherson, Smith-Lovin, & Cook, 2017). The main focus of social diversity is the categories of the social as a way in which they can access external networks and also ways through which conflict can increase between the people and the

social groups (Horwitz, 2015). Through social diversity the main sources of conflict and loss of efficacy is recognized and is associated with aligning a person with identity of social lines.

Particularly, aligning that is based on social identity could lead to conflict among the groups because this aligning is a replication of tension in the company because of the different social groups (Schneider & Northcraft, 2015). The social identity results to gaps that are temporary and collective fences (Schneider and Northcraft, 2015), creating conditions through which diversity in functions become less significant. Also, it could lead to the creation of a gap between the individuals and the participation of the management in diversity which affects the social foundation of the company (Schneider and Northcraft, 2015). The impact is not consistent because there are other researches that have been conducted and established that the effect of social diversity is positive among groups and negative in well managed; this implies that the role played by leaders in associations of social ID is moderate (Christian, Porter & Moffitt, 2016; Horwitz, 2015).

Other researched conducted have also established that the role played by leadership is very significant in the results of management of groups. It is very complicated to review this research, because leadership is highly significant has a great volume of research in management. Recently the duty played by leadership in a company and how it affects innovation has been examined (Friedrich, *et al.,* 2015). The research study done by Friedrich, *et al.* (2015) establish that the outcome was not very effective after using the single catch-all construct but rather the multiple constructs were more effective in establishing the impacts of innovation.

2.3.6 Organisational Culture

Among the main units of society are organizations. A particular kind of organizational culture eventually emerges during their establishment and development. The aim of the organizational culture is to promote unity and cohesion and to stimulate the enthusiasm

and innovation of employees to improve the economic efficiency of the company. In addition, employee behaviour is profoundly influenced by corporate culture (Tianya, 2015). Every company has its own distinctive character, just the same as people do. The one-of-a-kind character of an entity is its community. Organizational culture is an intangible yet strong force among a community of people who work together that affects the behaviour of the members of that group. Appropriate behavioural modes become essentially self-evident to its members when an organization takes on structural permanence (Citeman 2008).

A good corporate image must, therefore, be created. A good corporate image, in other words, brings good economic returns, and a good corporate image relies on a good organizational culture. Therefore, an understanding of what constitutes the culture of an organization and how it is developed, maintained and learned would increase our ability to describe and predict the actions of individuals at work. There seems to be general consensus that organizational culture refers to a structure that separates the organization from other organizations with a common definition held by members. On closer inspection, this structure of common definitions is a collection of core characteristics that the organization values. Therefore, this study explores organizational culture in a broader sense on the basis of the existing statements, thus developing a further understanding of the following: institutionalization and its connection to organizational culture, common characteristics that make up organizational culture, conceptualization of strong and weak cultures, organizational culture's functions and methods of learning organisational culture.

Culture can be described as a framework of common values that can be estimated to represent the similar culture of the organization, even with different backgrounds within the organization at different levels (Robbins & Sanghi, 2007). Stewart (2010) also claimed that the principles and values of the organization have a direct influence on all those who are attached to the organization. Standards are claimed to be intangible, but if companies want to enhance employee efficiency and profitability, standards are what they need to look for. Counter Culture is mutual beliefs and values that are implicitly

contrary to the values and beliefs known as counter cultures in the wider organizational culture, developed often around a powerful manager or leader (Kerr & Slocum, 2005). The original organizational culture could be considered a threat to this form of culture.

2.3.7 Employee Performance

Employee performance is measured by comparing the overall work output against the expected work standards (Nur Halifah *et al.,* 2019). According to Thapa, Phuyal and Regmi (2017) employees are regarded as one of the most critical assets of any organization. Success and prosperity of any organization depends to a large extent on the employee's qualities, capabilities and skills which can be measured by their performance. Employees working in an organization might have different set of skills, knowledge and abilities. Some have different modes of working and can perform with the highest proficiency regardless of the incentive while others may have an irregular tendency of working (Omollo & Oloko, 2015).

Performance is a significant factor in every organizational success. The outcome can be of greater productivity and boosted employee morale if the performance of the employees is accelerated effectively (Omollo & Oloko, 2015). Employees are also more loyal to companies who care for their personal growth and career development, no matter how small or large the organization is. Also, it becomes much easier to develop workplace skills and abilities instead of trying to cultivate right attitude in employees. The performance issues can weaken to the point of crisis if early warning signals are ignored (Sundram, *et al* 2020).

A deteriorating performance of one employee can affect the productivity of other employees working in the same organization (Omollo & Oloko, 2015). Poor performer can place the organization at risk and the targeted goals cannot be achieved within the targeted time. Managers today are facing with a crucial question of what factors influence employee performance. There is not enough observed information that might

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guide their efforts in enhancing overall job performance among employees (Samson, Waiganjo & Koima, 2015).

Job satisfaction represents the general attitude, emotions and personal positive feelings that an employee has towards their job. Appreciation and happiness are attributes closely related to job satisfaction (Hutahayan, 2019). A satisfied employee is always eager to complete a job to the best ability while observing high work standards. On the contrary, a less satisfied employee has no enthusiasm to complete the work. Such an employee may be bored and frustrated and more so, depict poor attitude towards work (Hutahayan, 2019). Firms that offer an environment that eliminate negative stimuli result to employee's job satisfaction (Anglin *et al*., 2017). Satisfied employees are more likely to work under pressure and are more likely to de identified with the organisation. Job satisfaction is personal. This means that it pertains to individual characteristics of those who are concerned (Solimun & Fernandes, 2017).

Armstrong (2015) indicated that performance is determined by behaviour as well as outcome. The performer is the one ho displays their behaviour and changes the behaviour to action. Behaviours are results in their own way, it is the result of mental and physical effort directed towards a particular task. The performance of a worker is the combination of the actual outcome measures in reference to the intended goal. Kenney, (2016), stated that the way a staff member performs is determined based on the standards that are set by the company.

Employees of any company have some things they expect from the company as a result of their performance. The employees are said to be good performs if they meet what the company expects of them and attain the goals of the company and the set standards. It implies that management that is effective and staff members task administration provide a reflection of the quality that is needed by the company and can be said to performance. Dessler (2017), stated that the performance of a staff members is the behavior that can be measured and that is relevant towards the achievement of the goals of the company. The performance of staff members in more than the personal factors but rather it

includes external factors like the environment of in the office and motivation. The way they perform is measures mainly based on 4 factors; quality, dependability, quantity and work knowledge, (Mazin, 2015).

As per Cole (2018) the performance of staff members is determined based on the standards that the company sets. Performance refers to achieving specific task that is measured against standards that have been determined already in terms of cost and speed, level of accuracy and completeness. Apiah *et al*, (2015) indicated that during the review of work performance that is when the performance of staff members is determined. Contextual performance is the activities that do not add to the main agenda of the company but supports the company in its social and psychological environment through which the goals of the company are pursued (Lovell, 2017). The Contextual performance is determined using other variables of an individual. They are inclusive of behaviours establishing the social of the organization and psychological context and assist staff members to carry out their main technical activities (Buchman *et al,* 2016).

Low performance and not accomplishing the set objectives may be experienced as disappointing or even as an individual disappointment. Highly performing workers get promotions easily in a company than lower performers (Sabwami, 2018). The study by (Baloch *et al*, 2015), estimated the effect of three HR Practices which were Reward and remuneration works on, preparing practices and performance assessment rehearse on apparent worker performance. The results of correlation demonstrated a huge connection between these practices and performance of workers. What's more, with the pattern of developing globalization, combined with the vulnerability that mists the worldwide financial productivity and performance of workers, this investigation built up that province health centers required workers who were outfitted with aptitudes, information and skills and right capabilities for the execution of their techniques and planning, (Ismail, et al., 2018). Their survival was dependent upon exceptionally profitable workers, (Mazin, 2015) and the county health facility's capacity to fore know their clinic needs, wellbeing laborer's needs particularly high performing ones would lead to competitive advantage (Majid, 2015).

2.4 Empirical Review

This section presented the review and analysis of the empirical studies previous conducted that were related to the current study variables. The empirical review was conducted based on the specific objectives of the study and include global, regional and local studies. This section enabled identification of research gaps and also in variables operationalization.

2.4.1 Gender Diversity and Employees' Performance

Hoogendoorn, Oosterbeek and Praag (2016) studied how gender diversity affects the way business groups perform; the study was a field experiment. The study estimated the effect of share of women in business groups on how they perform. Groups that were composed of undergraduate students of business began a venture as part of their curriculum. The study considered sex of the members of the groups and students were randomly placed in groups based on their gender. It was established that the group whose members were equally mixed in terms of their gender performed better in terms of sales and profitability compared to the groups that were dominated by male. Different techniques were explored for the purpose of explaining the positive impact of gender diversity on performance but there was no support that was established for them.

Ali, Kulik and Metz (2018) explored on the effect of diverse gender on the way administrations and assembling companies perform. Three contending forecasts of the hierarchical diverse gender performance association: a positive linear forecast, a negative linear forecast, and a transformed U-shaped curvilinear forecast. Additionally, the study proposes a directing impact of the type of the industry (administrations versus assembling). Testing of the forecasts were done utilizing chronicled quantitative information with a longitudinal design. The outcomes demonstrate halfway help for the positive linear and transformed U-shaped curvilinear forecasts and also for the proposed linear impact of industry type. The outcomes help accommodate the conflicting

discoveries of past research. The discoveries likewise demonstrate that industry setting can reinforce or debilitate gender diversity impacts.

Naqvi, Ishtiaq, Kanwal, Butt, and Nawaz, (2016) did an investigation on the effect of diverse gender on the way group performs: a study of Pakistani Telecommunication industry. The study investigated the association of diverse gender in telecommunication industry in Pakistani. Test measure for this investigation was 225. 350 questionnaires were circulated yet just 225 were returned. 3 hypotheses were created and every one of them was upheld. Results showed that an expansion in gender diversity in a group prompts inventiveness and development. The process of making decisions turns out to be better and the final product is improved, boosting the performance of the group.

Laible (2016) completed an examination on gender diversity in best administration and company's performance: an investigation with the IAB-foundation board. Different creation capacities uncover a slight, negatively and significantly association between the number of females in best administration positions in 2008 and performance of the organization. Advance estimations feature the significance of the directing impacts of the qualities of the foundation, the industry and nature, which shape the connection between the number of ladies in best administration positions and organizational performance.

Nakagawa (2015) did an examination on the gender diversity – firm performance relationship by industry composes, working hours, and comprehensiveness: an observational investigation of Japanese firms. This exploration is one of a kind since it presents observational proof testing in the case of expanding gender diversity is related with enhanced firm performance for Japanese recorded organizations, which have diverse social foundations from Western organizations, in the wake of controlling for size and firm age.

As Worthley *et al.* (2019) point out, the developing significance of the Japanese female employees under worldwide rivalry requires a superior comprehension of sexual

orientation related issues in organizational administration which is experiencing a change from their established conventional administrative propensities, for example, rank based advancement, lifetime business, paternalism, or organizing corporate congruity, which support men. We find administrative sexual diversity and one's measure of firm performance are significantly and positively associated, Tobin's q, without quite a while slack required for it to be figured it out.

Siegel and Kodama (2017) found that manufacturing companies are significantly benefiting and delicately to a more prominent degree from expanding administrative sexual diversity when contrasted with those in the administration sector, and besides the arch of this relationship is fundamentally more noteworthy for producers. Besides, companies that demand less long periods of extra time by their workers likewise encounter boosted performance with increments in administration sex diversity, with the equivalent sunken shape, and the more the OT is decreased the more articulated is the impact.

2.4.2 Age Diversity and Employees' Performance

A high positive correlation between workforce diversity and employee performance was found in a descriptive research study done in Ethiopia within a telecommunications company by Kerga and Asefa (2018). Workforce diversity was measured using age, gender, ethnicity, education, work experience and marital status. The 74 respondents were sampled using cluster sampling technique. Data was collected using a structured questionnaire and analyzed using descriptive statistics, correlation and regression analysis on the SPSS software.

However, a descriptive research study by Prasad (2017) in Ethiopian banks found that workforce diversity did not affect organizational effectiveness due to the moderation effect of workforce contexts. The sample of 271 was selected using systematic random sampling. Primary data was collected using a questionnaire while secondary data was collected using files, old records, office manuals, circulars, and policy papers from the

banks. Data was coded into SPSS and analyzed using descriptive and correlation analysis.

Kunze, Boehm and Bruch (2017) studied age diversity, age discrimination atmosphere and performance results a cross organizational study. The investigation tried the proposed model SEM methodology and, in general, discovered support for all theoretical connections. The discoveries exhibited that age diversity is by all accounts identified with the rise of an age discrimination atmosphere in organizations, which adversely impacts how the company performs through the intercession of emotional responsibility. These outcomes made significant commitments to the diversity and separation literature by setting up apparent age segregation on the organization level as a definitive go between in the age diversity/execution interface. The outcomes likewise proposed significant practical implications imperative for the powerful administration of an undeniably age diversified employees.

Joseph (2018) completed an investigation on age diversity and its effect on staff performance in Singapore. The relationship of age of the workers with the company's performance was established by analyzing the data using SPSS. The examination established that age groups of workers and their performance were negatively correlated. It is trusted that the culture of the organization, human asset rehearses, nature of work and business procedure of individual firms' are unique in relation to one another and the distinctions are probably going to cover the effect of factors on the workers performance in one firm with what is being observed in another firm.

Li, Chu, Lam and Liao (2017) did as study on age diversity and firm performance in a developing economy: suggestions for multifaceted human asset administration. This investigation tried to establish the impact of age diversity on firm performance among universal firms. By testing important hypotheses in a noteworthy rising economy, that is, the People's Republic of China, this investigation finds a huge and constructive outcome of age diversity and a significant positive impact between age diversity and firm technique on productivity. Also, there was a significant association between age

diversity and firm productivity for firms from Western social groups, yet not for firms from East Asian social groups.

Backes-Gellner and Veen (2017) did an examination on beneficial outcomes of maturing and age diversity in innovative organizations large scale evidence on organization efficiency. This paper explored how age diversity inside an organization's workforce influences organization efficiency. To test these speculations, it utilized large-scale employer-employee panel data set. Results demonstrated that expanding age diversity positively affects organization efficiency if and just if an organization takes part in innovative as opposed to routine undertakings.

