



WORKFORCE DIVERSITY AND EMPLOYEE PERFORMANCE IN THE CONSTITUTIONAL COMMISSIONS OF KENYA

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ABSTRACT

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 and age diversity on employee performance in constitutional commissions of Kenya. The study was guided by social identification and categorization theory, similarity/attraction theory. The study adopted a descriptive cross-sectional survey. Targeted population was 15 Kenyan Constitutional Commission. 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. Questionnaire was selected as data collection tool where the researcher administered them to the entire sample selected. The study conducted pilot study to enable Validation and pretesting. 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 performance of staff members in Kenyan constitutional commissions; diverse age positively and significantly affect performance of staff members in Kenyan constitutional commissions. 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.

Key words; Age Diversity, Diversity, Employee Performance, Gender Diversity

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INTRODUCTION

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 borders 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). 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).

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 subsidiaries boards (Waller, 2016).

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.

Statement of the Problem

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 employees 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 alarming because of diverse workforce. The studies were conducted in different contexts and nations. This study sought to fill the research gap by establishing the influence of workforce diversity on employee performance in constitutional commissions of Kenya.

Objectives of the study

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

- 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

Research Hypotheses

The study was guided by the following questions

- H_{A1} Gender diversity has a positive significant influence on employee performance in constitutional commissions of Kenya
- H_{A2} Age diversity has a positive significant influence on employee performance in constitutional commissions of Kenya

LITERATURE REVIEW

Theoretical Framework

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.

Social Identification and Categorization Theory

Diverse social category is the variation in the membership of social category. T can be due to differences in gender of the members or their age or even ethnicity, (Jackson, 1992). 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.*, 2004). Based on this theory, people develop personal identity based on part of the categories to which they themselves belong (Hogg, Terry & White, 1995). Individuals tend to group themselves to those other members of the group that they share the same behaviours, 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, 2006).

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, 2006).

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

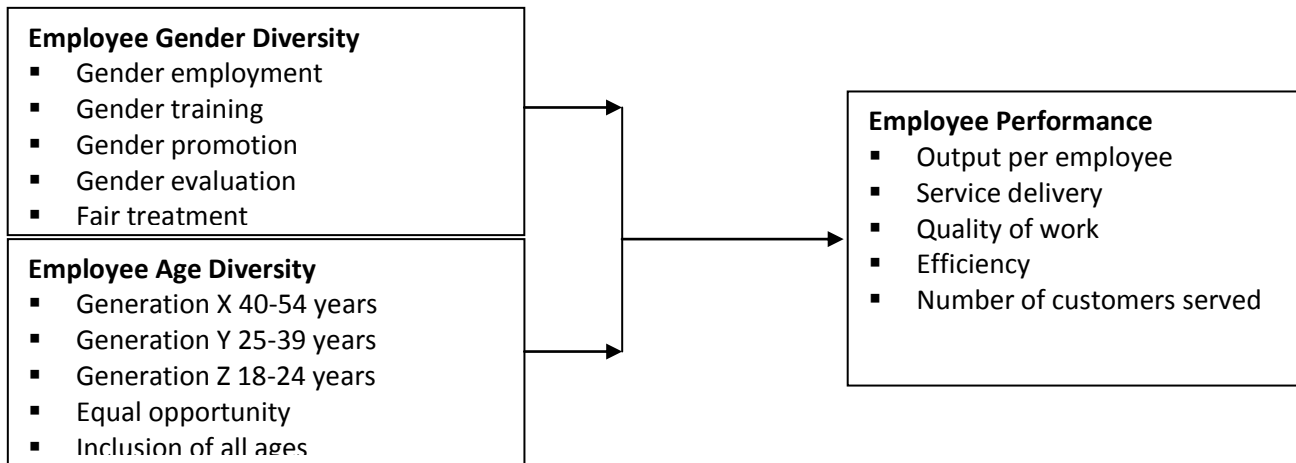
improving their performance. The theory supports the variable of gender diversity by linking the social identification and categorization theory to employee performance in constitutional commissions of Kenya

Similarity/Attraction Theory

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 have 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 one's 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*, 2008; Cassel, 2001).

Researches done based on similarity/attraction concept established that lack of similarities led to less attraction among individuals manifesting through reduced communication, distorted information, and error in communication (Cameron & Quinn, 2002). 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.



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

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, Bezrukova, Ely, Jackson, Joshi, Jehn, Leonard, Levine, and Thomas (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.

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).

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. 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 performers 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 member 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 is 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 measured 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).

METHODOLOGY

Research design adopted was descriptive cross-sectional survey. Cooper and Schindler (2008) 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, 2008).

For this study the targeted population was 15 Kenyan Constitution Commission staff at the headquarters in Nairobi. The population for the study was 623 managerial level employees who were working at Constitutional commissions head offices. The reason why managerial level employees were selected was because they had the information that was needed in this study.