2.4.3 Ethnicity Diversity and Employees' Performance

Management of workforce diversity poses benefits and challenges to organizations and is a pressing leadership issue that informed the study by Mande and Awiti (2019) in public universities in the Western region of Kenya. The descriptive survey and correlational research design study evaluated the relationship between workforce diversity and employee performance. The target population was chairpersons of departments in public universities. A questionnaire was used as the instrument of data collection and data was analyzed using correlation and regression analysis. The results showed a statistically significant positive relationship between workforce diversity variables and employee performance. The findings informed the conclusion that gender diversity, ethnic diversity, age diversity, and education background diversity positively affect the performance of employees' performance. This is because most employees are positive about workforce diversity practices in public universities.

Loeters (2017) studied the way ethnic diversity and group performance, the mediating role of work value diversity and the moderating role of group tenure. The study mainly focused on ethnic diversity in groups. The respondents of the study were group members of R&D working for 6 different companies. The findings were not in agreement with the prediction of the association of ethnic diversity and group performance mediated by

work value diversity or the association of work value diversity and group performance being moderated by tenure of the group.

Esmail and Abel (2016) did a study on how doctor's performance is affected by ethnicity and diversity. The study focused on determining the impact of racism in medical sector has established some main problems that NCAA is trying to comprehend relating to ethnicity and diversity on the way staff members perform. It was established that doctors from ethic groups that are considered minority have a 6 times likelihood of being charged with an offence compared to the white doctors. Isobel Allen conducted an enquiry that was commissioned by GMC which took a span of 6 years agreed with the thrust of Esmail's establishments but it seems that GMC isn't anywhere near to understand the reason for existence of preponderance of ethnic minority doctors presented in discipline processes.

Hoogendoorn and Van Praag (2016) studied ethnic diversity and performance of a group: it was a field experiment. Ethnicity is the most relevant and the main element in heterogeneity of a group. 55% of the students were not of the Dutch ethnicity but they were from fifty-three different countries. The study established that moderate impact of diversity do not impact the way the group performs in terms of the results of the business but if majority of the embers of the team are diverse then ethnic diversity will positively affect the way the group performs. The data suggests that the positive impact could be associated with diversified pool of knowledge which facilitates learning in the ethnically diverse groups.

Pitts and Jarry (2015) did a study on ethnic diversity and the way the company performs; it assesses the diversity impact at managerial level as well as the street levels in the employees of public industries become ethnically diversified and the government tries to manage the diversity, the advantage of comprehending the way diversity impacts employees' interactions and results that relate to their work is on the rise. It was established opposite association for the street-level bureaucrats from what the study had speculated. Overly, the findings of the study area in agreement with the study that was

done previously that suggest that increasing diversity levels could result to difficulty in the process of orienting and could have negative impacts on results that relate to work.

2.4.4 Education Diversity and Employees' Performance

Kyalo (2015) carried out a study on how the banking sector in Kenya is affected by diversity in the office on the way staff members perform. Diversity is a very significant resource that is used in companies regarding whether the goal is being employer of choice, providing excellent services to clients and maintaining competitive advantage. The study mainly focused on determining the impact of diversity in work on the way staff performs in the banking sector in the country. The focus of the study was determining the impact of education, ethnic, gender and age diversity on the way staff members in the banking sector perform. The study adopted a descriptive research design. The targeted population was managers at the middle level who work at the head office of all forty-three commercial banks in the country. Sample used in the study was selected using stratified random sampling which was a sample of 221 middle level managers.

Namachanja and Walter (2015) did a study on the impacts of staff management diversity on competitive advantage; the study used a case of banks that are located in Kisii Town. The aim of the study was establishing the way diversity of staff members affect competitive advantage. The design adopted was descriptive and a sample of 51 managers were used in the study to obtain he required data. Both primary and secondary data were used where qualitative and quantitative data was obtained. It was found that policies of hiring in the company are in support of selection of managers of both genders, and learning and effectiveness are the main motivators for the company to attain diversity management programs in both public and private institutions. Also, staff members confidence, skills, staff training and exposure greatly determines the way the company will perform. As the company tries to improve their performance, they respect diversity in age and solves problems that arise equally.

2.4.5 Social Diversity and Employees' Performance

Mutegi (2016) did a study on the way social-cultural diversity on the attitude of staff members towards the way staff members perform a case of private institutions of higher learning in Meru, Kenya. Descriptive survey design was adopted. Questionnaire was the selected tool for data collection. The sample used in the study was simple random sampling. The information that was gathered was edited, then coded and its analysis was performed by use of SPSS. From the findings, it was established that majority of the staff members in the institution had bachelor's degree therefor improving their competencies and therefore attaining high performance, religion played a significant role because it impacted the association among staff members and their work, consideration of gender was very crucial especially for the female staff because it boosted their morale and affected gender mainstreaming and he level of income of staff members the way they interact with each other at work and therefore impacting performance. The study established that the above-mentioned factors had a great influence on the way staff members at private institutions of higher learning in Meru performed.

Arokiasamy (2016) reviewed literature on diversity and performance of employees and the goals of the organization. The aim of the review was examining the underlying impact of diversity and how it associates with the performance of the organization. It's of significance in establishing the factors that result to under or over achievement of performance of staff members. The findings established that little is known on the association of employee's diversity, their needs, motivation and reserves regarding the performance of the company. The study added to the literature on the culture of the organization by illustrating the importance of employees diversity and goals of the organization in binding the involvement of staff members and therefore increasing their level of commitment.

2.4.6 Employee Performance

Armstrong (2015) indicated that performance is determined by behaviour as well as outcome. The performer is the one who displays their behaviour and changes the behaviour to action. Behaviours are results in their own way, it is the result of mental and physical effort directed towards a particular task. The performance of a worker is the combination of the actual outcome measures in reference to the intended goal (Cheruiyot & Kwasira, 2016). Kenney, (2016), stated that the way a staff member performs is determined based on the standards that are set by the company.

Employees of any company have some things they expect from the company as a result of their performance. The employees are said to be good performs if they meet what the company expects of them and attain the goals of the company and the set standards. It implies that management that is effective and staff members task administration provide a reflection of the quality that is needed by the company and can be said to performance. Dessler (2017), stated that the performance of a staff members ids the behaviour that can be measured and that is relevant towards the achievement of the goals of the company. The performance of staff members in more than the personal factors but rather it includes external factors like the environment of in the office and motivation. The way they perform is measures mainly based on 4 factors; quality, dependability, quantity and work knowledge, (Mazin 2015).

As per Cole (2018) the performance of staff members is determined based on the standards that the company sets. Performance refers to achieving specific task that is measured against standards that have been determined already in terms of cost and speed, level of accuracy and completeness. Apiah *et al*, (2015) indicated that during the review of work performance that is when the performance of staff members is determined. Contextual performance is the activities that do not add to the main agenda of the company but supports the company in its social and psychological environment through which the goals of the company are pursued (Lovell, 2017). The Contextual performance is determined using other variables of an individual. They are inclusive of

behaviours establishing the social of the organization and psychological context and assist staff members to carry out their main technical activities (Buchman *et al,* 2013).

Low performance and not accomplishing the set objectives may be experienced as disappointing or even as an individual disappointment. Highly performing workers get promotions easily in a company than lower performers (Sabwami, 2018). The study by (Baloch *et al,* 2015), estimated the effect of three HR Practices which were Reward and remuneration works on, preparing practices and performance assessment rehearse on apparent worker performance. The results of correlation demonstrated a huge connection between these practices and performance of workers. What's more, with the pattern of developing globalization, combined with the vulnerability that mists the worldwide financial productivity and performance of workers, this investigation built up that province health centers required workers who were outfitted with aptitudes, information and skills and right capabilities for the execution of their techniques and planning, (Ismail, *et al.,* 2018). Their survival were dependent upon exceptionally profitable workers, (Mazin, 2015) and the county health facility's capacity to fore know their clinic needs, wellbeing laborer's needs particularly high performing ones would lead to competitive advantage (Majid, 2015).

2.5 Critique of Existing Literature

Change in the culture of the organization is crucial in any workforce management that is successful. It's inclusive of a number of policies that are responsible for both the minority and majority teams and the inside and the outside teams. A theory that fails to incorporate both groups on doesn't involve all groups are a less likelihood of succeeding. The best solution is going beyond affirmative action (Thomas, 2015). Carrel (2016) stated that the reason for acting past the affirmative action to the management of diversity is because the affirmative acts do not address the main reason for prejudice the staff members is suppressed by inequality.

Onywere and Waiganjo (2016) studied impact of diverse strategies of management on staff member's performance in Kenyan public institutions of higher learning; case of JKUAT. The study was specifically carried out in the university so the results cannot be generalized to other institutions such as the service industry. Joseph and Selvaraj (2015) studied impact of diverse work force on the way workers in companies in Singapore performed. The study was conducted in Singapore which is a highly developed country; the findings of the study cannot be generalized to developing countries.

Maingi (2015) studied impact of diverse workforce on the way workers in Kenya perform: Case of KSG. The study was carried out in Kenya school government and therefore the findings cannot be applied to the private sector. Rizwan, Khan, Nadeem and Abbas (2016) studied the impact of diverse work force on the way staff members perform; case of Pakistani banking industry. The study was carried on the banking sector therefore generalization of the findings cannot be done in other economic sectors. Namachanja and Walter (2015) investigated the impact of management of diverse workers on competitive advantage, case of commercial banks in Kisii. The study was carried on the banking sector therefore generalization of the findings cannot be done in other economic sectors.

The study was guided by social identification theory, similarity/attraction theory, information and decision-making theory, standpoint theory, organizational support theory and the expectancy theory to establish the influence of workforce diversity on employee performance in constitutional commissions in Kenya. However, some of the theories were adopted from other field of study hence their use maybe limited in the explaining the relationship between the study variables.

2.6 Research Gaps

Review of the existing studies revealed various conceptual, contextual and methodology gaps that the current sought to address. For instance, research studies like Hofstede (cited in Schultz *et al.,* 2013) indicated that employee diversity encourages creativity,

innovativeness in solving issues and productivity. It happens by sharing diverse perspectives and ideas. This association was first investigated by Kanter (2016) and others. Through the study it was established that those organizations that were innovative used groups that were not homogenous in solving problems and they hired more females and people of color than those companies that were considered to be less innovative.

Diverse groups have a broad base of experiences and perspectives (Kreitner & Kinichi, 2014). Also, education that is effective regardless of whether its full or part time improves training, exposure, and development. Bransford (2010), asserted that it promotes comprehension and congenial agreement on realizing the general goals of the company through performance. There is less proof that diversity in the organization can boost performance. The question of if workforce diversity in the public industry betters the performance of organizations has been tested inadequately.

Onywere and Waiganjo (2016) studied impact of diverse strategies of management on staff member's performance in Kenyan public institutions of higher learning; case of JKUAT. Joseph and Selvaraj (2015) completed an investigation on age diversity and its effect on staff performance in Singapore. Maingi, (2015) studied impact of diverse workforce on the way workers in Kenya perform: Case of KSG. Rizwan, Khan, Nadeem and Abbas (2016) studied the impact of diverse work force on the way staff members perform; case of Pakistani banking industry. Namachanja and Walter (2015) investigated the impact of management of diverse workers on competitive advantage, case of commercial banks in Kisii County. The studies covered different concepts and were conducted in different contexts. The current study aims to fill the contextual and conceptual gaps by examining the influence of workforce diversity on employee performance in constitutional commissions of Kenya.

2.7 Summary of Literature Review

This chapter discussed the theoretical review where the theories that supported the study were presented. The theories included: Social Identification and Categorization Theory, Similarity/Attraction Theory, Standpoint Theory, Information and Decision-Making Theory, Organizational Support Theory (OST), and the Capabilities Model. The study also presented the conceptual framework which showed the relationship between the variables i.e. independent, moderating and dependent variables. Also, the chapter has presented the empirical review of studies related to the study objectives and a critique of the existing literature and the research gaps.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, the research methodology that was adopted with the aim of establishing the association between workforce diversity and employee performance in constitutional commissions of Kenya is presented. It covers the research design, target population, sampling frame, sample size and sampling technique, data collection instruments, data collection procedures, pilot tests and data analysis and presentation.

3.2 Research Philosophy

A research philosophy is a collection of views about how to gather, evaluate, and analyse evidence on a subject (Saunders, Lewis, & Thornhill, 2009). The research approach and data investigation and interpretation procedures are all based on the research philosophy (Hair, 2007). Epistemology and positivism are two broad research philosophies. The ideology of positivism holds that only factual information obtained by observation and measurement is reliable (Blumberg, Cooper & Schindler, 2014).

This research was based on the positivist philosophy. The philosophy is seen to be more objective and is based on scientific procedures for evaluating relationships in research. The philosophy has a well-defined structure that assures the study findings are objective and correct. When employing observable social reality, Tashakkori and Creswell (2007) believes that positivist philosophy is used, and that the results are independent of the researcher's viewpoints and generally generalizable due to the systematic character of the research and scientific technique.

The researcher's job is to collect data and interpret it using the most applicable approach. The results are typically measurable. In positivism, the researcher is apart from the investigation, and there is no chance of human involvement in the research.

Epistemology, on the other hand, is concerned with the sources of knowledge. In this study, the researcher examines data and categorizes what constitutes knowledge and what does not. It is mostly employed for qualitative research, particularly in theory development, and suffers from a lack of generalizability (Robson, 2012).

3.3 Research Design

A blue print that guides the researcher from data collection to analysis with the aim of achieving the study's objective is referred to as a research design (Kerlinger, (2017). Research design adopted was descriptive cross-sectional survey. Cooper and Schindler (2018) indicated that this type of studies is done one time. This kind of study helps the researcher in determining if at any particular time the variables are significantly related (Mugenda & Mugenda, 2018). According to Creswell *et al.,* (2016) the concern of this type of research design is "what, how and who" of a phenomenon of concern in the study. Berg (2015) agreed that a descriptive survey research focuses on coming up with statistical information and provides a chance for generalizing of the findings.

Descriptive research design was therefore suitable since the study intended to establish the impact of employee diversity on the way staff members of constitutional commissions of Kenya perform. This design is where the data is collected using questions asked to the selected sample of the study and the procedure of questioning is standard and the aim is to establish the association existing between the factors (Saunders, Lewis & Thornhill, 2016). The study aimed to establish the impact of workforce diversity on the way staff members of constitutional commissions of Kenya perform.

3.4 Target Population

Target population is the population that the researcher wants to acquire information from. Ngechu (2016) stated that a population that is a set of elements or subjects that are defined well and which they are being investigated with the aim of generalizing the

findings. For this study the targeted population was 15 Kenyan Constitution Commission (Appendix, III). Staff at the headquarters located in Nairobi was the population for the study. The population for the study was 623 managerial level employees who are currently working at Constitutional commissions head offices. The reason why managerial level employees were selected is because they have the information that is needed in this study.

Table 3.1: Distribution of Target Population

Commission	Management level			Total	Percent
	Top	Middle	Low		
IEBC	8	14	26	48	7.7
Commission on Revenue Allocation	8	16	24	48	7.7
CIC	9	13	21	43	6.9
Judicial Service Commission	7	12	20	39	6.3
Teachers Service Commission	8	16	25	49	7.9
Public Service Commission	6	11	18	35	5.6
National Police Service Commission	8	14	21	43	6.9
National Land Commission	7	14	19	40	6.4
Ethics and Anti-Corruption Commission	8	16	25	49	7.9
Parliamentary Service Commission	6	12	20	38	6.1
Salaries and Remuneration Commission	6	13	16	35	5.6
KNHREC	5	12	17	34	5.5
National Gender and Equality Commission	6	10	16	32	5.1
Kenya National Commission on Human Rights	9	15	23	47	7.5
Commission on Administrative Justice	7	14	22	43	6.9
Total	**108**	**202**	**313**	623	100

Source: NICIC Records (2017)

3.5 Sampling Frame

A sampling frame is a list from whish the sample to be used in a study is selected from (Kombo & Tromp 2016). In this study 623 employees at different managerial positions currently employed at headquarters of constitutional commissions in Kenya formed the sampling frame.

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3.6 Sample Size and Sampling Technique

The study used the Krejcie and Morgan (1970) formula to determine the size of the sample. The selection formula is as follows:

$$n = \frac{N}{1+(N-1)e^2}$$

Where n= the required sample size

   N = is the Target Population (623 respondents)

   e = accuracy level required. Standard error = 5%

Sample calculation

$$n = \frac{N}{1+(N-1)e^2}$$

$$n = \frac{623}{1+(623-1)0.05^2}$$

$$n = \frac{623}{1+(622)0.05^2}$$

$$n = \frac{623}{2.555}$$

n=244

From the formula, the sample size is 244 which represent 39.16% of targeted population.

Ngechu (2016) emphasized on the importance of selecting a sample from a sampling frame. The sample size needed is drawn from the sample frame. This study used the

technique of stratified random sampling in selecting the sample. The technique of stratified random sampling results in a precise and representative sample drawn from non-heterogeneous population (Kothari, 2015). The standard error is reduced through stratification and that is achieved through controlling of variance. To achieve a sample of 244 respondents which is 39.16% of the population being investigated, a sample was selected from each stratum. Mugenda and Mugenda (2018) indicated that a sample that ranges between 10-50% of the entire population being investigated is considered to be representative. Precision of the techniques used in estimation are increased by reducing sampling error which is attained by random sampling (Cooper & Schindler, 2018).

Table 3.2: Distribution of Sample

Commission	Management level						Sample size
	Top level		Middle level		Low level		
	Target	Sample	Target	Sample	Target	Sample	
IEBC	8	3	14	5	26	10	19
CRA	8	3	16	6	24	9	19
CIC	9	4	13	5	21	8	17
JSC	7	3	12	5	20	8	15
TSC	8	3	16	6	25	10	19
PSC	6	2	11	4	18	7	14
NPSC	8	3	14	5	21	8	17
NLC	7	3	14	5	19	7	16
EACC	8	3	16	6	25	10	19
PSC	6	2	12	5	20	8	15
SRC	6	2	13	5	16	6	14
KNHREC	5	2	12	5	17	7	13
NGEC	6	2	10	4	16	6	13
KNCHR	9	4	15	6	23	9	18
CAJ	7	3	14	5	22	9	17
Total	**108**	42	**202**	79	**313**	123	244

Source: NICIC Records (2017)

3.7 Data Collection Instrument

Questionnaire was used as the main tool for gathering data. According to Chandran (2016), a questionnaire is a tool of measurement whose focus is to communicate to the

researcher what is needed and to obtain the responses required from respondents in order fulfil the study's objectives. According to Kothari (2014) descriptive statistics are most suitable for structured questionnaires because they require less skills and its application is easy.

Each respondent was issued with a questionnaire. Questionnaires were created in reference with the objectives focused at addressing the research questions. Structuring of the questionnaire was done in a way that it comprised of both open and closed-ended questions. Structured responses that facilitated tangible recommendation were obtained using close-ended questions. Closed ended questions facilitated testing various attributes which assists in lowering the number of responses that are associated; this enables acquiring responses that are varied. Through open ended questions, information not captured by closed ended questions were captured.

3.8 Data Collection Procedure

The study adopted two main methods to collect both primary and secondary data. Primary data was obtained by use of self-administered questionnaire using drop and pick technique. A questionnaire is an inquiry that is used to collect and find answers to a given question (Cresw Kaushal & Singh, 2017). Koponen, Mäki-Opas and Tolonen (2013) pointed out that questionnaires are cost effective and minimize interviewer bias hence promoting accuracy during data collection.

The researcher individually employed self-administered questionnaires with the assistance of trained assistants to all respondents of the study. The study exercised care and control to ensure that all the questionnaires issued to the respondents were received. To achieve the objective, the researcher maintained a register of questionnaires that were administered and those which were received. The questionnaires were administered using a drop and pick later method and each was accompanied by a cover letter addressed to each of the respondent. To fast track the process, the researcher made

follow-up calls as a reminder to ensure that adequate response was obtained from the respondents.

3.9 Pilot Test

Through a pilot test the research tool was pretested and validated. Cronbach's alpha based on internal consistency was used and this measure provides measures of measurable items and how they correlate. The methodology that was used in this study was in line with the technique applied. The study 10% for pilot as proposed by Mugenda and Mugenda (2003) who argued that a sample of between 1-10% is adequate for pilot study. Twenty individuals were selected to be used in the pilot study and they were randomly picked from study population. Participants used in the pilot test were excluded in the final study. Selected sample represented ten percent of study's population. Data from the pilot test was excluded from the final research study.

3.9.1 Reliability of the Instrument

Mugenda and Mugenda (2018) indicated that reliability is the measure of the level to which the instruments result to output that is consistent even after the process has been repeated a number of times. There are a number of ways through which reliability can be attained and they include prior testing of the interview protocols and questions, the use of responses that are fixed choices, systematic collection, transcription and report of field notes.

Through the pilot test, pre-trial of the exploration instruments was done to guarantee dependability by correcting irregularity that may have emerged from the instruments which ensured that they give the proportions of whatever they were intended to quantify it is likewise essential to ensure that the items are clear to the respondents this likewise helped the unwavering quality of the instrument. Another manner by which unwavering quality was enhanced through the inclusion of numerous items that are alike, testing assorted sample, and by utilization of test strategies that is comparable.

The research utilized Cronbach's Alpha to build up unwavering quality of the data. The calculations were analysed utilizing SPSS. The alpha values ranges from 0-1 and is utilized in clarifying the unwavering quality of the elements. A higher value of alpha implies that the variable is more reliable. Acceptable threshold value for Alpha is 0.7 (Cooper & Schindler, 2018).

The formula for Cronbach's alpha is:

$$\alpha = \frac{N \cdot \bar{c}}{\bar{v} + (N-1) \cdot \bar{c}}$$

Where:

- N = the number of items.
- $\bar{c}$ = average covariance between item-pairs.
- $\bar{v}$ = average variance.

3.9.2 Validity of the Instrument

The main concern of validity is if the measure gives the measurements of what's designed to estimate (Zikmund, 2013). Thietart (2013) indicated that its main concern is precision which facilitates generalization of the findings. The study was mainly concerned with whether the researcher measures in the right way and if the questions were structures accordingly and in tandem with the research questions. To assist the researcher in determining whether the main aspect of what was required is captured by the questionnaire, the selected 20 respondent assisted in that. Expert input was used to check the validity of the instrument. The study ascertained both construct validity and content validity. Construct validity was tested using factor analysis while content validity relied on expert views and review of the existing literature review.

3.10 Data Analysis and Presentation

Data analysis is the process of systematically organizing and synthesizing of research information and test hypothesis for the purpose of gaining data on a particular question. Because of difficulty in interpreting data raw from the field, cleaning, coding was done and finally it was analysed (Mugenda & Mugenda, 2018). The study adopted the Mixed methods data analysis method where inferential and descriptive analysis were performed.

3.10.1 Descriptive Statistics

The objectives of the study guided data analysis. Data collected from the field was analyzed using SPSS version 23. In order to allow data to be entered into the software, the questionnaires were referenced and the data coded. Both quantitative and qualitative data was collected. Quantitative data collected was analysed using descriptive statistics techniques. Through descriptive analyses, correlational as well as experimental studies emerge; and also, they provide clues on the issues that require more attention which leads to further research (Mugenda & Mugenda, 2018). Content analysis was used to analyze qualitative data. Before the data was analysed, coding, cleaning and grouping of the data was done as per their variables.

3.10.2 Inferential Statistics

Pearson R correlation was used to measure strength and the direction of linear relationship between variables. The information provided initial achievement of objectives 1, 2, 3 and 4 that that workforce diversity (gender diversity, age diversity, ethnicity diversity, education diversity and social diversity) influence employee performance in constitutional commissions of Kenya. Strong association among the variables is indicated by a great value of the coefficient. The level of association is established by conducting correlation analysis (Levin & Rubin, 2015). Correlation analysis was conducted to determine existence of multicollinearity. The association was

considered to be: small if $\pm 0.1 < r < \pm 0.29$; medium if $\pm 0.3 < r < \pm 0.49$; and strong if $r > \pm 0.5$.

Multiple regression models were fitted to the data in order to determine how the predictor variables affect the response variable. Multiple regression Analysis was used in this study because it uses the predictor variables in predicting the response variable. It is a statistical tool attempting to establish whether some variables can be used together in predicting a particular variable (Mugenda & Mugenda, 2018). This study used a multiple regression model to measure the influence of workforce diversity on employee performance in constitutional commissions of Kenya. To determine any causal relationship, multiple linear regression analysis was conducted. As stated by Gujarati (2016), causation models are best explained by linear regression analysis and thus, the study obtained linear regression results for each variable to achieve objectives 1, 2, 3, 4 and 5.

The overall model was $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$ before moderating influence of organizational culture…………………………………………………(i)

The moderated multiple regression models were; The study relied on model Suggested by Baron and Kenny (1986) where 2 regression models are conducted with and without the moderating variable.

$Y = \beta_0 + \beta_1 X_1 *M + \beta_2 X_2 *M + \beta_3 X_3 *M + \beta_4 X_4 *M + \beta_5 X_5 *M + \varepsilon$ ………. after moderating effect of organizational culture ……………………………………… (ii)

Y = Employee performance

X_1 = Gender Diversity

X_2 = Age Diversity

X_3 = Ethnicity Diversity

X$_4$ = Education Diversity

X$_5$ = Social Diversity

M = Moderating variable

β$_1$, β$_2$, β$_3$, β$_4$, β$_5$ are regression coefficients to be estimated

ε= Error term

β = the beta coefficients of independent variables

3.11 Diagnostic Tests

Assumption is an act of faith that doesn't have evidence supporting it. Theories as well as other instruments used in research are developed from the basis of these assumptions. It is what the researcher believes about a variable that he/she tries to establish the correlation (Bryman & Cramer, 2015). Assessment of whether an independent variable explains a response variable is done by conducting linear regression analysis. There are 5 main assumptions for linear regression: 'Linear relationship, multivariate normality, no or little multicollinearity, no auto-correlation and homoscedasticity'. The main rule in regression analysis is that each variable must have not less than 20 cases per every predictor variable. The study considered the following assumptions:

3.11.1 Normality Test

Normality assumption assumes that the random variables have a normal distribution or they are nearly normal distribution. All statistical tools must have some degree of error which is similar to normality assumption. It's not possible to gather data that is exactly normally distributed. However, most of the phenomenon that occurs naturally follows a distribution that is almost normal. This study used Shapiro Wilk test to test for normality (Cooper & Schindler, 2016). The null-hypothesis for Shapiro Wilk test was that the population is normally distributed; thus, if the selected alpha value is greater

than the p-value, we accept the alternative hypothesis since there is enough evidence that the data is not normally distributed.

3.11.2 Linearity Test

Linearity assumption requires that the relationship between the variables be linear. It's important that the study checks for outliers because linear regression is sensitive to the effects of outlier (Creswell, 2016). In this study, linearity test was important because most parts of the General Linear Model (GLM) such as correlation and regression assume the linearity. The analysis of the variance (ANOVA) table was used in this study to test for linearity. As rule of thumb, if the F significance (i.e. P value) for the non-linear element is below the critical value of (>.05), then there is significant non linearity. If the value of significance of output (P value) is (<0.05), then the relationship between the independent and dependent variables are linearly dependent.

3.11.3 Multicollinearity Test

Multicollinearity occurs when the independent variables are correlated with other independent variables. Prediction of a variable can be done accurately by the other variable (Bryman, 2013). When there is Perfect multicollinearity, the independent is singular and its inversion can't take place. In this study, tolerance and VIF were applied in testing multicollinearity. The tolerance provides measures of the effect caused by a single predictor variable on other predictor variables. For the first step regression analysis, Tolerance is; $T = 1 - R^2$. When the value of T is less than o.1 then there might be chances of multicollinearity and if the value of T is less than 0.01 it is certain multicollinearity exists.

VIF in linear regression is defined as $VIF = 1/T$. implying that if VIF is greater than 10 then multicollinearity might be present and if the value of VIF is greater than 100 there is certainly that multicollinearity is present, which leads to a complication. In multiple regression analysis, when there is correlation between two variables, there is an increase

in the standard error of the two variables which is more than what could be found if equal uncorrelated variables were applied. Daniel and Wood (2014) discussed it and indicated that the standard error is increased by $VIF = 1 / (1 - R^2)$ when the variables are correlated, where R is a representation of the correlation coefficient between the variables and there are instances where VIF is used to refer to Variance Inflation Factor. Therefore, it is important to use variables that are not correlated.

3.11.4 Autocorrelation Test

The data to be used in linear regression requires minimal or no autocorrelation. If the residual values are not independent from each other, then autocorrelation takes place; this means the value of y(x+1) are dependent on the values of y(x) (Cooper & Schindler, 2016). Autocorrelation can be checked using scatterplot but also it can be tested in linear regression model using Durbin-Watson test. The null hypothesis for the Durbin-Watson's d tests is that the residuals aren't linearly autocorrelated. The d value ranges from 0 and 4, if the value is found to be within 2 then it implies absence of autocorrelation. If the d values are; $1.5 < d < 2.5$ it implies absence of autocorrelation in the data. Durbin-Watson test do analyse for linear autocorrelation for only direct neighbors being the effects of 1st order.