The study used the Krejcie and Morgan (1970) formula to determine the size of the sample. This study used stratified random sampling technique in selecting the sample. Questionnaire was used as the main tool for gathering data. The study adopted the Mixed methods data analysis method where inferential and descriptive analysis were performed. Both quantitative and qualitative data was collected. Quantitative data collected was analysed using descriptive statistics techniques. 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.

Pearson R correlation was used to measure strength and the direction of linear relationship between variables. 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. To determine any causal relationship, multiple linear regression analysis was conducted.

The overall model was $Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \epsilon$

Y = Employee performance

X_1 = Gender Diversity

X_2 = Age Diversity

β_1, β_2 , are regression coefficients to be estimated

ϵ = Error term

β = the beta coefficients of independent variables

RESULTS AND DISCUSSIONS

The study selected a sample of 244 managerial level employees who were working at Constitutional Commissions head offices. All selected respondents were issued with questionnaires for data collection but the researcher was able to receive back only 217 questionnaires. The returned questionnaires formed a response rate of 88.9% as indicated in Therefore, since our response rate was above 70% it was considered to be excellent and was used for further analysis and reporting.

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.

Gender Diversity

This study investigated whether there is a relationship of between gender diversity and employee performance. The findings presented in

Table 1 showed 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 gender 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). On gender evaluation, the study found that 80.6% respondents were in agreement that the organization has an employee evaluation system used to evaluate both genders (M=3.714); 75.6% agreed that performance evaluation of both genders is reviewed against set performance standards (M=3.751); and 80.6% that the organization provides feedback after and evaluation process (M=3.856). The study further established on fair treatment that 75.1% respondents agreed that in the organization the rules and regulations apply to employees of both gender (M=3.915); 77.4% agreed that each employee is recognized and rewarded for their accomplishments (M=3.699); and 77.4% that the organization treats employees as equals (M=3.678).

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 concurred 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 1: Gender Diversity and Employee Performance

Statement	1 %	2 %	3 %	4 %	5 %	Mean	Std. Dev.
Gender Employment							
The organization employs both genders	2.8	1.8	2.8	80.2	12.4	3.982	1.370
Both male and female employees are given the opportunity to show their potential	4.6	4.6	7.4	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	6.0	80.6	7.8	3.889	1.381
Gender Training							
The company encourages career development which involves all employees	6.0	2.8	8.8	77.4	5.5	3.738	1.320
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	6.0	75.1	13.8	3.948	1.263
Gender Promotion							
Both gender 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	1.220
The organization provide female employees with opportunities to grow	2.8	4.6	2.8	78.8	11.1	3.915	1.343
Gender Evaluation							
The organization has an employee evaluation system used to evaluate both genders	5.5	5.5	7.4	74.2	7.4	3.714	1.251
Performance evaluation of both genders is reviewed against set performance standards	4.6	7.4	4.6	75.6	7.8	3.751	1.277
The organization provides feedback after and evaluation process	2.8	6.0	2.8	80.6	7.8	3.856	1.384
Fair Treatment							
The organization treats employees as equals	6.0	8.8	2.8	77.4	5.5	3.678	1.325
Each employee is recognized and rewarded for their accomplishments	1.8	5.1	14.7	77.4	0.9	3.699	1.331
In the organization the rules and regulations apply to employees of both gender	2.8	6.0	2.8	75.1	13.8	3.915	1.267

Age Diversity

This study 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 2, 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). On equitable workplace, 78.8% respondents agreed that training in the organization is inclusive of diverse ages (M=3.935); 78.3% that the organization gives employee of different age groups equal opportunities (M=3.803) and 72.8% that equal opportunity brings together employees with diverse exposures (M=3.744). On

inclusion of ages, 85.3% respondents agreed that in the organization promotion is inclusive of diverse age (M=3.994); 85.3% that a gender diverse team produces high quality decisions over a homogeneous team (M=3.961); and 87.6% that a gender diverse team enhance the organization's overall creativity and innovation (M=3.889).

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 disagrees 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 2: Age Diversity and Employee Performance