3.11.5 Heteroscedasticity

If the variances of the errors of the predictor variables are not similar for entire data, heteroscedasticity occurs. Tabachnick and Fidel (2015) and Field (2017) agreed that if the variances of the error terms are not the same for every predictor variable, then there was heteroscedasticity. Heteroscedasticity will take place if the residuals aren't distributed evenly around the horizontal line. This study used VIF to ascertain heteroscedasticity. Skewness and kurtosis were used to examine the normality of the variables. Kline (2015) indicated that if skewness statistic lies between (-3.0, 3.0) and the kurtosis statistic lies in the interval (-10.0, 10.0) then it can be assumed that the variables are univariate normal. When carrying out linear regression it is important that

the data doesn't show any signs of heteroscedasticity because the outcome will be ruined i.e. the coefficients will be biased (Creswell, 2016). The best way to measure homoscedasticity is by use of scatter plot. If there is presence of heteroscedasticity then the graph will be a rough cone shape.

CHAPTER FOUR

RESEARCH RESULTS AND DISCUSSIONS

4.1 Introduction

In this chapter, the study presents findings of the study and their discussions. The chapter presents the general information of the respondents and analysis of the independent variables. Descriptive and inferential statistics have been used to analyze the data. The main objective of the study was to establish the influence of workforce diversity on employee performance in constitutional commissions of Kenya.

4.2 Response Rate

The study administered a total of 244 to selected respondents from all the constitutional commission in Kenya. Out of which, a total of 217 questionnaires were dully filled and returned which represented a response rate of 88.9% as indicated in Table 4.1. According to Mugenda and Mugenda (2013), a response rate of 50% and above is good for analysis and reporting, that of 60% is sufficient while 70% and above is excellent. Therefore, since our response rate was above 70% it was considered to be excellent and was used for further analysis and reporting.

Table 4.1: Response Rate

Questionnaire	Frequency	Percent
Returned	217	88.9
Un-returned	27	11.1
Total	**244**	**100.0**

4.3 Pilot Study Results

4.3.1 Reliability of the Research Instrument

A reliability analysis is usually carried out on likert questions. An internal consistency technique was applied using Cronbach's Alpha. The alpha value ranges between 0 and 1 with reliability increasing with the increase in value. According to Kothari (2014) Cronbach's Alpha coefficient of 0.6-0.7 is a commonly accepted rule of thumb that indicates acceptable reliability and 0.8 or higher indicates good reliability. In this study, 0.7 Cronbach's Alpha was considered acceptable.

The study tested reliability analysis using Cronbach's Alpha. The calculations were analyzed utilizing SPSS. The alpha values ranges from 0-1 and is utilized in clarifying the unwavering quality of the elements. A higher value of alpha implies that the variable is more reliable. Acceptable threshold value for Alpha is 0.7 (Cooper & Schindler, 2016). From the findings presented in Table 4.2, gender diversity was found to have Cronbach alpha value of 0.809, age diversity had alpha value of 0.774, ethnicity diversity had 0.794, Cronbach alpha value for education background diversity was 0.790, social diversity had alpha value of 0.785, organizational culture had alpha of 0.796 and employee performance had alpha of 0.801. From these findings it can be observed that all the variables had Cronbach alpha values greater than 0.70, an indication that they were all reliable.

Table 4.2: Reliability Analysis

Variable	Number of items	Cronbach's Alpha	Remarks
Gender Diversity	9	0.809	Reliable
Age Diversity	9	0.774	Reliable
Ethnicity Diversity	9	0.794	Reliable
Education Background Diversity	9	0.790	Reliable
Social Diversity	9	0.785	Reliable
Organizational Culture	9	0.796	Reliable
Employee performance	7	0.821	Reliable
Overall Cronbach Alpha	61	0.791	Reliable

4.3.2 Validity of the Research Instrument

According to Cooper and Schindler (2016), validity can be achieved by pre-testing the instrument to be used through the identification and changing of any irrelevant, ambiguous, awkward, or offensive questions and technique. Some inconsistencies were evident in some questions. Question 9 can be structures better to show whether there is gender equity. Instead of referring to women alone, restructure the sentence to be inclusive; 'The organization provide female employees with opportunities to grow' it can be 'the organization provide all employees with opportunities to grow'.

On Section C (Age Diversity), respondents had challenges understanding the different generations. Consider explaining to them who generation X, baby boomers and generation Y are. i.e. Baby-boomers: born between 1946 and 1964; Generation X: born between 1965 and 1980; Generation Y: also referred to as the Millennials is the group born in the 80s; Generation Z: follows closely the millennials and have started entering the workplace. Section D (Ethnicity Diversity); the open-ended question grammatically incorrect, the use of the word ethnicity is incorrect it should be ethnic i.e. 'How else does ethnic diversity affect employee performance in constitutional commissions of Kenya?' Section F (Employee Performance); consider adding Likert scale questions on performance to allow generation of composite variable that can be used to compute inferential statistics

Factor analysis was further adopted to ascertain validity of the collection instruments. Tabachnick and Fidell (2013) validates the statement by arguing that EFA is used when a researcher wants to discover the number of factors influencing variables and to analyze which variables go together. This study considered loadings of 0.50 and above as the threshold for interpretations. A low value for communality less than 0.50 indicated that the variable does not fit well with the other variables in its component, and is undesirable according to Khoi (2007). These finding showed that factor loadings were above the threshold of 0.50 adopted by the study which therefore implied that all the constructs were significant in explaining mediating effect of human resource

management standards in management of knowledge among the commercial banks in Kenya.

Table 4.3: Factor Analysis for all Variables

Variables	Number of Items	Range of Factor Loadings	Comment
Gender Diversity	9	0.571-0.909	All items were accepted
Age Diversity	9	0.556-0.865	All items were accepted
Ethnicity Diversity	9	0.574-0.828	All items were accepted
Education Background Diversity	9	0.560-0.822	All items were accepted
Social Diversity	9	0.598-0.881	All items were accepted
Organizational Culture	9	0521-0882	All items were accepted
Employee performance	7	0.621-0.912	All items were accepted

4.4 Demographic Information

In this section, the study presents general information of study respondents. The study specifically sought to establish their gender, length of service in the organization and their designation.

4.4.1 Gender of Respondents

Respondents were asked to indicate their gender. The findings presented in Table 4.4 show that 60.2% of respondents were male while 39.8% were female. This is an indication that the study selected respondents of both genders and therefore was not gender biased. The findings also suggest that Constitutional commissions of Kenya are not gender biased when selecting their management level employees since both genders were sufficiently represented; the 1/3 gender rule was observed. There is gender diversity in the organization.

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Table 4.4: Gender of Respondents

Gender	Frequency	Percent
Male	131	60.2
Female	86	39.8
Total	**217**	**100**

4.4.2 Respondents Length of Time Working in the Organization

The study sought to establish the length of time selected respondents had been working in their respective organizations. Findings presented in Table 4.5 show that 33.3% of the respondents had been working with their organization for between 4 and7 years, 29.4% had worked for between 8 and 11 years, 19.6% had worked for 3 years and below, and 017.6% had worked for 12 years and above. The findings show that the respondents selected for the study had worked in their organizations for varied number of years. Most (33.4%) had worked for between 4 and 7 years. This also shows that the respondents selected had worked for quite some time and were therefore in a position to provide information needed for this study.

Table 4.5: Respondents Length of Time Working in the Organization

Working Experience	Frequency	Percent
3 years and below	43	19.6
4-7 years	72	33.4
8-11 years	64	29.4
12 years and above	38	17.6
Total	**217**	**100**

4.4.3 Respondents Designation

The study sought to determine the position held by respondents in their organizations. Results presented in Table 4.6 shows that 50.4% of the respondent's designation was other low-level management, 32.4% were medium level management, while 17.2% were top management employees. These findings suggest that selected respondents held different positions in the organization. Majority (50.4%) of the respondents were among

other staff. This suggests that the stud was able to collect information on the influence of workforce diversity on employee performance in constitutional commissions of Kenya from the perspective of different employee positions.

Table 4.6: Respondents Designation in Organization

Designation	Frequency	Percent
Top Management	37	17.2
Medium Level Management	70	32.4
Low Level Management	109	50.4
Total	**217**	**100**

4.5 Descriptive Results

In this section the study presents findings on Likert scale questions where respondents were asked to indicate their level of agreement or disagreement with various statements that relate with the influence of workforce diversity on employee performance.

4.5.1 Gender Diversity

This subsection investigated whether there is a relationship of between gender diversity and employee performance. The findings presented in Table 4.6 show that majority respondents agreed with various statements that relate with gender diversity. Regarding employment, 80.2% respondents were in agreement that the organization employs both genders (M=3.982); 80.6% agreed that when it comes to employee treatment, they are all treated fairly irrespective of their gender (M=3.889); 75.6% that both male and female employees are given the opportunity to show their potential (M=3.777).

On training, 75.1% respondents agreed that both genders take part in decision-making (M=3.948); 77.4% agreed that the company encourages career development which involves all employees (M=3.738); and 77.4% that programs for training and development are created in a way that they fulfill the needs of both (M=3.698). With regard to promotion, 78.8% respondents were in agreement that the organization

provides female employees with opportunities to grow (M=3.915); 72.8% agreed that both genders have an equal chance of being promoted (M=3.863); and 72.8% that promotion is a fair process in the organization (M=3.836). The standard deviations for the statements were small which implied that the response variables slightly from the mean responses confirming high level of agreement from the respondents.

Respondents also indicated other ways in which gender diversity affect employee performance in constitutional commissions of Kenya. They explained that when there is gender equality in the organization and equal opportunities for promotions of employees irrespective of their gender, they are motivated even more to put more efforts in their work. Diversification also in organizations, allows provision of better services because they get to understand their clients even better. Advantage of gender diversity is contingent on areas like the strategy of the company, culture, the environment and the people and the company.

The study findings concur with Naqvi, Ishtiaq, Kanwal, Butt, and Nawaz, (2016) that expansion in gender diversity in a group prompts inventiveness and development. They added that the process of making decisions turns out to be better and the final product is improved, boosting the performance of the group. It also agrees with Hoogendoorn, Oosterbeek and Praag (2013) who established that the group whose members were equally mixed in terms of their gender performed better in terms of sales and profitability compared to the groups that were dominated by male.

Table 4.7: Descriptive Results for Gender Diversity

Statement	1	2	3	4	5		Mean	Std. Dev.
	%	%	%	%	%			
Number of male/females								
The organization employs both genders	2.8	1.8	.8	80.2	12.4		3.982	1.37
Both male and female employees are given the opportunity to show their potential	4.6	4.6	.4	75.6	7.8		3.777	1.275
When it comes to employee treatment, they are all treated fairly irrespective of their gender	2.8	2.8	6	80.6	7.8		3.889	1.381
Gender Programs								
The company encourages career development which involves all employees	6	2.8	8.8	77.4	5.5		3.738	1.32
Programs for training and development are created in a way that they fulfill the needs of both genders	1.8	5.1	14.3	77.4	0.9		3.698	1.331
Both genders take part in decision-making	2.8	2.8	6	75.1	13.8		3.948	1.263
Equal Opportunities								
Both genders have an equal chance of being promoted	2.8	2.8	8.8	78.3	7.8		3.863	1.326
Promotion is a fair process in the organization	4.6	1.4	10.6	72.8	10.6		3.836	1.22
The organization provide female employees with opportunities to grow	2.8	4.6	2.8	78.8	11.1		3.915	1.343
Overall Mean Score					3.85			

4.5.2 Age Diversity

This subsection was concerned with investigation of whether there is a relationship between age diversity and employee performance in constitutional commissions of Kenya.

From the results presented in Table 4.8, respondents agreed with various statements relating with age diversity. Regarding generation X, 85.3% of respondents agreed that baby boomers work to achieve organizational goals (M=3.994); 85.3% agreed that the organization employs individuals from generation X (M=3.961); and 87.6% that

generation X work independently with minimal supervision (M=3.856). On generation Y, 78.8% respondents agreed that generation Y highly focus on developing their career (M=3.994); 88.9% that the organization employs individuals from generation Y (M=3.955); and 82.9% that generation Y prefer working as a team to achieve organization goals (M=3.836).

Regarding Generation Z, 85.3% respondents agreed that generation Z collaborate with other organization members to achieve organizational goals (M=3.988); 94.5% agreed that generation Z is motivated by social rewards, mentorship, and constant feedback (M=3.961); and 83.4% that the organization employs individuals from generation Z (M=3.830). The standard deviations for the statements was small which implied that the response variables slightly from the mean responses confirming high level of agreement from the respondents.

Respondents gave other ways through which age diversity affect employee performance in constitutional commissions of Kenya. Respondents indicated that there are those employees who are older and therefore have more experience and expertise and therefore assist the younger generation which in turn enhances performance. Others were of the opinion that age difference makes it challenging to work with others because of their interests and how they like to perform their tasks and therefore becomes challenging to work with. The findings of the study disagree with Kunze, Boehm and Bruch (2017) that age diversity is by all accounts identified with the rise of an age discrimination atmosphere in organizations, which adversely impacts how the company performs through the intercession of emotional responsibility. The study also agrees with Joseph (2018) that age groups of workers and their performance were negatively correlated.

Table 4.8: Descriptive Results for Age Diversity

Statement	1	2	3	4	5	Mean	Std. Dev.
	%	%	%	%	%		
Age Differences							
The organization employs individuals from generation X	1.4	2.8	2.8	85.3	7.8	3.961	1.476
Generation X work independently with minimal supervision	2.8	4.6	1.4	87.6	4.1	3.856	1.525
Baby boomers work to achieve organizational goals	1.4	1.8	1.8	85.3	9.2	3.994	1.476
Positions for young people							
The organization employs individuals from generation Y	1.8	1.4	1.8	88.9	6	3.955	1.546
Generation Y prefer working as a team to achieve organization goals	3.2	3.2	5.1	82.9	5.5	3.836	1.426
Generation Y highly focus on developing their career	1.8	1.8	4.1	78.8	13.4	3.994	1.343
Mentorship programs							
The organization employs individuals from generation Z	4.1	1.8	6	83.4	4.6	3.83	1.441
Generation Z collaborate with other organization members to achieve organizational goals	1.4	1.4	3.2	85.3	8.8	3.988	1.475
Generation Z is motivated by social rewards, mentorship, and constant feedback	1.4	0	1.8	94.5	1.8	3.961	1.674
Overall mean score						**3.93**	

4.5.3 Ethnicity Diversity

This subsection is concerned with investigation of whether there is a relationship between ethnicity diversity and employee performance in constitutional commissions of Kenya. From the findings presented in Table 4.9, majority respondents agreed on statement relating with ethnic diversity. On multicultural workforce 73.7% agreed that the company attracts and hires individuals from the minority groups (M=4.007); 73.7% agreed that a multicultural workforce promotes creativity in the organization since they approach work differently (M=3.902); and 69.1% that the organization employs individual from different cultural backgrounds (M=3.817). Regarding ethnic background, 61.9% respondents agreed that the organization employ individuals from different ethnic background (M=3.975); 73.7% agreed that employees from different

ethnic groups interact well in the organization (M=3.902); and 77% that employee from different ethnic background are treated equally (M=3.830).

On ethnic inclusion, 71% respondents agreed that the organization provides the minority with chances to grow and advance (M=3.955); 78.8% agreed that the organization provides the minority with chances to grow and advance (M=3.902); and 72.4% that the organization is concerned with culture, value and custom of its staffs (M=3.836). The standard deviations for the statements were small which implied that the response variables slightly from the mean responses confirming high level of agreement from the respondents.

Respondents also gave other ways in which ethnicity diversity affect employee performance in constitutional commissions of Kenya. Because of increased diversity, work groups have been greatly used with the intention of maximally utilizing their great participation and synergy in order to boost employee and organizational performance. They explained that various cultural traits could be predicted and have different ethnically distinct views in solving problems; once leaders learn how to utilize these differences, the result will be improved performance of teams. The study findings concur with Hoogendoorn and Van Praag (2016) that moderate impact of diversity do not impact the way the group performs in terms of the results of the business but if majority of team members are diverse then ethnic diversity will positively affect the way the group performs; the data suggested that the positive impact could be associated with diversified pool of knowledge which facilitates learning in the ethnically diverse groups.

Table 4.9: Descriptive Results for Ethnicity Diversity

Statement	1	2	3	4	5	Mean	Std. Dev.
	%	%	%	%	%		
Multicultural workforce							
The company attracts and hires individuals from the minority groups	3.2	1.8	3.2	73.7	18	4.007	1.251
The organization employs individual from different cultural backgrounds	4.6	4.6	8.8	69.1	13.4	3.817	1.142
A multicultural workforce promotes creativity in the organization since they approach work differently	3.2	3.2	6.5	73.7	13.4	3.902	1.235
Ethnic background							
The organization employ individuals from different ethnic background	4.6	1.8	4.6	69.1	19.8	3.975	1.169
Employees from different ethnic groups interact well in the organization	3.2	3.2	6.5	73.7	13.4	3.902	1.235
Employees from different ethnic background are treated equally	3.2	3.2	8.8	77	7.8	3.83	1.3
Ethnic Inclusion							
The company attracts and hires individuals from minority groups	3.2	4.6	1.8	78.8	11.1	3.902	1.345
The organization provides the minority with chances to grow and advance	3.2	4.6	3.2	71	18	3.955	1.199
The organization is concerned with culture, value and custom of its staffs	4.6	1.8	9.7	72.4	11.1	3.836	1.207
Overall mean score						**3.902**	

4.5.4 Education Diversity

This subsection is concerned with investigation of whether there is a relationship between education background diversity and employee performance in constitutional commissions of Kenya. The findings in Table 4.10 show that 69.1% respondents agreed with statements on level of education that employees are recruited in the position they are qualified (M=3.961); 73.7% agreed that employees are able to work in harmony with other employees in the organization (M=3.836); and 74.2% those employees help each other in solving work problems that may arise (M=3.803). Regarding level of technical experience, 74.2% respondents agreed that the employees have knowledge in data management (M=4.021); 72.4% those employees have knowledge on specific computer

programs (M=3.896); and 72.4% that the employees have information on technology skills (M=3.836).

On demonstration of soft skills, 73.7% respondents agreed that employees help their fellow colleagues in solving problems (M=3.902); 69.1% agreed that the employees work as a team with their colleagues (M=3.810); and 70.5% those employees are self-motivated hence they are able to work under minimal supervision (M=3.738). The standard deviations for the statements were small which implied that the response variables slightly from the mean responses confirming high level of agreement from the respondents.

Respondents gave other ways in which education background diversity affect employee performance in constitutional commissions of Kenya. They explained that their level of education will determine the promotions one will get. They also explained that employees with high levels of education are seen to be more productive compared to their counterparts with low levels of education. In addition, employees with low level of education sometimes feel inferior, socially insecure and their confidence levels drop and therefore their performance is negatively affected.

The study findings are in agreement with Namachanja and Walter (2015) that policies of hiring in the company are in support of selection of managers of both genders, and learning and effectiveness are the main motivators for the company to attain diversity management programs in both public and private institutions. Also, staff members' confidence, skills, staff training and exposure greatly determines the way the company will perform. As the company tries to improve their performance, they respect diversity in age and solve problems that arise equally.

Table 4.10: Descriptive Results for Education Background Diversity

Statement	1 %	2 %	3 %	4 %	5 %	Mean	Std. Dev.
Level of education							
Employees are recruited in the position they are qualified	1.4	4.6	7.8	69.1	17.1	3.961	1.149
The employee deploys their education to be able to work in harmony with other employees in the organization	4.6	3.2	7.4	73.7	11.1	3.836	1.234
The employees use their different level of education to help each other in solving work problems that may arise	4.6	4.6	6.5	74.2	10.1	3.803	1.248
Level of technical experience							
The employees have information technology skills	3.2	3.2	7.8	77.4	7.8	3.836	1.313
Employees have knowledge on specific computer programs	4.6	0.0	9.7	72.4	13.4	3.896	1.210
The employees have knowledge in data management	3.2	1.4	3.2	74.2	18.0	4.021	1.265
Demonstration of soft skills							
The employees work as a team with their colleagues	4.6	5.1	7.8	69.1	13.4	3.810	1.142
The employees help their fellow colleagues in solving problems	3.2	3.2	6.5	73.7	13.4	3.902	1.235
Employees are self-motivated hence they are able to work under minimal supervision	6.5	3.2	9.7	70.5	10.1	3.738	1.168
Overall mean score						**3.867**	

4.5.5 Social Diversity

This subsection is concerned with investigation of whether there is a relationship between social diversity and employee performance in constitutional commissions of Kenya. From the findings presented in Table 4.11, 69.6% respondents agreed on employee status that Employees from diverse social status are employees (M=3.988); 73.7% agreed that employees from different social status work together as a team (M=3.902); and 77.4% that employee from diverse social status interact at different organization levels (M=3.836).

Regarding networks, 79.7% respondents were in agreement that networks enhance information sharing in the organization (M=3.909); 78.3% agreed that networks help the organization to know what is happening in the market (M=3.863); and 72.8% that networks helps the organization to hire employees suitable for organization positions (M=3.850). On Socialization process, 78.8% respondents agreed that employees in different departments in the organization interact, this help to work towards achieving the same goal (M=3.994); that 72.8% socialization in the organization promotes team effectiveness (M=3.836); and 82.9% those employees in different departments in the organization interact, this help to work towards achieving the same goal (M=3.836). The standard deviations for the statements were small which implied that the response variables slightly from the mean responses confirming high level of agreement from the respondents.

Respondents gave other ways in which social diversity affect employee performance in constitutional commissions of Kenya. They explained that when the organization does align that is based on social identity it leads to conflict among the groups because this aligning is a replication of tension in the company because of the different social groups. The social identity results to gaps that are temporary and collective fences creating conditions through which diversity in functions become less significant. Also, it could lead to the creation of a gap between the individuals and the participation of the management in diversity which affects the social foundation of the company.

The study findings are in agreement with Mutegi (2016) that religion played a significant role because it impacted the association among staff members and their work, consideration of gender was very crucial especially for the female staff because it boosted their morale and affected gender mainstreaming and the level of income of staff members the way they interact with each other at work and therefore impacting performance. The study established that the above-mentioned factors had a great influence on the way staff members performed.

Table 4.11: Descriptive Results Social Diversity

Statement	1 %	2 %	3 %	4 %	5 %	Mean	Std. Dev.
Employees status							
Employees from diverse social status are employees	4.6	1.4	4.6	69.6	19.8	3.988	1.182
Employees from different social status work together as a team	3.2	3.2	6.5	73.7	13.4	3.902	1.235
Employees from diverse social status interact at different organization levels	3.2	3.2	7.8	77.4	7.8	3.836	1.313
Networks							
Networks helps the organization to hire employees suitable for organization positions	4.6	1.4	9.7	72.8	11.1	3.850	1.220
Networks enhances information sharing in the organization	3.2	4.6	1.4	79.7	11.1	3.909	1.359
Networks helps the organization to know what is happening in the market	2.8	2.8	8.8	78.3	7.8	3.863	1.326
Socialization process							
Socialization in the organization help employees understand each other	4.6	1.4	10.6	72.8	10.6	3.836	1.220
Socialization in the organization promotes team effectiveness	3.2	3.2	5.1	82.9	5.5	3.836	1.426
Employees in different departments in the organization interact, this help to work towards achieving the same goal	1.8	1.8	4.1	78.8	13.4	3.994	1.343
Overall mean score						**3.890**	

4.5.6 Organizational Culture

This subsection is concerned with investigation of whether there is a relationship between the moderating effect of organizational culture and employee performance in constitutional commissions of Kenya. From the findings presented in Table 4.12, the findings show that on structure, 74.2% respondents agreed that the organization structure shows how information flows in the organization (M=4.001); 72.4% agreed the organization structure defines each employee's job roles (M=3.797); and that 77.4% agreed that the organization structure defines the organization activities which guides it to achieve its goals (M=3.790).

Regarding control systems, 73.7% respondents agreed that control systems in the organization ensure compliance with set procedures (M=3.869); 69.1% agreed that control systems in the organization are focused on attaining goals (M=3.784); and 70.5% agreed that control systems in the organization ensures value congruence among employees (M=3.672). On communication, 69.6% respondents agreed that formal and informal communication is adopted in the organization (M=3.955); 73.7% agreed that a two-way communication method is used in the organization (M=3.869); and 77.4% agreed that oral and written communication is used in the organization (M=3.790). The standard deviations for the statements were small which implied that the response variables slightly from the mean responses confirming high level of agreement from the respondents.

The study findings agree with Thomas (2015) that change in the culture of the organization is crucial in any workforce management that is successful. It's inclusive of a number of policies that are responsible for both the minority and majority teams and the inside and the outside teams. Also, Joseph (2018) explained that the culture of the organization, human asset rehearses nature of work and business procedure of individual firms are unique in relation to one another and the distinctions are responsible for the effect of factors on the worker's performance in one firm with what is being observed in another firm.

Table 4.12: Descriptive Results for Organizational Culture

Statement	1	2	3	4	5	Mean	Std. Dev.
	%	%	%	%	%		
Structure							
The organization structure defines the organization activities which guides it to achieve its goals	3.2	7.8	3.2	77.4	7.8	3.790	1.318
The organization structure defines each employee's job roles	4.6	9.7	0.0	72.4	13.4	3.797	1.220
The organization structure shows how information flows in the organization	3.2	3.2	1.4	74.2	18.0	4.001	1.267
Control systems							
Control systems in the organization are focused on attaining goals	4.6	7.8	5.1	69.1	13.4	3.784	1.145
Control systems in the organization ensure compliance with set procedures	3.2	6.5	3.2	73.7	13.4	3.869	1.239
Control systems in the organization ensures value congruence among employees	6.5	9.7	3.2	70.5	10.1	3.672	1.174
Communication							
Formal and informal communication is adopted in the organization	4.6	4.6	1.4	69.6	19.8	3.955	1.186
A two way communication method is used in the organization	3.2	6.5	3.2	73.7	13.4	3.869	1.239
Oral and written communication is used in the organization	3.2	7.8	3.2	77.4	7.8	3.790	1.318
Overall mean score						**3.836**	

4.5.7 Employee Performance

This subsection is concerned with investigation of employee performance in constitutional commissions of Kenya. The findings presented in Table 4.13 show that 74.2% respondents agreed that over the past five years, performance of employees has improved (M=4.021); 69.6% that age diversity in organizations has improved employee performance (M=3.988); 73.7% that highly performing workers get promotions easily in a company than lower performers (M=3.902); 73.7% that education diversity in the organization has helped to improve performance in the organization (M=3.902); 77.4% that social diversity has improved levels of employee performance in their organization

(M=3.836); 69.1% that the company rewards employees for their good performance (M=3.810); and 70.5% that gender diversity in their organization has resulted to improved performance among employees (M=3.738). The standard deviations for the statements were small which implied that the response variables slightly from the mean responses confirming high level of agreement from the respondents. The study findings concur with Sabwami (2018) that low performance and not accomplishing the set objectives may be experienced as disappointing or even as an individual disappointment and that highly performing workers get promotions easily in a company than lower performers.

Table 4.13: Employee Performance in Constitutional Commissions of Kenya

Statement	1	2	3	4	5	Mean	Std. Dev.
Over the past five years, performance of employees has improved	3.2	1.4	3.2	74.2	18.0	4.021	1.265
Age diversity in organizations has improved employee performance	4.6	1.4	4.6	69.6	19.8	3.988	1.182
Highly performing workers get promotions easily in a company than lower performers	3.2	3.2	6.5	73.7	13.4	3.902	1.235
Education diversity in the organization has helped to improve performance in the organization	3.2	3.2	6.5	73.7	13.4	3.902	1.235
Social diversity has improved levels of employee performance in our organization	3.2	3.2	7.8	77.4	7.8	3.836	1.313
The company rewards employees for their good performance	4.6	5.1	7.8	69.1	13.4	3.810	1.142
Gender diversity in our organization has resulted to improved performance among employees	6.5	3.2	9.7	70.5	10.1	3.738	1.168
Overall mean score						**3.885**	

4.6 Diagnostic Tests

Before computing multiple regression analysis, the study tested whether the data met the assumptions for regression analysis. The assumptions that were tested were linear

relationship, multivariate normality, no or little multicollinearity, no auto-correlation and homoscedasticity'.

4.6.1 Normality Test

This study used Shapiro Wilk test to test for normality. The null-hypothesis for Shapiro Wilk test was that the population is normally distributed; thus, if the selected alpha value is greater than the p-value, we accept the alternative hypothesis since there is enough evidence that the data is not normally distributed. From the findings in Table 4.14, all the variables were seen to have p-values greater than 0.05. This suggests that were reject the null hypothesis and conclude that the data is from a normal population; i.e. it is normally distributed hence the normality assumption is met.