Statement	1 %	2 %	3 %	4 %	5 %	Mean	Std. Dev.
Generation X							
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
Generation Y							
The organization employs individuals from generation Y	1.8	1.4	1.8	88.9	6.0	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
Generation Z							
The organization employs individuals from generation Z	4.1	1.8	6.0	83.4	4.6	3.830	1.441
Generation Z collaborate with other organization	1.4	1.4	3.2	85.3	8.8	3.988	1.475

members to achieve organizational goals								
Generation Z is motivated by social rewards, mentorship, and constant feedback	1.4	0.0	1.8	94.5	1.8	3.961	1.674	
Equitable workplace								
The organization gives employee of different age groups equal opportunities	2.8	8.8	2.8	78.3	7.8	3.803	1.331	
Equal opportunity brings together employees with diverse exposures	4.6	10.6	1.4	72.8	10.6	3.744	1.229	
Training in the organization is inclusive of diverse ages	2.8	2.8	4.6	78.8	11.1	3.935	1.341	
Inclusion of ages								
A gender diverse team produces high quality decisions over a homogeneous team	1.4	2.8	2.8	85.3	7.8	3.961	1.476	
A gender diverse team enhance the organization's overall creativity and innovation	2.8	1.4	4.6	87.6	4.1	3.889	1.522	
In the organization promotion is inclusive of diverse age	1.4	1.8	1.8	85.3	9.2	3.994	1.476	

Employee Performance

This study was concerned with investigation of employee performance in constitutional commissions of Kenya.

The findings presented in Table 3 showed that 74.2% respondents agreed that over the past five years, performance of employees had 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 study findings concurred 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 3: 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

Inferential Results

Relationship between study variables was determined by computing inferential statistics. The study computed correlation and regression analysis.

Correlation Results

Pearson R correlation was used to measure strength and the direction of linear relationship between variables. 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 $r > \pm 0.5$. The findings presented in Table 4 showed that gender diversity had a

strong positive and significant relationship with performance of employees in constitutional commissions in Kenya ($r=0.793$, $p=0.000$); age diversity was found to have strong positive significant relationship with performance of employees in constitutional commissions in Kenya ($r=0.743$, $p=0.000$). Based on these findings it can be seen that all the variables (gender diversity, age diversity) had significant relationship with performance of employees in constitutional commissions in Kenya.

Table 4: Correlations

Variables		Employee Performance	Gender Diversity	Age Diversity
Employee Performance	Pearson Correlation	1		
	Sig. (2-tailed)			
	N	217		
Gender Diversity	Pearson Correlation	.793**	1	
	Sig. (2-tailed)	.000		
	N	217	217	
Age Diversity	Pearson Correlation	.743**	.376**	1
	Sig. (2-tailed)	.000	.000	
	N	217	217	217

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 1-2.

Model Summary

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. From the findings presented in Table 5, model 1

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

Table 5: 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

Analysis of Variance

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) was greater than the F-critical value ($F_{5,211}=2.257$); this suggests that the variables, age diversity, gender diversity can be used to predict employee performance in state corporations in Kenya.

Table 6: ANOVA for Regression Analysis

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	139.050	2	27.810	21.515	.000 ^b
Residual	272.731	211	1.293		
Total	411.781	216			

a. Dependent Variable: Employee Performance

b. Predictors: (Constant), Age Diversity , Gender Diversity

Beta Coefficients of the Study Variables

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. 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;

$$Y = 0.920 + 0.388X_1 + 0.784X_2$$

From the equation above, it can be observed that when the rest of the variables (age diversity, gender diversity) are held to a constant zero, employee performance in state corporations in Kenya will be at a constant value of 0.920.

The first hypothesis of the study was: H_{A1} Gender diversity positively and significantly affects performance of staff members in Kenyan constitutional commissions

The findings also show that gender diversity has significant influence on employee performance in state corporations in Kenya ($p=0.029<0.05$). The findings also show that the influence of gender diversity on employee performance is positive ($\beta=0.388$). These findings suggest we accept the null hypothesis H_{A1} and conclude 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 mal

The second hypothesis was: H_{A2} Diverse age positively and significantly affects performance of staff members in Kenyan constitutional commissions

The findings also show that age diversity has significant influence on employee performance in state corporations in Kenya ($0.007<0.05$). The findings also show that age diversity positively affects employee performance ($\beta=0.784$). These findings suggest we accept the null hypothesis H_{A2} and conclude that diverse age positively and significantly affect 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.

Table 7: Coefficients for Regression Analysis

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	0.920	0.081		11.358	0.000
1 Gender Diversity	0.388	0.084	0.032	4.619	0.029
Age Diversity	0.784	0.127	0.429	6.173	0.007

a. Dependent Variable: Employee Performance

CONCLUSIONS AND RECOMMENDATIONS

The study concluded that gender diversity positively and significantly affects performance of staff members in Kenyan constitutional commissions. The study revealed that gender diversity has significant influence on employee performance in state corporations in Kenya. The influence was also found to be positive. Gender diversity had a strong positive correlation with performance in state corporations.

The study concluded that diverse age positively and significantly affects performance of staff members in Kenyan constitutional commissions. The conclusion was drawn from the findings that age diversity has significant influence on employee performance in state corporations in Kenya. The study also found that age diversity positively affects employee performance. Age diversity had a strong positive correlation with performance in state corporations.

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. 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. State Corporation in 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.

Policy makers in state corporations 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 recommended 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.

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