Table 4.14: 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
Social Diversity	.944	216	.077

4.6.2 Linearity Test

In this study, linearity test was important because most parts of the General Linear Model (GLM) such as correlation and regression assume the linearity. The analysis of the variance (ANOVA) table was used in this study to test for linearity. As rule of thumb, if the F significance (i.e. P value) for the non-linear element is below the critical value of (>.05), then there is significant non linearity. If the value of significance of output (P value) is (<0.05), then the relationship between the independent and dependent variables are linearly dependent. The test revealed f=21.515 (p=0.000) which confirmed

that the relationship between the independent and dependent variables are linearly dependent.

Table 4.15: ANOVA for Regression Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	139.050	5	27.810	21.515	.000[b]
1	Residual	272.731	211	1.293		
	Total	411.781	216			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Age Diversity, Gender Diversity, Education Background Diversity, Social Diversity, Ethnicity Diversity

4.6.3 Multicollinearity

The first test conducted by the study was multicollinearity test using Variance Inflation Factor (VIF). Multicollinearity exists in situations where there are high levels of inter-correlation among two or more independent variables, in a way that makes it difficult to separate the effect of the independents (Garson, 2012). The study adopted a VIF threshold of 5, if VIF is less than 5, this is an indication that multicollinearity is absent while large VIF indicated the presence of multicollinearity. The findings presented in the Table 4.16 indicates that all the variables had VIF of less the 5 which implied that multicollinearity is absent hence all the variables could be used in the regression analysis.

Table 4.16: 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
Social Diversity	.635	1.576

4.6.4 Heteroscedasticity

Vinod (2018), states that Heteroscedasticity refers to an instance where variable variability is unequal over ranges of values for the variable predicting. Breuch-pagan / cook-weisberg test was used to test for Heteroscedasticity. The null hypothesis for this test is that the variances of error terms are equal (Vinod, 2018). If "Prob > Chi-squared" is greater than 0.05 it suggests existence of homoscedasticity (Park, 2018). The findings presented in Table 4.17 shows $Chi^2 = 2.1578$ has a p-value (P=0.541) greater than which suggests insignificance. We therefore reject the null hypothesis and conclude that there is no heteroscedasticity.

Table 4.17: Breusch-Pagan / Cook-Weisberg test for heteroscedasticity

Ho: Constant variance				
Statistics	Df	Stat value	p-value	N=216
Chi-squared	5	2.1578	0.768	

4.6.5 Autocorrelation Test

Autocorrelation was checked using Durbin-Watson test. The null hypothesis for the Durbin-Watson's d tests is that the residuals aren't linearly autocorrelated. The d value ranges from 0 and 4, if the value is found to be within 2 then it implies absence of autocorrelation. If the d values are; $1.5 < d < 2.5$ it implies absence of autocorrelation in the data. Findings presented in Table 4.18 show that the d-value was 2.033; since the value lies within the range $1.5 < d < 2.5$, then we conclude that there is no autocorrelation in the data and therefore regression analysis can be computed using the data.

Table 4.18: Durbin-Watson Autocorrelation Test

Model	Durbin-Watson
1	2.033

4.6 Inferential Results

Relationship between study variables was determined by computing inferential statistics. The study computed correlation and regression analysis. The correlation was adopted to test the association that existed between independent variables and dependent variable while multivariate regression analysis was used to test whether independent variables significant predicted changes in the dependent variables.

4.6.1 Correlation Results

Pearson R correlation wad used to measure strength and the direction of linear relationship between variables. The association was considered to be: small if $\pm0.1 <r< \pm0.29$; medium if $\pm0.3 <r< \pm0.49$; and strong if $r> \pm0.5$. The findings presented in Table 4.19 show that gender diversity had a strong positive and significant relationship with performance of employees in constitutional commissions of Kenya (r=0.793, p=0.000); age diversity was found to have strong positive significant relationship with performance of employees in constitutional commissions of Kenya (r=0.743, p=0.000); ethnicity diversity strongly and positively correlated with performance of employees in constitutional commissions of Kenya (r=0.846, p=0.000); education diversity was also seen to have strong positive correlation with performance of employees in constitutional commissions of Kenya (r=0.808, p=0.000); and lastly, social diversity had a strong, positive and significant relationship with performance of employees in constitutional commissions of Kenya (r=0.814, p-value=0.000). Based on these findings it can be seen that all the variables (social diversity, gender diversity, age diversity, ethnicity diversity, and education background diversity) had significant relationship with performance of employees in constitutional commissions of Kenya.

Table 4.19: Pearson Moment Correlation Matrix

Variables		Employee Performance	Gender Diversity	Age Diversity	Ethnicity Diversity	Education Diversity	Social Diversity
Employee Performance	Pearson Correlation Sig. (2-tailed)	1					
Gender Diversity	Pearson Correlation Sig. (2-tailed)	.793** .000	1				
Age Diversity	Pearson Correlation Sig. (2-tailed)	.743** .000	.376** .000	1			
Ethnicity Diversity	Pearson Correlation Sig. (2-tailed)	.846** .000	.443** .000	.485** .000	1		
Education Background Diversity	Pearson Correlation Sig. (2-tailed)	.808** .000	.293** .000	.487** .000	.668** .000	1	
Social Diversity	Pearson Correlation Sig. (2-tailed) N	.814** .000 **217**	.380** .000 **217**	.455** .000 **217**	.394** .000 **217**	.528** .000 **217**	1 **217**

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

4.6.2 Multiple Regression Analysis

Multiple regression models were fitted to the data in order to determine how the predictor variables affect the response variable. This study used a multiple regression model to measure the influence of workforce diversity on employee performance in constitutional commissions of Kenya. It was also used to test research hypothesis 1-4.

A model summary is used to show the amount of variation in the dependent variable that can be explained by changes in the independent variables. In this study the study sought to establish the amount of variation in employee performance in constitutional commissions of Kenya as a result of changes in age diversity, gender diversity, education background diversity, social diversity, and ethnicity diversity.

From the findings presented in Table 4.20, model 1 show that the value of adjusted R square is 0.772. This suggests that 77.2% variation in employee performance in constitutional commissions of Kenya can be explained by changes in age diversity, gender diversity, education background diversity, social diversity, and ethnicity diversity. The remaining 22.8% suggests that there are other factors that can be used to explain variation in employee performance in constitutional commissions of Kenya that were not discussed in this study. The findings also show that the independent variables (age diversity, gender diversity, education background diversity, social diversity, and ethnicity diversity) and the dependent variable (employee performance) are strongly and positively related as indicated by correlation coefficient value (R) of 0.881.

Table 4.20: Model Summary for Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.881[a]	.776	.772	0.13919

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

Analysis of variance is used to test the significance of the model. The significance of both models, un-moderated and the moderated regression models were tested at 5% level of significance. For the un-moderated regress model, model 1, the significance of the model was 0.000 which is less than the selected level of significance 0.05. This therefore suggests that the model was significant. The findings further show that the F-calculated value (21.515, p=0.000) was greater than the F-critical value ($F_{5,211}=2.257$); this suggests that the variables, age diversity, gender diversity, education background diversity, social diversity, and ethnicity diversity can be used to predict employee performance in constitutional commissions of Kenya.

Table 4.21: ANOVA for Regression Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	139.050	5	27.810	21.515	.000[b]
1	Residual	272.731	211	1.293		
	Total	411.781	216			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Age Diversity, Gender Diversity, Education Background Diversity, Social Diversity, Ethnicity Diversity

The beta values that were developed were used to fit regression equations; the moderated and the un-moderated. For the regression equations fitted, Y = Employee performance; X_1 = Gender Diversity; X_2= Age Diversity; X_3 = Ethnicity Diversity; X_4 = Education Diversity; X_5 = Social Diversity; M = Moderating variable and ε= Error term. The findings were also used to test the hypothesis of the study.

From the findings of the first model, model 1, the following regression equation was fitted;

$$Y = 0.920 + 0.388X_1 + 0.784X_2 + 0.335X_3 + 0.205X_4 + 0.505X_5$$

From the equation above, it can be observed that when the rest of the variables (age diversity, gender diversity, education background diversity, social diversity, and ethnicity diversity) are held to a constant zero, employee performance in constitutional commissions of Kenya will be at a constant value of 0.920.

The first hypothesis of the study was: H_{01} Gender diversity does not significantly affect performance of staff members in Kenyan constitutional commissions

The findings also show that gender diversity has significant influence on employee performance in constitutional commissions of Kenya (p=0.029<0.05). The findings also show that the influence of gender diversity on employee performance is positive (β=0.388). Based on these findings, the null hypothesis that H_{01} Gender diversity does not significantly affect performance of staff members in Kenyan constitutional

commissions was rejected hence the study found that gender diversity positively and significantly affects performance of staff members in Kenyan constitutional commissions. The study findings agree with Hoogendoorn, Oosterbeek and Praag (2016) that group whose members were equally mixed in terms of their gender performed better in terms of sales and profitability compared to the groups that were dominated by male.

The second hypothesis was: H_{02} Diverse age does not significantly affect performance of staff members in Kenyan constitutional commissions

The findings also show that age diversity has significant influence on employee performance in constitutional commissions of Kenya (0.007<0.05). The findings also show that age diversity positively affects employee performance (β=0.784). Based on these findings, the null hypothesis that H_{02} age diversity does not significantly affect performance of staff members in Kenyan constitutional commissions was rejected hence the study found that age diversity positively and significantly affects performance of staff members in Kenyan constitutional commissions. The study findings agree with Backes-Gellner and Veen (2017) who examined whether age diversity inside an organization's workforce influences organization efficiency and found that expanding age diversity positively affects organization efficiency if and just if an organization takes part in innovative as opposed to routine undertakings.

The third hypothesis was: H_{03} Diverse Ethnic does not significantly affect performance of staff members in Kenyan constitutional commissions

The findings also show that ethnic diversity has significant (p-value=0.021<0.05) influence on employee performance in constitutional commissions of Kenya. Furthermore, ethnic diversity is seen to have positive influence on employee performance (β=0.335). Based on these findings, the null hypothesis that H_{03} ethnic diversity does not significantly affect performance of staff members in Kenyan constitutional commissions was rejected hence the study found that ethnic diversity positively and significantly affects performance of staff members in Kenyan

constitutional commissions. The findings disagree with Pitts and Jarry (2015) that increasing diversity levels could result to difficulty in the process of orienting and could have negative impacts on results that relate to work.

The fourth research hypothesis tested was: H_{04} Education diversity does not significantly affect performance of staff members in Kenyan constitutional commissions

Regarding education background diversity, the study findings show that education background diversity has significant influence on employee performance in constitutional commissions of Kenya (p-value=0.030<0.05). The findings also show that education background diversity has positive influence on employee performance (β=0.205). Based on these findings, the null hypothesis that H_{04} Education diversity does not significantly affect performance of staff members in Kenyan constitutional commissions was rejected hence the study found that education diversity positively and significantly affects performance of staff members in Kenyan constitutional commissions. These findings concur with Namachanja and Walter (2015) that staff members' confidence, skills, staff training and exposure greatly determines the way the company will perform.

Hypothesis 5

H_{05} Social Diversity has a no significant positive influence employee performance in constitutional commissions of Kenya

The findings also show that social diversity has significant influence on employee performance in constitutional commissions of Kenya (p-value=0.003<0.05). Further, social diversity has positive influence on employee performance (β=0.505). Based on these findings, the null hypothesis that H_{05} social diversity does not significantly affect performance of staff members in Kenyan constitutional commissions was rejected hence the study found that social diversity positively and significantly affects performance of staff members in Kenyan constitutional commissions. The findings disagree with

Schneider and Northcraft (2015) that the social identity results to gaps that are temporary and collective fences, creating conditions through which diversity in functions become less significant. Also, it could lead to the creation of a gap between the individuals and the participation of the management in diversity which affects the social foundation of the company.

Table 4.22: Coefficients for Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.920	0.081		11.358	0.000
Gender Diversity	0.388	0.084	0.032	4.619	0.029
Age Diversity	0.784	0.127	0.429	6.173	0.007
1 Ethnicity Diversity	0.335	0.073	0.231	4.589	0.021
Education Background Diversity	0.205	0.049	0.209	4.184	0.030
Social Diversity	0.505	0.065	0.215	7.769	0.003

a. Dependent Variable: Employee Performance

4.6.3 Moderated Multiple Regression Analysis

The study computed the moderated model to test the fifth research hypothesis.

4.6.3.1 Model Summary for Moderated Regression Analysis

The second model tested the amount of variation in employee performance as a result of changes in moderated independent variables (age diversity* organization culture, gender diversity* organization culture, education background diversity* organization culture, social diversity* organization culture, and ethnicity diversity* organization culture).

From the second model, the moderated model (model 2), the findings show that the value of adjusted R square is 0.780. This indicates that 78% variations in employee performance can be explained by changes in moderated independent variables. The findings show that after introduction of moderating variable the amount of variation in dependent variable that can be explained by changes in independent variables increased;

from 0.772 to 0.780. The moderated variables are also seen to have strong positive relations with employee performance in constitutional commissions of Kenya as indicated by correlation coefficient value of (R) 0.884.

Table 4.23: Model Summary for Moderated Regression Analysis

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.881[a]	.776	.772	0.13919
2	.884[b]	.781	.780	1.15021

a. Predictors: (Constant), Age Diversity, Gender Diversity, Education Background Diversity, Social Diversity, Ethnicity Diversity
b. Predictors: (Constant), Organizational Culture, Age Diversity, Gender Diversity, Education Background Diversity, Social Diversity, Ethnicity Diversity, X2*M, X5*M, X1*M, X4*M, X3*M

4.6.3.2 Analysis of Variance for Moderated Regression Analysis

From the findings of the moderated model, model 2, the model was seen to be significant since the p-value obtained (0.000) was less than the selected level of significance (0.05). The findings also show that the F-calculated value (9.659) was greater than the F-critical value (1.836); this suggests that the moderated variables can be used to significantly predict employee performance in constitutional commissions of Kenya.

Table 4.24: ANOVA for Moderated Regression Analysis

Model		Sum of Squares	df	Mean Square	F	Sig.
	Regression	139.050	5	27.810	21.515	.000[b]
1	Residual	272.731	211	1.293		
	Total	411.781	216			
	Regression	140.571	11	12.779	9.659	.000[c]
2	Residual	271.210	205	1.323		
	Total	411.781	216			

a. Dependent Variable: Employee Performance
b. Predictors: (Constant), Age Diversity, Gender Diversity, Education Background Diversity, Social Diversity, Ethnicity Diversity

c. Predictors: (Constant), Organizational Culture, Age Diversity, Gender Diversity, Education Background Diversity , Social Diversity , Ethnicity Diversity , X2M, X5M, X1M, X4M, X3M

4.6.3.3 Coefficients for the Moderated Regression Analysis

H_{A6} Organizational culture has a positive significant moderating influence on the relationship between workforce diversity and employee performance in constitutional commissions of Kenya.

To answer this hypothesis, the study computed the moderated regression model presented in Table 4.19, model 2. From the findings, the following model was fitted;

$$Y= 0.625 + 0.346X_1 *M+ 0.235X_2 *M + 0.379X_3 *M + 0.226X_4 *M + 0.288X_5*M$$

The findings also show that moderated gender diversity (X_1 *M) has a positive significant influence on performance of employees in constitutional commissions of Kenya (β=0.346, p=0.000). This suggests that the moderated variable has significant influence on employee performance. The study therefore accepted the null hypothesis H_{A6a} Organizational culture has a positive significant moderating influence on the relationship between gender diversity and employee performance in constitutional commissions of Kenya.

The findings also show that the moderated age diversity variable has significant influence on employee performance. Moderated ethnicity diversity (X_3 *M) has a positive significant influence on performance of employees in constitutional commissions of Kenya (β=0.379, p=0.019). This suggests that the moderated ethnicity diversity variable has significant influence on employee performance. The study thus accepted the null hypothesis H_{A6b} Organizational culture has a positive significant moderating influence on the relationship between age diversity and employee performance in constitutional commissions of Kenya.

The findings also show that moderated education background diversity (X_4 *M) has a positive significant influence on performance of employees in constitutional commissions of Kenya ($\beta=0.226$, $p=0.020$). This suggests that the moderated education background diversity variable has significant influence on employee performance. The study therefore accepted the null hypothesis H_{A6c} Organizational culture has a positive significant moderating influence on the relationship between education background diversity and employee performance of constitutional commissions of Kenya.

Moderated social diversity (X_5*M) has a positive significant influence on performance of employees in constitutional commissions of Kenya ($\beta=0.288$, $p=0.023$). This suggests that the moderated social diversity variable has significant influence on employee performance. The study therefore accepted the null hypothesis H_{A6d} Organizational culture has a positive significant moderating influence on the relationship between social diversity and employee performance in constitutional commissions of Kenya.

Therefore, rejected the null hypothesis **H_{06}** and conclude that organizational culture has a positive significant moderating influence on the relationship between workforce diversity and employee performance in constitutional commissions of Kenya. This finding concurs with West (2014) that culture of the organization is crucial in any workforce management that is successful.

Table 4.25: Coefficients for Moderated Regression Analysis

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
Unmoderated	(Constant)	0.92	0.081		11.358	0.000
	Gender Diversity	0.388	0.084	0.032	4.619	0.029
	Age Diversity	0.784	0.127	0.429	6.173	0.007
	Ethnicity Diversity	0.335	0.073	0.231	4.589	0.021
	Education Background Diversity	0.205	0.049	0.209	4.184	0.030
	Social Diversity	0.505	0.065	0.215	7.769	0.003
Moderated	X1*M	0.346	0.032	0.094	10.813	0.000
	X2*M	0.235	0.033	0.087	7.121	0.003
	X3*M	0.379	0.068	0.807	5.574	0.019
	X4*M	0.226	0.048	0.592	4.708	0.020
	X5*M	0.288	0.074	0.19	3.892	0.023

a. Dependent Variable: Employee Performance

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary of key findings, conclusions drawn from the findings highlighted and recommendations made there-to. The conclusions and recommendations drawn were focused on addressing the objective of the study.

5.2 Summary

The summary of findings was presented on each specific objective of the study. The specific objectives of the study were to determine the influence of gender diversity on employee performance in constitutional commissions of Kenya; to analyze the influence of age diversity on employee performance in constitutional commissions of Kenya; to establish the influence of ethnicity diversity on employee performance in constitutional commissions of Kenya; to examine the influence of education diversity on employee performance in constitutional commissions of Kenya and to assess the influence of social diversity on employee performance in constitutional commissions of Kenya.

5.2.1 Gender Diversity and Employee Performance

Regarding employment, the study found that the organization employs both genders; when it comes to employee treatment, they are all treated fairly irrespective of their gender; both male and female employees are given the opportunity to show their potential. On training, the study established that both genders take part in decision-making; the company encourages career development which involves all employees; and that programs for training and development are created in a way that they fulfill the needs of both. With regard to promotion, the study found that the organization provides

female employees with opportunities to grow; both genders have an equal chance of being promoted; and that promotion is a fair process in the organization.

The study further established that when there is gender equality in the organization and equal opportunities for promotions of employees irrespective of their gender, they are motivated even more to put more efforts in their work. Diversification also in organizations, allows provision of better services because they get to understand their clients even better. Advantage of gender diversity is contingent on areas like the strategy of the company, culture, the environment and the people and the company. From correlation analysis, the study found that gender diversity and employee performance were strongly related. From the regression findings, the study further established that gender diversity was a significant determinant of employee performance and that a unit increase in gender diversity resulted to an increase in employee performance. This was an indication that gender diversity had a positive significant influence on employee performance.

5.2.2 Age Diversity and Employee Performance

From descriptive findings regarding generation X, the study established that baby boomers work to achieve organizational goals; that the organization employs individuals from generation X; and that generation X work independently with minimal supervision. On generation Y, the study established that generation Y highly focus on developing their career; that the organization employs individuals from generation Y; and that generation Y prefer working as a team to achieve organization goals. Regarding Generation Z, the study found that generation Z collaborate with other organization members to achieve organizational goals; generation Z is motivated by social rewards, mentorship, and constant feedback; and that the organization employs individuals from generation Z.

The study also established that there are those employees who are older and therefore have more experience and expertise and therefore assist the younger generation which in

turn enhances performance. Others were of the opinion that age difference makes it challenging to work with others because of their interests and how they like to perform their tasks and therefore becomes challenging to work with. From correlation findings, the study established that age diversity has a strong positive relationship with employee performance. The findings also showed from the regression findings that age diversity was a significant predictor of employee performance. It was established that age diversity positively influences performance of employees and therefore, an increase in age diversity would result to an increase in employee performance.

5.2.3 Ethnicity Diversity and Employee Performance

The study found from descriptive analysis on multicultural workforce that the company attracts and hires individuals from the minority groups; a multicultural workforce promotes creativity in the organization since they approach work differently; and that the organization employs individual from different cultural backgrounds. Regarding ethnic background, the study found that the organization employ individuals from different ethnic background; employees from different ethnic groups interact well in the organization; and that employees from different ethnic background are treated equally. On ethnic inclusion, the study established that the organization provides the minority with chances to grow and advance; that the organization provides the minority with chances to grow and advance; and that the organization is concerned with culture, value and custom of its staffs.

The study also established that because of increased diversity, work groups have been greatly used with the intention of maximally utilizing their great participation and synergy in order to boost employee and organizational performance. The study also explained that various cultural traits could be predicted and has different ethnically distinct views in solving problems; once leaders learn how to utilize these differences, the result will be improved performance of teams. Correlation analysis findings showed that ethnic diversity and employee performance were strongly and positively related. Regression findings showed that ethnic diversity was a significant predictor of employee

performance. It was further established that ethnic diversity positively influences performance of employees. Therefore, an increase in ethnic diversity would result to an increase in employee performance.

5.2.4 Education Diversity and Employee Performance

The study found from descriptive analysis on level of education that employees are recruited in the position they are qualified; that employees are able to work in harmony with other employees in the organization; and that employees help each other in solving work problems that may arise. Regarding level of technical experience, the study found that the employees have knowledge in data management; that employees have knowledge on specific computer programs; and that the employees have information on technology skills. On demonstration of soft skills, the study found that employees help their fellow colleagues in solving problems; the employees work as a team with their colleagues; and that employees are self-motivated hence they are able to work under minimal supervision.

The study also established that respondent's level of education will determine the promotions one will get. Also, employees with high levels of education are seen to be more productive compared to their counterparts with low levels of education. In addition, employees with low level of education sometimes feel inferior, socially insecure and their confidence levels drop and therefore their performance is negatively affected. Education background diversity was found to have positive significant relationship with employee performance. The study also established from regression analysis that the influence of education background diversity on employee performance was significantly positive. Increasing education diversity of employees would result to an increase in employee performance.

5.2.5 Social Diversity and Employee Performance

The study found from descriptive statistics that employees from diverse social status are employees; that employees from different social status work together as a team and that employees from diverse social status interact at different organization levels. Regarding networks, it was found that networks enhance information sharing in the organization; that networks helps the organization to know what is happening in the market; and that networks helps the organization to hire employees suitable for organization positions. On Socialization process, it was found that employees in different departments in the organization interact, this help to work towards achieving the same goal; that socialization in the organization promotes team effectiveness; and that employees in different departments in the organization interact, this help to work towards achieving the same goal.

It was also established that when the organization does align that is based on social identity it leads to conflict among the groups because this aligning is a replication of tension in the company because of the different social groups. The social identity results to gaps that are temporary and collective fences creating conditions through which diversity in functions become less significant. Also, it could lead to the creation of a gap between the individuals and the participation of the management in diversity which affects the social foundation of the company. From correlation analysis, the study found that social diversity and employee performance were strongly related. From the regression findings, the study further established that social diversity was a significant determinant of employee performance and that a unit increase in gender diversity resulted to an increase in employee performance. This was an indication that social diversity had a positive significant influence on employee performance.

5.2.6 Moderating Influence of Organizational Culture on the Relationship between Workforce Diversity and Employee Performance

The study found on structure that the organization structure shows how information flows in the organization; the organization structure defines each employee's job roles; and that the organization structure defines the organization activities which guides it to achieve its goals. Regarding control systems, it was established that control systems in the organization ensure compliance with set procedures; and that control systems in the organization are focused on attaining goals; and that control systems in the organization ensures value congruence among employees. On communication, formal and informal communication is adopted in the organization; a two-way communication method is used in the organization; and oral and written communication is used in the organization.

The study found that from moderated regression model that organizational culture had a positive significant moderating influence on the relationship between gender diversity and employee performance. Also, organizational culture has a positive significant moderating influence on the relationship between age diversity and employee performance in constitutional commissions of Kenya. It was also found that moderated ethnicity diversity variable has significant influence on employee performance. Moderated education background diversity had a positive significant influence on performance of employees in constitutional commissions of Kenya. Also, organizational culture has a positive significant moderating influence on the relationship between social diversity and employee performance. In general, organizational culture had a positive significant moderating influence on the relationship between workforce diversity and employee performance in constitutional commissions of Kenya.

5.3 Conclusions

5.3.1 Gender Diversity

The study found that gender diversity had a strong positive and significant relationship with performance of employees in constitutional commissions of Kenya. The study also found that the influence of gender diversity on employee performance was positive. Therefore, the study concludes that gender diversity positively and significantly affects performance of staff members in Kenyan constitutional commissions. The study further concluded that difference gender has their strengths therefore giving male and female employees opportunity to show their potential and take part in decision-making improve the overall performance of the employees.

5.3.2 Age Diversity

The study found that age diversity had a strong positive significant relationship with performance of employees in constitutional commissions of Kenya. Also, age diversity had a significant influence on employee performance in constitutional commissions of Kenya. Therefore, the study concludes that diverse age positively and significantly affects performance of staff members in Kenyan constitutional commissions. The study further concluded that with the generation change, aspects such as technological use, employees' versatility are common with the younger generation while experience is associated with older generation hence age diversity provide leverage for employees for compliment one another in delivery of high performance.

5.3.3 Ethnicity Diversity

The study found that ethnicity diversity had a strong positive significant relationship with performance of employees in constitutional commissions of Kenya. Furthermore, ethnic diversity was found to have positive and significant influence on employee performance. Form the findings, the study concludes that diverse Ethnicity positively and significantly affects performance of staff members in Kenyan constitutional

commissions. The study also concluded that multicultural workforce promotes creativity in the organization since they approach work differently which promotes employees' performance.

5.3.4 Education Diversity

The study revealed that education diversity had a strong positive correlation with performance of employees in constitutional commissions of Kenya. Also, education background diversity had a significant influence on employee performance in constitutional commissions of Kenya. Therefore, the study concludes that education diversity positively and significantly affects performance of staff members in Kenyan constitutional commissions. The study concluded that ensuring education diversity through ensuring employees of high level of education, level of technical experience and demonstration of soft skills contributed in increasing the high performance of the employees.

5.3.5 Social Diversity

The study found that social diversity had a strong, positive and significant relationship with performance of employees in constitutional commissions of Kenya. Also, social diversity had a significant influence on employee performance in constitutional commissions of Kenya. From study findings, the study concluded that diverse Social has a significant positive influence employee performance in constitutional commissions in Kenya.

5.3.6 Organizational Culture, Workforce Diversity and Employee Performance

The study found that moderated gender diversity had a positive significant influence on performance of employees in constitutional commissions of Kenya. Moderated age diversity was found to have positive significant influence on performance of employees in constitutional commissions of Kenya. It was also found that moderated ethnicity diversity variable has significant influence on employee performance. Moderated

education background diversity had a positive significant influence on performance of employees in constitutional commissions of Kenya. Also, moderated social diversity had a positive significant influence on performance of employees in constitutional commissions of Kenya. Based on these findings, the study concluded that organizational culture has a positive significant moderating influence on the relationship between workforce diversity and employee performance in constitutional commissions of Kenya.

5.3.7 Contribution of the Study

This study developed a model that can be used to predict employees' performance based on workplace diversity. The study showed that age diversity, gender diversity, education level diversity, social diversity and ethnic diversity significant predicted employees' performance of the constitutional commission in Kenya. The study further expounded on the utility of human resources theories to explain the influence of workplace diversity and employee performance. The study further bridged the existing gaps in the body of knowledge on influence workplace diversity on employee performance in the context of constitution commission in Kenya.

5.4 Recommendations

5.4.1 Managerial Recommendations

The study recommends that there is need to ensure that gender diversity in the organization. When employing staff, it is important to ensure that they are diverse; this will encourage their improved performance. Equal promotion of employees is important because it motivates employees to be dedicated to their work. The study recommends that it is important for the organization to ensure that there is age diversity among employees. It is also important for the organization to provide favorable environment and working conditions for employees depending on their age. With age comes experience and also young individuals are more innovative and adopt fast to new

technology. Depending on the objective of the organization, the organization should select employees of appropriate age to suit the position they have created.

The study recommends that constitutional commissions of Kenya should ensure there is ethnic diversity in the organization; this will increase employee performance. The organization should increase diversity and use work groups to maximally utilizing their great participation and synergy in order to boost employee and organizational performance. The study recommends that, the organization should ensure that there is education diversity among its employees, both management employees and juniors. Employees with high levels of education have more expertise and can assist and guide those with low levels of education. It is also important for the organization to ensure that employees are assigned duties that fit their skill. The study therefore recommends the organization to have aspects of social capital: believing the people will not share the knowledge with other people that cannot be trusted. The study established that sharing of knowledge could be inhibited by the culture of the company, it's therefore important for the organization to adopt a culture that allows information sharing.

5.4.2 Policy Recommendations

Policy makers in constitutional commissions should set a strong example for diversity in the workplace by having policies that make management accountable for promoting inclusion. Hire managers based on their accomplishments and show the staff that gender, age and ethnic background have nothing to do with succeeding at the company. The study also recommends policy makers to establish a diversity policy that includes a requirement that the board of directors; establish measurable objectives for achieving greater gender diversity; and assess annually both the measurable objectives for achieving gender diversity and the progress in achieving them.

5.5 Areas for Further Research

The general objective of this study was to establish the influence of workforce diversity on employee performance in constitutional commissions of Kenya. The main focus was on employee performance; the study therefore recommends a study to be conducted on the influence of workforce diversity on organizational performance. The future researches could focus on the different aspects among a diverse workforce like interpersonal relationships and communication etc. which can have an impact on performance of employees and thus in turn have an impact on the organization's overall performance. This study found that 77.2% variation in employee performance in constitutional commissions of Kenya can be explained by changes in age diversity, gender diversity, education background diversity, social diversity, and ethnicity diversity, hence further studies should focus on other factors that account for the remaining 32.8% of the variation of employee performance in constitutional commissions of Kenya

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Appendix I: Introduction Letter to Respondents

Lemunen Solomon

JKUAT,

P.O. Box 62,000 – 00200

NAIROBI, KENYA

Nairobi, Kenya.

Dear Respondents,

RE: <u>DATA COLLECTION BY LEMUNEN SOLOMON</u>

I am Lemunen Solomon, a Doctoral Student from Jomo Kenyatta University of Agriculture and Technology. I'm carrying out academic research on **WORKFORCE DIVERSITY AND EMPLOYEE PERFORMANCE AT THE CONSTITUTIONAL COMMISSIONS OF KENYA**. I request you to respond to the questionnaire or create time for an interview that will allow me to conduct the research. The information you provide is academic and therefore it will ensure confidentiality and anonymity.

Thanks for your willingness to be part in the study.

Yours truly,

Lemunen Solomon

Appendix II: Questionnaire

Section A: General Information

Instructions

Provide your response by ticking on the box that matches your response.

1. What is 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 years and above   [ ]

3. What is your designation in the organization?

    a) Top Management   [ ]
    b) Medium level Management   [ ]
    c) Low level Management   [ ]

Section B: Gender Diversity

4. This subsection is concerned with investigation of whether there is a relationship of between gender diversity and employee performance in constitutional commissions of Kenya. Tick on the box that matches your response

	Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	**2**	**3**	**4**	**5**
	Number of Male/Female					
1	The organization employs both genders					
2	Both male and female employees are given the opportunity to show their potential					
3	When it comes to employee treatment, they are all treated fairly irrespective of their gender					
	Gender based Programs					
4	The company encourages career development which involves all employees					
5	Programs for training and development are created in a way that they fulfill the needs of both genders					
6	Both genders take part in decision-making					
	Equal Opportunities					
7	Both gender have an equal chance of being promoted					
8	Promotion is a fair process in the organization					
9	The organization provide female employees with opportunities to grow					

5. How else does gender diversity affect employee performance in constitutional commissions of Kenya?

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Section C: Age Diversity

6. This subsection is concerned with investigation of whether there is a relationship between age diversity and employee performance in constitutional commissions of Kenya. Tick on the box that matches your response

	Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	**2**	**3**	**4**	**5**
	Age Differences					
1	The organization employs individuals from generation X					
2	Generation X work independently with minimal supervision					
3	Baby boomers work to achieve organizational goals					
	Positions for young people					
4	The organization employs individuals from generation Y					
5	Generation Y prefer working as a team to achieve organization goals					
6	Generation Y highly focus on developing their career					
	Mentorship programs					
7	The organization employs individuals from generation Z					
8	Generation Z collaborate with other organization members to achieve organizational goals					
9	Generation Z is motivated by social rewards, mentorship, and constant feedback					

7. How else does age diversity affect employee performance in constitutional commissions of Kenya?

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Section D: Ethnic Diversity

8. This subsection is concerned with investigation of whether there is a relationship between ethnicity diversity and employee performance in constitutional commissions of Kenya. Tick on the box that matches your response

	Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	**2**	**3**	**4**	**5**
	Multicultural workforce					
1	The company attracts and hires both the male and female					
2	The organization employs individual from different cultural backgrounds					
3	A multicultural workforce promotes creativity in the organization since they approach work differently					
	Ethnic background					
5	The organization employ individuals from different ethnic background					
6	Employees from different ethnic groups interact well in the organization					
7	Employees from different ethnic background are treated equally					

	Ethnic Inclusion					
8	The company attracts and hires individuals from minority groups					
9	The organization provides the minority with chances to grow and advance					
10	The organization is concerned with culture, value and custom of its staffs					

9. How else does ethnicity diversity affect employee performance in constitutional commissions of Kenya?

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Section E: Education Background Diversity

10. This subsection is concerned with investigation of whether there is a relationship between education background diversity and employee performance in constitutional commissions of Kenya. Tick on the box that matches your response

	Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	2	3	4	5
	Level of education					
1	Employees are recruited in the position they are qualified					
2	The employee are able to work in harmony with other employees in the organization					
3	They employees help each other in solving work problems that may arise					
	Level of technical experience					
4	The employees have information technology skills					

		Strongly disagree	Disagree	Neutral	Agree	Strongly agree
5	Employees have knowledge on specific computer programs					
6	The employees have knowledge in data management					
	Demonstration of soft skills					
7	The employees work as a team with their colleagues					
8	The employees help their fellow colleagues in solving problems					
9	Employees are self-motivated hence they are able to work under minimal supervision					

11. How else does education background diversity affect employee performance in constitutional commissions of Kenya?

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Section E: Social Diversity

12. This subsection is concerned with investigation of whether there is a relationship between social diversity and employee performance in constitutional commissions of Kenya. Tick on the box that matches your response

	Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	**2**	**3**	**4**	**5**
	Employees status					
1	Employees from diverse social status are employees					
2	Employees from different social status work together as a team					
3	Employees from diverse social					

	status interact at different organization levels					
	Networks					
4	Networks helps the organization to hire employees suitable for organization positions					
5	Networks enhances information sharing in the organization					
6	Networks helps the organization to know what is happening in the market					
	Socialization process					
7	Socialization in the organization help employees understand each other					
8	Socialization in the organization promotes team effectiveness					
9	Employees in different departments in the organization interact, this help to work towards achieving the same goal					

13. How else does   social diversity affect employee performance in constitutional commissions of Kenya?

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Section F: Organizational culture

14. This subsection is concerned with investigation of whether there is a relationship between the moderating effect of organizational culture and employee performance in constitutional commissions of Kenya. Tick on the box that matches your response

	Statements	Strongly disagree	Disagree	Neutral	Agree	Strongly agree
		1	**2**	**3**	**4**	**5**
	Structure					
1	The organization structure defines the organization activities which guides it to achieve its goals					
2	The organization structure defines each employee's job roles					
3	The organization structure shows how information flows in the organization					
	Control systems					
4	Control systems in the organization are focused on attaining goals					
5	Control systems in the organization ensure compliance with set procedures					
6	Control systems in the organization ensures value congruence among employees					
	Communication					
7	Formal and informal communication is adopted in the organization					
8	A two-way communication method is used in the organization					
9	Oral and written					

communication is used in the organization					

15. How else does the moderating effect of organizational culture affect employee performance in constitutional commissions of Kenya?

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Section F: Employee Performance

Statement	1	2	3	4	5
Over the past five years, performance of employees has improved					
Age diversity in organizations has improved employee performance					
Highly performing workers get promotions easily in a company than lower performers					
Education diversity in the organization has helped to improve performance in the organization					
Social diversity has improved levels of employee performance in our organization					
The company rewards employees for their good performance					
Gender diversity in our organization has resulted to improved performance among employees					

Thank you

Appendix III: Constitution Commission

Commission	Contact
Independent Electoral and Boundaries Commission	Email: info@iebc.co.ke. Telephone contacts: (020)2769000, (020)2877000 and (020)2222072.
Commission on Revenue Allocation	P.O. Box 1310 – 00200 Nairobi. Tel: 020-4298000 / 0709-822000 / 0708-106 072 / 0708-752 539 / 0731-776 666 info@crakenya.org
Commission for the Implementation of the Constitution	P.O BOX 48041-00100 Nairobi Telephone: +254 708 326 404 Telephone 2: +254 708 326 404 Email: cickenya2010@gmail.com
Judicial Service Commission	P.O. Box 40048 – 00100 Phone : +254 20 273 9180 Email : jscsecretariat@jsc.go.ke
Teachers Service Commission	020 289 2000. 0722 208 552. 0777 208 552. Email: info@tsc.go.ke ...
Public Service Commission	P. O. Box 30095-0100, Nairobi, Telephone: 254 20 2223901, 254 20 2227471, Fax No 254 20 214791, Call Centre: 020 4865000 Website: www.publicservice.go.ke, E-mail: psck@publicservice.go.ke
National Police Service Commission	P.O.Box 44249 - 00100 NAIROBI Email: nps@nationalpolice.go.ke Phone: +254-020-2221969
National Land Commission	P.O. Box 44417 – 00100, Tel: 2718050 email: info@landcommission.go.ke
Ethics and Anti-Corruption Commission	PO. Box 61130 - 00200, Nairobi Tel: (020) 4997000 Mobile: 0709 781000; 0730 997000 Fax: (020) 2240954 Email: eacc@integrity.go.ke
Parliamentary Service Commission	Tel : 254 2 2221291 or 2848000 Fax : 254 2 2243694 E-mail : clerk@parliament.go.ke
Salaries and Remuneration Commission	P.O Box 43126 - 00100, Nairobi. Email: info@src.co.ke and src@kenya.go.ke.

	Telephone: (020) 2710065/81, Mobile: 0731 210065, 0756 200065 and 0705 926377
Kenya National Human Rights and Equality Commission	P.O Box 41079-00100, Nairobi, Kenya Phone: +254-20 2044545 +254 20 2106763 Mobile: +254-722-264497 +254-733-629034 Mail: admin@khrc.or.ke
National Gender and Equality Commission	P.O. Box 27512-00506,Nairobi, Toll Free : 0800 720 187 HQ Reception : +254 709 375 100 SMS : 20459
Kenya National Commission on Human Rights	P.O Box 1100-20300, Nyahururu Tel: +254(0) 705 982 617 Email: laikipia@knchr.org Twitter:@KNCHRLaikipia
Commission on Administrative Justice	P.O. Box 20414 – 00200 NAIROBI. Tel: +254-20-2270000 /2303000 / 2603765 / 2409574/0777 125818/ 0800221349 (Toll free) Email : info@ombudsman.go.ke / complain@ombudsman.go.ke

Appendix IV: Summary of Data Analysis Techniques

Hypothesis	Statistical Model	Hypothesis Test
Hypothesis 1 H_{A1} Gender diversity positively and significantly affect performance of staff members in Kenyan constitutional commissions	**Multiple Regression Analysis** $Y = \beta_0 + \beta_1 X_1 + \varepsilon$ Where Y = Employee Performance β_0 = Intercept β_1 = Coefficient of X_1 X_1 = Diverse Gender ε = Error term	$H_0 = 0$ $H_1 > 0$ Accept H_0 if P >0.05 otherwise reject H_0. R^2 is used in assessing the extent to which variation of response variable is caused by its association with the predictor variable. β_1, β_2, β_3, and β_4 will be Parameters for association with X_1, X_2, , X_3 and X_4 respectively F - test assesses how robust and significant the model is t - test determines how significant gender diversity is
Hypothesis 2 H_{A2} Diverse age positively and significantly affect performance of staff members in Kenyan constitutional commissions	**Multiple Regression Analysis** $Y = \beta_0 + \beta_2 X_2 + \varepsilon$ Where Y = staff members Performance β_0 = Intercept β_3 = Coefficient of X_3 X_3 = Diverse Age ε = Error term	$H_0 = 0$ $H_1 > 0$ Accept H_0 if P >0.05 otherwise reject H_0. R^2 is used in assessing the extent to which variation of response variable is caused by its association with the predictor variable β_1, β_2, β_3, and β_4 will be Parameters for association with X_1, X_2, , X_3 and X_4 respectively F -test assesses how robust and significant the model is t - test determines how significant Age diversity
Hypothesis 3 H_{A3} Diverse Ethnic positively and significantly affect performance of staff members in Kenyan	$Y = \beta_0 + \beta_3 X_3 + \varepsilon$ Where Y = staff members performance β_0 = Intercept β_4 = Coefficient of X_4	$H_0 = 0$ $H_1 > 0$ Accept H_0 if P >0.05 otherwise reject H_0. R^2 is used in assessing the extent to which variation of

constitutional commissions	X_4= Diverse Ethnic ε = Error term	response variable is caused by its association with the predictor variable. β_1, β_2, β_3, and β_4 will be Parameters for association with X_1, X_2, , X_3 and X_4 respectively F -test assesses how robust and significant the model is t - test determines how significant ethnic diversity
Hypothesis 4 H_{A4} Education diversity positively and significantly affect performance of staff members in Kenyan constitutional commissions	$Y= \beta_0+\beta_5X_5+\varepsilon$ Where Y = staff members performance β_0 = Intercept β_5 = Coefficient of X_5 X_5= Diverse Education ε = Error term	$H_0= 0$ $H_1 > 0$ Accept H_0 if P >0.05 otherwise reject H_0. R^2 is used in assessing the extent to which variation of response variable is caused by its association with the predictor variable. β_1, β_2, β_3, and β_4 will be Parameters for association with X_1, X_2, , X_3 and X_4 respectively F -test assesses how robust and significant the model is t - test determines how significant education diversity
Hypothesis 5 H_{A5} Diverse Social has a significant positive influence employee performance in constitutional commissions in Kenya	$Y= \beta_0+\beta_5X_5+\varepsilon$ Where Y = staff members performance β_0 = Intercept β_3 = Coefficient of X_5 X_5 = Diverse Social ε = Error term	$H_0= 0$ $H_1 > 0$ Accept H_0 if P >0.05 otherwise reject H_0. R^2 is used in assessing the extent to which variation of response variable is caused by its association with the predictor variable. β_1, β_2, β_3, and β_4 will be Parameters for association with X_1, X_2, , X_3 and X_4 respectively F -test assesses how robust

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		and significant the model is t - test determines how significant social diversity